Connecticut Green Jobs Partnership

U.S. Department of Labor Employment and Training Administration
State Energy Sector Partnership (SESP) and Training Grant Proposal
Connecticut Employment and Training Commission
October 20, 2009

Part I – Cost Proposal

OMB Number: 4040-0004
Expiration Date: 01/31/2009

Application for Federal Assistance SF-424 Version 02

*1. Type of Submission:	*2. Type of Application	* If Revision, select appropriate letter(s)
☐ Preapplication	☒ New	
☒ Application	☐ Continuation	*Other (Specify)
☐ Changed/Corrected Application	☐ Revision	

3. Date Received: 4. Applicant Identifier:

5a. Federal Entity Identifier: *5b. Federal Award Identifier:

State Use Only:

6. Date Received by State: 7. State Application Identifier:

8. APPLICANT INFORMATION:

*a. Legal Name: Connecticut Employment and Training Commission

*b. Employer/Taxpayer Identification Number (EIN/TIN): 06-6000798

*c. Organizational DUNS: 831387431

d. Address:

*Street 1: c/o Connecticut Office for Workforce Competitiveness
Street 2: 100 Great Meadow Road, Suite #401
*City: Wethersfield
County: Hartford
*State: CT
Province:
*Country: United States
*Zip / Postal Code 06109

e. Organizational Unit:

Department Name: Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix: Ms. *First Name: Mary Ann
Middle Name:
*Last Name: Hanley
Suffix:

Title: Governor's Principal Workforce Development Policy Advisor

Organizational Affiliation:
Connecticut Office for Workforce Competitiveness

*Telephone Number: (860) 258-4304 Fax Number: (860) 258-4312

*Email: Mary.Ann.Hanley@po.state.ct.us

Application for Federal Assistance SF-424 Version 02

***9. Type of Applicant 1: Select Applicant Type:**

A.State Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

*Other (Specify)

***10 Name of Federal Agency:**

United States Department of Labor, Employment and Training Administration

11. Catalog of Federal Domestic Assistance Number:

17.275

CFDA Title:

Competitive Grants for Worker Training and Placement in High Growth and Emerging Industry Sectors

***12 Funding Opportunity Number:**

SGA/DFA PY-08-20

*Title:

American Recovery and Reinvestment Act (ARRA); State Energy Sector Partnership (SESP) and Training Grants

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Connecticut (All Counties)

***15. Descriptive Title of Applicant's Project:**

Connecticut Green Jobs Partnership

OMB Number: 4040-0004
Expiration Date: 01/31/2009

Application for Federal Assistance SF-424 Version 02

16. Congressional Districts Of:

*a. Applicant: CT-001 *b. Program/Project: CT-all

17. Proposed Project:

*a. Start Date: 1/1/2010 *b. End Date: 12/31/2012

18. Estimated Funding ($):

*a. Federal	$3,360,000
*b. Applicant	
*c. State	
*d. Local	
*e. Other	
*f. Program Income	
*g. TOTAL	$3,360,000

***19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

☐ a. This application was made available to the State under the Executive Order 12372 Process for review on _____

☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.

☒ c. Program is not covered by E. O. 12372

***20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)**

☐ Yes ☒ No

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U. S. Code, Title 218, Section 1001)

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions

Authorized Representative:

Prefix: Mr. *First Name: Wallace

Middle Name:

*Last Name: Barnes

Suffix:

*Title: Chairman, Connecticut Employment and Training Commission

*Telephone Number: (860) 582-2500 Fax Number: (860) 582-5850

* Email: wbskybight@cs.com

*Signature of Authorized Representative: Wallace Barnes *Date Signed: 10/14/09

Authorized for Local Reproduction

Standard Form 424 (Revised 10/2005)
Prescribed by OMB Circular A-102

BUDGET INFORMATION - Non-Construction Programs

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c.)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
State Energy Sector Partnership	17.275					
5. TOTALS		$ -	$ -	$ -	$ -	$ -

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total
	(1)	(2)	(3)	(4)	(5)
a. Personnel	$ 37,635				$ 37,635
b. Fringe Benefits	21,828				21,828
c. Travel	18,333				18,333
d. Equipment	3,000				3,000
e. Supplies	3,300				3,300
f. Contractual	3,084,764				3,084,764
g. Construction	-				-
h. Other	31,140				31,140
i. Total Direct Charges *(sum of 6a - 6h)*	3,200,000				3,200,000
j. Indirect Charges	160,000				160,000
k. TOTALS *(sum of 6i and 6j)*	$ 3,360,000	$ -	$ -	$ -	$ 3,360,000
7. Program Income	$	$	$	$	$

SECTION C - NON-FEDERAL RESOURCES				
(a) Grant Program	(b) Applicant	(c.) State	(d) Other Sources	(e) TOTALS
8.State Energy Sector Partnership				
9.				
10.				
11.				
12. TOTALS *(sum of lines 8 and 11)*	$ -	$ -	$ -	$ -

SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	$ 834,150	125,122	200,196	200,196	308,636
14. Non-Federal					
15. TOTAL *(sum of lines 13 and 14)*	$ 834,150	$ 125,122	$ 200,196	$ 200,196	$ 308,636

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT				
(a) Grant Program	FUTURE FUNDING PERIODS (Years)			
	(b) First	(c.) Second	(d) Third	(e) Fourth
16. State Energy Sector Partnership	$ 1,233,488	$ 1,292,362		
17.				
18.				
19.				
20. TOTALS *(sum of lines 16 - 19)*	$ 1,233,488	$ 1,292,362	$ -	$ -

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges $3,200,000	22. Indirect Charges $160,000
23. Remarks	

SESP - Project Budget

			US DOL ETA Grant Funds				
		Description	Year 1*	Year 2	Year 3	Total	
a	**Personnel**						**$37,635**
	Assistant Accountant	Maintains project finances; completes all required financial reports - hired at end of first quarter in year 1 (0.25 FTE @ 53,000/yr with 3% escalation annually)	$9,938	$13,644	$14,053	$37,635	
b	**Fringe Benefits**						**$21,828**
	Fringe and Payroll taxes	Fringe rate of 58% x direct salary covers payroll taxes, Workers' Compensation, and, if eligible, health insurance	$5,764	$7,914	$8,151	$21,828	
c	**Travel**						**$18,333**
	Professional development conferences	For attendance by Project Director and/or key partner staff at state, regional or national conferences relating to the green jobs and related workforce development issues	$5,000	$5,000	$5,000	$15,000	
	Local Travel	Covers travel within Connecticut for the Project Director (200 mi/mo x $.505 per mile; 9 months in Year 1)	$909	$1,212	$1,212	$3,333	
d	**Equipment**						**$3,000**
	Computers	Desktop computers for all staff equipped with required software and connectivity ($1,500 per computer x 2 staff)	$3,000	$0	$0	$3,000	
e	**Supplies**						**$3,300**
	Office Supplies	General office supplies for Project Director and Assistant Accountant; the Office for Workforce Competitiveness will also provide in-kind office supplies to supplement usage ($50/month x 2 staff)	$900	$1,200	$1,200	$3,300	
f	**Contractual**						**$3,084,764**
	Project Director	Contract for Project Director reporting to Office for Workforce Competitiveness, assuming contract beginning in second quarter of Year 1 (based on salary equivalent of $80,000 plus fringe benefits). Provides oversight for the entire project. OWC will recruit a senior professional with extensive workforce development experience (see narrative for more detail on responsibilities)	$82,200	$109,600	$109,600	$301,400	
	Workforce Investment Boards	Funds are included to cover half the cost of hiring full-time Green Jobs Coordinators in each of the five WIB regions (half the cost of 5.0 FTE @ $53,000/yr plus fringe benefit allowance of 35%; 9 months in Year 1 to allow for hiring process). These will be experienced workforce development professionals familiar with the Connecticut workforce system. They will facilitate program implementation in each region, including convening and managing the Regional Project Teams, recruiting and coordinating implementation activities with all partners (see Team List), outreach and communication with employers who may hire candidates or participate in the Green Jobs Training Incentive Fund; support and assist in recruitment, training participation, retention, completion, and job placement of participants. See narrative for a complete description of the role of Coordinators.	$67,078	$184,241	$189,768	$441,088	
	Workforce Investment Boards	Other WIB costs for project implementation, including workshops, tracking systems, and facilitation of integration with the One Stop core and intensive services($8,000/WIB/YR)	$40,000	$40,000	$40,000	$120,000	
	Training Plan (see Schedule A)		$275,140	$618,400	$637,400	$1,530,940	

SESP - Project Budget

		Description	US DOL ETA Grant Funds				
			Year 1*	Year 2	Year 3	Total	
	Community College Coordination with SOAR	This will support a portion of the cost of the SOAR Project Director in the Community College System Office in the year after the SOAR grant expires. This will ensure continuous Community College focus on coordinated implementation of both the overall Strategic Plan and the Partnership grant investments. This will also facilitate the transition of this position onto state funds in the year after this grant ends (.375 FTE * $80,000 plus fringe (50%) in Yr 3)			$45,000	$45,000	
	Connecticut Department of Labor	Supports tracking outcomes for participants in grant-funded training using ES 202 wage file. CTDOL will also study and advise on employment and skill needs in green industries, with a focus on RE/EE employment.	$7,500	$7,500	$7,500	$22,500	
	Connecticut Department of Labor	Funds will cover the time of several Apprenticeship Program Representatives to work with specific green industry employers and labor organizations to refine and expand existing apprenticeship programs to meet green industry skill needs and start new programs as demand warrants. They will also promote green apprenticeship programs in schools, the community, and veterans' organizations.	$40,000	$41,200	$42,436	$123,636	
	CT Career Choices	CT Career Choices, operated by the Learning Connection Regional Educational Service Center in partnership with OWC, developed innovative high school courses to support project-based learning in math, science and technology. The courses are used across the state. In Year 1, a Green Science Specialist will be employed to write an Earth and Energy Science Essentials (E3) course for high school. The budget of $70,000 will cover the cost of writing and programming the curriculum online as well as outreach to high schools and other support of the project. In Years 2 and 3, funds in the amount of $30,000 will support implementation and articulation with the College of Technology at the Community Colleges and Goodwin College Envlronmental Certificate and Degree programs.	$70,000	$30,000	$30,000	$130,000	
	Council for Adult and Experiential Learning (CAEL)	CAEL will provide technical assistance to the Partnership based on their extensive national experience in green jobs education and workforce studies and program development. CAEL's work will focus on the definition of career pathways in Green Manufacturing and RE/EE and on identifying specific program development needs to address skill deficits in order to meet industry needs.	$25,000	$15,000		$40,000	

SESP - Project Budget

			US DOL ETA Grant Funds				
		Description	Year 1*	Year 2	Year 3	Total	
	SkillPROOF Job Identification system	SkillPROOF, a Connecticut-based company, will extend their sophisticated sectoral job identification system (used successfully in the IT, manufacturing, and finance sectors) to green industries in order to generate regular reports of green job openings and skill requirements as well as to provide longitudinal analysis of any changes in skill needs. This will provide an important tool to participants for job search and placement. Year 1 budget includes development cost and operation for six months; Years 2 and 3 include operations of the system.	$83,200	$62,500	$62,500	$208,200	
	CBIA Energy Workforce Development Consortium	Funds will support personnel costs within CBIA to staff the Energy Workforce Development Consortium which convenes a wide range of industry, education, and training stakeholders to assess needs and develop specific energy-related workforce projects consistent with the Partnership Strategic Plan. The Consortium will also facilitate the work and support the Green Jobs Training Incentive Fund Task Force.	$30,000	$10,000	$10,000	$50,000	
	Technical Assistance	These funds will support retaining a consultant or consultants to assist the Project Director and OWC team in the initial start-up and ongoing operation of the Partnership as required. Specific technical needs will be identified in the planning to launch the project, including IT and specialized training for staff.	$32,000	$20,000	$20,000	$72,000	
g	**Construction**	NA					
h	**Other**						**$31,140**
	Printing	Printing of program materials to support outreach effort (estimated ave cost of $.75 per piece x 10, 700 pieces in Year 1; printing in years 2 and 3 will be based on project demands)	$9,000	$4,000	$4,000	$17,000	
	Partnership Web site	These funds will cover the cost of creating a project web site in Year 1 within the State of Connecticut Web site that will link to all partners and facilitate both participants and employers connecting with the Partnership staff and with each Partner organization. In Years 2 and 3 funds will be used to maintain and update the site as needed.	$7,800	$3,340	$3,000	$14,140	
i	**Total Direct Charges**		**$794,428**	**$1,174,751**	**$1,230,821**	**$3,200,000**	
j	**Indirect Charges**	Grant funds requested are 5% of Direct Costs.	$39,721	$58,738	$61,541	$160,000	
k	**TOTAL**		**$834,150**	**$1,233,488**	**$1,292,362**	**$3,360,000**	

NOTE: Some row and columns may be off by minor amounts due to rounding

salary escalator	3%
State of Connecticut fringe benefit rate	58%

Schedule A: CT Green Jobs Partnership - Training Plan (see Narrative for detail on each program)

	Year 1			Year 2			Year 3			Total		
Assumptions	Trained	Cost per	Total	Trained	Cost per	Total	Trained	Cost per	Total	Trained	Ave Cost per	Total
Building Analyst Training - Connecticut Community Colleges												
BPI Affiliate Fee			250									250
Instructor Training: Train Community College and CT Technical High School trainers who will train candidates for BPI Certification	10	1,269	12,690									12,690
BPI Certification for Instructors	10	1,800	18,000									18,000
BPI Certification Exam for Instructors	10	500	5,000									5,000
BPI Site License			3,500			3,500			3,500			10,500
Manuals for participants	20	100	2,000	40	100	4,000	40	100	4,000			10,000
Equipment essential to the training (two sites)	2	6,000	12,000									12,000
Subtotal, Building CCCS Capacity			**53,440**			**7,500**			**7,500**			**68,440**
Train Candidates (8 days , 1 instr per 10 students @ $100/hr) plus 50% for other college costs	20	960	19,200	40	960	38,400	40	960	38,400	100		96,000
Fees for BPI Certification Exam for participants	20	500	10,000	40	500	20,000	40	500	20,000			50,000
Subtotal, Training Costs			**29,200**			**58,400**			**58,400**			**146,000**
Subtotal, Building Analyst Training	**20**		**82,640**	**40**		**65,900**	**40**		**65,900**	**100**		**214,440**
Manufacturing - Lean/Green												
3 day program delivered by CONNSTEP as continuation/expansion of their work with mfg.	sessions	partic/cost. Per sess.	total									
Participation by 12 employees or aspiring candidates in each of 10 sessions per year to obtain certification. Cost per session is $11,200.	10	12	120	10	12	120	10	12	120	30		360
			112,000			112,000			112,000			336,000
Cost share by employers and participants	25.0%		(28,000)			(28,000)			(28,000)			84,000
Subtotal	**120**		**84,000**	**120**		**84,000**	**120**		**84,000**	**360**		**252,000**
Clean Water Tech												
Prepare for Certification at Wastewater Technician Level III												
Goodwin - 16 credits to get Certificate	5	5,000	25,000	5	5,000	25,000	10	5,000	50,000	20	5,000	100,000
Gateway Community College: 1 year for Certification	15	2,500	37,500	15	2,500	37,500	15	2,500	37,500	45	2,500	112,500
Subtotal, Clean Water	**20**		**62,500**	**20**		**62,500**	**25**		**87,500**	**65**		**212,500**
Municipal Building Official Training in RE /EE Inspection												
The Institute for Sustainable Energy at Eastern Connecticut State University will provide three half day workshops for Building Code Officials (workshop development cost in included)												
2 Instructors X 4 section X 2 days	32	1,000	32,000	32	1,000	32,000						64,000
Renewable Technology Manuals	90	100	9,000	90	100	9,000				180		18,000
Computer room rental, supplies, coordination			5,000			5,000						10,000
Subtotal	**90**		**46,000**	**90**		**46,000**				**180**		**92,000**
Green Jobs Training Incentive Fund												
Green-focused ITAs to respond to employer needs as part of business incentive package with other financial supports. Procedures developed in Year 1 and investments begin in Year 2 at an average cost of $4000 per trainee.		4,000	-	**90**	4,000	**360,000**	**100**	4,000	**400,000**	**190**	4,000	**760,000**
Total	**250**		**275,140**	**360**		**618,400**	**285**		**637,400**	**895**		**1,530,940**

Schedule B. Summary of Leveraged Resources to be Contributed by Each Partner

Partner	Leveraged Resource	Value	Purpose
5 WIBs	50% of 5 Green Jobs Coordinators	$465,000	Advisement; Team coordination
	10% of 5 Project Team Directors	$175,000	Team oversight
EWIB	Targeted ITAs	$90,000	Tuition support
	CEO time	$3,871	Partnership meetings
CWP	Targeted ITAs	$90,000	Tuition support
	CEO time	$3,356	Partnership meetings
NRWIB	Targeted ITAs	$75,000	Tuition support
WorkPlace, Inc.	Targeted ITAs	$90,000	Tuition support
WF Alliance	Targeted ITAs	$90,000	Tuition support
OWC	Staff time	$22,500	Oversight and technical support
	Green curriculum investments	$30,000	K-12 green training capacity
	CT Career Choices alignment	$105,000	Align K-12 training with Partnership
CT DOL	Career Centers staff time	$211,317	Recruit participants
	50% of Business Services rep	$204,759	Connect employers to Partnership
	5% of LMI senior staff person	$17,160	Provide LMI; analyze wage data
DEP	Staff time	$6,300	Partnership; Water program review
OPM	Staff time	$4,200	Partnership meetings; leadership
DSS	Staff time		
Northeast Utilities	Staff time	$150,000	Partnership; Consortium; curriculum
CBIA	10.5 days communication staff time	$6,195	Publicize Partnership activities
	6 employer surveys	$45,000	Information on employer needs
	Staff Attorney time	$2,500	Partnership meetings
CCAT	Staff time		Partnership meetings
CCIA	Staff time		Partnership meetings
Solar CT	Staff time		Partnership meetings
Bldg Trades Cncl	Staff time		Partnership meetings
AFL-CIO	Staff time		Partnership meetings
Office of Apprenticeship Training	Apprenticeship Training Reps	$120,000	Develop/promote apprenticeships
	Program Manager time	$2,500	Partnership
NOI	Staff time		
CCCS	30% of 5 SOAR Coordinators (2 yrs)	$166,227	Include Partnership in advisement
	5% of SOAR Project Director (2 yrs)	$4,900	Connect Partnership to SOAR
	SOAR curriculum development	$24,642	SOAR course offerings

Schedule B. Summary of Leveraged Resources to be Contributed by Each Partner

Partner	Leveraged Resource	Value	Purpose
ECSU ISE	Energy code update training	$20,000	Train local Code Officials
	5% of Senior Staff Person	$10,000	Partnership and advisory
SDE	Staff time		Partnership meetings
DHE	Staff time		Partnership meetings
Goodwin College	Staff time		Partnership meetings
CBIA EF	Managing WF Dev Consortium	$53,532	Consortium advises Partnership
	Oversee Energize CT! grant	$698,779*	Strategic Plan component
	CEO time	$3,963	Partnership meetings
Veterans Affairs	Staff time	$4,160	Partnership meetings; raise awareness
DECD	25% of Economic Dev. Agent	$120,000	Promote economic & community dev.
	Commissioner time	$3,000	Partnership meetings
CCEF	200 hours staff time	$14,000	Advisory; market training to employers
TOTAL	--	**$2,434,082**	--

* grant application pending approval

SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS

OMB No. 1890-0014 Exp. 02/28/09

Purpose: The Federal government is committed to ensuring that all qualified applicants, small or large, non-religious or faith-based, have an equal opportunity to compete for Federal funding. In order for us to better understand the population of applicants for Federal funds, we are asking nonprofit private organizations (not including private universities) to fill out this survey.

Upon receipt, the survey will be separated from the application. Information provided on the survey will not be considered in any way in making funding decisions and will not be included in the Federal grants database. While your help in this data collection process is greatly appreciated, completion of this survey is voluntary.

Instructions for Submitting the Survey: If you are applying using a hard copy application, please place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. If you are applying electronically, please submit this survey along with your application.

Applicant's (Organization) Name: Connecticut Employment and Training Commission

Applicant's DUNS Number: 831387431

Federal Program: American Recovery and Reinvestment Act (ARRA); State Energy Sector Partnership (SESP) and Training Grants

CFDA Number: 17.275

1. Has the applicant ever received a grant or contract from the Federal government?

   ☐ Yes ☒ No

2. Is the applicant a faith-based organization?

   ☐ Yes ☒ No

3. Is the applicant a secular organization?

   ☒ Yes ☐ No

4. Does the applicant have 501(c)(3) status?

   ☐ Yes ☒ No

5. Is the applicant a local affiliate of a national organization?

   ☐ Yes ☒ No

6. How many full-time equivalent employees does the applicant have? *(Check only one box).*

   ☐ 3 or Fewer ☐ 15-50
   ☒ 4-5 ☐ 51-100
   ☐ 6-14 ☐ over 100

7. What is the size of the applicant's annual budget? *(Check only one box.)*

   ☐ Less Than $150,000
   ☐ $150,000 - $299,999
   ☐ $300,000 - $499,999
   ☐ $500,000 - $999,999
   ☐ $1,000,000 - $4,999,999
   ☒ $5,000,000 or more

Part II – Technical Proposal

1. STATEMENT OF NEED The Connecticut Employment and Training Commission (CETC), under the guidance of the Connecticut Green Jobs Partnership (The Partnership), developed this State Energy Sector Plan to make Connecticut a world leader in the development of a workforce prepared for careers in the energy efficiency and renewable energy industries and for jobs that clean and enhance the environment. A skilled green workforce, along with sound economic development planning, positions Connecticut to overcome high energy costs and stimulate economic growth.

Background In February 2009, Governor Rell released Executive Order 23 (EO 23), creating a Green Jobs Council charged with developing green job opportunities, partnerships and training programs. EO 23 also mandated unification of the state's green workforce efforts. This Strategic Plan strengthens the EO 23 foundation by providing Connecticut an integrated green industry workforce development strategy; expanding the Green Jobs Council to include additional policy makers, representatives of the Energy Efficiency (EE) and Renewable Energy (RE) industries, and other key constituencies; focusing the state's training efforts on emerging green industries, and aligning related initiatives.

> *"Whether it is homeowners using solar or geothermal power to heat their homes, or businesses opening factories to manufacture renewable energy products, Connecticut's green initiatives represent one of the State's greatest immediate economic opportunities."*
>
> - CT Dept of Labor. State WIA Plan for 7/1/09-6/30/10

Connecticut has established itself as a leader in adopting sustainable energy policies and clean energy technologies. Achieving the Partnership's workforce development goals will help realize Governor Rell's *Energy Vision for a Cleaner, Greener State* of "lowering prices for consumers, becoming less reliant on foreign energy, fostering the use of environmentally-sound technology and making the state a center for economic development and technological innovation in the energy sector." As one of seven states to achieve Gold Star status for its energy policies,[1] Connecticut has pioneered energy initiatives including a climate change action plan; creating and participating in a regional

[1] Environment America Research and Policy Center. "America's Clean Energy Stars: State Actions Leading America to a New Energy's Future." November 2007.

coalition to reduce greenhouse gas emissions; and piloting a Brownfield Remediation Program.

Governor Rell's *Energy Vision for a Cleaner, Greener State* (2006) and the State 2008 Global Warming Law (Public Act 08-98) establish the following goals for Connecticut by 2020: 1) 20% reduction in fossil fuel consumption; 2) 20% reduction in electric-peak grid consumption; 3) 20% alternative fuels mixed into commercial transportation fuels; 4) 20% alternative fuels included in residential and commercial heating oil; and 5) 10% reduction in greenhouse gas emissions compared to 1990 levels. To meet these aggressive goals, Connecticut developed 11 statewide energy policies affecting building and licensing standards and partnered with utility companies to offer 35 separate financial incentives to reduce the state's reliance on traditional energy, expand the use of alternative energy, improve energy efficiency, and reduce greenhouse gas emissions.[2]

These policies and incentives have catalyzed the growth of Connecticut's green economy. Despite overall job losses, jobs in Connecticut's clean energy industries increased from 1998 to 2007.[3] Projections show that passage of an enhanced version of the American Clean Energy and Security Act of 2009 would result in the creation of 15,900 net new jobs in Connecticut by 2030.[4] In 2008, the state's EE and RE sectors had more than 300 active players employing 11,352 workers through direct, indirect, and induced jobs, and generated $782 million in annual revenues.[5] The State's Workforce Investment Act (WIA) Plan states, "these emerging industries will serve as a source of new jobs."[6] This Strategic Plan meets these anticipated workforce development needs in green industries and solidifies Connecticut's position as a leader in alternative energy management.

Connecticut ranks among the lowest states in per capita energy consumption,[7] but high energy

---

[2] Database of State Initiatives for Renewables and Efficiency. Connecticut Profile. Last updated September 18, 2009.
[3] Pew Charitable Trusts. "The Clean Energy Economy: Repowering Jobs, Businesses and Investments Across America." June 2009. p.33.
[4] Gold R, et al."Energy Efficiency in the American Clean Energy and Security Act of 2009: Impacts of Current Provisions and Opportunities to Enhance the Legislation." American Council for an Energy-Efficient Economy. 9/09.
[5] Navigant Consulting, Inc.. "CT Renewable Energy/Energy Efficiency Economy Baseline Study." March 2009.
[6] CTDOL. Proposed ARRA Modification to State WIA Plan for July 1, 2009-June 30, 2010. Rev. August 19, 2009. p.4.
[7] CT Department of Economic and Community Development. Connecticut Economic Strategic Plan. September 2009.

costs threaten the economic security of residents and businesses. Connecticut has the country's second highest average retail energy costs[8] and 96% of the state's electricity comes from traditional fossil fuel sources.[9] The Partnership's vision of a high-skilled green workforce combats these threats by lowering energy costs, reducing energy consumption through conservation and efficiency, promoting the use of renewable energy, and supporting smart grid infrastructure.

The current recession has exacerbated un- and underemployment in Connecticut, especially among lower income populations.[10] This Plan will prepare these populations for employment and advancement in career pathways while stimulating green industries to drive economic growth.

Employment Opportunities and Skills Significant opportunities exist across several sectors of Connecticut's green economy, as public investments in the green economy total $1.2 billion. This Plan integrates green-related training initiatives statewide and focuses grant resources on training for four occupations and industries with growth potential during the project period: **Building Analysts**, **Clean Water Technicians**, **Green Manufacturing**, and training in RE/EE technologies for **Municipal Building Officials**. The Plan also creates a **Green Jobs Training Incentive Fund** to

Table 1-1 – Summary of CT Green Initiatives and Investments (2010-2012)

Sector	Initiatives/Investments	Total Funding
Energy Efficiency	Weatherization	$209 million
	CT Energy Efficiency Fund	
	Energy Efficiency Building Initiatives	
Renewable Energy	CT Clean Tech Fund	$186 million
	CT Clean Energy Fund	
	Regional Greenhouse Gas Initiative	
	Solar/Geothermal	
Green Manufacturing	Advanced Energy Mfg Tax Credit	$44 million
	Sustainable Mfg Certifications	
Deconstruction & Materials Use	Brownfields Remediation Initiatives	$39 million
Other Green Sectors	Clean Water Initiatives	$752 million
	Smart Grid Investments	
	Higher Ed Research Initiatives	
	State Energy Programs	
	Transportation Initiatives	

Note: Totals do not reflect $168 million in pending grant applications

[8] Energy Information Administration. State Electricity Profiles Ranked by Average Retail Price. April 2009.
[9] National Renewable Energy Laboratory (NREL). State of the States 2008: Renewable Energy Development and Role of Policy. NREL Technical Report. NREL/TP-670-43021. October 2008.
[10] In the State WIA Plan, the Department of Labor projects the loss of "103,000 jobs from March 2008 through 2010."

complement state economic development incentives and support green skills training for new and existing employees as part of a coordinated effort to support green sector job growth. Together these programs will train 895 workers and leverage an additional $2.43 million over three years. See the Training portion of Section 3 for detailed descriptions of the proposed training programs.

Building Analysts: With more than $209 million current energy efficient building efforts statewide,[11] Connecticut's utility companies and weatherization agencies estimate a need for 220 new Building Analysts in the next three years. The training will help Weatherization Technicians advance along a career pathway from Weatherization Technician to Building Analyst.

Clean Water Technicians: CTDOL estimates 850 Clean Water Technician jobs in Connecticut[12] and employers project 212 job openings over the next three years.[13] Potential employers include municipal water and wastewater treatment facilities including the Metropolitan District Commission, which has initiated a $2.1 billion wastewater treatment infrastructure project.

Green Manufacturing: Connecticut's manufacturing sector employs roughly 172,000 people. Green manufacturing involves the development of non-green products through more sustainable processes. According to the State WIA plan, "manufacturing processes requiring a higher skilled workforce will lead to increased employment opportunities for the State's workers."[14]

Green Skills Training for Municipal Building Workers: Many municipal building inspectors require training to inspect installations of RE and EE innovations (e.g. in electrical and plumbing systems) that increase conservation and the use of alternative energy sources (e.g. Solar Photovoltaic, Solar Thermal, and Geothermal). Training inspectors on RE and EE technologies will accelerate acceptance and adoption of these technologies statewide and assure high-quality installations.

---

[11] $64.5 million for ARRA Weatherization; $112 million for CT Energy Efficiency Fund; $32.5 million state and local energy efficiency building funds
[12] CTDOL Job Projections, 2006-2016.
[13] Goodwin College Environmental Studies Program.
[14] CT DOL. Proposed ARRA Modification to State WIA Plan for July 1, 2009 to June 30, 2010. Rev. August 19, 2009.

Green Jobs Training Incentive Fund: High training costs prevent many small green industry employers from investing in new technologies and the workforce training needed to operate them. The Fund will respond to the changing training needs of this evolving industry sector while providing a tool for the state-level economic development team to strategically stimulate the growth of green businesses by offsetting the costs of training for in-demand, occupation-specific skills.

The Partnership worked closely with employers, training providers, state agencies, and other partners to develop these five training programs to complement existing training by addressing technical and basic skills gaps in the state's green workforce. Technical training will result in industry certifications and provide participants skills directly applicable to targeted green occupations to make green industry employers more competitive. Basic skills training will include science, technology, engineering, mathematics, language proficiency, problem-solving and communication.

Demographics Connecticut's 3.5 million residents enjoy national recognition for their wealth and education (the state has the highest hourly wage rates in the nation and ranks 3rd in the percentage of the population with a Bachelor's degree). Yet Connecticut experiences the nation's highest income disparity and widest student achievement gap. The state's wealthiest 20% of households receive 51.6% of the state's income while the poorest 20% of households earn 3.3% of income.[15] In 2008, poverty grew faster in Connecticut than in any other state.[16] Unemployment disproportionally affects minority, lower-income and lower-skilled workers, particularly those in urban centers.[17]

> *Clean energy investments create 3.6 times more jobs for workers without a high school degree than fossil fuels investments.*
> - PERI Green Prosperity Research Brief June 2009

Connecticut's population ranks 7th in median age (39).[18] The Department of Economic and Community Development (DECD) predicts that the state's economic future "may be stunted unless

[15] Connecticut Voices for Children. "The State of Working Connecticut, 2009." September 2009.
[16] 2009 Statistical Abstract. United States Census Bureau
[17] CTDOL Unemployment Statistics. Connecticut's unemployment rate in August 2009 was 8.1%.
[18] 2009 Statistical Abstract. United States Census Bureau.

we can import the labor we need to fill positions being vacated by the aging workforce and the significant outmigration of the 25- to 44-year-old cohort."

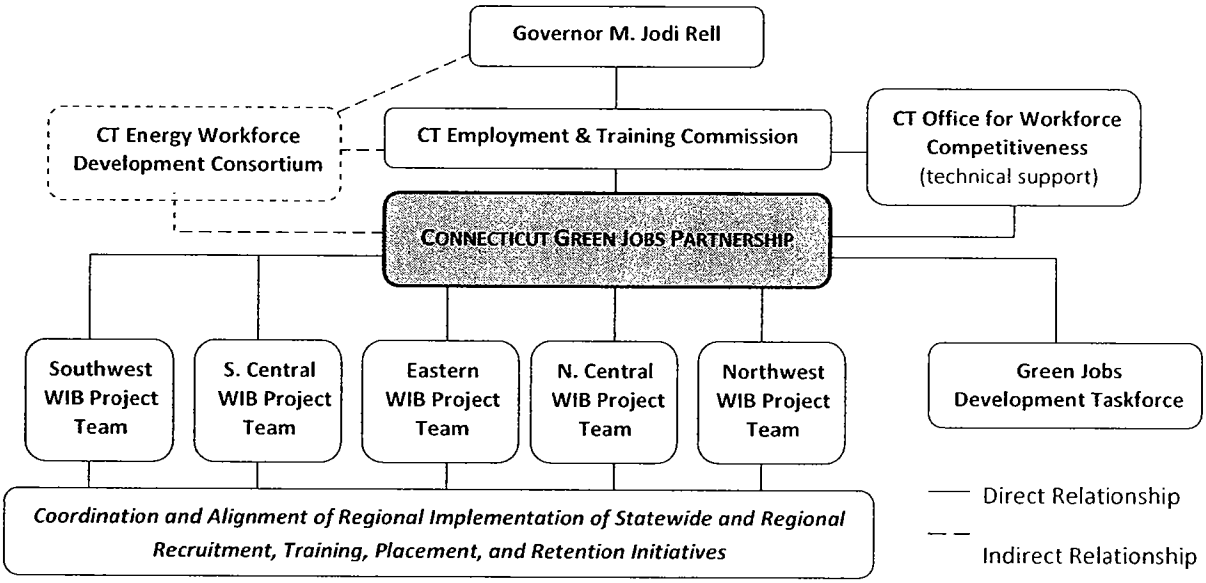
While a talented generation of Baby Boomers nears retirement, a smaller and less-skilled population of young and mid-career workers exists to fill replacement and new jobs. Young immigrants and minority populations represent an increasingly valuable workforce asset for the state, educational achievement gaps between white and minority students limit their career potential. These shifts threaten Connecticut's ability to ensure a skilled workforce in the years ahead.

This Plan mitigates threats to Connecticut's prosperity with recruitment, industry-specific assessment, pre-employment training (remediation, life skills workshops, customized training and/or pre-apprenticeship training, occupation-specific technical skills), placement, case management, and retention services. Cultivating underutilized populations will give green industry employers access to a greater talent pool while moving un- and underemployed individuals into training and onto green career pathways leading to economic self-sufficiency. The Partnership targets several populations, including displaced workers, veterans, at-risk youth, ex-offenders, ethnic minorities, and recent immigrants, to prepare them for green employment opportunities.

2. State Energy Sector Partnership. The Connecticut Green Jobs Partnership convenes workforce development, economic development, policymaking, education and training, nonprofit, labor, and industry organizations to work together to make Connecticut a world leader in the development of a workforce prepared for careers in the energy efficiency and renewable energy industries and for jobs that clean and enhance the environment while driving economic growth. The Partnership continues the work of the Green Collar Jobs Council while expanding the Council to include EE and RE industry employers from the CT Energy Workforce Development Consortium as well as environmental service industry representatives. The Partnership will oversee a variety of ARRA-funded green workforce development initiatives while aligning with existing

initiatives such as the CT Community College System's US DOL Sustainable Operations: Alternative and Renewable (SOAR) Energy Initiative. Through a robust public-private collaborative, the Partnership provides an efficient structure for accomplishing the state's goals for strengthening its green workforce, responding to changing employer needs, and sustaining employment-related recruitment, training, placement and retention activities. The Partnership includes predominantly chief executives (from all required and suggested partner categories) who have been highly engaged in planning. Additional members will join the Partnership as called for by changes in the RE, EE, and environmental services industries. Figure 2-1 shows the Partnership's organizational structure. See the attached Charter for the names, titles, and organizations of all Partnership members.

Figure 2-1: Connecticut Green Jobs Partnership Structure



All Partnership members contributed to the development of this Strategic Plan by participating in planning meetings, providing feedback on drafts of the Plan, Charter, and Vision and Goals, and sharing data about the current and projected workforce needs of green employers and existing training activities and models. See the Budget Narrative for a summary of the leveraged resources committed by each partner. The value of all leveraged resources is conservatively estimated at $2.43 million, documenting Connecticut's commitment to the success and sustainability of this Plan.

CT Workforce Investment System. The **CT Employment and Training Commission (CETC)**, the State Workforce Investment Board, will serve as applicant. CETC works to improve the coordination of the state's education, employment and training programs. As it did with the Governor's Green Jobs Council, CETC will convene the Partnership and coordinate its activities. The state **Office for Workforce Competitiveness (OWC)**, which provides technical support to the CETC, will serve as fiscal agent, oversee implementation of the Plan and provide staff and strategic support to the Partnership. As the Governor's lead agency for workforce policy, OWC focuses on preparing Connecticut's workforce for the jobs of the future. OWC staff comprised the core planning team that supported the Partnership in developing this Plan. OWC will align the curriculum and activities of its CT Career Choices (CCC) program[19] with the Partnership's focus on green industries. OWC will monitor the state's small technology companies for new advancements in green technologies and incorporate their training needs into the Partnership's goals.

The Chief Executives of two **Regional Workforce Investment Boards (WIBs) (Eastern CT WIB and Capital Workforce Partners)** serve on the Partnership and represent the **CT Workforce Development Council**, a collaboration of the state's five regional WIBs. Senior WIB staff in each region coordinated the development of their Regional Project Teams. Five senior WIB staff people (one from each region) have been appointed Project Team Directors. Each WIB will hire a full-time Green Jobs Coordinator to coordinate day-to-day operations of their Project Team, train all One Stop staff, conduct outreach within the education and training community and to employers, and provide energy industry-specific advisement to One Stop customers. WIBs will oversee delivery of the Partnership's One Stop services, including Jobs Funnel services (see Section 3 for details). Each WIB will: 1) provide 50% of the costs of its Green Jobs Coordinator; 2) administer green-related Individual Training Accounts; and 3) leverage its (predominantly private sector) board.

[19] CCC is the educational component of a statewide plan to develop Connecticut's technology workforce. USDOL in its review of Connecticut's ARRA/WIA State Plan has designated the CCC program as a promising practice.

Table 2-1: Summary of Partnership Member Roles and Responsibilities

	Infrastructure					Training							Support		
	Lead & Fiscal Agent	Hire Project Staff	Regional Team Member	Capacity Investments	Research, Data, Policy	Building Analyst	Green Manufacturing	Clean Water Technician	Municipal Building Official	Green Jobs Incentive	Align Related Training	Advise on Training Needs	Recruitment	Job Placement	Job Retention
CETC (OWC)	●	●		●						●		●			
Workforce Investment Boards		●	●	●	●							●	●	●	●
CT Department of Labor					●					●		●	●		
CT Office of Policy and Management					●							●			
CT Department of Social Services			●								●	●	●	●	●
CT Dept of Environmental Protection								●				●			
Northeast Utilities			●		●							●			
CT Business & Industry Association					●					●		●			
CBIA Education Foundation			●		●					●			●		
CT Energy Workforce Dev Consortium			●	●	●						●	●			
CT Center for Advanced Technology					●						●	●			
CT Construction Industries Association					●								●		
Solar CT					●							●			
CT Building Trades Council											●	●	●		
CT AFL-CIO											●	●	●		
DOL Apprenticeship Training Office				●							●	●			
New Opportunities, Inc.												●	●	●	●
State Department of Education					●						●				
State Department of Higher Education					●						●				
CT Technical High School System						●					●		●		
CT Community College System		●	●	●	●	●		●		●	●	●	●		
Goodwin College			●					●			●				
ECSU Institute for Sustainable Energy			●						●		●				
CT Department of Veterans' Affairs					●								●	●	●
Dept of Economic & Community Dev					●					●		●			
CT Clean Energy Fund					●					●	●	●			
CONNSTEP							●								

<u>State Cabinet Officials.</u> The **CT Department of Labor (CTDOL)** partners with the WIBs to deliver Wagner-Peyser and WIA core and intensive services across 18 One Stop Centers statewide. CTDOL One Stop Centers, will recruit candidates for participation in counseling and training activities and connect employers to Partnership programs and resources through Business Services staff. CTDOL will also provide Labor Market Information to guide project planning and

individual career planning,[20] and analyze ES202 wage data to measure achievement of wage increase goals. The **CT Office of Policy and Management (OPM)** Undersecretary for Policy Development and Planning manages the State Energy Office and serves as Partnership Co-Chair. Under the aegis of OPM, the State Energy Office oversees and manages the allocation of $38 million in US DOE State Energy Program ARRA funding and holds responsibility for state energy policy, increasing energy efficiency in state buildings, and developing energy performance standards for state-funded construction. OPM will include workforce considerations in all State energy systems planning and policy development. The **CT Department of Social Services (DSS)** administers Connecticut's $64 million[21] federally-funded Weatherization Assistance Program, which supports development of the weatherization workforce through financial agreements with DECD, OWC and community colleges. DSS will work with the Partnership and the Regional Project Teams to ensure the availability of programs to produce skilled workers needed to meet weatherization goals. DSS will also review its Jobs First Employment Services (JFES) and TANF and child care investments for their potential to supplement resources for green job training and support services, including connecting TANF recipients to green training opportunities. The **CT Department of Environmental Protection (DEP)** will assist in reviewing the Clean Water Technician training project and will inform the Partnership of occupational needs in jobs that improve the environment.

Energy Efficiency and Renewable Energy Industries. Green industry representatives will connect the Partnership to the short- and long-term workforce needs of employers. The Director of Training of **Northeast Utilities (NU)** serves as Partnership Co-Chair and also co-chairs the **CT**

[20] CTDOL recently submitted a proposal to the USDOL ETA ARRA - State Labor Market Information Improvement Grants as part of an eight-state consortium. The consortium will develop clear definitions of green jobs and industries; develop automated tools to code green jobs; create tools to pull skill and knowledge requirements from job announcements and relate them to standard occupations; develop tools to provide real-time demand analysis to cover green occupations; develop a methodology and produce short term job vacancy projections for green occupations; create a regional GreenJobs Portal to display research products, and create a national Green Jobs Bank.

[21] Connecticut currently has approximately $32 million for its Weatherization Program. After demonstrating successful implementation of its plan, the state will receive an additional $32 million

Energy Workforce Development Consortium. NU will work with the Partnership to identify and address the training needs driven by NU sustainability initiatives such as its planned $110 million investment in smart grid technology and investments in energy efficiency. **The CT Business & Industry Association (CBIA)**, Connecticut's largest and broadest-based business membership organization, will promote Partnership training programs to its 10,000 members and conduct surveys to inform the Partnership about current and projected green skills and hiring needs of employers across all industries. **The CBIA Education Foundation (CBIA EF)** manages the **CT Energy Workforce Development Consortium**, a public-private Consortium of energy related business, academic and government representatives which develops solutions to meet the workforce needs of energy and energy-related companies. The Consortium serves in an advisory capacity to the Partnership and will support incumbent worker recruitment. The CBIA EF will oversee implementation of the Consortium's proposed *Energize CT!* Statewide Energy Training Partnership initiative (recently submitted to USDOL ETA). The **CT Center for Advanced Technology (CCAT)** promotes the development, manufacturing and utilization of renewable energy and hydrogen/fuel cell technology. CCAT will inform and advise the Partnership about the training and hiring needs of renewable energy, hydrogen, and fuel cell companies, and will ensure coordination with sector specific consortia and initiatives for which it plays an employer engagement role (e.g. STEM, SMART, SOAR). **The CT Construction Industries Association (CCIA)** produces education and training programs to enhance the skills workers need to qualify for green construction jobs. CCIA will advise the Partnership on the training construction workers need to upgrade their skills to meet the demands of new green job functions. **Solar CT** raises awareness of solar power, connects a range of stakeholders to support solar energy development, and advises on the design of incentives and other support programs. Solar CT, through its employer members, will inform the Partnership of the skills needs of solar companies.

Labor Organizations. The **CT Building Trades Council** (including the **International Union of Operating Engineers Local 478**) and the **CT AFL-CIO** will advise the Partnership on the training needed by construction and other workers in targeted industries to upgrade their green skills, ensure awareness of Partnership training offerings among incumbent worker members, and align union training programs with Partnership programs to provide skill upgrades and apprenticeship opportunities to workers and meet the needs of green employers.

Apprenticeship Programs. **The CT DOL Office of Apprenticeship Training** will assign Apprenticeship Training Representatives to develop, promote, and monitor apprenticeship opportunities in occupational areas including Solar PV, Solar Installation, Solar Thermal, Energy Efficiency Technician, Fuel Cell Technician and Green Manufacturing.

Nonprofit Organizations. As a regional Community Action Agency, **New Opportunities, Inc. (NOI)** provides social programs including energy assistance and weatherization, and serves as a liaison to the statewide network of CAP agencies. NOI will advise the Partnership on weatherization trends, including workforce needs, and provide referrals for Building Analyst training. Local nonprofits will play significant roles in delivering services through the Regional Project Teams.

Education and Training Community. The Partnership engages education continuum from Pre-K through 20, including occupational training. **The State Department of Education (SDE)** will continue to promote the foundational science, technology, engineering and math (STEM) skills needed for most green jobs through the K-12 system and the state's 47 Adult Education programs. Adult Ed will refer students to Partnership training and provide basic skills remediation and English language instruction for those not ready for occupational training. The Council for Adult and Experiential Learning (CAEL) will advise the Partnership's adult education practices, and Local Adult Ed providers will sit on each Regional Project Team. The **CT Department of Higher Education (DHE)** will promote the Partnership across four-year colleges and increase articulation

agreements with high schools and community colleges. The **CT Technical High School System** will inform its guidance counselors of Partnership processes and opportunities and will work with the Partnership to define programs related to green jobs to be offered at technical high schools.

The 12-college **CT Community College System (CCCS)** will work with the Partnership to ensure alignment of Partnership and community college green training activities, including the CCCS USDOL SOAR Energy Initiative, weatherization training, and 47 other related programs across the CCCS. CCCS System Office staff will work to refine articulation agreements with high schools and four-year colleges. See Section 3 for descriptions of the roles of individual colleges in delivering specific Partnership training programs. Individual colleges will promote Pell Grants for RE and EE fields, advise students, and facilitate student enrollment in courses of study leading to green careers. SOAR Regional Coordinators will also sit on Regional Project Teams.

The Goodwin College Environmental Studies Department will offer its Wastewater Management Certificate Program through the Partnership (see page 24). **The Institute for Sustainable Energy at Eastern CT State University (ISE)** will deliver the Partnership's proposed Municipal Building Officials training (see page 24) with the Department of Public Safety, ensure coordination with sector-specific initiatives, and help develop green career ladders for jobs related to energy efficiency in new and existing commercial building.

Veterans Organizations. **The CT Department of Veterans' Affairs** will ensure awareness of the Partnership's training opportunities among veterans and will advise the Partnership on making its program offerings accessible to veterans with barriers to training and employment.

Economic Development. **The CT Department of Economic and Community Development (DECD)** will coordinate and package green industry incentives and supports, including the proposed Green Jobs Training Incentive Fund, to support growth in green industries. DECD will ensure alignment of the Partnership's work with related economic development efforts

and with the priorities emerging from its September 2009 *Connecticut Economic Strategic Plan.*

Other. The CT Clean Energy Fund (CCEF) supported the planning process by providing information about initiatives and investments related to clean energy and helping identify key workforce development needs and existing training offerings. CCEF promotes, develops, and invests in clean energy sources for the benefit of ratepayers. CCEF will invest training funds in programs to develop the RE workforce, advise the Partnership about changes in RE industries and the workforce implications of these changes, and market the Partnership's efforts to employers.

3. Strategy and Project Work Plan

State Energy Sector Strategy This Plan enhances Connecticut's coordinated system to produce and retain a world-class workforce while connecting to related economic development efforts. The Partnership's recruitment, training, placement, and retention strategies address changing occupational requirements resulting from an evolving industry sector, advances in green practices, processes, and innovations, and demographic shifts in the state's talent pipeline (see Section 1). Connecticut will achieve its vision through pursuit of the following strategic goals:

> *It is critical...to create a talent pipeline that will be necessary for the emerging green economy and creation of green jobs.*
> - Governor Rell's Exec. Order 23 February 2009

- Build the capacity of the education continuum to inspire and prepare Connecticut's students to pursue careers in green industries and build the critical talent pipeline for future economic growth. Education policy makers, school and district administrators, teachers, guidance counselors, and others involved in Connecticut's preK-20 education system will ensure that students achieve awareness of green education and career opportunities[22] and possess the foundational academic skills needed to succeed in green careers.

- Build the capacity of the workforce development system to upgrade the competencies of incumbent and dislocated workers necessary for employment and advancement in emerging green

[22] CBIA will release a CD on energy jobs and the Energy Workforce Consortium has a career awareness subcommittee.

industry careers. Regional WIB Project Teams, with guidance from the Partnership, will formalize and expand collaborative relationships between the workforce investment system (including Jobs Funnels) and its educational, labor, nonprofit and industry partners to coordinate the delivery of green-related recruitment, training, placement, and retention services while informing workforce development planning. Project Team member organizations will support successful outcomes for individuals with barriers to education, training, and securing and retaining employment.

- Ensure training and education programs match the evolving needs of energy sector employers by: a) strengthening connections between employers and education/training providers via the Partnership and Regional Project Teams, and b) monitoring changes in the skill and competency requirements of green occupations through job development and labor market information resources and investment in a specialized green job postings and analysis system.
- Develop a seamless set of career pathways in green industries. The Partnership's array of workforce, education, labor, apprenticeship, and industry representatives, along with up-to-date information about the changing workforce needs of green employers, position the Partnership to guide collaborative efforts to define and support green career pathways.
- Connect green workforce development efforts to related economic development efforts. To capitalize on the potential of green industries as drivers of economic and job growth, the Partnership will connect its workforce strategies with initiatives to maintain Connecticut's leadership in innovation, technology transfer, and commercialization[23] and connect green employers to grant, loan, and technical assistance opportunities.

The Partnership's proposed training activities build on and strengthen Connecticut's "Green Collar Educational Continuum" by aligning with existing training activities and responding to needs

[23] Connecticut ranks among the top five states in clean technology patents. Pew Charitable Trusts. "The Clean Energy Economy: Repowering Jobs, Businesses and Investments Across America." June 2009.

not currently addressed. Partnership members will work to align numerous statewide initiatives – those targeted for investment under this proposal as well as those delivered by the Partnership's individual member organizations – into an integrated, sector-based, pathway-focused green workforce development plan that relies on proven training models and incorporates short-, medium-, and long-term planning to meet current and future employer needs.

Connecticut's workforce investment system includes successful sector-based One Stop programs and four "Jobs Funnels" initiatives statewide. The Jobs Funnel model represents an evidence-based pathway to careers in the construction field. Services provided through Funnels include recruitment and orientation, industry-specific assessment, pre-employment training (e.g. academic remediation, life skills, customized training and/or pre-apprenticeship training), placement, case management and retention services, all contextualized to the construction industry and often delivered by trade unions. The Jobs Funnel model creates partnerships among the public and private entities (including construction contractors) and labor unions which oversee the implementation and operation of the Funnels and ultimately employ Funnel graduates.

Connecticut's One Stop career system oversees the delivery of Jobs Funnel services with their intensive services and industry-specific focus. The One-Stop system – with its educational partners – also embraces a sector-specific approach through USDOL grant-funded One Stop and community college staff dedicated to advising customers about career opportunities in the health care, manufacturing, alternative and renewable energy, and STEM industries.

While Jobs Funnel services differ from traditional One Stop services in their delivery location and industry-specific focus, Connecticut's One Stop career system – with its educational partners – has evolved to embrace a sector-specific approach through USDOL grant-funded One Stop and community college staff dedicated to advising customers about career opportunities in the health care, manufacturing, alternative and renewable energy, and STEM industries.

The Partnership's proposed training programs will build on – rather than duplicate – existing and proposed EE and RE training programs over the next two to four years. Significant ARRA investments already create new weatherization jobs in which construction workers including HVAC installers, electricians, and plumbers use existing skills to retrofit homes and businesses with more energy efficient products. Training for weatherization jobs will occur through the Weatherization Assistance Program administered by DSS, WIBs, and the community colleges. Jobs Funnels will deliver the training component of the Weatherization Assistance Program for new workers facing barriers to employment and incumbent workers in need of job skills upgrades. Using implementation of the Weatherization program as a model, the Funnels have expanded partnerships and program content to adapt to employment demands in Connecticut's new green economy. The Funnels will adapt as industries evolve and training needs change.

The Partnership will also build on and complement the Community College USDOL SOAR Initiative, which will train **320 workers** in eight certificate credit programs by 2011.[24] The *Energize CT!* Statewide Energy Training Partnership proposal will train **766 workers** in three growing occupations (solar PV/solar thermal/geothermal installers; diesel engine mechanics; and energy efficiency building managers) and to use electric/gas utility and smart grid technology. Ongoing union-sponsored training programs and apprenticeship programs provide green occupational skills to incumbent, dislocated, and aspiring workers. Together with the training

Table 3-1: Projected Job Openings by Occupation

Occupation or Industry	2010-2012 Projected Job Openings or Incumbent Worker Skill
Building Analysts	150 new openings
Green Manufacturing	Demand for skill upgrades in at least 500 jobs
Wastewater Technicians	212 openings
Municipal Building Officials	180 requiring skill upgrades
Occupations eligible for Green Jobs Training Incentive Fund	TBD

Sources: Industry sources and CT DOL Labor Market Information

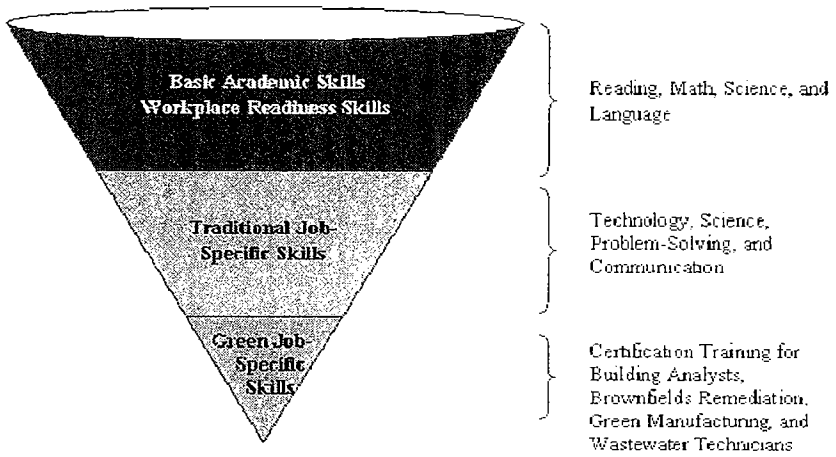
[24] Building Efficiency & Sustainable Technologies, Alternative Energy Transportation, Clean Water Treatment, Solar Energy Technologies, Sustainable Facilities Management, Sustainable Landscaping & Conservation Ecology, and Sustainable Energy Certificate Programs.

activities proposed here, Connecticut will train an estimated **2,000 workers** for green jobs by 2013.

Connecticut has earned the title "fuel cell capital of the world," but short-term job growth in fuel cell occupations remains uncertain pending investments in research and development and infrastructure being pursued by the public and private sectors. Over the next five years, businesses like United Technologies Company (UTC), producer of Hartford's fuel cell powered bus fleet (the first in the nation), may have substantial future hiring needs. The Partnership's proposed Green Jobs Training Incentive Fund (see page 25) positions the state to respond quickly to the training needs of employers in emerging sectors such fuel cell development.

The proposed training activities focus on four promising green occupations: Building Analysts, Green Manufacturing, Clean Water Technicians, and Municipal Building Officials. Training will provide technical, occupation-specific skills resulting in nationally-recognized certifications and leading directly to employment. Participants will receive basic academic skills and work readiness training as needed, and will learn green concepts broadly applicable across career pathways (e.g. Sustainability, Green Standards and Processes).[25] (See page 22 for detail on training activities and expected outcomes).

Figure 3-1: Proposed Training Model



Adapted from the John J. Heldrich Center for Workforce Development 2009. Training activities are based on the State's WIA Plan and the Connecticut Green Jobs Partnership Strategic Plan.

Priority Populations The Partnership's recruitment, training, placement and retention services will target two broad populations: 1) incumbent workers needing to upgrade their skills to

[25] Cleary J. and Kopicki A. "Preparing the Workforce for a 'Green Jobs' Economy." John J. Heldrich Center for Workforce Development Research Brief. February 2009.

meet the demands of new green job functions and qualify for advancement and/or wage increases, and 2) un- and underemployed individuals needing training to secure a job on a green career pathway. The priority populations listed in the USDOL SGA[26] fall within these categories.

Un- and underemployed individuals include educationally underserved, hard-to-reach populations such as veterans, at-risk youth, ex-offenders, underrepresented ethnic minorities, and recent immigrants. Many people from these populations face barriers to accessing the training and education they need, such as financial hardship, scheduling conflicts, and lack of reliable transportation. When members of these populations overcome these challenges and enroll in training, other barriers often conspire to prevent successful completion of training: work and family obligations, unreliable transportation, and academic skills deficiencies, among others.

Academic (math, science) and technical skills deficiencies represent a challenge for many un- and underemployed individuals. Young immigrants[27] and minority populations represent an increasingly valuable workforce asset; yet educational achievement gaps between white and minority students limit their career potential. A dearth of Connecticut "middle-skill" workers compounds these challenges; in 2004, 48% of Connecticut jobs (including many targeted RE and EE occupations) were middle-skill while only 40% of the state's workers qualified as middle-skill.[28]

The Partnership's assessment, training, case management, retention and pre/post employment counseling opportunities (such as those offered by One Stop WIA programs and Jobs Funnels) will reduce barriers to training completion and remediate basic and middle-skills deficiencies. Training (see pages 22-26) will provide basic skills and technical, job-specific skills. Green Jobs Coordinators will document and report on each Regional Project Team's recruitment, program retention and

---

[26] Workers impacted by national energy and environmental policy; individuals in need of updated training related to the EE and RE industries; veterans, or past and present members of the Armed Forces; individuals, including at-risk youth, seeking employment pathways out of poverty and into economic self-sufficiency, and individuals with a criminal record.
[27] CT gained 75,991 international (mostly Hispanic) immigrants from 2000 to 2005. A large portion of Hispanic immigrants in CT are 20 to 39. (Immigrants in Connecticut, The Urban Institute, November 2005)
[28] Workforce Alliance. "Growing Connecticut's Economy by Investing in the Forgotten Middle."

completion, and job placement and retention efforts. Coordinators in the One Stop System will refer to One Stop WIA programs, Jobs Funnels, and partner organizations. They will facilitate and coordinate delivery of academic and career counseling, case management, and referrals to academic and supportive services through the state's One Stop System and related Jobs Funnels. Coordinators will help students to access tuition supports available through the community colleges (via Pell Grants, state ARRA weatherization funding, and SOAR) and the WIBs via Individual Training Accounts. Finally, Coordinators will connect education and training assets to green industries operating in each region, coordinating with One Stop Job Developers, Business Services Teams and CT DOL job placement personnel and identifying opportunities for job placement activities.

Coordinators will direct other students to remedial courses that prepare them for success in Partnership training programs. Coordinators and One-Stop counseling staff will also use assessment tools tailored to green occupations to identify individuals with skills transferable to the occupations targeted for training by the Partnership, and will guide these individuals to the appropriate program (e.g., One Stop training provider, Jobs Funnel, community college courses, apprenticeship program). The incumbent workers targeted by the Partnership will only need to add a new layer of technical skills to meet the demands of new green job functions (e.g. incumbent manufacturing workers will receive training on the principles and practical applications of lean and green manufacturing).

Project Teams Five Regional Project Teams will be created to align regional implementation of all ongoing and proposed green-related workforce investments, including recruitment, training, placement, and retention. (See the subsequent narrative sections for detailed description of Project Team roles). Project Teams will consist of representatives from WIBs, One Stop Career Centers, Jobs Funnels, community colleges, adult education providers, nonprofit and labor organizations, and employers with an investment in developing a highly-skilled green workforce. To build on existing collaborative relationships and service delivery areas, the Partnership chose to align the Project

Teams' geographic areas with the state's five workforce investment areas. See the Project Team Attachment for the anticipated membership of each Team and detailed descriptions of each Team's geographic area.

Senior WIB staff members with extensive experience coordinating diverse partners and solving strategic problems have been appointed as Project Team Directors to oversee Team activities in each region. Several Directors currently lead energy-related workforce development efforts in their regions, including employer outreach and convening of regional partners for ARRA green jobs applications (e.g. Pathways out of Poverty). See the Project Team Attachment for the relevant qualifications of each Director. Each WIB will hire a full-time Green Jobs Coordinator to manage the day-to-day operations of their Project Team, among other responsibilities.

Recruitment. The Partnership will target **incumbent workers** needing to upgrade their skills to meet the demands of new green job functions and **un- and underemployed individuals** needing training to secure a green job. These populations include hard-to-reach groups such as veterans, at-risk youth, ex-offenders, ethnic minorities, and recent immigrants, making an effective outreach and recruitment strategy crucial to success.

Green Jobs Coordinators in each region will coordinate recruitment efforts through a triage and referral function, utilizing the connections of the statewide Partnership and each Regional Project Team with industry employers, the educational continuum, labor and apprenticeship organizations, nonprofit organizations, and veterans' agencies. Coordinators will identify potential participants from One Stop Centers and Jobs Funnels, and will inform One Stop advisors about green training opportunities, including those offered by the Partnership. The WIBs will also advertise Partnership and related training programs via the web, including on www.ctstemjobs.org, the statewide STEM training and career portal developed through the USDOL-funded CT STEM Careers Partnership.

The CT Energy Workforce Development Consortium will assist incumbent worker recruitment

with Green Jobs Coordinators and the Partnership's employer and trade association members. Labor partners, including the CT Building Trades Council, Operating Engineers Local 478, and CT AFL-CIO, will ensure awareness of Partnership offerings among their incumbent worker members.

Coordinators will work with SOAR Regional Coordinators to recruit community college Sustainable Operations and General Studies students who could benefit from additional training. Faith-based and community partners will recruit and refer individuals with barriers to training and employment (including ex-offenders and veterans) from their clients. The CT Department of Veterans' Affairs will ensure awareness of Partnership training opportunities among veterans.

Training. The Partnership will align its training with substantial training investments already proposed or committed in EE and RE sectors. The Partnership has identified unmet needs in four occupational areas where it will invest new grant training and capacity building resources.

Building Analyst – Massive weatherization and energy efficiency investments create demand for Building Analysts with Building Performance Institute (BPI) certification to conduct energy audits and plan and monitor weatherization and EE strategies. The Partnership will build the capacity of the community colleges and technical high schools to train Weatherization Technicians and others for BPI Certification and advancement into Building Analyst jobs. Private companies contracting with utilities and within local agencies expect to hire 220 Building Analysts in the next three years. Experienced trainers will go through a rigorous "train-the-trainer" course provided by one of several qualified private contractors to obtain BPI Certification and learn to deliver the eight-day BPI Certificate training at community colleges and technical high schools. This investment in trainers and equipment will enable the Community College and Technical High School systems to continue to train individuals, including high school students, after the grant period. Ten trainers will receive training in Years 1 and 2; 100 participants will receive community college Building Analyst training leading to BPI Certification and qualifying participants for available industry jobs.

Green Manufacturing – Connecticut's manufacturing sector employs 172,000 people, accounting for more than 10% of all jobs in the state.[29] The manufacturing sector's adoption of green techniques to reduce waste, increase recycling, and reduce energy consumption has accelerated due to federal and state policies, economic development investments, market pressures to cut costs and address customer preferences, and the availability of technical assistance.

Integrating Lean Manufacturing (to eliminate non-value added activities while increasing speed to market) with Green techniques (to eliminate all wastes, minimize environmental impact and promote environmental stewardship) will cut costs, increase productivity, retain jobs and increase sustainability. Strong demand exists for this training based on the recent success of CONNSTEP, Connecticut's Manufacturing Extension Program (MEP), in recruiting companies to participate in its related Lean Manufacturing training with a higher cost sharing requirement.

Advancing this trend requires new employee roles and skills across multiple occupations within the manufacturing enterprise. Training will raise worker awareness of the importance of becoming more environmentally focused and developing the skills needed to implement change in the workplace based on sustainable criteria. The Partnership will work with CONNSTEP to deliver an intensive three-day training[30] on the principles and practical applications of lean and green manufacturing to incumbent workers and candidates seeking to upgrade their skills to obtain better jobs. Hands-on assistance for participating company-based teams in implementing the techniques learned will supplement training. Training will enable 360 participants – 75% from existing companies and 25% new employees – to earn Certificates in Green Manufacturing; many participants may also qualify for wage increases. Training and technical assistance will increase the competitiveness of Connecticut manufacturers by reducing costs and environmental impact.

---

[29] CTDOL Labor Market Information

[30] Day one includes modules on lean manufacturing and green thinking (how to identify opportunities, key concepts); day two focuses on learning how to investigate energy usage and recognize energy reduction and conservation opportunities throughout a facility; and day three involves a hands-on application to reinforce the skills learned.

The Council for Adult and Experiential Learning (CAEL) will support the Partnership's green manufacturing efforts by convening manufacturing firms to: 1) examine how workforce skills can advance lean/green goals; 2) identify promising lean/green education and training practices, and 3) develop a strategy to deliver training and implementation assistance to Connecticut manufacturers.

Clean Water Technician – According to the CT Water Pollution Abatement Association, 50% of the state's clean water industry workforce is eligible to retire within five years, while CTDOL projects strong future demand for Water Treatment Plant Operators.[31] All Class III and IV Operators must pass CT DEP certification examinations, a challenge in recent years for new and incumbent workers seeking advancement. This program will enable students to obtain the knowledge necessary for certification by CT DEP as Class III and Class IV Water Pollution Control Facility Operators by enrolling in the Clean Water Treatment Plant Operator Program at Gateway Community College (revamped through the SOAR initiative) or the Wastewater Management Certificate Program at Goodwin College. Other community colleges will consider replicating the Gateway program. Sixty-five (65) participants will receive this training over three years.

Green Technology Training for Municipal Building Officials. Municipal building officials must understand green technologies for RE and EE to facilitate accelerated adoption of these technologies through the efforts of CCEF, the CT Energy Efficiency Fund (CEEF), and the private sector. CCEF identifies this as a high-priority skill upgrade to unlock efficiencies and increase installation quality statewide. Complementing ARRA-funded training planned as part of the State Energy Plan, the Partnership will work with the CT Department of Public Safety (DPS), in consultation with OPM and CCEF, to include three half-days of training for building officials by the Institute for Sustainable Energy (ISE) at ECSU in each of Years 1 and 2.

Following up on DPS-sponsored training on the application of the new ICC-based State Energy

[31] Industry sources project a need for over 200 new Certified Operators over the next three years.

Code, the first half day will cover hands-on training using web-based code tools (ResCheck and ComCheck) that will enable officials to assess success in meeting the highest energy efficiency standards. The second half day will provide grounding in solar thermal, solar voltaic and geothermal technologies and how they are installed and the third half day will address the code implications of these technologies and their proper inspection. These sessions will ensure that building officials are prepared to inspect the latest technologies and support the RE/EE industry. The DPS Office of the State Building Inspector and the Director of Training and Data Acquisition at DPS will promote the training through its catalog of courses for Local Code Officials and provide continuing education credits for participation to 180 building inspectors over the first two years of the grant.

Green Jobs Training Incentive Fund - Connecticut's EE, RE, and environmental industries are developing rapidly in response to market demand and the public and private initiatives and investments described in Section 1. The alternative energy forms that dominate the market will be revealed in the next several years. These rapidly emerging industries demand investments on several fronts, including venture capital, loans, public incentives, and (most relevant to the Partnership's vision) flexible, easily accessible training to meet their workforce needs.

Table 3-2: Summary of Training Investments

Occupation or Industry	Individuals Trained
Building Analysts	100
Green Manufacturing	360
Wastewater Technicians	65
Municipal Building Officials	180
Green Jobs Training Incentive Fund	190
Total	**895**

In response, the Partnership will create the **Green Jobs Training Incentive Fund** to provide flexible, targeted funding to help new and expanding businesses in these sectors offset their training costs for specific green-related occupations and skills. The proposed Incentive Fund will provide training to an additional 190 participants in Years 2 and 3. EE, RE and other emerging green sector businesses expanding their operations in Connecticut will have access to the Fund to upgrade the STEM, technology, and industry-specific skills of new and existing workers. To qualify for training funds employers must be in EE, RE, or other designated green industries and must do business in

Connecticut. The Fund will provide an essential economic development tool to support job creation and meet company-specific training needs for Fund-eligible occupations and skills. The Fund will support training in a variety of technical skills required for RE and EE occupations, and will ensure support for the solar energy sector's workforce needs should the *Energize CT!* proposal, (specifically designed to address this need), not receive funding.

A state-level **Green Jobs Development Task Force**, including representatives from DECD, Connecticut Innovations, CCEF, CEEF, OWC, CTDOL, the WIBs, the Community Colleges, and CBIA, will structure responsive financial, tax, and technical assistance support. Through this Fund, the Task Force will design training incentives as a critical support to green job development. CT Energy Workforce Development Consortium staff will support the Task Force in determining criteria to allocate the Fund's training resources to companies locating or expanding in Connecticut.

Placement. Regional Project Teams will ensure effective job placement, drawing on the job development and labor market information resources of the One Stop Career Centers, Jobs Funnels, CTDOL, and the Partnership's industry members. The project will also invest in SkillPROOF, a specialized job postings and analysis system successfully deployed to support placement in Connecticut's IT and Finance sectors. SkillPROOF collects job vacancy information from corporate websites, supplemented by jobs from smaller companies collected through partners. SkillPROOF will identify and analyze the education, training, competency, skill, and experience requirements for targeted green jobs on an ongoing basis. SkillPROOF will configure its system to identify, track and analyze green job postings. SkillPROOF will deliver green job postings to the workforce system, including daily job postings and analysis, a weekly Green Jobs List for Coordinators and One Stop and Jobs Funnel placement staff, a weekly export of a Green Jobs Database to the USDOL National Job Bank, and quarterly Green Training Needs reports. This system will enable the Partnership to monitor the evolution of green jobs by identifying changes in

the competencies and skill-sets required by employers as the sector matures, drawing from a national database of more than six million job postings. The Partnership can adjust training and education curricula as needed to precisely meet the changing workforce needs of green employers in real time.

Retention. Green Jobs Coordinators will support Jobs Funnel Retention Specialists, WIA Case Managers, and supportive services partners to work with employers to support job retention for participants from populations with barriers to retention, including ex-offenders. Coordinators will deploy a variety of tools proven effective through Jobs Funnels and WIA programs, including 12 months of "light touch" case management and referrals to additional services as required.

Applicant Capacity. The State Office for Workforce Competitiveness (OWC), as staff to the CETC (the State Workforce Board) will serve as the project's lead and fiscal agent. OWC, created in 1999 by a Governor's Executive Order and codified in statute in 2000: 1) serves as the Governor's principal workforce policy advisor; 2) serves as liaison between the Governor and local, state or federal organizations and entities with respect to workforce development matters; and 3) coordinates the workforce development activities of all state agencies. The Governor appoints the Principal Workforce Development Policy Advisor, who reports directly to the Governor and oversees the activities of OWC on the Governor's behalf. OWC operates as a State Agency and adheres to fiscal controls and standards as well as ethical guidelines established by the State.

OWC has significant experience managing collaborative statewide workforce bodies and initiatives, as it provides staff support to the CETC, the Allied Health Workforce Policy Board, the Youth Policy Council, and the Career Ladders Pilot Program. OWC has guided the management and implementation of numerous grants from different federal agencies as well as foundation grants.

OWC will hire or subcontract an experienced, full-time Project Director to perform day-to-day project management duties. The Project Director will a) provide staff support to the Partnership; b) supervise regional Green Jobs Coordinators (to manage Regional Project Teams); c) manage partner

relationships and coordination with allied initiatives; and d) create required Performance Reports. The Project Director will report to the Governor's Principal Workforce Policy Advisor, who will monitor the CT Green Jobs Partnership. OWC will also hire or subcontract a part-time Accountant to maintain project finances and complete all required Financial Reports. The State participant tracking system, CT WIA Business Systems (CTWBS), will track program participation and all activities and outcomes of the project. CTWBS now tracks participation and outcomes data for Wagner-Peyser, Jobs First Employment Services (JFES), and WIA's Adult, Dislocated Worker, and Youth programs. It is also proposed as the state ARRA Weatherization Program tracking system.

4. Implementation Timeline and Projected Outcomes

Table 4-1: Implementation Timeline

Tasks	2010				2011				2012			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project Management & Oversight												
Project Director hired												
Assistant Accountant hired												
Green Jobs Coordinators hired												
Green Jobs Partnership meetings												
Regional WIB Project Teams formed												
Training												
BPI train-the-trainer training												
BPI training for Building Analysts												
Lean/Green Mfg training												
Clean Water Tech training												
Municipal Building Official training												
Incentive Fund green ITA training												
Participant Supports												
Project Teams coordinate recruiting												
Industry-specific assessments												
Participants receive support services												
Job placement supports delivered												
Job retention supports provided to high-need participants												
Capacity Investments												
Green jobs database completed												
Green career pathways defined												
High school E3 curriculum completed												

Tasks	2010				2011				2012			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Incentive Fund Task Force formed												
DOL Apprenticeship Reps deployed												
SOAR Director sustained												
Outreach & Awareness												
Partnership marketing materials completed												
Partnership web page completed												
Evaluation & Reporting												
Track outcomes												
Quarterly Financial Reports												
Quarterly Performance Reports												
Final Performance Report to ETA												
Closeout Financial Status Report												

Projected Outcomes. The Project Director will work with Green Jobs Coordinators, statewide training contractors, and Green Job Incentive Fund managers to collect, verify and manage participant data from each supported training program using the CTDOL WIA Business System (WBS) database (for submission to DOL quarterly). Protocols for reporting and verification of participant data by participating partners through WBS (including credentials, job placement, and retention) have been developed across WIA funds and multiple USDOL discretionary grants. CTDOL ES202 wage file data will measure retention and wage gains.

Table 4-2: Summary of Partnership Participant Outcomes

Program	Served	Begin Training	Complete Training	Receive Credential	Placed in Employment	Training-Related Employment	6-Month Employment Retention
Building Analyst	100	100	90	85	77	68	61
Green Manufacturing	360	360	340	320	64*	60	55
Clean Water Tech	65	65	58	50	49	44	39
Municipal Bldg Official	180	180	165	165	NA**	NA	NA
Green Incentive Fund	190	190	160	140	136	120	109
TOTAL	**895**	**895**	**813**	**760**	**551**	**486**	**441**

*75% of participants will be incumbent workers who will upgrade their skills and qualify for wage gains
**All incumbent workers

Capacity Building Outcomes include: 1) Partnership staffing and planning, training coordination, and reporting protocols established in Year 1; 2) Five Regional Project Teams created during Year 1; 3) Five regional WIB Green Job Coordinators hired during Year 1; 4) SkillPROOF green jobs database and reporting system completed during Year 1; 5) 10 community college instructors trained to deliver BPI Certification during Year 1; 6) Green Manufacturing certificate curriculum developed in Year 1; 7) Green Jobs Training Incentive Fund Task Force created during Year 1 (defines Green ITA allocation processes); 8) 20 green career pathways defined during the grant period; and 9) Earth and Energy Science Essentials (E3) curriculum completed during Year 1.

5. Suitability for Evaluation. The Partnership will participate in a rigorous national evaluation by working with outside evaluators and independent academic researchers as requested by USDOL.

Section 3 describes the Partnership's plan to recruit qualified applicants for training offerings. Programs for incumbent workers (particularly those for manufacturing workers) have large, built-in target populations and may receive more applications than training slots. Regional Project Teams will coordinate recruitment efforts regionally with guidance from the Partnership and OWC.

Section 4 describes the processes the Partnership will use to collect, verify, and manage participant-level data on individuals who participate in Partnership programs. The Partnership will use existing data collection and reporting protocols that track participant activity across demographics, socioeconomic status, services, and outcomes. Section 3 describes the Partnership's retention strategies. The CTDOL WIA Business System (WBS) database will allow the Partnership to track participants who leave programs before completion.

The Partnership will systematically replicate and expand proven models to train workers for jobs in emerging green industries, leading to enhanced knowledge of effective workforce strategies for stimulating evolving industry sectors. Through this Plan, Connecticut will develop a world class green workforce and position its emerging green sectors to drive economic growth.

Part III – Attachments to the Technical Proposal

CONNECTICUT GREEN JOBS PARTNERSHIP CHARTER

The undersigned representatives of the member agencies and institutions of the Connecticut Green Jobs Partnership ("the Partnership") which serves as Connecticut's State Energy Sector Partnership, do join together and commit to the effective, full, and collaborative implementation of the Connecticut Green Jobs Partnership Strategic Plan prepared in furtherance of Governor M. Jodi Rell's Executive Order #23 issued in February 2009, Public Act 07-242 related to the state's carbon reduction goal, and the State's Workforce Investment Plan and as presented in the application to the U.S. Department of Labor pursuant to the State Energy Sector Partnership and Training Grants Program.

Background

Connecticut stands at the leading edge of the transformation to a clean energy economy: it was among the first states to develop a climate change action plan, to create and participate in a regional auction to reduce greenhouse gas emissions, and to push for cleaner tailpipe exhaust from automobiles. In 2006, Connecticut Governor M. Jodi Rell released *CT's Energy Vision for a Cleaner, Greener State,* calling for 20 percent of all energy used or sold in the state to come from clean or renewable resources by 2020.

Connecticut must implement a coordinated, statewide workforce development effort to meet increasing demand for skilled workers in the energy efficiency and renewable energy industries and in jobs that clean and enhance the environment. Connecticut's "green job" workforce development challenge stems from skills gaps resulting from changing occupational requirements and demographic forces in the energy sector (US energy industry workers are almost 10 years older, on average, than workers in all industries). To prepare more workers for employment in green energy industries, we must develop a talent pipeline that attracts and develops students and workers and ensures the availability of cutting-edge education and training programs.

The formation of the Partnership as an expansion of the Connecticut Green Collar Jobs Council created pursuant to Executive Order #23 comes at a time of tremendous opportunity and activity in the education, workforce, and economic development spheres as documented in the Strategic Plan. The Partnership will build on the capacities of its member agencies and institutions within a common framework to develop a better understanding of workforce needs, maximize efficiency and effectiveness in meeting those needs, and avoid duplication of efforts.

Partnership Purpose

The Partnership will: 1) develop a State Energy Sector Strategic Plan to address the workforce development needs of Connecticut's energy efficiency and renewable energy industries and to fill jobs that clean and enhance the environment, and 2) oversee the implementation and successful operation of the State Energy Sector Strategic Plan.

Partnership Vision Statement

Connecticut will be a world leader in the development of a workforce prepared for careers in the energy efficiency and renewable energy industries and for jobs that clean and enhance the environment.

Partnership Goals

1. Connecticut will have a coordinated training, education, and job placement system that produces and retains a world-class workforce by:
    a. Building the capacity of the K-12 and higher education systems to inspire and prepare Connecticut's young people and adults to pursue careers in energy efficiency and renewable energy fields and jobs that clean and enhance the environment;
    b. Building the capacity of the workforce development system to upgrade the skills and competencies of incumbent and dislocated workers to qualify for employment and advancement in emerging careers in the energy efficiency and renewable energy industries and in careers related to the cleaning and enhancement of the environment;
    c. Strengthening linkages between education and training providers and support services providers to enable individuals facing barriers to education, training, and/or employment to complete training and secure and retain employment in energy efficiency and renewable energy fields and jobs that clean and enhance the environment, and
    d. Strengthening connections between education and training providers and employers in the energy efficiency and renewable energy industries and employers offering jobs that clean and enhance the environment to ensure that education and training systems respond to the current and emerging skill and competency needs of employers.
2. Connecticut will work with new and existing businesses to identify and satisfy the employment needs required to stimulate growth in Connecticut's current and emerging energy efficiency and renewable energy fields and jobs that clean and enhance the environment by:
    a. Developing a seamless set of technical career pathways facilitating worker entry into and advancement in current and emerging energy efficiency and renewable energy occupations and jobs that clean and enhance the environment,
    b. Stimulating research and development and innovation in the energy efficiency, renewable energy and environmental sectors and increasing revenue and job growth through technology transfer and commercialization, and
    c. Determining the grant, loan and technical assistance needs of employers in targeted sectors; creating inventories of current investments in these sectors and the grant, loan and technical assistance resources available to these sectors; and developing processes to enable employers to readily access needed resources.

Key Partnership Functions

To achieve this Vision and these Goals, the members of the Partnership commit to work together to:

- Oversee the development and ongoing refinement of a Connecticut Energy Sector Strategic Plan (which will serve as the Partnership's proposal to the US Department of Labor under the State Energy Sector Partnership (SESP) and Training Grants program) for the development of a workforce to meet employer demand for skilled workers in the energy efficiency and renewable energy industries and in jobs that clean and enhance the environment. Partnership members will participate in planning meetings, share informational resources, review and provide feedback on draft documents, and approve the final Strategic Plan.

- Continue data collection and analysis efforts to understand the evolving skills needs of energy, energy efficiency and renewable energy employers and of jobs that clean and enhance the environment. Each partner will provide detailed data, whenever available, for the purposes of updating the full Partnership's understanding of employer needs.
- Guide the successful implementation of the specific recruitment, training, placement, retention, and infrastructure development strategies detailed in the Partnership's SESP proposal to the US Department of Labor.
- Align accessible private and public resources to facilitate implementation of the Plan and meet the goals of the Plan.
- Continue to develop a workforce development infrastructure at the state and regional levels through establishment of, and participation in, Regional Project Teams established by the Workforce Investment Boards to guide implementation of the Strategic Plan in each region.
- Market the Partnership's activities to employers and individuals to increase understanding of economic development and training and employment opportunities in the energy efficiency and renewable energy sectors.
- Participate in the development of technology infrastructure such as web sites and data integration efforts to support the achievement of the Strategic Plan.
- Advance local, regional, state, and federal public policies that address the workforce development needs of energy, energy efficiency and renewable energy employers and of jobs that clean and enhance the environment.
- Participate in and support evaluation processes to continually track progress, assess program effectiveness, and ensure sound investments.
- Leverage current and future resources to support the successful implementation of the Strategic Plan and the long-term sustainability of its workforce development efforts.
- Act in the capacity of a professional and technical resource to the Governor of the State of Connecticut and appropriate state agencies in the development and refinement of state energy and environmental policy, particularly with respect to developing a competitive talent base in the state, including identifying the skills and competencies required by businesses in these sectors.

The *State Energy Sector Partnership* section of the Partnership's proposal to the US Department of Labor describes the roles of each partner in greater detail.

The undersigned commit our agencies and institutions to the full and faithful implementation of the State Energy Sector Strategic Plan and training strategies as more fully detailed in our SESP proposal to the US Department of Labor.

Signed:

State Workforce Agency

Wallace Barnes, Chairman, CT Employment and Training Commission

10/14/09

Name Date

Local Workforce Investment Boards

John Beauregard, Executive Director, Eastern CT Workforce Investment Board

10-2-09

Name Date

Thomas Phillips, President & CEO, Capital Workforce Partners

10/2/09

Name Date

State Cabinet Officials from Offices receiving Recovery Act funding related to energy efficiency and renewable energy

Mary Ann Hanley, Governor's Policy Advisor, Office for Workforce Competitiveness

10/2/09

Name Date

Patricia Mayfield, Commissioner, CT Department of Labor

10-2-09

Name Date

Amey Marrella, Commissioner, CT Department of Environmental Protection

For

10-2-09

Name Date

John Mengacci, Undersecretary for Policy Development and Planning, CT Office of Policy and Management **(Partnership Co-Chair)**

10/2/09

Name Date

Michael Starkowski, Commissioner, CT Department of Social Services

10/15/09

Name Date

Energy Efficiency and Renewable Energy businesses and industries

Thomas Burns, Director of Training, Northeast Utilities **(Partnership Co-Chair)**

10/2/09

Name Date

Kevin Hennessy, Staff Attorney, CT Business and Industry Association

10/15/09

Name Date

Elliot Ginsberg, President and CEO, CT Center for Advanced Technology

JAG

10/2/09

Name Date

John W Butts

~~Donald Schubert, President~~, CT Construction Industries Association

10/2/09

Name Date

Michael Trahan, Executive Director, Solar Connecticut, Inc.

Name Date

Labor Organizations

Benedict Cozzi, President, CT State Building Trades Council

10/2/09

Name Date

John Olsen, President, Connecticut AFL-CIO

10/2/09

Name Date

Apprenticeship Programs

(For)

Jack Guerrera, Director, CT DOL Office of Apprenticeship Training

10-2-09

Name Date

Nonprofit Organizations

Dr. Jim Gatling, President/CEO, New Opportunities, Inc.

10-2-09

Name Date

Education and Training Community

Patricia Ciscone, Interim Superintendent, CT Technical High School System

Name 10-15-09 Date

Marc Herzog, Chancellor, CT Community College System

Name 10/2/09 Date

William Leahy, Director, Institute for Sustainable Energy at Eastern CT State University

Name 10/2/09 Date

Mark McQuillan, Commissioner, State Department of Education

Name 10/2/09 Date

Michael Meotti, Commissioner, CT Department of Higher Education

Name 10-14-09 Date

Bruce Morton, Program Director, Environmental Studies, Goodwin College

Name 10/14/09 Date

Judith Resnick, Executive Director, CT Business and Industry Association Education Foundation

Name 10/2/09 Date

Veterans Organizations

John Wiltse, Deputy Commissioner, CT Department of Veterans' Affairs

Name 10/2/09 Date

Economic Development Organizations

Joan McDonald, Commissioner, CT Department of Economic and Community Development

Name 10/2/09 Date

Other

Lise Dondy, President, CT Clean Energy Fund

Name 10/13/09 Date

North Central WIB Regional Project Team – Serving North Central CT WIA (37 municipalities)

Organization	Member Name	Member Title	Service Delivery Roles
Capital Workforce Partners (WIB)	Alex Johnson	Chief Operating Officer	• Program oversight, management and accountability
Capital Workforce Partners	Yolanda Rivera	Jobs Funnel Manager/Team Coordinator	• Manage implementation of Jobs Funnel to recruit and train low-income adults for green building jobs
CT Center for Advanced Technology	Elliot Ginsberg	Executive Director	• Business sector partner for sustainable energy
Central CT State University/ITBD	Rick Mullins	Executive Director	• Introduction to Sustainable Energy Careers training
Hartford Adult Education	Edward Genao	Director, Adult Education	• Adult basic education, ESL, GED tailored for green industries
Urban League of Greater Hartford	TBD	Project Coordinator	• Targeted training for low-income adults
CT Puerto Rican Forum	TBD	Project Coordinator	• Targeted training for limited English proficient individuals
SAND Corporation	TBD	Project Coordinator	• Targeted green training for urban low income adults
Community Partners in Action	Beth Hines	Program Manager	• Targeted green training for ex-offenders
Our Piece of the Pie	Bob Rath	Executive Director	• Targeted green training for youth, ages 16-24
Community Colleges (Capital/ Manchester/ Tunxis/ Asnuntuck)	TBD	SOAR Regional Coordinator (not yet hired)	• Targeted green training for dislocated workers and youth
Central CT Chamber of Commerce	Cindi Scoville	VP Operations	• Identify employers needs for green-skill workers & OJT; coordinate with ED efforts
CBIA Ed Foundation	Judy Resnick	Executive Director	• Coordinate green training initiatives with CT Energy Consortium

Project Team Director Qualifications and Experience – Alex Johnson:

- Chief Operating Officer for Capital Workforce Partners, Inc. since 2001
- Responsible for the daily oversight and direction of CWP staff, programs, and services
- Extensive experience working with business-led Boards of Directors, and comprehensive knowledge and working with federal/state-funded Workforce Development and Education Programs
- Executive Director of the Northeast Connecticut Region Workforce Investment Board, Inc. for six years
- Director of Vocational Education and Job Training for EASTCONN, a regional education service center, for eight years
- Holds a Masters Degree in Public Administration and a Bachelor of Science Degree from the University of Connecticut

Eastern WIB Regional Project Team: Serving Eastern CT WIA (41 municipalities)

Organization	Member Name	Member Title	Service Delivery Roles
EWIB	Virginia Sampietro	Dir. of Strategic Development/ Team Director	• Program oversight, management and accountability
Three Rivers Comm. College	Anthony Benoit	Dir. Of Engineering Tech	• Design of training programs
Three Rivers Comm. College	Tamara Shattuck	SOAR Regional Coordinator	• Ensure coordination with other sector specific initiatives
QV Comm. College	David Baty	Assoc. Dean	• Design of training programs
Thames Valley Council for Community Action	Roger Mason	Reg. Dir. Of Adult Services	• Coordinate WIA & JFES Adult Services in 4 CTWorks-East • Recruitment & case management
Chamber of Commerce of Eastern CT	Denny Hicks	Business Services Team Coordinator	• Identify employers needs for green-skill workers & OJT; coordinate with ED efforts
EASTCONN	Richard Tariff	Adult Ed Director	• Basic skills assessment & remediation needs
Access Agency	Cathy Crees	Development Director	• Human Services & Weatherization Program
Electric Boat	Eugene Harper	HR Manager	• Recruitment needs
Dominion Nuclear	Richard MacManus	Dir. of Safety	• Identifies employer training & recruitment needs
Northeast Utilities	Thomas Burns	Dir. of Training	• CT Green Jobs Partnership Chair
CT Department of Labor	Chris Paquette	Regional Director	• One Stop Coordination & veterans services
Norwich Public Utilities	Jeff Brining	Energy Efficiency Program Director	• Employer training & recruitment needs
Greensulators	Chad Whitcomb	President	• Employer training & recruitment needs
AFL-CIO	Gail Kinney	Consultant	• Union representation

Project Team Director Qualifications and Experience – Virginia Sampietro:

- Director of Strategic Development for Eastern CT Workforce Investment Board (EWIB) since 2003
- Functions as EWIB deputy director in the absence of the Executive Director
- Executive Director of North East CT Workforce Investment Board from 2000 to 2003
- Responsible for all operations of the Workforce Board covering 21 towns in Northeast CT
- Managed the merger for the NE Workforce Investment Board with the SE Workforce Board as mandated by the CT Employment & Training Commission

Southwest WIB Regional Project Team: Servicing Southwest CT WIA (20 municipalities)

Organization	Member Name	Member Title	Service Delivery Roles
The WorkPlace, Inc. (WIB)	Adrienne Parkmond	Vice President / Team Director	• Program oversight, management and accountability
Career Resources, Inc.	Scott Wilderman	President and CEO	• One Stop Activities
Bridgeport Adult Ed	John Fabrizi	Director	• Adult basic education, ESL, GED tailored for green industries
Housatonic Comm. College	Robert Thorton	Dean	• Education and Training
Norwalk Comm. College	Pamela Edinburg	Dean	• Education and Training
Norwalk Comm. College	Eric Gribin	SOAR Regional Coordinator	• Ensure coordination with other sector specific initiatives
Central CT State University – IIET	Rick Mullins	Director	• Training
ECSU – Institute for Sustainable Energy	William Leahy	Director	• Municipal Building Official Training
Groundworks Bridgeport	Richard Tiani	Director	• Training, Internships
ABCD	Bill Bovaqua	Program Director	• Training, Case Management
The Green Team	Adrienne Houle	President	• Training
Carpenters Union Local 210	Jim Lohr	Labor-Management	• Training
UI Company	Chris Ehlert	Dir. Residential Services	• Employer
Bridgeport Regional Business Council	Paul Timpanelli	President	• Employer outreach
Homes for the Brave	Joy Kiss	Executive Director	• Veterans Outreach

Project Team Director Qualifications and Experience – Adrienne Parkmond:

- Vice President of Operations for The WorkPlace, Inc. since 2001
- Oversees $25 million dollar employment and training organization with 43 staff
- Responsible for all contracting, operations and human resource functions
- Designs, develops and implements workforce development programs for various populations
- Formulates goals, legal policies and performance measures for the One Stop system
- Implements corrective action plans to address performance deficiencies and improve service delivery for providers to assure a high quality of services to more than 22,000 people annually
- Coordinates partnerships with the public and private sectors to enhance the employability and career advancement of the workforce

Northwest WIB Regional Project Team: Serving Northwest CT WIA (41 municipalities)

Organization	Member Name	Member Title	Service Delivery Roles
Northwest Regional WIB	Ken Bates	Mgr. Workforce Programs/ Team Director	• Program oversight, management and accountability • Ensure coordination with other sector specific initiatives
NRWIB/ Workforce Con.	Kathy Maness	One Stop Director	• Oversee One Stop Counseling and Training • Authorize ITA Issuance
NVCCC / NWCCC	TBD	SOAR Regional Coordinator (not yet hired)	• Ensure coordination with other sector specific initiatives
Waterbury Adult Ed	TBD	Adult Ed Coordinator	• Ensure coordination with other agencies
Labor Organizations	TBD	TBD	• Ensure coordination with and access to union training and apprenticeship programs
Northwest Chamber of Commerce	JoAnn Ryan	President and CEO	• Identify employers needs for green-skill workers & OJT; coordinate with ED efforts
Danbury Chamber of Commerce	Steve Bull	President	• Identify employers needs for green-skill workers & OJT; coordinate with ED efforts
Waterbury Chamber of Commerce	TBD	TBD	• Identify employers needs for green-skill workers & OJT; coordinate with ED efforts

Project Team Director Qualifications and Experience – Ken Bates:

- Manager of Workforce Programs for the Northwest Regional WIB since 2003
- Designs, develops and implements workforce development programs for various populations
- Administers NRWIB / EPA Brownfields Job Training Grant
- Member, Northwest Regional WIB, Brownfields Job Training Steering Committee
- Works directly with education and training providers, private sector employers, and public and nonprofit partners to place training graduates into jobs and onto career pathways
- Monitored MIS Regional Workforce Investment System at Danbury WIB for 10 years

South Central WIB Regional Project Team: Serving South Central CT WIA (29 municipalities)

Organization	Member Name	Member Title	Service Delivery Roles
Workforce Alliance (WIB)	Robert Fort	Marketing Director/ Team Director	• Program oversight, management and accountability
Workforce Alliance	TBD	Green Jobs Coordinator	• Team Coordinator
New Haven Adult Education	Nick Montano	Assistant Director	• Adult literacy, GED and high school completion
Gateway Community College	David Cooper	Dean of Corporate and Continuing Education	• Training across multiple green programs
Gateway Community College	TBD	SOAR Regional Coordinator (not yet hired)	• Ensure coordination with other sector specific initiatives
City of New Haven	Lil Snyder	Construction Resource Supervisor	• Ensure coordination with construction training programs and building contractors
Operating Engineers Local 478	Ben Cozzi	Business Manager & President	• Ensure coordination with and access to union training and apprenticeship programs
Common Ground/ New Haven Ecology Project	Joel Tolman	Director of Development	• Green Job Corps
Woman & Family Center	Mike Bucilli	Program Director	• Youth Offenders Weatherization
Youth Continuum	Carole Shomo	CEO	• Habitat for Humanity projects

Project Team Director Qualifications and Experience – Robert Fort:

- Marketing Director for the Workforce Alliance since 2002
- Helped conceive and launch the Regional Growth Partnership, a public/private economic development organization recognized as a leader in the reuse of old industrial Brownfields sites
- Honored by Governor John Rowland and the Connecticut Economic Development Association as Economic Developer of the Year
- Created internal and external communications campaigns for Workforce Alliance, local utility, several area nonprofits, and key economic development organizations statewide
- Economic Development Specialist at local utility United Illuminating for 10 years
- Marketing and Communications Director, Greater New Haven Chamber of Commerce for 4 years

ABSTRACT SUMMARY

Project Overview. **The CT Employment and Training Commission** requests **$3.36 million** to implement the **Connecticut Green Jobs Partnership.** This strategic Workforce Plan for the entire state of Connecticut will support achievement of the Partnership's vision "to make Connecticut a world leader in the development of a workforce prepared for careers in the energy efficiency and renewable energy industries and for jobs that clean and enhance the environment." A skilled green workforce, along with sound economic development planning, positions Connecticut to overcome barriers to economic growth related to high energy costs and environmental harm.

Connecticut will realize its green workforce vision by pursuing five goals: 1) Build the capacity of the statewide education continuum to inspire and prepare students to pursue careers in green industries; 2) Build the capacity of the statewide workforce development system to upgrade the competencies of incumbent and dislocated workers necessary for employment and advancement in green industry careers; 3) Ensure training and education programs match the evolving workforce needs of energy sector employers; 4) Develop a seamless set of career pathways in green industries; and 5) Connect green workforce development efforts to related economic development efforts.

Sector Plan Synopsis. Five Regional Project Teams will align regional implementation of all ongoing and proposed green-related workforce investments, including recruitment, training, placement, and retention. Teams will inform regional workforce development planning. Each WIB will hire a Green Jobs Coordinator to manage Project Team operations, among other duties.

Project Teams will utilize a proven Jobs Funnel model to provide recruitment and orientation, industry-specific assessment, pre-employment training (e.g. academic remediation, life skills, customized training and/or pre-apprenticeship training, occupation-specific technical skills), job placement, case management and retention support. A specialized job postings and analysis system will support placement by monitoring the evolution of green jobs by identifying changes in the skills

employers require, enabling the Partnership to adjust training offerings to meet the changing needs of green employers. Green Jobs Coordinators will coordinate Jobs Funnel Retention Specialists, WIA Case Managers, and supportive services partners to support job retention.

Priority Populations. The Partnership will target: 1) incumbent workers needing additional skills to qualify for emerging green industry jobs, advancement, and/or wage increases; and 2) un- and underemployed individuals needing training to secure a job placing them on a green industry career pathway. Priority populations listed in the USDOL SGA[1] fall within these categories.

Proposed Training Activities. Training activities align with existing programs and respond to needs not currently addressed. The Partnership will work to align numerous initiatives into an integrated, sector-based, pathway-focused green workforce development plan that incorporates short-, medium-, and long-term planning to meet employers' current and future workforce needs. The Plan focuses grant resources on four occupations and industries with growth potential:

Building Analyst (Target Industry: Energy Efficiency Assessment) – Weatherization investments are creating demand for Building Analysts. The Partnership will build the capacity of education providers to train weatherization workers and others for Building Performance Institute (BPI) Certification and advancement into Building Analyst positions. Instructors will go through a "train-the-trainer" course to learn to deliver BPI Certificate training, enabling the Community College and Technical High School systems to continue training candidates after the grant period.

Green Manufacturing (Manufacturers using Environmentally Sustainable Processes and Materials) – Connecticut's manufacturing sector accounts for more than 10% of the state's jobs.[2] Integrating Lean Manufacturing with "Green" techniques cuts costs, increases productivity, retains jobs, and increases sustainability. Incumbent workers and job candidates seeking to upgrade their

[1] Workers impacted by national energy and environmental policy; individuals in need of updated training related to the EE and RE industries; veterans, or past and present members of the Armed Forces; individuals, including at-risk youth, seeking employment pathways out of poverty and into economic self-sufficiency, and individuals with a criminal record.
[2] CTDOL Labor Market Information.

skills will receive training on the principles and practical applications of lean and green manufacturing, as well as hands-on assistance in implementing techniques learned.

Clean Water Technician (Environmental Protection) – Connecticut employers project significant turnover in this industry as existing Technicians retire over the next three years. The proposed training program will prepare students for CT Department of Environmental Protection certification as Class III and Class IV Water Pollution Control Facility Operators.

Green Technology Training for Municipal Building Officials (Energy Efficiency Assessment Industry) – This will provide municipal building inspectors the skills and knowledge needed to support the adoption of RE and EE technologies in buildings. The Institute for Sustainable Energy at Eastern CT State University will conduct training covering updated RE and EE building codes, technologies, and installations to expand adoption of these technologies.

The Partnership will also create the **Green Jobs Training Incentive Fund** to provide flexible, targeted funding to help green sector businesses offset their training costs for specific green-related occupations and skills to enhance the business development incentives available to new and expanding green sector businesses. RE, EE and other green businesses in Connecticut will have access to the Fund to upgrade the STEM, technology, and industry-specific skills of workers.

Projected Training and Placement Outcomes.

Program	Served	Begin Training	Complete Training	Receive Credential	Placed in Employment	Training-Related Employment	6-Month Employment Retention
Building Analyst	100	100	90	85	77	68	61
Green Manufacturing	360	360	340	320	64*	60	55
Clean Water Tech	65	65	58	50	49	44	39
Municipal Bldg Official	180	180	165	165	NA**	NA	NA
Green Incentive Fund	190	190	160	140	136	120	109
TOTAL	**895**	**895**	**813**	**760**	**551**	**486**	**441**

*75% of participants will be incumbent workers who will upgrade their skills and qualify for wage gains
**All incumbent workers