

Construction tools program-- Technical Proposal

Statement of Need

The Construction TOOLS program will be delivered in the City of Beloit and will be targeted to serve individuals from Beloit's inner city neighborhoods, particularly the Merrill neighborhood. Beloit is often described as a "small city with big city problems." Located along the Wisconsin/Illinois state line at the crossroads of two interstate highways connecting Beloit to Chicago, Milwaukee and Rockford, the city is a prime locale for drug trafficking, gang expansion and related crime. While the PUMA for the Rock County area which includes Beloit is noted to be 10%, poverty in these focus neighborhoods is confirmed to be much higher, in fact the 2000 Census, a period that precedes the current economic downturn in the area, reports the poverty rate to be 28.24%. Additionally the minority population for the neighborhood is 57% while the minority population for the city of Beloit as a whole is 23%.

Poverty in the neighborhood has many of the characteristics of urban inner city poverty. According to the US Census, 80% percent of the homes in the target neighborhood are valued at less than \$50,000 yet 49% of renters pay more than 30% of their income for housing; the number of 18 to 24 year olds without a high school diploma is 57.6% and the habitual truancy rate is 65.3%, more than 4 times the state rate. Additionally the Wisconsin Department of Justice indicates that crime rates for youth are among the highest in the state; there were 2,117 juvenile arrests in 2002 among a total juvenile population of 9,159. The Wisconsin Department of Health reports that teen pregnancy rates in Beloit are the highest in the state.

Overview of the Current Economy and Workforce

Beloit, located in Rock County, experienced the closure of the Janesville General Motors Assembly plant and subsequent closure of numerous automotive suppliers and affiliates in

December of 2008, resulting in the direct loss of over 5,500 local jobs. The unemployment rate in Rock County in July 2009 was 12.8%, the second highest county-wide unemployment rate for the State of Wisconsin, and the City of Beloit had the largest metropolitan unemployment rate in Wisconsin for the same month at 17.6%, nearly double the federal and State unemployment rate in the same period. Over 6,800 individuals in Rock County filed new or continuing unemployment claims for the week ending September 2, 2009. The loss of General Motors coupled with the economic downturn has had a devastating affect on the local economy and will result in a steady loss of even more jobs in both the county and the region as disposable and household incomes continue to shrink. While federal National Emergency Grants and local Special Response monies as well as American Recovery and Reinvestment Act funds have been allocated to the region, the need for funds is outpacing their availability. This situation has put individuals with barriers to employment in even greater peril as they compete for training, resources and jobs with dislocated workers who have job skills, employment experience and no barriers to employment such as transportation or child care issues.

The number of high school dropouts in the region is an additional problem as 17.7% of workers in Rock County over the age of 18 are lacking a high school diploma or its equivalent. The 2000 Census also shows that an alarming 28% of Rock County adults that are over age 25 have no high school credential and actually have less than a 9th grade education. According to the 2000 US Census for Census Tract 18 a startling 42.8% of 18-24 year old adults in Beloit did not have a high school diploma. The latest information available from the Wisconsin Department of Public Instruction (DPI) reports that for the state cohort group that started high school in 2002 and should have graduated in 2007, the dropout rate was 8.6% with a high school completion rate of 89.6%. Beloit Memorial High School's (the school serving a large portion of the Beloit economically

disadvantaged community) cohort dropout rate for the same cohort group was 19.9% with a 75.6% completion rate.

Beloit's high drop out rate could not happen at a worse time as, ninety-five percent (95%) of employers have rated basic skills as important in the hiring decision and minimally expect a high school diploma or its' equivalent in job candidates (National Literacy Summit, 2000). This statistic has been locally substantiated by regional construction employers attending a WIRED (Workforce Innovation in Regional Economic Development) committee meeting in July of 2009 where they agreed that a high school diploma or equivalent has become a minimum expectation within their industry. The construction industry, green and otherwise, is made up of numerous unions and apprenticeship programs which have testing requirements. Basic skills development will be essential to assist individuals to be able to test high enough in order to be eligible for employment in these settings. In order to develop any successful career pathway in green construction, addressing the alarmingly high number of individuals without a high school diploma or its equivalent will be key to creating true pathways out of poverty for participants.

In addition to the educational barriers and high unemployment in the target neighborhoods of Beloit to be served, many of the participants that will be targeted for the program will have additional barriers to employment. Barriers such as a criminal history, lack of a valid driver's license, little to no work history, past behavioral or performance issues, history of drug or alcohol abuse and other transportation and child care issues. These issues typically provide additional challenges to the traditional routes that individuals take to find employment and will be addressed as part of the overall employment and training strategy of the project.

In a July 2008 report, the Wisconsin Department of Workforce Development Office of Economic Advisors indicates that Statewide for the period of 2006-2016 there will be a need for 36,700 positions in Construction and Extraction occupations statewide due to new openings and

retirements, the local demand for the same period is 560 positions which is a 9.8% increase. The job titles most in demand are expected to be concrete finishers, tile setters, masons and roofers. The chart below is from the web site of the Association of General Contractors of Wisconsin and shows that demand nationwide for construction occupations will be strong through 2012.

Occupation	Total Projected Job Openings Through 2012	Predicted Growth Through 2012
All Construction Occupations	2,548,000	15%
Construction Supervisors/Managers	197,000	14.1%
Brick masons/Stonemasons	48,000	14.2%
Carpenters	319,000	10.1%
Cement Masons/Concrete Finishers	86,000	25.7%
Construction Laborers	258,000	14.2%
Construction Equipment Operators	144,000	10.7%
Electricians	285,000	23.4%
Painters/Paperhangers	124,000	23.4%
Plumbers/Pipefitters/Steamfitters	225,000	18.0%
Sheet Metal Workers	90,000	19.8%
Ironworkers	28,000	15.9%

Association of General Contractors of Wisconsin

The AGC chart demonstrates the opportunity for the creation of career pathways within the construction industry, with multiple entry and exit points, allowing individuals to progress through various levels of employment, based on their skills sets.

Project Management and Organizational Capacity

The Beloit Construction TOOLS Program is collaboration between numerous Beloit community partners including the Southwest Wisconsin Workforce Development Board, Community Action Inc. of Rock and Walworth Counties, the Stateline Literacy Council, Blackhawk Technical College, AFL-CIO LETC, The Building Industry Group Skilled Trades Employment Program,

and the Association of Building Contractors. The Southwest Wisconsin Workforce Development Board (SWWDB) is the applicant and will accept the fiscal and administrative reporting roles for the project. SWWDB has been a recipient of Job Training Partnership Act (JTPA) and Workforce Investment Act (WIA) funds from the Department of Labor and Wisconsin Department of Workforce Development for over 27 years and is well versed in all reporting, performance management, administrative and documentation requirements that the Department of Labor requires. SWWDB has currently met all performance measures for the PY 07-08 Program Year as set by the Wisconsin Department of Workforce Development and has had positive monitoring reports. Blackhawk Technical College and Community Action have an equally impressive history of receiving and successfully administering both state and federal grant programs of varying size and length.

The Project Manager for this project shall be Amy Charles; the Director of Operations for the Southwest Wisconsin Workforce Development Board, Ms. Charles has four years experience in managing workforce development programs and initiatives and in overseeing contracted and partner staff. The administrative staff in charge of the project shall be Dr. Robert Borremans, Executive Director of SWWDB, who has over twenty years experience in administering workforce development and educational programming. Fiscal administration shall be provided by Annette Meudt, Director of Finance for the Southwest Wisconsin Workforce Development Board, Ms. Meudt has over 10 years of experience in fiscal reporting of grant funded projects. These staff will be assisted by a committee of individuals from each participating agency that will meet quarterly to provide additional programmatic direction and support throughout the grant period to ensure successful outcomes. In addition, each participating agency will sign a comprehensive Memorandum of Understanding explicitly detailing the contributions it will make to the project. Any agency receiving funding under the grant will be required to sign a contract based on the grant

agreement between SWWDB and the Department of Labor to further ensure all reporting expectations are adhered to.

SWWDB has established fiscal and administrative policies and procedures to ensure compliance with WIA regulations and reporting requirements and requires all program operators and partners to follow them as well.

The Southwest Wisconsin Workforce Development Board currently utilizes the Wisconsin Department of Workforce Development's ASSET electronic data collection system for all Workforce Investment Act (WIA) funded participants and supplements this with paper files of all required documentation and applicable client signatures and verifications. SWWDB staff and program operators use this system on a daily basis for data collection and recording and will ensure the accurate use of the systems for performance reporting under this grant. The fiscal system used by SWWDB to track all payments to participants in WIA programs is called PAS (Payment Authorization System)-the system uses the Personal Identification Number assigned by the ASSET system to track payments by individual and classifies them as either training or support payments. These two systems provide real time data on program participants, and can be used to track all participants by funding sources. All fiscal operations are in compliance with the Sarbanes-Oxley Act and SWWDB submits annually to an outside audit of all fiscal operations.

The Southwest Wisconsin Workforce Development Board is currently the one-stop operator for the Workforce Development System in Southwest Wisconsin, and as such oversees the one-stop system and coordinates the activities of the region's Job Centers with the assistance and input of all required one-stop partners, including Blackhawk Technical College, Community Action Inc, union representation from American Federation of Labor Congress of Industrial Organizations Labor Training Education Training Center (AFL-CIO LETC), and State agencies such as the Department of Vocational Rehabilitation and Job Service, as well as the County Human Services organizations.

Currently, SWWDB is coordinating employment and training services to 1,552 dislocated workers and 123 adults out of the Rock County Job Center. We believe this shows our capacity to recruit and serve individuals who will be the target of this training and employment effort.

CAI, a key partner in this initiative, has several community-based employment and training programs in Beloit, targeted to individuals in poverty with multiple barriers to employment. Programs include Fresh Start (Youth build) which has a 90% graduation rate for participants in the 2008-09 programs, the Fatherhood Initiative which has a 100% placement rate for those who have completed the work readiness training, and the Skills Enhancement Program. All programs have waiting lists of individuals seeking services and are well respected.

Strategy and Project Work Plan

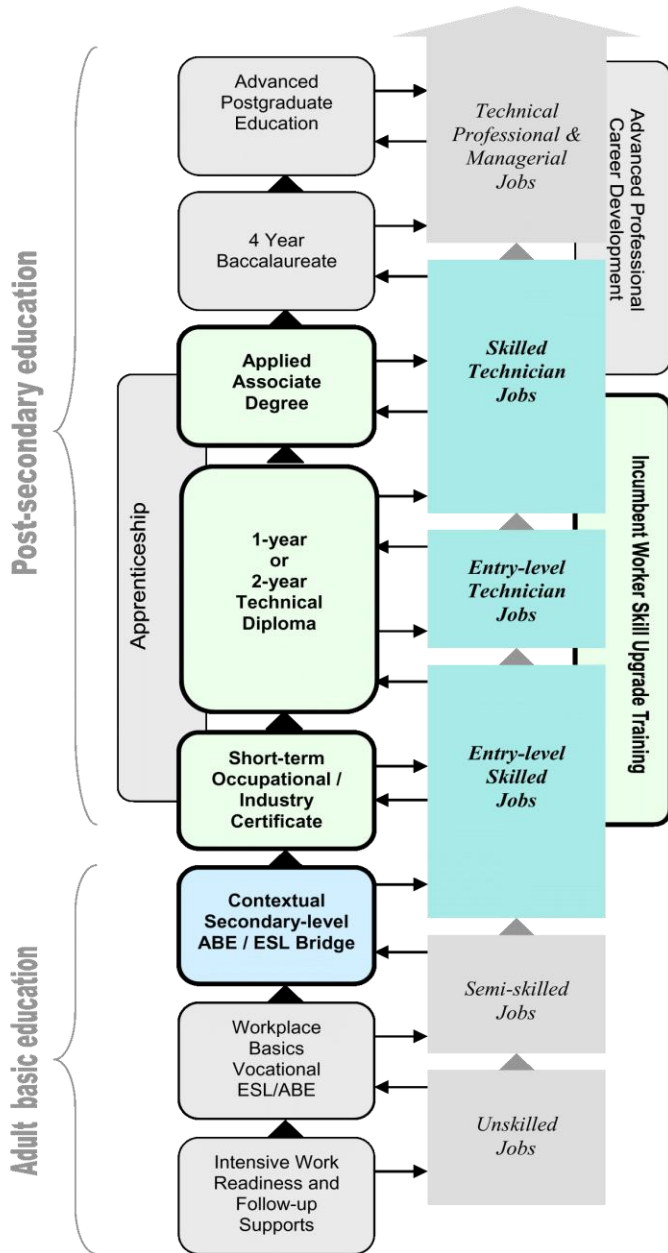
The Beloit Construction TOOLS Program is utilizing the “career pathways” approach to learning skills and competencies in the green construction field in an effort to move participants into family sustaining employment and out of poverty. Career Pathways in Wisconsin has been promoted through RISE (Regional Industry Skills Education) a partnership between the Wisconsin Department of Workforce Development and the Wisconsin Technical College System and funded through the Joyce Foundation’s Shifting Gears Program. The goal of career pathways is to provide workers with stepping stones to skills and credentials that Wisconsin’s driver industries and regional employers demand. The Career Pathways approach also helps workers identify the pathways to employment that are available within the local driver industries such as construction by showing them how and where they can access the system. The Beloit TOOLS Project will be focusing on preparing participants for Entry-Level Skilled Jobs which is actually apprenticeship preparatory training designed to build technical and employability skills to make the participants more successful in the apprenticeship exam process. When participants complete the TOOLS Program they will be prepared to move directly to construction employment through a traditional

apprenticeship program, direct employment, or possibly through an On-the-Job training contract with an employer. Regardless of the employment option utilized by the participant, they will be encouraged to continue their education and skill development and continue to ascend the construction career pathway.

Additionally we will be utilizing the tested Washington State I-BEST, Integrated Basic Skills Training model. I-BEST pairs Adult Basic Education (ABE) instructors with General Education Development (GED) instructors with professional-technical instructors in the same classroom to concurrently provide literacy education and workforce skills training to Basic Education (ABE/GED) adult students. This integrated approach will provide the right level of education in just the right amounts in order for students to succeed in their workforce-based training. The basic skills are taught in the context of the career.

The following diagram showcases the career pathways process and how it has been implemented in Wisconsin under the RISE initiative.

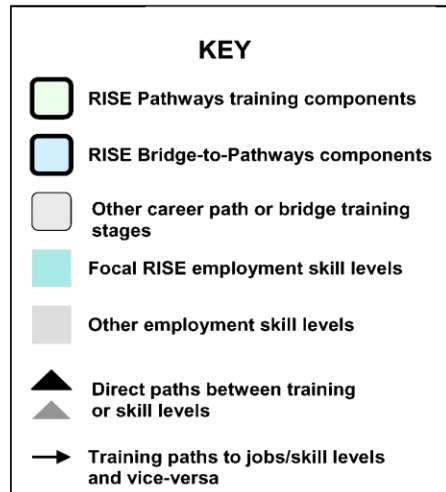
What are Career Pathways?



Career Pathways: Key Elements

- Competency-based curricula tied to employer needs and industry skill standards.
- Modular, sequential courses offering manageable “stepping stones” of skill-building.
- Flexible course formats convenient for both working learners and employers.
- Easy course credit portability for seamless progression through curricula supported by multiple institutions.
- “Road maps” and other navigation aids showing connections between education, skill progression, and career opportunities.
- “Bridge” programs preparing lower-skilled workers for postsecondary training toward credentials aligned with job advancement.

The Beloit

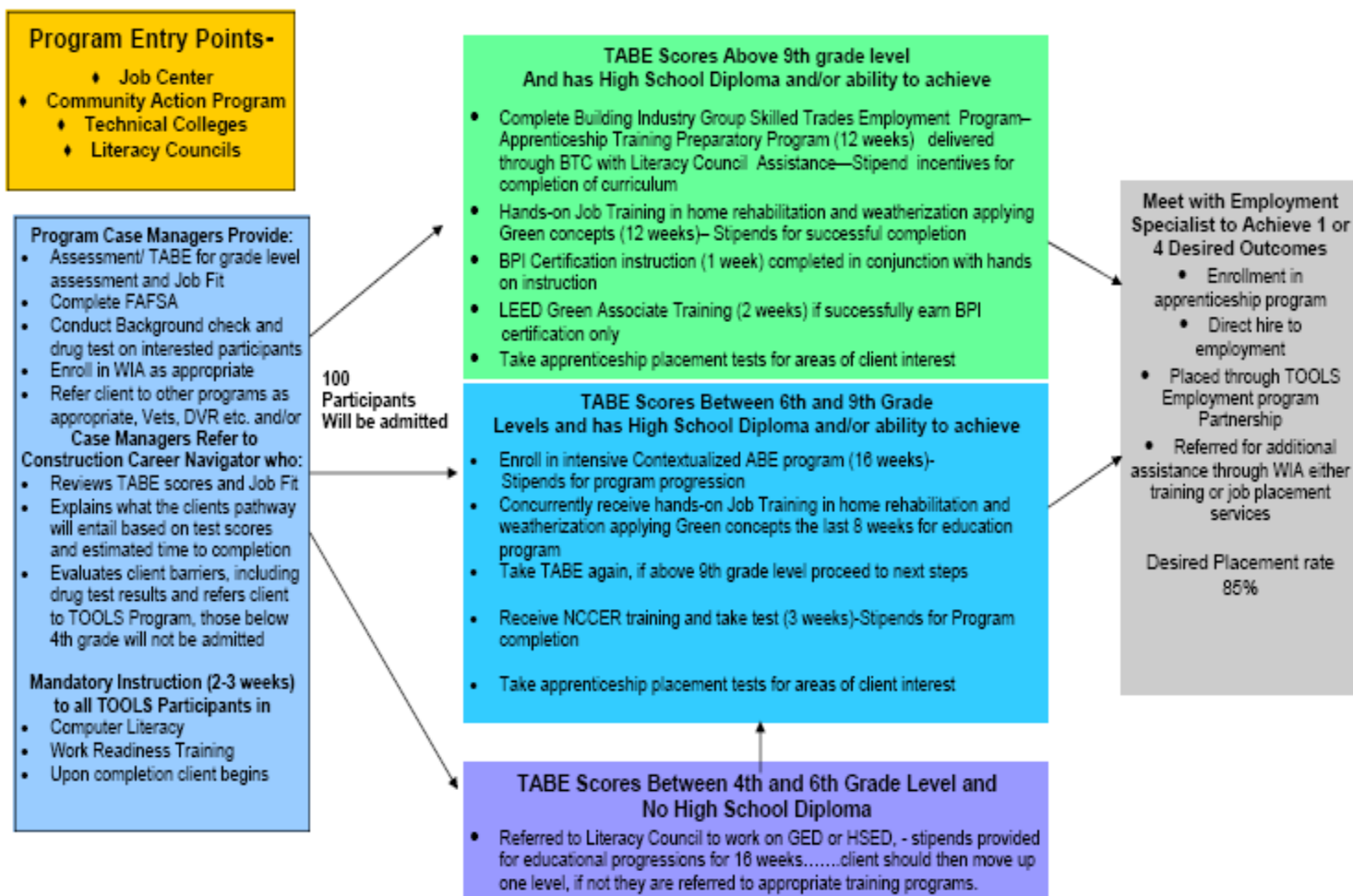


The Program will identify potential candidates through a referral process from all of the partner agencies in the grant, the Rock County Job Center, Community Action in Beloit, Blackhawk Technical College, and the Beloit Literacy Council. We will leverage the community based employment and

training programs operated by CAI to support recruitment of targeted participants. CAI has demonstrated that a strong, community based model, relying on word of mouth (“street referrals”) is the most effective strategy for successful outreach with this population. Success of this model is evidenced by waiting lists of more than 300 for the Fatherhood Initiative, 85 for the Fresh Start/Youth build program. Regardless of where the client seeks assistance, the agencies will refer them to the Construction TOOLS Program Case Managers, who will be seasoned Workforce Investment Act case management staff from the AFL-CIO LETC, working on an outreach basis in the Beloit community through the Community Action offices located in the targeted neighborhoods, to ensure transportation does not become a barrier to potential participants. Case Managers will have potential clients take aptitude and skills assessments to determine if they are a good fit for the construction industry (specifically the energy-efficient building, construction, retrofit and green construction sectors, which includes job titles such as roofers, carpenters, construction laborers, bricklayers and masons, and electricians and plumbers) and to assess what level of remedial training, if any, that they will require in order to become job ready. These tests will include the TABE (Test of Adult Basic Education) and the Job Fit aptitude and interest assessment so that we can better assess a client’s skill sets and needs. Job Fit provides 50 specific O Net based occupational matches for an individual based on their aptitude and interest assessment results. Additionally, all potential program participants will need to have a drug screen and background check, as successful entry into employment is a key outcome of the program, a failed drug test will disqualify a participant from the program. Whether or not a candidate is selected for the program, they will meet with a Construction Career Navigator who will highlight their results with them and discuss with them how they will proceed next, either through the TOOLS Program or through a direct referral back to another employment and training partner in the Job Center system.

Once the Construction Career Navigator has met with a client he/she will refer that client for inclusion into the TOOLS program, at which point they will complete all required WIA documentation and paperwork and be enrolled into both an appropriate WIA program and the TOOLS Program. Groups of 20 participants will then attend a comprehensive work readiness training program which has been developed by Community Action for their Fresh Start, Youth Build a Fatherhood participant which uses a variety of curricula to address attitude, conflict resolution, relationships, and financial literacy and employability skills. Participants will also participate in 40 hours of basic computer skills training.

Three levels of training pathways will be identified for participants based on their TABE scores which will lead them to different training models. The following chart shows the types of training that will be offered to clients based on their Adult Basic Education Assessments and the expected outcomes and strategies for placement in employment that will follow training.



Construction TOOLS Program Model

The instruction is designed to enhance the basic skills knowledge of the participant while providing them with hands on experience in the construction field. The construction sites utilized for the hands-on training will be rehabilitation work on one of the 14 homes purchased by Community Action for their Merrill Revitalization project. Hands-on instructors will be Community Action staff with experience in hands on construction training. It is important to note that the stipends in the program will come from regular formula dollars and not from the grant itself. It is anticipated that all enrollees in the program would qualify under the Workforce Investment Act as

either adults or older youth participants. In preparation for the potential influx of programmatic enrollments to WIA, \$50,000 in local adult ARRA funding has been reserved to fund the stipends which will be part of the training program. As program participants enrollees will have a WIA case manager that will work with them on their needs as they progress through the program. Additionally, as has been mentioned, many of the participants may have barriers to employment that will need to be overcome such as suspended licenses, fees and fines, and housing and homelessness issues.

Because of these additional needs a Community Action Case Manager/Employment Specialist will work specifically with clients on these issues which typically fall outside of the employment and training realm of WIA. It is believed that this strategy will help to increase the successful placement of individuals at the end of their training programs. The Community Action Employment Specialists will also continue to work directly with clients and their employers through the first 90 days of their employment placement as a Job Coach to ensure the successful transition from training to employment.

The Construction TOOLS Program will focus on employment for participants. To ensure successful placements project partner the Wisconsin Regional Training Partnership (WRTP) and Building Industry Group Skilled Trades Employment Program (BIG STEP) will be implementing in Beloit, the successful model they have developed in the Milwaukee area to work with construction trade unions to access apprenticeship training pathways and notify interested workers how to register for employment opportunities posted through the local construction unions. BIG STEP has also developed a 12 week construction apprenticeship preparatory program which was developed with construction industry input to help graduates prepare for apprenticeship and non-apprenticeship jobs in the construction industry. A WRTP BIG STEP staff member will be hired

through the project to develop these relationships and alter their training curriculum based on regional construction needs if necessary.

TOOLS will also work with non-union employers and trade groups such as the Association of General Contractors, and Beloit companies like CCI on an innovative strategy to place participants with employers in a temp-to-hire model, whereby the Southwest Wisconsin Workforce Development Board would “lease” program participants to an employer so that they can reduce their risk in hiring on new staff with limited construction experience. SWWDB, would be the employer for a period not to exceed 90 days, at the end of the trial period, the employer would agree to bring on candidates that had successfully completed the training period. Those clients are not hired in directly to the employer would be offered employment at another employer partner location, and should be able to build their work experience without showing multiple employment experiences in a short period of time. SWWDB has experience administering “leased” employee contracts like this; the most recent example is the ARRA 2009 Summer Youth Employment program, where SWWDB was the employer of record for 150 youth participants for a 10 week period placed at numerous employment sites throughout the region.

The educational classroom construction will be provided by the Wisconsin/Beloit Literacy Council and Blackhawk Technical College for nearly all training provided. The exception will be the BPI training and possibly the LEED certification training, which would be contracted out on a separate basis to the low cost provider.

The following table identifies the four project phases, key tasks, placement and retention milestones, the partner responsible for the tasks, and the estimated associated budget figures. The majority of the requested project funding is for staff that will provide both training services and supportive services through the entire project period. Employment Specialists, the Career Navigator, and the WIA case managers will maintain contact with clients throughout the grant

period. The following model assumes a grant award notification occurring in December of 2009; however the schedule could easily be accelerated if funds are made available prior to that date or moved back if funds are made available at a later date.

PROJECT PHASE	Start-Date and End Date	Project Partner Responsible	Key Tasks	Placement and Retention/ Milestones	Budget Sub-total cost
Start Up	12/15/09-12/20/09	SWWDB	Develop Construction TOOLS Promotional Materials	Prepare materials in anticipation of grant funds	Cost allocated as part of grant administration
	1/4/10-1/4/10	SWWDB	Coordinate partners to begin delivery of grant upon successful notification	Grant Process begins	Costs allocated as part of grant administration
	1/5/10-1/10/10	SWWDB	Complete all sub-contracts required and submit to agencies	Partners sign contracts	Costs allocated as part of grant administration
➤ All staffing figures are for full grant period and represent salary and fringes. Overhead figures include expenses such as office space, phone, agency admin etc.	1/4/10-continue through August 2010 for the 2 nd training group	All Partners	Begin to recruit for staff positions needed in grant	All staff should be in place by 1/11/10	\$150,000 Hiring of Career Navigator for Grant period who will coordinate activities, through entire project \$75,000 x 2 years \$10,000 for overhead costs
	12/1/09-11/30/11	SWWDB	Costs begin to be allocated for Project Manager	Program Management costs begin	\$180,000 Program Manager \$90,000 X 2 years+ \$10,000 for overhead expenses

	12/1/09-11/30/11	SWWDB	Costs begin to be allocated to administration	Administration costs over Project period	\$280,000 10% of total project costs over 2 year period
Recruitment	1/15/10-11/30/11	Community Action, AFL-CIO LETC	Work from participant lists to determine likely program candidates	Agencies will refer 75 candidates for testing for the program for initial group, and then word of mouth and partner agencies will create referrals through the grant period	\$80,000 Testing costs include drug screens, background checks and TABE and basic skills training \$400 x 200 participants
	1/25/10-8/15/11	SWWDB, Community Action, AFL-CIO LETC	Co-enroll clients in WIA programs where eligible	90% of clients should be co-enrolled in WIA programs	
	1/30/10	SWWDB, AFL-CIO LETC	Select candidates to participate in first round of training	First 50 candidates selected for training process	
	2/2/10-8/30/10	All agencies	Continue to refer eligible candidates to the program for testing	A total of 100 candidates will receive formal classroom training through the program.....200 will go through the screening process and basic employability skills training	
Training	2/8/10-2/19/10 Will repeat 7/12/10-7/30/10	AFL-CIO LETC, Community Action	Training of first program participants begins- will last 2 weeks	Up to 35 candidates begin work readiness component of training 2 more classes	\$1,530,000 9 trainer/case manager positions for BTC, AFL-CIO, Literacy Council,

	2/7/11-2/25/11			will start at dates indicated	Community Action @ \$75,000 each Add \$10,000 per position for overhead costs x 9 for project period = \$90,000
	2/22/10-7/9/10 7/30/10-1/7/11 2/28/11-8/30/11	BTC and Community Action	Instructors begin with first group completing all pre-requisites- 20 week program to complete July 9 th - Will also include BPI and LEED Certifications	25-40 participants per section	\$300,000 For each of the 3 cycles for a total of \$600,000 for training costs 1/3 Matched by WIA dollars
	2/22/10-7/9/10 7/30/10-1/7/11 2/28/11-8/30/11	Literacy Council	Instructors begin with those needing remediation	3-8 participants per section	Costs are part of figures above
	2/22/10-8/30/11	SWWDB, AFL-CIO LETC	Begin needs based payments to those in approved training per Board policy	Expected that all in training will receive for the length of training due to most potential participants not qualifying for other sources of income	\$150,000 Needs based payments paid to those in training without other means of income \$1500 x 100
Placement	1/30/10-11/30/11	BIG STEP, SWWDB, AFL-CIO LETC	Employment Specialist begins working with Union halls and private employers to arrange placements	Placements will be established prior to the end of first round of training 7/30/10	\$170,000 Wages for employment specialist position through grant project \$85,000 x 2 years \$10,000 for overhead costs

	7/30/10-11/30/11	Employer partners, BIG STEP, AFL-CIO LETC	Place individuals based on employer criteria	Placements will begin with the conclusion of the first class, and conclude at the end of the project period	
Retention	8/15/10-11/30/11	BIG STEP, Community Action, SWWDB, AFL-CIO LETC	Employment staff continue involvement with clients and work sites to maintain employment for participants	Goal is to successfully place 89% of participants and keep them employed through the end of the project	WIA Support services dollars will be used to alleviate barriers to employment such as transportation or tool needs. Match calculated as part of training costs
	8/15/10-11/30/11	SWWDB, AFL-CIO LETC	Staff will continue to track participants in ASSET reporting system	Goal to place 89% in employment and maintain at least 80% of those to retain employment 2 quarters after hire.	
PROJECTED COSTS					\$3,080,000

Outcomes and Deliverables

The Beloit Construction TOOLS Program will be focused on providing several performance outcomes. The following table identifies those outcomes specifically for each requested category.

Performance Outcomes	Projected Number Served
Total Participants Served-Receiving employability training and computer skills training	200
Total Number of Participants beginning education/training activities	100
Total number of participants that receive basic education services	100
Total number of participants that receive	100

supportive services funded by the grant	
Total number of participants completing education/training	85
Total number of participants that complete education/training activities that receive a degree/certificate	85
Total number of participants that complete education/training activities that are placed into unsubsidized employment	76
Total number of participants that complete education/training activities that are placed into training-related unsubsidized employment	70
Total number of participants placed into unsubsidized employment who retain an employed status in the first and second quarters following initial placement	68

AFL-CIO LETC will be collecting all required reporting information for purposes of the grant utilizing the secure state WIA data collection system ASSET. Data collection will include social security numbers, demographic and socio-economic characteristics, employment history, services provided, and outcomes achieved.

The outcomes of the proposed Beloit Construction TOOLS Program will provide industry-specific training through a blended learning process of classroom and hands-on instruction leading to industry recognized certification such as BPI and LEED certifications. Learning will be complimented by the presence of intensive career and individual counseling and the availability of much needed support services dollars to make the project successful for a target population with significant barriers to employment. The partner agencies in the grant each bring a specific expertise to the project which will strengthen our ability to create successful outcomes for program participants. Nearly all of the information will be reportable during the timeframe of the grant, the

exception due to the 24 month cycle may be the second quarter retention rates of employment for the last group who begins their training schedule.

All 200 Construction TOOLS participants will receive employability skills training, locally recognized in the Beloit area by the Blackhawk Human Resource Association, the local Human Resource professional organization who has signed off on the certificate, which should provide a hiring advantage to those not chosen for the program. Those selected for the construction training will receive a diploma or equivalent if not already acquired, as well as a certification for completion of the BIG STEP training program from Blackhawk Technical College. In addition to these certificates the participants will also receive the nationally recognized Building Performance Institute (BPI) Building Analyst Training which is currently the industry recommended certification for energy auditors and also provides a strong foundation of green construction principles. Individuals who successfully receive this certification will also be eligible to participate in the US Green Building Council's LEED Green Associate Training and certification. This is the first step in achieving LEED specialization training. As an added incentive to local employers in the area, and to also provide further connection between program participants and employers, both the LEED Green Associate and BPI trainings will be open to construction employers (on a private pay basis) to encourage local construction industry capacity within the green field. An essential part of a true career pathway project is to provide additional opportunities for career advancement and education at every level, including the management and professional levels.

The Beloit Construction TOOLS Program will provide a tremendous amount of information as a demonstration project and should showcase that employment programs for individuals with significant employment barriers must contain extensive wrap-around services in order to lead to long-term employment. It is the partner's belief that addressing the barriers as part of the training program is that solution that is needed in order to provide long-term employment and family-

sustaining wages for this population. The true pathways out of poverty start with empowerment and education, the two critical components of the Beloit Construction TOOLS Program.