

# Implementation Plan (Draft v2)

Prepared for: PG&E

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## Program Overview

Energize Careers aims to create a diverse and representational energy workforce through the economic empowerment of people who experience systemic barriers to employment by helping them to access living wage energy career opportunities. The Energize Careers Program provides holistic services to support disadvantaged workers<sup>1</sup> through technical training, job placement, and wrap-around service support. Energize Careers collaborates with pre-apprenticeship programs, apprenticeship programs, community-based training organizations, and community colleges to provide technical energy job training to underserved individuals. Energize Careers also collaborates with wrap-around service providers and industry partners to provide people with services and support to access career pathways into living wage energy efficiency jobs.

## Program Budget and Savings

**1. Program Name:** Energize Careers

**2. Program ID number:** PGE\_SW\_WET\_Work

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<sup>1</sup> *Disadvantaged workers are defined by The California Public Utilities Commission as "an individual that meets at least one of the following criteria: lives in a household where total income is below 50 percent of Area Median Income; is a recipient of public assistance; lacks a high school diploma or GED; has previous history of incarceration lasting one year or more following a conviction under the criminal justice system; is a custodial single parent; is chronically unemployed; has been aged out or emancipated from the foster care system; has limited English proficiency; or lives in a high unemployment ZIP code that is in the top 25 percent of only the unemployment indicator of the CalEnviroScreen Tool." If one census tract in the participant's zip code is in the top 25 percent of only the unemployment indicator of the CalEnviroScreen Tool, then the participant will qualify as a disadvantaged worker.*

### 3. Program Budget Table

EE Program Budget	Year 1 (2021)	Year 2 (2022)	Year 3 (2023)	Year 4 (2024)	Year 5 (2025)	Year 6 (2026)	Total
3P Program Administrative	\$ 99,352	\$ 156,353	\$ 144,931	\$ 144,931	\$ 70,685	\$ 7,861	\$ 624,113
Marketing & Outreach	\$ 60,410	\$ 112,348	\$ 103,744	\$ 65,357	\$ 3,640	\$ -	\$ 345,499
Direct Implementation: Non-Incentive	\$ 229,498	\$ 1,487,353	\$ 1,642,613	\$ 1,372,597	\$ 268,743	\$ 39,600	\$ 5,040,404
<b>Total NTE Budget</b>	<b>\$ 389,260</b>	<b>\$ 1,756,054</b>	<b>\$ 1,891,288</b>	<b>\$ 1,582,885</b>	<b>\$ 343,068</b>	<b>\$ 47,461</b>	<b>\$ 6,010,016</b>

**4. Program Gross Impacts Table:** This section is not applicable to this program.

**5. Program Cost Effectiveness (TRC):** This section is not applicable to this program.

**6. Program Cost Effectiveness (PAC):** This section is not applicable to this program.

**7. Type of Program Implementer:** Third Party-Delivered

**8. Market Sector:** Cross-cutting (Workforce Education and Training)

**9. Program Type:** Non-Resource

**10.1 Market Channel:** Downstream

**10.2 Intervention Strategies:** This section is not applicable to this program.

**10.3 Campaign Goals:** 1,000 disadvantaged workers participating in training (participants), 700 participants placed in jobs using EE skills, 490 participants in EE jobs for 12 months, 18 partnerships established

**10.4 Timeline:** August 1, 2021- January 31, 2026

## Implementation Plan Narrative

### *Program Description*

The statewide Energize Careers Program will generate a diversity of pathways for disadvantaged workers into energy careers. SEI serves as the implementer of this statewide third-party program, forming regional ecosystems that provide energy job training and wrap-around services to provide disadvantaged workers skills training, as well as job placement and retention support. Energize Careers will target people in a diversity of geographic zones that have disproportionately high populations of disadvantaged workers, as defined by The California Public Utilities Decision #18-10-008. Energize Careers will be implemented in the IOU service territories (PG&E, SCE, SoCalGas, and SDG&E).

Energize Careers components include:

- **Technical Training:** Energize Careers will introduce disadvantaged workers to a wide range of energy careers, while focusing on energy efficiency (EE) career training and placement in EE career pathways. Energize Careers consists of a diverse set of nine likely training partners that collectively cover the state, spanning the Butte County, Greater Sacramento Area, San Francisco Bay Area (both East and South Bay), Central Valley, Inland Empire, Los Angeles, and San Diego regions. The Energize Careers partners create a comprehensive training provider network across a spectrum of energy careers, which include the broader categories of building science, HVAC and mechanical systems, building weatherization, architecture and design, and apprenticeship construction trades. Technical training partners include a mix of pre-apprenticeship programs, apprenticeship programs, community-based training organizations, and community colleges throughout California's four investor-owned utility service territories. SEI will collaborate with training partners to identify opportunities for enhancement of the training experience, which may include the expansion or enhancement of existing curriculum and/or the development of new curriculum resources and other participant-facing educational materials.
- **Wraparound Services:** Energize Careers will collaborate with partners to support participants with wrap-around services. SEI will work with these partners to leverage support for services such as soft and professional skills training and case management.
- **Industry Connections:** Energize Careers will collaborate with industry partners to support participants in their EE careers and connect participants with job opportunities. Energize Careers will aim to place participants in energy industry jobs in a timely fashion so that they can begin work while they're in the training program or soon after their training completion.

## Program Rationale

Energy efficiency is a key component in the effort to reduce California's energy use and greenhouse gas emissions,<sup>2</sup> and EE jobs are no exception. Leading up to the COVID-19 pandemic, the EE sector outpaced the national average for job growth.<sup>3</sup> While the EE industry has sustained job losses since the start of the pandemic, California's energy and EE employers anticipate growth in 2021.<sup>4</sup> Career workforce readiness (CWR) programs like Energize Careers help sustain EE efforts through workforce development and in turn, help advance California's progress toward climate goals.

Furthermore, well-constructed, accessible energy career pathways are powerful vehicles for social mobility, economic empowerment, and environmental justice for both the disadvantaged worker and the broader community. Nationally, the median wage for energy jobs exceeds the overall median by 34%.<sup>5</sup> However, to access these energy careers, workers must complete technical training. Disadvantaged workers generally face barriers to accessing energy sector training and corresponding employment opportunities. In an effort to mitigate these barriers, Energize Careers will provide technical training and wrap-around services to people who experience systemic barriers to employment, helping them access career opportunities in the energy sector. We expect strong participation from disadvantaged workers based on SEI's and the selected training partners' strong track record and trusted community relationships built over years of successful service to the community. The high rate of unemployment and economic dislocation triggered by COVID-19 may also prompt participation, though we anticipate the COVID-19 pandemic may also create persistent barriers to training participation.

## Program Objectives

The Energize Careers objectives are:

- Collaborate with technical training partners and wrap-around service providers to prepare, place, and retain participants in energy careers
- Introduce participants to a range of energy careers while focusing on EE training and career pathways that will lead participants to those careers
- Connect with employers and industry partners to inform training practices and

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<sup>2</sup> Carol Zabin. *High-Road Jobs and Climate Action: Lessons from California for the Nation. Energy Efficiency Policy Brief*. Berkeley: UC Berkeley Labor Center, 2020. Accessed July 30, 2021. <https://laborcenter.berkeley.edu/wp-content/uploads/2021/04/398-Policy-Brief-Energy-Efficiency.pdf>.

<sup>3</sup> *Energy Efficiency Jobs in America*. USA: E2 and E4 The Future, 2020. Accessed July 30, 2021. [https://e2.org/wp-content/uploads/2020/11/National-Summary\\_EE-Jobs-in-America.pdf](https://e2.org/wp-content/uploads/2020/11/National-Summary_EE-Jobs-in-America.pdf).

<sup>4</sup> *United States Energy & Employment Report: Energy Employment by State: 2021*. Washington, D.C.: United States Department of Energy, 2021. Accessed July 30, 2021. <https://www.energy.gov/sites/default/files/2021-07/USEER%202021%20State%20Reports.pdf>.

<sup>5</sup> *United States Energy & Employment Report*. Washington, D.C.: United States Department of Energy, 2021. Accessed July 30, 2021. <https://www.energy.gov/sites/default/files/2021-07/USEER%202021%20Main%20Body.pdf>.

- streamline job placement
- Leverage SEI's team and curriculum resources to support training partners with technical curriculum development

The goal of Energize Careers is to create a diverse and representational energy workforce through the economic empowerment of people who experience systemic barriers to employment by helping them to access living wage energy career opportunities.

## Program Delivery and Customer Services

### *Program Delivery*

Collaboration is key to Energize Careers program delivery. The Energize Careers implementation team includes SEI staff and nine technical training partners. Technical training partners will deliver training content directly to program participants with curriculum support from SEI. SEI and the technical training partners will also help connect participants to the collaborative's wrap-around service providers and industry partners.

Energize Careers will employ four key strategies and associated tactics to deliver program offerings. The strategy of holistic support will be executed through partnerships with wrap-around service providers to facilitate participant training completion, job placement, and job persistence. The collaborative will personalize wrap-around services to participant needs to the extent possible, including provision of services in multiple languages or in a remote/hybrid format. Collaboration with industry partners is another important tactic within this strategy, as Energize Careers aims to connect participants with energy career opportunities following their participation in training.

A closely related Energize Careers strategy is leveraging resources. In support of this strategy, Energize Careers will use existing training programs as the primary means of participant career training. We will also partner with existing wrap-around service providers to facilitate holistic support and leverage existing partnerships between training partners and wrap-around service providers/industry partners.

Furthermore, Energize Careers is guided by the strategy of providing relevant, timely, and practical training for current and future industry needs. In support of this strategy, Energize Careers will introduce participants to a range of energy careers through training while focusing on EE training and careers. We will also use the expertise of SEI staff and industry/employer representatives to inform the training curriculum.

Finally, Energize Careers hopes to foster self-sustaining collaborations by establishing partnerships that could potentially benefit training partners and industry partners after the duration of the PG&E contract. Continued collaboration among partners after the duration of the PG&E contract will also be encouraged.

### *Target Market & Customer Outreach*

The Energize Careers training partners are based in the Butte County, Greater Sacramento Area, San Francisco Bay Area (both East and South Bay), Central Valley, Inland Empire, Los Angeles, and San Diego regions. Disadvantaged workers, as defined by the CPUC, are the target market for Energize Careers. The collaborative will focus outreach and marketing efforts on regions with a high percentage of disadvantaged workers. To recruit disadvantaged workers into the training program, Energize Careers will use existing disadvantaged worker outreach channels, such as probation departments, low-income housing agencies, employers, and local workforce investment boards (WIBs). These partner organizations will promote the program training opportunities directly to qualifying disadvantaged workers.

### *Services and Tools*

All Energize Careers participants will receive access to training courses, including energy efficiency training and necessary training materials, which may include syllabi, agendas, readings, and/or access to necessary equipment. A certificate, credit, and/or proof of training completion will also be provided to participants.

Other services and tools provided will be tailored to participants' needs and the training partner and may include: career development services and soft skills training, wrap-around services, (such as transportation services, support securing a driver's license, and English language development), and job placement support.

Training partners will also receive access to technical curriculum development support and train-the-trainer activities from SEI.

## **Program Design and Best Practices**

### *Market Barriers & Best Practices*

Disadvantaged workers may face multiple market barriers to accessing career opportunities in the energy sector. The Energize Careers collaborative's collective and extensive experience informs the program's strategy for addressing these barriers. We have used our past experience to continuously improve our program design to best address potential participation barriers.

Market Barrier Description	Strategy
Many living wage career opportunities require a four-year or graduate degree.	Provide training to access living wage EE career opportunities that do not require a four-year or graduate degree.
May face barriers to participating in job training due to needs such as childcare, language support, and transportation.	Leverage support from wrap-around service providers and training partners.
May face barriers to securing employment, such as criminal histories, missing identification, or job seeking skills.	Leverage support from wrap-around service providers and training partners during the training phase.
May face barriers to participating in in-person training due to COVID-19.	Provide high-quality distance and hybrid options for both training and job placement support.
Lack of EE career pipeline from training to employment.	Leverage stepping stones like paid internships and pre-career apprenticeships. Build relationships with employers such as local trade unions, key industry employers and trade associations.

*Software Tools*

Our collaborative will use existing participant tracking software and build new systems when needed to monitor participants throughout the program. This participant tracking system will include participant identification information that abides by PG&E’s privacy policies while collecting the necessary information to meet program tracking requirements.

**Innovation**

Energize Careers is a WE&T program that combines the program elements of training, wrap-around services, and industry collaborations, all of which work together synergistically to provide an integrated pathway for persistent, long-term impacts benefiting disadvantaged workers while at the same time reducing statewide energy use and greenhouse gas emissions. The foundation of the program’s approach to innovation rests on the collaborative delivery model of working with key stakeholders at all stages of the workforce pipeline. This program leverages partnerships to provide for a comprehensive strategy where industry directly

influences and benefits from well-designed training programs that prepare trainees for current and future workforce demands. Through Energize Careers, there is a continuous feedback loop between stakeholders to introduce, improve, and expand content, so that innovative technologies are able to be deployed by a highly-skilled, well-prepared workforce.

Additionally, the broad range of partners that Energize Careers activates expands the overall reach beyond traditional hubs for training and education. Through community-based organizations, workforce investment boards, and labor unions, this program creates clear pathways for program participants to access critical supports, such as social services and job placement resources, that are part of the program design from the beginning, which leads to greater long-term persistence and retention in the programs and EE careers overall.

The Energize Careers program's delivery approach innovation can be measured by the number of partnerships established.

## Metrics

Energize Careers will track progress using the following metrics:

- Number of training partners (defined as program partners offering training programs)
- Number of training projects (defined as instructional and curriculum improvements at training partner sites)
- Number of individuals recruited to apply for participation in training programs
- Number of individuals participating in training
- Number of disadvantaged workers participating in training
- Participant knowledge and awareness of EE and EE careers
- Annual program cost per disadvantaged worker participating in training (calculated based on total program cost to date and the total number of disadvantaged workers participating in training to date)
- Number of participants placed in jobs using EE skills
- Number of participants in EE jobs for 12 months<sup>6</sup>
- Number of partnerships established (includes wrap-around service provider and industry partners)

## To-Code Savings

This section is not applicable to this program.

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<sup>6</sup> This is a CPUC WE&T metric

## Pilots

This section is not applicable to the program.

## Workforce Education and Training

This section is not applicable to the program.

## Workforce Standards

This section is not applicable to the program.

## Disadvantaged Worker Plan

Disadvantaged workers are the target population for Energize Careers. The anticipated Energize Careers collaborative members have a successful history of recruiting and serving disadvantaged workers and hard-to-reach regions and have worked to address unique challenges and historic barriers through providing holistic services to participants. Methods to overcome barriers will vary by training partner and individual.

All disadvantaged workers who participate in training, regardless of training site, will receive some training on energy efficiency and EE career pathways. The nine likely training partners in this collaborative create a comprehensive training provider network across a spectrum of EE careers, which include the broader categories of building science, HVAC and mechanical systems, building weatherization, architecture and design, and apprenticeship construction trades. As such, program activities will differ based on the needs of each specific partner.

Energize Careers will track and report on the key outputs of the program: disadvantaged worker training, employment, and retention. We will use existing tracking systems where possible and build new tracking systems when needed. We will identify qualifying disadvantaged workers by providing a list of the criteria on the Energize Careers intake form that will be completed when participants enroll in training. Participants will indicate if any criteria apply to them and provide their zip code of residence to confirm eligibility. Participation in training will be recorded when a disadvantaged worker attends at least one training session. We will also seek information regarding participant attrition to better understand why participants leave the program.

Key metrics for the Energize Careers program are disadvantaged workers placed in employment where they use EE skills and retained in employment for 12 months. To accurately track these

metrics, the collaborative will survey participants after they participate in training to collect information about their employment and how they are utilizing their EE training. Reminders and incentives for completing surveys after program completion will improve the timely completion and accuracy of this data.

## Additional Information

This section is not applicable to the program.

## Supporting Documents

### *Program Manuals and Program Rules*

#### Eligible Measures or Measure Eligibility

This section is not applicable to this program.

#### Customer Eligibility Requirements

This section is not applicable to this program.

#### Contractor Eligibility Requirements

Energize Careers collaborates with a diversity of technical training partners, such pre-apprenticeship programs, apprenticeship programs, community-based training organizations, and community colleges. Energize Careers subcontracts with training partners that serve California's different geographic regions, already serve disadvantaged workers, and have some existing EE programming or programming that would integrate well with EE training.

Program participants must reside within zip codes that are in the list of IOU zip codes provided annually by PG&E and must meet the definition of a disadvantaged worker as defined by The California Public Utilities Decision #18-10-008.<sup>7</sup> Any deviation to this requirement will be submitted in advance to PG&E in writing for approval.

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<sup>7</sup> *Disadvantaged workers are defined by The California Public Utilities Commission as "an individual that meets at least one of the following criteria: lives in a household where total income is below 50 percent of Area Median Income; is a recipient of public assistance; lacks a high school diploma or GED; has previous history of incarceration lasting one year or more following a conviction under the criminal justice system; is a custodial single parent; is chronically unemployed; has been aged out or emancipated from the foster care system; has limited English proficiency; or lives in a high unemployment ZIP code that is in the top 25 percent of only the unemployment indicator of the CalEnviroScreen Tool." If*

Energize Careers wrap-around service provider partners are not subject to specific eligibility requirements due to the range of geographies, training partners, and disadvantaged worker needs represented within the program. Similarly, Energize Careers industry partners are not subject to specific eligibility requirements beyond their involvement in EE work.

#### Participating Contractors, Manufacturers, Retailers, Distributors, and Partners

Subcontracted training partners and other Energize Careers partnerships will be reported to PG&E and the CPUC throughout the program duration as required.

#### Additional Services

There are no additional services to report.

#### Audits

This section is not applicable to this program.

#### Quality Assurance Provisions

Energize Careers has developed monitoring and evaluation tools to assist with quality assurance. Progress toward quantifiable outcomes will be monitored using the metrics and KPIs established in coordination with PG&E. Progress and the quality of training and services provided will be assessed using tests, surveys, and evaluations. Both program participants and partners will be asked to provide feedback throughout the program.

Specific accreditations and certifications are not required for training partners and wrap-around service providers due to the various types of organizations represented.

#### Other Program Metrics

Energize Careers will track progress using the following metrics:

- Number of training partners (defined as program partners offering training programs)
- Number of training projects (defined as instructional and curriculum improvements at training partner sites)
- Number of individuals recruited to apply for participation in training programs
- Number of individuals participating in training
- Participant knowledge and awareness of EE and EE careers
- Annual program cost per disadvantaged worker participating in training (calculated

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*one census tract in the participant's zip code is in the top 25 percent of only the unemployment indicator of the CalEnviroScreen Tool, then the participant will qualify as a disadvantaged worker.*

based on total program cost to date and the total number of disadvantaged workers participating in training to date)

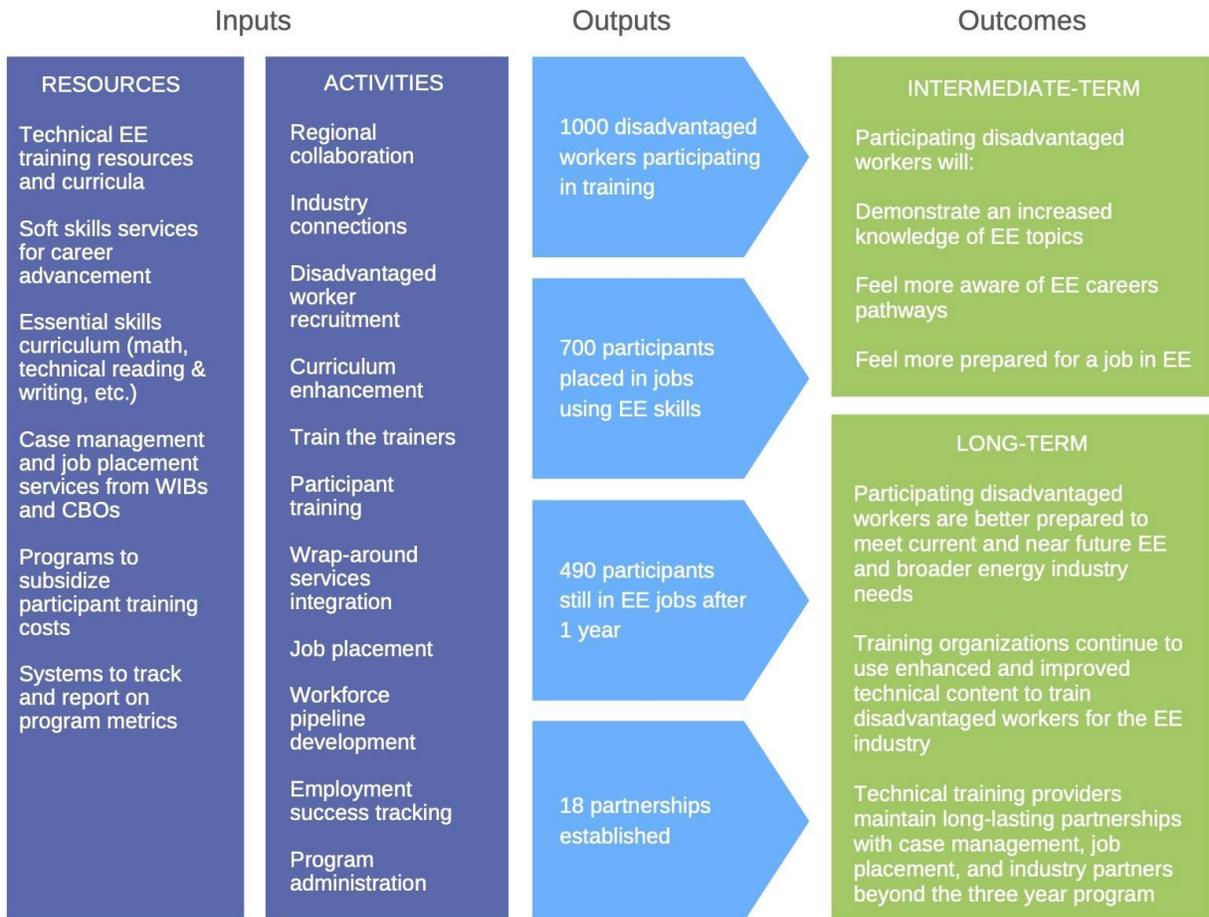
- Number of participants placed in jobs using EE skills
- Number of participants in EE jobs for 12 months<sup>8</sup>
- Number of partnerships established (includes wrap-around service provider and industry partners)

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<sup>8</sup> This is a CPUC WE&T metric

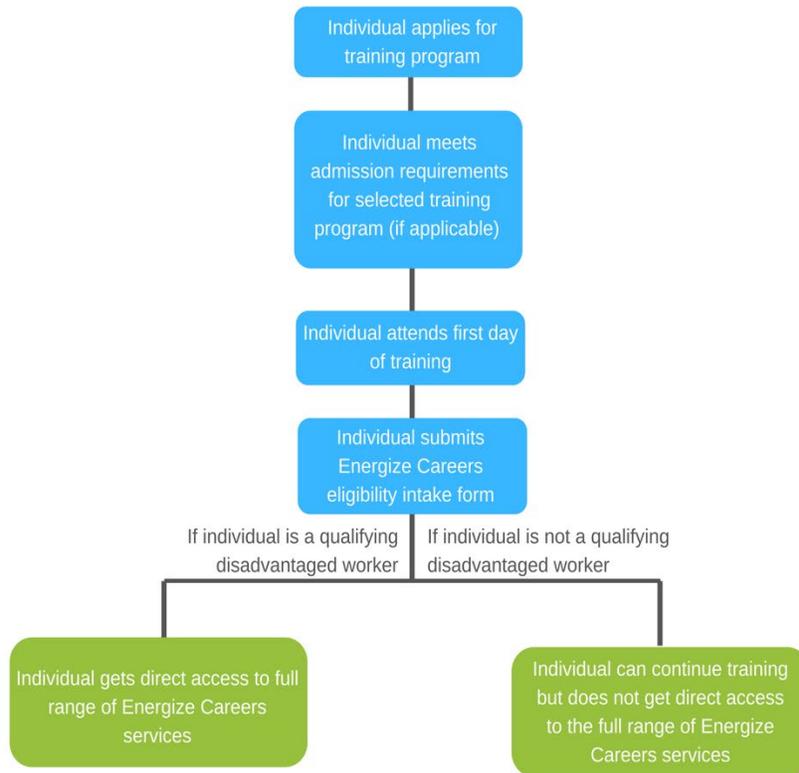
*Program Theory and Program Logic Model*

In the program theory and logic model included below, intermediate- and long-term outcomes are not assigned standard date ranges due to the varying length of training partner programs, which may range from shorter than a semester to multiple years.



### Process Flow Chart

The following flow chart outlines the initial stages of a participant's involvement with the Energize Careers program. The brief eligibility intake form will determine whether an individual receives direct access to the full range of Energize Careers services.



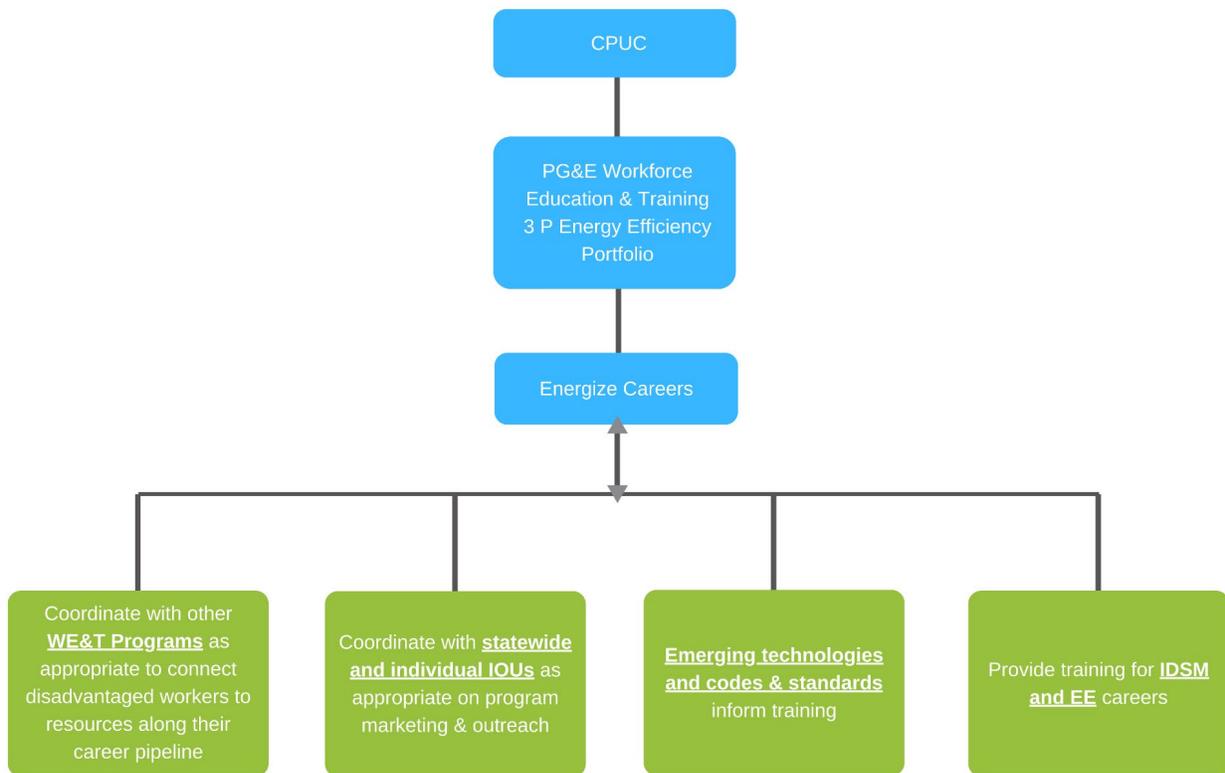
### Incentive Tables, Workpapers, Software Tools

This section is not applicable to the program.

### Quantitative Program Targets

	Year 1 (2021)	Year 2 (2022)	Year 3 (2023)	Year 4 (2024)	Year 5 (2025)	Year 6 (2026)	Total
Partnerships established	-	18	-	-	-	-	18
Disadvantaged workers participating in training	40	340	380	240	-	-	1,000
Participants placed in jobs using EE skills	-	140	252	245	63	-	700
Number of participants in EE jobs for 12 months	-	-	98	177	171	44	490

### Diagram of Program



### *Evaluation, Measurement & Verification (EM&V)*

SEI will conduct Energize Careers internal program evaluation activities and will report to PG&E and the CPUC as required. The Energize Careers data collection plan leverages existing data management systems and evaluation tools to build a comprehensive tracking and evaluation process. Program performance metrics and key performance indicators have been established in coordination with PG&E.

Energize Careers will track progress using the following metrics:

- Number of training partners (defined as program partners offering training programs)
- Number of training projects (defined as instructional and curriculum improvements at training partner sites)
- Number of individuals recruited to apply for participation in training programs
- Number of individuals participating in training
- Participant knowledge and awareness of EE and EE careers
- Annual program cost per disadvantaged worker participating in training (calculated based on total program cost to date and the total number of disadvantaged workers participating in training to date)
- Number of participants placed in jobs using EE skills
- Number of participants in EE jobs for 12 months<sup>9</sup>
- Number of partnerships established (includes wrap-around service provider and industry partners)

Data collection strategies are embedded throughout the program structure. SEI will coordinate with the subcontracted training partners to track metrics such as training participation, job placement, and job retention. Training partners will report progress toward established deliverables regularly, facilitating expedient tracking of progress toward program outcomes. SEI will evaluate training partner progress regularly.

The program will also collect data on partnerships established between training partners and wrap-around service providers/industry partners. Assessing the number of partner agreements will help Energize Careers determine whether we are providing holistic support for disadvantaged workers.

Finally, Energize Careers will use assessments to collect data on disadvantaged worker outcomes. The assessment strategies include program tests to measure EE knowledge gain, surveys to measure changes in attitudes and behaviors, and evaluations to gather program

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<sup>9</sup> This is a CPUC WE&T metric

feedback. Furthermore, participants will be asked to complete surveys and evaluations collecting information about their employment and its connection to energy efficiency to gauge the success of the program.

SEI will collaborate and coordinate with any formal EM&V studies being conducted by PG&E and/or the CPUC.

#### *Normalized Metered Energy Consumption (NMEC)*

This section is not applicable to the program.