



Construction Cluster Regional Advisory Committee Proceedings

May 4, 2018

SRBX – Sacramento Region Builders Exchange
5370 Elvas Ave Sacramento, CA 95818

Introduction

California is investing in the [Strong Workforce Program](#) to help fill the growing demand for “middle-skill” positions that require more than a high school diploma, but not necessarily a 4-year college degree. One million more associate degrees, certificates, or industry-valued credentials will be needed by 2025 to meet the projected industry demand.

The objective of the Strong Workforce Program is to offer more [Career Education](#) (CE) opportunities and to improve the outcomes of CE programs for both students and employers. The ability to connect the needs of students, educators and employers remains critical to building a strong regional workforce and a competitive economy while providing an opportunity for workers to gain skills and income mobility.

With these objectives in mind, the Los Rios Community College District, in partnership with Valley Vision, and in collaboration with Sierra College and the Yuba Community College District, is investing a portion of its Strong Workforce allocation to form Regional Advisory Committees. The objectives of Regional Advisory Committees are to build a strong partnership between educators and employers that:

- provides timely information on skills gaps and workforce needs;
- improves the efficiency of the advisory process for educators and employers;
- reflects a regional view of workforce needs, opportunities, and assets; and
- enables more systemic engagement.

Regional Advisory Committees help inform decisions on needed investments and enhancements for CE programs.

In partnership with the **Los Rios Community College District**—and in collaboration with Sierra College and the Yuba Community College District—Valley Vision is convening Regional Advisory Committee meetings for Career Education (CE) across multiple industry sectors. This project is a [Strong Workforce Program](#) investment. Regional Advisory Committees are envisioned to help provide timely information from employers on workforce needs; to improve efficiency of the CE advisory process for educators and employers; and to broaden opportunities for more systemic engagement.

The Strong Workforce regional advisory efforts are linked to Valley Vision’s partnership with the region’s four workforce innovation boards on a **Regional Planning** process to help streamline and strengthen employer participation in guiding education and workforce training investments. The regional planning initiative includes a focus on the [Future of Work](#) and how the digitalization of jobs and skills will impact the region’s workforce.

These projects support the [Capital Region Workforce Action Plan](#). Funded by JPMorgan Chase & Co., regional industry cluster research and analysis was conducted by Valley Vision in partnership with the Los Rios Center of Excellence. Workforce assessments identify critical **skills gaps, high-demand occupations, and investments** needed to build a skilled and competitive workforce.

Overview

In January 2018, a report assessing the workforce needs of the construction industry cluster revealed that the greater Sacramento region has a shortage of over 7,000 construction workers annually. This is a critical shortage for the region, placing upward pressure on prices for affordable housing and other construction projects important to the regional economy. Input from the January 19th “Let’s Talk Construction” forum identified the following top priorities for an action plan to address construction industry workforce needs:

- Construction Career Awareness and Recruitment
- Industry/Education Collaboration, Coordination and Partnerships
- Construction Career Pathways and Work-based Learning
- Addressing Workforce Needs such as
 - More diversity
 - Elimination of barriers for potential workers (e.g., transportation, child care)

Meeting Proceedings

Introduction and Welcome

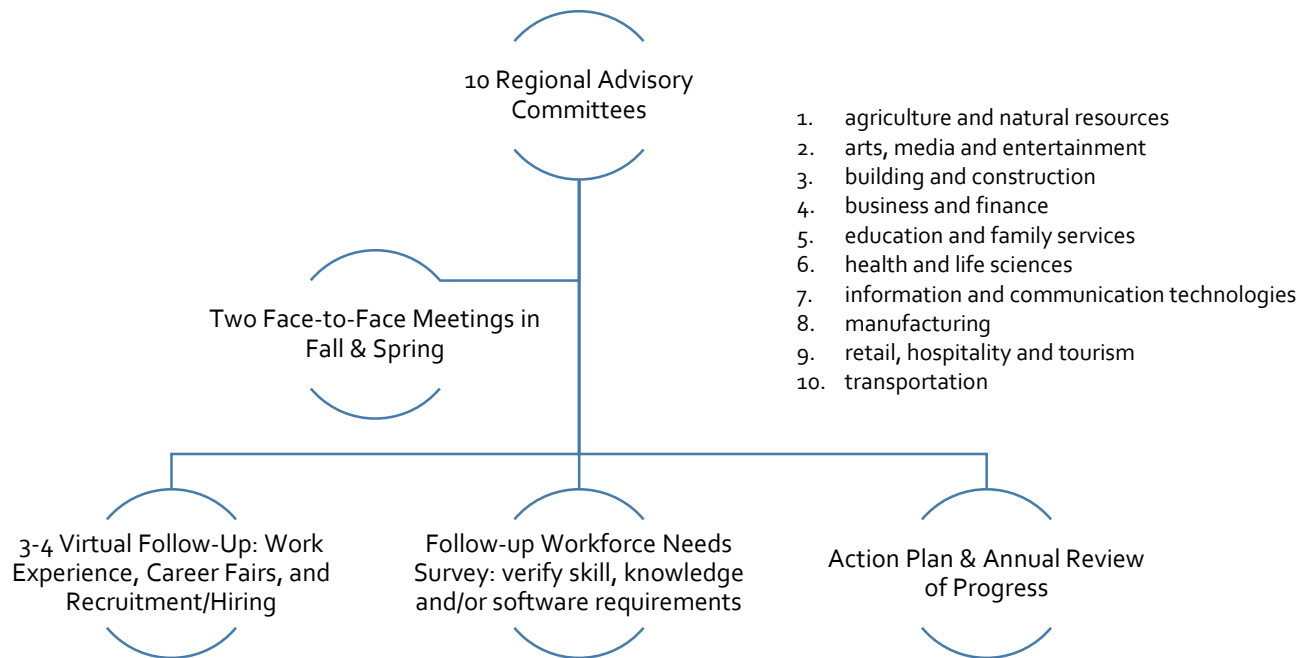
Orion Walker, grant project director for the California Clean Energy Jobs Act of 2012 (Prop 39) at Mendocino College and acting Deputy Sector Navigator for Energy, Construction & Utilities, North Far North Region, opened the meeting at 12:15 PM, gave welcoming comments and explained that the forum was part of a series of Construction industry meetings occurring across the region. As previous studies have shown, the construction workforce is facing a deficit. It’s important to improve the current design of education pathways to secure and prepare an incoming workforce for this industry. To do so, we need to understand what the future of work looks like in the long term, what employers expect from future employees, how to support educators and educational systems, and how to connect potential workers to the educational opportunities that would teach those skills; also known as educational pathways.

Orion provided a brief overview on the partnership between Valley Vision and the Center of Excellence at Los Rios Community College District to conduct a region-wide economic analysis. The analysis identified the most promising industry clusters for driving job growth and regional economic competitiveness. This work was supported with funding from JPMorgan Chase & Co. and resulted in the Capital Region Workforce Action Plan.

Steps being taken to implement the Action Plan include Valley Vision’s work with the region’s workforce



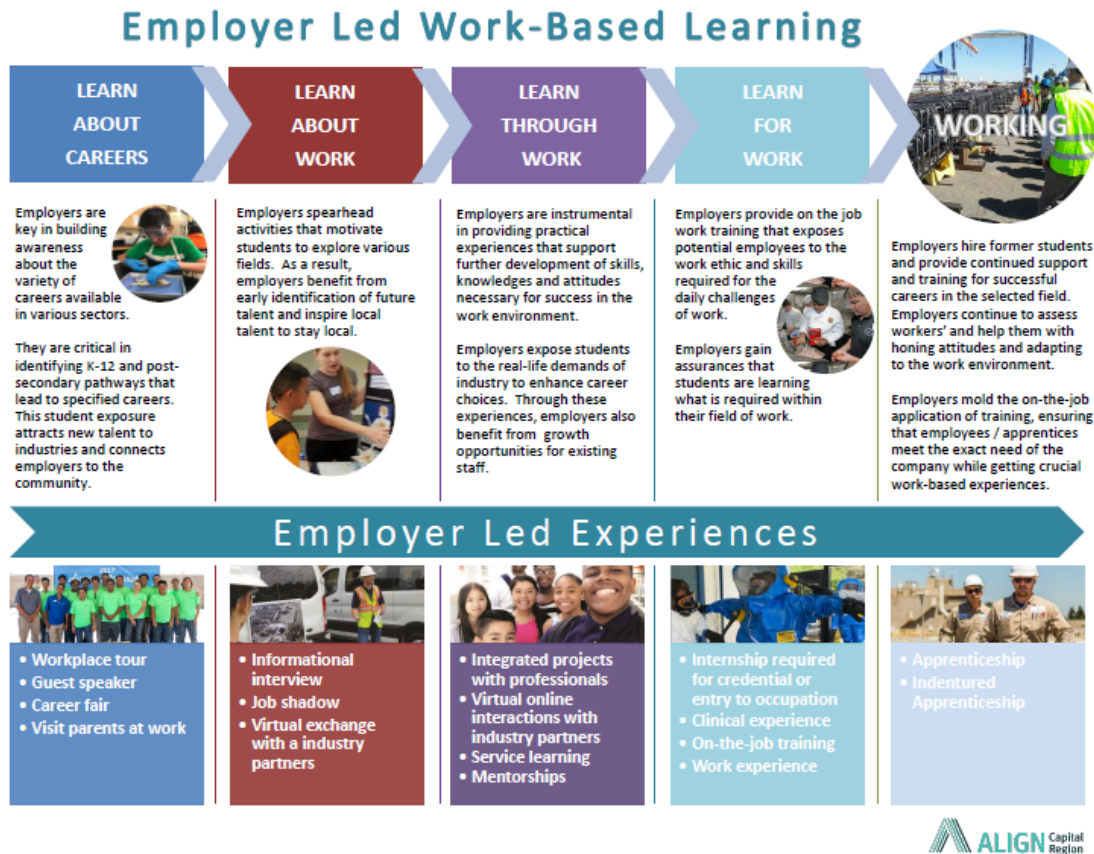
development boards and other system partners on regional system planning; examining the impacts of the digitalization of skills and how to prepare for a new future of work; and fostering regional industry advisory bodies to contribute industry knowledge and demand-driven data to workforce and education system planning. The framework outlined for Regional Advisory Committees, as depicted below, is one method of building industry/education partnerships. The purpose of Regional Advisory Committees is to elevate a regional view of industry trends and workforce needs, to improve efficiencies in the advisory process, and to build regional-scale partnerships between education and industry.



Following his introductory comments, Orion introduced Tim Murphy, Chief Executive Officer of the Sacramento Builders Exchange, who gave insight into the purpose and intention of SRBXs plans. SRBX has initiated, among other things, a yearlong youth program that explores construction, and other trade-related career pathways. Design-Build, one of the main events put on by SRBX, gives high school students an opportunity to explore future careers in an in-depth and impactful way. Another activity sponsored by SRBX is [Trade Day](#), an event designed to introduce youth to a variety of career opportunities in the industry including building, heavy equipment, engineering, and the related trades. The event provides direct recruitment and placement opportunities with industry employers/trades that participate. Tim reiterated his gratitude for the support and partnerships SRBX has enjoyed over the years and offered the SRBX facility as a resource for non-members and construction sector educators, “just ask for the friends and family discount.”

Following Tim Murphy’s comments, Julie Collier, Internship and Apprenticeship Coordinator for Folsom Lake College, gave a presentation on advancing work-based learning opportunities. Through her leadership, she has championed 21st-Century employability skills for the ‘[New World of Work](#)’ and has led students into meaningful connections with potential employers. Julie shared with the audience a short clip of a training video from the [New World of Work](#) curriculum. The video depicts the importance of one of the key skills - communication – and the role this skill plays in the workplace. Julie also directed the group to Los Rios Work Experience website, an online platform that allows for posting of internships, apprenticeship, and work experience opportunities. The website is useful for employers to review

current internship and apprenticeship policies and regulations that govern internships. For more information, the portal can be found at WEXP.losrios.edu. There is also [Career Connection](#), a similar program offered by Sierra College.



Panel Discussion

Trish Kelly, Managing Director at Valley Vision, facilitated a panel discussion highlighting a case study on work based learning. Over the last several years, the panel members have been working on a high school youth internship program called Project Opportunity. Panel participants included:

- **Rick Larkey**, Executive Director, North State Building Industry Association/Foundation
- **Jeffrey Panasiti**, Vice President of Operations, Lennar
- **Jane Ross**, Industry Pipeline Developer/Program Specialist, Elk Grove Unified School District

Highlights from Panel

Rick Larkey, Jeffery Panasiti, and Jane Ross formulated Project Opportunity in 2015 as a way to address the shortage of workers in the region's construction and trades industry. The intention of Project Opportunity was to create a program demonstrating successful work-based learning experiences for high school youth, and to inspire educators and employers to use their system as a model. The concept started when Jeff, struggling with how to address the dwindling workforce, was inspired with an idea to educate students, parents, and administration about his industry and the broad applicability to students who could find lucrative employment with opportunity for career growth. Rick helped Jeff connect with local high schools to gain insight into how to incentivize students. Jeff, and Lennar, serious about

gaining the interest of young students, began an internship offering both hands-on education, and payment for labor and time spent on the job sites. By the summer of 2016, Lennar had 16 juniors placed into their newly created summer program. The 6-week program divided the students into teams of five and offered a rotating curriculum that clocking in over 180 hours of hands-on training per student. Lunch hours were often used as additional learning opportunities, as Lennar brought in industry and trade leaders to host informative discussions about other companies and career path options.

Construction careers have faced an overwhelming negative image issue that has placed the industry at a disadvantage for attracting workers. Driving up interest in construction careers is a top concern. Another top concern is the lack of skilled labor which causes difficulty for the region's employers in finding qualified workers; this has created an opportunity for students coming out of secondary education for lucrative employment in the field of construction. While dispelling the misconception of careers in construction and the trades, Jane also navigates the bureaucratic administrative policies that inhibit students from participating in hands-on technical internship programs. She was able to find a solution by teaching to the students once a week who were under 18-years old, out on the job site, as a way to bypass the child labor laws, and enrolling every student 18-years or older in the CTE programs through the community colleges. The process allows students easier entry into the program and compensation for their time and labor in addition to the technical training they receive.

Priority Action Areas for Next Meeting

- Exploration of the supply side of the construction and trades workforce.
- Potential for a tracking system displaying data on college programs, student retention, enrollment and completion rates, and employment.
- Allocated more time for curricula review
- Allotted time for networking between educators and employers

Today, students have more options than going straight into a 4-year education, but the traditional "college degree or bust" narrative has been problematic. Rick perceives this to be one of the cornerstone issues causing a shortage of employable workers. "The best thing you can do is to have the younger generation come out and experience what we do, it is the key to success in this situation." Showing students that they have choices and valid options, other than pursuing a strictly academic education opens up a diversity of career

opportunities. Through Project Opportunity and the support of stakeholders and partners alike, the program is only looking to expand further and involve more employers and interested students. There are currently over 100 junior high school student registered for the upcoming internship cycle, and over 80 seniors with post-graduation job offers.

Summary of Breakout Sessions

Facilitated group discussions on work-based learning and regional action planning encouraged participants to provide feedback on workforce needs and gaps, key resources, and action plan priorities as well as what topics participants would like to see covered in the future advisory meetings. Two additional breakout sessions focused on review of curricula for architecture and solar photovoltaic installation.

For notes on architecture curriculum review see pages 10-11.

For notes on photovoltaics curriculum review see pages 12-13.

For notes on the work-based learning discussion see page 14.

For notes on the regional action planning discussion, see page 15.

Outcome of Curricula Review: advisory committee participants validated the need for new and updated curricula and approved moving forward in consideration of feedback provided.

Conclusion + Next Steps

Following the breakout session, Orion led a wrap up discussion on findings from the breakout sessions and desired next steps. One next step identified is ongoing partnerships between educators and employers which is needed to build up a talent pipeline that meets the rapidly changing needs of the workforce of the future. There is an obvious advantage to formalizing Regional Advisory Committees as it provides an opportunity for broad regional engagement, the validation of new ideas, discussion of ongoing projects, possible opportunities for industry leadership, as well as open discussion and input on needed education and workforce system investments. The next Regional Advisory Committee meeting will be held in the fall of 2018.

The meeting adjourned at 3:10 PM.

Meeting Agenda



Let's Talk Construction!
May 4th, 2018, 11:30 AM– 3:00 PM
Sacramento Builders Exchange (SRBX)
5370 Elvas Ave, Sacramento CA 95818

AGENDA



JPMORGAN CHASE & CO.

11:30 am - 12:15 pm Lunch and Networking

12:15 pm - 12:30 pm Welcome + Overview

- Orion Walker, Prop 39 / Energy, Construction & Utilities, North Far North Region, Mendocino College
- Tim Murphy, CEO, Sacramento Builders Exchange (SRBX)

12:30 pm - 12:45 pm Advancing Work-Based Learning Opportunities to Build a Skilled Construction Workforce

- Julie Collier, Faculty Program Coordinator, Internship and Work Experience Program, Folsom Lake College

12:45 pm - 1:35 pm Panel Discussion: Creating the Construction Talent Pipeline: How Capital Region Companies are providing Innovative Work-Based Learning Opportunities, Addressing Skills Gaps, Engaging in Partnerships

Panelists:

- Rick Larkey, Executive Director, North State Building Industry Association/Foundation
- Jeffrey Panasiti, Vice President of Operations, Lennar
- Jane Ross, Industry Pipeline Developer/Program Specialist, Elk Grove Unified School District

1:40 pm - 2:20 pm Breakout Session Discussions

- Construction Cluster - Action Planning
- Architecture - Curriculum Review
- Photovoltaics - Curriculum Review
- Work-Based Learning : Engaging Employers

2:25 pm - 3:00 pm Wrap-up/Next Steps

Participant List

Let's Talk Construction!
May 4th, 2018, 11:30 AM– 3:00 PM
Sacramento Builders Exchange (SRBX)
5370 Elvas Ave, Sacramento CA 95818

<u>First Name</u>	<u>Last Name</u>	<u>Job Title</u>	<u>Organization</u>
Chris	Almeida	Consultant	Align Capital Region
Julius	Austin		SHRA
Crystal	Babowal	Public Education Specialist	UC Davis Extension
Devin	Beltran	Workforce Programs and Employment Specialist	GRID Alternatives
Mary	Bernard	Human Resources Supervisor	Villara Building Systems
Dan	Branton	Field Rep	NCCRC
Trish	Caldwell	Dean of Technical Education	American River College
May Lin	Chang	Architect	HGA
Ryan	Connally	Professor	Cosumnes River College
Kimberly	Cook	Director of Corporate Development	Lancaster Burns Construction, Inc.
Tammy	Cronin	Project Leader	Valley Vision
Michele	Daugherty	President and CEO	ABC NorCal
Mark	Delatorre	Field rep	Carpenters Local 46
James	Dobson	Director, Facilities Management & Operations	Sacramento City USD
Claire	Donnenwirth	Executive Vice President	Associated Plumbing & Mechanical Contractors (APMC)
Jason	Ellis		Cosumnes River College
Ralph	Ernest	Construction Instructor	Sacramento Regional Conservation Corps
Kevin	Ferreira		Cal Web
Cory	Fisk	Construction Management Professor	Cosumnes River College
Mark	Fuchs	Executive Director	Carpenters Training Trust Fund for Northern California
Simeon	Gant	Executive Director	Green Technical Education & Employment
Louie	Garcia		American River College
Jason	Harm		RJUHS
Kim	Harrell	Dean of Careers & Technology	Cosumnes River College
Bob	Hart	Senior Project Manager	SMUD
Trish	Kelly	Managing Director	Valley Vision
Roy	Kim		SETA

Ramesh	Lakshmikumar	Manager, Facilities Management	SMUD
Rick	Larkey	Executive Director	North State Building Industry Foundation
Elaine	Lytle	Manager II	Yolo County
Theresa	Milan	Dean, Workforce & Economic Development	Los Rios Community College District
Coleen	Morehead	Alignment Team Manager	Align Capital Region
Tim	Murphy	Chief Executive Officer	SRBX
Kamiar	Nejad	Business Development	Mark III Construction
Allison	Otto	Vice President	Otto Construction
Debra	Palmer	manager/plumbing	zurier/kohler
Jordan	Powell	Foundation Manager	AGC of California
Wendy	Ross	Economic Development Manager	City of Woodland/ALIGN Rural Regional Team
Jane	Ross	Program Specialist/Industry Pipeline Developer	EGUSD
Sheryl	Ryder		Placer County Office of Education
Tim	Sands	CEO	Sacramento Refrigeration Inc.
Erika	Schweickert	CFO	Capital City Solar
Blaine	Smith	Director NFNRC	Los Rios Community College District
Rick	Stoker	Professor	American River College Pre-Apprenticeship
Erin	Volk	Vice President, Workforce & Operations	AGC of California
Eric	Wade	Community and Career Liaison	SAVA Charter School
William	Walker		SETA
Orion	Walker		Prop 39, North Far North Region
Sandra	Waterhouse	Construction Training Program Manager	Sacramento Regional Conservation Corps
Cara	Welch	Labor Market Consultant	California Employment Development Department, Labor Market Information Division
Bill	Wenzel		Sierra College
Alphonse	Wilfred	Resident	Resident
Robert	Wilson	Education Programs Consultant	California Department of Education
Chris	Worden	Executive Director	Future Ready
Kevin	Young	Project Designer	DGA

Notes - Regional Advisory Board Curriculum Review: Architecture

1. How do your businesses operate regarding employing interns?
 - a. Usually employ interns from Sac State, but it is up to the individuals who are not in a four-year institution to seek out their business
 - i. They are not actively seeking high school (grads), but they have hired a few from people who have been referred to them
 - ii. The interns hired usually serve a more general purpose, not specifically for architecture
 - b. Mary: What she has found is that it is easy for people to draw, but even for the architecture students it is important to think how they can get experience and incorporate those skills into the digital world and understand what this means
 - i. It is important for students to have experience and structure
 - ii. Jason – recently he’s been suggesting students take a construction class though it isn’t a requirement for their degree
 - iii. Ed – he is been looking at capstone, some beginning classes will include construction; capstone will bring all three important pieces together, working on changing the nature of the program to bridge the architecture side and the industry side.
2. What are some of the changes that have occurred to the info modeling program?
 - a. Ed – making some changes to the basic design courses, many students lack simple skills such as turning on and off a computer, trying to develop a course that teaches manual and digital classes in technology modeling
 - i. The recent shift in themes has been instructing students so they can understand architecture as individual pieces; this form of instruction was derived from Cal Poly
 - b. Kris – one of the biggest challenges is getting young and older students to work together, so it is important for the program to teach this skill
 - c. Mary – other programs being used by their companies are SketchUp; they also need students to be adept with Rhino and Revit (?)
 - i. Cal Poly and Berkeley are not teaching this
 - ii. Dinamo is one way to understand arch, but there is a worry that specific codes may deviate attention from students for the architecture pieces
 1. Ed is using dynamo more for digital exploration
3. Pre-reqs:
 - a. Should we still offer AutoCAD?
 - i. Kris – plan based designer takes AutoCAD builder to the design team, but he is not sure whether it is worth teaching the next generation
 - ii. Mary has not used AutoCAD in over three years
 - b. Jason – enrollment issue: more prereqs means less enrollment in the program
 - c. No opposition to prereqs for a basic design class
4. Any potential for firms to hire students out of a two-year program?

- a. Mary – unique situation where her firm’s headquarters are in the Midwest; they sometimes hire the Midwest students who are from northern California
- 5. What can be taught at CRC to make candidates appealing for internships?
 - a. Kris – usually hires intern out of Sac State because they are more likely to stay in Sacramento once they graduate instead of hiring interns out of community college who will transfer to a four-year institution potentially elsewhere
 - b. Mary – easiest to pick up student interns with strong graphic communication skills
 - i. Jason – notes that rendering is easy for students but by 2nd year is when they can use Revit and SketchUp
- 6. Ed - Idea of hiring students through a program where they rotate through different community organizations, there can be a third organization that facilitates this process like a nonprofit
 - a. Kim – some students already doing this: three days at school and two days working
 - b. Kris – City of Sacramento is embarking on all city design process, but the problem is it adds costs to homeowners and overall increases costs
- 7. Feedback – tap into more industry folks for architecture

Notes - Regional Advisory Board Curriculum Review: Photovoltaic System Installer

1. What industry certifications do you require/prefer your workers to attain?
 - a. Because it is an entry-level position, the employers require nothing.
It would be nice to have OSHA under their belt, to be able to read blueprints and understand them, but no certifications are necessary.
2. When you hire solar installers, what educational background and technical experience are imperative?
 - a. General prior work experience doing the installation is preferred, but not necessary. They need to have on the job training and not be afraid of heights. They need to be able to withstand the heat.
3. Are these all the courses that students need to prepare for entry-level positions as a solar installer?
 - a. It is almost more than necessary. They just need on the job training and the ability to read blueprints. Basics of safety.
4. What other courses or topics do you think would be useful?
 - a. Fall protection. Conflict management – “Field guys aren’t brain surgeons. When you’re outside on a hot roof and a guy steps on you, you’re going to need to know how to get along.” How to read tape measures... You do not need math. How to install panels on different surfaces, or how to install different types of panels. Blueprint reading. Safety courses. They are not trying to train more system designers, but are focusing on getting more people to be installers. Electrical programming unnecessary for the first level.
5. Is there technology or software specific to the job that installers need to be familiar with? Is this something that workers learn on the job or could it be learned in a classroom setting?
 - a. No tech involved, but on the job training is the most useful. They called it “grunt work.”
 - b. As an installer gains work experience, are there opportunities to advance? What positions would those be? What additional education or training or certification is recommended for those?
 - c. Work experience will lead you to become a foreman, and then a superintendent. To get up higher in the ranks, you will need to have time management skills and leadership training. It’s about learning how to be a project manager and dealing with paperwork instead of just manual labor. To get above a superintendent level and “into the office,” you will need to get a BA in construction management. That is the only way.
6. We are required to obtain advisory board approval to move forward with new certificates or degrees. Are there any reservations or concerns about moving forward with the proposed certificate program?

- a. No concerns and everyone has approved. It was mentioned that there is already an existing program that they could look at, through ARC. It was noted that on the job training is the most important.

Notes - Regional Advisory Meeting: Work-Based Learning

1. Sierra College is revamping energy, utilities and construction programs
 - a. Considering offering Saturday courses for working students who want to advance career skills
2. Evening & Saturday Classes are also offered by Roseville Adult Ed
3. CA conservation Corps/Partnership
4. Employment Training Panel
 - a. Incumbent workers
5. SRBX and AGC - [Trades Day](#)
 - a. Fall (9/28) Career Awareness @ Cal Expo
6. Apprenticeship Program
 - a. LEA/CC
 - b. First step employers
7. Sacramento Refrigeration
 - a. Consider Apprenticeships (Through Job Corps)
8. Transportation Barriers
 - a. How to address?
 - b. BIA- Exploring ride share programs across employers
 - c. Partnership with Uber/Lyft
 - d. \$400k proposed in Sacramento County to develop a program (SACOG)

Notes - Regional Advisory Meeting: Regional Action Planning

1. 6 Big projects – All water related (\$2.7B)
2. Career Awareness
 - a. Starting with kindergarten
 - i. Need to not lose the “building drive” in middle school
 - ii. Curriculum
 - iii. Advocate for CTE at the district level- LCFF
 - iv. Conduct an LCAP every year
3. Industry Partners
 - a. Get them engaged
 - b. Send agendas earlier
 - c. Make companies aware of existing programs for training cost
4. Coordinators to manage the process
 - a. Nepris - Employment Matchmaking platform for Placer
 - b. Also, need ways of connecting on-technology
 - c. Intermediary persons, not technology
 - d. Set up internship programs
 - e. Challenge
 - i. Finding instructors
 - ii. Companies could be instructors
 - iii. Start with Carpentry skills-leads to other occupational skill learning
 - iv. Need to bring in manufacturers.

JPMORGAN CHASE & Co.



Golden Sierra



Let's Talk Construction Forum January 19th , 2018 @ Seavey Center



Thank you to OUR Partners!



Meeting Purpose/Overview



- Review findings of new Construction Cluster and Workforce Needs Assessment
- Hear from employers on skills gaps and priorities to fill short term gaps and create a workforce pipeline for the longer term
- Share information on initiatives and resources
- Identify priorities for a regional action plan
- Inform Community College Strong Workforce Program (SWP) investments for Career Education programs
- Work together as a regional network to align resources and initiatives



Capital Region Workforce Action Plan – Building a 21st Century Workforce

- Partnership of Valley Vision and North/Far North Center of Excellence, Los Rios Community College District to assess job growth and occupational demand for region's 6 key business clusters
- Funded by JPMorgan Chase: national initiative – *New Skills at Work* – focusing on middle skills gap
- More than 400 employers, stakeholders, community partners engaged to develop Workforce Action Plan



Capital Region Workforce Action Plan Implementation

- Continued Cluster Analysis and Action Plan activities (JPMorgan Chase, Los Rios, Workforce Boards)
- Strong Workforce Program for career education pathways, work-based learning, and employer engagement (Los Rios)
- Regional System Planning to streamline and strengthen employer partnerships to guide education and workforce investments, technology forums to prepare for impacts of technology, automation, etc. on workforce skills (Workforce Boards)

Some Industry Drivers

- Billions of dollars in planned public and private construction projects (e.g., single and multi-family housing, hospitals and medical facilities, educational facilities, wastewater and water treatment facilities, levee projects, distribution facilities, retail and commercial projects)
- Sacramento Area Council of Governments (SACOG) will invest \$35 billion over the next 20 years in transportation and mobility infrastructure through the Metropolitan Transportation Plan (MTP)
- Caltrans has more than 1,100 job openings , including civil engineers, electrical engineers, surveyors, rights-of way agents, environmental planners, maintenance, mechanic and heavy equipment operators, along with apprenticeships (August, 2017)

Thank You!

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Research reports and proceedings are available here:

<https://valleyvision.org/projects/capital-region-workforce-action-plan/>

Discussion Panel Participants

- Dennis Canevari – District Manager, SMW LU 104
- Michele Daughtry – President & CEO, Associated Builders and Contractors, NorCal
- Clark Hulbert – Director, Training & Development, Teichert Construction
- Rick Larkey – Executive Director, North State Building Industry Foundation
- Allison Otto – Vice President, Otto Construction
- Terry Richards – Talent Acquisition Specialist, Teichert Construction
- Rick Wylie – President, Villara Building Solutions

Action Plan Areas

- Pathway – “Freeway” graphic
 - Where do you offer programs/services to support the construction pathway?
 - What problems or issues arise from the pathway as depicted (current state)
 - What recommendations might you have to improve the current state of the construction pathway?
- Building the pipeline
 - How can you assist (or how are you already involved) in providing work-based learning opportunities?
 - Speaking at schools / career conversations
 - Job shadow / site visits
 - Internships
 - Apprenticeships
 - Serving on career education advisory committees
 - Getting involved in regional planning and/or implementation of tactical action plans
- Regional Action Plan Priorities
 - What are your top 1-3 near-term priorities for a construction workforce action plan (next 1-2 years)
- Regional Action Plan Priorities
 - What are your top 1-3 mid-term priorities for a construction workforce action plan (next 3-5 years)
- Regional Action Plan Priorities
 - What are your top 1-3 long-term priorities for a construction workforce action plan (next 5+ years)