

California Workforce Development Board (CWDB)

CWDB is uniquely positioned to facilitate relevant high-road job training and transition partnerships, with a focus on quality jobs and broader access to them, as well as related policy development and implementation.

Equity: Continue to focus programmatic and policy work directly on building economic opportunity and mobility for those who have been marginalized, disadvantaged, and/or denied opportunity.

The California Workforce Development Board (CWDB) commits to the following three objectives in order to help further the development of a robust and equitable zero-emission vehicle (ZEV) industry in California. The italicized text is directly from the ZEV Market Development Strategy, whereas the underlined text is intended to provide a clearer and more ZEV-specific statement of the CWDB's purpose.

- (1) *Program Development and Administration – Build a High Road Workforce Development Infrastructure for the ZEV Industry in California.*
- (2) *Policy and Program Alignment – Maximize Economic Equity Benefits of Public Investments in ZEVs.*
- (3) *Local Guidance – Inform the Local Workforce System about Supporting ZEV Market Development.*

1. Program Development and Administration – Build a High Road Workforce Development Infrastructure for the ZEV Industry in California.

Key Actions, Dates, and Collaborators:

Background: the CWDB will meet this objective through its High Road Training Partnerships (H RTP) initiative primarily, and its High Road Construction Careers (HRCC) initiative to a lesser extent.¹ These initiatives advance a field of practice in workforce development that simultaneously addresses urgent questions of income inequality and mobility, economic competitiveness, and climate change through regional, industry specific skills-building infrastructures designed to advance economically and environmentally resilient communities across the state. The regional, industry-based, worker-focused partnerships build a skills infrastructure for California's "high road employers." These employers compete based on quality of product and service achieved through innovation and investment in human capital, thus

¹ Please visit the CWDB's website for more information about the [High Road Training Partnerships \(H RTP\)](#) and [High Road Construction Careers \(HRCC\)](#) initiatives. Because the HRCC initiative employs a multi-craft approach to construction sector training and job placement and focuses on serving workers at a very early stage of career development, it will likely play a smaller role in meeting the CWDB's ZEV Strategy objectives compared to the H RTP initiative.

March 15, 2021

ensuring workers have agency, voice, and are able to share in economic prosperity by securing family-supporting employment. For both initiatives, the CWDB plays the role of funder, convener, and promoter of regional, industry sector-based training partnerships that deliver equity, sustainability, and job quality.

- a. Invest in, and provide field support² to, H RTP projects that support State of California ZEV mandates and goals; equity will be addressed through any number of potential strategies based on industry sector-specific needs and interests (e.g., targeted participant recruitment, design and delivery of training and supportive services, placement in high-quality jobs and/or jobs with routes to career advancement, adoption of industry practices that improve workers' and communities' safety and health, etc.). The current portfolio of ZEV-related H RTP projects is supported by the state's Greenhouse Gas Reduction Fund (GGRF) and federal Coronavirus Aid, Relief, and Economic Security Act (CARES Act, via the U.S. Department of Education), with grant terms from April 2021 to March 2023.³ Key collaborators include the CWDB (Field Branch) and ZEV-related training partnerships, the latter of which are comprised of employers, workers and workers' representatives, community-based organizations, local educational institutions (viz., community colleges and adult high schools) and training providers (e.g., joint apprenticeship training committees), local workforce boards, supportive services providers (e.g., public agencies and non-profit organizations), and labor market intermediaries that can offer industry expertise and experience brokering partnerships between industry and the workforce system.⁴
- b. Host a virtual summit in the spring or summer of 2021 to amplify the H RTP initiative as a mechanism for advancing economic recovery. The summit will provide a forum for training partnerships (including, but not limited to those in ZEV-related industries) to showcase their work and accomplishments to policymakers and public agencies, workforce development and educational institutions, community-based organizations, and others. Key collaborators include the CWDB (Field and Policy, Legislation, and Research Branches) and H RTP training

² The CWDB's Field Branch is comprised of subject-matter experts that provide support to current high road training partnerships and outreach to potential new ones. This includes active engagement of existing partnerships; brokering new relationships; facilitating project expansion and scaling; sharing updates about different funding sources and relevant state or local policies; and organizing communities of practice. Additionally, technical assistance and program evaluation is provided through the UC Berkeley Labor Institute and UCLA Labor Center.

³ The current portfolio of ZEV-related H RTP projects are in the following industries: public transit; heavy-duty vehicle manufacturing; warehousing and distribution; freight transport and logistics; electric utilities; energy storage and microgrids; and building and construction trades. The CWDB's ability to invest in new ZEV-related H RTP projects, and continue supporting current ones in order to sustain and expand their impact, is largely dependent on the availability of additional state funding appropriated by the Legislature.

⁴ As regional, industry-based partnerships, the type of entities involved varies by project to some extent and the specific organizations engaged may change over time.

March 15, 2021

partnerships; the CWDB may request assistance from other organizations to help publicize the event.

- c. Invest in the professional development of, and peer-to-peer knowledge sharing among, H RTP projects that assist practitioners build new skills, develop innovative strategies, and improve systems in order to increase capacity and impact. This will include: organizing Communities of Practice for H RTP practitioners with subject-matter experts beginning in the summer of 2021; creating an H RTP Learning Lab with the first instructional course expected to launch in the summer of 2021; producing an H RTP Toolkit and building an online repository of tools and resources with an initial set of materials available by late 2021. Key collaborators include the CWDB (Field Branch), H RTP training partnerships, as well as the UC Berkeley Labor Institute and UCLA Labor Center.

2. Policy and Program Alignment – Maximize Economic Equity Benefits of Public Investments in ZEVs.

Key Actions, Dates, and Collaborators:

Background: the CWDB will meet this objective through its High Road Climate Agency Partnership (HR CAP) initiative, in which the CWDB provides guidance, recommendations, and technical assistance to state agencies committed to advancing economic equity through public investments in zero-emission vehicles and infrastructure.⁵ To that end, the CWDB promotes measures that address job access for priority communities directly (e.g., targeted hire goals and recruitment planning requirements), as well as measures to improve the quality of jobs created or supported by public investment (e.g., wage and benefit standards and worker safety training requirements) so that more high-quality jobs are available in the first place.⁶

- a. Provide guidance and recommendations to the California Public Utilities Commission (CPUC) to finalize the equity section of the CPUC's Transportation Electrification Framework by June 2021 that addresses employment and workforce development to help ensure CPUC-regulated investments in EV charging infrastructure result in high-quality jobs and greater access to them for priority communities. Key collaborators include the CWDB (Policy, Legislation, and Research Branch) and CPUC (Energy Division).
- b. Provide recommendations to the CPUC aimed at improving job quality overall, and job access for priority communities specifically, in at least one CPUC-regulated transportation electrification (TE) program in 2021-22; the

⁵ The HR CAP initiative addresses energy and other "climate change sectors," not just transportation.

⁶ For more information about job quality and job access measures and examples of their usage in climate change mitigation efforts, please refer to "[Putting California on the High Road: A Jobs and Climate Action Plan for 2030](#)" (see Introduction and Chapters 2, 3, and 7 in particular).

March 15, 2021

exact timing depends on when the regulated utilities' submit TE program proposals to the CPUC. Key collaborators include the CWDB (Policy, Legislation, & Research Branch) and CPUC (Energy Division).

- c. Provide recommendations to the California Air Resources Board for the Fourth Triennial California Climate Investments (CCI) Investment Plan to address access to high-quality jobs for priority communities and a just economic recovery via CCI Programs before the end of 2021. Key collaborators include the CWDB (Policy, Legislation, & Research and Field Branches) and CARB (Climate Investments Branch).

3. Local Guidance – Inform the Local Workforce System about Supporting ZEV Market Development.

Key Actions, Dates, and Collaborators:

Background: the CWDB is responsible for the oversight and continuous improvement of the workforce system in California, of which 45 Local Areas – each with its own local workforce investment or development board (Local Boards) – are a part. Accordingly, the CWDB develops a state strategic plan every four years (updates/modifications are made every 2 years) that serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education system.⁷ In addition, the CWDB issues directives, information notices, and policy briefs as needed to help guide or inform the activities and objectives of local workforce boards.

- a. Recruit the Local Boards to engage in CWDB-sponsored H RTP summit in spring/summer 2021 to identify opportunities to expand the partnerships within the initiative, including training partnerships that support ZEV market growth in California. Key collaborators include the CWDB (Policy, Legislation, and Research and Field Branches).
- b. Consider updates to the California Unified Strategic Workforce Development Plan in 2021, as part of the two-year modification process, to emphasize strategic partnerships with agencies and initiatives focused on developing a high road ZEV industry and market across the state. Key collaborators include the CWDB (Policy, Legislation, and Research Branch) and state agencies with key roles in supporting the ZEV transition (i.e., CARB, CEC, CPUC, and GO-Biz).
- c. Develop and disseminate at least one information notice or policy brief to all 45 Local Boards before the end of 2021 to raise awareness of the ZEV Market Development Strategy, highlighting potential roles of the Local

⁷ In March 2020, the CWDB submitted the current [2020-2023 California Unified Strategic Workforce Development Plan](#) to the U.S. Department of Labor. Please refer to the “State Strategic Vision and Goals” section (pages 17-22) of the Strategic Planning Elements chapter for more information about the CWDB’s high road vision and strategies for California’s workforce system.

March 15, 2021

Boards as well as any Local Board's ZEV-related efforts or accomplishments. Key collaborators include the CWDB (Policy, Legislation, and Research and Field Branches).