

**Building, Strengthening, and Expanding Partnerships to Advance Equity, Job Quality, and Climate Resilience:
An Assessment of the California Workforce Development Board's
High Road Training Partnership Initiative**

The Evaluation

The UCLA Labor Center, commissioned by the State of California Workforce Development Board (WDB), will lead a two-part, two-year evaluation process to provide analysis of the workforce development capacity of the eight skill-focused, industry-based training partnerships funded through the state's High Road Training Partnership (HRTP) initiative. The California WDB launched the HRTP initiative to position equity, environment and job quality at the center of the state's workforce development system. The program funds labor-management training partnerships in a variety of sectors: healthcare, hospitality, transit, freight, water and wastewater, and building operations. The program aims to connect low-wage and/or low-skill workers to quality career ladder jobs and programs that include a climate change approach and vision for equity.

The UCLA Labor Center will develop a process evaluation to tell the story of the initiative, documenting the experience of project partners. The first phase of the evaluation consists of crafting eight project briefs that will describe each of the partnership models and highlight expected impact and transformation within its industry. Appropriate metrics will be determined to assess the progress of funded organizations at this time. The second phase will produce a final evaluation report that will assess HRTP models to tell the story of the initiative and how it can advance successful regional training partnerships and transform California's workforce development system. The evaluation will monitor the successes and challenges partnerships experience in developing programming that addresses economic inequality, climate change, and job quality.

The UCLA Labor Center will conduct in-depth interviews, focus groups, and surveys with grantees and key partners, including steering committees, private and public sector leaders or agencies when appropriate, to contextualize the projects and measure their impact and transformation.

The UCLA Labor Center will coordinate research efforts, share information, and monitor the progress of funded organizations working in partnership with the UC Berkeley Labor Center, the Technical Assistance Consortium, and the State team supported by the University of Wisconsin.

For more information on the project, please contact:

Ana Luz Gonzalez-Vasquez, Ph.D.
Project Manager, UCLA Labor Center
anagonza@ucla.edu
714-345-6826

Magaly N. Lopez
Research Analyst, UCLA Labor Center
magaly25@ucla.edu
831-235-3452

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Grantee	Key Partners	Project Description	Region	Industry
Building Skills Partnership <i>Green Jobs, Good Jobs Project</i>	Building Skills Partnership, SEIU-United Service Workers West, the Building Owners and Managers Association of Los Angeles, the National Green Building Council, and California’s leading janitorial service companies.	The Green Jobs, Good Jobs Project will standardize the credentials, training, and professionalized career paths for property service workers. Workers will gain marketable skills, contextualized English language learning, decent work, and professional advancement. Commercial building owners and property management companies will gain the skilled workforce necessary to meet the energy and water efficiency goals of high-performance buildings.	Statewide	Building Operations & Maintenance
CLF/WED & Balance Pointe Strategies <i>CA Transit Works!</i>	Santa Clara Valley Transportation Authority (VTA), Amalgamated Transit Union (ATU), AC Transit, Golden Gate Transit, American Federation of State, County and Municipal Employees (AFSCME), Local 101 (VTA chapter), and Mission College.	California Transit Works! has two key goals: 1) institutionalize a coherent model training partnership; and 2) incubate similar partnerships across the Bay Area, starting with AC Transit, Golden Gate Transit, AFSCME, and ATU. California Transit Works! will also develop a new light rail apprenticeship.	Statewide	Transit
Hospitality Training Academy <i>The High Road to Hospitality</i>	Hospitality Training Academy, UNITE HERE Local 11, 140 employers, the LA City Workforce Development Board, and numerous CBOs.	The High Road to Hospitality will deploy an intensive English immersion program with contextualized language learning, a critical service to help immigrants enter and advance in this prosperous, customer-centered industry.	Los Angeles Basin	Hospitality
Jewish Vocational Service <i>Water Utilities Career Pathways Project</i>	Jewish Vocational Service (JVS), San Francisco Public Utilities Commission (SFPUC), Santa Clara Valley Water District, East Bay Municipal Utilities District (EBMUD), San Jose Water Company, City of San Jose, and AFSCME.	JVS will design and build a wide range of training programs and training supports responsive to industry and job seeker needs.	Bay-Peninsula, Santa Clara	Water & Wastewater
Port of Los Angeles <i>Port Workforce Training Center</i>	Port of Los Angeles - The International Longshore and Warehouse Union (ILWU), the Pacific Maritime Association (PMA), the City of Los Angeles Economic Workforce Development Department (EWDD), and the Office of the Mayor.	The Port Workforce Training Center will be established and launch a new labor-management partnership focused on upskilling incumbent workers, professionalizing casual labor, and designing local pathways into quality jobs.	Los Angeles Basin	Transportation/ Freight
Shirley Ware Education Center <i>High Road to Health Care Careers</i>	Shirley Ware Education Center, Kaiser Permanente, Dignity and Alameda Health Systems, and SEIU United Healthcare Workers West and SEIU 1021, Merritt College, and Sierra College.	The Shirley Ware Education Center will design and implement a multi- employer, multi-occupation pre-apprenticeship that prepares lower-skilled workers to advance into any number of rapidly evolving, higher-skilled jobs.	Bay-Peninsula, San Joaquin Valley	Healthcare

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<p>West Oakland Job Resource Center</p> <p><i>Transportation, Distribution, and Logistics Linked Apprenticeship Training Program (TDL Linked ATP)</i></p>	<p>West Oakland Job Resource Center, Northern CA Teamsters Apprentice Training & Education Trust Fund, Port of Oakland, Prologis, Centerpoint, and numerous CBOs.</p>	<p>The TDL Linked ATP will link qualified, under-represented, ready to work individuals into apprenticeship training programs with middle income earning potential while addressing the shortage of credentialed employees in the TDL trades.</p>	<p>Bay Area, Oakland</p>	<p>Transportation, Logistics</p>
<p>Worker Education and Resource Center</p> <p><i>LA County Frontline Healthcare Workforce Training Institute</i></p>	<p>Worker Education and Resource Center, Service Employees International Union Local 721 (SEIU), LA County Executive Office of Economic Development, L.A. County Department of Health Services’ Whole Person Care Initiative (WPC), and Los Angeles Trade Technical College.</p>	<p>LA County Frontline Healthcare Workforce Training Institute will create a critical new Institute focused on jobs essential to improving health care in marginalized communities: a health. pre-employment preparation program that connects community residents to high quality jobs.</p>	<p>Los Angeles Basin</p>	<p>Healthcare</p>