



## **High Road Training Partnership: Resilient Workforce Program (RWP)**

### Narrative

#### **Section 1: Project Design and Overview (30%)**

##### **Question - 1.0**

***Provide an introduction to your planning project and High Road strategy. This should include an overview of the project and how it aligns with the High Road principles.***

The Center for Manufacturing a Green Economy (CMGE) is a non-profit 501(c)3 labor-management partnership initiated by the United Auto Workers (UAW) Region 6. In partnership with the Sparkz corporation, CMGE will create a detailed plan for a comprehensive workforce development project in the advanced manufacturing green energy sector.

The UAW entered into a national labor-management agreement with the Sparkz Corporation in 2022, making headlines with their joint commitment to end-to-end, union-led workforce recruitment and training. Sparkz's patented zero cobalt Lithium-ion electric vehicle (EV) batteries require a specialized and unique manufacturing process. CMGE will expand the partnership in preparation for the opening of Sparkz's new EV battery manufacturing facility in Sacramento County in 2024 or early 2025. Sparkz projects need up to 1,200 shop floor workers. CMGE will prepare a recruitment and training plan developed specifically for the patented battery assembly jobs to be required in the new facility.

The High Road Resilient Workforce Partnership development grant will support CMGE in completing a Memorandum of Understanding (MOU) between the UAW and Sparkz; hiring the staff and contractors to create a unique comprehensive recruitment and training plan; customized curricula; and relationships with local community-based organizations to ensure broad recruitment of potential workers who may have had barriers to employment.

##### **Question - 2.0**

***Explain your project objective: to increase access to High Road jobs for underserved populations, create pathways for job growth for incumbent workers, or other (explain) and how input from required partners has or will shape the program design.***

The primary objective of CMGE is to open a new career pathway to High Road jobs in the EV Lithium-ion Battery manufacturing sector for blue-collar workers. Shop floor skills require dexterity and attention to detail, along with the ability to preserve a clean and safe environment.

CMGE will create a customized training curriculum, in partnership with Sparkz engineers and supervisors, to teach the specific skills that workers will need to produce Sparkz' EV batteries.



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There will be a range of job openings: high-skilled machine operators and engineers, production technicians, and maintenance workers. Sparkz, the company partner, estimates hiring 700 plant workers initially and eventually hiring up to 1,200 positions including all professional levels.

CMGE will work with local community-based organizations to ensure underserved populations have the opportunity to work at Sparkz. This includes religious, tribal, and recovery groups, groups that represent women in non-traditional employment, underserved racial and ethnic minorities, immigrants, and those with an incarceration history or who are marginally housed. CMGE will ensure that these populations are targeted for recruitment and have assistance in applying for and qualifying for positions. Sparkz shares this goal of offering opportunities to the underserved.

### **Question 3.0**

#### ***Describe how your proposal will address 3-5 of the components below.***

Deliver positive employment and earnings outcomes for people who experience barriers to employment; support both labor and management in order to increase productivity by increasing the health, safety, and specialization of jobs in a particular sector; address skill needs in new and emerging industries for large-scale industry impact, specifically those which center around environmental sustainability; develop and expand career pathways within key industries for populations who have experienced barriers to employment and increase opportunities for skills attainment and career advancement for those at the lower end of the labor market.

### **Question - 3.2**

#### ***Deliver positive employment and earnings outcomes for people who experience barriers to employment.***

The intention of the UAW and Sparkz partnership is to collaborate on the terms of employment at the new EV Battery plant. Working within the framework of CMGE, UAW and Sparkz representatives will define the skills needed, recruitment goals, and plan for a workforce development program aligned to High Road aspirations. With Resilient Workforce Program (RWP) funding, the partners will create a summit-like space where they can work out the details and build a comprehensive employment and training plan. Sparkz is committed to being a high-road employer from the outset, and the workers will renegotiate their compensation package with Sparkz after winning a union election, during which Sparkz has agreed to remain neutral.

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Additionally, both parties are committed to giving access to job applicants who may have barriers to employment but would be, with the right worker-centered training program, motivated to work in this new and green endeavor. CMGE will work closely with community-based organizations (CBOs) to ensure that a diverse pool of applicants is prepared and qualified to apply to work at the new facility. The workforce training program CMGE will develop will include the necessary training and coaching for workers with barriers to employment to thrive in these positions.

### **Question - 3.3**

***Develop and expand career pathways within key industries for populations who have experienced barriers to employment and increase opportunities for skills attainment and career advancement for those at the lower end of the labor market.***

Sparkz needs a range of skills- from entry-level shop floor technicians and maintenance workers to higher-level engineers and designers in its new start-up plant in Sacramento. The task of CMGE will be to map these career ladders and shape the professional skills training program aligned to these positions.

CMGE will develop a model training program based on a bilateral apprenticeship that offers mentorship and rewards skills attainment. This model is ideal for workers who learn best on the job with 'hands-on' instruction. This pedagogy offers apprentices the opportunity to learn at their own pace and demonstrate skills without only relying on culturally biased written testing. It is an unbiased approach that is based on performance. Unskilled participants will have the opportunity to obtain an entry-level position and have opportunities to advance as they learn skills on the job.

### **Question - 3.4**

***Support both labor and management in increasing productivity by increasing the health, safety, and specialization of jobs in a particular sector.***

Lithium-ion battery production has unique shop floor requirements to protect the integrity of the process, including specific health and safety precautions. Lithium is highly volatile when exposed to moisture. The facility must be maintained as a dry room and extremely clean environment. Understanding the risks and learning how to work in this environment will require a robust health and safety component to the training curriculum. CMGE will engage health and safety specialists and educators to develop these training modules, guided by Sparkz technical staff. CMGE will explore a career pathway for workers to become health and safety specialists on the job, promoting good practices worker-to-worker.



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#### **Question - 3.5**

***Address skill needs in new and emerging industries for large-scale industry impact, specifically those that center on environmental sustainability.***

The CMGE will oversee the design of customized curricula for workers that are precisely aligned with the skills required to produce Sparkz' patented cobalt-free Lithium-ion battery. Because the industry is relatively new, there is a shortage of skilled workers. It is critical to have a ready-to-go workforce, prepared for the unique production process. By working as a labor-management partnership, CMGE will be able to design a workforce development program that addresses the particular technology skills and health and safety concerns while working in the Sparkz facility. This plan will have broader application for the emerging industry of manufacturing electric batteries. The Sparkz corporation's batteries are designed for several kinds of electrical vehicles: personal cars, tractors, fleets, and batteries that can be used on remote construction sites. As a leader in the field, this deep dive into how to prepare workers for this high demand, emerging industry in the green economy will set the bar for how the green economy can create good quality jobs.

“Sparkz is proud to partner with the United Auto Workers to secure the American worker's place in the new energy economy while re-engineering the battery supply chain domestically,” says CEO Sanjiv Malhotra.

#### **Question - 4.0**

***Describe how the project creates access to high quality jobs.***

Access to good jobs in in-demand industries is often based on word-of-mouth and personal relationships. Despite civil service rules and anti-discriminatory practices, it is still 'who you know' that gets you the opportunity to apply. To address this concern, CMGE will reach out to authentic community-based recruitment partners, specifically targeting potential workers from groups that are poorly represented in good jobs. This includes a broad range of organizations that advocate for immigrants, Black workers, people in recovery, and women in non-traditional employment. Our grant application includes letters of support from several such groups, all of whom are excited to work with CMGE to develop a recruitment plan that is specific to their constituencies. CMGE will provide partnering agencies with written materials and speakers to get the word out about the new Sparkz facility and future recruitment.

The CMGE labor-management partnership is a rare opportunity dedicated to defining the jobs in this new manufacturing industry as high quality. CMGE will define the skill sets, excellent training, and fair recruitment. There is a high likelihood that the workers will be represented by the UAW, given the neutrality agreement between the company and the Union. The compensation, benefits, and



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workers' rights to have a voice and protection on the job, will be built into the first contract. This unprecedented opportunity sets a new standard for this emerging industry.

### **Question - 5.0**

#### ***Describe how the project will create equity for workers.***

UAW CMGE will create equity for workers during the recruitment, training, and hiring processes by expanding outreach, providing worker-centered instruction, and judging applicants by their demonstrated skills and attitude.

The employer partner offers a range of job titles, some of which are appropriate for entry-level applicants. This is also an opportunity for college graduates who may want to have hands-on engineering experience in a new high-tech industry and for those who might not have a college degree to qualify for entry. There are positions that require physical strength, and others that require hand dexterity and detail work.

CMGE will establish working relationships with the local community-based organizations, including religious, tribal, and recovery groups, that represent women in non-traditional employment, underserved racial and ethnic minorities, and those with an incarceration history or who are marginally housed to get the word out. CMGE will ensure that these populations are targeted by specific outreach efforts for each partnering community group. CMGE and partners will prepare handout materials in appropriate languages, conduct recruitment workshops, and use a non-traditional recruitment process that gives job seekers support in applying and interviewing for job openings. Workers will be judged on their willingness and motivation and will not be unilaterally rejected based on immigration status or justice involvement, for example.

Sparkz shares this goal of offering opportunities to the underserved. The ethnic and racial composition of the leadership of Sparkz and their stated mission manifests a commitment to equity.

CMGE will design a pre-apprenticeship basic skills program that will include workplace communication skills: how to take instruction, work in a team, and present oneself in an interview. There will be a customized curriculum addressing job readiness and professionalism. This training component will give the participants a chance to put their best foot forward and be prepared for the expectations on the job.

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The opportunity to obtain a union-presented job in an emerging, high-demand industry will impact not only the workers but their children and their community. CMGE will be creating the kind of strong blue-collar communities that supported workers and their families during the post-war industrial boom. But this time, these jobs are associated with greening the economy by reducing carbon emissions - leading the way to setting the California example of what the country could do to protect our environment and create high-quality jobs.

### **Question - 6.0**

#### ***Describe how the project will amplify the worker voice.***

CMGE will develop a workforce development program that builds in worker feedback throughout the program- not just an end-of-training evaluation. Built into the development plan will be a coaching component that will allow job seekers the opportunity to share what they need in order to be successful on the job - whether it be skills or life adjustments to the rigors of work. Coaches will assist them with getting their lives in order so that they can work: not only transportation and childcare, but particular issues that all working families face, such as support from their spouses and reorganizing their lives around a work schedule. Workers will be given the time and the safe space to address these issues within a personal and group coaching program.

The UAW intends to conduct an organizing drive and qualify for a Union election at the newly opened Sparkz facility. The workers will have the opportunity to vote for Union representation, without employer interference, based on an existing neutrality agreement between Sparkz and the UAW. If successful in the representation election, the UAW will identify and train shop stewards, conduct educational programs on worker's rights, and represent workers in grievance proceedings.

This is an unusual opportunity where the company has agreed to collectively bargain with its workers to generate a compensation and benefits package that could set an industry standard. Through their union, workers will also have democratic control over their working conditions. On all matters, the workers will have the ultimate decision - any agreement will have to be approved by a majority of the workforce.

The Union will set up worker meetings, elect shop stewards, and reach out to individuals about the benefits of Union representation. Workers will be given an opportunity to raise questions and doubts and learn about workers' rights. They will also be able to express what additional training and mentorship they may need on the job.



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A good compensation package, representation and a voice for workers on the job, the possibility of advancement, and a shared mission supporting carbon emissions reduction and a green economy - CMGE will create the prototype.

### Question - 7.0

***(Optional) Describe how the project will contribute to employer and/or industry competitiveness and growth.***

This CMGE workforce development project will produce a ready-to-go plan and curricula so that Sparkz can find and hire specially trained workers to work in their new facility. EV Batteries were largely imported until the recent national commitment to produce an American-made product. The Department of Energy and the National Energy Technology Laboratory has convened a national working group to prepare workers for the Clean Energy Sector. The working group convened employers in the battery **materials** industry and labor and educational representatives, producing a first report in December 2022. CMGE will track the progress and recommendations of this DOE-funded working group.

With the discovery of Lithium in the Salton Sea brine in Southern California, California will be a local producer of a key component, making it a good location for a production facility like Sparkz. CMGE will focus on creating a workforce development plan for the battery **production** industry.

The Sparkz Corporation's facility will produce a patented Lithium Iron Phosphate battery (LFP) to be used in both stationary Energy Storage Systems (ESS) and mobility storage applications for a variety of vehicles. The modular design of the battery makes it applicable to tractors, golf cars, cars, buses, and construction batteries. Sparkz has executed agreements with customers in both ESS and mobility (fleet) markets totaling about 8 GWh to be supplied starting in 2024 over the next five years.

The skills demanded for this new flourishing industry will create workforce opportunities in the Sacramento area and in other locations in California. This return of manufacturing to the State, along with the market for zero-emission vehicles, guarantees a demand for a skilled workforce. This model labor-management partnership could be an example for battery manufacture and related industries about how to turn this opportunity into good quality jobs for well trained and compensated workers.

CMGE represents an unprecedented labor-management partnership to green the economy and create good quality jobs. Workers will learn the new technology skills to produce a zero-cobalt Lithium-ion battery that has a good chance of becoming the gold standard in the EV industry.



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#### Question - 8.0

***California strives toward achieving a carbon neutral economy and workers will be at the center of this effort. If applicable, please describe how your project will address climate mitigation, adaptation, and/or resilience.***

Governor Newsom's 2020 executive order to ban the sale of gas-powered cars by 2035 is a bold and important step in reducing carbon emissions. The transportation sector represents more than 50% of carbon emissions in California. The promotion of zero-carbon emission electric vehicles is essential to curtail dependence on fossil fuels and reduce greenhouse gas. EV production is dependent on specialized EV batteries. Sparkz is scaling up LFP (Lithium Iron Phosphate) technology—a mature and proven battery technology at TRL 8 (Technology Readiness Level) that is fully reliant on a domestic supply chain. Sparkz' domestic supply chain extends to its equipment in addition to its materials supply chain.

Reducing the reliance on foreign and local extraction of both Lithium and cobalt is another important environmental goal. Fortunately, Lithium resources in the Salton Sea brine have been discovered in Southern California. This confluence of a source of Lithium, government-sponsored rebates for EV cars, and high fuel costs is promoting large-scale industrial production. This is an opportune moment to create a high-road workforce development EV battery industry prototype that will address the particular skills needed on the shop floor, promote safe conditions, and create good jobs.

“Sparkz and the United Auto Workers are helping us lead that charge by recognizing the climate technology we need should be made by America’s best-trained workforce. Thanks to their partnership, the next generation batteries manufactured in California will be more sustainable, more efficient, and help secure the energy storage supply chain to ensure California achieves its zero-carbon emission goals.” *Governor Gavin Newsom*



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#### Question - 9.0

***Describe the priority industry this partnership will serve. If "other" was selected on the cover page, make the case as to why the industry was selected as a priority based on labor market demand, job quality and access to good jobs. To describe the industry, you may use the super sector (e.g., Transportation, Government/Public Sector) as well as the specific occupation or trade (e.g., Farmworker, Electrician, Nurse, etc.)***

CMGE will create a partnership in the Advanced Manufacturing, Green Energy sector of the California economy that generates entry-level industrial jobs that require specialized training to produce the patented Lithium-ion batteries designed by the employer partner, Sparkz. There is a general and recognized workforce shortage among engineers and technicians, and line staff, who will actually assemble these new kinds of batteries. Transferable skills from auto and electronic plants are useful, but this new industry requires specialized training. The CMGE partnership will be able to leverage the knowledge of the employer's technical supervisors and transform this into a worker-centered training program designed particularly for Sparkz's patented EV battery production.

Sparkz has set up a pilot manufacturing facility in Livermore, California has secured a site in Bridgeport, West Virginia, and is in the process of securing a site in Sacramento for two Fully Vertically Integrated (Cathode active material to cells to battery packs) manufacturing sites at a Giga-scale level (8 GWH) at each site. Sparkz will complete the construction/upgrade for the West Virginia site by December 2023 and has already placed purchase orders for cell manufacturing equipment.

Lithium-ion battery production for electrical vehicles is a priority because of the labor shortage and demand for well-prepared workers. The Sparkz plant will be organized by the UAW, with the opportunity to establish industry standards for quality jobs. Designing a fair recruitment and pre-employment training program will level the playing field for workers who may have barriers to employment.

#### Question - 10.0

***Describe the occupation(s) targeted by this project.***

The Sparkz company will be hiring a series of entry-level positions: System Assembly Technician, System Testing Technician, System Operators, and Technician level 1-5. These technicians will be working in a Clean Technology environment, including a dry room area required for handling Lithium. The technicians will perform tasks of assembling small cathode/anode batteries that will be packed together in cartons that will be joined to form a battery platform that will be housed in the



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vehicle. The work requires careful handling and precision but is a relatively simple, repetitive process. There will also be positions available for technicians that require welding skills, material handlers in the shipping and receiving department and maintenance workers.

The company will also need college-trained engineers and supervisors, but the majority of the positions will be for shop floor assembly workers

### **Question - 11.0**

***Describe the priority region this partnership will serve. Use the region that best describes the scope of your project, such as defined by CERF region, Regional Planning Unit (RPU), County, air district and/or bioregion.***

The new Sparkz production facility will be located in Sacramento County. Although the State capitol, the County still has a slightly higher rate of poverty, at 14.8%. Unemployment is also slightly higher than the State average, at 5.7%. The ethnic and racial breakdown of the population is 34% White, 25% Hispanic, 9.4% Black, and 18.6% Asian, of which approximately 10% are Southeast Asians that have a lower average income than people of East Asian descent. There are approximately 13 out of 22 zip code areas within Sacramento County that have high rates of food insecurity and poor housing. The highest unemployment rate in the County is in the city of Galt, at 6.7%.

(Source: [behealthysacramento.org](http://behealthysacramento.org))

### **Question - 12.0**

***If applicable, describe the target population(s) that will be recruited, enrolled, and served with this project. See list in the application guide.***

Not serving participants.

### **Question - 13.0**

***If serving participants, will the project target new workers, incumbent workers, or both? Include participant outcomes and how the project design will achieve these.***

Not serving participants.

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#### Question - 14.0

*If serving participants, how will the project benefit underserved and/or under resourced communities?*

Not serving participants.

#### Question - 15.0

*If serving participants, how will this project advance skills, opportunities, and career pathways for specific populations your project will be serving?*

Not serving participants.

#### Question - 16.0

*If serving participants, describe capacity and strategy to target, engage, and support the populations identified by your project.*

Not serving participants.

#### Question - 17.0

*If serving participants, how will the project connect workers to high-quality jobs and/or entry-level work with clearly defined routes to advancement?*

Not serving participants.

#### Question - 18.0

*Provide a detailed explanation justifying your funding request. Include relevant information justifying any high costs allocated in your Budget Narrative and Supplemental Budget, including high staff salaries, travel, support services, contractor expenses, etc.*

The funding request is primarily for staff salaries and contractors to develop and design a training plan and curricula for work in the new, high tech, lithium-ion battery manufacturing facility. There is no blueprint for this operation, as it represents one of the first manufacturers in the United States, and is a patented, unique battery cell. The work will be factory assembly line-type work, but in a 'clean' production facility where the very volatile lithium salts will be handled. The CMGE staff must be able to have the scientific and technical knowledge to communicate with the employer partner and be able to translate the technology and skills into a worker-friendly training program. The CMGE Coordinator must be able to create a labor-management partnership where they can build relationships with the scientific company representatives and the labor leaders who want to ensure

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that these are good quality jobs. It is a delicate balance and requires a sophisticated leader. [redacted] is uniquely qualified for this position and deserves a competitive salary. The same is true for the two other positions, as they will be the primary 'translators' of this technology into worker-friendly curricula - to guarantee that workers are prepared to take special care, take every precaution, and understand the value and importance of what they are producing.

The contracted educational partners will also require these same abilities - technology sophistication and good worker education communication skills. Wherever possible CMGE will partner with public sector educational partners. Currently, there are no public educational institutions that have a curriculum specifically for EV battery *manufacturing* work in California. CMGE may need to procure private sector, for profit, contractors who receive a much higher rate of compensation. Since this curricula may serve as a prototype for the growing industry in California, it will be important to create a plan and product within the public space that can be shared. Given these requirements, contracted services will be required with experts.

The contracts will vary between short-term contracts that will bring in experts to prepare the core staff team and more expensive contracts to engage skilled curriculum developers to create comprehensive training modules, including lesson plans, handout materials, and assessment tools. Additionally, contractors will design and create curricula to prepare on-the-job mentors and CMGE coaching staff. These workshops for personnel be hired during the implementation (not development) phase will ensure a comprehensive support program for the job applicants.

These specialized curriculum development skills are expensive, and experts will be engaged from around the State. Funding for travel to Sacramento for in-person meetings will be included in their contracts.

## Section 2: Partnerships (25%)

### Question - 1.0

#### ***Describe partner Employer/Employer(s) Association***

Sparkz Inc. is a for-profit design and production company founded in 2019 by Dr. Sanjiv Malhotran. Dr. Malhotra serves as the CEO of Sparkz where he oversees the company's mission of reinventing the energy supply chain for electric vehicles.

Dr. Malhotra has been a leader in the energy sector for nearly three decades as a founder, investor and executive. Most recently, he served as the inaugural director for the Energy Investor Center at the U.S Department of Energy, serving under both Democratic and Republican administrations. He



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holds a Master's degree in business management and biochemical engineering, and a postdoctoral fellowship at Lawrence Berkeley National Laboratory.

Sparkz is currently purchasing a manufacturing site in Sacramento, California.

### **Question - 2.0**

#### ***Describe partner Worker Representative/s***

The United Automobile, Aerospace and Agricultural Implement Workers of America (UAW) was formed in 1935, and currently has 400,000 active members and 580,000 retired members. The United Auto Workers Region 6 represents over 100,000 active and retired members in the higher education, hospitality, aerospace, and manufacturing industries in the 9 states that comprise the western United States (Alaska, Arizona, California, Hawaii, Idaho, Nevada, Oregon, Utah, and Washington). President of Region 6, [redacted] has been actively involved with Sparkz in conceptualizing and creating the partnership in California.

UAW-CMGE will ensure workers lead the transition to a green economy by providing high-quality workforce training for the green manufacturing sector on the West Coast. In particular, UAW-CMGE is focused on job quality in the industries that constitute the electric vehicle supply chain.

### **Question - 3.0**

#### ***Select additional encouraged Partner Organization(s) and describe***

- Labor-management partnership
- Community-based organizations
- Training Provider
- Community College
- Environmental Group
- Workforce development boards

### **Question - 3.1**

#### ***Please describe the Labor-management partnership***

“With this partnership, Sparkz and UAW are helping create good-paying, high-quality American jobs building batteries for our clean energy and transportation future.” (Senior Advisor to President Joe Biden for Clean Energy Innovation and Implementation John Podesta.)



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CMGE is a labor-management partnership (LMP) that will specifically create job training for the very specialized EV battery manufacturing sector. This LMP, with Resilient Workforce funding, will oversee the development of the CMGE plan to prepare workers for success on the job. The CMGE plan will design the recruitment and workforce training program.

Designated representatives from UAW Region 6 and Sparkz will meet regularly to set goals and outcomes for the project, review and recommend changes to planning documents, and address issues of concern that may arise during implementation.

CGME will be at the forefront of creating a training plan designed to address job readiness, computer skills, and on the job skills. CGME will hire staff and contractors that can work with shop floor supervisors and engineers to customize curricula and on-the-job learning experiences specifically for the specialized skills in the EV Battery industry.

The training plan will also include staff and contractors who will be trained to support participants with personal issues, such as transportation, familial support, childcare, so that they are job ready. Company supervisors working with apprentices and new hires will be trained in communication and mentorship skills.

### **Question - 3.2**

#### ***Please describe Community-based organizations***

CMGE has secured letters of support from four community-based organizations that work with underserved and low-income communities in the Sacramento area. These organizations will be recruitment and coaching partners.

- **Anti-Recidivism Coalition:** A statewide non-profit that works to end mass incarceration and empower formerly and currently incarcerated people. ARC connects formerly and currently incarcerated people with work and apprenticeship opportunities and has a presence in Sacramento.
- **Community Resource Project:** A Sacramento-based non-profit agency that prepares workers from low-income communities for jobs in the ZEV Charger installation, ZEV manufacturing, maintenance, and servicing, and ZEV related operations.
- **California Conservation Corp:** The CCC has prepared 130,000 young adults, veterans, BIPOC individuals throughout California, including Sacramento County, over the past 47 years of service. They will be recruitment and coaching partners for job seekers.
- **Center for Workers' Rights:** CWR works closely with immigrants and other workers who have experienced exploitation on the job, and are seeking skills to obtain jobs from good

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employers. They will assist in the development of the plan to recruit and coach job seekers from underserved communities in the Sacramento area.

### Question - 3.3

***Please describe Environmental Group.***

Not applicable.

### Question - 3.4

***Please describe Community College.***

The only community college that has developed a 'battery boot camp' curriculum is the Grand Rapids Community College in Michigan. CMGE will review the curriculum, developed for a different EV battery manufacturer, and investigate the possibility of partnering with the local Sacramento community colleges to see if the Michigan curriculum could be studied and adapted.

The California State University - Sacramento Public Health Department has a program for Occupational Health and Safety professionals. They are interested in a potential collaboration between students and professors on the design of the health and safety portion of the curriculum. If funded, CMGE will explore this possibility.

### Question - 3.5

***Please describe Training Provider.***

CMGE will identify experts in curriculum development and instruction. CMGE will contract with these providers to develop the teaching curriculum and coaching program.

Potential partners include:

- UC Berkeley Labor Center - labor educators.
- UC Davis Institute of Transportation Studies - educators and researchers.
- Sacramento State College and local Community Colleges - occupational safety and health students and faculty.
- Individual labor and environmental educators with a particular background in worker education and training programs.
- For profit consultants such as Global Vision Consortium, that specialize in technical training with hazardous materials.

### Question - 3.6

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#### ***Please describe Workforce development boards***

The Sacramento Employment and Training Agency provides resources and services to employers and job seekers in Sacramento County. Planning, policy, and oversight for the system is the responsibility of Sacramento Works, Inc., the Workforce Development Board, a 27-member volunteer board of directors.

Services, resources, workforce development sector strategies, training programs, and services to employers are provided by the staff of Workforce Development Department of the Sacramento Employment and Training Agency, the Employment Development Department and over 40 community workforce development partners.

### Question - 4.0

#### ***Who will be the core conveners of the partnership? Include both organizations and individuals along with their role and commitment to engage and act on behalf of the partnership?***

The core convener will be the Coordinator of CMGE. CMGE was created specifically to implement the work of the labor-management partnership. The first joint project is to plan a workforce development program in preparation for the opening of the new Sparkz manufacturing site in Sacramento.

**CMGE Coordinator** - The CMGE Coordinator will be [redacted] a scientist and union leader currently employed as a Postdoctoral Scholar at the University of California Berkeley Department of Earth & Planetary Science. [Redacted] is the vice-president of UAW 5810, the union for 5,000 Postdoctoral Scholars and 4,000 Academic Researchers at the 10-campus UC system. [Redacted] will:

- Convene and facilitate at least monthly meetings of Labor and Management partners.
- Serve as the liaison with the Sparkz Corporation.
- Develop career pathway maps with the Sparkz Corporation.
- Develop a database to maintain outcomes and deliverables, with a dashboard that can be submitted for tracking of progress
- Prepare a comprehensive planning document for the actual recruitment, hiring and training of the new workforce.
- Manage staff and contractors
- Serve as the fiscal manager

**CMGE Program Developer** - The CMGE Program Developer will be [redacted], a labor organizer with over a decade of experience bringing together and educating workers in industries including healthcare, higher education, and manufacturing. She will oversee the work of the contracted curriculum developers and designers, ensuring that the curricula are worker-friendly, and meet





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industry standards. She will also work with the Program Manager to design a comprehensive coaching and mentoring program to ensure that potential workers are ready to go and have the support they need in their personal lives to become professional workers.

**CMGE Program Manager** - The manager will be identified and hired for ten months to develop a detailed recruitment and hiring plan. This person will be a local Sacramento resident with knowledge of authentic community-based organizations that represent the target populations. The Program Manager will establish working relationships and agreements with the local organizations in preparation for recruitment, training, and hiring. The Program Manager will collaborate on the coaching and mentoring program with the Program Developer.

### **Question - 5.0**

***Outline how the partnership will convene, prioritize, and engage throughout the grant period.***

CMGE will facilitate the partnership by setting the agenda and calendar for at least monthly meetings of UAW and Sparkz designated representatives. Over the year of funding, the meetings will oversee the plan for the recruitment, training, coaching, and mentoring of the first group of new Sparkz employees.

CMGE staff will oversee the planning process, produce career pathway maps, and develop the curriculum with subject-matter experts specific to Lithium-ion battery manufacture.

The staff will build relationships with local recruitment partners who represent target hiring populations, and prepare a recruitment process that ensures equitable access to the new jobs for all interested workers.

CMGE staff will also identify a team of instructors and work with them to create the training curriculum, including mentorship skills for Sparkz line supervisors.

CMGE staff will also plan for a coaching program that will include job descriptions and in-house training for a new team of coaches who will provide personal attention to job applicants and new hires.

### **Question - 6.0**

***How will data and reporting be streamlined and reported back to the state with buy-in from core partners?***

The CMGE coordinator will build an online database to collect and track outcomes and goals, such as progress on plan and curricula design. She will share the dashboard, which will reflect progress



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towards outcomes and goals, with the Labor/Management oversight committee and the CWDB quarterly. The Coordinator will also track expenditures in the same database, as she will also serve as the Fiscal Agent.

### **Question - 7.0**

***Describe experience and success working and convening employer and worker representatives to improve jobs and training. If applicable, include experience working with other pertinent stakeholders (community based organizations/non-profits, social services agencies, subject matter experts, local workforce development boards, etc.).***

The United Auto Workers union has extensive experience with joint labor-management training via the training centers operated with the Big 3 automakers. These centers have upskilled thousands of autoworkers and helped meet the workforce needs of the American auto industry.

UAW Region 6, in California, has extensive experience bargaining over issues of job quality and job training with Locals at the University of California. In bargaining relationships with UC, UAW Region 6 has used collaborative approaches to identify areas of mutual interest to work collaboratively with management to find solutions. This includes subjects like career ladders, health and safety, and job training.

UAW Region 6 leadership is excited by the opportunity to use their bargaining skills in a more partnership-like context, exemplified by the relationship with Sparkz.

### **Question - 8.0**

***Outline the status of project partners' relationship, priorities, and strategy to engage and work together throughout the grant term and beyond. Describe the role they will play within your proposed work and how it aligns with the H RTP framework. This should include planned and secured partnerships that will be new to working with your organization.***

The United Auto Workers and Sparkz have reached a neutrality agreement whereby Sparkz has agreed to remain neutral should their future workforce choose to form a union. This means that they will not run an anti-union campaign or otherwise attempt to interfere with their employees' freedom of choice. This is a very rare agreement and is indicative of Sparkz's commitment to providing high road jobs.

The CMGE Coordinator will continue to develop this relationship by convening a committee with representatives from Sparkz to develop a robust training curriculum. The coordinator will convene monthly meetings with Sparkz to jointly set goals and solve problems.



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CMGE will work with our community partners to build a diverse recruitment pipeline that reaches disadvantaged communities. Our partner organizations have extensive relationships in the Sacramento area and proven experience building recruitment pipelines for workforce programs.

### **Question - 9.0**

***If applicable, describe how this partnership builds community and economic resilience.***

The partnership will create hundreds of new jobs in the Sacramento area, both entry-level and for college graduates, with a high likelihood of union representation—setting a model for the EV Battery industry.

### **Question - 10.0**

***If applicable, describe how this partnership addresses worker, employer, and industry needs as they respond and adapt to climate change and environmental sustainability.***

The partnership is directly responding to climate change and environmental sustainability by producing an American lithium-ion battery that does not use cobalt in order to reduce reliance on vehicles that require fossil fuel and emit carbon. This partnership is at the forefront of achieving California's goal to eliminate internal combustion engine vehicles by 2035.

### **Question - 11.0**

***If applicable, describe how partners will ensure equitable recruitment, retention, and advancement of participants throughout the project.***

No participants.

## **Section 3: Program Measures of Success and Outcomes (25%)**

### **Question - 1.0**

***Summarize your project outputs and outcomes and how they will expand/evolve your previous work. Your response should focus on what the project will do with direct funding and what will be achieved within the grant term.***

- The Center for Manufacturing a Green Economy will establish a formal Memorandum of Understanding between UAW Region 6 and the Sparkz Corporation to commit to a labor-management partnership.
- CMGE will create a committee of Union and Management representatives to meet monthly to oversee the work of developing a plan for recruitment, training, and hiring blue-collar industrial workers prior to the opening of the Sparkz facility in Sacramento.

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- CMGE staff will create a detailed workforce development plan, including a training curriculum.
- CMGE staff will partner with community-based organizations in order to create a plan to equitably recruit and prepare potential worker hires.
- CMGE will partner with labor educators and technical specialists to create a training curriculum.
- CMGE will create an apprenticeship model training program and investigate whether it can be registered as a bilateral apprenticeship program both nationally and in California.
- CMGE will design a program to provide coaching and mentoring to program participants.

### Section 4: Deliverables, Budget and Work Plan (20%)

#### Question - 1.0

***Complete the Outcomes and Deliverables tab, Work Plan, and Budget Documents. These should align with your funding ask and project narrative responses.***

#### ***Outcomes & Deliverables***

Identify your project outcomes and deliverables to be accomplished with grant funding by the end of the grant term as well as the metric of success for each. Outputs and outcomes documented here will align with your work plan, where steps and dates to be completed are documented.

<b>What will the project do?</b> <i>List specific project outputs and outcomes (quantitative and/or qualitative)</i>	<b>How will this be measured/achieved?</b> <i>Describe how you will know if the project is successful (quantitative and/or qualitative targets)</i>
Build a Labor Management Partnership committed to a joint high-road workforce development program.	Memorandum of Understanding signed by both parties.
Develop a detailed plan to recruit, hire, and train new workers by the time the new facility opens.	A written plan, signed off by both labor and management, will be used as the template for the actual recruitment, training, and hiring of new employees prior to the opening of the new manufacturing facility.

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<b>What will the project do?</b> <i>List specific project outputs and outcomes (quantitative and/or qualitative)</i>	<b>How will this be measured/achieved?</b> <i>Describe how you will know if the project is successful (quantitative and/or qualitative targets)</i>
Convene at least monthly meetings of the Labor-Management partnership.	Maintain agendas and meeting minutes monthly for 12 months.
Identify educational partners to assist in the creation of the training curriculum.	Contract with one or more labor educators, university or college instructors, community leaders, and industry specialists.
Identify at least one Management representative to work with the curriculum development team.	Management representative attends at least monthly training curriculum meetings - sign-in sheets with agenda.
Conduct at least monthly meetings of the Curriculum Development team.	Monthly minutes of the team meetings will be generated that include goals, timelines, and responsibilities.
Identify and schedule meetings with local community recruitment partners such as American Job Centers, Colleges, Advocacy organizations, Faith-based organizations, etc.	Schedule of meetings and agreements with local recruitment partners - sign in sheets.
Prepare a recruitment information packet designed for potential program applicants and create a presentation for meetings with local community-based recruitment partners.	Recruitment information packet and presentation developed and presented to the Labor-Management Partnership for approval.
Prepare a detailed schedule for recruitment sessions, training curriculum, and hiring activities.	The Labor-Management Committee approves the Schedule and commits to a joint program to prepare the new workforce.
Create a coaching and mentoring curriculum to prepare staff coaches and on-the-job mentors. The curriculum will cover communication skills, community support, life skills, working in a team, and dealing with workplace issues.	Completed curricula will be reviewed and accepted by the Labor/Management Committee.

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### Narrative

<b>What will the project do?</b> <i>List specific project outputs and outcomes (quantitative and/or qualitative)</i>	<b>How will this be measured/achieved?</b> <i>Describe how you will know if the project is successful (quantitative and/or qualitative targets)</i>
<p>Create training curricula including lesson plans, handout materials, and learning objectives. Topics will cover basic skills, computer technology, specific skills, and health and safety precautions.</p>	<p>Completed curricula will be reviewed and accepted by the Labor/Management Committee.</p>