

# California Workforce Development Board- California Community College Chancellor's Office High Road Initiatives

Interim Report for Evaluation of Workforce Development Programs submitted pursuant to Supplemental Report of the 2021-2022 Budget Act (SB 170)

## Introduction

This report has been prepared in satisfaction of the 2021-2022 Budget Act (Chapters 21, 43, 69, 84, and 240, Statutes of 2022), which appropriated \$25,000,000 for the establishment of High Road Training Partnerships (H RTP) aligned with the California Community Colleges (hereafter, "California Community Colleges-aligned High Road funding"). In addition to the \$25,000,000 appropriated to the California Workforce Development Board (CWDB), the Budget Act of fiscal year 2021 – 22 included one-time Proposition 98 funds for community colleges to work with the CWDB to strengthen alignment with workforce initiatives. \$10,000,000 was to be used for grants and technical assistance to colleges to support participation in the CWDB's High Road Construction Careers (HRCC) programs, as defined in [UI Code Sec. 14005 \(t\)](#) with the goal to align the HRCC programs with community college pathways to train and bridge students into quality jobs in industries that support the state's economic recovery.

The SB 170 legislation requires both interim and final reports on the use and outcomes of these funds including, but not limited to, "information on the number of applicants, number of grants awarded, types of industry sectors that received a grant, average grant amount, geographic distribution of grantees, number of workers served, re-employment or employment retention, participation of high road employers, and participant wage gain, as well as a description of use of funds and participant employment changes as a result of the program." The legislation also requires the report to provide an evaluation of the program, including any recommended changes to improve coordination and collaboration between community colleges and workforce development programs, and other best practices. (SB 170, Statutes of 2022.)

The present interim report covers the period from the beginning of the grant term until October 1, 2023, and addresses pre-outcome information, with a description of outcomes and a program evaluation to be provided in the final report. Specifically, this report covers the following:

- Information on the number of applicants
- Number of grants awarded

- Types of industry sectors that received grants
- Average grant amount
- Geographic distribution of grantees
- Proposed number of workers served
- Participation of employer partners<sup>1</sup>

The final report will cover the remaining outcome-related requirements.

## Overview of HRTPs & HRCCs

HRTP and HRCC projects fund partnerships between employers, worker representatives, and educational partners whose goals are to achieve equitable access to high-quality work, foster demand for high-quality jobs, and meet climate resiliency goals. These workforce development strategies are designed to increase job quality and access, meet the skill and profitability needs of employers, and meet the economic, social, and environmental needs of the community ([CUIC §14005](#)).

The HRCC program prioritizes partnerships that link local building and construction trades councils to workforce boards, community colleges, and community-based organizations, creating structured pathways—with a standard core curriculum and critical supportive services—to state-certified apprenticeships in a variety of crafts. These efforts build systems and policies that directly advance California’s Unified Strategic Workforce Development Plan and Chancellor’s Office *Vision for Success* goals of equity (access to skills and economic opportunity) and job quality (connections to careers with prevailing wages and benefits).

The purpose of the Chancellor’s Office HRCC Partnerships grants is to support community colleges in building the infrastructure to offer educational and training programs for diverse and disproportionately impacted student populations<sup>2</sup> to gain careers in the construction industry sector. The goals are to:

1. Develop clearly defined career pathways for construction careers that give students credit for prior work experience and industry credentials.
2. Support students’ continuing their educational journeys when they enroll in community college degree or certificate programs while acknowledging the skills they bring with them. .

By leveraging the HRCC partnership, the Chancellor’s Office seeks to strengthen community college pathways and ensure students secure quality jobs in the construction industry. The community college grant activities shall include credit for prior learning, work-based learning

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<sup>1</sup> In the case of HRCC, the Joint Apprenticeship Council (jointly maintained by the union and contractors) acts as a mediator between the convener of the partnership. The employers and “employer partners” are all signatory partners with the local union.

<sup>2</sup> The populations include dislocated workers, English language learners, first generation college students, homeless and housing insecure, immigrants, justice-involved individuals, low-income communities, low-income households, out-of-school youth, people with disabilities, residents of disadvantaged communities, and veterans.

opportunities, academic and career supports, and the award of industry-valued credentials or degrees, consistent with Assembly Bill 132 (Chapter 144, Statutes of 2021).

The Chancellor's Office grants are also an opportunity to integrate community college priorities into the existing HRCC partnerships and improve coordination between community colleges, state-approved joint labor-management apprenticeship programs, and local workforce development boards. Existing partnerships between local workforce development boards and state-approved apprenticeship programs have been and continue to reach prospective apprentices in the target populations. Both entities recognize the important role of the community college system in partnership to help pre-apprentices and apprentices attain a community college degree upon completion of their three-to-five-year apprenticeship program.

### **Characteristics of Applicant Pool, Awardee Project Characteristics, Prospective Participants & Intended Outcomes**

The \$25 million in California Community Colleges-aligned High Road funding was incorporated into multiple cycles of CWDB's H RTP and HRCC Programs.

#### **High Road Training Partnership (H RTP)**

California Community Colleges-aligned funding was made available in several rounds of H RTP solicitation. The following provides a summary of applicants and awards:

##### Spring 2022, Fall 2022, and Winter 2022:

54 applications were received during this period, resulting in 36 funded projects.

##### Winter 2023 and Spring 2023:

26 applications were received during the Winter 2023 cycle, of which 18 were funded.

23 applications were received during the Spring 2023 cycle, of which nine were funded.

Across the above funding cycles, H RTP applications were received in the following industry sectors:

- Agriculture & the Food Supply Chain
- Construction
- Distribution, Logistics, & Trade
- Education
- Energy & the Low-Carbon Economy
- Forestry
- Healthcare
- Hospitality & Tourism
- Information Technology (IT)
- Manufacturing
- Marine Services
- Public Sector
- Public Works

- Transportation
- Utilities & Water Treatment

### **High Road Construction Career (HRCC)**

California Community Colleges-aligned High Road funding for construction pre-apprenticeship was made available for the 2022 HRCC solicitation cycle. The following provides a summary of applicants and awards:

- 13 applications were received
- Three applications were funded

Of the \$10 million the Chancellor's Office announced for the HRCC Partnership Grant, \$9.5 million was to be distributed to community college districts and/or colleges and the other \$500,000 was to be used toward technical assistance and administrative costs. At the time this interim report was due (October 1, 2023), the Chancellor's Office had just issued their first round of HRCC Partnership grants. The first round of applications yielded four applicants, all of whom were offered grants. Upon completion of the first round of HRCC awards funding remained, so a second round of funding was offered. Round two yielded seven applicants, five of whom were awarded grants. Details on the nine grants, all in the construction sector, are shown in Table 1 below.

**TABLE 1. CHANCELLOR'S OFFICE HRCC PARTNERSHIP GRANTS SUMMARY**

Region	District/College	HRCC Partnership	Award Amount	Grant Term
Bay Area	Laney College	East Bay Regional Trades (HRCC Region 1)	\$521,302.00	9/6/2023 to 9/30/2025
Bay Area	Cabrillo College	Monterey Bay Collaborative Pre-Apprenticeship Partnership (HRCC Region 3)	\$573,805.00	7/1/2024 to 9/30/2026
Central Valley/ Mother Lode	College of the Sequoias	ValleyBuild (HRCC Region 10)	\$1,200,311.00	7/1/2024 to 9/30/2026
Central Valley/ Mother Lode	Merced College	ValleyBuild (HRCC Region 10)	\$735,000.00	7/1/2024 to 9/30/2026
Central Valley/ Mother Lode	San Joaquin Delta College	ValleyBuild (HRCC Region 10)	\$1,930,246.00	7/1/2024 to 9/30/2026
Central Valley/ Mother Lode	Bakersfield College	ValleyBuild (HRCC Region 10)	\$447,550.00	9/6/2023 to 9/30/2025
Central Valley/ Mother Lode	State Center Community College District	ValleyBuild (HRCC Region 10)	\$2,593,723.00	9/6/2023 to 9/30/2025
Inland Empire/ Desert	Mt. San Jacinto College	Inland Empire Apprenticeship Readiness Program (HRCC Region 4)	\$730,006.00	9/6/2023 to 9/30/2025
San Diego Imperial	Southwestern Community College District	Apprenticeship Readiness Collaborative (ARC) (HRCC Region 5)	\$768,057.00	7/1/2024 to 9/30/2026

# East Bay Health Equity Initiative



**East Bay**



**\$500,000**

SB170 Grant Amount

## Professionalize Precarious Work



### Lead Agency

- Contra Costa Workforce Development Board



### Community Colleges

- Berkeley City College
- Chabot Community College
- Contra Costa Community College
- Las Positas Community College



### Target Industries

- Healthcare



### Target Populations

- English Language Learners
- Homeless and Housing Insecure
- Immigrants/Refugees
- Justice-Involved Individuals
- Low-Income Workers
- Other Under-Resourced Communities
- People with Disabilities
- Veterans
- Youth



### Employer Partners

- Alameda Health Services
- American Medical Response
- Contra Costa Health Services
- John Muir Medical Center
- Kaiser Permanente



## Synopsis

**200 Proposed Participants\***

Expands the EBHEI's "enhanced service model" (supportive services and employer participation) to 11 allied health occupations to provide accessibility and employment outcomes for priority populations.

\*No participants will be served in current planning stage. It is anticipated that 200 participants will be served in the implementation phase.

# H RTP Behavioral Health Expansion (BHE)



**Southern Border**



**\$3,006,733\***

SB170 Grant Amount

## Professionalize Precarious Work



### Lead Agency

- San Diego Workforce Partnership



### Community Colleges

- Palomar College
- San Diego City College
- San Diego/Imperial County Community College Association



### Target Industries

- Healthcare



### Target Populations

- English Language Learners
- Foster Youth
- Homeless & Housing Insecure
- Immigrants & Refugees
- Justice-Involved Individuals
- Low-Income Workers
- Out of School Youth
- People with Disabilities
- Under-Resourced Communities
- Veterans



### Employer Partners

- County of San Diego Health & Human Services Agency
- Family Health Centers of San Diego
- McAlister Institute
- National Alliance on Mental Illness (NAMI) San Diego
- Rady Children's Hospital



## Synopsis

## 30 Proposed Participants\*

Builds on existing behavioral health efforts through expansion of the Substance Use Disorder (SUD) Career Pathway program, including employer participation, supportive services, and embedding of Registered Apprenticeship Program for the Certified Drug and Alcohol Counselor occupation.

\*Total funding received under the CWDB Resilient Workforce Fund is \$5,000,000. With this total funding, the project plans to serve a total of 50 participants. The planned participant total reported in the table above reflects the percentage of this total served with Community College funds.

# Inland Empire High Road to Healthcare



**Inland Empire**



**\$8,000,000**

SB170 Grant Amount

## Professionalize Precarious Work



### Lead Agency

- San Bernadino Community College District



### Community Colleges

- Barstow Community College
- Chaffey College
- College of the Desert
- Copper Mtn College
- Crafton Hills College
- Moreno Valley College
- Mt. San Jacinto College
- Palo Verde College
- Riverside Community College
- San Bernardino Valley College
- Victor Valley College



### Target Industries

- Healthcare



### Target Populations

- Climate-Impacted Communities
- English Language Learners
- Homeless & Housing Insecure
- Immigrants & Refugees
- Indigenous Communities
- Justice-Involved Individuals
- People with Disabilities
- Veterans



### Employer Partners

- Urbita Elementary School
- San Bernardino High School
- Yorkshire Village Healthcare Center
- Chino Valley Medical Center
- Riverside Community College Providence Health
- Riverside University Health Systems



## Synopsis

**2,999 Proposed Participants**

Funds training in in-demand healthcare occupations to address staffing shortages and attract traditionally underrepresented and underserved populations to healthcare jobs. Project addresses goals of equity and quality for workers and consumers, by creating new pathways to career entry and advancement for high-quality jobs in a historically disadvantaged region. In turn, this will support increased economic prosperity and resilience for Inland Empire residents.



# California Healthy School Food Pathways Scratch Cooking for Our Future



Statewide



\$1,000,000

SB170 Grant Amount

## Professionalize Precarious Work



### Lead Agency

- Chef Ann Foundation



### Community Colleges

- Cuesta Community College



### Target Industries

- Food Supply Chain



### Target Populations

- Covid-19 Impacted Communities



### Employer Partners

- Google
- UNFI
- Whole Kids Foundation (WFK)



## Synopsis

## 36 Proposed Participants

Trains 3 cohorts of Healthy School Food Pathways Fellows to prepare and serve nutritious school meals within districts participating in the National School Breakfast and Lunch Programs. Project addresses equity both directly (certifying food professionals from underrepresented populations) and indirectly (improving student nutrition), while also impacting climate and efficiency goals (localization of food sourcing and preparation, waste elimination).

# Apprenticeship Readiness Program



**Southern Border**



**\$6,000,000**

SB170 Grant Amount

## Democratize Access to High-Quality Middle-Skill Work



### Lead Agency

- San Diego Apprenticeship Readiness Collaborative



### Community Colleges

- Grossmont Cuyamaca
- Community College District
- Palomar College
- San Diego Continuing Education Foundation
- Southwestern College



### Target Industries

- Construction



### Target Populations

- BIPOC
- Justice-Involved Individuals
- Out of School Youth
- Under-Represented Individuals
- Underserved Individuals
- Veterans
- Women



### Employer Partners

- Signatory contractors affiliated with Laborers, LiUNA Local 300, including:
  - Clark Construction
  - Parsons Construction
  - San Diego Association of Governments (SANDAG)



## Synopsis

**2,022 Proposed Participants**

Expands existing pre-apprenticeship pathways leading through apprenticeships and into union construction careers. Areas of expansion include outreach, participant enrollment, data collection, improved intake process, instructor hiring, and tie-in to green building and safety-related workshops.

# High Road Construction Careers Resilient Workforce Fund



**Central San Joaquin Valley**

★ **\$43,832\***

SB170 Grant Amount

## Democratize Access to High-Quality Middle-Skill Work



### Lead Agency

- ValleyBuild



### Community Colleges

- Bakersfield College
- College of the Sequoias
- Merced College
- Mother Lode College
- San Joaquin Delta College



### Target Industries and Occupations

- Construction



### Target Populations

- English Language Learners
- Immigrants & Refugees
- Justice-Involved Individuals
- Out of School Youth
- Under-Resourced Individuals
- Women



### Employer Partners

- Signatory contractors affiliated with participating JATCs, including:
  - Fresno Economic Opportunities Commission Valley Apprenticeship Connections (EOC VAC)
  - Habitat for Humanity
  - Nesco Resource
  - Crystal Clean



## Synopsis

**6 Proposed Participants\***

Expansion of existing ValleyBuild pre-apprenticeship model that provides a pathway to underserved populations and women into trades apprenticeship. Expansion includes additional supportive services & paid work experience; inclusion of a “construction bootcamp,” and promotion of local hire provisions in public construction contracts.

# Inland Empire Construction Pre-Apprenticeship Program



**Inland Empire**



**\$3,956,168**

SB170 Grant Amount

## Democratize Access to High-Quality Middle-Skill Work



### Lead Agency

- San Bernardino Community College District



### Community Colleges

- San Bernardino Community College District



### Target Industries and Occupations

- Construction



### Target Populations

- Differently Abled Individuals
- Justice-Involved Individuals
- Low-Income Households
- Out of School Youth
- Underserved Minorities
- Veterans
- Women



### Employer Partners

- Signatory contractors affiliated with:
  - International Brotherhood of Teamsters Apprenticeship Program for Southern California
  - San Bernardino, Riverside BTC



## Synopsis

## 325 Proposed Participants

Expansion of existing Inland Empire Pre-Apprenticeship Program providing pathway into trades apprenticeship. Expansion includes additional course opportunities, improved opportunities for women, veterans, youth, communities of color, low-income communities, differently abled, and the justice-involved population in the building trades.

# Connecting Under-Represented Workers to High Road Jobs



**Kern County**



**\$2,493,267**

SB170 Grant Amount

## Foster Participatory Planning for the Low-Carbon Future



### Lead Agency

- Kern County Community College District



### Community Colleges

- Kern County Community College District



### Target Industries and Occupations

- Energy Storage and Microgrids
  - Carbon Dioxide Red. and Storage Training
  - Microgrids and Energy Storage Training
  - Electric Vehicle Infrastructure Training
  - Electric Vehicle Supply Equipment Charger Technician
  - Electrical Apprenticeship Readiness
  - Solar Installer



### Target Populations

- Climate-Impacted Communities
- English Language Learners
- Homeless & Housing Insecure
- Justice-Involved Individuals
- Out of School Youth
- Veterans



### Employer Partners

- Grid Alternatives
- Mojave Air
- Space Port



### Synopsis

### 223 Proposed Participants

Under leadership of the Energy Innovation Workforce Coalition, addresses demand for workers in emerging industries of electric vehicle infrastructure build-out, carbon management, microgrids, grid resilience, and energy storage while ensuring equitable training and recruitment practices, job quality, and a commitment to climate resilience.

### **Summary & Future Steps**

In 2021, the California Legislature approved \$25 million for California Community Colleges-aligned High Road funding. This funding marks a significant advancement in regionally organizing efforts as it aims to bolster partnerships integrating California's "High Road" approaches into sector strategies and career pathway programs, with a focus on regional economic mobility.

The CWDB and the Chancellor's Office will collect information from workforce and community college grantees on their grant execution status and outcomes on a semi-annual basis. This interim report addresses legislative requests for number of applicants, number of grants awarded, types of industry sectors that received a grant, average grant amount, and geographic distribution of grantees. The final report will focus on outcomes including number of workers served, participation of high road employers, participant wage gain, and participant employment changes resulting from the HRCC Partnership grant. Additional narrative and analysis will be provided around the use of funds and the evaluation of the program, including best practices and recommendations to improve coordination between workforce development programs and community colleges.

Table 2 - Characteristics of Awarded CWDB Projects, Planned Participants & System Outcomes

Project	Jobs First Region	High Road Outcomes: Equity of Access	High Road Outcomes: Job Quality	High Road Outcomes: Climate Resiliency	Community College Partners
<b>Professionalize Precarious Work</b>					
East Bay Health Equity Initiative	Bay Area	<ul style="list-style-type: none"> <li>Expand delivery of financial, academic, and career support proven to level the playing field for low-income workers, immigrants/refugees, justice-involved, veterans, and other priority groups.</li> <li>Once the planning grant is complete, EBHEI and their training providers will train and place 200 members of the Target Population in quality entry-level jobs in one of 11 healthcare fields.</li> </ul>	Employer buy-in for skill training content ensures the relevance of skills, leading to high placement and retention.	Participating employers implement green practices and net-zero carbon emissions programs.	<ul style="list-style-type: none"> <li>Las Positas</li> <li>Chabot</li> <li>Contra Costa Community College</li> </ul>

Table 2 - Characteristics of Awarded CWDB Projects, Planned Participants & System Outcomes

Project	Jobs First Region	High Road Outcomes: Equity of Access	High Road Outcomes: Job Quality	High Road Outcomes: Climate Resiliency	Community College Partners
H RTP Behavioral Health Expansion (H RTP-BHE)	Southern Border	Increasing access to career exploration, education, training and paid work opportunities to create a San Diego County that works for all.	<ul style="list-style-type: none"> <li>• Through employer partnership, participants gain hands-on experience, build relationships with potential employers, and receive support.</li> <li>• The Registered Apprenticeship Program for Certified Drug and Alcohol Counselors provides a pathway to industry-recognized certifications and quality jobs.</li> </ul>	The project serves individuals who live in designated SB 535 (De León, Chapter 830, Statutes of 2012) disadvantaged communities throughout San Diego County, who are disproportionately pollution-impacted.	<ul style="list-style-type: none"> <li>• Palomar College</li> <li>• San Diego City College</li> <li>• San Diego and Imperial Counties</li> <li>• Community Colleges Association</li> </ul>



Table 2 - Characteristics of Awarded CWDB Projects, Planned Participants & System Outcomes

Project	Jobs First Region	High Road Outcomes: Equity of Access	High Road Outcomes: Job Quality	High Road Outcomes: Climate Resiliency	Community College Partners
Inland Empire High Road to Healthcare	Inland Empire	<ul style="list-style-type: none"> <li>• Correct healthcare disparities in Inland Empire.</li> <li>• Build career pathways to address regional poverty.</li> </ul>	<ul style="list-style-type: none"> <li>• Upskill existing health workers in 12 occupations</li> <li>• Correct job quality deficits caused by understaffing (skipped breaks, etc.) by providing a trained workforce.</li> </ul>	Improve CA health workforce responsiveness to climate & public health crises by training first responders	San Bernardino Community College District
California Healthy School Food Pathways (HSFP) Scratch Cooking for Our Future	Statewide	The HSFP program directly supports school food service professionals, as well as indirectly, the students and other food service staff within districts which participate in school districts participate in the National School Breakfast & Lunch Programs, which traditionally serve students from underserved populations.	Three cohorts of 12-California-based HSFP pilot Fellows. Healthy School Food Pathway (HSFP) Program certifies skills and knowledge to professionalize the role of scratch-cooked school food operator.	The California HSFP Scratch Cooking for Our Future project upskills and professionalizes school food workers while simultaneously increasing the quality of the final product: healthy school lunches, which improve student & environmental health.	Cuesta Community College
<b>Democratize Access to High-Quality Middle-Skill Work</b>					

Table 2 - Characteristics of Awarded CWDB Projects, Planned Participants & System Outcomes

Project	Jobs First Region	High Road Outcomes: Equity of Access	High Road Outcomes: Job Quality	High Road Outcomes: Climate Resiliency	Community College Partners
Apprenticeship Readiness Collaborative	Southern Border	<ul style="list-style-type: none"> <li>• Target underserved communities.</li> <li>• Integrate contextualized Math and English as a Second Language (ESL) into program.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Labor Agreements</li> <li>• Partner with employers &amp; industry associations to ensure relevance &amp; quality of skill training curriculum.</li> </ul>	Partner with San Diego Green Building Council.	<ul style="list-style-type: none"> <li>• San Diego Continuing Education Foundation</li> <li>• Southwestern College</li> <li>• San Diego Continuing Education Foundation</li> <li>• Southwestern College</li> <li>• Grossmont Cuyamaca Community College District</li> <li>• Palomar College</li> </ul>
High Road Construction Careers: Resilient Workforce Fund (HRCC RWF)	Central San Joaquin Valley	<ul style="list-style-type: none"> <li>• Nontraditional Occupations for Women (NOW) launches all-female cohorts.</li> <li>• ESL</li> <li>• Increase of support services for retention.</li> </ul>	Development of Local Hire contracting agreements to ensure demand for diverse apprentices and labor standards.	Broad MC3 curriculum ensures future skill relevance.	<ul style="list-style-type: none"> <li>• Bakersfield College</li> <li>• College of the Sequoias</li> <li>• Merced College</li> <li>• Mother Lode College</li> <li>• San Joaquin Delta College</li> </ul>

Table 2 - Characteristics of Awarded CWDB Projects, Planned Participants & System Outcomes

Project	Jobs First Region	High Road Outcomes: Equity of Access	High Road Outcomes: Job Quality	High Road Outcomes: Climate Resiliency	Community College Partners
Inland Empire Construction Pre-Apprenticeship Program	Inland Empire	<ul style="list-style-type: none"> <li>• Expanding opportunities for women, veterans, youth, communities of color, low-income communities, differently abled, and the justice-involved population in the building trades.</li> <li>• Increased support through direct assistance.</li> </ul>	Increasing the number and availability of apprenticeship opportunities.	Broad MC3 curriculum ensures future skill relevance	San Bernardino Community College District

Table 2 - Characteristics of Awarded CWDB Projects, Planned Participants & System Outcomes

Foster Participatory Planning for the Low-Carbon Future					
Connecting Under-Represented Workers to High Road Jobs	Kern County	<p>The Connecting Underrepresented Workers to High Road Jobs Project leverages basic needs, transportation, education, job training, and job seeker services and supports that will mitigate the substantial burdens on climate-impacted, disinvested, and under-resourced Kern County community members. KCCD has and will bring in additional resources such as the Bakersfield Kern Regional Homeless Collaborative, CAPK’s 211 service, and other community services to address the needs of H RTP RWF students.</p> <p>Kern High Road Coalition &amp; partners to identify equitable recruitment practices.</p>	<p>The Kern High Road Coalition (KCCD, UC Merced Community and Labor Center, the Center on Race, Poverty and the Environment) Coalition partnering with KIM Central Labor Council &amp; Building Trades Council on needs assessment to identify high road industry sectors that provide quality wages &amp; benefits, equitable recruitment practices.</p>	<p>3 areas of worker demand being addressed:                      (1) electric vehicle infrastructure build-out,                      (2) carbon management, and                      (3) microgrids, grid resilience, and energy storage based on previously conducted research.</p>	Kern Community College District (KCCD)