San Joaquin Valley
AIR POLLUTION CONTROL DISTRICT®

CALIFORNIA CLIMATE INVESTMENTS
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WORKFORCE DEVELOPMENT PLAN

GROCER Project
Grant Agreement ZVI-22-014
September 1, 2025

Executive Summary

The Grocery Options for Carbon Emmission Reductions (GROCER) project is a collaboration between the San Joaquin Valley Air Pollution Control District (the District), Charles Matoian Enterprises (herein referred to as OK Produce or OKP), and its project partners to deploy at least 50 zero-emission, battery-electric Class 8 trucks (a combined fleet of Tesla Semi Trucks and Volvo VNR models) and install fast-charging infrastructure at OK Produce's Fresno distribution center. The District will lead the project implementation of at least 12 dual-port DC fast charging stations and a battery energy storage system (BESS) to manage the grid impact of charging these trucks. Additionally, the District and its project partners will design and install distributed energy resources, aiming to provide at least 50% of the energy needed for the charging system.

The GROCER project has a significant focus on workforce development and community engagement to support broader zero-emission (ZE) truck technology adoption. The GROCER project's partner Build Momentum ("Momentum") is responsible for leading the workforce development task of the project and coordinating its implementation efforts.The project team is committed to several project-specific workforce development outcomes by the end of the project:

- At least 60 Class A drivers will have completed ZE-specific onboarding and operations training tailored to Tesla and Volvo Class 8 electric trucks.
- An anonymized data collection and reporting system will be established to track participation, certifications, job placement outcomes, and wage information in alignment with CEC reporting requirements.
- The project team will produce a publicly shareable Workforce Pathways Toolkit that includes curriculum summaries, training contacts, and onboarding recommendations to support replication by other fleet operators.

This Workforce Development Plan addresses two interconnected focus areas: (1) on-the-ground workforce training activities that directly support the deployment and operation of the GROCER project's electric truck fleet and associated infrastructure, and (2) broader coordination and capacity-building efforts aimed at sharing best practices, lessons learned, and replicable strategies to support workforce readiness across the zero-emission goods movement industry.

The first focus area builds on and expands OK Produce's existing workforce development systems to meet the specific needs of the GROCER deployment. The second focus area looks beyond the demonstration project itself, providing scalable insights and tools that can inform workforce planning and development for other fleets and organizations transitioning to zero-emission operations.

The benefits of electrifying the goods movement industry are multi-fold, spanning economic, environmental, and social sectors, and represent an essential part of California's transition to net zero or negative emissions by 2045. The implementation of this project supports multiple District Core Values, including the protection of public health, effective and efficient use of public funds, ingenuity and innovation, and active and effective air pollution control efforts while seeking to improve the San Joaquin Valley's economic prosperity and growth opportunities for all residents.

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Purpose

The goal of this Workforce Development Plan for the GROCER project is to guide the project team's strategy for leading workforce development (WD) efforts. Specifically, the plan:

1. Serves as an introductory reference on WD and/or training topics relevant to the GROCER project and its implementation team.
2. Presents an implementation plan for the WD requirements of the GROCER project, including how the project team will engage and promote programs that train qualified electricians and certified technicians for zero-emission (ZE) truck operation, maintenance, and infrastructure installation and maintenance.
3. Defines deliverables, data collection methods, metrics, and a timeline to track the success of the project's WD activities.

Introduction

The State of Workforce Development for ZE Class 8 Trucks

The rapid transition to ZE Class 8 trucks is reshaping the heavy-duty transportation sector in California. Driven in part by ambitious state mandates, along with federal and state incentive programs, fleets are moving quickly to replace diesel tractors with battery-electric and hydrogen fuel cell alternatives. This shift promises significant gains in air quality, public health, and climate resilience—particularly in frontline communities near ports, freight corridors, and distribution hubs—but it also presents new workforce challenges.

Unlike past decades, where technician, driver, and electrician skill requirements were relatively stable, electric Class 8 trucks demand entirely new competencies:

- Technicians must master high-voltage (HV) electrical systems, battery diagnostics, thermal management, and advanced driver-assistance systems.
- Drivers need to adapt to regenerative braking, torque delivery, and range optimization, while also understanding HV safety protocols and charging/fueling procedures.
- Electricians and infrastructure teams must be proficient in installing, commissioning, and maintaining high-power DC fast charging systems—often at megawatt-scale—while meeting strict code compliance and safety requirements.

At present, the training and certification landscape for ZE Class 8 trucks is fragmented. The most recognized national credentials—such as the National Institute for Automotive Service Excellence (ASE) certification—covers electric vehicle (EV) safety and diagnostics primarily in the light- and medium-duty space, while the Electric Vehicle Infrastructure Training Program (EVITP) sets a national standard for charging infrastructure installation. Heavy-duty, EV-specific technician certifications are emerging but not yet universal. Meanwhile, original equipment manufacturers (OEMs) run proprietary training for their vehicles, which ensures technical accuracy but is not always transferable between brands.

For California specifically, the challenge is scaling workforce readiness quickly enough to support rapid ZE truck adoption, while ensuring equitable access to training and certification pathways. A successful Workforce Development Plan for the GROCER project must therefore find the most efficient blend of

national and California-specific certifications, align with legal requirements (e.g., California Occupational Safety and Health Administration (Cal-OSHA) for HV safety, EVITP for electric vehicle supply equipment (EVSE) installers), and partner with community colleges, unions, and OEM training networks to make programs accessible to members of the project team that require them. This approach will not just equip project personnel with the competencies needed to operate, maintain, and support the GROCER fleet of ZE Class 8 trucks, but also ensure engagement with and promotion of programs that train qualified electricians, drivers, and technicians for a cleaner goods movement industry more broadly.

Relevant Curricula, Training Programs, and Available Certifications

This section provides an overview of current and available third-party programs and certifications relevant to the GROCER project's implementation activities. These are the programs that the GROCER project team can engage with and promote to support its broader WD and outreach goals. Please refer to the Implementation section for how the GROCER project partners' existing in-house training programs are addressing project-specific training and certification needs.

The technologies, deployments, and activities that the GROCER Project comprises demand three parallel skill tracks:

1. Electrical safety and high-voltage fundamentals
2. Truck-specific technical and operational competence
3. Infrastructure readiness and operational training

No single program can train drivers, technicians, mechanics, and supervisors in all three tracks. A layered credential approach with bespoke combinations of ASE EV-specific certifications, CSA Group's heavy-duty EV-specific technician certification, and EVITP certification for fleet electricians/charging infrastructure installers addresses each track while meeting current industry and regulatory expectations.

Standardized Electrical Safety Compliance Training (Cal-OSHA/NFPA 70E)

Separate from specialized trainings and certifications, there are national electrical safety compliance standards relevant to the GROCER project. Instruction is aligned with the National Fire Protection Association's Standard for Electrical Safety in the Workplace (NFPA 70E) and addresses tasks at or below 600 volts—typical of many EVSE, auxiliary circuits, and shop equipment; any work above 600 volts or on high-voltage traction systems requires additional qualifications and energized-work permits per site policy. These trainings are recommended for all on-site staff who may interact with battery-electric vehicles (BEVs), charging equipment, or associated electrical systems, both to meet Cal-OSHA requirements and to promote a strong, consistent culture of safety. Off-the-shelf online training modules exist for these standards, as do live or online instructor-led trainings. Relatedly, NFPA offers a free Electric Vehicle Community Preparedness online training and responder modules—useful for deployment site staff tasked with on-site security or coordination with local fire departments.

National Institute for Automotive Service Excellence Certification (ASE)

The ASE is a widely recognized, highly trusted technician certification body. Based in the U.S., they offer EV safety standards and certifications (Level 1 and Level 2) that apply across vehicle classes and are generic to EV safety, not specific to the Class 8 trucks deployed in the GROCER project. In parallel, ASE

offers the T-Series certification tests for medium- and heavy-duty trucks, spanning Class 4 through Class 8, but these are legacy certifications covering systems like engines, drivetrains, brakes, electrical/electronic systems, HVAC, etc.—and do not currently include EV-specific content. As of August 2025, ASE does not offer a specialized certification solely for heavy-duty electric vehicles, nor do they have a published, EV-specific exam tailored to heavy-duty or Class 8 trucks in its T-Series or any other series.

ASE's xEV Safety Level 1 certification is recommended for drivers and yard staff, as it provides a baseline of HV hazard awareness for non-technical staff and is affordable and accessible. The xEV Safety Levels 1–2 and the L3 Hybrid/EV Specialist certification are recommended for technicians servicing heavy-duty EVs and systems.

Electric Vehicle Infrastructure Training Program (EVITP)

EVITP is a nationally recognized certification program that equips licensed electricians with the skills and knowledge to safely install, commission, and maintain EVSE. Covering topics such as National Electrical Code compliance, high-voltage safety, and site-specific considerations, EVITP is increasingly required by state and federal funding programs—including California—making it a critical credential for workforce readiness in zero-emission vehicle infrastructure deployment. All EVSE for the GROCER project will need to be completed by EVITP-certified electrician(s).

Society of Automotive Engineers

The Society of Automotive Engineers (SAE) is a global standards organization and professional association dedicated to advancing mobility technology across the automotive, aerospace, and commercial vehicle sectors. SAE develops widely adopted technical standards—such as those for EV charging connectors, safety, and performance—and offers professional development courses that help engineers, technicians, and fleet managers keep pace with emerging technologies, including heavy-duty electric trucks and charging systems. It is not a certifying body for individual technicians or drivers; it is a standards developer and provider of professional training. SAE materials can inform the technical content of training modules, particularly for supervisors, engineers, and planners, and can help align practices with industry norms used by OEMs like Tesla and Volvo.

The CSA Group

The CSA Group (formerly the Canadian Standards Association) is an internationally respected standards development and certification body with over a century of experience in safety, performance, and sustainability. Accredited to ISO/IEC 17024 for personnel certification, CSA delivers programs such as the Heavy Duty Electric Vehicle Technician Certification, which validates advanced skills for servicing high-voltage commercial trucks and buses. CSA's marks and credentials are recognized across North America, making them a trusted partner in building skilled workforces for the clean transportation transition. It is included in this plan because it offers the most relevant certification for the GROCER project's technology. CSA's heavy-duty EV technician credential is directly applicable to building technician capacity for maintaining Class 8 battery electric vehicles (BEVs). While Tesla-specific training may remain proprietary, CSA certification can equip technicians with transferable, OEM-agnostic skills in high-voltage systems, diagnostics, and safety that align with commercial truck service needs.

A similar, U.S.-based certification organization is UL Solutions, which is well-known for certifying EVSE and other electrical equipment to U.S. safety standards. However, their personnel certification portfolio

is smaller than CSA's and mostly aligns with safety compliance. They currently do not offer a heavy-duty EV-specific technician credential.

OEM-Specific Training and EVSE Support

Tesla

Tesla currently does not offer readily accessible, formal training programs for drivers or infrastructure installers. Tesla has not publicly released a structured driver training curriculum for the Semi Truck; anecdotal accounts rely heavily on the driver's existing skills, and Tesla may consider the Semi's interface intuitive. Tesla's "Megachargers" enable extremely fast charging for the Semi—70% in about 30 minutes. However, Tesla does not publicly share EVSE installer certification or operation training for their heavy-duty charging systems, at least not in an accessible standalone program. Training may be provided only internally or during infrastructure deployment. The GROCER Project team may decide to develop a Tesla-specific driver training curriculum, potentially supported by Tesla's field service or fleet demonstrations, or partner with other Tesla Semi Truck operating fleets (like ABF Freight or PepsiCo) to learn best practices or collaborate on training materials.

Volvo

Volvo offers formal, highly structured training for its VNR Electric trucks via its Volvo Trucks Academy, including a state-of-the-art training facility in Hayward, California. This includes EV-specific content, covering the battery-electric powertrain's safety, operation, and repair protocols. They also offer an eLearning course called "VNR Battery Electric Vehicle (BEV) Safety Training Basics," geared toward dealership and service staff for safe handling and operations. Volvo conducts driver development training, including "electromobility" modules that cover electric truck operation, charging, and efficient driving techniques. These are delivered as customizable courses—both eLearning and instructor-led—and would be highly relevant to the GROCER Project's current training needs.

Costs

The costs associated with WD efforts outlined in the Implementation section are estimated by OKP to be approximately $1,935 per driver trained. For the minimum 60 drivers expected to complete this specific BEV onboarding process, this represents an investment of at least $116,100 by OKP into its workforce over approximately six months.

Costs associated with the training programs introduced above will vary with delivery method and number of people trained. The following table presents estimated costs for the ASE and EVITP certifications based on a single participant/trainee, and is intended as a starting point for scoping and understanding WD investment costs relevant to the GROCER project. A sub-group of OKP's trained ZEV drivers and in-house technicians may be selected to undergo further training in these or similar certification programs through the GROCER WD task.

Program	Estimated Cost	Estimated Time to Complete	Source(s)
ASE xEV Electrical Safety Awareness (Level 1)	Approx. $38.99–$40	Short (test only; preparation varies)	https://www.evtechnician.com/cost https://www.ase.com/press-releases/ase-vouchers-now-available-ev-testing

EVITP Certification	$275	~20–24 hours	https://www.energy.ca.gov/programs-and-topics/programs/clean-transportation-program/clean-transportation-funding-areas-2-0
CSA Heavy-Duty EV Vehicle Technician Certification	Not publicly listed	~3 hours (exam duration)	https://www.csagroup.org/wp-content/uploads/Heavy-Duty-EV-Technician-Certification-Guide-February-2025_V2.pdf
Standardized Electrical Safety Compliance Training (Cal-OSHA/NFPA 70E)	$35.99 - $375	~4 hours – 2 days depending on delivery method and depth of content	https://www.seamgroup.com/trainings/nfpa-70e-qualified-person-electrical-safety-training-2024/

The GROCER project has a dedicated budget line item (approximately $100,000) for direct WD training. Momentum, the District, and OKP will be coordinating directly with the State Center Community College District (SCCD) Training Institute to understand what the needs of the program are and how the GROCER Project WD funds can be used to leverage and augment existing training efforts like the one outlined in the implementation section between OKP and SCCD. The District and Momentum are coordinating with SCCD to arrange an onsite visit in November of 2025 to begin discussing further WD investments and pathways in conjunction with the GROCER project activities.

Approaches, Strategies, and Partnerships

The GROCER Project's WD engagement and promotion strategies are built on leveraging established networks and cultivating targeted partnerships. This dual approach ensures that implementation and stakeholder engagement are both credible within industry circles and rooted in the needs of the project.

Workforce Development Partners

Fresno County Economic Development Program (EDCP) / State Center Community College District (SCCD) Training Institute

OKP has partnered with Fresno EDCP and SCCD to host a Class A driver licensing and apprenticeship program. Drivers in the program undergo baseline Class A licensing in addition to a new component tailored to driving electric trucks. Enrollees drive OKP's trucks as part of their training, and upon completion of the program, OKP has the option to interview and hire participants as apprentice drivers. This is a new program with development ongoing throughout the GROCER project's timeline. As cohorts progress through the program, the GROCER project team will monitor and assess how many have been taken on as drivers for the GROCER truck fleet specifically.

Trade Association Outreach

Trade associations are a key focus of the GROCER Project's WD engagement strategy, as they play a central role in the professional networks and operations of project partners and stakeholders. The project team will initiate outreach to restaurant and food delivery trade associations, which the District and OK Produce have identified as ideal early adopters of electric truck technologies. These fleets often operate shorter-range delivery routes with minimal need for en route charging, making them well-suited to early ZE truck deployments.

Engaging with these associations will also help expand data collection efforts, particularly around WD needs and training gaps among commercial drivers and support staff in similar use cases. Potential associations targeted for outreach include:

- California Restaurant Association
- California Grocers Association
- National Restaurant Association

This outreach aligns with and expands upon the list of stakeholder groups identified in the GROCER project's Technology Transfer and Outreach Plan, as workforce and outreach tasks share overlapping goals and target audiences.

Additional Outreach Approaches and Audiences

Outreach to Previous District Grantees

The project team will conduct outreach to past District grantees to assess whether their personnel—particularly those newly operating ZEVs—require additional HV safety or general ZEV training. While these fleets may not be operating Class 8 trucks, the shift to electric technologies still necessitates foundational safety and operational training. These grantees represent a ready audience for supplemental WD resources. The project team will offer training information and explore wrap-around

support opportunities, such as stipends or access to certification pathways, to encourage participation.

Engagement with Local Workforce Development Institutions

The project will continue targeting workforce education programs, local educational institutions, and community-based organizations that influence workforce pipeline development (e.g., regional workforce development boards). These entities play a key role in expanding training access and building long-term regional capacity. Coordination will also support alignment with existing state and regional workforce initiatives. The GROCER project team will reach out to these institutions via professional networks to inquire about upcoming forums (roundtables, public events, or dedicated meetings) that are suitable for connection, sharing, and gathering information in a bidirectional manner.

School Partnerships and Public Agency Advocacy

Schools and public agencies have expressed interest in WD and air quality, making them natural partners in this effort. The project team will advocate for direct investment in training pathways, such as through mechanics grants or career and technical education programs. Outreach will be structured to ensure coverage across all eight counties served by the District.

Small Vendors and Equipment Dealers

Smaller dealerships and truck centers—such as Kingsburg Truck Center—are important frontline actors in ZEV adoption. Although Kingsburg Truck Center primarily sells smaller Category 6 trucks and is not affiliated with mainstream OEMs, they have played a critical role in educating fleet buyers in rural areas. While they do not offer infrastructure directly, their staff assist fleets in identifying infrastructure needs and connecting with utility providers (e.g., PG&E) and OEM reps. These types of dealers often represent non-mainstream brands like Workhorse, and frequently work with fleets transitioning into electrification for the first time. The GROCER project team will schedule one-on-one meetings with small truck dealers like Kingsburg Truck Center to understand their customer education model and explore partnerships to share infrastructure and training referrals with early adopter fleets.

Fleet Manager Support Materials

To further support the growing number of regional fleets exploring electrification, the project team will develop a “Starter Kit for Fleet Managers.” This will include frequently asked questions FAQs, checklists, training resources, and contact information for infrastructure and certification providers. The kit will aim to simplify access to guidance on ZEV procurement, driver training, charging infrastructure planning, and funding programs.

Fleet Working Group

To ensure that regional workforce needs are met for large-scale heavy-duty ZEV deployment and fleet transitions, the GROCER Project will appoint at least one member with WD expertise for representation on the Fleet Working Group. The Fleet Working Group will serve as a cross-sector forum for aligning training programs, identifying skill gaps, and ensuring equitable access to opportunities created by the project and its Technology Transfer & Outreach Plan.

Key functions of the WD representative(s) will include:

- Advising on curriculum development and training delivery strategies

- Identifying funding and partnership opportunities to expand training capacity
- Facilitating connections between employers, educators, and community-based organizations
- Monitoring workforce outcomes and recommending program improvements

Potential committee members include:

- Advanced Transportation Center at Fresno City College – West Fresno Center Campus (contacts: Gurminder Sangha, Dean; Wyatt Jones)
- Fresno County Economic Development Program (Fresno EDCP; contact: Wil Oliver)
- Central California Community Foundation (Ashley Swearengin)
- Central Valley Tech Connect
- Fresno State Transportation Institute
- San Joaquin Valley Clean Cities Coalition

Implementation

The WD component of the GROCER Project will be implemented through a coordinated structure in which OKP, the District, and Momentum each bring complementary strengths. As the demonstration partner, OKP will provide on-the-ground operational insights and adapt its existing onboarding systems to the specific needs of the GROCER project ZE fleet, while the District will offer high-level coordination, guidance, and opportunities to leverage other regional workforce efforts. Momentum will integrate these inputs into deliverables that align with the California Energy Commission's (CEC) Statement of Work requirements. All three partners will work together to engage and promote the WD programs and initiatives that prove most supportive of the project's successful implementation.

The top priority of the project's WD activities is to train the truck drivers in the safe and efficient operation of the project's fleet. Initial training will be (or has already been) directly provided to OKP by the OEMs (Tesla and Volvo). For the next cohort of new drivers, OKP's driver onboarding team will incorporate the OEM's training into a bespoke module for OKP's 30–60 day (520-hour) onboarding process. Hostlers, support staff, and supervisors will also receive EV-specific training, with a focus on Tesla charge management.

Personnel

Primary roles in workforce training at OKP include:

- **Drivers:** At least 60 Class A licensed or apprentice drivers of the fleet, which is composed of both Tesla Semi Trucks and Volvo VNR Electric trucks.
- **Hostlers & Yard Support:** Personnel responsible for managing charging and truck movements within the yard.
- **Supervisors:** Approximately 12 Class A licensed fleet managers, driver supervisors, trainers, and project analysts, who will complete the same onboarding training as drivers to enable operational troubleshooting.
- **Volvo VNR Electric:** Maintenance will be performed primarily by Volvo-certified technicians. OKP's in-house shop will handle only approved service items to avoid warranty issues.
- **Tesla Semi Truck:** Maintenance is expected to be conducted exclusively by Tesla technicians; third-party training for Tesla-specific systems is unlikely. OKP technicians will be provided with resources to pursue relevant ASE or EVITP certifications to build transferable EV maintenance

skills.

- **Momentum:** Project oversight to coordinate data tracking, performance metrics, and integration with the broader project objectives.

Hiring Plan

The project will leverage OKP's existing workforce pipeline partnership with the SCCD and EDCP Training Institute programs. These programs currently train cohorts of prospective drivers using OKP's yard and trucks, after which OKP can interview and hire participants as apprentice drivers.

The hiring plan will emphasize a gradual on-ramp for new drivers, allowing them to build hours and confidence over time to reduce accident risk. This approach addresses the broad industry consensus that the overwhelming majority of Class A accidents occur within the first year of licensure[1]. An electric truck component will be added to the existing delivery driver training curriculum, ensuring apprentices gain direct experience with the ZE Class 8 trucks.

Schedule

In the suggested schedule below, the first phase begins after the initial truck delivery.

Phase 1 – Curriculum Adaptation (Months 0–3)

- Look at surrounding routes that coincide with Tesla chargers; prioritize those bids.
  - Driver availability is highest on Sunday; OKP can schedule training on those days.
- Identify and train initial "train-the-trainer" personnel to receive OEM-specific training.
- Incorporate Tesla- and Volvo-specific operational modules into OKP onboarding.
- Develop or adapt the hostler EV certification module.

Phase 2 – Pilot Training & Early Deployment (Months 4–8)

- Train first driver cohorts and supervisory staff.
- Implement charge management training for hostlers.
- Begin tracking performance metrics.

Phase 3 – Full-Scale Training (Months 10–24)

- Train at least 60 drivers, all hostlers, and all supervisors.
- Conduct refresher and performance optimization sessions focused on driver efficiency (e.g., regenerative braking, acceleration management, etc.).

Phase 4 – Continuous Improvement (Months 25–36)

- Integrate feedback from performance data into training modules.
- Assess opportunities to expand technician participation in ASE/EVITP training.
- Report on outcomes to funding agencies and project stakeholders.

[1] Dunn, N. J., Soccolich, S. A., & Hickman, J. S. (2020, April 17). Commercial motor vehicle driver risk based on age and driving experience. National Surface Transportation Safety Center for Excellence. Retrieved from https://vtechworks.lib.vt.edu/items/a73eaf6a-03fa-4f7f-b34c-deb67a33a4aa

Data Collection

Data collection will be built into the training workflow from project inception, as this is a new program without existing workforce performance baselines. Momentum will coordinate with OKP to ensure all data management practices are observed and that any associated personally identifiable information (PII) is anonymized prior to collation and analysis for the GROCER project deliverables. Momentum will ensure data management practices associated with the WD task align with accepted standards of information security (i.e., ISO/IEC 27001 and the California Consumer Privacy Act).

Metrics to be collected include:

- Total number of workers trained and/or hired
  - Job titles, occupations, and project roles
- Number of training hours completed per participant
- Certifications earned (e.g., ASE xEV, EVITP, Volvo BEV Safety).
- Wage data and employment outcomes at the end of the project (e.g., number of trainees hired/apprenticed)
- Driver performance metrics (e.g., range efficiency, regenerative braking usage, acceleration behavior)
- Itemized budget, expenditures, and training costs
- Feedback from trainees
- Findings and recommendations

Performance and Evaluation Metrics

Primary Success Indicators: Implementation

- At least 60 drivers complete ZE onboarding and operations training
- 100% of hostlers are trained in charge management
- 100% of supervisors complete ZE truck operations training
- All leadership staff complete relevant ZE familiarization modules

Operational Performance

- Demonstrated driver efficiency improvements contributing to increased truck range
  - Target: 20–30% improvement over baseline diesel driving behavior
- Reduction in early-career driver accidents through gradual on-ramping approach

Equity & Local Impact

- Number of local hires into ZE truck driving, technician, and support roles
- Representation of historically underserved populations in training cohorts

Transferable Skills Development

- Increase in drivers' and technicians' eligibility for broader ZEV-related roles in California's freight sector as evidenced by certificates and courses accessed and/or completed.

Table 1. Summary of SMART Milestones associated with WD Plan implementation. Timeline is the period of project performance.

SMART Milestone	Implementation Partner(s)	Metrics
Engage workforce development network at least once per quarter to promote project awareness	Fresno Regional Workforce Development Board, San Joaquin County Workforce Development Board, local community colleges	# of community partners engaged # of meetings/hours of engagement # materials/WD resources shared # communications sent / responses received
Engage labor stakeholders through at least one event per year	Fresno EDC, Central California Community Foundation, Fresno City College, Fresno EDC	# of events hosted/sponsored/facilitated and attended # of participants/reach of engagement % of participants from DACs # of surveys given; survey response data and results
Enroll at least 5 demonstration partner personnel in chosen certification/upskill programs	OKP, ASE, UL	# certificates earned $ spent towards certifications/upskilling
Finalize onboarding module by June 2026	OKP, SCCD, Fresno EDC	# drivers/trainees completed # surveys given; survey response data and results

The GROCER Project is part of California Climate Investments, a statewide program that puts billions of Cap-and-Trade dollars to work reducing greenhouse gas emissions, strengthening the economy, and improving public health and the environment — particularly in disadvantaged communities. The project is administered by the San Joaquin Valley Air Pollution Control District.