



Realizing the Workforce Potential of Infrastructure Investments

State Strategies to Advance Job Quality and Build Inclusive Workforces in Transportation and Clean Energy

Framework for State Action

Critical State Actions to Prioritize Job Quality and Inclusive Workforce Development Practices in Infrastructure Implementation

CATEGORY	POTENTIAL ACTIONS
1 Deepen Cross-Agency Coordination Deepen coordination between infrastructure and workforce (plus other key agencies and stakeholders) to align workforce investments with jobs.	• Create a Memorandum of Understanding (MOU) to formalize cross-agency partnership • Create dedicated staff positions to facilitate cross-agency collaboration • Engage senior leaders in governors' offices and at the cabinet level in key agencies to help generate buy-in and/or directives to take action • Engage additional state systems, such as departments of education or departments of corrections, to reach jobseekers • Meaningfully engage critical non-state stakeholders from planning to execution Example: California's cross-agency collaboration to prepare people for jobs after incarceration, including jobs with the state's transportation department

2

Augment Workforce Program Funding

Use direct expenditures and grants to boost workforce recruitment, training, and wraparound supports.

- **Develop plans and conduct analyses that identify gaps and challenges** to inform the priorities of state infrastructure workforce investments and targets
- **Scale high-quality training programs** and create new programs
- **Fund supportive services** to address common barriers to completing training
- **Bolster recruitment activities** and raise awareness of career opportunities
 - Example: Analyzing energy workforce needs and barriers in Pennsylvania
 - Example: Providing paid training opportunities in infrastructure sectors through Indiana's Certified State Earn and Learn (SEAL) programs
 - Example: Ohio's broadband workforce analysis
 - Example: Diversifying the highway construction workforce through a focus on investing in supportive services for apprentices in Oregon

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Embed Into Procurement

Embed job quality, inclusion, and accountability throughout state spending on infrastructure.

- **Use vehicles to incorporate job quality and workforce inclusion priorities into projects:**
 - Project Labor Agreements or other similar agreements
 - Preferences for employers with strong workforce and job quality practices
- **Incorporate specific preferences or requirements to target priorities:**
 - Apprenticeship utilization requirements
 - Local, economic, or targeted hire provisions
 - Steps taken to address harmful worksite conduct
 - Incentives to partner with worker-serving stakeholders
 - Preferences or supports to improve opportunity for women- and minority-owned businesses in the procurement process
- **Understand and address factors that have been historically critical to success:**
 - Strong oversight and accountability models
 - Involvement of community-based groups, worker-serving organizations, employers, and other critical stakeholders
 - State legislation to support longer-term adoption of provisions in procurement
 - Example: Embedding local and economic hire in the Colorado Central 70 Project
 - Example: New Mexico's apprenticeship utilization requirements for electricity facility construction projects
 - Example: Virginia's offshore wind project preference for plans that hire workers from local and historically economically disadvantaged communities