



# 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

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**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