

WORKFORCE DEVELOPMENT GUIDANCE

Sustainable Transportation Equity Project (STEP) Applicants are encouraged to consider how to contribute to workforce development in the climate and clean transportation sectors wherever possible. This may include providing economic opportunities through high-quality jobs¹ or partnering with workforce development and training programs with career pathways for residents of the STEP Community. To the extent feasible, Applicants are encouraged to particularly consider how to target jobs and job training to residents of disadvantaged and low-income census tracts, residents of low-income households, and other residents that face barriers to employment.

I. EXAMPLE ACTIVITIES

The following list identifies some example workforce development activities that could be funded through STEP:

- Pre-apprenticeship programs that use industry standard-developed curriculum and are tied to certified apprenticeships
- Partnerships with training programs that lead to occupations and industries that support STEP proposal implementation
- Partnerships with training programs that reduce barriers for and reflect the range of employment readiness needs of residents with employment barriers
- Partnerships with local workforce development boards, local non-profits, trade schools, community colleges, and other organizations with knowledge of the employment landscape that ensure the training will lead to industry-recognized credentials and labor market advancement
- Street teams and community ambassador training and positions to build on-the-ground capacity for multilingual outreach in the STEP Community to support STEP-funded projects
- Just transition programs with a focus on sharing resources about how to access unemployment benefits and training programs to seek re-employment
- Youth/high school-level education and training for future careers
- Targeted recruitment strategies, consistent with federal and State law, to direct training opportunities to residents and/or businesses within the STEP Community, particularly for residents who have historically faced barriers to

¹ Offer local living wages, benefits, predictable scheduling, opportunities for advancement, geographic accessibility, good working conditions, and job retention.

high-quality employment² (e.g., Community Benefits Agreements, labor agreements or community workforce provisions, contract provisions)

- Contracting with local, women-owned, or minority-owned businesses³

II. RECOMMENDATIONS AND RESOURCES

- **Lead Organizations:** Organizations leading workforce development and training programs should have a demonstrated track record of experience in workforce development, preferably providing training with high rates of completion or post-training job placement using existing formalized pathways and partnerships with potential employers or industries. Funding recipients are encouraged to develop partnerships with existing programs or institutions that provide training and skills such as community colleges, nonprofit organizations, labor management partnerships, State-certified apprenticeship programs, and high school career technical academies.
- **High-Quality Jobs:** Emphasize and promote job quality. Factors commonly considered to influence job quality include, but are not limited to:
 - Local living wages;
 - Benefits provided (i.e., health insurance, paid leave, sick leave, childcare services)
 - Geographic accessibility, connectivity, and commute distance
 - Job strain, schedule, and flexibility
 - Worker engagement and involvement
 - Robust metrics to measure job progress beyond self-reporting (e.g., enrollment, completion, placement, career opportunities, and documentation of labor market advancement)
 - Working conditions and health risks
 - Job retention or duration of employment.
- **Credentials:** Include capacity building projects that result in credentials (e.g., certifications, certificates, degrees, licenses, other documentation of competency and qualifications) to support long-term, stable employment and career development.
- **Existing Resources:** Leverage the resources of existing State and local employment programs. Additional information may be obtained through the

² Individuals with barriers to employment is defined in the Workforce Innovation and Opportunity Act, Section 3, Def. 24-25, and includes populations such as low-income individuals and migrant farmworkers, among others.

³ <https://www.cpuc.ca.gov/certifications/>

California Labor and Workforce Development Agency (www.labor.ca.gov), which includes:

- The Employment Development Department (www.edd.ca.gov)
- The California Workforce Development Board (cwdb.ca.gov)
- The Employment Training Panel (www.etp.ca.gov)
- The Department of Industrial Relations (www.dir.ca.gov)
- The California Energy Commission (www.energy.ca.gov/efficiency/proposition39)
- **Targeted Hiring:** Use targeted hiring strategies to direct opportunities to individuals with barriers to employment,² residents of disadvantaged communities, and veterans, among others. Approaches for targeted hiring may include, but are not limited to:
 - Community Benefits Agreement (CBA) – A CBA is a contract between community-based organizations and funding recipients that identifies benefits to be provided as part of a project or program. Hiring priority for low-income individuals and prevailing wage requirements are commonly found in CBAs. CBAs may also include provisions for ongoing community engagement and mechanisms to ensure continued input and success.
 - Labor agreements or community workforce provisions – Develop or expand comprehensive agreements with labor unions and funding recipients (e.g., contractors, developers, transit agencies, cities) to achieve a breadth of objectives including uniform labor standards. These agreements may extend across multiple projects.