

5 Steps to Take Advantage of New Enforceable Job Quality Guidelines

Over the next decade, \$2 Trillion in new Infrastructure funding is coming into our communities. New federal guidance means that states and local communities **will now be allowed to attach enforceable policies to these federally-funded projects to require good paying jobs, promote equity hiring, sustainable contracting and protect worker rights to organize**. Provisions such as local and community hiring, community benefits agreements and project labor agreements that were barred from some federal funding are now allowable. These community job quality policies can now be attached at the city, state, department or project level through enabling legislation -- opening up many new organizing opportunities for worker and community power building. See [this memo](#) from the Local Opportunities Coalition and Jobs to Move America for more on which provisions are now allowed by this new guidance.

Here are five steps to figure out how to take advantage of this new opportunity.

1. **Start by identifying potential allies to work with!** These infrastructure bills are incredibly complicated and it will take a great deal of capacity to research, plan and organize to build the power and collective organizational resources to be able to take advantage of this opportunity. That's why it makes sense to approach this as a coalition effort. **Find [a table](#) where this is happening or help to build one!** Building alliances with local and state elected officials, building trades, manufacturing, transportation and public sector unions, worker centers, community organizing groups, economic policy organizations, university research centers, etc. will help your organization identify potential projects and initiatives that are moving in your community. The stronger the coalition the stronger the standards that can be won.. Be expansive in your outreach. Infrastructure funding has built in additional incentives for companies and unions to reach strong Community Benefits Agreements in their competitive bidding projects. Allied City and State elected officials may welcome community support to shape and push enabling legislation. Resources explaining this opportunity to key allies are included below.
2. **Research funding flows.** Over \$2 Trillion in Federal funding to rebuild our nation's Infrastructure, transition to a green economy and strengthen domestic manufacturing is flowing into our states and cities over the next 10 years. This new funding is coming from the American Rescue Plan Act, [Infrastructure Investment](#)

[and Jobs Act](#), [Inflation Reduction Act](#), and the [Creating Helpful Incentives to Produce Semiconductors \(CHIPS\) Act](#). Connect with allies to ask which funding streams they are tracking. Work together to research opportunities. Several sites help you to identify funding including the [White House tracker](#) and [CAP's Biden Administration Investment Tracker](#). UC Berkeley Labor Center Federal Infrastructure Funding tracker.

3. **Power map opportunities.** Standards can be passed at the city, state, department or project level. This means city councils, state legislatures and state and local departments can all pass laws and/or policies to set new community standards. You can play a key role with electeds to help shape and pass policies with strong provisions, including those for enforcement. At the project level, unions need to show plans for major expansions in their workforces to win competitive bids for numerous infrastructure projects. You can play a key partnership role with unions to build and win a strong community benefits agreement. Power map where you have the most allies and leverage. Note that preemption statutes may impact your opportunity. Sample [power map tool](#).
4. **Match community demands with specific programs and new organizing handles.** As you build alliances and see which projects will be coming into your community, identify opportunities to meet existing community needs for local quality jobs, apprenticeship programs, small business contracting and/or sustainable contracting. See how other communities have used Local and Targeted Hire Ordinances, Community Benefits Agreements, Project Labor Agreements and Access and Opportunity Committees to meet community needs. Links to past agreements and key lessons learned from these are included below.
5. **Your work isn't done once the policy is in place! Implementation and enforcement matters: build in co-enforcement funding.** From your very first conversations with allies, stress the importance of building strong enforcement, including roles and funding for co-enforcement/community compliance monitoring. Enabling legislation at the city and state level can include co-enforcement provisions and funding needed to ensure rules on the books are monitored and won. Sample policies for [a state](#) here and more on co-enforcement below .

Additional resources on Uniform Guidance, Infrastructure Funding, Local and Targeted Hire, Community Benefits Agreements, Project Labor Agreements, Access and Opportunity Committees and Co-enforcement and Community Monitoring are included

on the next pages. **If you have other materials on these topics you find helpful please send them to Cynthia.Ward@Rutgers.edu.**

Resources

Uniform Guidance

- [Uniform Guidance Memo](#). 2 pages 2024 Local Opportunities Coalition. Overview memo on what Uniform Guidance is and what the new ruling changes for organizers.
- [Uniform Guidance Update](#) and [Implementation Memo](#), April 2024, OMB

Local and Targeted Hire

- [Local & Targeted Hire Brochure](#) 2 pages 2021 Jobs to Move America. Overview of Local and Targeted Hire
- [Local and Targeted Hire Guide](#) - 14 pages 2023, Jobs to Move America. Workbook with key terms, strategies and examples of Local and Targeted hire.
- [Local and Targeted Hiring: Local Progress Policy Brief for Municipal Elected Officials](#) 2 pgs 2019. Key issues for elected officials to consider in local hire policies.

Community Benefit Agreements

- [Common Challenges in Negotiating CBA's -- and how to avoid them](#). 2016, Partnership for Working Families, Community benefits Law Center. *Guidebook for organizers on what a CBA is, and key lessons learned in winning them. Filled with case studies and helpful strategies.*
- [Expert Insights on Best Practices for Community Benefits Expert Insights on Best Practices for Community Benefits Agreements](#) Columbia 2023. *Interviews with experts about CBA's and the key strategies they recommend.*
- [User Guide for Companies to Demonstrate Community Benefits in Federal Funding Applications](#), Blue Green Alliance 2023. *Community Benefits Plans (CBPs) are a requirement of most DOE BIL and Inflation Reduction Act funded applications. This guide helps companies to understand the work with communities to meet these provisions.*
- [Community Benefits Agreements Database](#) 2024, Columbia. A database of numerous CBA's

Project Labor Agreements & Access and Opportunity Committees

- [Improving the effectiveness of Project Labor Agreements](#) 2020, for the San Francisco Foundation by Estolano Advisors. *Report on challenges and opportunities to diversify the construction industry including recommendations to improve the performance of PLAs.*

- [Finishing the Job. Best Practices for a Diverse Workforce in the Construction Industry](#), 2021, The Policy Group on Tradeswoman's Issues A how-to manual for construction owners, developers, managers, contractors, building trades unions, training and apprenticeship[programs and community based organizations.

Community Monitoring and Enforcement

- [Introduction to Co-Enforcement](#), 2023. Workplace Justice Lab. An overview for Labor agencies on how partnering with Community Groups works and why it maximizes their agencies impact.
- [Governing for Worker Power: Worker Centers Lead the Way on Labor Law Enforcement](#), 2024 Workplace Justice Lab. Overview of workers center strategies to advance and play a key role in labor law enforcement.
- **Guidelines on Community Compliance Monitoring Toolkit**, 2014. Los Angeles Black Worker Center and University of Southern California.
- WEI WANG, ET AL.,
- [New Approaches to Enforcing Labor Standards](#) Janice Fine. Case study on LA Black Workers comprehensive Community Monitoring project in Section 3b.

Overview of Infrastructure Good Jobs Opportunities

- [Project Labor, Community Workforce and Community Benefit Agreements Resource Guide](#), US Department of Labor 2023 Basic information and FAQ resource guide.
- [How Project Labor Agreements and Community Workforce Agreements Are Good for the Biden Administration's Investment Agenda](#) CAP July 2023 Overview for govt officials on CB A's and PLA's
- [Job Quality - The Keystone of Clean Energy Industrial Policy](#) EFI Foundation 2023. An overview of all new Infrastructure laws and labor standards for each. A review of limitations, practical implementation challenges, and legal issues. It also identifies possible strategies for improvement in agency execution and enforcement.
- [Factsheet: Workplace Standards for an Equitable Economy](#), UC Berkeley Labor Center 2023. Sample state plan to strengthen labor standards.