

Creating Your Plan: Key Steps After Submitting Your Application

Step One: Co-design needs assessment of workforce and child care capacity landscape scan

Two initial tasks of the stakeholder table, in collaboration with the semiconductor firms and construction contractors, is to co-design a workforce needs assessment that specifically focuses on child care needs and a child care landscape scan to assess current child care demand, supply and system capacity in the region. These assessments are crucial for strategically deploying plans and investments to meet the unique needs of workers and to enhance the capacity of the system in a community. The stakeholder table will play a vital role in engaging relevant partners who have direct access to the current and potential workforce in the semiconductor industry and building and construction trades.

No single firm or company can address the workforce and child care challenges alone. The action plans resulting from the assessment and landscape scan will likely require coordinated efforts and actions from cities, counties, and the state to advance the recommended strategies.

By co-designing the workforce needs assessment, conducting a child care landscape scan, and involving key constituents, the stakeholder table can collaboratively develop comprehensive action plans to address workforce needs, allocate necessary resources, and foster an environment that supports the semiconductor industry's growth and the well-being of its workforce.

Involving stakeholders in co-designing your needs assessment and child care landscape scan includes the following approach:

- Use the project's workforce development plan as a starting point** to identify the workers you seek to survey and assess their child care needs.
- Partner with the organizations who can give you access to current and future workers.** Partners may include construction trade unions, Women in Trades organizations, workforce organizations supporting low-income communities of color and women workers, pre-apprenticeship programs, culturally specific community-based organizations, and other entities operating within the neighborhoods and communities from where workers will be recruited.
- Leverage existing state and local government resources to manage the child care landscape scan.** Their involvement can enhance the ability to predict and model future workforce needs more effectively.
- Involve child care advocates in the worker needs assessment as well as landscape scan.** They can assist in both the workforce needs assessment and child care landscape scan by engaging the providers most likely to support this workforce; family child care providers, family, friend and neighbor (FFN) providers, and child care workers in all settings.
- Build in mechanisms for monitoring and evaluating the community partnership's effectiveness and the project's impact on the community.** This can involve regular check-ins, surveys, or evaluation processes that assess the partnership's outcomes, address any issues that arise, and ensure accountability on both sides.

Learn More: Leveraging Existing Systems to Build Child Care Plans

The CHIPS Notice of Funding Opportunity (NOFO) requires applicants to have received a "covered incentive from a state or local jurisdiction" to attract the construction, expansion, or modernization of the facility. These incentives can include direct funding, loans, or loan guarantees. Semiconductor businesses can, in addition to these incentives, request state

and local jurisdictions to also provide community-based child care solutions to support the Department of Commerce requirement and the needs of their constituents.

Cities, counties, and states play multifaceted roles in addressing the child care shortage and supporting the growth of child care services. They have the potential to fulfill numerous functions and utilize various mechanisms to create an environment that fosters the expansion and accessibility of quality child care services. Through strategies such as: operating subsidy programs, collaborating with employers, removing barriers to growing child care businesses, and partnering with early childhood education training institutions, cities can positively impact the child care sector in ways that benefit families, employers, and the broader community.



Questions to Consider

- What role can your state and local governmental partners play in your workforce needs assessment and child care landscape scan?
- What resources are available through your child care policy and regulatory partner to understand child care capacity and costs in your local region?
- What resources can you provide to conduct additional focus groups and provider engagement to better understand barriers and opportunities to grow the child care supply in specific communities where workforce strategies will be targeted?



Step Two: Assess findings and co-design action plan with stakeholders

The workforce child care needs assessment and child care supply landscape scan will provide employers and community stakeholders the crucial information to effectively plan for the future workforce. Child care providers and child care workers along with semiconductor and construction workers must be involved with helping employers unpack the results of these two assessments and integrate the findings into an inclusive action plan.

These best practices will help partners be the most helpful in building the action plan:

- Provide information that is accessible and clearly communicates assessment results.** Use plain language and provide information in multiple formats, such as written materials, visual aids, and digital platforms. Offer translation services if needed to accommodate diverse language needs.
- Organize co-creation workshops, focus groups, or community events to actively involve community members in the design process.** Provide structured activities that encourage collaboration, creativity, and the generation of ideas. Partner with trusted, local community organizations to help facilitate these engagement sessions where you can.
- Utilize an iterative approach that results in community-driven priorities.** Share design concepts or ideas with the community and gather their input before finalizing community benefits. Actively involve community members in refining and co-designing the proposed solutions, ensuring their perspectives are considered throughout the process.
- Clearly communicate how decisions will be made and the criteria that will be used to evaluate and prioritize community benefits.** Maintain transparency throughout the process by providing regular updates on the progress and outcomes. Communicate how community input was considered and incorporated into the final decisions.
- Work with local community partners to identify state and local systems to advance action plan priorities.** Child care advocates can provide meaningful feedback to employers on leveraging local and state resources to both support semiconductor workforce needs and continue to build up child care systems.



Questions to Consider

- How will you support the co-design process with stakeholders? Who has the skills and experience to manage this phase of engagement and planning to ensure community voices are heard?
- How will decision-making processes be outlined and clarified during the priority setting process?
- How might you recruit facilitators and other engagement professionals skilled in working with diverse stakeholders to help the advisory table move effectively through the prioritization and action planning phases?



Step Three: Memorialize action plans and commitments through negotiated agreements

Community Benefit Agreements and Project Labor Agreements are considered a best practice in delivering community outcomes through a shared partnership with employers, workers and community organizations. They can be effective mechanisms for the semiconductor sector to outline specific commitments and obligations made in workforce and child care action plans. They also provide a role for workers and community stakeholders to provide ongoing oversight and accountability mechanisms throughout the life of a project.

Both CBAs and PLAs are legally binding agreements, but the signatories differ depending on their unique context. The federal government has been increasingly supportive of these types of agreements in public-private partnerships found on large-scale federal infrastructure projects.

Community Benefits Agreements (CBAs) and Project Labor Agreements (PLAs) are effective mechanisms to deliver commitments on workforce and child care strategies and funding. They create transparency and inclusivity as you partner with

community and labor, and involve these stakeholders in the life of your project. Both agreements can work side by side through the distinct phases of workforce development and child care planning and implementation efforts.



Project Labor Agreements (PLAs)

Project Labor Agreements (PLAs) are negotiated collective bargaining agreements between construction contractor(s) and construction unions and are used to set terms and conditions for employees.¹ These agreements outline wage and benefit conditions for construction workers in exchange for union support for delivering skilled workers to the project.

Project Labor Agreements are excellent mechanisms to deliver child care commitments for the construction workforce on your projects by:

- Helping employers have direct access to workers throughout the planning, implementation and evaluation phases.
- Working with unions to build effective feedback loops as you assess child care needs and improve on plans.
- Developing written agreements providing clarity for workers in understanding their benefits.
- Working with union staff and worker leaders to consistently help troubleshoot, so challenges and barriers are addressed quickly.

Resource: The U.S. Department of Labor has an excellent resource guide on PLAs, which is included in the *Resources* section of this toolkit.



¹ <https://www.dol.gov/general/good-jobs/project-labor-agreement-resource-guide>

Community Benefit Agreements (CBAs)

Community Benefit Agreements (CBAs) are legally binding agreements negotiated between developers, corporations, and community organizations, local residents, or other stakeholders. These agreements are designed to ensure that the development or project delivers specific benefits to the affected community in exchange for community support, cooperation, or approval. They can be utilized to deliver child care benefits to local communities. To maximize their effectiveness, it is important to involve community organizations, child care experts, and relevant stakeholders in the negotiation and implementation processes. This collaborative approach helps ensure that the CBAs align with the specific needs and priorities of the local community and lead to meaningful and sustainable child care benefits.

Community Benefit Agreements can also deliver on child care commitments for both the construction and facilities workforce by creating one agreement where child care mechanisms can be memorialized, such as:

- **Inclusion of child care facilities:** CBAs can stipulate that developers include child care facilities within their projects. This can involve allocating space within residential or commercial developments for child care centers or family child care providers, or provide rental and/or homeowner assistance through grants.
- **Workforce development and training:** CBAs can include provisions for workforce development and training opportunities in the child care sector. Developers can be obligated to support initiatives that enhance the skills and qualifications of child care providers, such as offering scholarships, sponsoring training programs, or partnering with local educational institutions.
- **Job creation and local hiring:** CBAs can prioritize job creation and local hiring within the child care sector. Developers can commit to hiring and training individuals from the local community, thereby boosting employment opportunities and ensuring that the workforce reflects the diversity of the community being served.
- **Support for ongoing worker and community engagement and input:** CBAs can incorporate long-term mechanisms for community and worker engagement and input regarding child care services such as oversight and advisory committees. This can involve commitments by employers to regularly convene partners and

impacted people, and support their participation in all phases of the child care planning and implementation. This can also include commitments for ensuring feedback sessions with workers and providers to share their needs and preferences, and actively participate in the decision-making processes related to child care provision.

CBAs are instrumental in disseminating information, and they are helpful in building support from the community for the project, often increasing cooperation and reducing the risk of disruption.

How do CBAs work?

The specific terms and conditions of CBAs can vary depending on the project and the needs of the community involved. However, the following elements are commonly found in CBAs:

- **Negotiation:** CBAs are typically negotiated between the developers or project proponents and representatives of the community, such as community organizations, residents' associations, or labor unions. The negotiation process does not necessarily need to be contentious. For CHIPS manufacturers, this could simply mean the negotiations process consists of the Action Plan outcomes in Step 3 of this toolkit. Ultimately, community, labor and employers must agree on the priority actions and commitment of resources that this child care plan will create.
- **Define benefit provisions:** CBAs outline the specific benefits or contributions that the developers or project proponents will provide to the community. These benefits can include affordable housing, job opportunities, workforce development programs, and funding mechanisms to support the provision of child care support for workers.
- **Legally binding:** CBAs are legally enforceable agreements, meaning that both parties are obligated to fulfill their respective commitments. They are typically incorporated into the project's development approvals or permitting process, ensuring that the agreed-upon benefits are delivered.
- **Monitoring and enforcement:** CBAs often include mechanisms for monitoring and enforcement to ensure compliance with the agreed-upon terms. This can involve regular reporting, audits, or oversight committees composed of community

representatives and project stakeholders. If the developers fail to meet their obligations, there may be consequences or penalties as outlined in the agreement.

- **Duration:** CBAs specify the duration of the agreement, which can range from the construction phase of the project to the operational phase or a specified number of years. Some CBAs may also include provisions for periodic review and renegotiation to adapt to changing community needs or project circumstances.
- **Community engagement:** CBAs involve community engagement throughout the negotiation and implementation processes. This ensures that the community's interests and concerns are adequately represented and allows for ongoing dialogue between the developers and the affected community.

Questions to Consider

- What resources and support do you need to develop a CBA and PLA process on your project?
- How can you align project timelines and phases of work to include time for effectively negotiating and executing a CBA and PLA process?
- What opportunities are you developing for community representatives and coalitions to be involved in implementation of the CBA and PLA to ensure goals are being met and emerging barriers and obstacles to be addressed together?