



CALTRANS OFFICE OF THE
FEDERAL LIAISON
OCTOBER 27, 2025

IIJA REAUTHORIZATION SUB-WORKING GROUP WORKFORCE DEVELOPMENT

WELCOME & LOGISTICS

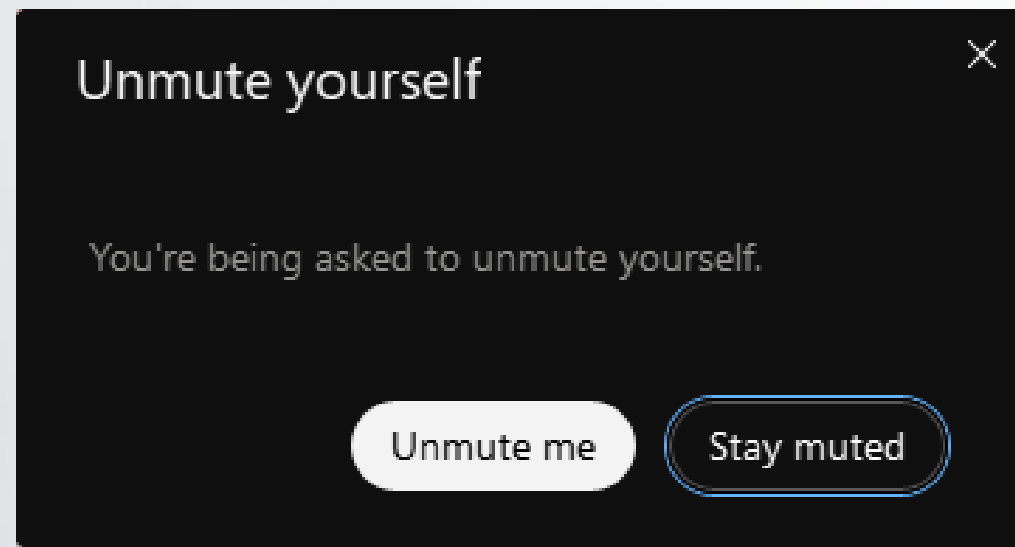
MEETING HOUSEKEEPING &
NON-DISCRIMINATION POLICY



Meeting Housekeeping

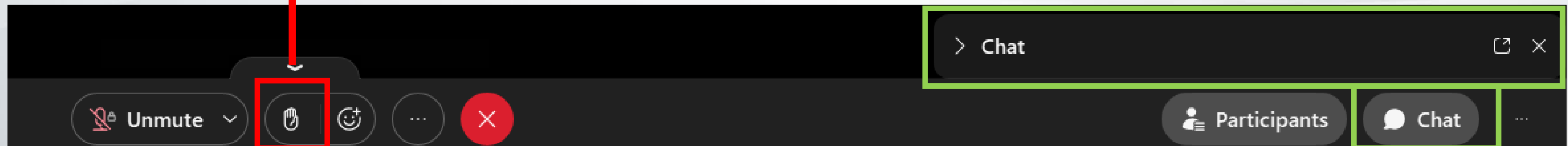
- **REC - This meeting will be recorded.**

All participants automatically join on mute, with cameras off.



Two Options to ask Questions:

1. Type your questions in the chat.
2. Raise your hand to be unmuted and ask your questions verbally.





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Non-Discrimination Policy Statement

The California Department of Transportation, under Title VI of the Civil Rights Act of 1964, ensures “No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.”

Caltrans will make every effort to ensure nondiscrimination in all of its services, programs and activities, whether they are federally funded or not, and that services and benefits are fairly distributed to all people, regardless of race, color, or national origin. In addition, Caltrans will facilitate meaningful participation in the transportation planning process in a nondiscriminatory manner.

Related federal statutes, remedies, and state law further those protections to include sex, disability, religion, sexual orientation, and age.

For information or guidance on how to file a complaint, or obtain more information regarding Title VI, please contact the Title VI Branch Manager at (916) 324-8379 or visit the following web page:

<https://dot.ca.gov/programs/civil-rights/title-vi>

Agenda

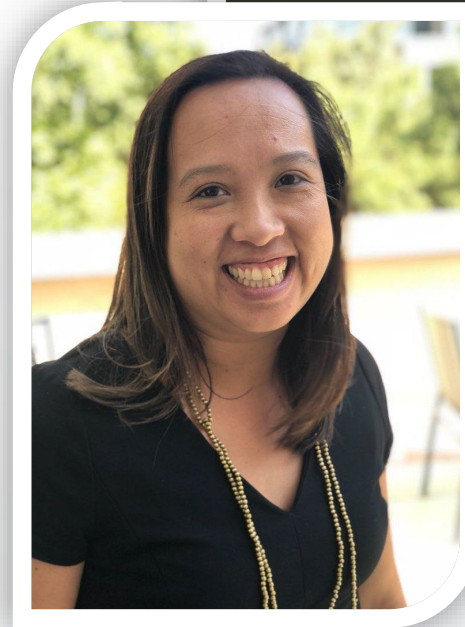
- **Welcome & Logistics**
- **Opening Remarks:**
 - Allison Joe, CalSTA
Deputy Secretary for Equity and Workforce Development
- **Presentations:**
 - Caltrans Workforce Development Overview
Deputy Director David DeLuz of the Office of Civil Rights
 - California Workforce Development Board
Field Specialist Marc Cowan
 - Build California, Associated General Contractors (AGC) of CA
Director of Workforce Development, Yuhi Aizawa Combatti
- **Discussion / Q&A**



OPENING REMARKS

ALLISON JOE

**CALSTA DEPUTY SECRETARY FOR
EQUITY & WORKFORCE DEVELOPMENT**



IIJA Implementation

- **\$53.9 billion** announced in IIJA formula and discretionary funding
- **\$11.48 billion** awarded for competitive grants (888 projects)
- **170,833** jobs created
- **\$13.14 billion** invested in California transportation projects
- **\$1.9 billion** allocated to Disadvantaged Business Enterprises

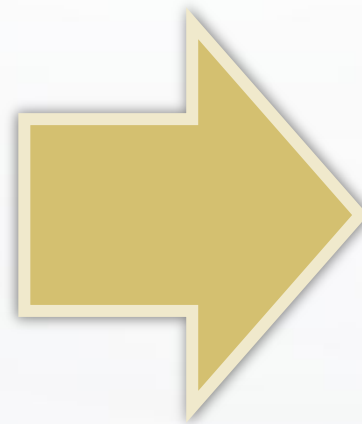


Workgroup Structure

- **Sub-Working Groups:**

IIJA Implementation Topics

1. Safety
2. Fix-it-First
3. Reimagining Highway Investments
4. Climate Resilience and Adaptation
5. Active Transportation
6. Transition to Zero Emissions
7. Local Hire/Contracting
8. Transit and Commuter Rail
9. Intercity Passenger Rail
10. Freight/Goods Movement
11. Funding Split between State/Locals
12. Equity and Tribal Government



IIJA Reauthorization Topics

- Active Transportation & Safety
- Economic Prosperity & Goods Movement
- Federal Transportation Funding
- Fix-it-First & Climate Action
- Transit & Rail
- Tribal Transportation
- Workforce Development
- Zero-Emission Infrastructure

Outcomes and Goals

- **Outcomes:**

- Coordinated federal advocacy on behalf of the State of California.
- Federal surface transportation reauthorization legislation that reflects California's unique values and objectives.

- **Goals:**

- All voices are heard and recognized.
- Group actions are developed by consensus and for the benefit of California's entire transportation system.

- **Possible Products:**

- Consensus Principles Document / Strategic Advocacy Plan / Legislative Platform
- Draft Legislation / Regulations / Guidance / Standards
- White Papers / Research Topics

IIJA Reauthorization Timeline



Presentations

- **Caltrans Workforce Development**

- **Caltrans Office of Civil Rights**
David DeLuz, Deputy Director

- **HRCC Program**

- **California Workforce Development Board**
Marc Cowan, Field Specialist

- **Build California**

- **Associated General Contractors of California**
Yuhi Aizawa Combatti, Director of Workforce Development





Caltrans Commitment to Workforce Development

Presentation by:

David DeLuz, Deputy Director, Civil Rights

October 27, 2025

Building the Workforce Behind California's Infrastructure



Sustaining the Momentum Beyond
IIJA



Funding Needs • Succession
Planning • Workforce Sustainability

IIJA Workforce Development Outcomes

01

Expanded from 2 to 9 Heavy Equipment Operator Academies

•99% Graduation • 59% Job Placement (construction)

02

Expansion to other trades (CDL, Welding, Pre-Apprenticeships) – late 2025/early 2026

03

\$50M CWDB HRCC Partnership driving statewide expansion

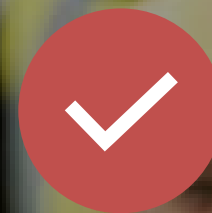
04

Local Hire Incentive connecting communities to living-wage careers

05

FHWA Approved OJT Program

On-the-Job Training (OJT) Program – Building a Skilled & Inclusive Workforce



Required under 23 CFR
Part 230



Grows workforce in highway
construction trades



Federally Funded



Partnership between Caltrans
and Industry



Supports IIJA workforce
development goals



OJT Program Plan
Approved January 2025

IIJA Support and Remaining Gaps

- IIJA provided short-term stability through OJT/SS and 504(e) funding.
- Funding is time-limited and not a mandated permanent workforce set-aside.
- Need multi-year funding certainty for sustainable workforce pipelines.
- Costs for equipment, childcare, transportation, and certifications remain inconsistently eligible.



The Challenge: Replacing the Expertise That Built California

Over 40% of Caltrans' skilled workforce eligible to retire within 5 years.

Rising demand due to major infrastructure and climate projects.

Training academies currently meet only a fraction of workforce replacement needs.

The Solution: Building for the Future Workforce



Create

Establish dedicated workforce funding stream in federal transportation law.



Codify

Codify Local and Priority Hire authority on federal-aid projects.



Expand

Expand eligible costs to include wraparound services and simulators.



Increase

Funding for business system supports, Mentor Protege.



Support

Small Business Enterprise (SBE) programming.

What It Takes: Collaboration and Commitment



INCREASE FLEXIBILITY IN FEDERAL FUND
USE FOR WORKER CONTINUITY



RETAIN WORKFORCE DEVELOPMENT
FUNDING IN NEXT REAUTHORIZATION



INVITE COLLABORATION ON LONG-TERM
WORKFORCE POLICY ALIGNMENT

Why We Invest in People Who Build Infrastructure

- “We can’t build tomorrow’s infrastructure with yesterday’s workforce.”
- California is ready to lead the nation in sustainable workforce innovation—but continued federal investment is critical to sustain momentum.

IIJA Workforce Development Partner Feedback Activity

IIJA Workforce Development Poll





HIGH ROAD CONSTRUCTION CAREERS

Partnership as Priority: Pathways to Apprenticeship through the High Road Construction Careers initiative



HIGH ROAD
CONSTRUCTION CAREERS



What is **High Road**?

"High road" is a set of **economic and workforce development strategies** to achieve **economic growth, economic equity, shared prosperity** and a **clean environment**. The strategies include, but are not limited to, interventions that:

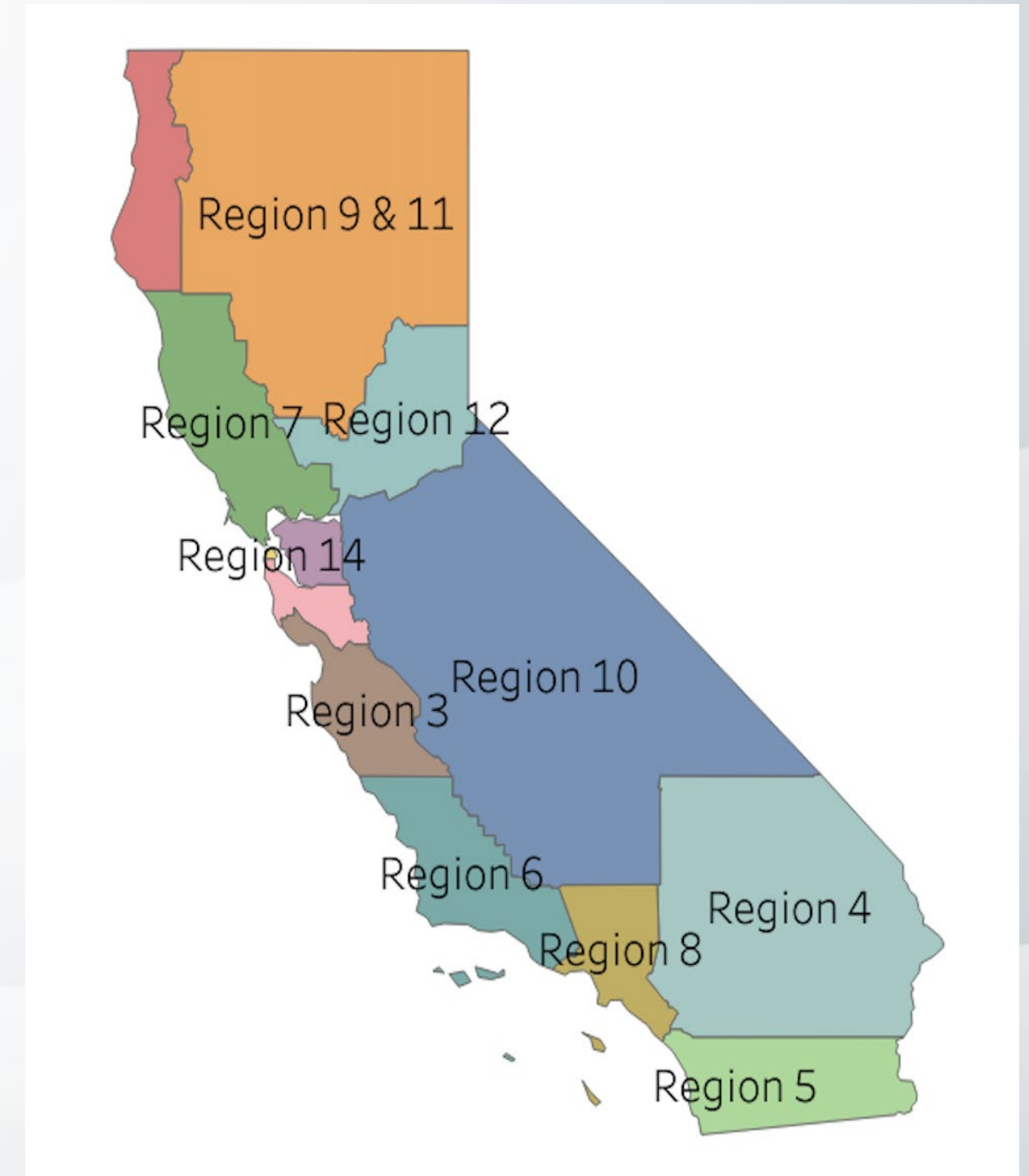
1. Improve **job quality** and **job access**, including for women and people from underrepresented populations.
2. Meet the **skill and profitability** needs of employers.
3. Meet the **economic, social, and environmental** needs of **the community**.

CA Unemployment Insurance Code §14005 (r)

HRCC OVERVIEW

13 Partnerships

- East Bay Regional Training Partnership
- Apprenticeship Readiness Partnership
- Monterey Bay Collaborative
- Inland Empire Construction Pre-Apprenticeship Program
- Apprenticeship Readiness Collaborative
- Tri-Counties High Road Construction Careers
- North Bay Trades Introduction Program
- LA/OC - MC3
- North State Builds
- HRCC: RWF ValleyBuild
- Pathway to Sustainability
- Humboldt High Road Construction Careers
- Sistas' with Tools



People Working Together



THE HRCC MODEL

Recruitment

- Effective recruitment requires targeted outreach.
- **Key partners:** CBOs, WDBs

Training

- HRCCs provide apprenticeship readiness training using the Multi-Craft Core Curriculum (MC3)
- MC3 highlights:
 - **Construction Industry Orientation**
 - **OSHA 10**
 - **Blueprint Reading**
 - **Construction Math**
 - **Labor History**
 - **Financial Literacy**
- **Key partners:** BTCs, CCs, CBOs

Supportive Services

- HRCC supportive services serve three purposes
 - **Helping participants complete their training** and earn the MC3 certificate (stipends, counseling, peer support, gas cards).
 - **Preparing them for apprenticeship requirements** (driver's licenses, drug testing, tools, PPE).
 - **Providing long-term employability skills** (anger management, financial literacy, childcare).
- **Key partners:** CBOs, CCs, WDBs

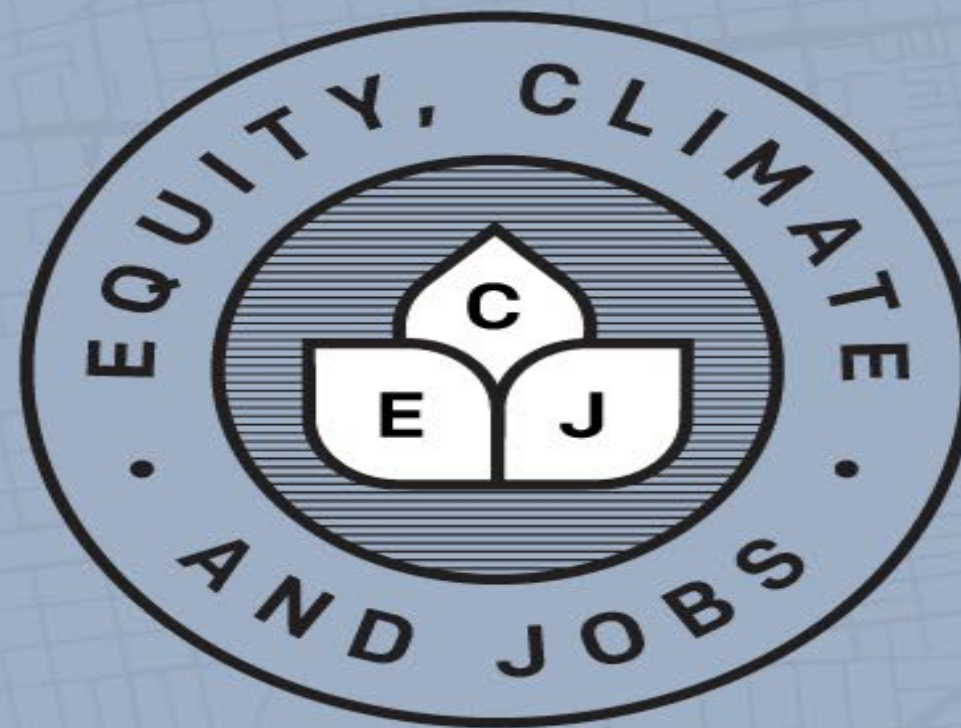
Placement

- Employer connectivity is maintained through direct engagement with the trades and signatory contractors.
- Employers play a central role in the program by shaping training programs to meet real workforce needs.
- **Key partners:** BTCs, JATCs



Partnership between CWDB and Caltrans





Marc.Cowan@cwdb.ca.gov
(916) 698-9866

California Workforce Development Board



HIGH ROAD
CONSTRUCTION CAREERS

BUILD
- CALIFORNIA -



**BUILD CALIFORNIA IS A
COMPREHENSIVE
WORKFORCE
DEVELOPMENT
PROGRAM DESIGNED
TO INSPIRE, ENGAGE,
AND ACTIVATE THE
NEXT GENERATION OF
CALIFORNIA'S
CONSTRUCTION
WORKFORCE.**

VISION

To create a steady, motivated and skilled workforce pipeline for California's construction industry.

HOW ?

We do this by shaping positive perceptions of the construction industry, informing young people and their influencers about the real career opportunities in construction, and connecting them to local training programs and career opportunities.





Dusty
Unskilled
Disruptive
Loud
Failed at everything else
Harsh
Last option
Day labor
Unsafe
Traffic
Dangerous
Dirty



NUTS & BOLTS



AUTHENTIC

BUILD
· CALIFORNIA ·

INFORMATIVE

COOL



Student & Community Outreach

- Classroom
- Presentations
- Career Fairs
- Industry Events

Career Counseling & Placement

- Monthly Info Sessions
- Personalized Advice
- Training Resources
- Referrals for Pre-Apprenticeship
Apprenticeship, Internship,
or Employment

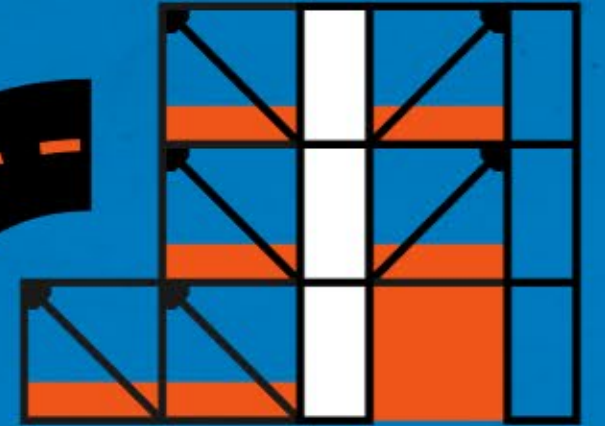
Social & Digital Media

- Tik Tok & IG Reels
- Recruitment Ads

AWARENESS

PREPARATION

CONNECTION





PROGRAM I

505

school & community events

134K

students & jobseekers engaged

89M

social media impressions

28K

website sign - ups

231

people in counseling & placement



INDUSTRY SUPPORTERS & PARTNERS



LiUNA! NORTHERN CALIFORNIA
DISTRICT COUNCIL
OF LABORERS
Feel the Power

LiUNA! SOUTHERN CALIFORNIA
DISTRICT COUNCIL
OF LABORERS
YOUR WORKFORCE SOLUTION





Instagram: @buildca
Facebook: @buildcalifornia
TikTok: @buildcalifornia
YouTube: @buildcalifornia
LinkedIn: @buildcalifornia

FOLLOW

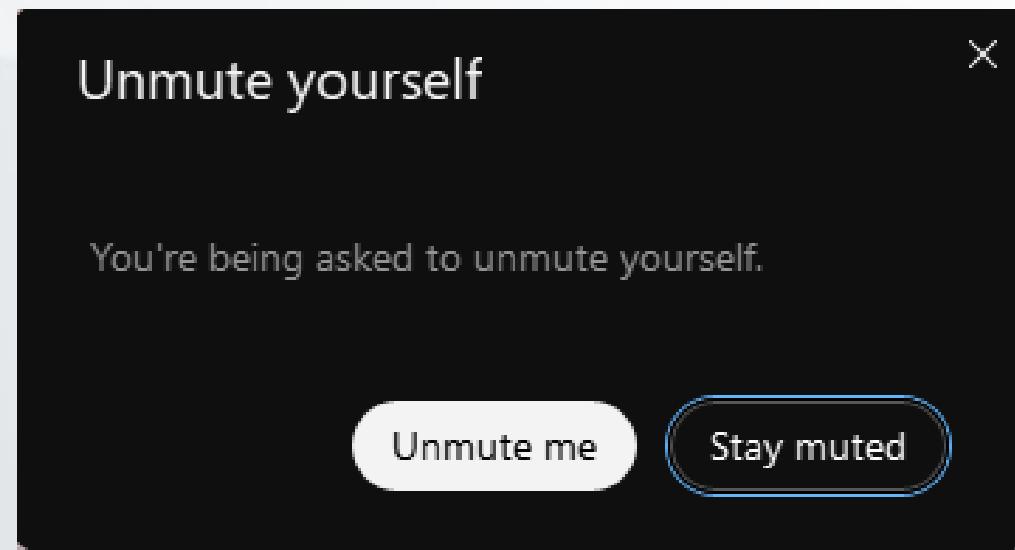
BUILD
· CALIFORNIA ·

DISCUSSION AND Q&A

ISSUES AND TOPICS FOR
FEDERAL ADVOCACY



Open Discussion



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Contacts and Website

- **For More Information:**

- Caltrans' IIJA Reauthorization website:
<https://dot.ca.gov/programs/federal-liaison/reauthorization>
- Building California:
<https://build.ca.gov>
- IIJA Annual Policy Narrative ([2022](#) | [2023](#) | [2024](#))

- **Keep Up to Date:**

[Sign up for Caltrans Federal Affairs Update](#)
[Sign up for the Tribal IIJA Newsletter](#)

- **Contact us by Email at:**

federal-liaison@dot.ca.gov



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