HIRE LOCALLY

Strategies for Local Hiring and Community Investment within Project Implementation and Design

July 2022

Project Implementation Toolkit
Guide 2 of 5

Hire Locally

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WHAT IS CMO?

The Clean Mobility Options Voucher Pilot Program (CMO) is part of the **California Climate Investments (CCI)**, a statewide initiative that puts billions of Cap-and-Trade dollars towards reducing greenhouse gas emissions, strengthening the economy, and improving public health and the environment — particularly in disadvantaged communities.

CMO provides voucher-based funding for zero-emission carsharing, carpooling/vanpooling, bikesharing/scooter-sharing, fixed-route transit services, and ride-on-demand services in California's historically underserved communities. CMO also aims to improve underserved communities' access to clean mobility options and seeks to further mobility equity.

Fresno Metro Ministry demos the Arcimoto FUV at Manchester Center during a shared mobility event. This event was part of the Fresno Metro Ministry Southern Blackstone Transportation Needs Assessment Project.

The program is co-funded by the California Energy Commission's Clean Transportation Program, which is investing more than $1 billion to accelerate the deployment of zero-emission transportation infrastructure and support in-state manufacturing and workforce training and development.

WHAT IS THE PROJECT IMPLEMENTATION TOOLKIT?

The Project Implementation Toolkit is a suite of five guides that have been designed to help awardees implement their mobility projects.
Each guide in the Toolkit has been designed as a stand-alone resource with tips and worksheets.

Guide 1: Calculate Costs

This guide includes information about budgeting throughout the Planning & Construction Phase and the Operation Phase of your mobility project. Special considerations and notes are included for bikeshare, carshare, carpool/vanpool, innovative transit services, and ride on demand.

Guide 2: Hire Locally

This guide includes information about hiring positions, budgeting, and strategies to create a team for your mobility project.

Guide 3: Engage the Community

This guide includes information about fostering project identity, addressing institutional inequalities, building capacity with residents, creating community buy-in, and developing sustainable ridership.

Guide 4: Finalize Contracts & Procurements

This guide includes information about procuring new mobility service operators, construction and maintenance services, project management services, or any other necessary contractors.

Guide 5: Plan the Site

This guide includes information to help you in planning the location of zero-emission vehicle or micromobility options stations and charging infrastructure, navigate the municipal permitting processes, check insurance requirements, and establish partnerships.

ABOUT THIS GUIDE

The Hire Locally Guide is a resource to support practices and strategies that promote community wealth building and local economic development through the hiring process. By prioritizing local hiring and focusing on groups with additional barriers to employment, community members within the project area can receive additional benefits from project implementation. Local hiring also allows community members to bring their knowledge and expertise, ensures tax dollars are going back and reinvested in the community, and supports networks and programs that provide local opportunities.

Economic investment through local hiring can help address economic inequities and increase job access by creating good-paying jobs and potential career paths for the local community. Hiring locally also increases trust and community buy-in for your project. Continued trust-building with the community can lead to increased ridership and leverage community knowledge and expertise to improve your project's long-term sustainability and success.

The Hire Locally Guide includes step-by-step strategies to support you and your team in identifying strategies to engage in hiring from within your local community. This guide includes a process to assess your project and local workforce needs and then align tangible project work with individuals and community members who can benefit from job access and opportunities. In addition, the guide includes links to resources, descriptions of strategies, reference sheets, and worksheet activities to support a thorough and intentional approach to hiring.

It's important to note that the process for local hiring is dynamic and highly dependent on the specific community and project. Therefore, the

exact hiring process needed for your project will be unique to your community and may depend on other factors not considered in this guide.

Reference to any specific manufacturer, trade, company name or service is for informational purposes only, and does not constitute endorsement, recommendation or favoring by the California Air Resource Board.
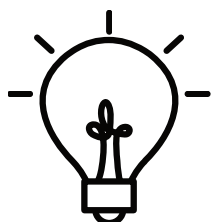
NEED MORE GUIDANCE TO HIRE LOCALLY?

For any questions or for further guidance, CMO awardees are encouraged to contact their Cohort Facilitator.

For prospective CMO applicants, please contact the CMO Administrator Team to receive one-on-one technical assistance.

TIP!

CMO Hotline: 626-744-5670
Monday - Friday : 9AM - 5PM PST

info@cleanmobilityoptions.org

www.cleanmobilityoptions.org

UNDERSTAND STAFFING POSITIONS

Project Staffing Needs

Most Mobility Project Voucher (MPV) project staffing needs will fall into four main categories:

(1) project management and administration;

(2) community outreach, engagement, and marketing;

(3) site construction, installation, and maintenance;

(4) mobility service operations.

Some of these staffing needs are necessary throughout the project, while others may only be necessary during a particular phase of the project (e.g., planning, construction, or implementation phase).

CARB voucher recipient, Social Good Fund Project Regeneration, survey team members tabling at Farmers' Market in Watsonville.

Project Management & Administration

An important project need is the overall management and administration of the project. CMO has many moving parts that will require an experienced and knowledgeable individual or team to plan, manage, and oversee overall project implementation and ensure processes, meetings, and tasks are completed on time to meet project goals and objectives.

Project Management & Administration tasks include:

- *Project and team coordination*
- *Project plan development*
- *Project design*
- *Project budgeting and accounting*
- *Vehicle or device acquisition*
- *Permitting and contracting*
- *Job outreach, hiring and training*
- *Program reporting*
- *Technical assistance*
    - *Attendance at CMEA meetings and trainings*

These tasks can be incorporated into a single role or distributed among various members of your team. Project management and administration roles will likely be full-time and long-term due to their importance in ensuring project success.

Community Outreach & Engagement

Community outreach and engagement are important to the planning process and throughout the launch and implementation stage.

Community Outreach & Engagement tasks include:

- *Community outreach and engagement planning*
- *Communications and marketing*
- *Survey implementation*
- *Event planning and coordination*
- *Creation and distribution of outreach materials*
- *Coordination with local CBOs and businesses*
- *Attendance and presentations at community meetings*
- *Translation and interpretation services*
- *Ambassador programs*
- *Training and education*
  - *Training community members on how to use services*
  - *Training volunteers or ambassadors on outreach*

Because tasks that fall under community outreach and engagement cover a range of skills and experience, there is a lot of variability in what kind of hiring is needed. These roles can be full-time, part-time, volunteer, paid through a stipend, short-term, or long-term. It is important to make sure that outreach is conducted by organizations and individuals who reflect the community so the project is for the community and by the community.

For ambassador programs, it is especially important to hire community members who are representative of those who live in the service area and who understand the culture and historical context of the community.

Site Construction & Installation

Site construction and installation is a project task that requires specific skills and technical experience. The exact task can vary depending on the service model and what infrastructure (if any) is needed for the project.

> *Site Construction & Installation tasks include:*
>
> - *Electric vehicle charging station installation*
> - *Hydrogen fuel station installation*
> - *Solar photovoltaic installation*
> - *Wi-fi set-up for hubs*
> - *Construction and installation of docking equipment and stations*
> - *Telematics installation*
> - *Changes to the right-of-way*

Due to the technical skills needed, level of safety required, and requirements from state legislation, certified electricians and contractors are required for solar and EV charging infrastructure installations.

> *Solar photovoltaic installation requires a contractor holding a C-10, C-46, or B license in good standing with the State of California Contractors State License Board. These are usually contracted positions and are often short-term to meet specific construction and installation needs before service launch.*
>
> *Starting in 2022, **AB841** specifies that all EV charging infrastructure located for customers funded or authorized by state entities be installed by a contractor with the appropriate license classification and have at least one electrician with **Electric Vehicle Infrastructure Training Program (EVITP)** certification. Additionally, if a state-funded project includes EVSE that supplies 25 kilowatts or more, 25% of the electricians working in the crew must have EVITP certification.*

Mobility Service Operations

Mobility service operation tasks support the operational success of the project and improve the overall user experience. In accordance with the **Implementation Manual (IM)**, the project needs to include an "experience partner" with at least 1 year of experience operating mobility services[1]. This role may fall within mobility service operations or it may be a project technical assistance advisor role who supports project management and operations staff.

Mobility Service Operations tasks include: • *Fleet operation and management* • *Customer service and membership services* • *Vehicle repair and maintenance* • *Data collection and reporting* • *User survey implementation*	*Depending on the specific service model, this may also include:* • *Hiring and training drivers* • *Coordination of drivers* • *Fleet rebalancing* • *Roadside assistance* • *Software or application development* • *Management of reservation or booking system*

The specific needs of each project will vary depending on the chosen service model(s). For example, certain tasks can be full-time, part-time, contract, short-term, or long-term.

See Table 1 on the next page for the types of positions that are recommended for each project area.

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[1] See the ***Experienced Partner and the Clean Mobility Provider Directory*** of the Implementation Manual for more information.

Table 1: Types of positions by project stage

See Table 1 below for the types of positions that are recommended for each project area.

	Project Management & Administration	Community Outreach & Engagement	Site Construction & Installation	Mobility Service Operations
Full-time	✔	✔	✔	✔
Part-time	✔	✔	✔	✔
Volunteer		✔		
Contract	✔	✔	✔	✔
Stipend-Paid		✔		✔
Short-Term (<6 months)		✔	✔	✔
Long-Term (>6 months)	✔	✔		✔

Table 2: Potential team positions by project stage

Table 2 below shows potential team positions that could be created.

Project Management & Administration
Project Lead / Manager
Project Team Coordinator
Project Team Planner

Community Outreach & Engagement
Marketing / Outreach Manager
Outreach Associate
Community Ambassadors

Site Construction & Installation
Electrician
Solar Panel Installation Technician

Mobility Service Operations
Launch Manager
General / Operations Manager
Operations Associate
Customer Service Representatives
Vehicle Driver

It is recommended to look for local construction/electrician unions that are close to your project area. They will have greater familiarity with municipal requirements and regulations, understand local weather patterns, and other local construction issues. Please see some of the resources listed below to get started on finding a local group or a specific contractor in your region.

1. International Brotherhood of Electrical Workers

      a. Electrical Workers Minority Caucus

2. National Electrical Contractors Association - Directories

3. Contractors State License Board

4. Department of Industrial Relations - Certified Electrician and Electrician Trainee List

Need some guidance on setting up contracts? Visit the **CMO Website** for the **Finalize Contracts and Procurement Guide** and the **Plan the Site** *Guide* for guidance on developing contracts.

ASSESS STAFFING NEEDS & BUDGET

The first step to ensure that any job created through your project prioritizes community members and an inclusive and diverse workforce is assessing and determining your project needs. Depending on the composition of your existing project team and your existing staffing budget, you may already have an idea of the staff you need or will need to hire to support project implementation.

TIP! Make a copy of **this worksheet** to:

Assess your staffing needs (Tab 1) - Use the worksheet to identify which positions need to be filled, if positions can be filled by regular staff or contractors, how many hours are needed, their wage, and at what point they will be needed in your mobility project.

WORKSHEET

When using this worksheet, consider the following questions:

- *Does outreach and marketing need to be front-loaded, or will it be an ongoing project task throughout your project?*
- *When do you need to install infrastructure, and how soon should you start the contracting process?*
- *When are you planning to launch services, and what do you need to ensure a successful launch?*
- *What support is needed during the service operations for fleet maintenance, customer service, and community engagement?*
- *What will you need during each stage of the project to ensure financial sustainability throughout the voucher term? Remember, Voucher Agreement Terms include 3 years of funding and an additional 2 years of continued operations.*

In addition to understanding the general staffing needs, consider what costs should be included for hiring and workforce development:

- *Marketing and outreach for job hiring*
- *Job training, certification programs*
- *Equipment and supplies*
- *Partnerships and programming*
- *Development of "pathway programs"*
- *Internships, fellowships, apprenticeships, shadowing opportunities, career counseling*

Budgeting (Tabs 2 - 6) - Input your hiring needs and create your mobility team.

Before creating specific roles and job positions for the project, consider where funding comes from for potential positions. Consider the following questions:

- *Will the positions be funded directly by the CMO voucher?*
- *How much revenue do you expect will be generated by user fees? What percentage will go toward vehicle and infrastructure maintenance vs. staff?*
- *Will you pursue outside sponsorship or advertising revenue?*
- *Will you pursue additional grants or outside funding sources?*
- *Does your organization or partnering organizations have additional funding they can contribute toward the project?*
- *Are there any training program component costs? (e.g. partnerships, equipment, certifications, fees, etc?)*

CMO Vehicle Type & Technology Reimbursable Costs (Tabs 7) - Double check which costs are reimbursable through the CMO Program and how that impacts your mobility project and hiring strategy.

Your understanding of the project's funding and revenue flow can help you determine how much you can budget for various positions and when those positions can be expected to come online.

WORKSHEET

Assess Your Staffing Needs - *Use this worksheet to note down the type of tasks you will need to manage for your mobility project. Add rows for tasks that have not been accounted for. Use columns B and C to add the number of hours need for each task to get a sense of how to combine tasks and optimize staff time. Check the boxes in columns D-H to note when in your project timeline these staffing needs are required.*

Make note of the tasks related to your mobility project.

Add the number of hours you estimate will be needed for the task. | Check the year in your mobility project's timeline for when this task will need to be staffed.

Tasks	Hours/Week (Regular Staff)	Hourly Wage	Hours on an As Needed Basis (Contractor)	Hourly Wage	Year 1	Year 2	Year 3	Year 4	Year 5
Project Management & Administration Tasks									
Project and team coordination					☐☐	☐☐	☐☐	☐☐	☐☐
Project plan development					☐☐	☐☐	☐☐	☐☐	☐☐
Project design					☐☐	☐☐	☐☐	☐☐	☐☐
Project budgeting and accounting					☐☐	☐☐	☐☐	☐☐	☐☐
Outreach and marketing					☐☐	☐☐	☐☐	☐☐	☐☐
Vehicle or device acquisition					☐☐	☐☐	☐☐	☐☐	☐☐
Permitting and contracting					☐☐	☐☐	☐☐	☐☐	☐☐
Hiring and training					☐☐	☐☐	☐☐	☐☐	☐☐
Data collection and analysis					☐☐	☐☐	☐☐	☐☐	☐☐
Program reporting					☐☐	☐☐	☐☐	☐☐	☐☐
Add Rows for Other Project Management or Administrative Tasks...									
Community Outreach & Engagement Tasks									
Community outreach and engagement					☐☐	☐☐	☐☐	☐☐	☐☐
Communications and marketing					☐☐	☐☐	☐☐	☐☐	☐☐
Survey development and implementation					☐☐	☐☐	☐☐	☐☐	☐☐
Event planning					☐☐	☐☐	☐☐	☐☐	☐☐
Creation and distribution of outreach materials					☐☐	☐☐	☐☐	☐☐	☐☐
Coordination with local CBOs and businesses					☐☐	☐☐	☐☐	☐☐	☐☐
Attendance and presentations at community workshops and meeting					☐☐	☐☐	☐☐	☐☐	☐☐
Translation services					☐☐	☐☐	☐☐	☐☐	☐☐
Ambassador programs					☐☐	☐☐	☐☐	☐☐	☐☐
Training and education					☐☐	☐☐	☐☐	☐☐	☐☐
Add Rows for Other Community Outreach & Engagement Tasks...									
Site Construction & Installation Tasks									
EVSE installation					☐☐	☐☐	☐☐	☐☐	☐☐
Hydrogen fuel station installation					☐☐	☐☐	☐☐	☐☐	☐☐
Solar photovoltaic installation					☐☐	☐☐	☐☐	☐☐	☐☐
Wi-Fi set-up for hubs					☐☐	☐☐	☐☐	☐☐	☐☐
Construction and installation of docking equipment and station					☐☐	☐☐	☐☐	☐☐	☐☐
Telematics installation					☐☐	☐☐	☐☐	☐☐	☐☐
Changes to the right-of-way					☐	☐	☐	☐	☐
Add Rows for Other Site Construction & Installation Tasks...									
Mobility Service Operation Tasks									
Fleet operation and management					☐☐	☐☐	☐☐	☐☐	☐☐
Customer service and membership services					☐☐	☐☐	☐☐	☐☐	☐☐
Vehicle repair and maintenance					☐☐	☐☐	☐☐	☐☐	☐☐
Data collection and reporting					☐☐	☐☐	☐☐	☐☐	☐☐
User survey implementation					☐☐	☐☐	☐☐	☐☐	☐☐
Hiring and training drivers					☐☐	☐☐	☐☐	☐☐	☐☐
Coordination of drivers					☐☐	☐☐	☐☐	☐☐	☐☐
Fleet rebalancing					☐☐	☐☐	☐☐	☐☐	☐☐
Roadside assistance					☐☐	☐☐	☐☐	☐☐	☐☐
Software or application development					☐☐	☐☐	☐☐	☐☐	☐☐
Management of reservation or booking system					☐	☐	☐	☐	☐

WORKSHEET

Bikeshare & Scooter-Share - *Use this spreadsheet to compare costs of your line items with typical costs in the industry. You may also use this spreadsheet to estimate general project costs. Place the cost and unit of your items in the blue cells.*

Category	Line Item	Typical Cost Range	Unit	*Your Actual Cost*	Unit
Staffing & Direct Costs					
One-Time Start-Up Administration Costs	Small Sized System	$15,000 - $30,000	<10 stations or <100 bicycles		
	Medium Sized System	$60,000 - $100,000	20 - 30 stations or <200 - 300 bicycles		
	Launch Manager	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Operations/General Manager	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
Ongoing Staff & Contractor Costs	Marketing/Community Engagement Manager	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Customer Service Saff	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Maintenance Staff	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Add other positions...	*Add typical cost range...*	*Person*		
Capital Equipment Costs					
Vehicle Type - *Note that CMO Awardees are eligible for reimbursements put towards certain vehicle types and technologies. See page 14 for more details.*	Pedal-Assisted Bike, *2-3 year lifecycle*	$300 - $600	Pedal-Assisted Bike		
	Pedal-Assisted Bike, *5-10 year lifecycle*	$1,000 - $1,200	Pedal-Assisted Bike		
	E-Bike	$1,500 - 3,000	E-Bike		
	Docking Station	$30,000 - $60,000	Docking Station		
	E-Scooter	$800 - $1,200	E-Scooter		
	Charging Cord	$30 - $50	Charging Cord		
	Smart Bike System Software Platform	$100 - $200	Per Month Per Device		
	Telematics Device	$15 - $60	Per Month per Device		
	Smart Locks	$120 - $220	Vehicle		
	Smart Hub	Costs will vary	All Stations		
	Electric Docking Station	Costs will vary	Station		
Charging Equipment	Level 1 EV Car Charging Station 120V	$1,000	Station		
	Spare Parts	Costs will vary	Per Part		

WORKSHEET

Bikeshare & Scooter-Share - *Use this spreadsheet to compare costs of your line items with typical costs in the industry. You may also use this spreadsheet to estimate general project costs. Place the cost and unit of your items in the blue cells.*

Category	Line Item	Typical Cost Range	Unit	*Your Actual Cost*	Unit
	Unlocking/Locking Access & Application Management	Costs will vary	Per Application Management		
	Infrastructure for Users Without Smartphones or Bank Accounts	Costs will vary	-		
	Installation Cost	$3,000 - $5,000	Station		
	Station Site Acquisition	Costs will vary	Site		
	Station Site Permitting	Costs will vary	Site		
	Vehicle/Device Insurance Cost	Costs will vary	Vehicle or Device		
Operations, Maintenance, & Administrative Costs					
	Docked Systems	$85 - 150	Station per Month		
Stations	Replacement Stations	Cost will vary	Station		
	Electricity	Cost will vary	Station per Month		
Vehicles	Maintenance & Repair Tickets	Cost will vary	-		
	Replacement Parts & Vehicles	Cost will vary	-		
General Operations & Maintenance	Maintenance of Storage Facility	Cost will vary	-		
	Marketing and Outreach Material	Cost will vary	-		
			TOTAL	$0.00	

WORKSHEET

Carshare - *Use this spreadsheet to compare costs of your line items with typical costs in the industry. You may also use this spreadsheet to estimate general project costs. Place the cost and unit of your items in the blue cells.*

Category	Line Item	Typical Cost Range	Unit	*Your Actual Cost*	Unit
Staffing & Direct Costs					
	Manager	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Fleet Operations	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Member Services	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
Ongoing Staff & Contractor Costs	Marketing Staff	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Volunteers	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Customer Service	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Add other positions...	*Add typical cost range...*	*Person*		
Capital Equipment Costs					
	Low-Mileage ZEV	$30,000 - $50,000	ZEV		
Vehicle Type – *Note that CMO Awardees are eligible for reimbursements put towards certain vehicle types. For exact pricing in your area, please visit* **Kelley Blue Book** *or a local dealership for more information*	*High-Mileage ZEV*	$46,000 - $90,000	ZEV		
	Light-Duty Plug-In Hybrid	$35,000 - $55,000	Hybrid		
	Electric Vehicle Supply Equipment (EVSE)	Cost will vary	Device		
Charging Infrastructure – *Costs are outlined in **Section E Project Eligibility Costs** in the Implementation Manual.*	EVSE Installation Cost	Cost will vary	Station		
	Hydrogen Refueling Equipment	Cost will vary	Device		
	Hydrogen Refueling Infrastructure Installation Cost	Cost will vary	Station		
	Telematics Devices (GPS)	Cost will vary	Device		
Operations, Maintenance, & Administrative Costs					
	Electricity	Cost will vary	Station per Month		

Carshare - *Use this spreadsheet to compare costs of your line items with typical costs in the industry. You may also use this spreadsheet to estimate general project costs. Place the cost and unit of your items in the blue cells.*

Category	Line Item	Typical Cost Range	Unit	*Your Actual Cost*	Unit
	Level 2 EV Charger	$925	Charger		
	Level 2 EV Charger Installation	$1,400	Station		
	Level 3 DC Fast Charger	$33,414	Charger		
	Level 3 DC Fast Charger Installation	$25,395	Station		
Stations	Installation Distributed Solar Photovoltaic Equipment for 10 kW	3,897	Station		
	Installation Distributed Solar Photovoltaic Equipment for 10-100 kW	$3,463	Station		
	Installation Distributed Solar Photovoltaic Equipment for 100-1,000 kW	$2,493	Station		
	Installation Distributed Solar Photovoltaic Equipment 1-10 MW	$2,025	Station		
	Maintenance	Cost will vary	Vehicle		
Vehicles	Cleaning	Cost will vary	Vehicle		
	Roadside Assistance	Cost will vary	Vehicle		
	Bodywork	Cost will vary	Vehicle		
	Rebalancing Carshare	Cost will vary	Staff Time		
	Managing & Procuring Parking Spaces	Cost will vary	Staff Time		
General Operations & Maintenance	Establishing Third Party Agreements	Cost will vary	Staff Time		
	Reservation System & Supporting Technology	Cost will vary	Technology		
	Multi-lingual Support & Materials	Cost will vary	Translation Service		
	Public Outreach/User Training	Cost will vary	-		
			TOTAL	$0.00	

Carpool/Vanpool - *Use this spreadsheet to compare costs of your line items with typical costs in the industry. You may also use this spreadsheet to estimate general project costs. Place the cost and unit of your items in the blue cells.*

Category	Line Item	Typical Cost Range	Unit	*Your Actual Cost*	Unit
Staffing & Direct Costs					
One-Time Start-Up Administration Costs	Background Check	$20 - $100	Person		
	Volunteer Participants	$0	Person		
	Alternate Drivers	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Bookkeeper/Manager	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
Ongoing Staff & Contractor Costs	Fleet Manager	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Customer Service	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Passenger Subsidies	Cost will vary - For example, $2/day up to $4/day	Person		
	Add other positions...	Add typical cost range...	Person		
Capital Equipment Costs					
Technology	Payment Platform	Cost will vary	ZEV		
	Reservation System	Cost will vary	ZEV		
	Routing Technology	Cost will vary	Hybrid		
Vehicle	Low-Mileage ZEV	$30,000 - $50,000	ZEV		
	High-Mileage ZEV	$46,000 - $90,000	ZEV		
	Light-Duty Plug-In Hybrid	$35,000 - $55,000	Hybrid		
	Software & Hardware	Cost will vary	Technology		
Operations, Maintenance, & Administrative Costs					
Stations	Electricity	Cost will vary	Station per Month		
Vehicles	Reimbursing Mileage	$0.56	Mile		
General Operations & Maintenance	Mobility Provider Fee	Cost will vary	Per Ride/Per Payment/Per Year		
	Outreach & Marketing	Cost will vary	-		
			TOTAL	**$0.00**	

Innovative Transit Service - *Use this spreadsheet to compare costs of your line items with typical costs in the industry. You may also use this spreadsheet to estimate general project costs. Place the cost and unit of your items in the blue cells.*

Category	Line Item	Typical Cost Range	Unit	*Your Actual Cost*	Unit
Staffing & Direct Costs					
	Drivers	$0	Person		
	Management	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
Ongoing Staff & Contractor Costs	Administration	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Customer Service	Compensation depends on local conditions, compensation restrictions, benefits, projects business model, and more.	Person		
	Add other positions...	*Add typical cost range...*	*Person*		
Capital Equipment Costs					
Vehicle - *Please see full list of hybrid and zero-emission truck and buses.*	Medium-Duty Vehicle	$220,000 - $300,000	Medium-Duty Vehicle		
	Vans	$40,000 - $150,000	Van		
Operations, Maintenance, & Administrative Costs					
Stations	Electricity	Cost will vary	Station per Month		
	Operations for In-House Service	$65 - $214	Per Service Hour for In-House Service		
	Operations for Contracted Service	$35 - $100	Per Service Hour for Contracted Service		
Vehicles	Maintenance	Cost will vary	Vehicle		
	Cleaning	Cost will vary	Vehicle		
	Roadside Assistance	Cost will vary	Vehicle		
	Bodywork	Cost will vary	Vehicle		
General Operations & Maintenance	Mobility Provider Fee	Cost will vary	Per Ride/Per Payment/Per Year		
	Outreach & Marketing	Cost will vary	-		
			TOTAL	**$0.00**	

Ride On-Demand - *This service is on-demand rides for individuals provided by taxi companies transportation network companies (TNCs). Therefore, taxi companies or TNCs are responsible for Staffing & Direct Costs, Capital Equipment Costs, and Operations & Maintenance Costs. However, mobility projects can subsidize rides. Subsidized ride costs are included below.*

Fare Model Examples	Trip Cost Paid By Rider	Trip Cost Paid By Agency	Cost to Agency (pier 1,000 rides)
Full Subsidy	$0.00	$12.00	$12,000.00
Flat Fare ($2.00)	$2.00	$10.00	$10,000.00
Flat Initial Fare ($2.00) With Capped Subsidy ($8.00)	$4.00	$8.00	$8,000.00
Cost Sharing (50%)	$6.00	$6.00	$6,000.00
Flat Subsidy ($5.00)	$7.00	$5.00	$5,000.00

Reimbursable Costs for CMO Awardees - Here is a list of the type of items that can be reimbursed through the CMO Program, and the maximum reimbursable amount for each item.

Bikeshare & Scooter-Share

Vehicle Type & Technology	Maximum Reimbursable Amount (per vehicle)
New neighborhood electric vehicle (NEV)	Up to $15,000
New electric tricycle/pedicab (3-4 seats)	Up to $12,500
New electric bicycle (e-bike)	Up to $3,500
New bicycle	Up to $1,500
New electric kick-scooter	Up to $700
New electric cargo bicycle	Up to $4,500

Carshare

Vehicle Type & Technology	Maximum Reimbursable Amount (per vehicle)
New light-duty ZEV	Up to $65,000
New light-duty plug-in hybrid (PHEV), only models with 6 seats capacity or more	Up to $40,000
Used light-duty ZEV or PHEV (6 seats capacity or more) 4 years or newer	100% of the Kelley Blue Book Value (cannot exceed maximum reimbursable amount for the new vehicle)
Leased new light-duty ZEV	Up to $850 per month (including up to $3,000 down payment)
Leased used light-duty ZEV	Up to $600 per month (including up to $3,000 down payment)
New zero-emission passenger van and shuttle bus up to Class 6 (<= 26,000 GVWR^2) or under 30 feet in vehicle length	Total vehicle purchase cost.
Additional allowance for purchase of new ADA-compliant vehicles; for van-size and up (e.g. wheelchair lift, wheelchair ramp)	Additional $20,000 beyond allowable reimbursable amount per vehicle

Carpool/Vanpool

Vehicle Type & Technology	Maximum Reimbursable Amount (per vehicle)
New light-duty ZEV	Up to $65,000
New light-duty plug-in hybrid (PHEV), only models with 6 seats capacity or more	Up to $40,000
Used light-duty ZEV or PHEV (6 seats capacity or more) 4 years or newer	100% of the Kelley Blue Book Value (cannot exceed maximum reimbursable amount for the new vehicle)
Leased new light-duty ZEV	Up to $850 per month (including up to $3,000 down payment)
Leased used light-duty ZEV	Up to $600 per month (including up to $3,000 down payment)
New zero-emission passenger van and shuttle bus up to Class 6 (<= 26,000 GVWR^2) or under 30 feet in vehicle length	Total vehicle purchase cost
Additional allowance for purchase of new ADA-compliant vehicles; (e.g. wheelchair lift, wheelchair ramp)	Up to $20,000 additional to be allowable reimbursable amount per vehicle

Charging & Fueling Equipment Installation

Charging and Fueling Infrastructure (includes Equipment and Installation)	Maximum Reimbursable Amount (per unit)

Description	Maximum Reimbursable Amount (per unit)
Level 2 electric vehicle supply equipment (EVSE) unit, including all equipment, construction, and installation costs	Up to $30,000 (Note: CMO will only reimburse the cost of two ports per funded vehicle)
DC Fast Charge EVSE unit, including all equipment and installation costs	Up to $112,000 per unit
Solar Photovoltaic Equipment to supply electricity for EVSE and other clean mobility options charging equipment	Up to $100,000 per installation
Infrastructure costs for conventional bicycle, scooter, and other micromobility vehicles (including docking equipment, lockers, and "quick build" right-of-way infrastructure and installation)	Amount reimbursed must be based on community input regarding the supply needed to support funded equipment
Fuel Cell Electric Vehicle (FCEV) infrastructure installation and fueling costs	Up to $200,000 per project for building a refueling station or providing fuel cards
Infrastructure costs for conventional bicycle, scooter, and other micromobility vehicles (including docking equipment, lockers, and "quick build" right-of-way infrastructure and installation)	Up to 200 percent of the voucher-reimbursable amount for bicycles in the project fleet ($1,500 per bicycle). Total cannot exceed $525,000 per project.
Infrastructure costs for electric bicycle, scooter, and other electric micromobility vehicles (including charging equipment, docking equipment, lockers, and "quick build" right-of-way infrastructure and installation)	Up to 300 percent of the voucher-reimbursable amount for e-bikes in the project fleet ($3,500 per e-bike). Total cannot exceed $525,000 per project.
Quick Build or Infrastructure (includes built structures for charging, storing, or parking conventional and electric micromobility devices such as but not limited to bicycles, scooters, pedicabs, and tricycles)	**Maximum Reimbursable Amount (per unit)**
Docking equipment, lockers, and quick build right-of-way infrastructure and installation for bikes and scooters	Up to $1,500 per bicycle or 200% of the Voucher reimbursable amount for bicycles. Total cannot exceed $525,000 per project.
Docking equipment, lockers, and quick build right-of-way infrastructure and installation for e-bikes and e-scooters	Up to $3,500 per e-bike or 300% of the voucher reimbursable amount for e-bikes. Total cannot exceed $525,000 per project.

Notes:

Zero-emission passenger vans and shuttle buses are considered used if odometer reading is more than 3,500 miles at purchase or lease.

Light-duty vehicles are considered used if odometer reading is more than 7,500 miles at purchase or lease.

DEVELOP JOB DESCRIPTIONS

Step 3: Develop Job Descriptions

A well-written job description is key to getting quality applicants who understand what they are applying to and the level of commitment needed for the position. When creating a job description, here are some components you may want to include:

Components of a Job Description

- *Job title*

- *Application deadline*

- *Type of position (e.g., part-time, full-time, volunteer, contract, stipend-paid, short-term <6 months, long-term >6 months)*

- *Job location*

- *Salary and benefits*

- *Remote, in-person, or hybrid*

- *Technical equipment that will be provided*

- *Information on hiring timeline (e.g., opening or closing date, expected first review of apps, expected start date, etc.)*

- *Description of your organization*

- *Information on your organization's mission, values, goals, etc.*

- *Background Information on CMO*

- *Description of the project*

- *Description of the position (and what it might entail)*

- *List of expected tasks, duties, or responsibilities*

- *List of required qualifications, skills, experiences or education*

- *List of desired qualifications, skills, experiences, and education*

- *Level of travel required*

- *Equal Employer Opportunity Statement*

- *Information on how, where, and when to send application materials*

- *Other hiring requirements (e.g., such as a background check)*

As a project funded by Clean Mobility Options (CMO) and the California Climate Investments (CCI), you can include the CMO and CCI logos and descriptive text in your job descriptions and posts.

Equity, Inclusion and Diversity Considerations For the Hiring Process

These are additional equity considerations to support the development of your job descriptions. The language you use and the information you choose to share (or don't share) can make a job post more inclusive and equitable or can discourage potential candidates from applying.

- **Avoid gendered language:** Use more gender-neutral language or a balance of masculine and feminine words. For example, using language in a job description coded to be more masculine or feminine may attract applicants of a particular gender while discouraging members of the opposite gender or individuals are non-binary or gender nonconforming from applying[2].

- **Competency-based hiring:** Remove education requirements where applicable and allow equivalent years of experience in the field to substitute for a degree. Many jobs require a 4-year degree or additional education even though the specific tasks and responsibilities may not require that level of education.

  - Residents often have skills and experiences that are often unrecognized in the hiring process. This includes the ability to connect to their community and institutional, social, and cultural knowledge that can help build buy-in to the program.

- **Include salary and benefits:** List out the available salary range, benefits, and other relevant position information such as length of employment (if contracted or short-term). Many potential applicants will want to know before applying if the salary fits within their budget.

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[2] *Evidence That Gendered Wording In Job Advertisements Exists And Sustains Gender Inequality* lists masculine and feminine words used in job descriptions ***here***.

➤ Being transparent about salary and benefits can save your organization and potential applicants time spent submitting an application and going through the interview process if the expected salary is outside of their budget.

➤ **Remove jargon and acronyms:** Remove any unnecessary jargon, acronyms, or vague terms. Too much jargon may risk scaring away potential applicants with the right skills and experience but limited knowledge in your particular field.

➤ **Share Diversity, Equity, and Inclusion goals and Equal Employer Opportunity statement:** Share your Diversity, Equity, and Inclusion (DEI) goals if your organization has them and include your Equal Employer Opportunity Statement. An organization's culture around DEI has become a high priority to some applicants. You may want to emphasize or highlight what steps your organization has made toward centering equity and inclusion.

➤ **Concise requirements:** Make sure your list of requirements only contains what is necessary or needed for the position. Job descriptions can have a long list of desired skills, experience, education background, etc., however, that may discourage qualified applicants who don't meet all the requirements from applying. Instead, keep the list concise and connect it to a specific project, program, and organizational needs.

➤ Consider reducing other hiring requirements such as assessments, cover letters, and any writing or work samples.

➤ **Multiple submission options:** Allow both online and paper applications to be submitted. This allows people who don't have access to the internet or who would prefer to submit a paper version different options for submitting their application.

➤ **Working with diverse populations:** Consider prioritizing applicants who have experience working with diverse populations, including different ethnic, socioeconomic and racial backgrounds. This may be an important component to launching a successful project that is meant to serve multiple population groups.

Second language: Consider prioritizing applicants who can speak a second language that is common in your project area. This is especially important for front-facing positions such as providing customer service, driving vehicles, or conducting community outreach. It is also helpful to have bilingual project management staff if a large portion of the team, such as the drivers, speak a language other than English.

Travel and time commitments: Consider including transparent information on the expected travel and time commitment required for the position. Share whether the position requires working in the evenings or during the weekends, out-of-town travel, or regular travel to an office or for field work.

These are recommendations to make the application review and interview process more equitable. Consider how you want to design your hiring and interview process to reduce implicit bias and demonstrate transparency and clarity.

Blind hiring process: A blind hiring process removes the name and other identifying information (name, school, gendered language, hobbies, address) to prevent implicit bias from affecting how you judge applicants. It's meant to focus the screening process on qualifications, skills, and experiences.

Structured and standardized interview process: To ensure fairness across all candidates and reduce bias, develop a structured interview process with a set of standardized questions and set number and type of interviews.

Diverse hiring panel: A hiring panel usually has 3 people who ask questions to the candidate and provide input to the hiring manager. Consider the different job levels within your organization and consider including people who represent different levels and different departments or teams. Also, consider what other characteristics may be overrepresented.

Prepare hiring panel: You also want to make sure employees participating in the panel understand what role and perspective they bring. It is also important that you do not diversify your panel just for diversification and to influence the applicants' perception of your organization.

Inclusive interview questions: In developing questions for interviewing, evaluate their level of inclusivity and consider if different types of candidates (e.g., with varying levels of experience, educational background, race, etc.) can answer the question. Consider including more strength or skill-based questions and test if your situational or hypothetical questions are universally applicable.

Flexible accommodations: Considering allowing both in-person and online/phone interviews to accommodate people's different situations. Some candidates may have challenges with reliable internet, while others may have challenges getting to the office.

IDENTIFY & UNDERSTAND YOUR TARGET HIRING GROUP

It is important to identify and understand your target hiring group. Answer these questions to create a clear and common definition of community amongst your Mobility Project Team.

1. Describe the groups of people that you hope will apply to new job positions.

2. Identify groups of people in your project area who have been historically oppressed, hurt, or experienced trauma from government designed policies and procedures.

3. Identify two strategies you will use to market job positions in each of these groups.

4. **Our Mobility Project Team's "target hiring group" refers to ...** (*please describe the groups of people the mobility team aims to hire for their own team and mobility project*).

WORKSHEET

There are existing resources that can be used to understand your community's demographics, labor force, local industries, education, and commute patterns. Table 3 provides a list of community characteristics to consider, associated questions, and data sources that can aid you in your research.

Table 3: Community data sources

Characteristics	Questions to Consider
Demographics	Who is in the community?
• **American Community Survey (ACS)** • **Census** • Local government websites (city, county level) • Local CBOs	
Labor Force Participation, Unemployment Rate	Who is employed, unemployed, or underemployed? Who is seeking out jobs?
• **Longitudinal Employer-Household Dynamics (LEHD)** • **Bureau of Labor Statistics (BLS)** • **Local Area Unemployment Statistics (LAUS**) • **Census** • Local government websites (city, county level) • Colleges and adult schools	
Local Jobs / Industries	What jobs are in the community? Who is working those jobs?
• **Quarterly Workforce Indicators** • **Occupational Employment Statistics (OES)**	
Educational Attainment / Skill Level	What education or skills do community members have?
• **American Community Survey (ACS)** • Local Colleges • Labor agencies	
Mobility Access, Commute Patterns	Does the community have reliable transportation? Where is work, and how long is the commute?
• **Housing and Transportation Affordability Index (H&T Index)** • **Longitudinal Employer-Household Dynamics (LEHD)**	

CONSIDERATIONS BEFORE HIRING

When working with certain target populations, we recommend partnering with a local CBO or nonprofit organization with experience and expertise working with these populations. For example, if you want to support workforce development for individuals who were formerly incarcerated or unhoused, it is best to work with organizations that have experience with those groups, understand their needs, and know what kind of support or training is helpful. Consider how such programs may be perceived by the community and who needs to be included in the conversation and planning to ensure the program fits the needs and norms of the community.

Consider the following groups that often have additional barriers to employment:

- *Displaced homemakers[3]*
- *Low-income individuals*
- *Indians, Alaskan Natives and Native Hawaiians*
- *Individuals with disabilities, including youth*
- *Formerly incarcerated individuals*
- *Homeless individuals, homeless children and youth*
- *Youth who are in or have aged out of the foster care system*
- *Individuals who are English language learners, have low levels of literacy, and/or individuals facing substantial cultural barriers*
- *Eligible migrant or seasonal farmworkers*
- *Single parents (including single pregnant women)*
- *Long-term unemployed individuals*
- *High school students*

[3] An individual who previously provided unpaid services to the family and home, who is no longer support by a spouse with unemployment or underemployment challenges.

Step 5: Considerations Before Hiring

Projects are unlikely to target all groups. However, you can prioritize one or two groups depending on your specific project needs and your targeted hiring goals. Additionally, you may want to focus on groups that represent your expected mobility service users or have a particular connection or relationship to your expected mobility service users.

Consider the following questions:

- *Who is working in the community? Who is employed, unemployed and underemployed?*
- *What is their income, and could they afford to take this job?*
- *Do they work in the sector that you will be hiring for?*
- *What skills do they have? Will you be providing training?*
- *Do workers travel in or out of the community for work?*
- *Who would benefit the most from employment opportunities available through the mobility project?*
- *Who do we expect will be the users of this mobility project?*
- *Which groups do you predict will have a more difficult time adopting this transportation service?*
- *What issues do you think residents will have using the services?*
- *Who are trusted messengers and stakeholders in the community?*

HIRE LOCALLY

Once you assess your project needs and consider potential applicants, you can share the opening with community members and conduct the hiring process. Listed below are some local hiring strategies that can be implemented to prioritize and promote hiring staff from the local community.

First Source Hiring

When conducting a locally-focused hiring process, consider implementing a "first source" hiring process. This means prioritizing certain groups in your outreach and recruitment approach prior to opening up the position to the general public. Here are the general steps to implement the strategy:

- *Partner with local CBOs, affordable housing sites, and employment centers, and local government and workforce agencies near the project area.*

- *Share the job opening with these partnering organizations as your "first source" who may be able to provide a list of eligible candidates or post the job position in their communication channels to share the opportunity with members or residents.*

- *Following the initial efforts to recruit locally and from first source partner organizations, the job position can be opened up to other platforms and recruitment sources to find qualified and well-matched candidates who are not from the local community.*

Step 6: Hire Locally

Targeted Hiring

Targeted hiring focuses on hiring preferences based on a certain range of worker characteristics. This can be based on characteristics such as residency in a low-income community or neighborhood, having been formerly incarcerated, having a disability, or being long-term unemployed. It may also be based on veteran status, sex, race, or ethnicity (where allowed) and whether these groups have been historically underrepresented in your hiring or the field.

- *Legal considerations: It is important to understand the potential legal implications of any hiring decision. **ACLU's Inclusion Targets: What's Legal** provides additional context on prioritizing equity and implementing targeted hiring without unintentionally engaging in discriminatory practices. Some important points to include:*

    - *Inclusion efforts should seek to remedy a protected group's low numbers in a particular job or sector*

    - *Programs can set numerical hiring targets or goals but should avoid rigid quotas or set-asides*

Youth Workforce Development

You may want to consider a hiring strategy focused on youth for tasks and roles that require a large team of workers. In general, youth is defined as teenagers and young adults between 16 to 24 years of age. Input from younger generations is often left out of major planning and development decisions that ultimately impact them and their communities for many years to come. High school students are usually local to the community, so youth-focused hiring strategies will help develop the local workforce and invest in the youth.

Some tasks and roles that may be suitable for youth include:

- *Conducting outreach and surveys*
- *Creating outreach materials*
- *Data organization and analysis*
- *Customer service*
- *Fleet rebalancing*
- *Interpreting at in-person events*
- *Translating written materials*
- *Community ambassadors*

In addition to youth that are in high school, college or recently graduate, you can focus on particular youth populations that may be experiencing other challenges such as LGBT+, unhoused, foster, formerly incarcerated or undocumented youth. These groups of youth may be at risk of not integrating into society and engaging in risky or dangerous behavior due the limitations and failures of various institutions and systems. A carefully crafted workforce development program with training, mentorship and supervision can help youth to gain work experience and skills, build a supportive professional network, and develop confidence and self-efficacy in themselves.

For examples of how other organizations prioritize youth workforce development consider looking into **Grid Alternatives' Installation Training and Partnerships** and **Rising Sun's Opportunity Build**. For CMO projects, this may look like a more focused internship, fellowship, apprenticeship, or community ambassador program.

Community Benefit Agreements

Consider implementing a Community Benefits Agreement (CBA), which 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. CBAs are most effective when implemented with a large-scale development project, which may be more applicable to local and regional agencies where your CMO project is one of multiple development projects.

For more information on how to develop CBAs see the **Community Benefits Agreement Toolkit** developed by Action Tank and the **Community Benefits Agreement Handbook** developed by Julian Gross.

Labor Agreements or Community Workforce Provisions

Another approach is to 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.

Labor Agreements and Community Workforce Provision are also most effective when projects are hiring for many construction positions. For more information on how to develop a labor agreement or community workforce agreement see the **Community Workforce Agreement Guide** by Partnership for Working Families.

MARKET JOB POSTINGS

Market the job postings to community members and potential applicants. Partner organizations can share your job posting to their members or patrons or share a list of potential applicants with you if they are a workforce or employment-focused organization. See Table 4 below for a list of common organizations that may be helpful to partner with and recommendations on engagement:

Table 4: Resources for Partnerships

Organization	Target Group
Post-secondary education	Students, recent graduates
• Consider different types of schools - community colleges, CSUs and UCs, and private universities, trade schools, adult schools, and technical schools • Consider nearby Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), and the Hispanic Association of Colleges and Universities (HACUs)	
Local high schools, continuation schools	Students, youth
• Consider the various roles at schools and who they may be the best contact - principal, classroom teacher, guidance counselor, sports coach, club advisors, parent volunteers	
Local CBOs	Varies
• Consider which local CBOs you are already connected to and which ones serve the target group(s) you are considering for employment • Consider organizations focused on addressing homelessness, environmental justice, youth development, working with formerly incarcerated, food services, health care, etc. • See **California Climate Investment's Community Connections** for organizations interested in building resilient communities and increasing meaningful investment	

Step 7: Market Job Postings

Organization	Target Group
Local community spaces	Varies

- Community centers and public libraries offer many resources and activities for community members. For example, they can help advertise job opportunities and engagement events and provide facilities and meeting spaces.
- Consider other local community spaces where people gather: local coffee shops or cafes, grocery stores, food shelters, food banks, food distribution centers, parks, health clinics, etc.

Organization	Target Group
Workforce focused programs and organizations	Unemployed, underemployed

- For organizations that work with job seekers, ask if they can share flyers directly with potential applicants that they recommend or provide a list of potential applicants
- Consider local agencies which may have their own workforce program, local training programs and local STEM programs
  - Seek out **Job and career centers** and **local workforce development boards**

Organization	Target Group
Religious institutions	Varies

- Consider different types of religious institutions such as churches, mosques, temples, synagogues. Religious institutions may have access to communities who don't participate in other services or programs

Organization	Target Group
Affordable housing sites	Low income

- Connect and partner with the affordable housing site manager or coordinator. They often run leadership programs, committees, and meetings with residents.
  - If you are unaware of what affordable housing sites exist in your community, look at the **Affordable Housing Map and Benefits Calculator**
- Consider hiring residents who live in the affordable housing sites located in the project area and who will benefit from the project

Organization	Target Group
Unions	Construction roles

- For construction and installation needs, consider connecting with local unions

Outreach and Recruitment

Outreach strategies will help potential applicants learn about your job position and help you develop a list of qualified candidates. It's recommended to use both online and on-the-ground outreach strategies to reach different audiences.

You may want to consider additional costs associated with recruitment and hiring, such as fees for job boards, recruitment activities, and staff time spent conducting hiring.

TIP!

Strategies that have a **($)** in their description may require additional costs or fees.

On-the-Ground Strategies

While many communications have transitioned to online platforms, to be inclusive and reach potential candidates who are not as active online, you may want to include some on-the-ground, in-person strategies. For example, if you go where the community is or where they tend to go, it may be easier to ensure the job position goes to someone living or working in the community.

See below for some strategies to consider:

Physical flyers at an organization's site: *Ask to post a flyer for the job opportunity at their site. This may be on a community bulletin board, placed alongside other resources and brochures, posted on a wall or window, or near a front desk or counter.*

In-person presentation or announcement: *Ask to make a short presentation or announcement during a regular meeting, class or lunch period, or an upcoming event. This could be a project team member making this presentation or providing information to the organization's contact to make the announcement for you.*

It may be helpful to bring physical copies of a flyer or the job posting and share contact information for people to reach out to following the announcement.

Strategies continued

Pop-up outreach events: *Share information about the job position during planned outreach or engagement events or activities for the project. You may be able to recruit people curious about or already interested in the project through this approach.*
In-person career or job fairs: *Join an in-person job or career fair where you can speak directly to potential applicants and share information about the opportunity.* **($)**
Local newspaper or radio: *Include an ad or announcement in the local newspaper or radio.* **($)**

Online Strategies

Online strategies can help you reach out to potential candidates who are unaware of your organization and project. It may be harder to focus on local applicants using online strategies. Still, it may expand your reach beyond your usual communication channels, depending on how you approach it.

Organization's website and network: *Add the job opportunity to your organization's website and share it with associated members in your network through existing newsletters or contact lists*
> *Ask your organization's staff to share the opportunity with people they think are qualified or within their network*

Social media channels: *Share the job opportunity on your organization's social media accounts. This can include Facebook, Instagram, Twitter, LinkedIn.*
Online job boards or job search sites: *Post your job position on online job boards. Also, consider using local job boards focused on your specific region or city or job boards focused on specific sectors or groups.* **($)**
> *Some of these sites may charge a fee to include your job posting, while some may be free to add new job listings.*
> *Some examples of popular job search sites include Idealist, Indeed, Glassdoor, Linkedin, and Monster.*

Virtual career or job fairs: *Attend virtual career or job fairs to reach job seekers looking for new opportunities. Like in-person career and job fairs, you can speak directly to potential applicants and share information about the opportunity in a virtual format.* **($)**

Strategies continued

Professional networks or listservs: *Share the job position with professional networks whose members may be interested.* **($)**

> *Consider chapters or groups that are locally based first and then expand to more state-wide or nationally focused groups.*

> *Examples of professional networks include American Planning Association, Young Transportation Professionals, and Institute of Electrical and Electronics Engineers.*

Partner organization's online communications: *Ask partnering organizations to share with their members, to advertise the opening in their newsletters, or social media accounts*

> **Local CBOs:** *Consider both CBOs that have a similar mission or vision aligned with your organization or project in addition to tangentially related CBOs that are close to the project area.*

> **Local educational institutions:** *Ask teachers, guidance or academic counselors, and other staff if they can share the opportunity with students through an email to their class or through a department listserv*

> > *Many higher education institutions use **HandShake**, an online platform for connecting college students with jobs and internships. This may be a good strategy if you hire several positions geared toward college students or recent graduates.* **($)**

REVIEW STRATEGIES TO SUPPORT NEW STAFF

After you have hired new staff to fill the gaps in your project needs, it's important to provide ongoing support to help train your workers for their assigned jobs and solicit feedback to improve your project and mobility service.

Retention Strategies

Consider what on-the-job training and ongoing support is needed for new hires.

See below for some retention strategies to provide ongoing support to staff:

Onboarding and orientation: *The onboarding process and orientation provide new hires with their first impression post-hiring. Use an organized and well-thought-out onboarding process that provides the necessary context, introductions, resources, and tools to get started.*

Clear expectations and policies: *Set clear expectations and walk new hires through your organization's policies to help them get acquainted with their role, the organization's culture, and the rest of the team.*

Coaching and mentorship: *You can include coaching and mentorship as formal or informal aspects of the job. This can be from a supervisor, manager, or colleague with a similar role and more experience.*

Step 6: Review Strategies to Support New Staff

Retention strategies continued

On-the-job training: *Some jobs will require more or less on-the-job training. This is important for new hires who do not have the required skills or need training for specific processes or technical tasks.*

Feedback on performance: *Provide regular feedback on their performance and what they can do to improve. Having a growth mindset or culture focused on learning can encourage new hires to learn from their mistakes and seek continuous improvement.*

Acknowledgment and recognition: *Provide regular acknowledgment of their work and recognition for their contributions to the project. This can be in various forms, written communication, shared in one-on-one conversations, in larger team meetings, or through some kind of reward or gift that shows appreciation.*

Professional development: *Show commitment to their professional development and future career. Work with your new hires to understand their interests and skills and help them take on tasks and roles that foster their professional development.*
Consider providing in-house training programs, paid outside training, or certifications to support career advancement within the organization or project. If possible, partner with local schools or organizations to provide career counseling and guidance.

Advancement: *Allow room for advancement and wage increases. As staff gain knowledge, skills and experiences that have benefited the project and are able to contribute more, provide opportunities for career advancement or increased wages to match their growth and development.*

Stay interviews: *Consider conducting "stay interviews." While most organizations will conduct an exit interview where they solicit feedback and input from a staff member who is leaving the organization, a stay interview focuses on existing staff. It provides them with an opportunity to share what kind of support or changes they would like or need to consider staying.*

Connect With Local CBOs or Nonprofits: *If you are focused on hiring from specific groups that experience additional challenges and obstacles to employment, leverage partnerships and relationships with local CBOs familiar with those groups. You can also work with these organizations to understand what additional support is needed and how your team can build out processes and resources to ensure individuals hired feel included, supported, and cared for throughout their tenure with the project.*

Collect Feedback

Throughout implementing your mobility project, your staff will acquire knowledge of what is working, what isn't working, what they have concerns about, and what solutions and suggestions can help improve the project. Incorporating input from on-the-ground staff will improve the services of your project and the CMO program as a whole.

Consider the following to obtain feedback for your project and program:

***Feedback at team meetings:** Make sharing feedback a regular part of your team meetings or consider periodically hosting feedback sessions where team members can share their perspectives and provide input on what is or isn't working.*
>   *Feedback sessions can also help your team see where they share similar perspectives and opinions on common challenges and can lead to brainstorming sessions that focus on developing new strategies and creative solutions.*

***One-on-one check-ins:** You can also obtain feedback in one-on-one meetings with staff through regular check-ins that you have with them. Some staff may prefer sharing feedback in a one-on-one manner as opposed to in a larger group setting.*

***Feedback surveys:** Consider sending feedback surveys to your staff as a way for them to provide their input anonymously. Some staff may fear repercussions for sharing an unpopular opinion or thought and may feel more comfortable sharing their feedback anonymously.*

***Changes made based on feedback:** Make sure to highlight any changes or decisions based on your team's feedback and suggestions. By showing you are listening to what they share, you are helping them to feel more invested and a part of the project. As a result, they may feel more empowered to help implement some of the changes or come up with solutions to suspected problems.*

***Point of contact for feedback:** You may want to set up a specific point of contact for any feedback on the project or mobility service, for example, the project lead or the operations manager. Having one centralized person may allow the point of contact to understand common suggestions or feedback better.*

Exit Interviews: *For staff leaving your organization, you may want to conduct an exit interview to gain their feedback and perspective. They may be more open to sharing insight on projects or services they didn't feel comfortable sharing as staff members.*

Review Hiring Process: *While you may not have the opportunity to get direct feedback from applicants (or potential applicants who chose not to apply), you may want to review your recruitment, outreach and hiring processes to understand if there are interesting patterns or insights.*

> *Consider the following questions, evaluate why certain patterns are happening, and implement changes to address the issue.*
> - *Is there high turnover for certain positions?*
> - *Are similar reasons given for why job offers are turned down?*
> - *Are certain demographics or groups consistently rejected? Why?*
> - *Are certain demographics or groups not applying for job openings?*
> - *Were there candidates who were very close but ultimately not hired?*
> - *What were they missing?*

It is important to establish a culture of feedback throughout the project. Ensure workers know that they can share their perspective with the overall team or project lead on approaching challenges or areas of concern. It is also important to recognize that feedback should be focused on the services and operations and other areas such as how meetings are run, organizational processes and policies, overall leadership, communication channels, etc. If there is any feedback about the larger CMO program, you may want to share those with the program administrator team, so program-wide processes and policies can be changed or adjusted.

NEXT STEPS:
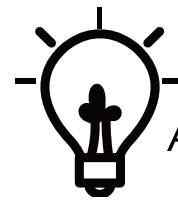# MOVE TO THE NEXT GUIDE

1. Calculate Costs

2. Hire Locally

3. Engage the Community

4. Finalize Contracts & Procurements

5. Plan the Site

Additional Support

For any questions or for further guidance, please contact your Technical Assistance Leader.

CMO Hotline:
626-744-5670
M-F | 9AM- 5PM PST

info@cleanmobilityoptions.org

www.cleanmobilityoptions.org

Next Steps & Additional Support

ADDITIONAL RESOURCES

• *STEP Workforce Development Guide (2020)*

• *Putting California on the High Road: A Jobs and Climate Action Plan for 2030 (June 2020)*

• *High Road Training Partnerships (2022)*

• *Local Hiring and First Source Hiring Policies: A National Review of Policies and Identification of Best Practices (October 2013)*

• *Equity, Diversity and Inclusion in Recruitment, Hiring and Retention (October 2018)*

• *Understanding Your Community: Labor Market and Workforce Development System Data Toolkit (January 2019)*

• *Exploring Targeted Hiring: An Assessment of Best Practices in the Construction Industry (March 2014)*

• *Community Workforce Agreements: The Pathway to Coalitions Between Labor and Community (March 2010)*

• *Community Benefits Agreement Toolkit (2020)*

• *Community Benefits Agreement Handbook (2005)*