

MEMORANDUM

TO: Clackamas County Board of County Commissioners (BCC)
FROM: Tracy Moreland
RE: Construction Career Pathways Program (C2P2) Update
DATE: 7-26-2022

In recent weeks, the BCC has asked for information regarding the Construction Career Pathways Program (C2P2) compliance, review of the Board adoption in 2020, and how C2P2 is being applied to capital projects. The following review and update will include a recap of the C2P2 Framework, and the plan County departments crafted to support and comply with the Framework.

REVIEW

In 2018 Oregon Metro created a task force to develop the Construction Career Pathways Program for the region to support apprenticeships and harassment prevention policies for capital project contractors in the metro area. C2P2 contains seven basic elements that public agencies can strive to achieve – the Construction Career Pathways Framework. The intention of the Framework is to provide a meaningful, region-wide impact in reducing barriers women and people of color face in gaining and retaining employment in the construction trades.

Metro reached out to the local jurisdictions to consider adoption of the C2P2 Framework. County staff worked with staff from Metro and Clackamas Workforce Partnership (CWP) to develop a plan specific to Clackamas County that would provide the desired impacts and be feasible to implement. Metro does not oversee the County's plan, but do serve as a resource.

In November of 2020, the Clackamas County Board of Commissioners adopted the C2P2 Framework, and a companion resolution, and the Board allocated \$50,000 to Clackamas Workforce Partnership to manage pre-apprenticeship assistance programs for women and

people of color who reside in Clackamas County, and who would like to pursue a career in the construction trade.

Two Clackamas County departments, WES and DTD, developed an initial plan to support C2P2 in their capital projects. These “pilot” departments are the departments that are currently implementing C2P2 in Clackamas County. They were chosen as two County departments that have capital projects planned, and could apply the C2P2 framework.

In addition to the capital projects within these two departments, the County Courthouse construction project also includes a C2P2 Implementation Plan.

C2P2 FRAMEWORK AND CLACKAMAS COUNTY

While Clackamas County adopted and supports the C2P2 Framework, the County is free to incorporate it into contracts and workforce agreements using parameters that make the most sense for both parties, and is financially feasible.

According to the C2P2 Framework, each agency should make an effort through relationships with contractors, to support the region-wide hiring goals, ramped up over time. These are long-term goals for the entire region and Clackamas County will participate, where possible, in supporting and contributing data through CWP or contractors:

- A minimum of 20% of total work hours performed by state-registered apprentices;
- A minimum of 14% of total work hours shall be performed by women and women-identified persons – both journey and apprentice-level workers; and
- A minimum of 25% total work hours shall be performed by persons of color – both journey and apprentice level workers.

DTD and WES reviewed upcoming projects and created a tiered system for Clackamas County’s C2P2 compliance (see matrix).

Tier 1 projects are designated as very minor projects, costing less than \$1 million, and not subject to the C2P2 work plan.

Tier 2 includes projects with a construction value of \$1 - \$10 million, and will require the contractor to have a documented Workplace Harassment Prevention Plan in place.

Contractors must have a strategy to ensure a safe and respectful work environment regardless of worker’s race, gender, creed, or any protected characteristic under state or federal law.

Current WES Tier 2 projects are:

- Kellogg Creek Aeration Basin Improvements - Bids opened mid-June, \$2.8 mil.
- Multi-Pump Station Improvement Group 1 - Bids opened mid-June, \$1.2 mil.
- Bolton Pump Station Upgrade - Bids opened July 14, estimated \$1.1 mil.

Current DTD Tier 2 projects are:

- Canby Marquam Hwy: Bear Creek Bridge Replacement – started construction in May of 2022 - \$1,711,843.60. The contractor submitted a Workplace Harassment Prevention Plan, which was approved by the construction project manager. The low-bid contractor's bid was \$2,000 for the plan and implementation.
- Lolo Pass Stabilization and Pavement Preservation Project – the winning project was bid \$4,113,083 in July 2022. Construction is expected to start in July. The low-bid contractor's bid was \$5,000 for the Workplace Harassment Prevention Plan and implementation.

Tier 3 includes projects exceeding \$10 million, and WES and DTD will require workforce agreements outlining contractor participation in a jobsite-wide program promoting positive workplace culture to be initiated soon after *Notice to Proceed* and maintained throughout the duration of the project; a minimum number of apprentice and journey level women/minority workers having worked for a specified duration, and employed at the conclusion of the project; and contractor participation with County staff in a mutually-selected project/presentation for the benefit of a regional trade/technical training program/school, related to the current project.

A workforce agreement is an enforceable contract that governs the terms and conditions of employment for all workers on certain construction projects.

This will apply to WES' Tri-City Outfall project, \$45 mil. The project is in the contracting process; currently negotiating scope and fee with a design build team.

There are no imminent DTD projects above \$10 mil.

CLACKAMAS COUNTY WORKFORCE DIVERSITY TIERS

TIERS	COST THRESHOLD	REQUIREMENTS	PROJECT EXAMPLES
TIER 1 - Not subject to C2P2 Framework requirements	Total project costs less than \$1 million	Projects not subject to C2P2	Minor road and infrastructure repair and maintenance
TIER 2 - Subject to Workplace Harassment Prevention Plan	Total project costs between \$1-10 million	Required to have a Workplace Harassment Prevention Plan in place for employees	Lolo Pass Stabilization and Pavement Preservation Project, Bear Creek Bridge replacement, Kellogg Creek Aeration Basin Improvements, Multi-Pump Station Improvement, Bolton Pump Station
TIER 3 - Subject to Workplace Harassment Prevention Plan; Workforce Diversity Goals; and Workforce Agreements	Total project costs are more than \$10 million	Subject to all provisions outlined in a Workforce Agreement, including targeted workforce diversity goals	WES: Tri-City Outfall - \$45 million Clackamas County Courthouse - \$313 million

DEPARTMENT COSTS OF C2P2

For the smaller projects (**Tier 2**) of \$1-\$10 million, WES is not including the Workplace Harassment Prevention Plan as a separate bid item, but instead as part of the general conditions of the contract and as a required submittal (just like their health and safety plan); so the contractor cost is within their overall bid price and not easily broken out.

For DTD, contractors bidding on Tier 2 projects do submit, as a separate bid item, the cost of providing and implementing a Workplace Harassment Prevention Plan.

So far, the two contractors who have submitted top bids for DTD Tier 2 projects have shown the cost of their Workplace Harassment Prevention Plans as \$2,000 and \$5,000.

Currently, the only County project moving forward with costs more than \$10 million is the WES Tri-City Outfall project. We do not yet have the data reflecting any costs associated with implementing the Tier 3 C2P2 requirements.

The C2P2 Framework recommends each agency put in place a mechanism to monitor hiring goals and longevity in individual projects.

All supporting agencies have access to an online C2P2 [toolkit](#) that provides a list of approaches to collecting workforce data, along with a set common data points to consider. In order to monitor progress towards achieving diversity goals, Clackamas County can access these resources and work with contractors to negotiate methods that work for each project. Additionally, there is a Regional Collaboration Committee that shares best practices and recommendations associated with tracking data.

The Framework also requires adopting agencies to “invest in workforce supply” and develop a strategy to increase the number of women and people of color in the trade workforce through apprenticeships or other programs.

The Board approved an initial allocation of \$50,000 to Clackamas Workforce Partnership to implement pre-apprenticeship support programs for women and people of color in Clackamas County. There was a re-allocation of funds in February, 2022, for a total of \$100,000 investment in workforce supply to date.

CWP has used those funds on two initiatives, and reported to the BCC last in October, 2021. There have been 15 participants in these programs, (currently there are 7: three are women and five are people of color). The programs are:

Portland Metro Pre-apprenticeship Program

Funding to provide for support of a designated number of placements in Oregon Tradeswomen, Inc. (OTI) Pre-apprentice program. OTI could hold a designated number of seats for Clackamas area participants that Clackamas area providers would recruit and prescreen for the OTI program.

Support for Pre-apprenticeship Costs

Support for uniform/boots, tools, career education and outreach materials, student transportation stipends, PPE, other misc. expenses.

Finally, each agency is supporting regional goals and collaboration efforts by participating on the Regional Collaboration Committee and designating two County staff to represent Clackamas County at these meetings. The appointed staff are Mike Bezner (DTD) and Jessica Rinner (WES). Tracy Moreland (BCC/Admin) attends as the alternate, and Bryan Fuentez (CWP) attends for administrative support. The regional committee meets quarterly and is scheduled by Metro. The committee’s purpose is to share insights and best practices in four areas: funding to support the region-wide workforce pipeline; consistent data tracking

and reporting methods; ensuring anti-harassment/prevention training on all projects; and supporting the implementation and adoption of the framework by new agencies.

CLACKAMAS COUNTY COURTHOUSE PROJECT

The RFP for the P3 Courthouse Project included 11 references to C2P2 including the County's Technical Requirements and how proposers need to respond.

The Fengate group's winning proposal includes their response to the C2P2 requirements outlined in the RFP as well as responses to other diversity requirements outlined in section 2.16.

Attached is the Construction Career Pathways Implementation Plan for the Clackamas County Courthouse, which was submitted within Fengate's Technical Proposal. (In their complete Technical Proposal, the C2P2 response is shown in Package A1, section 1.3.7.)

Please note highlighted sections of the Fengate plan, where they outline how their current and robust policies concerning anti-harassment and workplace culture, and workforce opportunities, (including apprenticeships and subcontractors) align with the C2P2 Framework. They also detail how they would monitor data and track their performance concerning C2P2 compliance and implementation.

The County will execute a comprehensive Partnership Agreement (PA) with the contractor that will incorporate hiring goals outlined in the Implementation Plan and other criteria.

CONCLUSION

Staff is working on recommendations for the second phase of C2P2 implementation, which will be discussed with the Board in the future.

-END-

At FP3, we build people, communities, and legacies. As a team, we are driven by a desire to make a positive difference in the communities that we touch. We do this by investing in small, local, and diverse businesses and by nurturing strong relationships with the local unions, apprenticeship programs, and community partners. Aligned with Clackamas County’s vision, FP3 understands the impact the new courthouse will have on supporting the growth of the local economy. We bring extensive experience in this arena having contracted \$625.8M in small/diverse subcontracting firms and consultants since 2016. Our Diversity and Inclusion Program is based on:

- » Business Inclusion
- » Community Investment
- » Workforce Development

The FP3 team is well positioned to meet Clackamas County Board of Commissioners C2P2 goals for local inclusion and participation. Based on our experience on projects throughout the West Coast and Pacific Northwest of achieving participation by women, women-identified persons, persons of color and state-registered apprentices, FP3’s program protocols are consistent with the Construction Career Pathways Project (C2P2) Framework adopted by the County in November 2020.

- » 20% total work hours performed by state-registered apprentices.
- » 14% total work hours performed by women and women-identified persons.
- » 25% total work hours performed by persons of color.

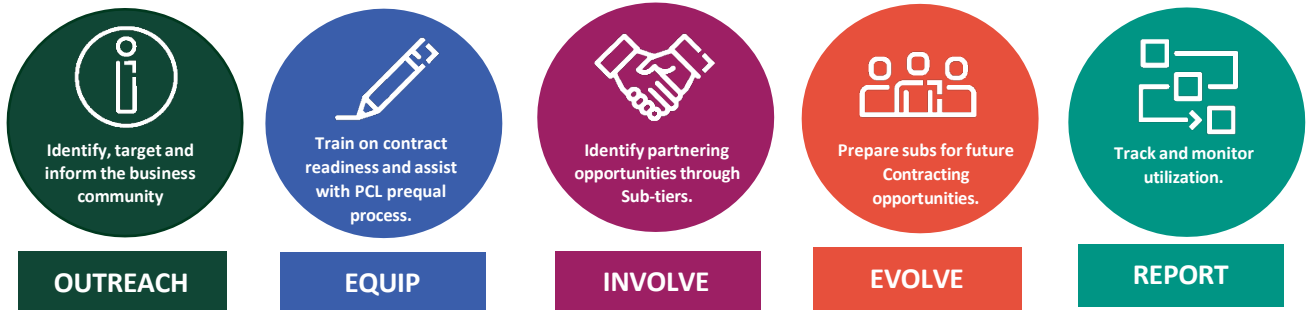
The depth and breadth of our team experience conducting fruitful outreach programs will begin with:

BUSINESS INCLUSION

The FP3 team has a longstanding history working with client’s intent on impacting the local design and subcontracting community through their projects. Our diverse philosophy towards project outreach for local and diverse businesses showcases FP3’s corporate citizenship and reaps significant advantages for both FP3 and the City of Oregon City community:

- » Broadens FP3’s engineering and subcontractor base, which will position the team for more competitive pricing.
- » Increases consultant and subcontractor loyalty, leading to higher (and more competitive) bidder responses and design fees.
- » Project teams / subcontracting firms that reflective of the diversity of the City of Oregon City.
- » Opportunity to support political/community driven economic development goals by the County.

THE FIVE PILLARS IN THE FP3 LOCAL OUTREACH PLAN (BUSINESS INCLUSION) INCLUDE:



Our outreach success in the Pacific Northwest for public projects has averaged a 26% participation over the last six years. The chart below highlights WM/M/SBE participation on past projects demonstrating that even without project requirements we are choosing to partner with the diverse and small design and subcontractor community.



Project Name	SBE Goal	SBE Achieved	MWDBE Goal	MWDBE Achieved	Contract Amount
Auburn Station Parking Garage	22%	31%	N/A	N/A	\$8,181,000
Auburn Station Pedestrian Bridge	22%	60%	N/A	N/A	\$2,710,000
Kent Station Parking Garage	22%	36%	N/A	N/A	\$9,785,000
Kent Station Pedestrian Bridge	22%	29%	N/A	N/A	\$3,910,000
Federal Way Transit Center **	20%	25%	13%	12%	\$21,656,000
FAA – Billings ATCT and TRACON	50%	68%	26%	19%	\$8,371,000
FAA – Seattle TRACON	28%	33%	12%	12%	\$27,532,000
Small Arms Training Center	65%	70%	18%	25%	\$12,600,000
C755 Central Link Light Rail	20%	25%	12%	16%	\$280,197,000
Lakewood Transit Center	15%	24%	0%	4%	\$17,570,000
Veterans Administration Nursing Home Dietetics Kitchen	23%	30%	23%	30%	\$33,639,000

* Explanation: The site concrete subcontractor for this project defaulted and was unable to complete their work on the project. PCL anticipated that the work of the DBE would be approximately 2% of the contract price. PCL was unable to replace this subcontractor with another DBE subcontractor and as a result our participation goal was missed by 0.92%.

FP3 understands the importance of business inclusion, it will impact the local economy and the vibrancy it delivers when executing projects. In previous projects, our team has intentionally identified and targeted key women, women-identified persons, persons of color and state-registered apprentices to reach our goals. FP3 does include select design scopes which include minority and/or woman owned businesses such as Mayer/Reed and Studio Pacifica (registered in Washington a WBE). Future construction work scopes can be potentially carved out for second tier sub-contractors to strive to meet the County’s C2P2 goals.

By choosing to include, we are able to strengthen the overall subconsultant, subcontractor, and facility maintenance pipeline by impacting both current and future work in the architecture, engineering, construction and asset management arena. FP3 has developed five pillars that are the foundation of our outreach strategy. These pillars as outlined above (Outreach, Equip, Involve, Evolve and Report) are the foundation of our historic success. A more detailed approach of our “outreach efforts” is described in section 1-3-8 (D/M/W/ESB/SDVBE Subcontracting Plan).

Potential Oregon City Workforce Development Partners:

*Clackamas Workforce Partnership
Job Corps
YMCA and many others*

COMMUNITY INVESTMENT

As designers, builders, and operators, we are driven by a desire to make a positive difference in the communities we work in. We do this by investing both our time and resources, and by nurturing solid relationships with strategic partners. From donating disposable and reusable face coverings to protect our community's most vulnerable populations, to serving alongside United Way, Regional Food Banks to distribute food to community members, FP3 team members are about serving.

We continue to partner with community organizations and stakeholders to impact the communities where we work, live, and play.

Workforce Development

As a member of the Pacific Northwest and Western region community for the last 30 years, PCL Construction, the design build contractor for FP3 has seen the impact “being a good neighbor” has on economic development. We are committed to investing in the communities in which we live and work, on and off season.

To do this we actively engage the community and collaborate with partners that are already effectively serving the community. As an example, in a four-year period we sponsored more than 245 new careers and counting for residents throughout the region, many of which were justice-impacted individuals or experiencing homelessness, looking for an equitable opportunity. Each new career represents the ripple effect of transformed families, communities, and neighborhoods. We believe that construction is a powerful mechanism for economic impact and community development. Workforce development partners we have previously teamed with include but not limited to: YMCA, 2nd Call, The Ant-Recidivism Coalition (ARC), and many more. FP3 has identified potential City of Oregon City Workforce development partners in which we can build a partnership to tap into or develop potential talent for the new courthouse.

\$9.7M+

Dollars Donated to Community Organizations



Christmas in July: Team members of FP3 participated in a food drive to feed local families in the community. A full home cooked meal with all the holiday trimmings was given to each community member who participated in the event.



Amtrak Clean-Up Event: FP3 team members alongside local community leaders spent a Saturday afternoon cleaning their local community. Cleaning supplies and PPE were provided by PCL Construction for the event.



A Positive & Inclusive Culture

FP3 team members recognize that everyone’s journey through life is not the same. To design and construct buildings for diverse communities, we need to include people of all backgrounds to ensure their perspectives and experiences are seen, heard, and reflected through our work. Our tradition of design and construction excellence would not be possible if we were not intentionally inclusive of people from different cultures and backgrounds.

PCL’s Code of Conduct is the foundation for FP3 to create a positive and inclusive culture. As part of our commitment, we have made Diversity, Equality and Inclusion (DE&I) one of our primary pillars in conducting business. Our mantra includes:

- » Creating and supporting a workplace where everyone feels respected, satisfied, and appreciated
- » Respect diversity
- » Foster a working environment for all personnel that is free of harassment and discrimination and that respects their dignity and worth

Because the FP3 team embraces these values, we employ several practices to promote the hiring of women and minorities. We clearly state our desire for a diverse workforce on both our internal and external websites and communicate this to all of our employees. Additionally, we promote diverse hiring practices through our employee referral program, and award employees accordingly for qualified hires. We encourage our women and minority employees to

refer qualified individuals within their own peer group. We engage in outreach to community organizations to communicate our position openings and encourage their qualified referrals. Much of our recruiting is done at job and career fairs, where we speak with all interested candidates and encourage women and minorities to apply.



FP3 believes that employees are our largest asset, and our consortium of companies have a strong culture of treating employees with respect. Our goal is to provide all the tools required for the success of every employee and we encourage promotion from within. Our team has internal training available to all employees, and we assist and encourage each employee to meet a minimum of 35 continuing education hours every year. We also encourage and provide financial support for women and minorities to pursue outside training to further their careers. All employees, including women and minorities, participate in our career development process which helps them plan their career path and their future, including identifying training opportunities and promotions.

In addition, PCL is a union contractor signatory to the Carpenters, Laborers, and Operators Unions. These unions have extensive on-the-job training and apprenticeship programs, which encourage women and minorities in the workforce. Our team provides material and financial support to these training programs and participates fully in the development of apprentices, minorities, and women through our union affiliation.

Beyond our own offices, we partner with diverse clients and subcontractors. We deliver value to our communities by leveraging diverse, industry-leading talent charged with providing solutions through diversity of thought, innovative thinking, partnerships, and collaboration.

b) Bullying & Harassment Policies

FP3 has a zero-tolerance policy for any form of bullying and harassment in the workplace that creates a risk to the health of a worker or adversely affects a worker's psychological or physical well-being. We are committed to:

- » Providing a harassment free workplace.
- » Promoting a harassment free environment.
- » Investigating all reported incidents of harassment.
- » Taking prompt corrective actions to respond to workplace harassment.
- » Providing appropriate support for any victim of workplace harassment.

This zero-tolerance policy is reviewed with all personnel prior to commencing work on a project site – as part of PCL's required orientation program.

Harassment, including sexual harassment, of any personnel in respect to their employment or in the course of their employment is prohibited. This prohibition includes harassment within any company within the FP3 partnership, by other FP3 personnel or by a third party.

Violation of this policy by any team member will result in disciplinary action, up to and including immediate termination of employment. Violation of this policy by any FP3 company or by a third party will result in appropriate action being taken, including action to end such violation. If any team members feel they have been harassed or discriminated against in their employment, the team member should report the offending conduct, in accordance with the Code of Conduct. It is the responsibility of any person who is a supervisor or manager of a FP3 company to take immediate and appropriate action to report or deal

PCL's code of conduct prohibits retaliation against anyone who submits a good faith complaint.

WE NEED YOU TO MAKE THE CALL

ETHICS HELPLINE
1 800 461 9330

Or search "Ethics Helpline" on PCL Connects to access online reporting.

To report any matter that is not the sole responsibility of your supervisor or your supervisor, contact PCL Connects at 1-800-461-9330 or visit our website at pclconnects.com. PCL Connects is a secure online reporting platform. All information is confidential and will be held in strictest confidence. PCL Connects is available 24/7. PCL Connects is a service of PCL Construction Development, a division of PCL Construction, Inc. © 2014 PCL Construction, Inc. All rights reserved.

PCL CONSTRUCTION

with incidents of harassment or discrimination, whether brought to their attention or personally observed. Under no circumstances should an observation or legitimate report of harassment or discrimination be dismissed or downplayed. Complaints made under this policy will be dealt with in accordance with the Code of Conduct. All incidents and complaints of workplace harassment that the employer, human resources, a manager or a supervisor become aware of will be investigated and dealt with in a fair, respectful and timely manner. Regardless of the outcome of a discrimination or harassment complaint made in good faith, the person lodging the complaint, as well as anyone providing information in good faith in respect of the complaint, will be protected from retaliation in accordance with the Code of Conduct.

FP3 also has a hotline that employees may access anonymously to report any violations to our code of conduct without fear or repercussions. Our team stands committed to creating a workplace free of harassment and persecution.

c) Positive Workplace Culture

FP3 recognizes the importance of maintaining the same Code of Conduct, and DE&I programs on job sites. Whether it is in the office or on one of our project sites, team members, subcontractors, vendors, and industry partners are expected to meet the same standard. Creating a positive workplace takes the active participation by all. The protocols outlined in our Code of Conduct, Training opportunities, as well as clearly defined rules against discrimination are posted. Our zero-tolerance policy defines how violations will be handled to ensure team members align with goals to creating a positive workplace in the office and jobsites. While access to materials and support may be challenging on project sites, FP3 has leveraged technology to ensure each employee has the same access and benefits no matter where they are located. Cloud-based programs with access to a library or materials, learning opportunities, and employee resources are all available through our egypte sharing file system and/or through a multitude of proprietary programs such as PM4+, Power BI, CONNECTS, and Deltek to name a few.

Additionally, each project site and employee have access to the 24/7 hotline that provides a direct line to

confidential reporting on any code of conduct violations. Job-site violations are handled immediately by the employee supervisors/management team. All managers attend an annual DE&I training which includes role playing to not only build awareness around discrimination and harassment challenges on the workplace but to understand better communications that can be used to create a positive and inclusive environment.

d) Teaching/Training Programs

The organizational strength of the FP3 team members is complemented by respect for the culture distinctiveness, and inclusion. Our team is committed to human resource development through our in-house College of Construction program. The college, which is unique to the construction industry, supports education and training opportunities for both employees and construction partners, by offering on-site, on-the-job training programs. This gives WM/M/SBE firms valuable construction skills, as well as pride in having been actively involved in building a part of the community. Given the importance of this project to the community as well as the opportunity to showcase the C2P2 program, we can tailor work programs to meet the needs of participating WM/M/SBE firms. For example, we have adjusted work hours to give people the opportunity to work in smaller groups to reduce risk of exposure to the COVID-19 virus.

For decades, we have worked closely with culturally diverse partners to develop mutually beneficial business relationships. Some of the benefits of working together in various contractual formats include employment and training opportunities, as well as enhanced financial and business independence.

At the Project site: getting PCL College of Construction material out to the job sites can be difficult. In order to improve access of college material to site employees and out subcontracting partners, the human resources team decided to bring the College out to the sites. The creation of 'site libraries' provided a solution that gave these remote sites the ability to spontaneously pick up their own resources.

The majority of FP3 team members are based on job sites as far away from the main office as 450 miles.

Getting PCL College material out to the job sites can be difficult. In order to improve access of college material to site employees, the human resources team decided to create 'site libraries' which provided a solution that gave these remote sites the ability to spontaneously pick up their own resources. A collection of approximately 35 resources are now. Site libraries have also been prepared for a wide-range of topics. Employees now have direct access to the resources, and they can physically choose what resource they want and take it home with them immediately. Each library has a different set of resources, which were selected based upon popularity and cost. The libraries continue to grow as resources are added monthly. Approximately twice a year the libraries will be rotated between different job sites and on the completion of a job the library will be recycled and used at upcoming projects.

Administrative Assistant Kirsten Demeriez, at the Husky Tucker Thermal Project, says "I believe this resource program is an excellent addition to every jobsite out there. The variety of resources available are proving to be a substantial "push" for employees to take advantage of the College Library and earn their college hours. The fact that they can physically touch the books, DVD's, or audio recordings, makes it easier for them to take the resource out."

Some sites even organize Lunch and Learns as an opportunity to get together and show some of the videos that are in the library. Kirsten says, "During the lunch hours, Lunch and Learns are hosted regularly that highlight a different site library resource. This practice not only allows employees the opportunity to earn their required college hours, it also proves to be a team building experience since the attendees discuss the aspects that they liked and disliked about each film. Every group activity creates a bonding experience that will ultimately create a stronger team with more efficiency."

e) Report on Implementation

As a practical tool to empower the report aspect of our C2P2 plan, FP3 will leverage the Power BI platform to collect datapoints specific to our performance on agreed upon metrics as it relates to the C2P2 goals outlined earlier in this section. This data will be fed into reports that will be routinely reviewed at Project Control Groups and Progress Meetings, as well as incorporated into the Monthly Reports being provided to Clackamas County. This reporting will fold accountability into our efforts, as well as bring the County and other key stakeholders into the conversation.

In addition, Power BI will enable real-time data to be published on the Project website dashboard as per Section 2.8 (C2P2 and D/M/W/ESB/SDVBE Reporting Requirements) of Appendix 6 (Design and Construction Standards) of the Draft Project Agreement.

CONSTRUCTION CAREER PATHWAYS REGIONAL FRAMEWORK

The Construction Career Pathways Project Public Owner Workgroup (Workgroup) is comprised of 16 public agencies tasked with developing a regional approach to recruiting and retaining women and people of color in the construction trades. Since July 2018, Oregon Metro convened the Workgroup to develop a regional approach to construction workforce equity for the Greater Portland metropolitan area. Over the course of nearly a year, the Workgroup met as a whole and in subcommittees to identify regional strategies and potential investments that will grow the number of people of color and women in the construction trades.

This Regional Framework (Framework) summarizes a series of strategies needed for creating and sustaining a diverse construction workforce. It offers high level guidance to Public Owners committed to fostering the diverse workforce needed to meet projected construction demand.¹ The attached toolkit provides Public Owners with practical approaches to implementing the strategies outlined in this Framework. The Framework and toolkit are not procurement documents or contracts.

Buy-in from multiple public agencies and cross-sector collaboration with labor, community-based organizations, contractors, educational institutions, and others, will be essential to ensure impact at a regional scale. The toolkit provides guidance on how to create impactful partnerships to diversify the workforce. If successful, the Framework can elevate a truly regional, collaborative approach that will create a robust pipeline of work, a consistent demand for workers, and an unprecedented opportunity to make transformative investments that will lift Greater Portland residents out of poverty.

This Framework provides seven essential points Public Owners should integrate into their practices in order to ensure success and truly move the needle toward achieving construction workforce equity. The accompanying toolkit provides additional details and guidance to Public Owners as they implement the recommendation their relevant policies, programs, and procurement practices.

I. SET CLEAR WORKFORCE DIVERSITY GOALS

Public Owners should establish regionwide targeted hire goals to increase diversity in the construction workforce (see below). The toolkit provides guidance on additional goals Public Owners may consider in order to create a demand for diverse construction workers, and a ramp up period timeline to ensure success.

- A. A minimum of **20% of total work hours** in each apprenticeable trade shall be performed by **state-registered apprentices**;
- B. A minimum of **14% of total work hours** shall be performed by **women and women-identified persons** – both journey and apprentice-level workers;
- C. A minimum of **25% total work hours** shall be performed by **persons of color** – both journey and apprentice level workers.

¹ For more information about projected demand, see the Metro *Regional Construction Workforce Market Study*. <https://www.oregonmetro.gov/sites/default/files/2018/07/02/C2P2-regional-construction-workforce-market-study-07022018.pdf>.

II. SET PROJECT THRESHOLDS

Public Owners will set a project cost threshold to trigger targeted hire goals and set a “tiered” system to determine tracking requirements. The threshold tiers recommended in the toolkit are based on the Public Owner’s typical project size and cost. Agencies should consider and adopt the thresholds outlined in the toolkit or set modified thresholds based on their typical project size and their capacity to monitor compliance.

III. TRACK AND REVIEW PROGRESS ON GOALS

Public Owners should utilize a software tracking system – such as Elations, LCPtracker, B2GNow - to streamline reporting and compliance. Adopting a data-driven approach will facilitate the enforcement of targeted hire goals and help Developers/Prime Contractors troubleshoot any issues that may arise. Collecting this data regionally helps to create and allows for monitoring and reassessment of progress towards workforce goals. The toolkit provides a list of approaches to collecting workforce data, along with a set common data points all Public Owners should commit to collecting in order monitor their progress towards achieving workforce diversity goals.

IV. DEVELOP A WORKFORCE AGREEMENT

Workforce Agreements are enforceable contracts that govern the terms and conditions of employment for all workers on a given construction project. They serve as a useful mechanism to align practices to ensure diversity goals are met and allow for clear tracking and monitoring of contractors by Public Owners, community-based organizations, and certified firms. Workforce Agreements avoid costly delays due to labor disputes or shortages of workers, and contractually ensures that publicly funded projects are completed on time and on schedule for the benefit of taxpayers.² They offer Public Owners increased oversight of numerous contractors and unions on large projects. The toolkit contains a series of terms that are critical to achieving workforce diversity goals and should be considered when negotiating a Workforce Agreement.

V. IMPLEMENT WORKSITE ANTI-HARRASSMENT AND CULTURE CHANGE STRATEGIES

To support, cultivate and grow a positive jobsite culture, Public Owners should require an approved worksite harassment prevention strategy. Programs such as Alteristic’s Green Dot or the Carpenter’s Positive Jobsite Culture Training programs ensure all employees, regardless of race, gender, or creed, are guaranteed a safe and respectful working environment.³ By working together, Public Owners, trades, and contractors can put practices in place that can help eliminate hostility and bullying in the construction industry.

VI. COLLECTIVELY INVEST IN WORKFORCE SUPPLY

Public Owners acknowledge that a regionwide workforce diversity policy must be paired with a coordinated approach to recruitment, training, and retention of women and people of color. Public Owners must engage labor, industry groups, and community-based organizations to address ongoing barriers that prevent people of color and

² Labor Agreements, Project Labor Agreements, Community Workforce Agreements, and Community Benefits Agreements are other legally enforceable contracts that when implemented, can result in diversity outcomes on public projects.

³ Alteristic’s Green Dot Violence Prevention program is a bystander intervention strategy that aims to prevent and reduce power-based personal violence at school campuses and workplace environments, including sexual harassment and bullying. Green Dot develops curriculum and training materials using strategic planning, bystander mobilization, interpersonal communication, and coalition building. The Green Dot program was successfully implemented as part of the project labor agreement for the Multnomah County Central Courthouse and can be a model adapted for projects and jobsites across the region. More information can be found at: <https://alteristic.org/services/green-dot/>.

women from entering the construction industry. Public Owners should also direct funds towards increasing the number of qualified women and people of color in the construction industry. The toolkit offers three ways Public Owners can facilitate a continuous investment in the construction workforce.

VII. ESTABLISH REGIONAL COLLABORATION

The success of the recommendations outlined in this Framework depends on implementation. Public Owners must institutionalize a coordinated structure and process to get a sense of their collective progress and calibrate their efforts as needed. Public Owners should also develop clear roles for external stakeholders (trades, contractors, industry groups, certified firms, and community-based organizations) to ensure efforts are coordinated, complementary, and not duplicative. The toolkit outlines a process for regional coordination, including a committee structure and suggested functions.

VIII. NEXT STEPS

The undersigned agree to participate on a Regional Implementation Committee (Committee) to create an action plan for adopting and the implementing the recommendations of the Framework within each agency and coordinating on a regional scale. The Committee will also engage external stakeholders (trades, contractors, industry groups, certified firms, and community-based organizations) to collaboratively, creatively, and continuously to truly move the needle on diversifying the construction workforce and placing workers into career paths that deliver economic prosperity.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF CLACKAMAS COUNTY, STATE OF OREGON**

Resolution # 2020-79

**In the Matter of Supporting
Construction Careers Pathways Program (C2P2)**

Page 1 of 2

WHEREAS, Careers in the construction industry provide family-wage jobs and help build a vibrant economy.

WHEREAS, The Portland Metro Region Construction Workforce Market Study found a severe shortage of, and need for a skilled construction workforce for new construction projects in the Greater Portland region.

WHEREAS, the Clackamas County Board of Commissioners would like its public projects to help increase and support opportunities for women and communities of color, recognizing that they face significant barriers to careers in the construction industry.

WHEREAS, Metro has convened a Public Owner Workgroup, which developed the Construction Career Pathways Project (C2P2) Regional Framework with significant input from community and industry stakeholders.

WHEREAS, C2P2, through its Framework, aims to support region-wide efforts, across agencies, to address those barriers faced by women and people of color in the construction industry.

WHEREAS, The Framework provides tools and guidance to help agencies set region-wide workforce diversity goals, establish project thresholds, track and review progress on goals, develop workforce agreements, implement worksite anti-harassment and culture change strategies, collectively invest in workforce supply, and establish regional collaboration.

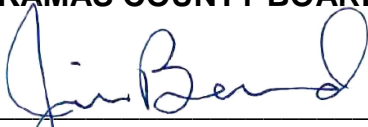
NOW THEREFORE, the Clackamas County Board of Commissioners hereby resolves to:

1. Adopt the Construction Careers Pathways Framework (C2P2) in an effort to support a regional approach to recruiting and retaining women and people of color in the construction trades:
 - Set region-wide workforce diversity goals,
 - Establish project thresholds,
 - Track and review progress on goals,
 - Develop workforce agreements,


- Implement worksite anti-harassment and culture change strategies,
 - Collectively invest in workforce supply, and
 - Establish regional collaboration.
2. Enlist Clackamas Workforce Partnership (CWP), a county nonprofit partner, to help support and oversee this effort with Clackamas County staff.

Dated this 25 day of November 2020

CLACKAMAS COUNTY BOARD OF COMMISSIONERS



Chair



Recording Secretary