

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Sitting/Acting as (if applicable)

Policy Session Worksheet

Presentation Date: 7-28-2020 **Approx. Start Time:** 1:30 **Approx. Length:** 30 MINS

Presentation Title: Construction Career Pathways Project (C2P2) Update

Department(s): Clackamas County Administration

Presenters: Tracy Moreland, Raahi Reddy, Metro DEI Director

Other Invitees: Dan Johnson, Greg Geist, Mike Bezner, Chris Storey, Metro Councilor Christine Lewis, Tiffany Thompson, (Metro) Sebrina Owens-Wilson (Metro), Bridget Dazey (CWP)

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Discuss the Regional Construction Career Pathways (C2P2) program framework and direct staff to establish project plan for the application of this framework that is specific for Clackamas County's goals.

(If the staff recommendation is approved by the Board today, staff will return to the Board with a draft C2P2 plan and present it for consideration of formal BCC adoption, and will include proposed budget and operating partnerships.)

EXECUTIVE SUMMARY:

The Construction Career Pathways Project (C2P2), aims to address a lack of diversity in the skilled construction workforce in the metro area, where people of color and women face significant barriers in accessing and sustaining these careers.

In 2018, Metro and City of Portland commissioned a construction workforce market study in anticipation of upcoming public construction projects. This study clearly showed:

- Construction is a high-growth industry reporting a severe shortage in skilled workers.
- There is a need for nearly 14,000 construction workers between now and 2021.
- The need for construction workforce will only increase in the next ten years as new construction projects arise and nearly 20% of the workforce is at or near retirement age.
- The construction workforce has been historically homogenous – currently only 4% women and 20% minorities.
- People of color and women are more likely to work in the lower-paying trades.

To address these challenges, a Public Owner workgroup was convened in the summer of 2018 to develop the Construction Career Pathways Project Regional Framework. Workgroup participants included:

- City of Beaverton
- Beaverton School District
- Bureau of Labor and Industries
- North Clackamas School District
- ODOT
- Portland Community College
- Portland Public Schools

- Home Forward
- Metro
- Multnomah County
- Oregon Health Sciences University
- Port of Portland
- City of Portland
- Portland State University
- Prosper Portland
- TriMet

Over the next year this workgroup helped develop a framework providing seven essential points Public Owners should integrate in order to ensure success and move the needle toward achieving construction workforce equity.

- I. **Set Clear Workforce Diversity Goals:** Including region wide targets hire goals including:
 - a. A minimum of 20% of total work hours in each apprentice 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; and
 - c. A minimum of 25% total work hours shall be performed by persons of color – both journey and apprentice level workers.
- II. **Set Project Thresholds:** Essentially project cost thresholds to triggered targeted hire goals and set a “tiered” system to determine tracking requirements (See Attachment A: C2P2 Agency Commitments – June 2020)
- III. **Track and Review Progress:** Emphasis on the use of tracking software by the Public Owner to set common data points in order to monitor progress.
- IV. **Develop a Workforce Agreement:** Enforceable contracts that govern the terms and conditions of employment for all workers on a given construction project.
- V. **Implement Worksite Anti-Harassment and Culture Change Strategies:** Requires contractors have an approved worksite harassment prevention strategy to ensure a safe and respectful work environment regardless of race, gender, or creed.
- VI. **Collectively Invest in Workforce Supply:** Development of a coordinated approach to recruitment, training, and retention of women and people of color. Public Owners are encouraged to engage to address ongoing barriers that prevent people of color and women from entering the construction industry.
- VII. **Establish Regional Collaborative:** A desire for Public Owners to institutionalize a coordinated structure and process to get a sense of their collective progress and calibrate their efforts as needed.

This framework has been adopted by Metro, Prosper Portland, City of Portland, Multnomah County and Portland Public Schools. Additional agencies having positive conversations toward adoptions are Washington County, TriMet, and the Port of Portland.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO

What is the cost? \$ TBD What is the funding source? TBD

STRATEGIC PLAN ALIGNMENT:

- *How does this item align with your Department’s Strategic Business Plan goals?*

The Equity Diversity and Inclusion Program aims to provide equitable access, workforce character, reputation and relationship services to County employees and the public at large so they can enjoy a welcoming and inclusive place to live, work and do business.

RESULTS/GOALS INCLUDE:

100% of Department Lines of Business will establish performance measure and set targets for providing equitable access to services for diverse populations.

80% reduction in Equal Employment Opportunity categories where females, veterans and minorities are underrepresented.

- *How does this item align with the County's Performance Clackamas goals?*

GROW A VIBRANT ECONOMY: The future prosperity of County residents will be built on good paying jobs that support families, housing affordability, a growing diverse qualified workforce, capital investments that grow current businesses, and on the availability of lands where new businesses can easily locate and expand within the County.

Equity, Diversity and Inclusion is one of the four Policy Perspectives the BCC has committed to using as a lens when making policy, operations and budget decisions.

LEGAL/POLICY REQUIREMENTS: TBD

PUBLIC/GOVERNMENTAL PARTICIPATION: TBD

OPTIONS:

#1: Direct staff, using the C2P2 framework presented by Metro, to develop project thresholds and a specific plan for Clackamas County for future consideration by the Board - including budget and department/partner oversight recommendations.

#2: Direct staff to provide more information.

#3: Do not participate in the C2P2 program.

RECOMMENDATION:

Staff respectfully requests the Board adopt recommendation #1: *Direct staff, using the C2P2 framework presented by Metro, to develop project thresholds and a specific plan for Clackamas County for future consideration by the Board - including budget and department/partner oversight recommendations.*

ATTACHMENTS:

Attachment A: Metro Power Point – Construction Career Pathways

Attachment B: Summary of C2P2 Framework

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval _____

County Administrator Approval _____

For information on this issue or copies of attachments, please contact Tracy Moreland @ tracymor@clackamas.us



Construction Career Pathways

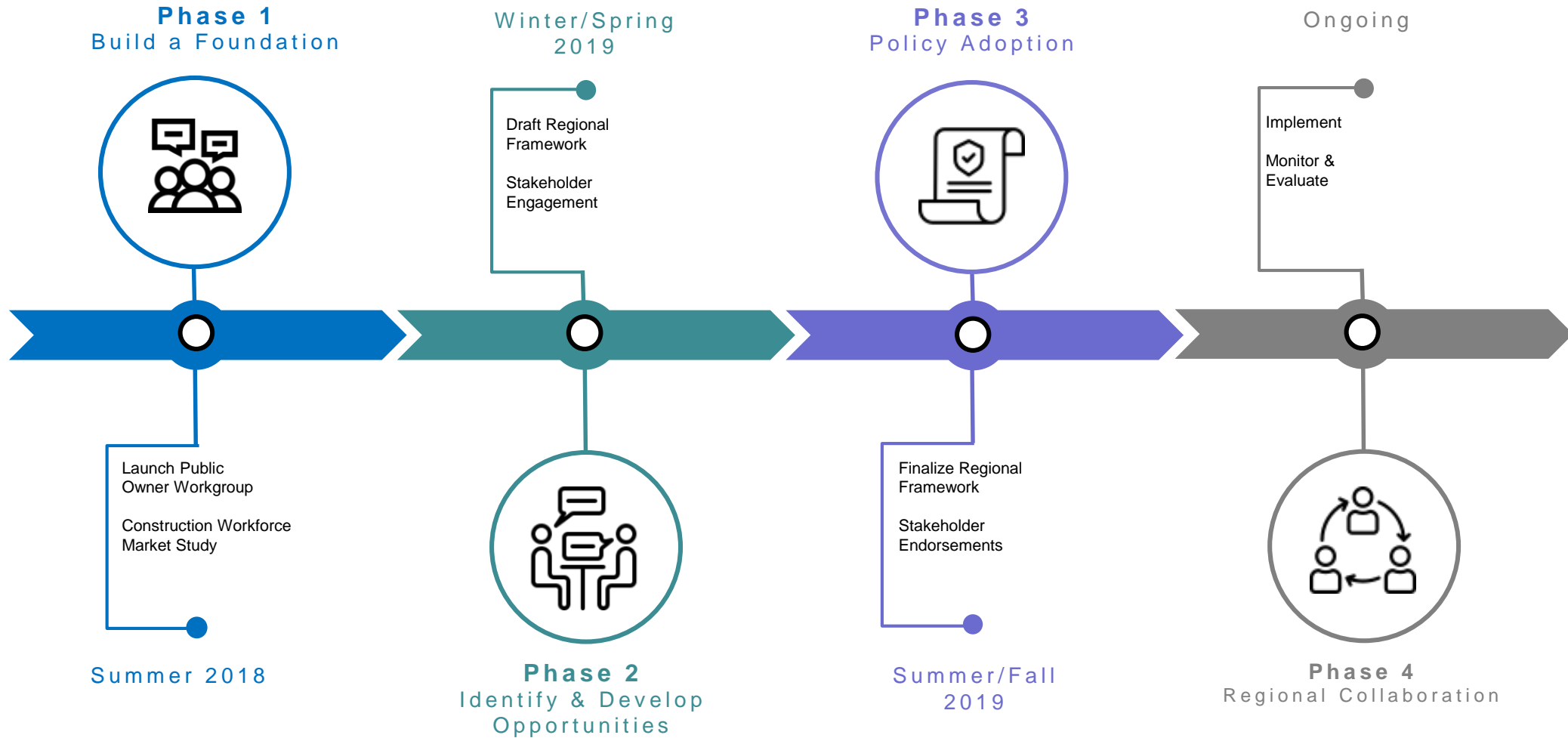
July 28, 2020

Construction Career Pathways

Outcomes

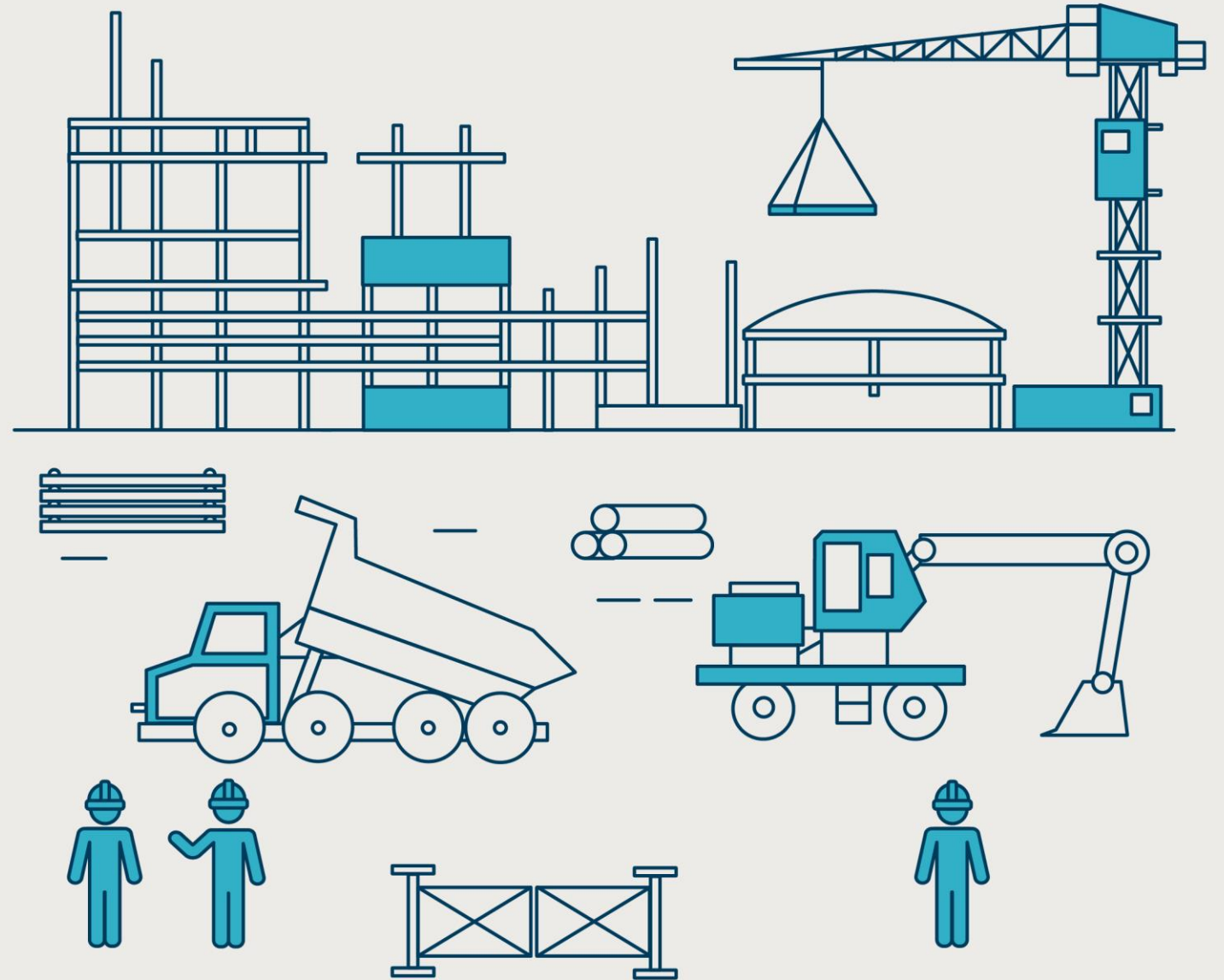
- Increase construction career opportunities for people of color and women
- Help meet the regional demand for a skilled construction workforce
- Utilize regional coordination to leverage collective efforts
- Establish consistent recruitment, training and retention policies & practices
- Make highroad industry standards the norm

Construction Career Pathways Timeline



Over the next several years, public agencies across the Portland Metro region will need 14,000 construction workers for 80+ capital projects.

Retirements and barriers to entry and retention are creating a skilled labor shortage



Construction Career Pathways Framework

Public agencies in the Portland Metro region are working together to grow and diversify the construction workforce by:



Setting consistent workforce diversity goals



Increasing recruitment & retention of diverse workers



Building accountability through tracking and workforce agreements



Ongoing regional collaboration

Stakeholder Pledges of Support

Contractors



Metal Acoustic Commercial Kraft, LLC
 HA'S Painting, Inc.
 A2 Fabrication, Inc.

Trades & Apprenticeship



Community Organizations



Adopting Construction Career Pathways

Standardized Across Agencies

Adopt **diversity hiring goals** consistent with regional framework

Invest in **workforce supply**

Track and report progress

Have **anti-harassment training** on jobsites

Join **Regional Collaborative Committee**

Agency Discretion

Set **project thresholds** that trigger diversity goals

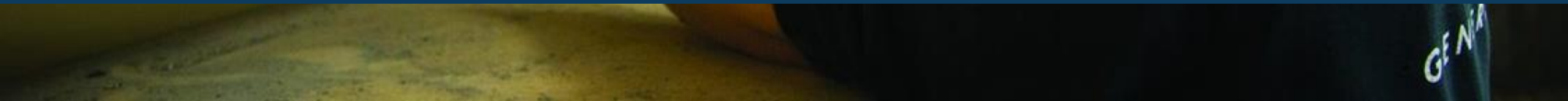
Identify a specific **funding mechanism** and amount for workforce supply

Develop a **workforce agreement** and project cost thresholds

Implement **anti-harassment training**



Questions?



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.