

Metro

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Metro

Minutes

Tuesday, October 1, 2019

2:00 PM

Metro Regional Center, Council Chamber

Council work session

2:00 Call to Order and Roll Call

Deputy Council President Sam Chase called the Metro Council work session called to order at 2:03 p.m.

Present: 5 - Councilor Sam Chase, Councilor Shirley Craddick, Councilor Craig Dirksen, Councilor Bob Stacey, and Juan Carlos Gonzalez

Excused: 2 - Lynn Peterson, and Christine Lewis

2:05 Safety Briefing

Councilor Dirksen provided a safety briefing.

Deputy President Chase noted Councilor Craddick would be excused at 3:15 p.m. to attend a Regional Transportation Council Meeting. Councilor Craddick noted a letter sent to Governors Kate Brown and Jay Inslee in collaboration with The Port of Portland, Ti-Met, Multnomah County, and the City of Portland regarding the I-5 Bridge Replacement Project. She stated she would be sharing the letter at the Regional Transportation Council Meeting.

Work Session Topics:**2:10 Construction Career Pathways Project**

Attachments: [Work Session Worksheet](#)
[C2P2 Regional Framework](#)
[PowerPoint: C2P2](#)

Deputy Council President Sam Chase introduced Ms. Heidi Rahn, Metro's Deputy Chief Operating Officer, Ms. Sebrina Owens-Wilson, Regional Impact Manager in Metro's Diversity, Inclusion, and Equity (DEI) sector, and Ms. Raahi Reddy, Metro's DEI Director.

Ms. Owens-Wilson introduced the finalized Construction Career Pathways Project (C2P2) framework and noted the integration of Council's feedback from previous discussions. She described the seven key elements of the framework: set

clear workforce diversity goals; set appropriate project thresholds; implement worksite anti-harassment and culture change strategies; collectively invest in workforce supply; track and review progress goals; develop a workforce agreement; and establish regional collaboration table. Ms. Owens-Wilson noted the recommended goals, which would be incrementally increased over 7 years, as set percentages of total hours worked of 20% for apprentices, 25% for people of color, and 14% for women.

Ms. Rahn introduced the implementation process for the framework which included four phases: procurement and solicitation, reporting and monitoring, contractor engagement, and analyzing fiscal implications. She delved into each category and noted the project thresholds recommended for each participating organization based on the size and capacity of their programs. Ms. Rahn stated the focus of Tier 1 projects as to solely track workforce diversity goals, meanwhile, Tier 2 projects would track as well as apply the diversity goals. She noted the intention of Tier 3 projects to track and apply diversity goals as well as the full workforce agreement. Ms. Rahn re-emphasized that the diversity goals would be increased incrementally over a period of 7-years to ensure proper implementation and minimal financial risk for each participating organization.

Ms. Rahn provided an overview of the financial implication of implementing this program, noting three categories of expenses including workforce supply investment, workforce tracking software, and internal costs. She described each category, summarizing the average estimated cost per year for workforce supply investment and workforce tracking software as \$210,000/year.

Ms. Reddy spoke on the necessity for wrap-around support services for people of color and women entering the construction industry to ensure continued investment in

workforce supply. She emphasized the importance of investing in local non-profit organizations and apprenticeship programs to help increase their capacity so they may train and support more underserved workers to enter the workforce. Ms. Reddy noted various methods through which investments may help pre-apprenticeship training programs, such as recruiting participants, expanding training space and capacity, and assisting with providing case management and wrap-around support services.

Ms. Reddy mentioned community-based organizations and described the importance of culturally-specific pre-apprenticeship training programs. She emphasized the current culture within the construction industry, which had been historically built by white men and the notion of hiring through word-of-mouth or family recommendations, making it difficult for women or people of color to get their foot through the door. Ms. Reddy stated a goal of the C2P2 program to recreate these opportunities for people of color so they may see themselves as someone who can be successful and a leader in this industry as well. She noted examples of culturally-specific organizations such as Self Enhancement, Inc., the Native American Youth, and Family Center, Prosperidad, and Immigrant and Refugee Community Organization (IRCO).

Ms. Reddy reviewed the career pipeline for the construction industry, emphasizing areas for potential improvement through the implementation of a culturally-specific strategy.

Ms. Owens-Wilson noted stakeholder support for C2P2 and introduced various contractors, trades and apprenticeship programs, and community-based organizations that had agreed to support the program's current goals and framework. She mentioned the Regional Collaboration Committee, which would include a group of public-owners

as well as private stakeholders from throughout the Metro region who would help coordinate regional efforts moving forward. Ms. Owens-Wilson noted additional regional partners who were taking the C2P2 frameworks to their organization's leadership for review and stated stakeholder support was expected to increase in the upcoming month.

Ms. Reddy introduced a few discussion questions for Council, including recommendations for project thresholds and goals, feedback on continuing leading efforts to have additional jurisdictions adopt the policy, and suggestions for implementation moving forward.

Council Discussion

Councilor Stacey inquired of the reasoning behind solely tracking the diversity goals for the Tier 1 projects, rather than applying them. Mr. Andrew Scott, Metro's Interim Chief Operating Officer, noted the difficulty for organizations to enforce the diversity goals in the Tier 1 projects considering the current lack of women and people of color available in the workforce. Ms. Rahn additionally noted a re-evaluation of the tracking goals would be conducted in two years, to then adjust the expectations for the Tier 1 projects and set more aggressive standards.

Councilor Dirksen requested clarification on Metro's contributions to the workforce supply investment and inquired if this was a regionally collaborated fund. He additionally asked why large contractors had not signed onto the program yet and if there were barriers for their participation. Ms. Owens-Wilson responded many large contractors were in communication with the C2P2 program and were in the process of taking the C2P2 frameworks to their organization's leadership for review. She noted these larger organizations had many more layers of leadership and oversight, thereby extending the time for approval in

comparison to smaller organizations.

Councilor Dirksen stated his appreciation for the multi-faceted approach of the framework and his support for moving forward with implementation as well as continuing to encourage the participation of other regional leaders.

Councilor Stacey stated his concerns on the language within the staff report regarding harassment training and advised for a stronger approach. Ms. Tiffany Thompson, Metro's C2P2 Project Manager, responded with two issues posing the construction industry that needs to be addressed before enforcing a stronger policy: the hesitancy of a majority of individuals in the construction sector to report harassment and the lack of an existing effective anti-harassment training program to consider for implementation. She noted two current anti-harassment training program under evaluation and stated that policy would be strengthened as the Regional Collaboration Committee gains more information on effective strategies to implement systemic change.

Councilor Stacey inquired if participation within the C2P2 program should be necessary for partners in Metro's other programs and projects, such as the affordable housing initiative.

Councilor Craddick requested clarification on each jurisdiction's ability to create their project threshold and asked for this information to be made available to Council once set. She inquired of the tracking and reporting strategies, specifically as they apply to incoming workers and if they may be tracked throughout the pipeline for patterns of upward mobility. Ms. Heidi responded the tracking was currently designed to ensure work hours rather than an individual's careers, however, there was potential for such measures to be implemented moving

forward.

Councilor Craddick suggested partnering with local jurisdictions and government organizations on smaller projects since it may benefit the other cities to have access to a larger workforce as well as assist C2P2 in implementing diversity goals throughout the Metro region. She inquired of union and trades participation in C2P2. Ms. Owens-Wilson responded they were in communication with the unions and are in the process of bringing them on board to the program. Ms. Thompson added C2P2 would like to include unions as well as their apprenticeship programs in their framework.

Councilor Gonzalez emphasized the importance of programs like C2P2 and their expected impact on the Metro region's construction workforce, adding that in the next 3-5 years there was an expected \$7.5 billion worth of construction projects in the local economy. He inquired of how geography would be taken into account when considering culturally-specific strategies to invest in workforce supply, noting the barriers to access for many populations outside of the immediate Portland area.

Deputy President Chase asked for any avenues through which Councilors may assist in communicating with local jurisdictions to encourage their participation in C2P2. He inquired of the fiscal contributions or commitments expected from the participating organizations. Ms. Reddy responded the primary financial contribution requested from jurisdictions was to invest in the workforce, however how that may be achieved and implemented was open to the jurisdiction's choice.

Councilor Stacey recognized Mr. Tom Hughes, the previous Metro Council President, and his contributions to support and deploy C2P2 during his time at Metro.

2:55 Chief Operating Officer Communication

Mr. Scott noted upcoming events in honor of LatinX Heritage Month such as Diverse LatinX Movements for Social Change lunch and learn, a poetry reading by Yesika Salgado, and a Dia de Los Muertos Alter Creation and Celebration.

Council Discussion

Councilor Gonzalez inquired of when and where the poetry reading by Yesika Salgado would be occurring.

3:00 Councilor Communication

Councilor Stacey reported on a recent Transportation-Oriented Development (TOD) Steering Committee meeting he had attended, noting a few projects in progress and their integration of transit accessibility with affordable housing measures.

Councilor Dirksen noted his participation in celebrating Wild Rivers Day and the opening of the lamprey exhibit at the Oregon Zoo. He stated his attendance at the groundbreaking for the Red Rock Creek Commons TOD project in the Tigard Triangle and described the project's amenities.

Deputy President Chase noted a Life Time Achievement award was presented to Councilor Stacey on September 29th by 1000 Friends of Oregon and congratulated his colleague.

Ms. Carrie MacLaren, Metro Attorney, stated her appreciation for Councilor Stacey's contributions to the Metro region and his participation as Executive Director of 1000 Friends of Oregon from 2002-09.

3:05 Adjourn

Seeing no further business, Deputy Council President Sam Chase adjourned the Metro Council work session at 3:24 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Janani Srinivasan', with a stylized flourish at the end.

Janani Srinivasan, Council Policy Assistant

ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF OCTOBER 1, 2019

Item	Topic	Doc. Date	Document Description	Doc. Number
1.0	PowerPoint	10/1/2019	Construction Career Pathways Project	100119cw-01
2.0	Letter	10/1/2019	Letter to Governor's Brown and Inslee re. I-5 Bridge Replacement	100119cw -02