

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF APPROVING THE) RESOLUTION NO. 19-5038
CONSTRUCTION CAREER PATHWAYS)
FRAMEWORK) Introduced by Councilor Juan Carlos
Gonzalez and Councilor Sam Chase

WHEREAS, careers in the construction industry provide family sustaining wages and build economic prosperity; and

WHEREAS, in 2018, Metro and the City of Portland funded the Portland Metro Region Construction Workforce Market Study that found a severe shortage in skilled workers and the need for an increased construction workforce for new construction projects in the Greater Portland region; and

WHEREAS, a shortage of construction workers creates increased costs in building public capital projects; and

WHEREAS, people of color and women face significant barriers to careers in the construction industry; and

WHEREAS, Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion provides that Metro will collaborate with local governments in support of its goal of increasing the number of women and people of color in the construction industry; and

WHEREAS, Metro wants its public capital project investments to open opportunities for women and communities of color; and

WHEREAS, Metro convened a Public Owner Workgroup that included 16 agencies from the region tasked with developing a regional approach to recruiting and retaining women and people of color in the construction trades; and

WHEREAS, the Public Owners Workgroup developed the Construction Career Pathways Framework (the Framework) with significant input from community and industry stakeholders; and

WHEREAS, the Framework establishes region-wide workforce diversity goals focused on recruiting, training, and retaining individuals that are underrepresented in the construction industry; and

WHEREAS, the Framework has public entities set project cost thresholds that will ensure consistent standards across publicly owned projects; and

WHEREAS, the Framework requires public entities to track and review progress on goals to ensure success and future adjustment as more data is collected for the region; and

WHEREAS, the Framework mandates that participating public entities enter into workforce agreements at certain cost thresholds as enforceable contracts that serve to align practices, clarify roles, and create accountability among all of the partners in publicly owned construction projects; and

WHEREAS, the Framework requires that public entities implement worksite anti-harassment and culture change strategies to eliminate hostility and bullying that have been barriers to women and people of color in the construction industry; and

WHEREAS, public investment is needed to increase the capacity of pre-apprenticeship training programs and community based organizations for a coordinated approach to recruitment, training, case management, and retention of people of color and women; and

WHEREAS, certain communities of color are severely underrepresented in the construction workforce so investment in culturally-specific strategies is critical to accessing and growing careers in construction for people of color; and

WHEREAS, the Framework provides for continued regional collaboration between public entities, contractors, the trades, certified firms, community partners, pre-apprenticeship and apprenticeship programs to truly move the needle on diversifying the construction workforce and place women and people of color into career paths that deliver economic prosperity; now therefore,

BE IT RESOLVED that:

1. The Metro Council approves the Construction Career Pathways Framework in the form attached as Exhibit A to this Resolution.
2. The Metro Council approves the capital project thresholds as described in Exhibit B to this Resolution.

ADOPTED by the Metro Council this 24th day of October 2019.



Lynn Peterson, Council President

Approved as to Form:



Carrie MacLaren, Metro Attorney

C2P2 REGIONAL FRAMEWORK

The Construction Career Pathways Project (C2P2) 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 C2P2 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.

Tiers	Cost Threshold	Requirements
Tier 1	\$50,000 - \$200,000	Projects are not subject to Workforce diversity goals. Required to track workforce diversity using certified payroll. Some degree of anti-harassment training/activities.
Tier 2	\$200,000 - \$4,999,999	Prime and subcontractors are participants in workforce diversity goals: tracking progress and good faith efforts to meet targeted workforce diversity goals. Some degree of anti-harassment training/activities.
Tier 3	\$5,000,000 +	Subject to all provisions outlined in Workforce Agreement, including tracking good faith efforts and progress toward workforce diversity goals. Also includes requirements for anti-harassment training/activities.

STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 19-5038, FOR THE PURPOSE OF APPROVING THE CONSTRUCTION CAREER PATHWAYS FRAMEWORK

Date: October 10, 2019

Department: Diversity, Equity and Inclusion

Meeting Date: October 24, 2019

Presenter(s) (if applicable):

Raahi Reddy

Sebrina Owens-Wilson

Prepared by: Tiffany Thompson,
503.797.1917,
tiffany.thompson@oregonmetro.gov

Length: 15 minutes

ISSUE STATEMENT

The Construction Career Pathways project aims to address a lack of diversity in the skilled construction workforce in Greater Portland, where people of color and women face significant barriers in accessing and sustaining these careers. This project has brought together public agencies and jurisdictions throughout the region to develop a shared policy framework to implement effective strategies to address these barriers.

ACTION REQUESTED

Approval of the Construction Career Pathways framework and thresholds for Metro capital construction projects.

IDENTIFIED POLICY OUTCOMES

- Metro convenes a Regional Collaboration Committee for the purpose of regional implementation, problem solving, and strategic investments
- Establish policy to increase opportunities for people of color and women on public construction projects – 25% of total hours worked for people of color and 14 % for women, as well as 20% for apprentices
- Metro creates resources to increase the capacity of community based organizations for recruitment, training, case management, and retention of people of color and women in construction
- Metro develops the capacity to track and report on workforce diversity goals
- Metro establishes project cost thresholds as outlined in Exhibit B

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

The Construction Career Pathways Project supports Goal A of Metro's Strategic plan to advance racial equity, diversity and inclusion: Metro convenes and supports regional partners to advance racial equity. It also supports Goal E: Metro's resource allocation advances racial equity.

This project provides an opportunity for meaningful regional collaboration to:

- Build economic prosperity through construction careers that provide family-sustaining wages;
- Ensure equitable benefit from public capital project investments for underrepresented communities;
- Create more effective and efficient use of public resources and investments; and
- Address significant barriers for people of color and women in accessing and growing careers in construction such as:
 - Inconsistent nature of construction work, and
 - Lack of sufficient and consistent funding and resources for education, training, and support services.

To address these challenges, a Public Owner workgroup was convened in the summer of 2018 to develop the Construction Career Pathways Project Regional Framework. This framework meets the goals of the project to:

- Support and grow a diverse construction workforce,
- Gain efficiencies in public construction projects, and
- Promote equitable growth in the region's economy.

Public Owner Workgroup Participants

- | | | |
|----------------------------------|---------------------------------------|------------------------------|
| • City of Beaverton | • North Clackamas School District | • Portland Community College |
| • Beaverton School District | • Oregon Department of Transportation | • Portland Public Schools |
| • Bureau of Labor and Industries | • Oregon Health Sciences University | • Portland State University |
| • Home Forward | • Port of Portland | • Prosper Portland |
| • Metro | • City of Portland | • TriMet |
| • Multnomah County | | |

In addition to the workgroup, the project has also engaged community based organizations, pre-apprenticeship programs, apprenticeship programs, COBID contractors, and larger contracting firms.

Financially, there will be several areas impacted by the policy. Regional collaboration needs are in the current budget with the Construction Career Pathways Project manager position which is 1.0 FTE. The following items would need to be budgeted for moving forward:

- Yearly workforce tracking software, around \$10,000 a year plus a \$6,000 start up cost
- Staff for data tracking and analysis
- Additional project manager time for policy compliance
- Additional contractor costs to do effective outreach and compliance

- Regional investment into workforce supply; \$1,000,000 over 5 years or \$200,000 a year

BACKGROUND

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 on 81 known publicly funded project
- 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, and
- People of color and women are more likely to work in the lower paying trades.

For a year, members of the Public Owners' Workgroup met and developed a regional policy framework to address these issues. The framework was finalized on August 30. Workgroup agencies will be approving the framework throughout the fall. We also anticipate additional jurisdictions to join in the coming year.

To date, Prosper Portland, Multnomah County and TriMet have signaled support of the framework and will be carrying it to their leadership for formal adoption.

ATTACHMENTS

- Power Point Presentation
- Resolution 19-5038
- Res. Attachment A: Construction Career Pathways Framework
- Res. Attachment B: Metro Project Thresholds
- 2018 Regional Construction Workforce Market Study, Executive Summary



PORTLAND METRO REGION CONSTRUCTION WORKFORCE MARKET STUDY: EXECUTIVE SUMMARY

As the ongoing economic recovery has led to business growth and infrastructure investments, the construction sector has boomed, making it a high-growth industry in the Portland Metro Area (see Box 1). However, the career opportunities generated by this growth are not equitably accessible to everyone in the community. Construction has historically been a male-dominated and racially homogenous industry, and this continues to be the case. At the same time, construction businesses report a severe shortage in skilled talent – a claim that is supported by labor market data.

As our region rapidly diversifies, both businesses and underrepresented communities will dramatically benefit from a concerted effort to connect these communities to the growing industry opportunities. Indeed, contractors and industry have recognized the need to attract more talent and build a workforce that better reflects the community¹. Success for the region can be achieved by: (1) having a strong pipeline of skilled workers to fill the anticipated shortages; (2) ensuring that jobs created through publicly funded projects are equitably attained by working people from all demographics; (3) having a regional construction workforce that better reflects the demographics of the community.

The study was jointly commissioned in January 2017 by Metro and the City of Portland.

BOX 1. CONSTRUCTION-RELATED OCCUPATIONS IN PORTLAND METRO REGION IN NEXT TEN YEARS (2016-2026)

51,000 total jobs
8,800 new jobs, +18.6%
17% of the workforce currently is at or near retirement age
Over one-third of the workforce is over 45 years old
\$26.16 is the average wage per hour

BOX 2. CREATING JOBS FOR PEOPLE OF COLOR AND WOMEN IN THE PORTLAND METRO AREA

If all public projects over \$15M planned for the next five years implemented and met workforce goals of employing 25% minorities and 14% women, there would be²:

- 3,400 FTE jobs for minority workers = \$185.0 million in earned wages
- 1,900 FTE jobs for women = \$103.4 million in earned wages



¹ Many public agencies are focused on diversity goals in contracting, such as increasing their utilization of minority, women and emerging small businesses (MWESBs). This study only focused on workforce equity, and does not include research or strategies on contracting equity.

² Utilization goal percentages are the share of total hours worked by each category.

Diversifying the construction workforce will not only help create a stronger supply of needed workers for the industry; it will also directly address issues of poverty and economic mobility within communities of color and working families in the region.

This in-depth construction workforce market study was commissioned to help Metro and partners more effectively invest resources toward promotion of equitable growth in the region's economy through the enhancement of career opportunities for women and people of color in the construction trades. This report is the result of an extensive research study, which included collecting and analyzing existing available construction workforce supply data, forecasting the local five-year workforce demand, conducting extensive interviews with public agencies, contractors, apprenticeship programs, and pre-apprenticeship programs, and holding focus groups with diverse construction workers and foremen in the region. The research sought to uncover the major barriers to achieving equity and increasing diversity in the construction workforce for the Portland Metro Area. A set of recommendations for success are outlined and described in the report. For a complete and detailed set of all data, please visit: <https://www.oregonmetro.gov/construction-career-pathways-project>.

FINDINGS OVERVIEW: EXISTING WORKFORCE SUPPLY³

- Approximately 23,000 people work in nonresidential construction occupations in the greater Portland metropolitan area (2016).
- Four percent are women.
- Twenty percent are minorities.
- Minority employment is largely driven by Hispanics. Blacks and Asians are underrepresented in the trades.
- Women and minorities are more likely to work in lower paying trades.

BOX 3. SUPPLY OF WORKERS IN THE NONRESIDENTIAL CONSTRUCTION TRADES IN THE PORTLAND METRO AREA: 2016

Total number of workers: 23,000

- Total minorities: 3,800
- Total women: 940

Completion rate for all apprentices: 46%

- Minority completion rate: 36%
- Women completion rate: 38%
- White male completion rate: 50%

FINDINGS OVERVIEW: PROJECTED DEMAND (3-5 YEARS, PUBLIC PROJECTS OVER \$15 MILLION)⁴

- From 2017 through 2021, the 81 known large public capital projects identified by this study will require nearly 14,000 construction workers.
- Some of these projects have stated apprentice and workforce diversity utilization goals, with average goals of 20 percent hours performed by apprentices, 25 percent hours performed by minorities, and 14 percent hours performed by women.
- These average goals, if applied across *all* 81 projects, puts the 5-year demand at 2,700 apprentices, 3,400 minorities, and 1,900 female construction workers.
- While the current 2016 construction workforce on a whole appears could largely ready to meet the demand for diversification across all 81 public projects, analysis of supply within each major trade group shows that only a small portion of trades have enough supply to meet goals.
- When diversification and workforce deficits are added together by trade, this analysis shows that the 2016 supply would fall short by 1,074 minorities, 1,416 females, and 445 apprentices to fill the needs for all trades in the region over the next 5 years⁵. These deficits more accurately show the deep need for additional outreach to and training of underrepresented groups for skilled trade career opportunities.

³ For all data collection and analysis, please visit Current Labor Pool section: <https://www.oregonmetro.gov/construction-career-pathways-project>

⁴ For all data collection and analysis, please visit Public Project Demand Section: <https://www.oregonmetro.gov/construction-career-pathways-project>

⁵ It is critical to keep in mind these gaps are only looking at the *current* 2016 workforce supply and assuming no new workers are trained or move to the area and enter the workforce in the next five years. Given that, the estimated gaps should be interpreted with the knowledge that the industry can and will be training more people over the coming years to address the workforce demand of the market.

BOX 4. DEMAND FOR WORKERS IN THE CONSTRUCTION TRADES ON PUBLIC PROJECTS OVER \$15M IN THE PORTLAND METRO AREA OVER THE NEXT 3-5 YEARS

Total number of projects: 81
 Total dollar amount of projects: \$7.5 billion

Demand for diverse workers and apprentices for current workforce goals:

- Apprentices: 2,000
- Minorities: 1,300
- Women: 700

Demand for diverse workers and apprentices, assuming all public projects have goals of 20% apprentice, 25% minority, 14% women:

- Apprentices 2,700
- Minorities: 3,400
- Women: 2,000

TIARA MOXLEY

Electrician Apprentice



Tiara Moxley is the first one in her family to become an electrician. It was never something she imagined herself doing, and she loves it. “You’re doing it for other people,” she says. After 1.5 years into her apprenticeship, she’s worked on a large car manufacturing building, public train shelters, crosswalk streets, and a park.

FINDINGS OVERVIEW: BARRIERS TO DIVERSIFYING⁸

The struggle to recruit and retain women and people of color into Construction has *many* causes, including:

- Most connections into apprenticeship still occur through personal referrals, which women and people of color are less likely to experience, and outreach that is done by word of mouth is rarely targeted specifically toward marginalized communities.
- A lack of social networks for women and communities of color within construction minimizes exposure to the possibility of construction as a career option in the first place.
- State-certified pre-apprenticeship programs expose historically underrepresented populations to the trades, screen them for job readiness, and help to cultivate a pipeline of diverse jobseekers. However, these programs have limited capacity due to funding sustainability concerns and reporting fatigue for their numerous existing

funders. Not having a more sustained and/or streamlined funding model for Pre-Apprenticeship programs is a barrier for better and increased recruitment of women and people of color into Construction.

- A history of overt racist and sexist policies within the trades has led to jobsite cultures that are not inclusive (which affects retention of underrepresented workers who begin careers).
- Retention of diverse workers is also adversely affected by the lower-quality training these workers often receive on the jobsite from supervising journeypersons, which means that these apprentices will be less skilled in the trades and will struggle to excel and advance.
- The lack of steady work in the construction industry particularly impacts female and minority workers. Studies in Oregon⁹ have shown that these workers work far fewer hours annually than their white male counterparts.

⁵ It is critical to keep in mind these gaps are only looking at the *current* 2016 workforce supply and assuming no new workers are trained or move to the area and enter the workforce in the next five years. Given that, the estimated gaps should be interpreted with the knowledge that the industry can and will be training more people over the coming years to address the workforce demand of the market.

⁶ This only includes demand for public projects over \$15M over the next five years, which represents a portion of the overall demand for construction workers in the region. It does not include private projects or any projects that were not disclosed during study interviews.

⁷ It is critical to keep in mind these gaps are only looking at the current 2016 workforce supply and assuming no new workers are trained or move to the area and enter the workforce in the next five years. Given that, the estimated gaps should be interpreted with the knowledge that the industry can and will be training more people over the coming years to address the workforce demand of the market.

⁸ For all data collection and analysis, please refer to Summaries of Interviews: <https://www.oregonmetro.gov/construction-career-pathways-project>

⁹ For all data collection and analysis, please refer to Summaries of Interviews: <https://www.oregonmetro.gov/construction-career-pathways-project>

- Women and people of color are less likely to have opportunities for advancement within the industry such as becoming foremen, superintendents, or company owners.
- Real-life financial hardships or other challenging situations often arise (i.e. family care needs, transportation issues, etc.), especially for early term apprentices who may have limited or no savings, which can be enough to prevent them from continuing with their careers.
- Lastly, the majority of public projects in the Portland metro area do not have workforce participation goals. Those that do have goals struggle with monitoring and enforcing them. Agencies reported that staff, time, and cost could be barriers to implementing and upholding goals.

RECOMMENDED REGIONAL ACTIONS FOR DIVERSIFYING THE CONSTRUCTION WORKFORCE¹⁰

Given all these conditions, successful solutions need to be multi-pronged. Additionally, and most importantly, all of these recommendations need to be considered at a regional level. Workers in the industry typically work at different jobsites, work alongside different trades, and can work for multiple contractors throughout their careers. This means that the barriers to create a more diverse workforce impact everyone working in the region across all trades, jobsites, and agencies. Having a regional approach can better address the issues as they occur and result in more substantial impact. Any adopted strategies need to be implemented in concert with each other, as they are interlinked and will not be as successful if implemented separately.

The following recommendations are discussed at length in the full report (**top priorities in bold**):

INCREASE RECRUITMENT OF DIVERSE WORKERS

- **Ensure steady funding stream to increase capacity of pre-apprenticeship programs**
- Increase direct entry from pre-apprenticeship into apprenticeship programs
- Promote recruitment of diverse workers through referrals
- Coordinate additional outreach efforts across the region through partnerships with trusted community organizations and community leaders.
- Establish stronger collaboration and alignment across regional and state systems such as K-12, WorkSource, etc.

INCREASE RETENTION OF DIVERSE WORKERS

- **Address construction job site culture through respectful workplace trainings with proven results**
- Increase monitoring of on the job training of apprentices by well-trained experts
- Formalize mentorship resources for diverse workers
- **Invest in ongoing supportive services for apprentices**

DEVELOP MORE ROBUST EQUITY POLICIES AND PRACTICES

- **Enforce contract goals, with consequences for non-compliance**
- **Improve oversight to achieve workforce goals on public projects**
- Create contractor incentives in bidding process for past equity performance and compliance
- Improve and ensure a transparent system for reporting and monitoring of workforce goals
- Create consistent opportunities for connections across sectors to collectively problem solve
- **Adopt shared policies and processes across agencies**
- **Sustain a regional investment in the construction workforce pipeline**

Advancing workforce diversity and equity in construction will take focus, investment, and concerted collaboration. No one party can do it alone. Everyone in the industry; public agencies, contractors, training providers, apprenticeship programs, and the workers on the jobsites, all have a role to play in the success of achieving workforce equity and diversity for the Portland metro region.

¹⁰ For all data collection and analysis, please refer to Summaries of Interviews: <https://www.oregonmetro.gov/construction-career-pathways-project>