

Oregon Metro
Construction Career Pathways Project (C2P2)
Public Owner Workgroup

Phase I Summary

Los Angeles

448 South Hill Street,
Suite 1105
Los Angeles, CA 90013
213.612.4545

San Diego

404 Euclid Avenue
Suite 212
San Diego, CA 92114
619.236.0612

Bay Area

2150 Kittredge Street
Suite 3A
Berkeley, CA 94704
510.859.7077

TABLE OF CONTENTS

I. Introduction to C2P2 | 2

- A. Purpose and Goals
- B. Composition of C2P2 Workgroup
- C. Scope of Work
- D. Summary of Workgroup Meetings (#1-4)

II. What We Learned | 6

- A. Key Elements of Construction Careers Policies
- B. Developed a Baseline Understanding of Our Ecosystem
- C. Began to Identify Solutions to Ecosystem Gaps
- D. Engaged Stakeholders to Understand Priorities and Needs

III. Next Steps | 14

I. INTRODUCTION TO C2P2

People of color and women face multiple barriers to accessing and sustaining construction careers in the Greater Portland region. The inconsistent nature of work, lack of meaningful advancement opportunities, and insufficient funds for education, job training, and other supportive services (e.g. transportation, childcare) are all factors that limit diverse participation in the construction trades.

Oregon Metro (Metro) anticipates that approximately 81 regional projects, worth approximately \$7 billion, will be built in the Greater Portland region over the next five years. Such a robust pipeline of projects will require a formidable construction workforce, that, if thoughtfully planned and coordinated, can create meaningful economic opportunities for women and communities of color that go well beyond the construction of these projects.

A. Purpose and Goals of C2P2 Public Owner Workgroup

To address these challenges, Metro created the Construction Career Pathways Project (C2P2). C2P2 convenes stakeholders at the regional level to learn more about the lack of diversity in the construction workforce and identify strategies to provide reliable career pathways for people of color and women. Specifically, C2P2 will do the following:

- 1) Support and grow a diverse construction workforce;
- 2) Deliver effective investments in the construction workforce system, and;
- 3) Promote equitable growth in the region's economy.

C2P2 is grounded in Metro's *Strategic Plan to Advance Racial Equity, Diversity and Inclusion*. Research shows that places that attain more economic growth are those with greater racial inclusion and smaller racial income gaps. As such, Metro seeks to work with its private and public partners to help develop and maintain sustainable economic growth for communities of color and women through the construction industry in the Portland metro region.

The Public Owner Workgroup (Workgroup) is a key component of C2P2. The goal of the Workgroup is to create a framework and set of investment strategies to advance workforce equity and support people of color and women to fully realize the benefits of a career in construction. The Workgroup is comprised of 1-2 representatives from sixteen public agencies in the Portland region. All have major construction projects underway in the next 5-10 years. Agency representatives are experts in procurement and contracting practices of their agency. Workgroup members agreed to meet monthly into 2019 to discuss and develop strategies to address these issues.

B. Composition of C2P2 Public Owner Workgroup

Figure 1. List of Workgroup Members, Agency, and Title

AGENCY	WORKGROUP MEMBER	TITLE
1. Prosper Portland	John Cardenas	Senior Manager of Contracting and Workforce Equity
	Mayra Arreola	Director of Social Equity, Policy and Communications
2. Oregon Health Sciences University (OHSU)	Rebecca Finch	Business Office Manager, Design and Construction
	Bill Bowen	Manager, Capital Projects
3. Port of Portland	Bobbi Matthews	Director of Administrative Services
	Emerald Walker	Regional Affairs Manager
4. Multnomah County	Jamie Waltz	Deputy Director, Department of Community Services
	Liz Smith Currie	Senior Policy Advisor to Chair Deborah Kafoury
	Lee Fleming	Supplier and Diversity Officer
5. City of Portland	Cathleen Massier	Program Manager, Procurement Services
	Molly Washington	Deputy City Attorney
6. TriMet	Steve Witter	Executive Director of Capital Projects and Construction
	John Gardner	Director of Diversity and Transit Equity
7. Portland Public School District	Stephanie Soden	Chief of Staff to Superintendent Guadalupe Guerrero
	Aidan Gronauer	Manager, Equity in Public Purchasing and Contracting
8. Portland State University	Ron Blaj	Director of Capital Projects and Construction
	Karen Thomson (alternate)	Director, Contracting and Procurement Services
	Chris Tinnin	Project Manager, Capital Projects and Construction
9. Portland Community College	Bethany DeMello (alternate)	Contracts Officer, Contracting and Procurement Services
	Linda Degman	Director, Planning and Capital Construction
10. Home Forward	Kurt Simonds	Dean of Instruction, Cascade Campus
	Berit Stevenson	Procurement Director
11. City of Beaverton	Peter Garcia	Senior Procurement Coordinator
	Cadence Petros	Development Division Manager
12. Metro	Grace Wong	Assistant City Attorney
	Raahi Reddy	Program Director, Diversity, Equity and Inclusion
13. ODOT	Heidi Rahn	Director, Assets Management Capital Planning Program
	Angela Crain	Civil Rights Manager
14. BOLI	Max Bernstein (alternate)	Region 1 Field Coordinator, Office of Civil Rights
	Steve Simms	Director, Apprenticeship and Training Division
15. Beaverton School District	Paul Odenthal	Executive Administrator for Facilities
16. North Clackamas School District	David Hobbs	Director of Capital Projects

C. Scope of Work

Los Angeles based firm Estolano LeSar Advisors (ELA) was selected through a competitive procurement process to facilitate the C2P2 Workgroup. ELA specializes in working with multi-stakeholder groups to address complex public policy and social equity issues.

The Workgroup's scope was divided into three Phases. This report focuses on the activities completed during Phase I.

Phase I (Building a Foundation): The first Phase focused on building working relationships between Workgroup members that will last beyond the length of the engagement. Phase I consisted of an assessment of Portland regions construction careers ecosystem, a review of Best Practices from other regions, and the establishment of sub groups (Goals and Accountability, Driving Demand, and Creating Supply) to address deficiencies and gaps and make recommendations for a potential regional framework. Oregon Metro concurrently held an external stakeholder engagement process (labor, minority contractors, pre-apprenticeship programs, community-based organizations, general contractors, sub-contractors, etc.), and Workgroup members were able to hear from stakeholder representatives to better inform their recommendations for a regional framework.

This Phase ran from July through October 2018.

Phase II (Identify and Develop Opportunities): The second Phase will focus on the development of a draft regional framework. The Workgroup will continuously engage with external stakeholders and include executive-level agency staff on issues such as funding, monitoring, and implementation. The Workgroup will consider the following questions.

- What strategies can we deploy to achieve our goals? (financial, programmatic, policy)
- How do we measure the success of our efforts?
- What resources or leverage do we have?
- Who are our partners? How will we work together?
- What is our timeline to get things done?
- What are the barriers to implement our strategies? How can they be addressed?

Phase II will run from November 2018 through April 2019.

Phase III (Implementation): The Workgroup will begin the process of implementing the structure and processes outlined in the regional framework. Close coordination is needed to ensure that efforts and investments are being implemented properly, and that a structure is in place to address/troubleshoot emerging issues in real time.

Phase III will run from June through July 2019.

D. Summary of Workgroup Meetings #1-4

Phase I Meetings #1-4 are summarized below. See the Appendix for detailed Meeting Notes.

Meeting #1 (Friday, July 13, 2018) – *Introduction to Workgroup, Elements of a Successful Construction Careers Policy*

During Meeting #1, Workgroup members were introduced to the C2P2 Public Owner Workgroup. Raahi Reddy, Diversity and Inclusion Manager, Oregon Metro, introduced the facilitation team (ELA), and provided an overview of C2P2 and Metro's Racial Equity Plan. ELA introduced Memorandum of Understanding (MOU) and Ground Rules, which set the parameters for how the Workgroup will work together. The Workgroup discussed the elements necessary for a successful construction careers policy, borrowing from best practices from the UCLA Labor Center's "Exploring Targeted Hire" study.

Throughout the presentation, Workgroup members were asked to share how best practices are modeled in their own agencies.

Outcomes: Workgroup members learned what makes a successful construction careers policy, Workgroup members shared latest efforts on promoting construction careers.

Meeting #2 (Wednesday, August 15, 2018) – SWOT Analysis Presentations

Leading up to Meeting #2, Workgroup members were asked to perform a Strengths Weaknesses Opportunities and Threats (SWOT) Analysis of their own agency. During Meeting #2, Workgroup members broke up into groups, shared their SWOTs, and discussed the following:

- What are the biggest gaps or challenges our agency needs to address?
- What are the most promising opportunities our agency needs to capitalize or leverage?

Following the discussion, Workgroup members reviewed and completed the “Seven Elements of a Successful Construction Careers Policy” worksheet (based on the Meeting #1 presentation) and dot exercise that examined and compared agencies’ performance for a set of measurable practices for each of the seven elements. While completing the exercise, Workgroup members discussed the following:

- What are we doing well in? What are the gaps?
- How can gaps be addressed?
- How can we leverage our efforts?

Following the exercise, Workgroup members discussed areas where they sensed gaps or deficiencies. Common themes emerged which formed the basis of working groups that will collectively develop strategies to inform the regional framework.

Outcomes: Workgroup members presented SWOTs for their respective agencies, Workgroup members gained an understanding of the strengths, weaknesses, opportunities, and threats in the Portland region’s construction careers ecosystem.

Meeting #3 (Wednesday, September 5, 2018) - Draft Ecosystem Assessment, Best Practices in Construction Careers

ELA compiled the dot exercise from Meeting #2 into an ecosystem assessment: a series of pie charts that illustrate how agencies are performing in relation to the “Elements of a Successful Construction Careers.” In a successful ecosystem, agencies will work together to leverage resources and fill gaps. Workgroup members were joined (via webinar) by President Laurence B. Frank, President, Los Angeles Trade Technical College, for a presentation on how Public Owners can use pre-apprenticeships, apprenticeships, superseding agreements, and prevailing wage requirements as workforce development tools. The presentation was followed by a Q&A portion.

Following the presentation, the Workgroup was split into three sub groups: 1) Goals & Accountability, 2) Driving Demand, and 3) Creating Supply. The themes were created based on the common themes identified during Meeting #2. The goal of the sub groups is to work between Workgroup meetings to develop tangible recommendations that will be a part of the C2P2 framework. Sub groups were asked

to review a purpose statement (drafted by ELA), and asked to create workplan for the next few months.

Outcomes: Workgroup members presented SWOTs for their respective agencies. ELA presented a draft ecosystem assessment. Workgroup broke into three sub groups to develop recommendations to the Regional Framework.

Meeting #4 (Wednesday, October 3, 2018) – *Discuss Gaps, Opportunities, and Challenges*

For Meeting #4, Oregon Metro invited external stakeholders to provide their assessment of the gaps, opportunities, and challenges to the Portland regions construction careers ecosystem. These external stakeholders have convened concurrently with the C2P2 Workgroup and include: labor, minority contractors, pre-apprenticeship training programs, community-based organizations, general contractors, and subcontractors. Workgroup Members then engaged in Q&A with the external stakeholders. Sub groups then presented their workplans to the entire group.

The Workgroup then split into their three sub groups to discuss next steps. External stakeholders were welcome to join the sub group that best reflected their interests.

Outcomes: Workgroup learned external stakeholders on gaps, opportunities, and challenges; Workgroups continued to meet in sub groups to develop recommendations for the Regional Framework.

II. WHAT WE LEARNED

A. Key Elements of Construction Careers Policies

During Meeting #1, the facilitation team provided an overview of *Key Elements of a Successful Construction Careers Policy*, adapted from the recommendations outlined in the UCLA Labor Center's *Exploring Targeted Hire* report, to help Workgroup members gain deeper insight into existing practices. These seven key elements include:

1. Realistic Targeted Hire Goals

- Rooted in target communities and industry conditions
- Clearly define targeted workers

2. Early Stakeholder Engagement

- Solicit participation early
- Facilitate collaboration and partnerships

3. Ongoing Stakeholder Engagement

- Create educational opportunities for stakeholders to learn about the policy
- Share goals within own agency
- Dedicate ongoing resources to promote policy

4. Contractor Engagement

- Provide educational opportunities for participating contractors
- Create mentorship opportunities between small and large contractors

5. Recruitment of Targeted Workers

- Connect outreach and recruitment partners with contractors
- Connect targeted workers with necessary support services
- Provide funding and resources for outreach and engagement

6. Invest in Pre-Apprentice and Apprenticeship Programs

- Connect pre-apprenticeship programs with key stakeholders
- Identify funding and resources for pre-apprenticeship programs
- Establish pathways for pre-apprenticeship graduates to enter formal apprenticeships
- Set specific apprentice utilization goals
- Incentivize retention of apprentices over the long term

7. Enact Clear Reporting and Compliance

- Assign responsibility for monitoring and enforcement
- Appoint multiple stakeholders to oversee compliance
- Adopt reporting technologies

B. Developed a Baseline Understanding of Our Ecosystem

Workgroup members were asked to look within their own agencies to examine goals, policies, and procedures that facilitate construction career pathways while also assessing existing barriers to success for people of color and women in the construction trades. This preliminary assessment helped establish a baseline understanding of the Portland region's construction careers ecosystem. Agency representatives were asked to complete a survey (preceding the first Workgroup meeting) and a Strength, Weaknesses, Opportunities, Threats (SWOT) Analysis matrix (preceding the second Workgroup meeting) to help inform the overall ecosystem assessment.

Workgroup Survey

Workgroup members were asked to complete a short survey (included in the Appendix) for the facilitation team to better understand 1) the Workgroup's priorities and goals, 2) the landscape of agencies' existing construction workforce diversity policies, and 3) any accomplishments to date. The initial survey results showed that while all agencies may have a set of workforce goals (e.g. low-income, women, people of color, MWBE), they do not all have clear or consistent policies to require implementing those goals agency-wide. Agencies also differed in how they collect and report data and measure overall progress towards achieving workforce goals. Furthermore, agencies differ in how they leverage partnerships and engage with community-based organizations, pre-apprenticeship programs, labor unions, and contractors.

Figure 2. Summary of Initial Survey Results

Agency	Clear Goals	Clear Policies	Partnerships	Measures Progress
Beaverton School District	Yes	Yes	Yes	Yes
City of Beaverton	Yes	Yes	No	No
City of Portland	Yes	Yes	Yes	No
Home Forward	Yes	Yes	Yes	No
Metro	Yes	Yes	No	Yes
Multnomah County	Yes	Yes	Yes	Yes
Oregon Health & Science University	Yes	No	Yes	Yes
Port of Portland	Yes	No	Yes	Yes
Portland Community College	Yes	No	No	No
Portland Public Schools	Yes	Yes	Yes	Yes
Portland State University	Yes	No	No	No
Prosper Portland	Yes	Yes	Yes	Yes
TriMet	Yes	No	Yes	Yes

SWOT Analysis

Workgroup members were also asked to complete a SWOT Analysis on behalf of their agency, specifically related to construction workforce diversity. In the analysis matrix, Strengths and Weaknesses describe what an agency does particularly well, or may be lacking, internally. Opportunities refer to external factors that can provide an agency competitive advantage. Threats refer to factors that may hinder an organization. Agencies were asked to report some of the higher priority gaps or challenges to be addressed and identify strategies to collectively leverage Strengths and Opportunities to address common Weaknesses and Threats.

Ecosystem Assessment

During the second meeting, the Workgroup broke into groups (four agencies per group) and completed the “Seven Elements of a Successful Construction Careers Policy” worksheet and dot exercise. The facilitation team defined each element through a series of 4-6 measurable items or practices (see Figure 3 and 4 below). Workgroup members posted a colored dot if their agency is currently practicing or implementing that item or practice. When completed, the Workgroup could visualize where agencies are performing well along with gaps or challenges.




























































































































Figure 3. Key Elements and Practices of a Successful Construction Careers Policy

Element	Practices
1. Realistic Targeted Hire Goals	<ul style="list-style-type: none"> • A numeric commitment to hiring from a target population • A defined target population(s) • Goals that are well researched and grounded in data • Staff (or designated third-party) dedicated to monitoring and tracking progress on the goals • Public reporting of progress on goals
2. Early Stakeholder Engagement	<ul style="list-style-type: none"> • Goals were informed by stakeholder feedback gathered at all stages of development • Goals were informed by a diverse cross-section of stakeholders • Goals were informed by the potential to leverage existing partnerships with public, private, and non-profit partners
3. Ongoing Stakeholder Engagement	<ul style="list-style-type: none"> • Agency provides opportunities for stakeholders to understand policy and how to achieve its goals • Agency staff at all levels demonstrate an understanding of and commitment to achieving goals • Agency staff reports to a stakeholder committee, advisory group, or similar group, to report on progress in achieving goals • Agency provides dedicated staff (or designated third party) to manage ongoing engagement around goals
4. Contractor Engagement	<ul style="list-style-type: none"> • Agency directs ongoing outreach to small, women-owned, minority-owned, veteran-owned firms to market potential bidding opportunities • Agency provides training opportunities to educate small, women-owned, minority-owned, veteran-owned firms on how to successfully compete for contracts • Agency promotes ongoing networking/mentorship opportunities connecting large and small contractors • Agency provides as-needed technical assistance for prime contractors having trouble meeting target hire goals
5. Recruitment of Targeted Workers	<ul style="list-style-type: none"> • Agency has direct working relationships with CBO, labor, workforce partners, and contractors to provide support services to targeted workers • Agency has direct working relationships with CBO, labor, workforce partners, and contractors to provide targeted hire workers with access to additional training • Agency has working relationships with CBO, labor, workforce partners, and contractors to directly engage communities about employment opportunities • Agency has direct working relationships with CBO, labor and workforce partners to create a referral system to place apprentice and journey-level workers on jobsites
6. Invest in Pre-Apprenticeship and Apprenticeship Programs	<ul style="list-style-type: none"> • Agency has an apprentice utilization goal • Agency contractors have relationships with pre-apprenticeship programs • Apprenticeship programs have direct-entry agreements with pre-apprenticeship programs to reserve a percentage or number of available apprenticeship slots for qualified workers that also fit into an agency's targeted hire category • Agency has identified funds to support pre-apprenticeship programs over the long-term
7. Enact Clear Reporting and Compliance	<ul style="list-style-type: none"> • Agency has established an advisory board for monitoring and enforcement of policy • Agency has dedicated funding and resources for monitoring, evaluation, and compliance • Agency staff (or designated third-party) works directly with contractors to identify challenges and develop solutions to meet policy goals • Agency has set clear standards for "good faith" efforts • Agency has set clear penalties for non-compliance • Reporting and compliance information is publicly available

Figure 4. Sample Outcome from Completed Evaluation Activity



7 Elements of a Successful Construction Careers Policy

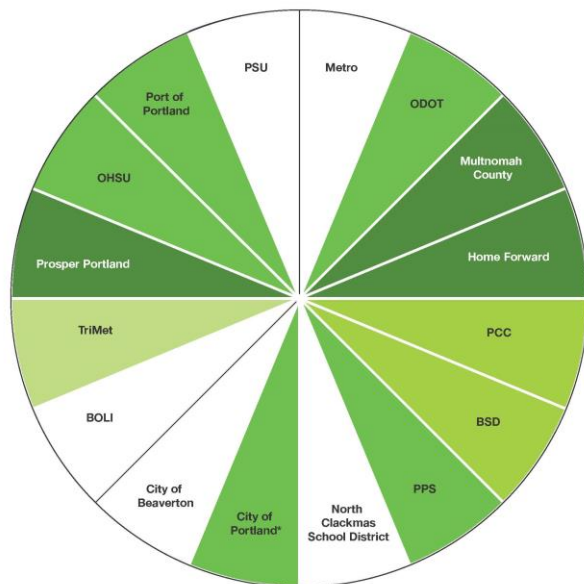
Element	Agency	Items
 Realistic Targeted Hiring Goals	   	A numeric commitment to hiring from a target population
	   	A defined target population(s) (e.g. low-income, women, minorities, etc.)
	   	Goals that are well-researched and grounded in data
	   	Staff (or designated third-party) dedicated to monitoring and tracking progress on the goals
 Early Stakeholder Engagement	   	Goals were informed by stakeholder feedback gathered at all stages of development
	   	Goals were informed by a diverse cross-section of stakeholders (e.g. other public agencies, elected officials, contractors, labor unions, local leaders, community-based organizations, local businesses, workforce development organizations, and potential employers)
	   	Goals were informed by the potential to leverage existing partnerships with public, private, non-profit partners
 Ongoing Stakeholder Engagement	   	Agency provides opportunities for stakeholders to understand policy and how to achieve its goals
	   	Agency staff at all levels demonstrate an understanding of and commitment to achieving goals
	   	Agency staff reports to a stakeholder committee, advisory group, or similar group, to report on progress in achieving goals
 Contractor Engagement	   	Agency provides dedicated staff (or designated third party) to manage ongoing engagement around goals
	   	Agency directs ongoing outreach to small, women-owned, minority-owned, veteran-owned firms to market potential bidding opportunities
	   	Agency provides training opportunities to educate small, women-owned, minority-owned, veteran-owned firms on how to successfully compete for contracts (e.g. certification, pre-qualification, labor compliance, fiscal training)
 Recruitment of Targeted Workers	   	Agency promotes ongoing networking / mentorship opportunities connecting large and small contractors
	   	Agency provides as-needed technical assistance for prime contractors having trouble meeting target hire goals
	   	Agency has direct working relationships with OBO, labor, workforce partners, and contractors to provide support services to targeted workers (e.g. childcare, transportation subsidies, application fee waivers)
	   	Agency has direct working relationships with OBO, labor, workforce partners, and contractors to provide targeted hire workers with access to additional training (e.g. skills assessments, career planning, job preparation)
 Invest in Pre-Apprenticeship and Apprenticeship Programs	   	Agency has working relationships with OBO, labor, workforce partners, and contractors to directly engage communities about employment opportunities
	   	Agency has direct working relationships with OBO, labor, workforce partners, and contractors to create a referral system to place apprentice and journey-level workers on jobsites
	   	Agency has an apprentice utilization goal
	   	Agency contractors have relationships with pre-apprenticeship programs
 Enact Clear Reporting and Compliance	   	Apprenticeship programs have direct-entry agreements with pre-apprenticeship programs to reserve a percentage or number of available apprenticeship slots for qualified workers that also fit into an agency's targeted hire category
	   	Agency has identified funds (from a variety of sources) to support pre-apprenticeship programs over the long term
	   	Agency has established an advisory board for monitoring and enforcement of policy
	   	Agency has dedicated funding and resources for monitoring, evaluation, and compliance
	   	Agency staff (or designated third-party) works directly with contractors to identify challenges and develop solutions to meet policy goals
	   	Agency has set clear standards for "good faith" efforts
	   	Agency has set clear penalties for non-compliance
	   	Reporting and compliance information is publicly available (e.g. print, website, publicly reported to the Agency's governing board)

Legend  Agency 1  Agency 2  Agency 3  Agency 4

Using this dot exercise, the facilitation team tallied up the results and created a series of pie charts that illustrate how agencies are performing in relation to the seven elements. For each element, the pie charts reflect the number of items or practices an agency currently has in place and ranks an agency's performance as a gradient from Low (light color) to High (dark color). Dark slices/pies indicate that an element is particularly common to the region. Lighter slices/pies indicate regional gaps or areas that may need more support. Figure 5 below shows actual agency outcomes for two of the elements: 1) Realistic Targeted Hiring Goals and 2) Recruitment of Targeted Workers (the full collection of pie charts is included in the Appendix).

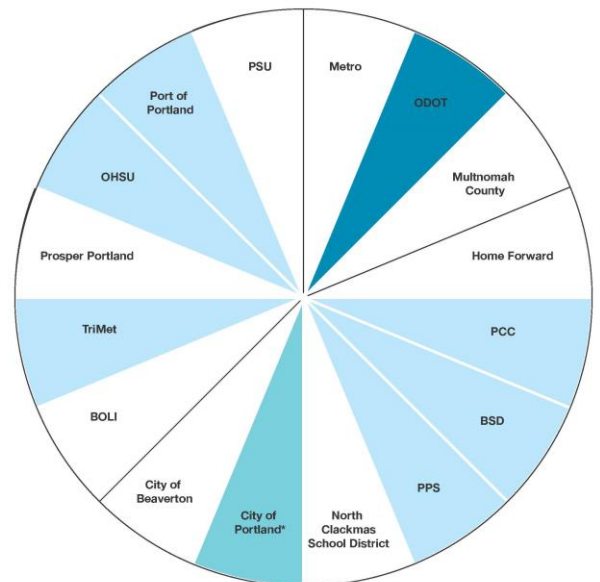
Figure 5. Agency Self-Evaluation of Performance on Hiring Goals and Recruitment of Targeted Workers

Realistic Targeted Hiring Goals



*For agencies that used half points, score is rounded down.

Recruitment of Targeted Workers



*For agencies that used half points, score is rounded down.

Once the exercise was complete, agency representatives discussed visible gaps and opportunities for leveraging shared efforts to address these gaps. Some common themes that emerged from the pie chart visualizations include:

- Targeted hire goals
- Recruitment of targeted workers

- Retention of workers
- Scaling pre-apprenticeship programs
- Comparing large vs. small-scale projects
- Early education and marketing construction careers
- Union vs. non-union participation
- Finance strategies

These themes served as the basis for sub groups (see Section C).

C. Began to Identify Solutions to Ecosystem Gaps

Based on the ecosystem assessment, Workgroup members created the following three sub groups that would directly address the gaps or deficiencies observed:

- 1) Goals and Accountability
- 2) Driving Demand
- 3) Creating Supply

Each sub group was tasked with determining their workplan and deliverables through January 2019 to help inform recommendations for the overall Workgroup's draft regional framework. Sub groups meet in person during Workgroup meetings and convene at least once (via conference call) between Workgroup meetings. The table below summarizes the purpose of each Workgroup.

Figure 6. Summary of Sub Groups, Purpose, and Final Deliverables

Sub Group	Purpose and Final Deliverable
Goals and Accountability	<p>Recommend a regionwide goal(s) for workforce diversity; accountability and enforcement mechanisms to ensure goal(s) are met</p> <p>Deliverable: Outline with a proposed workforce diversity goal(s); recommendations for tweaking goals based on funding sources, size of contracts, etc.; and recommendations for ongoing accountability and oversight that will inform the regional framework.</p>
Driving Demand	<p>Discuss strategies that create a demand for a diverse construction workforce on public projects. This group will recommend procurement structures that create incentives and supports for small/large, union/non-union contractors to achieve construction diversity goals.</p> <p>Deliverable: Outline with recommendations for procurement, such as standardized provisions and best practices that will inform the regional framework and drive demand for a diverse workforce.</p>
Creating Supply	<p>Discuss how to scale the recruitment of targeted workers to match the needs of the region; how to connect workers to</p>

	<p>pre-apprenticeship programs that ensure job readiness, and; Strategies to retain workers over the long term to meet regional construction demands. The group will also discuss marketing and messaging strategies to engage young people in the trades.</p> <p>Deliverable: Outline of strategies to address supply gaps and challenges</p>
--	---

ELA developed workplans for each sub group to ensure groups remain organized and produce a work product within the time allotted. Individual sub group Workplans are included in the Appendix.

D. Engaged Stakeholders to Understand their Priorities and Needs

Oregon Metro facilitated an external engagement process concurrent to the C2P2 Workgroup. The stakeholders included representatives from: Labor, NAMC-Oregon, Pre-Apprenticeship Training Programs, Community Based Organizations, General Contractors, and Subcontractors. Representatives from these groups were invited to Meeting #4 (October 2018) to meet the Workgroup and speak about the following:

- What are some gaps your stakeholder group sees in Greater Portland’s construction workforce ecosystem?
- What are barriers your stakeholder group perceives in achieving a diverse, inclusive construction ecosystem?
- What are some potential solutions for addressing the gaps and/or barriers you describe?
- What insights or resources can you provide the Workgroup as they develop recommendations for creating an inclusive construction ecosystem?

Common themes emerged from the presentations, as summarized below (not an exhaustive list, and not in order of priority):

- **Ongoing need for Career Technical Education (CTE)** at K-12 and Community Colleges.
- **A lack of affordable childcare and other supportive services** (“soft skills”) pose a barrier to job seekers looking to enter the construction trades.
- **Interactive “unconscious bias” trainings** should be developed and enforced at all worksites, so all workers can feel comfortable on the job.
- **Strong preference for “alternative” rather than “low bid” contracts**, which can allow small firms to compete for projects.

- Strong support for Public Owners to **develop a predictable pipeline of work** so GCs/small contractors can scale up in accordance with demand.
- There is a lack of consistent **funding for pre-apprenticeship training programs**.
- Stakeholders all agreed on **the need to diversify the workforce to meet the demand**. Stakeholders acknowledged the need to form new partnerships to recruit workers and focus on retention.

III. NEXT STEPS

As we enter Phase II of this project, we anticipate the following “critical path” items.

1. **Continue to support Public Owner Sub Groups in the development of recommendations for the Regional Framework.** We will rely on the expertise and resources of Workgroup members and external stakeholders to ensure recommendations leverage existing knowledge and available resources.
2. **Facilitate a training on Project Labor Agreements.** Julian Gross, an attorney with two decades of experience in community benefits agreements and other community development initiatives, will present an overview of PLAs, highlight key definitions, and outline the PLA negotiation process to the Workgroup. He will also meet one on one with Workgroup agencies.
3. **Vet the Draft Framework.** Once produced, the Workgroup will vet the Draft Framework with agency-level executives and external stakeholders. ELA will update the Framework based on comments and feedback received.
4. **Other Considerations.** We will engage agency level executives to discuss critical path issues, including by not limited to: 1) identifying funding sources to support regional collaboration; 2) developing common tracking systems to ensure progress towards set goals, and 3) ongoing organizational structure(s) to ensure regional efforts are coordinated.