

# Workforce Training & Hiring Program



**Multnomah**

**County**

**Annual**

**Report**

**Fiscal Year**

**2012**



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## Introduction

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Multnomah County has a strong commitment to promoting the career opportunities available in the construction trades, and to ensure all residents are provided these opportunities. In particular, Multnomah County strives to support those who have been historically disadvantaged or underrepresented in the industry. By providing financial support to workforce development organizations and by administering a Workforce Training & Hiring Program (WTHP) on County projects, the County hopes to help lay the foundation for the region's future construction workforce and the construction businesses of tomorrow.

These efforts are focused on economic development both in the short and long term. More importantly, they are grounded in a long-term commitment to ensure the residents of this region are provided opportunities they need to grow their skills and obtain family wage careers in the construction industry. This commitment is shared by our local government partners, which helps to broaden its effect and standardize expectations within the industry.

Multnomah County utilizes a three-tiered approach in its commitment to construction workforce development.

1. On the front end, the County provides financial support to youth development initiatives. These efforts focus on educating young people about the meaningful career opportunities available in the construction industry.
2. The second tier is the County's support of pre-apprenticeship programs. These programs provide an introduction to the industry for those individuals who often have limited or no experience but want to make a change in their lives. These pre-apprenticeship programs are available to all residents but have much higher participation from disadvantaged and historically underrepresented populations.
3. The final tier is the County's WTHP which requires State-registered apprentice training on its formal construction projects.

Variations of the WTHP are employed by a number of local governments. This creates opportunities by ensuring apprentices will be part of the workforce on all larger construction projects. This program is particularly important in a struggling economy where younger workers are disproportionately affected by unemployment and layoff.

By supporting workforce training initiatives and ensuring apprentices will have opportunities on County projects, Multnomah County is also helping to develop the construction business owners of the future. A common path for a construction business owner starts with their apprenticeship, continues on through their years of employment as a journey worker, and culminates with them starting their own construction business, which then creates opportunities for others.

## Youth Program Support

Multnomah County provides financial support to construction workforce development programs that aim to expose young people to the many career options available in the construction industry. Multnomah County staff also participate in youth oriented career fairs. Where those fairs have a construction industry focus, Multnomah County construction trades workers are on hand to answer questions and promote the industry. The primary goal of supporting youth workforce development initiatives is to educate young people, especially those who will not be attending college, about the career opportunities available in the construction industry.

2012  
OTI Building  
Girls High  
School  
Summer  
Camp  
participants:

20

Hours of  
training:

600

### Oregon Tradeswomen, Inc. – Building Girls High School Summer Camp

Oregon Tradeswomen, Inc.'s (OTI) Building Girls High School Summer Camp is a week-long program targeted towards low income girls, many of them gang-affected. The program helps girls learn about the construction trades, experience a variety of trades first hand, and gain an understanding of what a future

in the construction trades could bring them. The Building Girls Summer Camp includes a variety of topics: building math skills, welding, tiling, framing, safety, tools training and visits to apprenticeship programs. The girls are also taught the importance of trying something new, sticking up for themselves when they are doing something “different” and how to find solidarity in each other. Multnomah County’s sponsorship helped OTI provide this valuable training to 20 low-income girls this past June.



## Pre-apprenticeship Program Support

Multnomah County recognizes there are numerous paths to a rewarding career in the construction trades. Many individuals in the trades begin their careers with a background in construction. This provides an advantage when applying to apprenticeship programs, and can be the difference between acceptance and rejection. Many other individuals are not afforded this advantage, or have other obstacles to overcome before they will be accepted into an apprenticeship program.

Pre-apprenticeship programs were established to make up for some of these disadvantages and to provide individuals with the entry level skills and work ethic to begin a career in the construction trades. Multnomah County directly supports these efforts through program sponsorship and indirectly through its WTHP which puts in place mandatory apprenticeship participation requirements on its larger construction projects.

**Two pre-apprenticeship programs Multnomah County supports are the Constructing Hope pre-apprenticeship program and OTI's Trades and Apprenticeship Career program.**

### Constructing Hope

Constructing Hope offers a no-cost, nine-week pre-apprenticeship program that provides training in blueprints, applied math, life skills, safety, and hands-on experience designed to meet the real-world needs of employers. Constructing Hope serves a diverse population. Seventy four percent of Constructing Hope graduates are minorities.



2012  
Constructing  
Hope

enrollees:

**50**

graduates:

**40**

those gaining  
employment

**20**

In 2011 Constructing Hope enrolled 50 individuals, graduated 40, with 20 of those gaining employment shortly after graduation. While apprenticeship enrollment, graduation and ultimately journey status are the goal for Constructing Hope participants, the program also focuses on helping individuals obtain pathway jobs upon graduation. These pathway jobs will further build the participants construction related experience and provide employment for those individuals who are unable to immediately enroll in a State registered apprenticeship program. Constructing Hope administrators maintain a three year relationship with graduates to provide ongoing support and job referrals

2012  
OTI Trades  
and  
Apprentices  
Career Class  
for Women  
graduates:

22

Hours of  
training:

660

## Oregon Tradeswomen, Inc. – Trades and Apprenticeship Career Class for Women

Oregon Tradeswomen, Inc. (OTI), as mentioned on the previous page, is another not-for-profit pre-apprenticeship organization Multnomah supports through sponsorship. Similar to Constructing Hope, OTI endeavors to provide individuals with the entry level skills and experience to begin a career in the construction trades. OTI graduates five to six classes of pre-apprentices each year.

Pre-apprentices who graduate from the Trades and Apprenticeship Career (TAC) program have been taught how to create a trades resume, learned construction math and measuring skills, construction culture, participated in site visits to active projects, received basic safety training, and instruction on tool use. In addition, participants receive 30 hours of hands-on construction training doing real projects for community non-profit organizations. OTI focuses on providing opportunities for low-income women who are interested in beginning a career in the trades.

Multnomah County's sponsorship helped OTI graduate 22 low-income women students from the TAC program this past April. Two of OTI's recent graduates, Joanna and Kinnetha, had this to say about their experiences in the pre-apprenticeship program:

“OTI's pre-apprenticeship program has been a life changing experience for me. Working with a group of women facing challenges similar to my own helped me realize what my weak points were and gave me the opportunity to overcome them. Together we faced some pretty tough mental and physical challenges. It was the final push I need to go from someone who has a lot of potential to someone who is going to meet challenges head on and make a difference for myself and others as an outstanding member of the workforce and community.”

### Joanna – Oregon Tradeswomen pre-apprentice graduate



“I can tell you what Oregon Tradeswomen, Inc. has meant to me. OTI showed me where to go to achieve my dream. Before I went to OTI I didn't know how to get on the path to become an electrician and they prepared me with some simple knowledge that helped me a lot. I believe that OTI should be better known around our community. OTI was a blessing for me. OTI equals great people doing great things.”

### Kinnetha – Oregon Tradeswomen pre-apprentice graduate

# Workforce Training & Hiring Program



The Workforce Training & Hiring Program has been required on all formal construction projects in Multnomah County since 1997. This underscores the County's strong commitment to increasing apprentice minority and female workforce participation. The WTHP serves as the County's primary system for ensuring women and minorities are provided meaningful career opportunities in the construction trades and on County projects. In fact, the primary goal of the WTHP is to increase the number of women and minorities in the construction trades through apprenticeship opportunities.

The County requires workforce training on its construction projects in excess of \$200,000 to ensure the projects offer equal opportunity employment in the construction trades. Prime contractors with contracts of \$200,000 and greater and subcontractors with contracts of \$100,000 and greater are required to ensure 20% of their workforce hours, per trade, are performed by State-registered apprentices. Contractors are also required to make efforts to ensure their workforce is reflective of the diversity of Multnomah County.

By requiring apprenticeship participation on formal construction projects, Multnomah County is helping to set the standard within the industry. By requiring 20% participation, per contractor, per trade, the County is seeing a positive effect on apprenticeship demand and is helping create opportunities for tomorrow's workforce.

Typically apprenticeships last from two to five years depending on the trade. Apprenticeships involve a classroom training portion and an on the job training portion. The duration of any particular apprentice's apprenticeship will vary depending on the number and length of on the job training opportunities they are dispatched to. Some apprentices will work for one employer throughout their apprenticeship while others will work for a number of different employers before they reach journey status.

Apprentices typically begin their apprenticeship earning 50% of a journey workers rate of pay. Depending on satisfactory performance with their training and school work an apprentice typically earns a 5% wage increase every six months until they reach the journey worker status. Journey worker wage rates vary from trade to trade.

Compliance duties of the WTHP are completed with Multnomah County's MWESB & Workforce Program Specialist and WTHP consultant, Group AGB. Multnomah County has a contract with Group AGB to provide WTHP data tracking, reporting and related WTHP services. Other compliance duties and on-site visits are performed by Multnomah County's MWESB & Workforce Program Specialist.

This report includes WTHP results for Fiscal Year 2012 (July 1, 2011 – June 30, 2012). Multnomah County Purchasing Department staff and Group AGB collaborated on the content of this report, WTHP data was provided by Group AGB.

East County Courts Project apprenticeship training:

20%

Contractors subject to the workforce program requirements:

19

## East County Courts

The East County Courts project represented Multnomah County's largest project to date when it was completed in 2012. Because this project was procured through a Request For Proposal process, resulting in a negotiated Construction Manager/General Contractor (CM/GC) contract, a number of the workforce and contracting diversity efforts made were unique to this project. Also, due to the large size of this project compared to all other County projects combined for the Fiscal Year, the project is being reported on separately from the rest of this workforce report.



This \$19.6 million project broke ground in January of 2011 on a 4.2 acre lot in the Rockwood neighborhood at Southeast 185th and Stark. The LEED Gold-certified courthouse also meets Architecture 2030 Challenge standards, requiring the building to use green and energy reduction technology such as solar, eco roofs and geothermal ground source heating.

This project represented a great training opportunity compared to the scope and smaller size of more typical county projects. The CM/GC contractor, Howard S. Wright, worked with County project staff and Group AGB to ensure a minimum of 20% apprenticeship training was achieved by the CM/GC contractor and those subcontractors with subcontracts of \$100,000 and greater. Including Howard S. Wright a total of 19 contractors complied with the workforce program requirements.

County staff performed site visits to interview apprentices and their on-site supervisors to gain insight on their experience working on a Multnomah County project. A total of 12 apprentices and five supervisors were interviewed. The apprentices indicated the project represented a valuable learning and training opportunity for them and reported a consensus positive experience on the project working for Howard S. Wright and their respective subcontractors. One apprentice interviewed, Carla McHargue, a 6th term Carpenter Apprentice working for Howard S. Wright said of her experience on the project:

“I started working on the East County Courts project for Howard S. Wright in April. Over the last nine months I’ve learned more on this project than the rest of my apprenticeship combined.”

And of her role in supporting diversity efforts and thoughts on being a female apprentice:

“I would love to see more women in the trades and I hope I can be a role model for other women who are considering a career in the trades. I think being a female apprentice helped get my foot in the door on this project, but I know my hard work and desire to learn new things is what has allowed me to continue on the project.”

**Carla McHargue – Sixth term carpenter apprentice for Howard S. Wright**

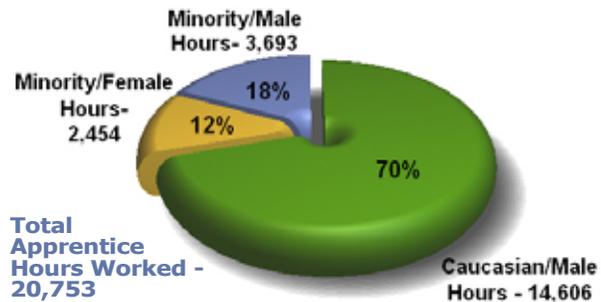
The charts and graph shown here illustrate three different workforce demographics on the East County Courts project: (1) the total workforce hours (journey level and apprentice); (2) the representation of women and minorities among all apprentices; and (3) the percentage of total workforce hours (journey level and apprentice) worked by women and minorities.

Significant workforce training and workforce diversity accomplishments were achieved on this project. Just over 20,700 hours of apprenticeship training, equaling approximately 29% of the workforce hours for contractors subject to the program requirements. Workforce hours for the East County Courts project included in this report are all hours from construction start in January of 2011 through substantial completion, May 2012, when the vast majority of work had been completed on the project.

On the apprenticeship diversity side, 18% of the total apprentice participation was achieved by Minority/Male apprentices. Approximately 12% of the total apprentice participation was worked by Minority/Female apprentices. Combined Minority/Male and Minority/Female apprentice participation equaled 30% for the project.

On the workforce diversity side, of the 72,495 total hours worked on the project, 14,500 hours were worked by minority male workers with an additional 3,200 plus hours worked by female workers, equaling 20% and 4.4% of the total workforce hours respectively.

### Total Women & Minority Apprenticeship Hours



### Total Workforce Hours



### Total Women & Minority Workforce Hours (Journey level & apprentice)



	Total Project Hours	Minority/ Male Project Hours	Minority/ Male Project Hours Percentage	Minority/ Female Project Hours	Minority/ Female Project Hours Percentage	Apprentice Project Hours	Apprentice Project Hours Percentage
<b>Project Total</b>	<b>72,495</b>	<b>14,499</b>	<b>20%</b>	<b>3,221</b>	<b>4%</b>	<b>20,754</b>	<b>29%</b>

## Summary of Fiscal Year 2012 Projects



During Fiscal Year 2012, four formal Multnomah County projects were under construction. Three of the four projects required WTHP compliance services. The fourth project met the initial program implementation thresholds but the prime contractor was only providing construction management services and was not performing any hands-on work that would allow for apprenticeship training. All of their subcontracts were below the dollar threshold (\$100,000) for requiring the WTHP at the subcontract level. Each of the remaining three projects met the WTHP implementation criteria outlined below, and was subject to the program requirements (also outlined below):

- Prime Contract of at least \$200,000
- Sub contracts of \$100,000 and greater subject to the program requirements
- Work being performed in a trade(s) with an established apprenticeship program(s)
- Minimum of 20% of the workforce hours, per trade, must be performed by State registered apprentices
- Documented efforts to employ a workforce reflective of the diversity of Multnomah County
- Monthly reporting on workforce hours

The contract amounts of these four projects ranged from \$200,000 to \$1.1 million and their work scopes included the following:

**Inverness Jail Roof Restoration Project** – This project involved the removal and disposal of the existing gravel surface from Multnomah County’s Inverness Jail. The project also called for the repairs to and replacement of existing flashing and related roof restoration work. Some mechanical equipment was also replaced.

**MEAD Building Notifier Upgrade/Replacement Project** – The MEAD Building Notifier upgrade/Replacement Project was a project to upgrade and replace the fire alarm system and associated panels in the MEAD building.

**Mid-County Health Clinic HVAC Upgrade Project** – The Mid-County Health Clinic HVAC Upgrade Project involved the replacement of six existing rooftop mechanical units with the addition of one new unit. The project also required some structural support work, roofing, associated electrical and modifications to existing ductwork.

The prime contractors who managed these projects ranged from large contractors to small, and the number of subcontractors utilized on each project ranged from zero to as many as twelve. Not all projects utilized subcontractors who were required to meet the apprenticeship requirement as their contract amounts fell below the \$100,000 subcontractor threshold.

## Apprenticeship in Fiscal Year 2012

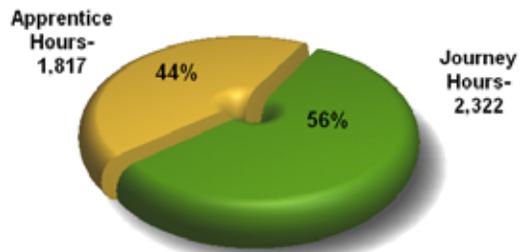
Multnomah County has exceeded its 20% Workforce Training & Hiring Program goal by achieving 44% apprenticeship participation on the projects highlighted above. These results surpass the 20% goal by 24 percentage points, a significant accomplishment by the contractors, subcontractors, and project staff who worked to ensure apprenticeship opportunities were realized on Multnomah County projects.

The County firmly believes increasing apprenticeship is only one benefit of the WTHP. The County is equally committed to increasing diversity through apprenticeship. These efforts have resulted in Minority male apprentices working 61% (1,102 hours) of the 1,817 total apprentice hours.

While no female apprentices worked on these three projects the total female participation equaled 9% of the workforce hours for these three projects combined.

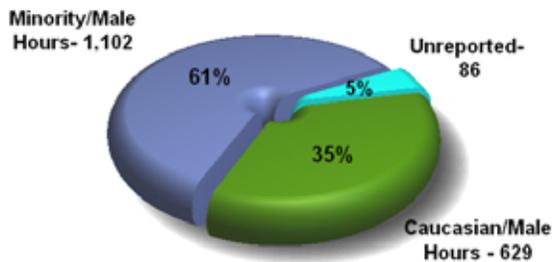
The County’s commitment to ensuring 20% of workforce hours, per trade, were performed by State-registered apprentices has resulted in County projects meeting or exceeding the goal in all major trades that utilized a significant number of hours. The trades that exceeded 20% apprentice participation include: Electricians - 45% and Roofers – 53%.

**Total Multnomah County Apprenticeship Hours**



**Total Multnomah County Hours Worked - 4,208**

**Total Women and Minority Apprenticeship Hours**

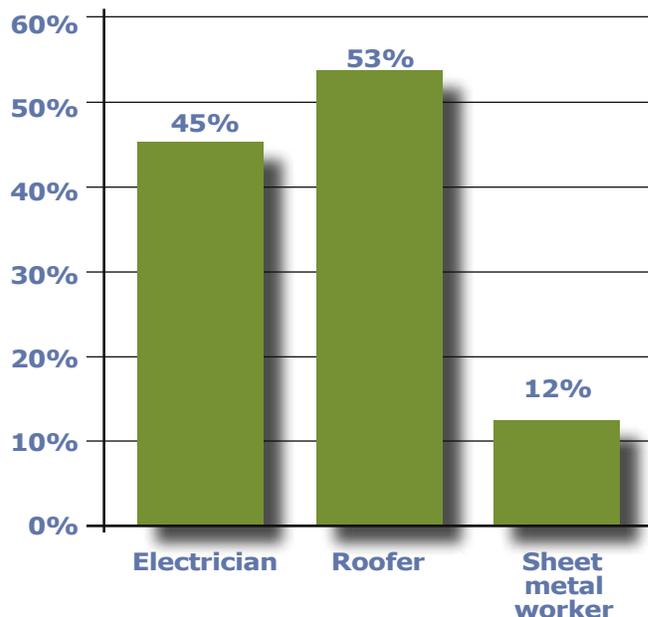


**Total Multnomah County Apprenticeship Hours Worked - 1,817**

Ensuring apprenticeship opportunities are available across trades is another essential component of the WTHP. This allows apprentices an opportunity to work on Multnomah County projects regardless of their chosen career path. It also helps ensure contractors will not seek to load up on apprentice hours in any particular trade for the sole purpose of meeting the 20% training requirement.

One of the two sheet metal contractors who would otherwise have had to meet the 20% apprentice participation requirement was exempted from the WTHP due to their low project hours. Despite this fact, approximately 12% sheet metal apprentice participation was voluntarily achieved between the two projects with sheet metal work.

**Apprenticeship Achieved by Trade**



Exemptions to the WTHP are issued when contractors who would otherwise be required to comply with the WTHP provisions meet one or more qualifying reasons for an exemption. The primary reasons for exemption include:

- The contractor will be performing too few hours to provide meaningful training (fewer than 500)
- The contractor is performing work in a trade that does not currently fall within the jurisdiction of an existing training program
- The contractor's scope of work and/or schedule on the project does not meet the journey to apprentice ratio requirements (E.g. the contractor only intends to employ one worker for a given trade)
- The work is highly specialized or particularly dangerous in nature and does not lend itself to apprentice participation

Exemption requests are approved or denied by the Multnomah County Purchasing Department.

During routine site visits and interviews by County staff, apprentices have indicated their apprenticeship program and the County's WTHP have provided them an opportunity for long-term career change. In addition, apprentices have noted the increased economic stability they have achieved, the opportunity to gain hands on experience through their work on Multnomah County projects, as well as the chance to find a career they enjoy as positive outcomes to the County's efforts.

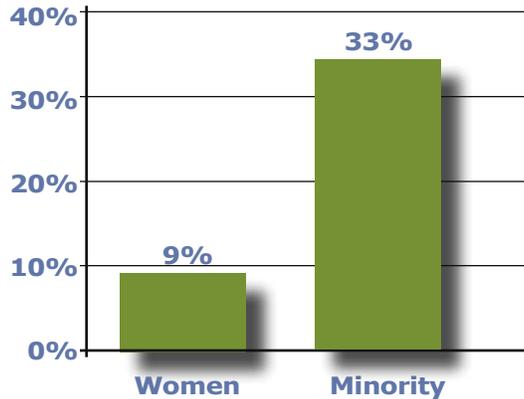
# Women and Minority Participation in Fiscal Year 2012

Multnomah County's WTHP goal of having a diverse workforce, reflective of the diversity of Multnomah County, applies to the entire construction project, not just the apprenticeship portion. However, the County realizes the path to a more diverse workforce runs through apprenticeship since the apprentices of today will become the journey workers and entrepreneurs of tomorrow.

Of all the 4,208 construction workforce hours worked on the three projects with WTHP requirements (journey level hours and apprentice hours combined), Women worked 9% (362 hours) of the 4,208 total Multnomah County hours. Minorities worked 33% (1,384.5 hours) of the 4,208 total Multnomah County hours in Fiscal Year 2012.



**Total Women & Minority Workforce Hours (Journey Level & Apprentice)**



## Individual Projects in Fiscal Year 2012

During the Fiscal Year 2012, the following three formal construction projects with WTHP requirements were under construction:

**Inverness Jail Roof Restoration Project** began in November 2011, with final reporting occurring in April 2012. The contract amount was \$1,106,910. The prime contractor, Griffith Roofing, and subcontractor Stryker Construction both met the apprenticeship requirement with 54% and 34% apprenticeship for a total apprenticeship of 51%. As part of compliance activities on the project, journey-to-apprenticeship ratios were identified as incorrect. The County worked with Griffith Roofing to swiftly resolve the ratios and to adjust appropriate wage rates. This project has higher apprenticeship hours as a result. The project achieved 51% Minority/Male participation and 0% Minority/Female participation. This project involved the removal and disposal of the existing gravel surface from Multnomah County's Inverness Jail.

	Total Project Hours	Minority/Male Project Hours	Minority/Male Project Hours Percentage	Minority/Female Project Hours	Minority/Female Project Hours Percentage	Apprentice Project Hours	Apprentice Project Hours Percentage
<b>Project Total</b>	<b>2,350.5</b>	<b>1,189.5</b>	<b>51%</b>	<b>0</b>	<b>0%</b>	<b>1,188</b>	<b>51%</b>



## MEAD Building Notifier Upgrade Replacement Project

began in April 2012, with final reporting occurring in June 2012. The contract amount was \$271,952. The prime contractor, EC Company, met the apprenticeship requirement with a total apprenticeship of 38%. There were no subcontractors with contracts over \$100,000. The project achieved 2% Minority/Male participation and 26% Minority/Female participation. The MEAD Building Notifier upgrade/Replacement Project was a project to upgrade and replace the fire alarm system and associated panels in the MEAD building.

	Total Project Hours	Minority/ Male Project Hours	Minority/ Male Project Hours Percentage	Minority/ Female Project Hours	Minority/ Female Project Hours Percentage	Apprentice Project Hours	Apprentice Project Hours Percentage
<b>Project Total</b>	<b>1,386.5</b>	<b>34.5</b>	<b>2%</b>	<b>362</b>	<b>26%</b>	<b>529</b>	<b>38%</b>



## Mid-County Health Clinic HVAC Upgrade Project

began in April 2011, with final reporting occurring in October 2011. The contract amount was \$214,100. The prime contractor (Integrity Structures) subcontracted the work to one contractor (EcoPower Northwest) and worked solely in a supervisory capacity. Due to the fact Integrity Structures was not performing work on the project they were granted a training exemption. EcoPower Northwest utilized less than 500 hours on the project, which is the threshold that contractors qualify for an exemption to the apprenticeship training requirements. With exemptions awarded on the project, no apprentices worked on the project; however, the project achieved 40% Minority/Male participation. The Mid-County Health Clinic HVAC Upgrade Project involved the replacement of six existing rooftop mechanical units with the addition of one new unit.

	Total Project Hours	Minority/ Male Project Hours	Minority/ Male Project Hours Percentage	Minority/ Female Project Hours	Minority/ Female Project Hours Percentage	Apprentice Project Hours	Apprentice Project Hours Percentage
<b>Project Total</b>	<b>471.5</b>	<b>190.5</b>	<b>40%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>

## Opportunities and Compliance

Early in FY 2012, County staff standardized training exemption and liquidated damages processes and forms to support the Workforce Training & Hiring Program (WTHP). The forms use a formula-based financial penalty which is assessed to contractors who fail to meet the WTHP apprenticeship training requirements. This allows County staff to evaluate possible exemptions and liquidated damage assessments. Since 2010, only one project was assessed liquidated damages after County staff worked extensively with the contractor to increase apprenticeship.



Additionally, the County has sought to increase the participation of women on County construction projects. County staff attends pre-bid and pre-construction meetings where they highlight the WTHP requirements and objectives. Particular emphasis is placed on the program's diversity component – the requirement for contractors to make reasonable efforts to ensure their workforce reflects the diversity (ethnic and gender) of Multnomah County.

County staff will also continue to make site visits to active construction projects to interview apprentices and their supervisors. Interviews are conducted to verify information submitted on monthly employment reports (e.g. salary level, job classification and identifying information). Interviews are also conducted to confirm the work being performed by apprentices is appropriate for their level of apprenticeship,



to provide apprentices and supervisors a point of contact within the County for any questions regarding the WTHP and to ask for feedback on the County's WTHP requirements and effects.

The County is greatly committed to increasing the participation of women on future projects and will continue to demonstrate that commitment at contractor outreach events, networking forums, pre-bid and pre-construction meetings. In Fiscal Year 2013 Multnomah County will continue to work with, and support, Oregon Tradeswomen, Inc. through sponsorship and through project specific contractor referrals for new hire opportunities on County projects.

The WTHP processes already in place will allow project managers and WTHP compliance staff to monitor projects through monthly reporting and site visits to ensure the participation of women, minorities, and apprentices continues to increase on County projects.

During FY 2012 Multnomah County Purchasing staff collaborated on and coordinated with multiple stakeholders to pave the way for a strong workforce development, training and diversity program on the Sellwood Bridge Replacement project. Early work on the project began in September of 2011 and the entire project is scheduled to be complete in early



2016. Early results are encouraging and will be included in future workforce reports.



Going forward, the County's Purchasing Department intends to draw on the innovative workforce development strategies woven into the Sellwood Bridge Replacement project diversity plan as a model for future projects. By incorporating workforce development and workforce diversity into the project's goals from the Request For Proposal stage through contract negotiation and into construction Multnomah County has been able to obtain buy in from all of the project partners.

Through a negotiated process, Multnomah County, the Oregon Department of Transportation (ODOT) and the CM/GC contractor (Slayden-Sundt Joint Venture) agreed to a number of unique workforce goals and strategies to achieve those goals. Essential workforce development elements of the negotiated diversity plan include:

- Modified WTHP document that incorporates ODOT's workforce diversity goals into the County's existing apprenticeship training program
- Enhanced link between pre-apprenticeship programs and contractors on the project seeking to meet the established diversity goals
- Provide two paid summer internships per year of construction for college students to gain valuable experience on the project
- Grant \$2,000 in scholarships per year of construction to each of six local not-for-profit scholarship funds focused on assisting underrepresented groups



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