

Promising Practices

Metro Construction Workforce Market Study

Background and History on Construction Workforce Diversity

Construction unions (and open shop construction firms) were highly segregated with Black and other minority workers relegated to “helper” status until after the Civil Rights Act of 1964 and women excluded until 1978. Even then, legal challenges and advocacy were necessary to widely open this high-paying careers. President Carter’s Executive Order 11246 in 1978 set up goals and timetables for women in the construction industry, opening the doors for women to enter apprenticeships, where before most programs only accepted males. This legacy of discrimination and segregation persists today due to the slow pace of change, the complex hiring process for construction, and the highly relational nature of a great deal of construction hiring decisions and most retention decisions.

Due to this legacy and deeply entrenched economic disparities between diverse groups, local coalitions have successfully mobilized to demand more equitable hiring practices. Some cities have responded by creating policies that foster greater workforce diversity on public (and sometimes private) projects. Comparing the details, implementation, and successes of these policies allow us to identify best practices in workforce diversity.

See Background and History Reference for books, articles and web sites that provide an overview of the history of struggle and successes that have brought us to today.

Seattle Case Study Background and Policy Implementation

The City of Seattle has a long history with organizing and policy implementation around workforce diversity and equity. In 1969, the Central Area Contractors Association, chaired by Tyree Scott, brought the issue of workforce diversity in construction jobs on City projects to demand changes in hiring practices and policies. In 2010, the Construction Jobs Equity Coalition (CJEC) once again brought this issue to light and demanded change. According to the Priority Hire’s 2016 Report:

“The department of Finance and Administrative Services (FAS), through its City Purchasing and Contracting Services (CPCS) division, was tasked with developing strategies to increase construction career opportunities on City projects. CPCS approached this work in alignment with the principles of the City’s Race and Social Justice Initiative to address the pervasive disparities faced by people of color and with the intention of achieving equity in this work.”

The work of the activist coalitions and city investment lead to a 2012 pilot Community Workforce Agreement (CWA) on the Elliott Bay Seawall Project. This was the largest public works project in City history. The pilot was successful, leading to the passing of the Priority Hire Ordinance (SMC 20.37), in 2015, which requires the city to include Priority Hire requirements in public works projects estimated at \$5 million or more. The City worked with the Seattle-King County Build Trades Council to develop a master CWA.

According to the 2016 Annual Report, “The CWA requires all contractors to “look and feel” like a union contractor while working on the project.” It also requires unions to call out workers living in

economically distressed ZIP codes in Seattle and then King County before other union workers. The CWA also includes workforce diversity goals for each project around women and people of color.

The Priority Hire program was expanded in 2017 by Executive Order 2017-01 to include projects that are funded through private and public funds but receive significant funds from the city.

Impact

The Priority Hire Ordinance has successfully increased workforce diversity and expanded opportunity for women and people of color in the construction industry. Over the past three years, CWA workers living in economically distressed ZIP codes earned over \$8.5 million in wages. This is nearly \$3 million more than typically brought into those communities from City construction jobs.

See the table below for a comparison of workforce diversity of CWA Project and Non-CWA Projects and before implementation of the CWA.

	CWA Projects	Non-CWA Projects	Past Performance (Prior to CWA)*
Economically Distressed ZIP Codes	21%	16%	12%
All Women	12%	3%	5%
All People of Color	26%	22%	25%
All Apprentices	15%	13%	13%
All Seattle Residents	12%	6%	5%
Journey Women	8%	3%	4%
Journey Workers of Color	22%	22%	25%
Apprentice Women	32%	5%	9%
Apprentices of Color	47%	24%	32%

*Past performance if based on hours from a sample of projects from 2009-2013.

Data Source: City of Seattle, 2016.

Oversight and Implementation

The City Purchasing and Contracting Service has an annual budget of 1.5 million dollars to implement the Priority Hire program, which includes all staff, administrative, and contracting expenses.

Each CWA project submits a quarterly diversity report which is published on the CPCS website.

Keys to Success: Seattle’s Best Practices worthy of replication

While the CWA provides an obvious tool for successfully increasing workforce in diversity on City projects, there are other elements to Seattle’s Priority Hire program that are key ingredients to implanting CWA.

A strong (financial) commitment to fostering a diverse pipeline

The City supports a strong pipeline for diverse workers entering into the construction field by strengthening pre-apprenticeship and apprenticeship programs. The City spends roughly \$860,000 annually on contracts with community organizations and construction pre-apprenticeship training programs to recruit, place and train women, people of color and those living in [economically distressed areas](#).

The City has invested more than 1.1 million dollars in recruitment, training, and support services for priority workers. In 2016, the City contracted with 12 community organizations, including Casa Latina, Legacy of Equality, Leadership, and Organizing (LELO) – driver re-licensing, Regional Area Youth Development Organization, Urban League of Metropolitan Seattle, ANEW, YouthBuild, and PACE.

The city's CWA also encourages the recruitment and training of diverse workers by setting goals around the number of female apprentices and apprentices of color. Contractors must employ Preferred Entry candidates for 700 hours, in order to count that candidate toward the Preferred Entry requirement. To meet the demand, members of underrepresented groups receive Preferred Entry into Registered Apprenticeship Programs.

A Regional Approach

In 2015, key players, including CPCS, Sound Transit, the Port of Seattle, King County, the Washington State Department of Transportation and the City of Tacoma came to the table to develop a shared vision and plan. The group has aligned resources, shared best practices and is working to standard reporting.

CPCS also initiated the Regional Pre-Apprenticeship Collaboration which brings together pre-apprenticeship programs, apprenticeship training coordinators, union representatives and local community-based organizations build the quality, capacity, strength and sustainability of pre-apprenticeship training.

Boston Case Study Background and Policy Implementation

In 1983, the Mayor of Boston approved an Ordinance establishing the Boston Residents Jobs Policy https://www.cityofboston.gov/images_documents/Estab_BRJP_tcm3-3207.pdf which set employment standards for Boston residents, people of color, and women construction workers. The original ordinance stated that private development projects over 100,000 square feet and any public projects had to meet the following employment standards:

- at least 50 percent of the total work hours in each trade must go to Boston residents
- at least 25 percent of the total employee work hours in each trade must go to people of color, and
- at least 10 percent of the total employee work hours in each trade must go to women.

In 1985, the Ordinance was extended by the Mayor's Executive Order https://www.cityofboston.gov/images_documents/Exten_BRJP_tcm3-3209.pdf and on January 25, 2017 the Ordinance was amended and new employment standards are effective as of that date

https://www.cityofboston.gov/images_documents/Amend_BEC_tcm3-3202.pdf. Private development projects over 50,000 square feet and any public development project must meet the following employment standards:

- at least 51 percent of the total work hours of journey people and fifty-one percent of the total work hours of apprentices in each trade must go to Boston residents;
- at least 40 percent of the total work hours of journey people and forty percent of the total work hours of apprentices in each trade must go to people of color and;
- at least 12 percent of the total work hours of journey people and twelve percent of the total work hours of apprentices in each trade must go to women.

The Boston Residents Jobs Policy (BRJP) office monitors the compliance of developers and contractors on private and public development projects in the City of Boston.

Impact

The impact in Boston is hard to quantify. While they publish extensive dis-aggregated information on their web site by contractor, trade, ethnicity, status, and other data, there is not an overall analysis, except for the very condensed report of data below. They are not reaching their goals, which was one reason for updating the ordinance in 2017 to include stronger enforcement mechanisms. We were not able to get an annual report or other analysis at this point.

2016 Year In Review for BRJP Projects

Private Projects

- Total: 30 projects
- Construction cost: \$4,663,696,863
- Work hours: 4,433,070

Public Projects

- Total: 155 projects
- Construction cost: \$1,245,677,743
- Work Hours: 973,087

All projects

- Total projects: 185
- Total construction cost: \$5,909,374,606
- Total work hours: 5,406,157

Overall percentages

- Boston Residents: 29%
- People of color: 32%

The Boston Residents Jobs Policy (BRJP) office and the Boston Planning and Development Agency (BPDA) both monitor projects in the City of Boston under the new Ordinance. All projects being monitored by BRJP or BPDA are subject to review by the Boston Employment Commission (BEC).

Boston Employment Commission

The Ordinance and the Mayor's Executive Order established the Boston Employment Commission (BEC) as the liaison committee to make recommendations to the BRJP and BPDA regarding enforcement of the Ordinance. The BEC meets monthly in a public meeting to review BRJP and BPDA reports. The Boston Employment Commission is made up of seven members selected by the Mayor. As spelled out in the ordinance, contractors pay into an escrow account and can be fined up to \$300 per day for not following the Best Efforts steps. Contractors can also be precluded from award of municipal contracts or other sanctions incorporated into contracts. Fines, escrow funds and some community benefit funds from developers go to support job training.

The [Boston Residents Jobs Policy](#) sets standards for construction projects in the City. Contractors have to follow policy guidelines when hiring subcontractors or other workers.

The Jobs Bank connects residents with City of Boston contractors, working with unions, community groups, and Boston Building Trades to find openings. The Jobs Bank also shows openings for apprenticeships and training programs.

They match residents with unions and contractors based on their skills once they are enrolled. They call and let folks know when there's an opening. And provide contact information for the company so residents can get in touch and get hired. Currently they have 500 residents enrolled, 65 of which are female.

The Mayor's Office of Workforce Development

The OWD's mission to develop Boston's workforce is nested within the work of its parent agency, the Boston Planning & Development Agency (BPDA), which develops the city's built landscape. One tool that explicitly transforms commercial growth into workforce gains is the Neighborhood Jobs Trust (NJT). Under OWD stewardship, the NJT collects linkage fees from developers of large-scale commercial projects to fund jobs and job training programs for residents in need. In March, the OWD awarded \$1.2 million in NJT funds to 17 community-based organizations to prepare residents for career pathways.

Three pre-apprenticeship programs are active in the Boston area; Building Pathways, YouthBuild and through the Laborers/LiUNA. The City of Boston has funded the supply side several ways through their OWD and NJT, roughly 2% of the Building Pathways budget has come from this source annually. Boston received a US Department of Labor apprenticeship grant where Building Pathways and YouthBuild were significant sub-contractors. The City is still working on the regulations around the new ordinance and there is expected to be a more robust enforcement mechanism including fines for not following the process. The lack of achievement of the goals was a reason for changing the ordinance.

Massachusetts also has a number of project-based *Access & Opportunity* committees for projects being built by the University of Massachusetts Building Authority and the Massachusetts Gaming Commission. They meet monthly or bi-monthly to monitor compliance and provide technical support to the contractor to meet the goals.

Keys to Success: Boston's Best Practices worthy of replication

Boston has several key best practices that are worthy of note.

Connecting diverse residents to contractors seeking workers

Their Jobs Bank connects residents with City of Boston contractors, working with unions, community groups, and Boston Building Trades to find openings. The Jobs Bank also shows openings for apprenticeships and training programs.

They match residents with unions and contractors based on their skills once they are enrolled. They call and let folks know when there's an opening. And provide contact information for the company so residents can get in touch and get hired.

Applying the program to all public and to large private projects

Workforce goals and program applies to all City of Boston public projects and private projects over 50,000 square feet. This is established through the permitting process, and requires that the developer submits a Boston Residents Construction Employment Plan, setting forth in detail the developer's plans to ensure that on a craft by craft basis, the BRJP program goals are met.

Consistent regular oversight committee

The Ordinance and the Mayor's Executive Order established the Boston Employment Commission (BEC) as the liaison committee to make recommendations to the BRJP and BPDA regarding enforcement of the Ordinance. The BEC has met monthly in a public meeting since 1983 to review BRJP and BPDA reports.

Los Angeles Case Study Background and Policy Implementation

The City of Los Angeles was one of the first cities to negotiate a Community Workforce Agreement on the North East Sewer Interceptor in 2001. This CWA led to a series of projects working under these negotiated terms across the city and varying agencies. This work was driven, in part, by the work of a coalition the Los Angeles Alliance for a New Economy (LAANE). During the recession, unemployment in LA hit a high of 13.3 percent. Driven by these numbers, community, elected officials, and labor crafted an infrastructure investment intended to provide job stimulus and stabilize the construction industry.

Starting in 2007, the Construction Career Coalition began working with the city on a Construction Careers Policy (CCP), developed in partnership with labor, veterans, workforce development, social justice organizations, community developers faith communities, youth organizations, and many others. In February of 2008, the Community Redevelopment Agency of Los Angeles (CRA/LA) was the first agency to adopt a CCP. Unfortunately, this agency was dissolved by the California State Supreme Court in 2012, so the impact of the policy was truncated. However, 5 other agencies in Los Angeles adopted CCPs as well:

- City of Los Angeles Department of Public Works (2011)
- Port of Los Angeles (2011)

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- Exposition Line Construction Authority – Phase II (2011)
- Los Angeles Board of Supervisors – King Ambulatory Center (2011)
- Los Angeles County Metropolitan Transportation Authority (Metro) (2012)

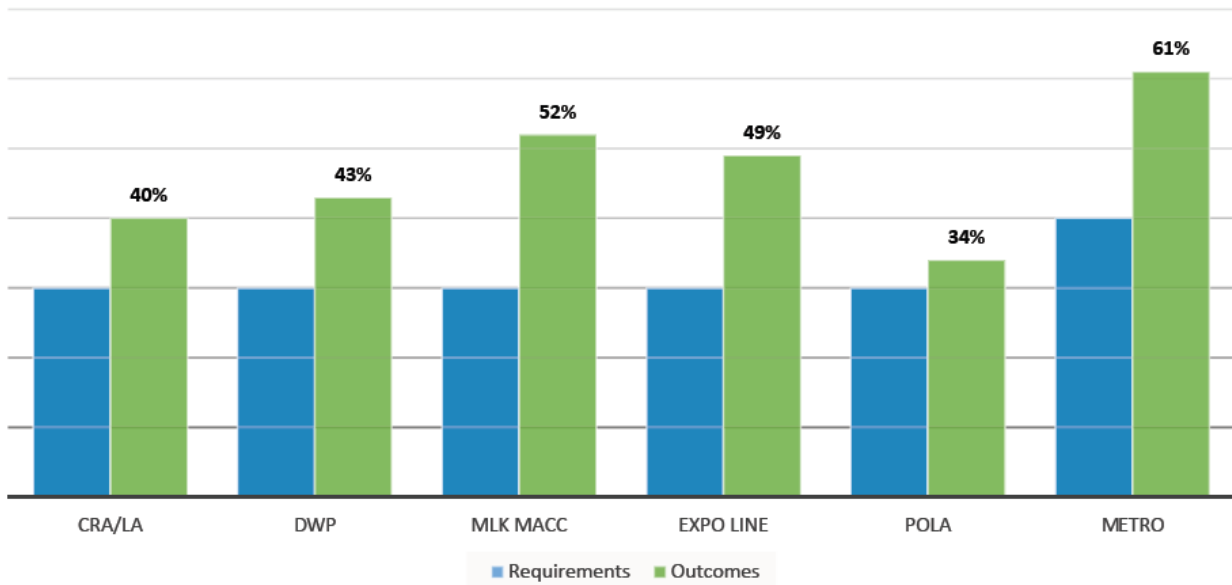
Critical to understanding the construction diversity work in L.A., CCPs are a combination of a Project Labor Agreement and a Targeted Hiring Policy. Combined, these policies set goal for local hire based on zip code, disadvantaged workers, and apprenticeship utilization. California does not set goals based on minority or gender status due to state Proposition 209 which bans affirmative action.

Impact

Through 2017, these six policies combined will cover over 56,700 workers:

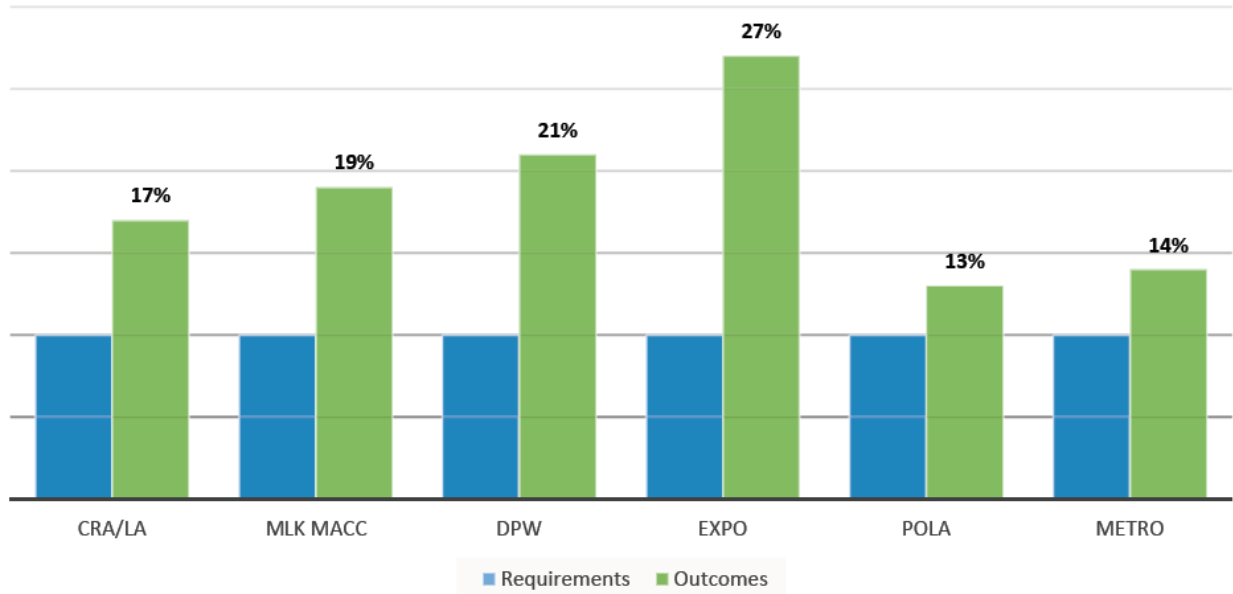
- 7,000 disadvantaged workers; 20,000 targeted hire workers
- Estimated additional \$129 million re-invested in the local economy based on additional wages to disadvantaged workers alone.
- Economic benefits passing \$749 million from economic activity of construction workers from targeted communities.

Targeted Hire Requirements and Outcomes





Disadvantaged Worker Requirements and Outcomes



*Data from 2014 Successes of Construction Careers, LAANE

Oversight and Implementation

Agencies submit monthly or quarterly reports, which are made available online. Community organizations are able to support the agencies in meeting goals and hold them accountable through the available data.

Most oversight for the projects is conducted by the individual agencies. However, some agencies have community advisory committees that review the data quarterly or semi-annually.

Keys to Success: Los Angeles’s Best Practices worthy of replication

Working with Job Coordinator

Some of the CCPs required hiring a job coordinator while others did not. However, this position ensured a connection between the community, workforce programs, and the construction project.

Contractor Outreach Seminars

Once per month, the City of Los Angeles Bureau of Contract Administration holds a Contract Assistance Seminar. In these courses, they teach the basics of being in compliance on public works projects, including how to meet workforce goals.

Regional Approach

The overall impact in the LA area is directly tied to passing CCPs at agencies throughout the area. This approach ensured continuity of employment for construction workers. It also increased the overall impact on the community by providing ongoing opportunities to enter the industry. In order to create a pipeline to meet this demand, CWAs and CCPs have invested in pre-apprenticeship programs



Portland Case Study

Background and Policy Implementation

The goal of the City of Portland’s Workforce Training and Hiring Program is to increase the numbers of women and minorities in the construction trades through apprenticeship opportunities on City of Portland projects. The program was started in 1993 and has been updated several times since then.

Workforce Training & Hiring Program requirements apply to City construction projects estimated at \$200,000 and above and subcontracts at \$100,000 and above. Key program elements include:

- Ensuring that a minimum of 20% of the labor hours, per trade, are worked by state-registered apprentices; and
- Striving in good faith to meet the diversity goals of employing women and minority workers (both journey and apprentice level).

An aspirational goal of 18% for minorities and 9% female has been set on City funded construction projects for apprentices and journey level workers. The City reviews these goals annually.

Contractors are required to be registered Training Agents, registered with the Oregon State Bureau of Labor and Industries (BOLI) Apprenticeship and Training Division (ATD). This enables the company to hire and train apprentices following state-approved training standards.

Contractors must do the following:

- Make every reasonable effort to meet the diversity goals on the project.
- Be a registered Training Agent before starting work on the project.
- Provide 20% apprentice hours in each trade without exceeding the apprentice-to-journey ratio allowed by apprenticeship program standards.
- Request minority or female apprentices from your apprenticeship program and document all recruitment efforts.
- Submit a Workforce Plan, aka Exhibit 2 to the City.

Impact

Impact has been somewhat difficult to measure with reports being inconsistent and results being variable. For example, a report to the Equitable Contracting and Purchasing Commission using data from FY 2013-2014 showed minority utilization of 20.56% and female utilization of 5%. A report on the web site from FY 2016-2017 showed minority utilization of 29% and female utilization of 10%, but did not reflect all of the projects currently active, just those that were awarded in FY 2016-2017. The City is in the process of moving to a new data-base, which is planned to assist with generating more timely and accessible reports.

Oversight and Implementation

Staff works with prime to get prime and subs to be in compliance. They encourage contractors to reach out to community agencies for diverse workers and post jobs with WorkSource. Projects with CBA or other Agreement may have a committee that meets for duration of projects. City had a Mayor-appointed 7-member Equitable Contracting and Procurement Commission to review procurement including workforce,

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but that has since been dis-banded. \$250 per day fines may be assessed, for each day of lost training opportunities. Damages may also be assessed for not following hiring process outlined in requirements. Funds go into a pot to be distributed informally to fund workforce programs.



Best Practices to Create Construction Workforce Diversity

Due to the complexity of hiring and training processes in the construction industry, these best practices should be applied simultaneously. It is their synergistic effect that achieves results.

1. **Marketing career opportunities in construction:** Young people, women and minorities typically do not know about the trades, neither do their elders who advise them, teachers, parents and mentors. Marketing targeted to the desired demographic so they know they are welcome, sought after and invited is a critical best practice.
 - Successful marketing of the trades to women resulting in over 900 women annually attending their career events : <http://www.tradeswomen.net/>
 - Analysis of how most workers find out about and enter blue-collar jobs: Deirdre A. Royster (2003) *Race and the Invisible Hand: How White Networks Exclude Black Men from Blue-Collar Jobs*
2. **A pipeline for career preparation and career guidance:** Pre-apprenticeship has a proven record in helping industry find prepared and diverse workers. Career counseling and a “warm hand-off” from school to work to help high school and community college CTE students find work in industry has also shown to be effective. All of these efforts need to be taken to scale to deliver the number of diverse workers needed.
 - Matt Helmer, Amy Blair and Allison Gerber (2012) *A Strong Foundation: Key Capacities of Construction Pre-apprenticeship Programs* Washington, D.C.: Aspen Institute
3. **Registered Apprenticeship:** Apprenticeship is a time-tested model for trades worker skills development, and important for economic reasons. Several recent studies have shown its economic benefit/return on investment to workers, employers, project owners and the community.
 - Mathematica Policy Research: *An Effectiveness Assessment and Cost Benefit Analysis of Registered Apprenticeship in Ten States*
 - [2016 U.S. Department of Commerce Study](#) showing that having a pool of well-trained trades workers is essential to our economy.
 - Evidence that ‘middle-skill’ jobs are over 60% of valuable STEM jobs vital to our economy: *Hidden STEM (Science, Technology, Engineering, Mathematics) Economy*
4. **Owner support and commitment for workforce equity on capital projects:** Owner support, from both public and private owners is key to achieving workforce diversity. This includes a robust construction trades workforce diversity program, not just a MWESB program. This also includes clear data tracking, success metrics and transparent performance reports.
 - See the City of Boston’s Resident Jobs Policy: <https://www.boston.gov/departments/economic-development/boston-residents-jobs-policy-construction-projects>
 - Policy & Tools: Community Workforce Agreement Examples: <http://www.forworkingfamilies.org/page/policy-tools-community-workforce-agreement-examples>
5. **Support contractor incentive in bidding for diversity past performance and clear contractual obligations:** Owners should look at contractors’ past performance and solid plans for achieving



diversity in scoring bids. Contractual Agreements that bind contractors to show results, not just vague and unenforceable “good faith efforts” are an important tool for achieving diversity. This has typically, but not always, come in the form of a community workforce agreement.

- [Community Workforce Agreement Examples](#)
6. **Involve all relevant parties to achieve diversity goals:** Set the table with involving contractors, government staff, unions, apprenticeship programs, community-based organizations, intermediaries like the workforce development board to plan for achieving goals. A regular meeting is important for both for overall visioning and project-based real-time problem solving.
 - High achievement of minority and women trades workers from [City of Portland Water Bureau Community Benefit Agreements](#)
 - A practical hands-on guide including checklists for construction owners, developers, managers, contractors, subcontractors, building trade unions, and community based organizations: [Policy Group on Tradeswomen’s Issues *Finishing the Job: A Best Practices Manual for a Diverse Workforce in the Construction Industry*](#)
 7. **Accurate and transparent data on diversity performance:** Published, transparent, searchable data, both disaggregated by trade, status (apprentices or journey worker), ethnicity, gender, and company is important for seeing best practices as well as taking corrective action. At the end of the project a big picture aggregated for each project and annually for each owner shows progress and creates incentives.
 - See the City of Seattle’s report as an example: <https://www.seattle.gov/Documents/Departments/FAS/PurchasingAndContracting/Labor/Priority-Hire-Report-2016.pdf>
 8. **Retention efforts:** Support services (like child care, transportation, etc.), especially in an apprentice’s first year when workers may be moving from poverty to being established in their apprenticeships, has assisted with retention. Mentoring, respectful workplaces, and steady employment – inclusion on core crews, and the chance for advancement, are also best practices in retaining diverse workers.
 - Report on the success of supportive services in retaining apprentices: Kelly, Maura (2013). [Evaluation of the Effect of Supportive Services on the Success of Apprentices in a Highway Trade.](#)
 9. **Contractors’ key role in retention & career development of diverse workers:** Contractors have a key role in important retention efforts: continuity of employment for diverse workers – inclusion on core crews instead of first laid-off, ensuring that diverse workers learn the full range of skills – not just sweeping or low-skill tasks, identifying promising diverse workers for opportunities for advancement to foreman or other leadership positions. Contractors also have a key role & responsibility in ensuring a safe and respectful job site environment for all workers.
 - Work Safe BC has done some valuable work documenting and providing resources to address bullying and harassment: [Toward a Respectful Workplace](#)
 - Bud-Sharps, Sarah, Kristen Lewis, and Maura Kelly. 2014. [Building a More Diverse Skilled Workforce in the Highway Trades: Are Oregon’s Current Efforts Working?](#)



References and Resources

Background and History

Chuck Turner (1988) *Sharing the Pie: the Boston Jobs Coalition*, Cornell University ILR School
<http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1123&context=lrr>

1988 article about the Boston Jobs Coalition and their struggles since 1976 to diversify the construction trades in Boston.

Deirdre A. Royster (2003) *Race and the Invisible Hand: How White Networks Exclude Black Men from Blue-Collar Jobs*, University of California Press. Good analysis of how most construction workers get (and keep) jobs, and how lingering racism has excluded Black men from the trades.

William B. Gould IV, *Black Workers in White Unions: Job Discrimination in the United States*, Ithaca, NY: Cornell University Press, 1977.

A prolific scholar of labor and discrimination law, William B. Gould IV has been an influential voice on worker-management relations for more than forty years and served as Chairman of the National Labor Relations Board (1994-98) and Chairman of the California Agricultural Labor Relations Board (2014-2017). He is the Charles A. Beardley Professor of Law, Emeritus at Stanford Law School.

See especially chapter 10, *Construction Industry* and chapter 11, *Private Initiative in the Construction Industry: The How and Why of Imposed and Voluntary Plans*

Molly Martin (1988, 1997) *Hard Hatted Women*, Seal Press

Molly was one of the first women to enter the skilled building trades, working as an electrician starting in the late '70's and then electrical inspector. The personal stories of diverse women from around the country give a good perspective on the situation for women in the early days of women breaking into the trades.

Seattle Civil Rights and Labor History Project: web site with essays and oral interviews:

<http://depts.washington.edu/civilr/about.htm>

Stories of many men and women, primarily people of color, who fought to de-segregate the construction industry. See especially <http://depts.washington.edu/civilr/ucwa.htm> about the United Construction Workers Association.

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2016 Priority Hire Annual Report:

<http://www.seattle.gov/Documents/Departments/FAS/PurchasingAndContracting/Labor/Priority-Hire-Report-2016.pdf>



2016 Priority Hire Advisory Committee Annual Report:

<http://www.seattle.gov/Documents/Departments/FAS/PurchasingAndContracting/Labor/PHAC-2016-Report.pdf>

Bill 118282/Ordinance 124690 - Priority Hire:

<http://clerk.seattle.gov/~scripts/nph-brs.exe?s1=&s3=118282&s4=&s2=&s5=&Sect4=AND&l=20&Sect2=THESON&Sect3=PLURON&Sect5=CBO&Sect6=HITOFF&d=ORDF&p=1&u=%2F~public%2Fcbory.htm&r=1&f=G>

City of Seattle City Purchasing and Contracting Services Website:

<http://www.seattle.gov/city-purchasing-and-contracting>

Community Workforce Agreement Projects:

<http://www.seattle.gov/city-purchasing-and-contracting/labor-equity/cwa-projects#blueridgeconduitreplacement>

Executive Order 2017-01: Expanding Training and Career Opportunities in the Construction Trades:

http://murray.seattle.gov/wp-content/uploads/2017/02/executive_order_2017-01_priority_hire.pdf

Priority Hire Advisory Committee:

<http://www.seattle.gov/city-purchasing-and-contracting/labor-equity/priority-hire-advisory-committee>

Seattle's Community Workforce Agreement:

http://www.seattle.gov/Documents/Departments/FAS/PurchasingAndContracting/Labor/Seattle_CWA_final.pdf

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Los Angeles Case study

City of Los Angeles Construction Careers and Green Jobs Policy

http://clkrep.lacity.org/onlinedocs/2008/08-0499_rpt_cra_2-21-08.pdf

2014 Success of Construction Careers Report

<http://www.laane.org/wp-content/uploads/2015/04/Successes-of-Construction-Careers-Report.pdf>

Dissolution of CRAs in California

<http://www.planningreport.com/2014/10/03/cra-dissolution-process-city-la-status-report>

<http://la.uli.org/young-leaders/what-now-the-demise-of-the-cra-in-california/>

Los Angeles Economic & Workforce Development Department

<http://ewddlacity.com/index.php/index>

EWDD 5 year Plan

http://ewdd.lacity.org/pdfs/lwia/lwia5y17_full.pdf

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City of Los Angeles Active PLAs

http://bca.lacity.org/index.cfm?nxt=DPW&nxt_body=dpw.cfm

City of Los Angeles Quarterly PLA Report

<http://bca.lacity.org/site/pdf/hiring/PLA%20Quarterly%20Report.pptx>

City of LA Department of Public Works – Infrastructure Stabilization Policy

[http://bca.lacity.org/site/pdf/hiring/DEPARTMENT%20OF%20PUBLIC%20WORKS%20INFRASTRUCTURE%20STABILIZATION%20POLICY\[1\].pdf](http://bca.lacity.org/site/pdf/hiring/DEPARTMENT%20OF%20PUBLIC%20WORKS%20INFRASTRUCTURE%20STABILIZATION%20POLICY[1].pdf)

City of LA – Infrastructure Stabilization Ordinance & Rules and Regulation

http://bca.lacity.org/index.cfm?nxt=lco&nxt_body=content_infrastructure.cfm

City of LA – Targeting Hiring Guidelines for Contractors

<http://bca.lacity.org/site/pdf/hiring/Targeted%20Hiring%20Guidelines%20For%20Contractors.pdf>

Contractor Assistance Seminar

http://bca.lacity.org/index.cfm?nxt=cfm&nxt_body=calendar.cfm

Policy & Tools: Community Workforce Agreement Examples

<http://www.forworkingfamilies.org/page/policy-tools-community-workforce-agreement-examples>

California Affirmative Action Proposition 209

[https://ballotpedia.org/California_Affirmative_Action_Proposition_209_\(1996\)](https://ballotpedia.org/California_Affirmative_Action_Proposition_209_(1996))