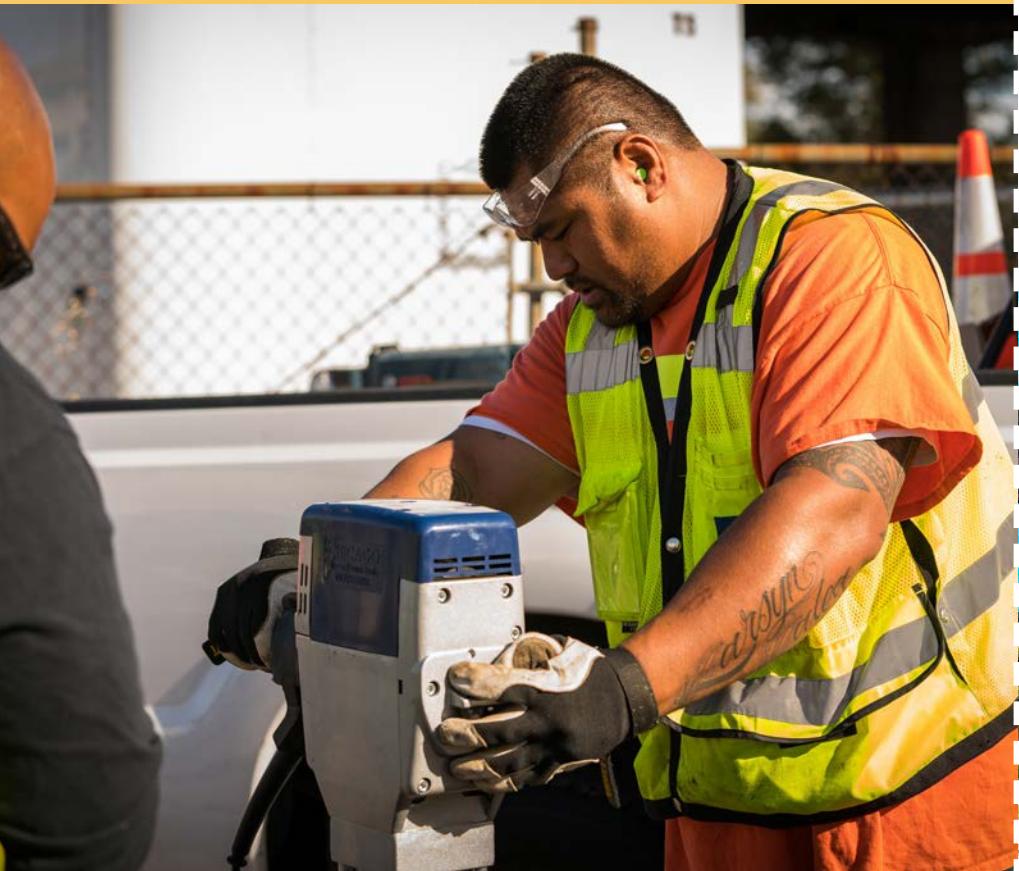




ECONOMIC EMPOWERMENT THROUGH CONSTRUCTION CAREERS MODEL

Hilltop Demonstration Project



APRIL 2019



TABLE OF CONTENTS

Executive Summary	3
Model Background / Planning Process	4
Acknowledgements	7
Economic Empowerment Model	8
Recruitment Framework	15
About BDS Planning & Urban Design	20

EXECUTIVE SUMMARY

Proposed Model

The model described here acknowledges and addresses the inherent challenges and opportunities presented by the construction workforce ecosystem in Tacoma/Pierce County. It also proposes a new approach to worker recruitment, networking, training and support that will help meet the strong demand for qualified workers in the construction industry while presenting authentic opportunities for targeted community members to develop careers in construction. Finally, it provides concrete, prioritized steps specific to Tacoma/Pierce County that should be deployed immediately to capture the opportunity presented by current and future construction projects within the Hilltop, in the remaining portions of Tacoma/Pierce County, as well as the greater Puget Sound region.

Key Recommendations

Transformational change is necessary to meet the dual goals of meeting workforce shortages and providing pathways to opportunity for local residents. The following six key recommendations are the foundation of the proposed model. Two are systems changes, two are methods to help participants navigate these changes, and two are accountability tools to ensure the changes are being implemented and executed as intended. Paired with thoughtful and targeted recruitment, these key recommendations will lead to economic empowerment through construction careers for members of the Hilltop Cultural Community.

SYSTEMS

01 **Designate and market** a lead agency as the entry point in the field

02 **Maintain and Expand** use of local worker roster

NAVIGATION

03 **Organize** participants into tracks based on work readiness

04 **Add** case managers and advocates to help participants secure careers

ACCOUNTABILITY

05 **Adopt** a Community Workforce Agreement

06 **Increase** contractor compliance through locally hired staff

MODEL BACKGROUND / PLANNING PROCESS

Intended Audience

This report has three distinct intended audiences whose interests and experiences are broadly aligned, but not the same.

1. **Hilltop Cultural Community members** who are actively seeking economic opportunity in the midst of rapid change in their neighborhood.
2. **City of Tacoma leaders** (City staff, workforce development professionals, and elected officials) who want to ensure that public infrastructure investments also serve to provide economic opportunity to city residents.
3. **Other cities** that want to replicate the work happening in Tacoma, helping to ensure local women and people of color in their communities also have authentic opportunities to seek and attain careers in construction resulting from public investment.

Sound Transit Project Catalyst/ Construction Industry Background

The Links to Opportunity Project was initiated in 2016 in conjunction with Sound Transit launching Hilltop Tacoma Link Extension route (T100 line) construction project. The related Equity and Empowerment Initiative set out to identify strategies to connect Hilltop residents with workforce development and economic empowerment opportunities provided by the increase in number of construction jobs in the region. These include those related to the Tacoma Link Extension construction as well as Sound Transit 3, a voter-approved initiative to complete major mass transit extensions every few years over a 25-year period. Together, these projects present true career development opportunities for Hilltop community members.

Unfortunately, the construction workforce is aging, and little has been done to develop the next generation of skilled workers, creating a severe worker shortage in the midst of a construction boom. This has been exacerbated by a generation-long focus on four-year degrees as the pathway to economic opportunity, leaving two-year degrees and skilled training behind. Long a familial industry, those who have successfully launched a career in construction often first join the industry through a family or similar connection. The industry has long been pre-dominantly white and male, and women and people of color continue to be under-represented in the industry. Apprenticeship programs present an incredible opportunity for those seeking economic opportunity, including getting to get paid while learning, but the same recruitment and retention approaches from decades ago are still being utilized, leaving behind the very people who could benefit most from these pathways to family-wage jobs.

The Equity and Empowerment Initiative work began too late to truly capture the opportunity presented by the T100 line. Within months of the research for this project commencing, ground was already breaking on the T100 line. That simply was not enough time to analyze the challenges and opportunities, present solutions, and deploy them. Namely, that was not enough time to get Hilltop Community members into training and case management services in time to capture the earliest opportunities in the T100 project.



That said, the T100 project will take some time, and if recommendations are deployed soon, Hilltop community members may still be able to capture opportunities in the latter part of the T100 project. Furthermore, other construction projects in the Hilltop are soon to be underway or expected, presenting additional, longer-term opportunities for Hilltop community members to earn jobs and develop careers in the construction industry. This includes a project at Bates Technical College as well as expected construction by the Tacoma Housing Authority.

Fortunately, for the Hilltop Community, grassroots efforts started three years ago to prepare for this work with the creation of Torqlly.com. Torqlly has in its database 200-300 local residents seeking opportunities in the construction field. Work still needs to be done to effectively deploy this resource now that the T100 line is underway, and that has been incorporated into this model.

Hilltop Cultural Community

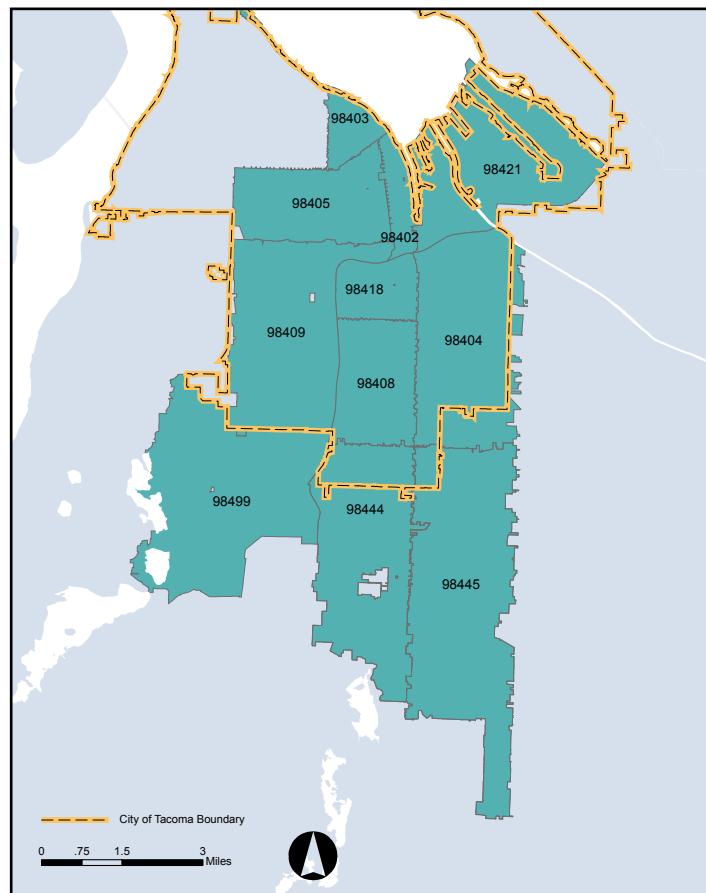
The Equity and Empowerment Initiative set out with a focus on Hilltop residents. Hilltop is a neighborhood in the Central District of the city of Tacoma, Washington, bounded on the east by Tacoma Avenue South, on the north by Division Street, on the west by Sprague Avenue, and on the south by the edge of the bluff, essentially, South 27th Street.

Conversations with members of the Hilltop community revealed that displacement due to early indicators of gentrification has driven out many who still consider Hilltop their home, but no longer reside within the neighborhood's physical boundary. Many former Hilltop residents live in, for instance, the Tacoma Mall area, Parkland, or further out in Pierce County because of increased cost of living. As such, community members didn't feel it would be fair to exclude these former residents from the economic opportunities presented by this project.

Acknowledging this displacement, which has been disproportionately of people of color, the definition of the "Hilltop Cultural Community" must be cast broadly.

Because state law (created by I-200) prevents preferential treatment in public contracting by race and gender, many public agencies have adopted instead a model of prioritizing recruitment of individuals in "economically distressed" zip codes as a means to hit aspirational recruitment goals for women and people of color.

Therefore, the Hilltop Cultural Community is broadly defined as: **residents of economically distressed zip codes in Tacoma and Pierce County, with a particular emphasis on women and people of color**. Please see below for a map of these economically distressed zip codes below.



Engagement Process

The model contained in this report has been developed through strategic and intentional engagement of impacted community members and workforce ecosystem partners. Two groups tracked and shaped the content of the model over eight months. **The Hilltop Engagement Committee** posed insightful questions for consultant consideration, reviewed draft summaries of interviews and focus groups, gave input on early recommendations, and helped to direct broader community engagement. A special **Advisory Group** comprising of construction industry subject matter experts was formed to ensure that the final recommended actions reflected consensus amongst those with the most in-depth knowledge and experience about the Hilltop Cultural Community and careers in the construction industry.

To augment the perspectives and experience of the individuals represented by these two groups (see complete list on the following page), the consultant team conducted dozens of **interviews** and **focus groups** with organizations doing the work, such as Sound Outreach, Tacoma Community House, REACH Center, and YouthBuild, among many others.

About halfway through the development of the Model, leadership of the Hilltop Action Coalition and the BDS consulting team organized a **Hilltop Construction Career Town Hall and Resource Fair**. This event was designed to promote specific job and training opportunities for the Hilltop Cultural Community, while also soliciting direct public feedback on the early draft recommendations of the Model.



ACKNOWLEDGMENTS

HILLTOP ENGAGEMENT COMMITTEE

Hally Bert
Kiara Daniels
Al Griswold
Marty Mattes
Denny Faker
Kevin Grossman
Ashley Lipford
Ann Mumford
Brendan Nelson
Anthony (Tony) Powell
Joshua Jorgenson

Roberta Schur
Pastor Anthony Steele
William Towey
Lauren Walker
Audra Hudson
Tasha Ware
Bishop Lawrence White
Earl Williams
Liz Satterthwaite
Wilbert Santos

ECONOMIC EMPOWERMENT ADVISORY GROUP

Clifford Armstrong, *City of Tacoma*
Mark Wheeler, *Sound Transit*
Rev. Gregory Christopher, *Shiloh Baptist Church*
Adriana Gamboa, *Construction Industry Training Council*
Christopher Wright, *City of Tacoma*
Venus Dean-Bullinger, *Sound Outreach*
Corey Mosesly, *United Way-Center for Strong Families*
Mark Martinez, *Washington State Building & Construction Trades Council*
Jesse Baines, Jr., *Environmental Excavation Solutions LLC*
Stephanie Caldwell, *Absher Construction*

Brendan Nelson, *Hilltop Action Coalition*
Karen Dove, *Apprenticeship & Non-traditional Employment for Women*
Carol Wolfe, *City of Tacoma*
John Page, *Tacoma Public Schools Career & Technical Education*
Timothy Pinckney, *Tacoma Urban League*
Kiara Daniels, *Hilltop Action Coalition*
Ty Satiacum, *Puyallup Tribe of Indians*
James Black, *Pre-Apprenticeship Graduate & Hilltop Resident*

CONSULTANT TEAM

BDS Planning & Urban Design:
Jackie St. Louis
Nissana Nov
Noel Frame
Gabriel Silberblatt



Members of the Advisory Group

ECONOMIC EMPOWERMENT MODEL

Model Vision

Economic Empowerment through construction careers, particularly for local women and people of color.

Demonstration Project Mission

Reduce barriers for Hilltop Cultural Community members, enabling them to access construction careers, achieve economic empowerment and remain connected to Hilltop as regional prosperity drives local growth and change.

Context

We must both improve the workforce development ecosystem AND support individual job seekers if we hope to break down the barriers faced by members of Hilltop Cultural Community when seeking careers in construction. Furthermore, we must design policies and programs to reflect differences between large, typically white-led construction companies and smaller companies, many of which are women, minority-owned or disadvantaged business enterprises (WMBE) so both types of companies can effectively partner in this work. We believe if the following five strategic priorities are achieved, members of the Hilltop Cultural Community will be afforded meaningful opportunities to leverage the Sound Transit Tacoma Link Extension, and many other forthcoming construction projects in Hilltop, to achieve economic empowerment.

Lead Agency

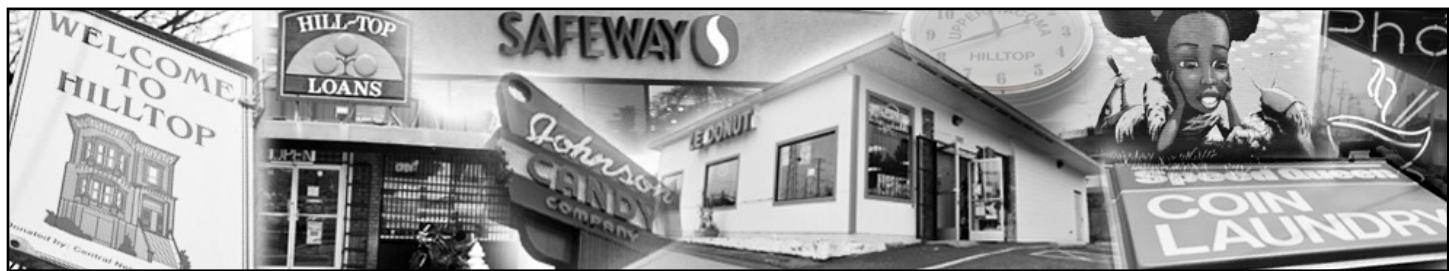
Given the confusing nature of the industry, it is imperative that a lead agency be designated to which job seekers can be directed by any member of the ecosystem for assessment, registration in a local worker roster and referral network, and connection to training and support opportunities. This will help overcome how the industry does business right now: word of mouth, person to person, gate keepers, having to know someone, etc. There is too much demand for workers, and too much need for family-wage jobs that will lead to economic empowerment, to not have a more streamlined system for making these connections.

Design of the Document

There are five (5) **Strategic Priorities** for the model.

Each **Strategic Priority** has three (3) **Objectives** that should be deployed to achieve it. These are free of technical terms and intended to be understood by a general audience and those outside Tacoma (in case they want to replicate it).

Several specific **Actions** for each **Objective** have been enumerated. These are in technical terms with Tacoma-specific organizations, projects and positions. They are expected to be understood by the people who will implement them, not necessarily community members.



Prioritized Action Across All Strategic Priorities & Objectives

OWNERSHIP & ACCOUNTABILITY

Action 1.1.2: Add new City FTE (locally hired) to support contractor compliance

Action 1.1.4: Create Employee Help Line for workers experiencing discrimination

Action 1.3.2: Adopt a Community Workforce Agreement or similar policy/ordinance

COLLABORATION & COORDINATION

Action 2.2.1: Add TOOL Center staff to build relationship among industry partners

Action 2.3.1: Transfer ownership and maintenance of Torqly.com to TOOL Center

Action 2.3.2: TOOL Center assigns participants to 1 of 3 tracks in local worker roster

ANTI-SEXIST & ANTI-RACIST PRACTICES

Action 3.1.1: Require City contractors to conduct organizational self-assessments

Action 3.1.2: Alert contractors failing to honor respectful workplace guidelines

Action 3.1.3: Explore requiring additional anti-bias training by local experts

SOCIAL SUPPORTS

Action 4.1.1: Expand case management services at TOOL Center and ANEW

Action 4.1.2: Create pathways for hiring for people with lived-experience

Action 4.2.1: Advocate for changes in local and state law to access a driver's license

NAVIGATION SUPPORTS

Action 5.1.1: Designate TOOL Center as the lead agency

Action 5.1.2: Add staff at lead agency to serve as advocates for participants

Action 5.1.3: Train general workforce staff to promote careers in construction

The full explanation of these are shown in blue, with asterisks, in the following pages.

Strategic Priority: Establish Ownership & Accountability

Objective 1.1

Organize City staff to enable a coordinated focus on local and equitable hiring and contracting, including compliance officers for accountability.

Action 1.1.1: Reorganize City staff positions currently housed in three separate divisions (Human Services, Housing and Economic Development) into one centralized Business Services & Workforce Partnerships division in the Community & Economic Development Department. Consider division's alignment to Vision 2025 goals. (Completed Dec. 2018)

Action 1.1.2*: Add new City FTE (locally hired) to support contractor compliance and investigation work related to equitable hiring practices. FTE should help to create and then utilize a standard contractor evaluation system.

Action 1.1.3: Add new City FTE (locally hired) to build internal community engagement capacity to work toward building trust with the community.

Action 1.1.4*: Create Employee Help Line that workers can call if they have been the subject of discrimination. Create capacity at the City to respond to complaints, and invest in promotion of this tool.

Objective 1.2

Track data on local and equitable hiring and contracting for public projects and report regularly on outcomes.

Action 1.2.1: Form a City, Partner, and Community work group to achieve consensus about what outcomes & information to track (i.e. training slots & agents, active vendors, etc.).

Action 1.2.2: Coordinate with other agencies (Sound Transit, Tacoma Public Schools, Foundation for Tacoma Students, Center for Strong Families, etc.) to track inputs (investments), results (hiring practices,

student and other participation in apprenticeship programs) and outcomes (labor hours via LCPtracker).

Action 1.2.3: Create a user-friendly online dashboard for data tracking that is updated quarterly and reported back to City Council.

Objective 1.3

Adopt policies for local and equitable hiring and contracting for public investments, including strengthening utilization of women- and minority-owned, as well as small-business enterprises.

Action 1.3.1*: Conduct a disparity study to identify gaps in hiring and contracting practices. (Completed September 2018)

Action 1.3.2*: Adopt a Community Workforce Agreement, Community Benefit Agreement and/or Priority Hire ordinance, and create an oversight committee with cross-section of stakeholders. Committee should include SBEs and WMBEs and consider differences in policy for small businesses/ contracts vs. large corporations. (CWA in development at direction of City Council October 2018)

Action 1.3.3: Align Local Employment and Apprenticeship Program (LEAP) program to include hard goals for apprenticeship utilization and current economically distressed zip codes for service area. (Completed August 2018)

Action 1.3.4: Provide services and programs that stabilize WMBE/SBE and other local, targeted contractors, specifically, Working Capital, Short-term Capital, and Prompt Pay programs.

Action 1.3.5: Utilize ARIBA to create a one-stop shop for contractors for bidding jobs and receiving payments on public projects.

Strategic Priority: Promote Collaboration & Coordination

Objective 2.1

Send a local delegation to regional coordination meetings attended by public owners, contractors, pre-apprenticeship and apprenticeship programs. Include in delegation a liaison for service providers who are helping job seekers to overcome barriers.

Action 2.1.1: Form a Pierce County delegation, led by the TOOL Center, to regularly attend King County's Regional Pre-Apprenticeship Collaborative (RPAC) to coordinate on Tacoma/Pierce County-specific efforts, including a designated liaison for service providers.

Action 2.1.2: Ask partners with experience in King County to help Pierce County-only partners to build capacity, adopting best practices likely to result in more equitable hiring practices (e.g., relationships and preferred entry agreements with contractors; relationships and direct entry agreements with apprenticeship programs).

Objective 2.2

Strengthen connections among construction industry partners, and between service providers and industry partners, to raise awareness of available resources, and gaps in services, to help job seekers overcome barriers.

Action 2.2.1*: Add TOOL Center staff to help build relationship among industry partners, including pre-apprenticeships, apprenticeships, small and large contractors, and Public Owners in Pierce County, as well as with service providers offering case management and other supports to target participants. This staff member may serve as the designated liaison to service providers within the Pierce County delegation to RPAC.

Objective 2.3

Create a centralized, local worker roster and referral network, organized by level and type of experience, that is owned and maintained by an agency or organization trusted by both the community and construction industry partners.

Action 2.3.1*: Transfer ownership and maintenance of Torqly.com to TOOL Center to serve as the central local worker roster and referral network for those interested in construction careers, and secure sustainable funding for maintaining and promoting the roster.

Action 2.3.2*: TOOL Center assigns participants to 1 of 3 tracks in local worker roster: A) Work Ready (employable immediately); B) Training Ready (enrolled or ready for entry into a pre-apprenticeship program); and C) Interested Talent (limited experience in construction work and needs social supports to successfully advance to training).

Action 2.3.3: Request that FAST Jobs, which is part of the Sound Transit Project Labor Agreement, adopts the Tacoma roster of workers into their referral network.



Strategic Priority: Institutionalize Anti-Racist/Anti-Sexist Practices

Objective 3.1

Promote, require and invest in training and tools focused on eliminating bias, and building inclusive, equitable & respectful workplaces.

Action 3.1.1*: Require City contractors to conduct and submit organizational self-assessments on discrimination, workplace inclusion, and/or implicit bias.

Action 3.1.2*: Alert contractors and sub-contractors (and the related public owner agency) employing Hilltop community members if they are failing to honor respectful workplace guidelines, including informing them of RISE UP & other resources offered by Sound Transit.

Action 3.1.3*: Explore additional, formalized anti-bias training by local experts with the experience, history and capacity to train, lead and monitor local entities. Consider having the City of Tacoma require this training for all Tacoma contractors (perhaps free of charge).

Objective 3.2

Assess meaningful consequences on entities that fail to comply with equitable hiring policies and Equal Employment Opportunity requirements.

Action 3.2.1: Establish clear thresholds and consequences for contractors that violate the City's equitable hiring policies, including LEAP apprenticeship utilization goals, and track compliance and violations in the online dashboard.

Action 3.2.2: Call on the Washington State Apprenticeship and Training Council (WSATC) to sanction apprenticeship programs failing to comply with Equal Employment Opportunity requirements.

Objective 3.3

Expand access to pre-apprenticeship programs, particularly for women of color, which have a strong track record of preparing women and people of color, as well as those with criminal justice system involvement, for entry into the construction trades, and explore other career pathway options.

Action 3.3.1: Support ANEW in expanding their pre-apprenticeship program into Pierce County, leveraging Sound Transit investments and helping to secure funding from Workforce Central to establish 2-3 local cohorts (20-75 people).

Action 3.3.2: Change entrance requirements for TOOL Center's pre-apprenticeship program: require a physical test, but not successful completion of math exam. Rather, shift math requirement to be for program completion.

Action 3.3.3: Offer flexible learning opportunities, such as pre-apprenticeship programs at night, to allow those with financial and family obligations to participate.

Action 3.3.4: Create different advancement opportunities at the end of pre-apprenticeship program for those not ready to enter an apprenticeship program (e.g., paid internship with local contractors [particularly WMBE doing private contracts], "advanced" pre-apprenticeship cohort, non-craft employment in construction, etc.), and include a transition plan for those with delayed entry.



Strategic Priority: Improve Network of Social Supports

Objective 4.1

Offer case management services through a community-based, culturally competent organization that offers tailored approach to individuals' needs and connects them to various service providers offering support (e.g., transportation, behavioral health, re-entry from criminal justice involvement, etc.).

Action 4.1.1*: Expand case management services at Sound Outreach to serve TOOL Center and ANEW participants and graduates, including investments to meet immediate demands of increased pre-apprenticeship participation in Tacoma.

Action 4.1.2*: Create pathways for hiring opportunities for people with lived-experience to serve in both recruitment and case management roles.

Objective 4.2

Offer transportation assistance to, from and between work sites due to high mobility requirements associated with fluid, site-based work in construction.

Action 4.2.1*: Advocate for changes in local and state law to ensure individuals are not denied access to a driver's license for inability to pay fines.

Action 4.2.2: Offer financial relief to local pre-apprenticeship participants and graduates prevented from securing a license due to fines, either through a fine forgiveness program by the City, or grants to a local community-based organization that can pay fines on individual's behalf.

Action 4.2.3: Explore and fund vanpool programs and partnerships for those without access to private vehicles to get to construction sites and/or reinstate and fund Goodwill's 2009 "Wheels to Work" program.

Action 4.2.4: Encourage tax deductible vehicle donation options through local, charitable community-based organizations.

Action 4.2.5: Ensure members of the Hilltop Community are accessing re-licensing programs in which Sound Transit is making investments.

Objective 4.3

Invest in targeted social supports that meet the greatest needs of the local community, centralize and promote information about services and resources available, and provide funding resources in a timely manner.

Action 4.3.1: Provide funding to organizations providing childcare for job seekers.

Action 4.3.2: Offer living wage stipends (vs. recent \$1,000-\$2,500 stipend) for pre-apprenticeships (potentially using Career Jump funding) to allow those with financial and family obligations to participate.

Action 4.3.3: Explore option of micro loan programs via local credit unions for gear, cars, etc., in addition to grant funding currently available.

Action 4.3.4: Call on the Center for Strong Families to centralize and promote information about services and resources available in Tacoma. Coordinate with Sound Outreach.

Action 4.3.5: Ensure members of the Hilltop Community are accessing resources for tools, gear, etc. in which Sound Transit is making investments.



Strategic Priority: Strengthen Navigation Supports

Objective 5.1

Promote one organization as the first contact for job seekers, which is a job-placement focused organization with construction workforce ecosystem expertise and credibility with the community, while building a “no wrong door” approach so that other parts of the ecosystem direct job seekers to the right entry point based on their individual circumstances.

Action 5.1.1*: Designate TOOL Center as the lead agency to assess and connect those interested in construction careers to appropriate services and training opportunities, and invest in marketing this new role for the organization to the various stakeholders in the construction ecosystem. This must include an online presence (website & social media). (Investments in online presence underway December 2018)

Action 5.1.2*: Add staff at this lead agency who serve as advocates for participants, helping them effectively navigate the construction workforce ecosystem, tracking their success over time and helping to ensure they are being treated fairly at work.

Action 5.1.3*: Train general workforce navigators, case managers, and job placement coaches to promote careers in construction, and connect their client with the lead agency.

Objective 5.2

Offer a peer support model for women and people of color, particularly those who are apprentices and new to construction, to be mentored by another woman, person of color, etc. who has lived experience and can support them in building resilience and self-efficacy.

Action 5.2.1: Create a peer support model or tool-kit that is specific to needs and near-term opportunities for women and people of color within Tacoma and determine if it's a stand-alone program or should be integrated into existing on-the-job mentorship programs.

Action 5.2.2: Ensure members of the Hilltop Community are accessing the “Mentorship Matters” program in which Sound Transit is making investments.

Objective 5.3

Raise public awareness of the economic opportunities presented by careers in construction and feature youth, women and people of color in the campaign to increase relevance of the industry by allowing them to “see themselves” in this career.

Action 5.3.1: Launch a Tacoma-specific public awareness and marketing campaign to alert Hilltop community members of the near-term opportunities to build careers in construction, utilizing actual women and people of color from Tacoma in the campaign. Fund and deploy effort through a trusted community-based organization like the Urban League or Hilltop Action Coalition.

Action 5.3.2: Promote apprenticeships in the K-12 systems through “youth apprenticeships” housed at Lincoln High School.

Action 5.3.3: Leverage marketing opportunities through Career Connect Washington strategic plan when complete (under development in late 2018), including working with local grantees (e.g. Tacoma STEAM Network).



RECRUITMENT FRAMEWORK

The model provides a roadmap to create pathways to careers in the construction trades for members of the Hilltop Cultural Community. In that model, it is identified that recruiters should direct potential participants to a lead organization where they will be assessed, registered in a local worker roster and assigned a track based on current construction skills and other factors. The goal is to build a local

workforce that can be matched with construction projects underway now, as well as in the future, allowing time for skills development. Accordingly, recruiters should understand the profiles of each of these tracks and how to find participants that match each one. This document serves as the guide to recruiters across various program needs.

Participant Profiles

TRACK A- WORK READY	TRACK B- TRAINING READY	TRACK C- INTERESTED TALENT
<ul style="list-style-type: none">• Ready to join an apprenticeship program (paid, 3-5 years) and/or to be hired directly by an employer.• May have a lot of experience in construction, or limited experience but has completed a Pre-Apprenticeship program or other on-the-job training.• Strong soft-skills, tool recognition, and ability to get to/from worksites.• Would benefit from on-the-job mentorship and an individual advocate to support retention in the industry.	<ul style="list-style-type: none">• Ready to enroll in a Pre-Apprenticeship Training (11-12 weeks) and/or serve in an internship program (paid or unpaid) to get on-the-job training.• Limited experience in construction, but genuine interest in joining the industry.• May still need case management, including some of the supports that are the focus of Track C (e.g., stipend to participate in Pre-Apprenticeship program, re-licensing).• May have limited soft-skills and/or tool recognition.	<ul style="list-style-type: none">• Interested in construction but has individual circumstances that make it extremely difficult to be successful in training or an internship program (e.g., housing instability, severe financial/family obligations, behavioral health challenges).• May have limited soft-skills and/or tool recognition.• May need support to strengthen math aptitude (required for apprenticeships, and some pre-apprenticeship programs).• May be currently working to support family, but underemployed, making participation in traditional training difficult.

Pathways to Construction Careers

Hilltop Demonstration Project

ECOSYSTEM MONITOR
AGENCY & FUNDING SOURCE



PARTICIPANT REFERRALS

COMMUNITY
(schools, churches, etc.)

JOB PLACEMENT AGENCIES
(General, or focused on veterans or re-entry from criminal justice system)

SELF SELECTED

RECRUITER

WORKFORCE DEVELOPMENT COUNCIL

- LEAD AGENCY**
- Steps:
- 1) Assess Participant
 - 2) Assign to track
 - 3) Add to Local Worker Roster

TRACK C: INTERESTED TALENT

- Re-Licensing
- Behavioral Health
- Housing
- Child Care
- Math Aptitude
- Case Management

TRACK B: TRAINING READY

- Pre-Apprenticeship (11-12 wks)
- Internship
- Case Management

TRACK A: WORK READY

- Apprenticeship (Paid, 3-5 years)
- Union Hall Recruitment
- Hired directly by Employer

CAREER & RETENTION

- Mentorship
- Advocates
- Employee Help line

TRACK A - Work Ready

AUDIENCES	MESSAGES
<ul style="list-style-type: none">• Pre-Apprenticeship Graduates• Current apprentices• Construction workers on jobs coming to an end• Under-employed construction workers• Construction workers interested in another trade	<ul style="list-style-type: none">• There is plenty of work in construction! Public agencies are investing in construction—Sound Transit alone is funded for nearly 25 years-worth of transit projects around the Puget Sound• Public agencies are also investing in programs to support and develop a diverse workforce• These are family wage career paths where the hoops are worth jumping through
METHODS	PARTNERS
<ul style="list-style-type: none">• Career Fairs, particularly hosted by public owners with a project (i.e. Sound Transit event at Evergreen)• Request list of recent graduates from Pre-Apprenticeship programs• Establish preferred entry relationships (between Pre-Apprenticeship programs & Contractors, and between Contractors and Apprenticeship program)• Establish direct entry relationships (between Pre-Apprenticeship and apprenticeship programs)• Keeping local worker roster (i.e. Torqly.com) up to date so it is clear which participants are work ready	<ul style="list-style-type: none">• Apprenticeship programs• Pre-Apprenticeship programs• Prime & Sub-Contractors on local public works projects (Sound Transit, City of Tacoma, Tacoma Housing Authority, Bates Technical College, etc.)• National Association of Minority Contractors affiliates• National Utility Contractors Association• Other contractor networks• Torqly.com

TRACK B - Training Ready

AUDIENCES	MESSAGES
<ul style="list-style-type: none">• High-school students at or near graduation, particularly those involved in Career & Technical Education• Individuals offering "handyman" type services• Residential construction workers with limited experience• Criminal justice-involved individuals (young and older adults) seeking successful re-entry into community• Veterans transitioning to civilian life and seeking non-military career	<ul style="list-style-type: none">• The younger you start, the earlier you retire• Pathways to family-wage jobs without college debt• You can get paid to learn through apprenticeship programs• Open door: won't be discriminated against for criminal justice system involvement
METHODS	PARTNERS
<ul style="list-style-type: none">• Recruiting at high schools, technical colleges and universities that are doing construction related training• Intentional outreach to veteran community• Intentional outreach to organizations focused on re-entry from the criminal justice system• Social media: Instagram, Snapchat, etc. for youth and younger adults (20s); Facebook, Twitter for 30-40-year-olds• Personal testimonies	<ul style="list-style-type: none">• Veteran support programs• Re-entry (from criminal justice system) organizations• Worker retraining organizations• Boys and Girls Clubs

TRACK C - Interested Talent

AUDIENCES	MESSAGES
<ul style="list-style-type: none">• Individuals with some/no college and underemployed or working in low-wage jobs, particularly in their late 20's/early 30's• Workers experiencing persistent unemployment• High-school students at-risk of not earning diploma• Formerly incarcerated youth in community step-down facilities (who are allowed to go to school and work)	<ul style="list-style-type: none">• Suspend your disbelief – this may be a real career path for you• Many programs in place to help you overcome barriers, including GED programs, math tutoring, etc.• Open door: won't be discriminated against for criminal justice system involvement
METHODS	PARTNERS
<ul style="list-style-type: none">• Booth outside Walmart (vs. Metropolitan Market) to target lower-income individuals• Social media: Instagram, Snapchat, etc. for youth and younger adults (20s); Facebook, Twitter for 30-40-year-olds• Canvassing, flyers in the community (at the grocery store, on posts, etc.)• Profiles of successful workers (using people less than 5 years into their careers)• Folks who have submitted job interest cards with the City of Tacoma for seasonal laborer or entry level trade positions	<ul style="list-style-type: none">• Churches, non-profits, family networks• Faith-based networks• Juvenile diversion programs• DSHS Economic Security Department• WorkSource offices• Hilltop Artists• Job placement agencies (general, not population specific)

ABOUT BDS PLANNING & URBAN DESIGN

Founded in Seattle in 2009, BDS is a small and diverse company dedicated to making communities more vibrant, just, and sustainable. BDS offers comprehensive community development services, with an emphasis on projects that require building consensus, communicating complex information, demonstrating leading ideas, and shaping policy. Authentic community engagement and economic development are specialties of the firm.



JACKIE ST LOUIS

Jackie served as a community engagement specialist and engaged community members and service providers. Jackie engages communities in culturally sensitive ways to develop collaborative solutions to their self-identified concerns. Jackie is a behavioral health professional and licensed mental health counselor who has worked in the criminal justice system, low-income communities and community-based organizations. Jackie is bilingual and versed in person-centered community-based participatory research. Jackie holds a Doctor of Public Administration from Capella University.



NISSANA NOV

Nissana served as a community engagement specialist and engaged community members and service providers. Nissana's career in community empowerment is rooted in her work with Tacoma Community House to resettle Cambodian refugees. A Hilltop native, Nissana brings 11 years of relevant experience, particularly with at-risk youth. A native Cambodian/Khmer speaker, Nissana holds a master's degree in social work and social enterprise administration from Columbia University.



NOEL FRAME

Noel served as Project Director and engaged labor and workforce development professionals. Noel has worked closely with organized labor and the building trades throughout her career, including coordinating Raise Up Tacoma, the 2015 minimum wage campaign. As a member of the Washington State Legislature, Noel has served on the Labor & Workplace Standards Committee, helping to expand apprenticeship opportunities for skilled, family wage jobs. Noel holds a master's degree in Political Management from George Washington University.



GABRIEL SILBERBLATT

Gabriel served as the project manager for the Hilltop Economic Empowerment through Construction Careers project and facilitated the Advisory Group. Gabriel leads BDS's planning and strategy work and has managed strategic plans for a diverse collection of public and non-profit clients, including: the King County Regional E-911 System, the cities of Issaquah, Salem, and McMinnville, as well as Valley Communications Center and The Mountaineers. He holds a master's degree in Urban Planning from Massachusetts Institute of Technology.



Johnson
CANDY
company

HILLTOP
Christian Center

Marconi

