



**Seattle**  
Office of Housing

## **Request for Qualifications and Proposals**

Consultant for Community Workforce Agreement (CWA) Scope of Work

**Published:** December 31, 2025 at [www.seattle.gov/housing/funding-opportunities](http://www.seattle.gov/housing/funding-opportunities)

**Responses Due:** March 20, 2026 by **12:00pm**

## Objectives for Project

The City is seeking a consultant team to evaluate affordable housing construction projects funded by the Seattle Office of Housing (OH) that require the use of a Community Workforce Agreement (CWA) by housing providers. The consultant will be responsible for evaluating the impact of 4-6 development projects required to use a CWA and comparing the data with three similar in scope OH projects that do not require a CWA.

## Purpose

The Office of Housing has committed to implementing a CWA on 4-6 projects through construction completion. The goal of integrating CWAs into affordable housing projects is to examine whether affordable housing projects can provide community benefits.

The three projects that are being examined in the draft scope of work are the following:

- Mt Baker Redevelopment Site Award Phase 1 – July 2024
- Lake City Community Center Co-location – August 2025
- Mt Baker Redevelopment Phase 2 – TBD

The City invited affordable housing developers to submit proposals to redevelop these sites through publicly published Request for Proposals.

## Background

The City of Seattle executed a [Community Workforce Agreement](#) (CWA) in 2015 for all City-funded Public Works project over \$5 million to invest in the people building our City when we invest in public infrastructure. CWAs are similar to project labor [agreements](#), but include Priority Hire and other community benefits. In 2017, the Mayor expanded the use of the CWA on select public-private projects. Under OH's Multifamily Rental Housing Program, construction projects undertaken by private housing developers are not public works projects. The City has no ownership interest in the housing but does have policy interest in promoting equitable labor outcomes and livable wages.

In 2018, the Office of Housing and Department of Finance and Administrative Services partnered on a CWA pilot for the 2nd Mercer project in lower Queen Anne. Some of the outcomes of the pilot were inconclusive due to the highly unusual impacts of the Covid-19 pandemic; and The City then adopted resolution 32093 to allow for further testing of the model with more projects to be covered by the CWA, should the Housing Levy pass. The Council resolution included expectations for evaluation metrics.

The CWA includes the following provisions that are not typically applied to OH funded projects:

- Protocols to resolve labor disputes that mirror what is found in the City's master CWA.
- Union representation for workers, a bona fide pension, health and welfare, apprenticeship and training funds covering workers under the CWA.
- All sub-contractors shall perform all work exclusively under the terms of the CWA unless it becomes impracticable to apply the CWA to a particular sub-contract.
- Requirements for share of hours worked by people from economically distressed zip codes.
- Requirements for apprenticeship utilization and access to hire WA State registered apprentices.
- Aspirational goals for hours worked by people of color and women.
- Requirements for Preferred Entry apprentices who are pre-apprenticeship graduates (1) of each five (5) apprentices who have worked at least 350 or 700 hours on the project, depending on project size.

## Draft Scope of Work

Office of Housing (OH) and Finance and Administrative Services (FAS) are seeking a consultant to perform qualitative and quantitative analysis on the following preliminary scope. We estimate the evaluation to begin in 2026 and end when projects have completed construction. The evaluation will be longitudinal through the length of pre-development, construction, and final Certificate of Occupancy. Each project will have a specific schedule but will generally follow a typical development timeline for OH:

- Predevelopment 12-18 months
- Construction 12-24 months

The OH and FAS have developed a few research questions to help provide a framing for the evaluation. This process will require the evaluation team to meet and work with OH and FAS on refining the research questions to best suit the goal of the evaluation.

## Sample Research Questions

- What are the benefits of the construction of affordable housing?
- What are the benefits and results from the inclusion of a CWA?
- Cost benefit analysis of cost of construction along with labor equity impacts.
  - Is there an increase in administration costs? If yes, is there an impact on the affordable housing provider and the production of affordable housing?
  - What are the impacts on Priority Hire workers on CWA projects versus comparison projects?
  - How impactful is the CWA in reduction of wage theft?

## Sample Data Collection

OH and FAS have created a short list of data points to give respondents an opportunity to understand the scope of work. This list is not comprehensive and will require the consultant to work with OH and FAS to create a final list of data points.

## Quantitative Data CWA and non-CWA Projects

- General contractors & subcontractor data
  - Compliance with Priority Hire on CWA projects and past performance.
  - Compliance with OH Prevailing Wage Policy per trade/craft.
  - Compliance with City of Seattle Safe and Sick Time Policy.
  - Tracking all workers through LCP Tracker.
  - Track all pay policy violations.
  - Total contract amount awards to sub-contractors.
  - Financial impact to the subcontractor.
  - Total contract dollar amount awarded.
  - Number of bids received per job.
  - Jobs with no bidders - How many jobs were self-performed.
  - Money put back into communities through Priority Hire Zip Codes.
- Cost of construction of affordable housing
  - Wages and benefits/fringes.
  - Construction (permitting, material).
- Worker impacts
  - Apprenticeship (Union and non-union).
  - Priority Hire.
  - Women.
  - People of color.
  - Wages earned per craft.
  - Number of hours in each trade classification (CWA projects versus non-CWA projects).
  - Health care/pension benefits.
- Market data and impacts on the project
  - CWA familiarity.
- How many contractors have worked on a PLA/CWA covered project in the past?

## Qualitative Data CWA and non-CWA Projects

- General contractors and WMBE contractors
  - Experience bidding.
- Subcontractors and WMBE subcontractors
  - Experience bidding.
- State Registered Apprenticeship workers (Union and non-union)
  - Interviews with Women and BIPOC workers.
  - Have they worked on other regional CWA/PLA Projects?
- Priority Hire workers
  - Experience working on project vs others.

- Access to health benefits – hours required.
- Safety training provided.
- Worker Portability/career pathways created: consistency for workers going to other projects.

## Proposed Key Deliverables

- An introductory meeting to ensure alignment of project goals, process steps, and anticipated timeline.
- Inception report detailing the methodology, including research methods, sampling framework, proposed sources of data, identification and procedures for data collection and analysis, and a detailed draft outline. The proposed research tools will be discussed and approved by the OH/FAS Team before data collection commences.
- Racial Equity Toolkit on social impact measures by incorporating a CWA into affordable housing projects funded by OH.
- Draft report presentation to the City and any invitees they designate.
- An executive summary containing highlights of findings.
- Revised first draft final report: elaborating on data analysis, incorporating suggestions and recommendations from the City.
- Final report in PDF format to post online and provide to City leadership and stakeholders.
- All data collection tools and labor market study data set in electronic format.
- A final presentation of the overall findings to the stakeholders.

## Desired Qualifications

- Construction industry knowledge such as:
  - Understanding and experience with CWA programs.
  - Labor background.
  - Experience with Taft Hartley health care and pension trusts.
  - Washington State Apprenticeship System and pre-apprenticeship systems.
- Strong equity lens.
- Bilingual (Spanish) - for worker interviews.
- Strong foundation in quantitative and qualitative methods.
- Strong data visualization and analytical skills.

## Submission Requirements

Applicants seeking to be considered should submit the following items if available:

### Experience

The following are not required but may make applications more competitive:

- List of experience with similar research projects focused on workforce – explain scope, length of project, deliverables, and other outcomes. *Submission of final reports are recommended.*
- List of experience with housing construction labor in Washington State.
- List of experience with construction union labor.
- List of experience with Washington State Prevailing Wage Law – including hourly wage, benefits, overtime pay, job classifications, and/or “scopes” of work.
- List of experience with Washington State Apprenticeship Program – including (ARTS) Apprenticeship Registration & Tracking, Apprenticeship utilization, Prevailing rate for Apprentice workers.
- Experience with Pre-apprentice Preparation Programs.
- Experience with Collective Bargained Agreements and/or Project Labor Agreements.
- List of experience doing qualitative research.

## Proposal

- Applicants are expected to explain their proposed methodology, including research methods, sampling framework, proposed sources of data, identification and procedures for data collection and analysis.
- Explain roles and responsibility for all team members.
  - Include resume of team members.
- Approach for qualitative collection and analysis.
- Must submit a proposed timeline.

## Timeline

- **Submission date:** March 20, 2026
- **Anticipated announcement:** May 15, 2026

Candidates may be invited to a virtual interview to go over submitted proposals.

## Supporting Documents

For supporting documents that are not directly linked, please email [Jessica Gomez](#) to receive them.

- CWA Housing Amendment 2018
- CWA Housing Amendment 2023
- [OH Levy Ordinance](#)
- [OH Levy CWA Resolution](#)
- [Housing Funding Policies](#)
- 2<sup>nd</sup> Avenue & Mercer documents
  - RFP
  - Assessment