

Priority Hire

Building Labor Equity in Seattle Public Works
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Successes

- Performance is strong, and the pipeline is building.
- WMBE numbers remain steady, without declines.
- Contracts with community providers are up and running:
 - 3 training programs.
 - 1 service provider.
 - 2 outreach organizations.
- City enforcement efforts are providing workers a venue to come forward with worksite issues.

Emerging Discussions

1. Improving construction workplace culture.
2. Small dollar-value subcontracts.
3. Employing pre-apprentice graduates and veterans (Preferred Entry).
4. Outreach & training consultant progress.
5. Data on workers of color.



Improving Construction Culture

Construction jobsites can struggle with a diverse workforce and/or have traditions of hazing, bullying, isolating, etc.

Currently: CPCS staff support workers, partner with Seattle Office of Civil Rights, and communicate with prime contractors and address any issues.

FAS is creating a program to train all workers, support new workers, and improve awareness.

- Uses a bystander intervention approach by Green Dot.
- Borrows from worker safety concept.
- Includes strategies to eliminate hazing and bullying, promote a safe environment, and increase support.



Small dollar-value subcontracts

Evaluating exemptions for very small subcontracts.

The variety of projects in 2nd year indicate some projects use many small specialty subcontractors.

Burden of administrative requirements for CWA may outweigh the contract value:

- Pre-job meetings and paperwork.
- Union fees and benefit payments.
- Small workforce.

Anecdotal risks have included:

- Subs dropping out of bid pools.
- Cost increases due to disproportionate overhead.

Preferred Entry

Ordinance requirement: 1 of every 5 apprentices must be a graduate of a pre-apprentice or veteran program.

Actual: As anticipated, slow start. Projects struggling; most have few overall apprentices so far.

Project	Months completed compared to anticipated total months of construction	Preferred Entry Apprentices as of 5/31/16 (head count)	Total Apprentices as of 5/31/16 (head count)	Actual Performance (1:5 goal)
Seawall	30 of 43 months	23	240	1:10
Blue Ridge Conduit	4 of 12 months	0	4	0
Denny Network	3 of 23 months	0	9	0
Denny Substation	3 of 23 months	0	2	0
Fire Station 22	2 of 15 months	0	1	0
Fire Station 32	3 of 14 months	0	2	0

Source: City Apprentice by Craft reports, June 2016.

Growing capacity

	2015 Apprenticeship Placements	Apprenticeship Placements Projected in 2016	Preferred Entry on City Priority Hire Projects (through 5/31/16)	City Contract Increases
PACE	N/A	32	0	11 (annual)
ANew	29	40	11	21 (annual)
YouthBuild	9	13 (16 mo.)	1	4 (16 mo.)
SVI-PACT	23	30	8	Under negotiation
Iron Workers	36	67	N/A	17

Source: Data provided by pre-apprenticeship programs, July 2016.

Preferred Entry

Solutions	Steps Taken
Increase student head-count	Funding to PACE and ANEW adding 32 new students each year. In negotiations with Iron Workers Local 86 to add 20 students in 2016.
Improve student readiness	Funding ANEW and YouthBuild to better prepare students. Leading a regional collaborative to improve and standardize quality of training, and reduce barriers faced by graduates.
Improve job site culture to retain apprentices	Designing “Respectful Workplaces” training.
Increase job-matching	Will begin referring pre-apprentice grads to contractors on City projects.
Regional collaboration	Meeting with regional public owners and apprentice coordinators to improve capacity and retention.

Consultant Contracts

Successes

- Contracts launched and underway.
 - PACE
 - ANEW
 - YouthBuild
 - Urban League
 - LELO (Casa Latina, Urban League, Rainier Beach CC, Got Green)
 - LELO Relicensing
- Iron Workers and SVI contracts pending.
- Contracts are too young for performance outcomes, but early work suggests they are addressing the appropriate needs and issues.

Challenges

- LELO is executing a complex contract, with 4 subcontracts and a broad scope.

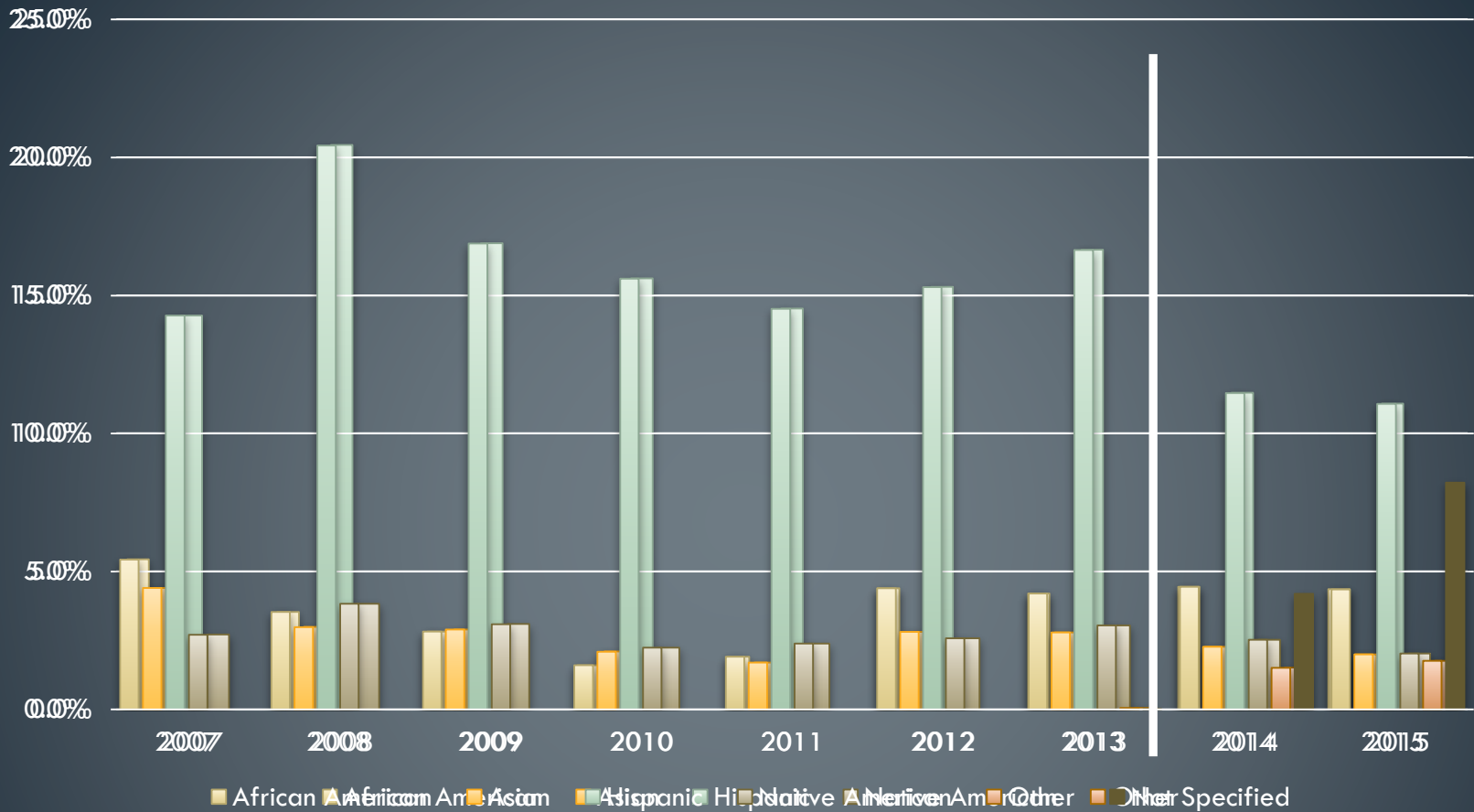
Workers of color

- Significant increase in share of hours worked by apprentices of color.
 - 31.6% to 36.0%
- Drop in share of hours recorded for journey-level workers of color.
 - 25.2% on past projects to 21.5% on current projects.
 - Changed data collection method in 2014.

11/18/13 – 5/31/16	Priority Hire Projects (842,524 hours)	Non-Priority Hire Projects (1,142,837 hours)	Total All City Projects (1,985,446 hours)	Past Performance
Journey POC	21.5%	21.5%	21.5%	25.2%
Apprentice POC	49.2%	25.1%	36.0%	31.6%

Source: LCPtracker, 11/18/13 – 5/31/16; Past performance is based on hours from a sample of projects from 2009-2013.

JOURNEY UTILIZATION TRENDS FOR PEOPLE OF COLOR



2014: Start of electronically submitted Certified Payroll Reports

Sources: City of Seattle, Construction Workforce Diversity Reports, 2007-2015; U.S. Census Bureau, ACS Demographic and Housing Estimates, 2007-2012; U.S. Census Bureau, Comparative Demographic Estimates, 2013-2014.

Annual Reports

Year-end reports (program evaluation and advisory committee reports) will include an analysis and recommendations on:

- Bid pool and any cost implications
- WMBE participation
- Core worker usage
- Hours performed by out-of-state workers
- Relicensing initiative efforts
- Small subcontract impacts
- Non-manual labor definitions

