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**CITY OF SEATTLE**

**RESOLUTION \_\_\_\_\_**

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3 A RESOLUTION concerning the City of Seattle’s interest in increasing access to economic  
4 opportunity by increasing employment and career ladders for those facing historical  
5 barriers to jobs in the construction industry, including women, people of color, and  
6 otherwise disadvantaged individuals, particularly those who are also Seattle residents,  
7 creating a Construction Careers Advisory Committee to develop a Report with  
8 recommendations to the Mayor and City Council on strategies to improve access to  
9 construction careers including a targeted hire policy and pipeline and training programs,  
10 establishing membership criteria for the Advisory Committee and setting forth a  
11 Committee process and schedule.

9 WHEREAS, the 2011 unemployment rate in Seattle-Tacoma-Bellevue was 8.9%; however the  
10 unemployment rate differed by race and gender with the unemployment rate for white  
11 men at 8.7%, African American men and women at 18.1%, Latino men and women at  
12 13.9%, Asian Pacific Islander men and women at 6.5%, and women who maintain  
13 families at 10.6%; and

12 WHEREAS, the City of Seattle funds and contracts for construction projects to construct, repair  
13 and maintain municipal facilities and infrastructure; and

14 WHEREAS, the City of Seattle protects the City and public interest by ensuring all such projects  
15 under its purview are constructed and administered in accordance with plans,  
16 specifications, contract provisions, and provisions protecting the social and economic  
17 justice policies of the City; and

17 WHEREAS, in 2012 the City of Seattle’s construction budget was approximately one billion  
18 dollars of which approximately \$220 million was awarded in new contracts through  
19 competitive bid processes to private construction companies; and

20 WHEREAS, the City’s capital investment dollars create the equivalent work hours of 2 jobs per  
21 million dollars providing enough total hours to equal approximately 446 full time  
22 construction jobs in 2012, with a similar number of total hours in most years; and

22 WHEREAS, the City of Seattle will continue major construction project bids and awards in  
23 future years; and

24 WHEREAS, the City of Seattle is a strong supporter of and has found construction job training  
25 programs, including apprentice and pre-apprenticeship programs to be an effective means  
26 to prepare individuals for entry into construction jobs, and to ensure women, people of

**DRAFT**

1 color, and otherwise disadvantaged individuals, particularly those who are Seattle  
2 residents, can acquire the necessary job skills and be prepared to successfully pursue  
3 construction careers; and

4 WHEREAS, Seattle Municipal Code Chapter 20.38 requires contractors to hire apprentices  
5 enrolled in registered apprentice training programs and pre-apprentice and apprentice  
6 training programs have successfully established a meaningful diversity of apprentice  
7 workers; and

8 WHEREAS, apprentices on City projects in 2013 include 38% people of color and more than  
9 13% women representing a greater percentage of worker hours on City projects than the  
10 percentage of people of color and women in journey level craft hours; and

11 WHEREAS, the City intends to continue employment gains for women, people of color, and  
12 otherwise disadvantaged individuals, in particular those who are also Seattle residents,  
13 through pre-apprentice and apprentice training, but also through other meaningful  
14 policies adopted by the City; and

15 WHEREAS, since 2002 the City of Seattle has pursued aspirational programs for women and  
16 minority business participation in City funded construction work, and established pursuit  
17 of aspirational goals for such businesses beginning in 2005 through Seattle Municipal  
18 Code Chapter 20.42; and

19 WHEREAS, the City's Women and Minority Business (WMBE) aspirational goals have  
20 increased the share of dollars spent with underutilized women and minority businesses  
21 for construction of City funded projects; and

22 WHEREAS, The City's progress in WMBE business utilization evidences the opportunity to  
23 perform similar improvement for women and minority workers in construction, and also  
24 recognizes that the gains made by WMBE firms need to be specifically considered,  
25 protected and not harmed by any new hiring policies for construction firms performing  
26 public works for the City; and

27 WHEREAS, the City has executed a Community Workforce Agreement, (CWA) on the Elliott  
28 Bay Waterfront Seawall Project with aspirational goals to increase employment of  
women, people of color, and otherwise disadvantaged individuals that face barriers to  
employment in construction from the local region; and

WHEREAS, San Francisco, the City of Los Angeles, and other jurisdictions, have found  
comprehensive policies, rather than project by project solutions, to be the most effective  
means to establish a consistent pipeline and continuous job opportunities using methods  
that training programs, contractors and labor unions can plan for; and

**DRAFT**

1 WHEREAS, San Francisco adopted a target hire ordinance in 2010 for hire of local workers  
2 from San Francisco; and in 2012 34% of the craft hours and 68% of the apprentice hours  
3 were performed by San Francisco residents; and

4 WHEREAS, the City of Los Angeles adopted another solution to encourage local employment,  
5 by covering construction projects totaling one billion dollars in value with a targeted  
6 hiring Project Labor Agreement (PLA) and 33% of total craft hours and 23% of  
7 apprenticeship hours on these projects are performed by local workers; and

8 WHEREAS, the City of Los Angeles has more than 1.2 million local work hours being  
9 performed by Los Angeles residents, including 10% by disadvantaged workers, and an  
10 estimated \$41 million in wages and benefits were earned by Los Angeles residents; and

11 WHEREAS, it is important that the City understand contractor and labor union hiring practices,  
12 the demographics of the City's unemployed and barriers to construction employment  
13 faced by women, people of color, and disadvantaged individuals, particularly those who  
14 are City residents; and

15 WHEREAS, the City would benefit from the experience, perspective and knowledge contractors,  
16 labor unions, construction workers, workforce training providers, community members,  
17 and City experts have to review the policy approaches of other large cities, review  
18 information about Seattle employment demographics, training opportunities, and other  
19 data, to collaboratively explore, consider impacts and benefits of various policy options  
20 and develop comprehensive long term strategies that increase construction career  
21 opportunities for women, people of color, and otherwise disadvantaged individuals,  
22 particularly Seattle residents, in City funded construction projects; and therefore the City  
23 establishes an Advisory Committee to develop a Report with recommendations to the  
24 Mayor and City Council; and

25 WHEREAS, the City Council and Mayor intend to consider the recommendations in the  
26 Advisory Committee's Report in determining how to increase construction career  
27 opportunities for women, people of color, and otherwise disadvantaged individuals, in  
28 particular those that are also Seattle residents, in City funded projects; and NOW,  
THEREFORE,

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE, THE  
MAYOR CONCURRING, THAT:**

**Section 1 Definitions.**

## DRAFT

- 1           A.     Disadvantaged: individuals who are economically or socially disadvantaged, such  
2                    as low income, unemployed, veterans, residents with criminal backgrounds, and  
3                    individuals with limited English proficiency.
- 4           B.     Seattle resident: those reporting to reside within the City limits.

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6           **Section 2. Purpose.** The City intends to consider the Report of the Advisory Committee,  
7                    established in Section 4 of this Resolution and the experience of other jurisdictions, and  
8                    to work collaboratively with contractors, labor unions and the community to craft  
9                    comprehensive long term strategies to use in the City's contracting process to deliver the  
10                   best possible product for the public while also working toward the City's social equity  
11                   goal of building an economy that can provide shared prosperity for everyone.

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13           **Section 3. Guiding principles.** The following principles will guide the Advisory  
14                   Committee and the City's analysis and planning of strategies, programs or policies that  
15                   may improve construction career opportunities for women, people of color, and otherwise  
16                   disadvantaged individuals, particularly Seattle residents:

- 17           1.     Seek policies that are as adaptable as reasonably possible without compromising the  
18                   effectiveness of such policies for the City, so that other public agencies across the  
19                   region can adapt similar policies or join with the City in a collaborative effort, and  
20                   City policies can set an example for other agencies in the region.
- 21           2.     Develop a permanent, durable policy that may be enhanced over time.
- 22
- 23           3.     Provide solutions and opportunities that benefit women, people of color and other  
24                   disadvantaged individuals, in particular those who are also Seattle residents.

## DRAFT

- 1           4. Support and further the City's utilization and dollars paid to woman and minority  
2           business.
- 3           5. Protect and support the gains people of color and women have made in working on  
4           City projects.
- 5           6. Support the workforce pipeline including pre-apprenticeship and apprenticeship  
6           training, and continuous employment through the apprenticeship training years  
7           leading to journey-level work, as it is critical to the success of bringing and retaining  
8           new individuals into construction employment.
- 9           7. Support and enhance the City's responsibility to competitively bid, manage, and  
10          complete City funded projects on schedule and within budget.
- 11          8. Consider and protect City projects from unwarranted risk exposure, ensuring the  
12          policy recommendations are legally appropriate.
- 13          9. Recognize that City resources are limited and the resources to effectively study,  
14          analyze and support the Advisory Committee, as well as resultant recommendations,  
15          are limited and require trade-offs that the City must make for those dollars.
- 16          10. Recognize that community leadership and input is important, as is input and  
17          leadership from all stakeholders, including general contractors whose company  
18          strength and economic stability provides local capacity and economic investment to  
19          Seattle; the woman and minority businesses who take the risks to establish businesses  
20          despite challenges, and the union and labor leaders, who support these policies and  
21          social needs while representing the employment practices that support all their  
22          members.

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### Section 4. Advisory Committee

A. Advisory Committee Established. The City establishes a Construction Careers

Advisory Committee (Committee) to develop recommendations to the Mayor and City Council that may improve construction career opportunities for women, people of color, and otherwise disadvantaged individuals, and in particular those who are also Seattle residents.

B. Work Requested of the Advisory Committee. The Committee is requested to:

1. Identify and agree to the principles that should underlie any policies or programs to increase access to construction career opportunities for women, people of color, and otherwise disadvantaged individuals, and in particular those who are also Seattle residents; and

2. Submit a written Report to the City, to be written by the Committee facilitator, that answers the following questions:

a. What are existing barriers to construction careers for women, people of color, and those otherwise disadvantaged individuals, and in particular those who are also Seattle residents, that any new program or policy intervention should address? What barriers are specific to public works contracting?

b. What could an effective targeted local hire approach be for the City of Seattle and what outcomes does the Advisory Committee expect it could achieve?

c. How else could the City use public works contracting to improve access to construction careers for women, people of color, and otherwise disadvantaged individuals, and in particular those who are also Seattle residents?

**DRAFT**

1 d. Does the committee recommend advancing a targeted local hire approach  
2 in Seattle and if so, in what form?

3 e. Does the committee recommend additional program or policy changes  
4 and/or partnerships?

5 3. Identify Resources. The Committee should identify and recommend resources  
6 needed to support any policy approaches they recommend, including but not  
7 limited to staffing for monitoring and enforcing any target hire program, pre-  
8 apprentice and/or apprentice program funding, and other related resource needs.

9 4. The Committee's work on items (1), (2) and (3) above should be informed by  
10 information on:

11 a. The current workforce pipeline, including apprenticeship, pre-apprenticeship  
12 and workforce training programs that prepare individuals for construction  
13 careers,

14 b. The current and projected demand for workers on City of Seattle capital  
15 construction projects, and potential to influence the same through adaptable  
16 policies for other capital construction projects by public agencies in the  
17 region,

18 c. The full authority of union agreements to establish dispatch rules and  
19 processes for construction trades,

20 d. The experience of workers in the construction industry as expressed directly  
21 by those workers,

22 e. The City's current public works programs, including woman and minority  
23 business aspirational goals and apprenticeship requirements,

24 f. The demographics of the current regional construction workforce and public  
25 works construction workforce,  
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## DRAFT

- g. Gaps in the current data and potential sources to fill those data gaps,
- h. Demographics of the unemployed population in Seattle,
- i. Current barriers to employment in the construction industry,
- j. The experience and models of other jurisdictions,
- k. The Guiding Principles in Section 3.

### C. Committee Appointment and Membership.

1. The Committee will consist of fifteen members to equitably represent the interests important to a successful solution. The members representing each interest may also name one alternate member:

(5) General Contractors (2 General, 2 Minority, 1 Subcontractor)

(3) Union representatives (Building Trades, Carpenters, and Operating Engineers)

(3) Coalition/community representatives

(3) Training or pipeline program providers

(1) Representative with policy expertise (labor economics or construction workforce research.)

2. All committee members must be open to changing, modifying or retaining City policies related to contracting, training and apprenticeships. Advisory Committee members should agree to participate from interests, not from fixed positions.

3. Committee members must also recognize that the City will evaluate the Committee recommendations in light of the City's legal, fiscal, business, construction and contract responsibilities and needs for the City of Seattle, as well as local and regional business and workers, to determine which recommendations are appropriate to implement, and any adjustments needed to do so, and the resources available to successfully implement.

**DRAFT**

1 D. Committee Staffing. The Department of Finance and Administrative Services (FAS)  
2 shall staff the Committee. Committee meetings will be facilitated by a consultant  
3 hired by FAS.

4 E. Committee Duration. The Committee shall sunset March 31, 2014 unless its  
5 continued existence is authorized by future resolution.

6  
7 **Section 5. Data Collection and Research** The City will compile or commission, to the  
8 extent available resources allow, and supply to the Advisory Committee all available  
9 results by November 2013, on the following information:

10 A. Construction workforce demographics for Seattle and King County including race,  
11 gender, age, employment status, geography of residence (by zip code if possible) by  
12 trade,

13 B. Existing construction workforce demographics for City of Seattle projects, including  
14 race, gender, age, geography of residence (by zip code if possible), by trade and by  
15 work hours;

16 C. Current membership of craft unions in Seattle and King County including where  
17 possible demographics (race, gender, age) and geography of residence (by zip code if  
18 possible),

19 D. Existing unemployed construction workforce demographics for Seattle and King  
20 County including race, gender, age and geography of residence (by zip code if  
21 possible), by trade,

22 E. Studies or analysis about barriers to pre-apprenticeship, apprenticeship and  
23 construction work, for women, people of color, or those otherwise disadvantaged  
24 individuals, and in particular those who are also Seattle residents,

**DRAFT**

- F. Estimates of likely expenditures in City capital construction in the next ten years, by type (roadway, facilities, underground utilities, electrical utilities, parks development), given available data to extrapolate such estimates, and associated projected work-hours by type,
- G. Overview of workforce training and development programs (pre-apprenticeship and apprenticeship),
- H. Comparative analysis of target hiring models used by other cities,
- I. Demographics about the unemployed workforce in Seattle and King County including race, gender, age and geography of residence (by zip code if possible), and each demographics' likely availability in each construction trade.

**Section 7. Schedule for Developing the Advisory Committee Report with Recommendations.**

Date	Action
October 2013- February 28, 2014	Advisory Committee meets and develops recommendations. Meeting times, frequency will be determined at a later date but it is anticipated the Committee will meet twice a month for five months.
February 28, 2014	Advisory Committee submits their recommendations in a written Report to the Mayor and City Council.
April 30, 2014	City Council and Mayor's Office to respond to

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the recommendations in the Advisory  
Committee Report and/or introduce policy.

Adopted by the City Council the \_\_\_\_ day of \_\_\_\_\_, 2013, and signed by  
me in open session in authentication of its adoption this \_\_\_\_\_ day  
of \_\_\_\_\_, 2013.

\_\_\_\_\_  
President \_\_\_\_\_ of the City Council

THE MAYOR CONCURRING:

\_\_\_\_\_  
Michael McGinn, Mayor

Filed by me this \_\_\_\_ day of \_\_\_\_\_, 2013.

\_\_\_\_\_  
Monica Martinez Simmons, City Clerk

(Seal)