

CITY OF SEATTLE

ORDINANCE \_\_\_\_\_

COUNCIL BILL \_\_\_\_\_

1  
2  
3  
4 AN ORDINANCE relating to City public works, providing findings regarding Priority hire;  
5 establishing a policy to promote training and career opportunities for individuals in the  
6 construction trades; establishing priorities for the hiring of Residents in Economically  
7 Distressed Areas with particular priority for Seattle and King County; directing the  
8 Department of Finance and Administrative Services to execute a Project Labor  
9 Agreement for public works projects; directing that the program be evaluated and  
10 reported on annually; adding a new Chapter 20.37 to the Seattle Municipal Code, which  
includes Sections 20.37.010, 20.37.020, 20.37.030, 20.37.040, 20.37.050, 20.37.060,  
20.37.070, 20.37.080, and amending Seattle Municipal Code Sections 20.38.005 and  
20.38.010 in connection thereto.

11 WHEREAS, the City Council and the Mayor seek to enhance the skilled construction labor force  
12 for City public works, utilizing a Project Labor Agreement (PLA) and strategies to recruit  
13 individuals who are underrepresented in the construction trades into training and job  
14 placements, especially those individuals residing in Economically Distressed Areas of  
15 Seattle and King County; and

16 WHEREAS, on September 23, 2013, the Council adopted joint Resolution 31485, which  
17 established a Construction Careers Advisory Committee (CCAC) and asked CCAC  
18 members to recommend to the Mayor and City Council policies, programs and resources  
19 to increase career opportunities for underrepresented workers on public works projects  
20 funded by the City of Seattle; and

21 WHEREAS, the City commissioned professional studies and analyses to guide the CCAC and  
22 the City, including the *Construction Industry Labor Market Assessment*, Community  
23 Attributes Inc., March 2014; *Worker Profile in City of Seattle Construction Projects*,  
24 UCLA Labor Center, February 2014; and *Exploring Targeted Hire: An Assessment of  
25 Best Practices in the Construction Industry*, UCLA Labor Center, March 2014; and

26 WHEREAS, the CCAC delivered its report to the Mayor and City Council on July 30, 2014, and  
27 recommended the City adopt an ordinance to require a PLA for all projects at or above a  
28 construction budget of \$5 million; and

WHEREAS, the CCAC recommended that the PLA would also provide accommodations for  
Open-Shop Contractors, include resources for training programs, and require higher rates  
for hiring Pre-apprentice and Apprentice workers while mandating the hiring of

1 Residents in Economically Distressed Areas, particularly in Seattle and King County, and  
2 encouraging aspirational goals for the hiring of women and racial minorities; and

3 WHEREAS, the Mayor and City Council considered the CCAC's recommendations, other  
4 jurisdictions' experiences, the City's experience under the Alaskan Way Seawall  
5 Replacement Project Community Workforce Agreement that was executed on September  
6 12, 2013, and input from Contractors, labor union representatives, community advocates,  
7 Women and Minority Businesses, training providers and policy experts; NOW,  
8 THEREFORE,

9 **BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:**

10 Section 1.

11 **Findings**

12 A. Based on studies commissioned by the City of Seattle, recommendations of the Construction  
13 Careers Advisory Committee, and numerous public discussions, the Mayor and City Council find  
14 that it is in the City's and public's best interest to increase the supply of qualified construction  
15 workers, particularly those underrepresented in the construction industry, including women,  
16 racial minorities, and those who live in Economically Distressed Areas of Seattle and King  
17 County.

18 1. Underrepresented Workers. The City has a commitment to ensuring equity in the  
19 public works workforce for underrepresented workers where disparities exist between  
20 their availability to work and their opportunity to be hired and establish a career in the  
21 construction trades.

22 a. Chapter 20.42 of the Seattle Municipal Code requires Contractors to show  
23 evidence of good faith efforts to hire underrepresented workers on public works  
24 projects, and authorizes the Director of Finance and Administrative Services to  
25 assist Contractors in such efforts.  
26

1  
2 b. The City commissioned the *Construction Industry Labor Market Assessment*,  
3 which found that absent a City's investment in Pre-apprentice and Apprentice  
4 Training Programs, women, irrespective of race, are underrepresented in the  
5 construction industry, and are 10 percent less likely to finish an Apprentice  
6 Training Program as compared to males (p.35).

7  
8 c. The *Construction Industry Labor Market Assessment* also found that racial  
9 minorities are 12 percent less likely to finish an Apprentice Training Program as  
10 compared to white participants (p.36).

11  
12 d. The *Construction Industry Labor Market Assessment* also found that  
13 underrepresented workers face barriers to completing apprentice training.  
14 Between 2009 and 2013, 65 percent of racial minorities leaving apprenticeships  
15 did not complete Apprentice Training Programs. Fifty-one percent of all white  
16 participants failed to complete the program. Sixty-five percent of all women,  
17 irrespective of race, failed to complete the programs compared to 56 percent of all  
18 men (p.35-36).

19  
20 2. Economically Distressed Areas. The City finds that Seattle has areas of economic  
21 distress based on poverty indicators, including poverty levels, concentrated  
22 unemployment, and gaps in educational attainment. The City also finds that areas in King  
23 County, outside of the City, have similar areas of economic distress that affect workforce  
24 availability and Seattle's neighboring communities in the County. The City seeks to act  
25 effectively and expeditiously to encourage solutions toward economic growth and job  
26  
27

1 creation in areas of the City that are Economically Distressed by comparatively high  
2 levels of poverty, unemployment rates and education attainment.

3  
4 a. The City finds, through expert studies, that certain zip codes in Seattle and  
5 King County suffer from high levels of poverty, unemployment, and low-  
6 educational attainment rates that require measures to encourage economic growth  
7 and job creation and/or job retention for those areas.

8  
9 b. According to American Community Survey data, the County's average  
10 unemployment rate in 2012 was 6.7 percent; however, the unemployment rate  
11 was greater for certain portions of the County's population: Latinos were at 8.4  
12 percent, head-of-household women were at 7.6 percent; and African-Americans  
13 were at 12.9 percent.

14  
15 3. Project Labor Agreement – Labor Harmony. The City finds that a Project Labor  
16 Agreement (“PLA”) is an effective tool to manage public works projects, reduce risk of  
17 project delays, reduce schedule interruptions, and reduce labor disruptions and labor  
18 shortages. A PLA is also an effective tool to improve job-site safety and overall working  
19 conditions.

20  
21 a. The *Exploring Targeted Hire: An Assessment of Best Practices in the*  
22 *Construction Industry* study reports that PLAs are an effective tool to increase  
23 access to qualified labor, assure labor harmony and ensure Priority Workers are  
24 employed and provided equitable treatment on projects (p.24).

1 b. In September 2012, the City executed a PLA entitled the “Alaskan Way  
2 Seawall Replacement Project Community Workforce Agreement,” that had  
3 aspirational goals and successful outcomes to promote employment opportunities  
4 on public works project for women, racial minorities and those from  
5 Economically Distressed Areas. The City’s experience under the Alaskan Way  
6 Seawall Replacement Project Community Workforce Agreement indicates that  
7 the CWA provides a clear dispute resolution process to achieve labor harmony.  
8

9 c. The City’s experience with the Alaskan Way Seawall Replacement Project  
10 Community Workforce Agreement offers evidence that PLAs are consistent with  
11 statutory, competitive procurement requirements, and allows Open-Shop  
12 Contractors to successfully bid, compete and win contract awards. City data  
13 shows that as of August 22, 2014, the percentage of Open-Shop subcontracts is  
14 68.2 percent in the Alaskan Way Seawall Replacement Project whereas traditional  
15 city roadway projects have a lesser rate of 64.2 percent Open-Shop subcontracts.  
16

17 d. The City has a commitment to providing education, training and technical  
18 assistance to Contractors unfamiliar with a union environment and those  
19 unaffiliated with a labor union (“Open-Shop”).  
20

21 e. The City’s experience with the Alaskan Way Seawall Replacement Project  
22 Community Workforce Agreement also provides evidence that PLAs are  
23 consistent with the utilization of Women and Minority Businesses; the project has  
24 expended 23 percent of total dollars with Women and Minority Businesses as of  
25 July 31, 2014 as compared to the typical 12 percent the City has historically  
26  
27  
28

1 experienced on roadway projects when considering all such projects within the  
2 past three calendar years.

3  
4 4. Labor Shortages. The City commissioned the *Construction Industry Labor Market*  
5 *Assessment*, which found that the City may reasonably anticipate labor shortages in  
6 certain construction trades by 2019 (p.ii). The City is concerned that these labor shortages  
7 may increase construction costs on the City's public works projects unless the City  
8 supports efforts to increase the supply of trained Apprentices and Journey-level workers  
9 for local public works projects. Other pertinent findings from this study that support the  
10 City's need to minimize the risk of anticipated labor shortages are as follows:

11  
12 a. The demand for construction trade workers is calculated to increase through  
13 2019, leaving only a 5.8 percent marginal surplus of workers by 2019, such that  
14 the City may expect worker shortages in certain construction trades needed to  
15 execute the City's public works projects (p.ii).

16  
17 b. Workers likely to respond to new training and employment opportunities are  
18 those who (i) live in a local region that promotes new training and employment  
19 opportunities, (ii) can travel to a jobsite located in the local region a worker lives  
20 in without significant advance notice and (iii) are unemployed or living in  
21 poverty.

22  
23 c. The Washington Legislature has found, in RCW 39.04.300, that a trained and  
24 qualified workforce is critical to accomplish public works and that qualified  
25 Apprentice Training Programs are essential to, and effective for, assuring an  
26 adequate supply of trained workers. RCW 39.04.320 (1)(a) provides that for all  
27

1 public works estimated to cost \$1 million or more, the contract specification shall  
2 require that no less than 15 percent of Labor Hours be performed by an  
3 Apprentice, absent statutory exceptions or adjustments for specific projects for  
4 specific reasons. Under Seattle Municipal Code Chapter 20.38 titled  
5 “Apprenticeship Program,” the Department of Finance and Administrative  
6 Services and its Director are responsible for implementation of these requirements  
7 on City of Seattle public works contracts.

8  
9 d. The *Exploring Targeted Hire: An Assessment of Best Practices in the*  
10 *Construction Industry* found that policies are effective for recruiting those  
11 individuals that are available, but not fully represented in the construction labor  
12 supply in Milwaukee, Cleveland, the City of Los Angeles, San Francisco and  
13 other jurisdictions (p.27, p.32).

14  
15 5. Environmental Benefits. The City has a commitment to reduce environmental impacts  
16 by promoting environmentally sustainable practices that reduce commuting distances,  
17 lower transportation costs, reduce demands on the City’s transportation infrastructure,  
18 reduce roadway degradation, lower greenhouse gas emissions and brake dust emissions,  
19 thereby fulfilling the goals of Council Resolution 31447 that adopted the Seattle Climate  
20 Action Plan in June 2013.

21  
22 a. City public works projects employ construction workers living throughout the  
23 tri-county region who travel to construction job sites located within the City and  
24 King County. Among the construction trade workers employed on City public  
25 work projects, 69 percent of the workforce travel into King County from other  
26  
27

1 regions (*Worker Profile in City of Seattle Construction Projects p.ii*), resulting in  
2 negative impact to the environment.

3  
4 b. City data indicates the City could reduce more than 80,000 miles driven by  
5 prioritizing those residing closer to City public works job sites.

6  
7 Section 2. A new Chapter 20.37 “Priority Hire” is added to the Seattle Municipal Code as  
8 follows:

9  
10 **Chapter 20.37 – PRIORITY HIRE**

11  
12 Section 3. A new Section 20.37.010 of the Seattle Municipal Code is added as follows.

13  
14 **20.37.010 Definitions**

15  
16 When used in this Chapter, the following words and phrases shall have the meanings given  
17 below unless the context in which they are included clearly indicates otherwise:

18  
19 A. Apprentice: Any worker enrolled in an Apprentice Training Program.

20  
21 B. Apprentice Training Program: A program registered and in compliance with the Washington  
22 State Apprenticeship and Training Council as defined by RCW 49.04 and WAC 296-05-011 and  
23 WAC 296-05-013.

24  
25 C. City: City of Seattle.

1 D. Contractor: Any person, firm, partnership, owner operator, limited liability company,  
2 corporation, joint venture, proprietorship, trust, association or another legal entity that contracts  
3 with the City or serves as a subcontractor on a City public works project including both union  
4 and non-union entities.

5  
6 E. Core Employee: An employee of an Open-Shop Contractor that meets the Core Employee  
7 criteria established by the PLA.

8  
9 F. Department: Department of Finance and Administrative Services or any successor department.

10  
11 G. Director: The Director of Finance and Administrative Services or his or her designee, or any  
12 successor.

13  
14 H. Economically Distressed Area: A zip code found by the Director to have a high concentration  
15 of poverty, unemployment and low-educational attainment, compared to other zip codes.

16  
17 I. Journey-level: An individual who has sufficient skills and knowledge of an occupation, either  
18 through a formal Apprentice Training Program or through practical on-the-job work experience,  
19 to be recognized by a state or federal registration agency and/or an industry as being fully  
20 qualified to perform the work of the occupation. Practical experience must be equal to or greater  
21 than the term of Apprenticeship.

22  
23 J. Labor Hours: Hours performed by workers who receive an hourly wage and are directly  
24 employed on the site of a public works contract. "Labor Hours" excludes work by foremen,  
25 superintendents and owners.

1 K. Open-Shop Contractor: A Contractor that is not a signatory to a collective bargaining  
2 agreement with a union representing the trade(s) of the Contractor's workers, also known as non-  
3 union Contractors.

4  
5 L. PLA – the acronym for a Project Labor Agreement.

6  
7 M. Pre-apprentice: A student enrolled in a construction Pre-apprentice Training Program  
8 recognized by the Washington State Apprenticeship and Training Council.

9  
10 N. Pre-apprentice Graduate: An individual who completed a Pre-apprentice Training program  
11 and has been accepted into an Apprentice Training Program, including those who are still  
12 completing their first year of Apprentice training.

13  
14 O. Pre-apprentice Training Program: An education-based program, recognized by the State of  
15 Washington Apprenticeship and Training Council and endorsed by one or more registered  
16 apprenticeship sponsors, with a focus on educating and training students to meet or exceed  
17 minimum qualifications for entry into an Apprentice Training Program upon graduation.

18  
19 P. Preferred Entry: An agreement provided by a PLA that allows Pre-apprentice Graduates and  
20 Helmets to Hardhats veterans priority entry into an Apprentice Training Program ahead of other  
21 applicants.

22  
23 Q. Priority Worker: Those individuals prioritized for recruitment, training, and employment  
24 opportunities because they reside in an Economically Distressed Area.

1 R. Project Budget: The construction budget for the project that includes all costs estimated to be  
2 paid to Contractors, including contingency funds, as estimated at the time of bid or, if absent a  
3 bid, at the time of the contract award.

4  
5 S. Project Labor Agreement (PLA): An agreement executed between the Director and labor  
6 unions that represent workers who typically perform on City public works projects.

7  
8 T. Resident: Those who live in a particular area and can provide evidence to the satisfaction of  
9 the Director.

10  
11 U. Women and Minority Business (WMBE): as used in this Chapter, Women or Minority  
12 Business shall have the same meaning given under SMC 20.42, as may be amended from time to  
13 time.

14  
15 Section 4. A new Section 20.37.020 is added to the Municipal Code as follows:

16  
17 **20.37.020 Powers**

18  
19 A. The Director shall implement and administer this Chapter and may develop and adopt rules  
20 consistent with the requirements of this Chapter.

21  
22 B. The Director may reduce or waive requirements or goals when impracticable for a project for  
23 one or more of the following reasons: work required due to an emergency, limitations of a sole  
24 source, when requirements or goals would be inconsistent with a grant or agreement with a  
25 public agency, when inconsistent with federal funding or other funding sources, when the project  
26 is in a remote location, or when superseded by other legal requirements.

1  
2 Section 5. A new Section 20.37.030 is added to the Seattle Municipal Code as follows:

3  
4 **20.37.030 Training Assistance**

5  
6 The Director may assist local Pre-apprentice or Apprentice Training Programs to encourage  
7 additional programs, classes and curriculum that may increase graduation, retention and  
8 employment rates of Priority Workers. The Director shall establish eligibility criteria for those  
9 individuals that may require assistance overcoming barriers to training in, and employment on,  
10 City public works projects.

11  
12 Section 6. A new Section 20.37.040 of the Seattle Municipal Code is added as follows:

13  
14 **20.37.040 Pre-apprentice Training Program Graduates**

15  
16 The Director shall require that one of every five Apprentices employed on a City public works  
17 project be Preferred Entry candidates.

18  
19 Section 7. A new Section 20.37.050 of the Seattle Municipal Code is added as follows:

20  
21 **20.37.050 Priority Hire**

22  
23 A. For projects with a Project Budget at or above \$5 million which are found impracticable  
24 under Section 20.37.020, the Director shall establish the percentage of hours to be performed by  
25 Priority Workers. Such percentages shall be established separately for Apprentices and for  
26  
27

1 Journey-level workers. Contractors and dispatch under a PLA shall seek to first hire Priority  
2 Workers so as to meet or exceed the required percentages.

3  
4 B. The Director shall establish the greatest practicable percentages for utilization of Priority  
5 Workers using past utilization percentages on similar public works projects from the previous  
6 two calendar years, and increasing that percentage by no less than two full percentage points  
7 beyond past performance. The Director shall calibrate these goals annually.

8  
9 C. The Director shall require Contractors to first seek to employ a Priority Worker who resides in  
10 an Economically Distressed Area within Seattle. Should no such worker be available, the second  
11 priority shall be workers from Economically Distressed Areas within King County, and then  
12 workers from any other Economically Distressed Area as needed to meet priority hire  
13 requirements.

14  
15 D. The Director shall enforce the requirements in this Chapter and may use actions such as  
16 withholding invoice payments or debarment to the extent allowed by contract as authorized by  
17 Seattle Municipal Code Chapter 20.70.

18  
19 E. Public works bidders shall evidence good faith efforts to achieve aspirational goals for a  
20 percentage of Labor Hours performed by women and racial minorities. The Director shall  
21 establish the greatest practicable aspirational goals, using the average of past utilization on  
22 similar projects in the previous two calendar years and increasing that percentage by no less than  
23 two full percentage points beyond past performance. The Director shall calibrate such goals  
24 annually.

1 F. The Director shall establish a committee that includes representatives of labor unions, the  
2 City, community advocates, WMBE firms, Contractors, Apprentice and Pre-apprentice Training  
3 Programs, and others as appropriate. The Department will convene the committee so the  
4 Department may provide updates or seek advice regarding the priority hire program as needed.

5  
6 Section 8. A new Section 20.37.060 of the Seattle Municipal Code is added as follows:

7  
8 **20.37.060 Project Labor Agreement**

9  
10 A. The Director shall negotiate and execute a Project Labor Agreement that applies to all eligible  
11 public works projects with a Project Budget at or above \$5 million, excluding projects deemed  
12 impracticable under Section 20.37.020. The PLA may require that all Contractors agree to abide  
13 by the terms of the PLA in order to compete and serve on the project.

14  
15 B. The Director may establish provisions within the PLA that encourage Open-Shop  
16 subcontractors to compete and participate in such projects, such as mitigating unique dual-  
17 benefit health and pension costs paid by Open-Shop Contractors.

18  
19 C. The PLA shall permit an Open-Shop Contractor to employ as many as five Core Workers on  
20 each project, in a manner compliant to dispatch rules agreed upon within the PLA.

21  
22 D. No worker shall be required to become a member of a union to be eligible for employment  
23 under a PLA with the City of Seattle. No Contractor shall be required to become affiliated with a  
24 union to be eligible for work under a PLA with the City of Seattle.

1 E. The Department may provide technical assistance to WMBE and Open-Shop Contractors in  
2 transitioning to a PLA environment.

3  
4 Section 9. A new Section 20.37.070 is added to the Seattle Municipal Code as follows:

5  
6 **20.37.070 Program Evaluation**

7  
8 A. The Department shall establish benchmarks and metrics to evaluate the program, such as  
9 project costs; completion times; workplace safety; utilization rates and graduation rates of  
10 Priority Workers, women and racial minorities from Pre-apprentice and Apprentice Training  
11 Programs; and changes in the percentage of dollars paid to WMBE Contractors working on  
12 projects.

13  
14 B. The Department shall report findings to the Mayor and City Council annually.

15 C. The Mayor and City Council will review program results during 2016 to determine if the  
16 program should be expanded or amended by increasing or decreasing thresholds.

17  
18 Section 10. A new Section 20.37.080 is added to the Seattle Municipal Code as follows:

19  
20 **20.37.080 Severability**

21  
22 Any term or provision prohibited by law shall be ineffective to the extent of such prohibition  
23 without invalidating the remainder of the Chapter.

24  
25 Section 11. Section 20.38.005 of the Seattle Municipal Code, as last amended by  
26 Ordinance 120794, is amended as follows:

1  
2 **20.38.005 Apprentice Requirements**~~((utilization-))~~

3  
4 A. On public works contracts with an estimated construction cost of \$1 million~~((One Million~~  
5 ~~Dollars (\$1,000,000)))~~ or more, the Director ~~((is authorized to))~~ shall require that ~~((up to))~~ no less  
6 than ~~((fifteen))~~ 15 percent and no more than 20 percent of the contract labor hours be performed  
7 by A~~((a))~~ apprentices~~((enrolled in training programs approved or recognized by the Washington~~  
8 ~~State Apprenticeship and Training Council (SAC). Furthermore, it is the City's intent that, on~~  
9 ~~public works projects with an apprentice utilization requirement, there shall be a goal that~~  
10 ~~twenty-one (21) percent of the apprentice labor hours be performed by minorities and twenty~~  
11 ~~(20) percent of the apprentice labor hours be performed by women))~~.

12  
13 B. In determining the percentage for each project, the Director may consider such factors as  
14 project size, Labor Hours anticipated for the project, skills required, the likely crafts required for  
15 the project, historic utilization rates and Apprentice availability.

16  
17 C. The Director shall establish aspirational percentage goals for Apprentices that are women and  
18 those that are racial minorities using similar factors. Contractors may propose utilization less  
19 than aspirational percentage goals when combined with other efforts to meet the intent of  
20 building a trained construction workforce.

21  
22 Section 12. Section 20.38.010 of the Seattle Municipal Code, as last amended by  
23 Ordinance 123361, is amended as follows:

24  
25 **20.38.010 Definitions**~~((=))~~

1 ~~((When used in this chapter:))~~ The following words and phrases shall have the meanings  
2 hereinafter described unless the context in which they are included clearly indicates otherwise:

3  
4 A. Apprentice: as used in this Chapter, Apprentice shall have the same meaning as defined by  
5 SMC 20.37.010, as may be amended from time to time.

6  
7 B. "Apprentice ~~((h))~~Labor ~~((h))~~Hours" means the total hours required to be worked by  
8 ~~((a))~~Apprentices on a public works project.

9  
10 C. "Director" means the Director of Finance and Administrative Services or his or her designee,  
11 or any successor.

12  
13 D. "Labor ~~((h))~~Hours" means~~((the total))~~ hours performed by~~((of))~~ workers who receive~~((ing))~~  
14 an hourly wage and~~((who))~~ are directly employed on the site of ~~((the))~~a public works project.~~((~~  
15 ~~"Labor hours" shall include hours performed by workers employed by the contractor and all~~  
16 ~~subcontractors working on the project.))~~ "Labor ~~((h))~~Hours" shall exclude hours worked by  
17 foremen, superintendents, owners and workers who are not subject to prevailing wage  
18 requirements.

19  
20 Section 13. Severability. The provisions of this ordinance are declared to be separate and  
21 severable. The invalidity of any clause, sentence, paragraph, subdivision, section or portion of  
22 this ordinance, or the invalidity of its application to any person or circumstance, shall not affect  
23 the validity of the remainder of this ordinance, or the validity of its application to other persons  
24 or circumstances.

1 Section 14. This ordinance shall take effect and be in force 30 days after its approval by  
2 the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it  
3 shall take effect as provided by Seattle Municipal Code Section 1.04.020.

4  
5 Passed by the City Council the \_\_\_\_ day of \_\_\_\_\_, 2014, and signed by  
6 me in open session in authentication of its passage this  
7 \_\_\_\_ day of \_\_\_\_\_, 2014.

8  
9 \_\_\_\_\_  
10 President \_\_\_\_\_ of the City Council

11  
12 Approved by me this \_\_\_\_ day of \_\_\_\_\_, 2014.

13  
14 \_\_\_\_\_  
15 Edward B. Murray, Mayor

16  
17 Filed by me this \_\_\_\_ day of \_\_\_\_\_, 2014.

18  
19 \_\_\_\_\_  
20 Monica Martinez Simmons, City Clerk

21 (Seal)