



**City of Seattle**  
Department of Finance and Administrative Services

## **PHAC Meeting Notes**

**Priority Hire Advisory Committee (PHAC)**  
**March 9, 2016 – 9:00 a.m. - 12:00 p.m.**  
**South Seattle College Georgetown Campus**  
**6737 Corson Avenue South, Seattle, 98108, Building C, Room 208**

### **Welcome and Purpose**

Wendy Watanabe reviewed the agenda and introduced the newest PHAC member, Augustine Cita, and guests Matt Houghton and Steve Lee.

### **Agreements and Updates**

Meeting minutes from the February 3 meeting were approved with no changes.

Two construction training providers, Pre-Apprenticeship Construction Education (PACE) and Apprenticeship and Nontraditional Employment for Women (ANEW), are currently funded for the Construction Training portion of the Priority Hire Request for Proposal (RFP). There two Intents to Award for the Construction Outreach and Referral portion of the RFP. One is for Legacy of Equality, Leadership and Organizing (LELO), who will have subcontracts with Casa Latina, Got Green, Rainier Beach Action Coalition and Renton Area Youth Development Organization (RAYDO). LELO's focus will be on educating communities on priority hire and helping individuals access the construction pipeline. The other is for Urban League of Metropolitan Seattle, who will ensure that individuals in Career Bridge, those coming out of the prison system and other community members know about priority hire opportunities. The organizations will attend a PHAC meeting once they are under contract.

The second Regional Pre-Apprentice Collaborative meeting was held on Mar. 3. Pre-apprenticeship programs in King County discussed collaborating to improve outcomes for pre-apprenticeship graduates. Three items discussed were touring programs, re-licensing and sustainable funding. The next meeting will discuss recommendations on how the City can better support re-licensing efforts.

### **Project Assessment**

The committee reviewed the workforce performance for the Elliott Bay Seawall Project and the Buried Reservoir Seismic Program – Maple Leaf & Myrtle project. Work has increased on the Seawall, and City staff met with Mortenson Manson Joint Venture and several subcontractors to discuss how to improve workforce performance. Overall, performance remains steady on the Seawall. Work is near completion on the Buried Reservoir, with minimal hours expected to be performed after the February report.

Several CWA-covered projects started in the last week: Blue Ridge Conduit Replacement (\$4.5M); Denny Network (\$43M); and Fire Station 32 (\$11.7M). Denny Substation (\$73M) will start soon. Fire Station 22 (\$6M) currently does not have a start date, but is expected to start soon. Many SDOT projects have federal funding from USDOT, which currently does not allow the use of CWAs on projects.

### **Guidance Development**

#### Recommendations to Mayor

The report to the Mayor should be finalized fourth quarter 2016. It should include what PHAC wants the Mayor to know and what PHAC would like him to do. Also, with the 23<sup>rd</sup> Ave Project in the media recently, the Mayor's Office



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is educating communities about the project and what they are seeing; they will be meeting with constituencies to understand what is important to them. They will also check with the federal government to see if there will be potential opportunities to use priority hire on federal projects in the future.

Feedback on Compliance

In response to Nancy Locke's request for feedback on updated compliance provisions in the City's construction contract template, Tom Peterson recommended that the City be explicit about what non-compliance is and define general terms such as "mid-point review" and "significant." The City will continue to accept feedback through Mar. 11.

Training Providers' Approach

The two awarded training providers gave an overview of what they'll be doing with the construction training funds. PACE is under the auspices of the Washington State Building and Construction Trades, which is a new training model. They are currently in their fourth of eleven weeks with their first cohort. The first cohort filled 11 of 15 slots, and PACE is currently recruiting for the next two cohorts. PACE has two training options: the first is 11 weeks of intensive training, and includes students with barriers like re-licensing; the second is boot camp, a 4-week training for those with basic skills and need to be familiarized with the trades. The City's training funds fill 15 slots a year.

ANEW is a 12-week program for women only. The current cohort graduates Mar. 25, and the next cohort will start in April. The construction funding improves shop and math training, offers more outreach in priority hire ZIP codes, and assists with retention. ANEW is still looking at how to improve retention, but two ideas are mentoring and case management.

ANEW visited the PACE facility and the two programs discussed offering Apprenticeship Opportunities Project (AOP) funds to all pre-apprenticeship programs. AOP funds assist pre-apprentices and apprentices with basic resources such as boots or initiation fees.

The City's enforcement of construction contracts will help pre-apprentices be successful through opportunities on City projects. Another best practice is for contractors to request pre-apprentice graduates with as much lead time as possible for a pre-apprenticeship or apprenticeship to find a preferred entry apprentice.

Pre-apprenticeship programs aim to have students meet minimum qualifications for apprenticeships. Re-licensing is a focus of pre-apprenticeships; historically, about 50% of ANEW pre-apprentices start the program without a license, and most have their license back by graduation. PACE has found that working on re-licensing with students recovers about 30 licenses a year. Pre-apprenticeship collaboration is an opportunity to bring recommendations on re-licensing policies with the Mayor's Office. One example would be to allow volunteer hours in lieu of money owed to the court.

Other challenges that pre-apprentices have are passing drug tests and getting their GEDs. Most ANEW and PACE students already have a high school diploma or GED, and students may be referred to other services to attain it.

Outreach will also improve pre-apprenticeship enrollment and success. The community needs to learn more about the benefits of construction careers, and pre-apprenticeship graduates are successful in getting the word out. Other ideas for collaboration included creating consistent entry requirements and creating a legislative agenda to bring to the state.



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Worker Pipeline – Secondary Referral and Test-In Procedures

Michael Woo proposed recommendations around hiring experienced, non-union priority workers. The community has potential priority hire workers that either have too much experience to be interested in apprenticeship or can't afford to be a pre-apprentice, and they need structure for how to enter the construction pipeline to access priority hire projects.

Recommendations proposed by Michael Woo and break-out groups included:

- Contractors notify the City via email that a priority worker dispatch request was filled either with a non-priority worker or not at all.
- The City needs to clarify the secondary referral process and how it works and communicate it to contractors.
- Unions share test-in requirements, dates and contacts so information can be collected into one location, then shared with potential priority workers who have experience and are non-union.
- All parties identify and refer priority workers with experience to the JTC, appropriate union dispatch or training program.
- City updates PHAC regularly with information on experienced, non-union priority workers accessing the construction pipeline.

Changing Current “Business as Usual” Practice

Labor stated that the AGC and contractors need to change their mindsets around priority hire and hiring women and people of color. Contractors need to see the benefit of making women, people of color and apprentices part of their everyday workforce, not just to hire for a day here and there. Contractors should see them as investments. Other stakeholders can only be so successful with priority hire unless contractors buy in. ANEW recently had one contractor hire a graduate for a few days to improve their performance, but then let the worker go for “lack of motivation” instead of investing in the worker. Sound Transit recently pulled a contract from a contractor based on multiple issues not being addressed in good faith. This sets the tone for expectations moving forward.

The City is working on the enforcement contract language discussed at the Feb. PHAC meeting. There is already language about priority hire being part of the project review. There is also broad language about withholding pay, though the City will clarify it for priority hire moving forward. The primary enforcement mechanism is giving a deficient performance rating that could impact bids on future projects.

**Good of the Order**

Members can send agenda items and recommendations for the vacant regional partner list to the City.

**Next PHAC Meeting**

**May 11, 2016 – 9:00 a.m. - 12:00 p.m.**  
South Seattle College Georgetown Campus  
6737 Corson Avenue South, Seattle, WA 98108, Room C208

**PHAC Member Attendees**

Monty Anderson	Seattle Building Trades Council
Greg Christiansen	Ironworker Management Progressive Action Cooperative Trust
Augustine Cita	Urban League of Metropolitan Seattle
Karen Dove	ANEW
Jon Green	Metro Painting



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Leanne Guier	Plumbers & Pipefitters
Ray Hall	Community Representative
Marge Newgent	Equipment Operators
Tom Peterson	Hoffman Construction
Gary Schmitt	Sound Transit
Tyson Trudel	YouthBuild
Michael Woo	Community Representative

### **Watanabe Consultation**

Wendy Watanabe	Consultant/Facilitator
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### **City Representatives**

Anita Adams	City of Seattle – FAS
Kelsey Beck	City of Seattle – FAS
Allison Calvert	City of Seattle – FAS
Jeanne Fulcher	City of Seattle – FAS
Matt Houghton	City of Seattle – OED
Steve Lee	City of Seattle – Mayor's Office
Anna Pavlik	City of Seattle – FAS