



City of Seattle
Department of Finance and Administrative Services

PHAC Meeting Notes

Priority Hire Advisory Committee (PHAC)
October 14, 2015 – 9:00 a.m. - 12:00 p.m.
South Seattle College Georgetown Campus
6737 Corson Avenue South, Seattle, 98108, Building C, Room 111

Welcome and Purpose

Wendy Watanabe covered the meeting goals, including providing guidance for a regional vision.

Agreements and Updates

Meeting minutes from the September 9 meeting were approved.

Anna Pavlik stated that the City is in the process of drafting a Director's rule based on committee recommendations.

Anna Pavlik introduced the new Labor Equity Field Advisor, Allison Calvert and announced the City was close to making a hiring decision for the Supervisor position.

The Priority Hire Construction Training and Outreach Funds Request for Proposal is close to being released. The City projected an October 19, 2015 release date.

Project Assessment

The committee reviewed the workforce diversity project goals and past performance reports of the Seawall and Buried Reservoir project.

Jeanne Fulcher announced that the City met with met Mortensen Manson (MMJV) and discussed their plan to prioritize work hours for those workers living in priority ZIP codes.

Jeanne Fulcher reported that J.W. Fowler is exceeding goals for hours performed by people of color. Fowler's apprentice utilization is continuing to improve as well.

The City plans to meet with J.W. Fowler to discuss a plan to increase the number of priority hire journey level workers which includes J.W. Fowler's plans to hire one priority hire journey level worker from Laborers 440.

Anna Pavlik shared that J.W. Fowler has 5 out of state workers who are not included in the priority hire calculations, which implies a reliance on subcontractors to increase priority worker hours. Subcontractors received their performance data for last month to see how they are performing and the steps they need to take to increase priority worker hours.

Jeanne Fulcher stated that it is unlikely that J.W. Fowler will meet the preferred entry goals due to the short duration of the project. Anna Pavlik stated that the City is working to ensure contractors are aware of the Job and Training Coordinator's role and the need to hire pre-apprentice graduates early in the project.



City of Seattle
Department of Finance and Administrative Services

Anna Pavlik stated that the City is now requesting workforce projections at the beginning of the project and making plans with contractors on how they will meet performance requirements.

Michael Woo suggested that the requirements/goals be moved to the top of the page on the reports; the City agreed to make that change.

Greg Christiansen requested that apprenticeship coordinators be notified if there is a need for apprentices. Anna Pavlik responded and specified that the Job and Training Coordinator would be the point of contact.

Key Issue Discussion/Regional Vision

The committee and invited regional partners discussed the importance of regional collaboration, in part, due to the large projected demand for a construction workforce.

- Sound Transit will have an estimated 18 million work hours in the next 10 years
- The Convention Center project will have an estimated 5 million worker hours over the duration of the project.

The committee, and invited partners, discussed the main issues they would like to address via a regional collaborative effort. Below is a list generated by the City, based on previous committee discussions, which were added to by the committee and partners.

- **Insufficient supply of people entering referral pipeline** (pre-apprenticeship/apprenticeship/journey level)
 - Community doesn't know jobs are available
 - Interested people can't get into apprenticeship training
 - People not ready for jobs
 - Support services not available to help people get into the pipeline
 - Services not coordinated across cities
 - Non manual positions not available/known
- **"Leaky" pipeline**
 - Apprenticeship trainees drop out due to lack of ready jobs
 - People are not a good fit with the realities of the work
 - Support services not available to support people staying in the pipeline
 - Non uniform priority hire dispatch
 - Contractors underutilizing women and POC workers on the job site (unequal opportunities)
 - Contractors not creating work environments for women and people of color to retain them and help them advance
- **Variable practices/processes make pipeline navigation difficult**
 - Unions not uniformly helping contractors navigate union requirements on priority hire projects
 - Contractors not uniformly implementing priority hire
 - Public agencies have varying requirements about workforce diversity goals
 - Public agencies vary in their enforcement tools/actions



City of Seattle
Department of Finance and Administrative Services

- **Systems not working together**
- **Insufficient job availability**

The committee and invited partners broke out into two groups to discuss possible next steps. Upon finishing their discussions they came back to a full group and provided their recommendations below.

Who might be the participating entities?

Start with close-in public partners

- City of Seattle (multiple departments)
- King County
- Puget Sound Regional Council
- Port of Seattle
- Sound Transit

Consider later inclusion of others, e.g.

- School Districts + Alternative Schools
- Community Coalition
- Building Trades Unions
- Puget Sound Skill Center
- Training Providers
- Veteran Organizations
- Contractors

What is the geographic area of a regional effort?

- King County
- Tri-County (Sound Transit recommendation)

Why create a regional collaborative effort around priority hire? What is its purpose?

- Create equity
- Shared commitment for hiring women and people of color; hiring locally
- Align investments and workforce strategies
- Identify/contribute resources to support pipeline and solve-pipeline problem (programmatic and policy)
- Create uniformity/standardize processes
- Expand scope across agencies
- Scale/create bigger pool of workers
- More continuous work for workers/worker career success
- Expand use of CWAs outside public works

What are crucial building blocks to implement a regional collaboration on PH/WD?

- Commitment to create equity for women, people of color, low income people
- Results based accountability to define shared purpose and approach
- Decision makers participating (Directors and Political representatives) and define concrete



City of Seattle
Department of Finance and Administrative Services

steps

- Share best practices/partnering model for others
- Memorandum of Understanding/Memorandum of Agreement to define commitment
- Financial commitment/staffing time
- Neutral convener to hold partners accountable (paid)
- Political strategy to increase money revenue

What are some near term next steps for the City to take?

- Written organized recommendations from PHAC to present to regional partners
- Map out current strategies to see how they align
- Draft sample intergovernmental MOU (reflects resources needed to support commitment)

Reflections

Committee members and invited partners are excited to be creating defined goals and moving forward with steps towards implementing regional collaboration.

The City stated it will take the recommendations given and work towards the next steps amongst regional collaborators.

Next PHAC Meeting

November 18, 2015 – 9:00 a.m. - 12:00 p.m.
South Seattle College Georgetown Campus
6737 Corson Avenue South, Seattle, WA 98108

PHAC Member Attendees

Monty Anderson	Seattle Building Trades Council
Greg Christiansen	Ironworker Management Progressive Action Cooperative Trust
Glenn Davis	Seattle Office of Immigrant and Refugee Affairs
Leanne Guier	Plumbers & Pipefitters
Andra Kranzler	Skyway Solutions
Tom Peterson	Hoffman Construction
Michael Woo	Community Representative

Watanabe Consultation

Wendy Watanabe	Process consultant/facilitator
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City Representatives

Jon Bersche	City of Seattle – FAS
Allison Calvert	City of Seattle – FAS
Yemaya Hall-Ruiz	City of Seattle – FAS
Jeanne Fulcher	City of Seattle – FAS
Nancy Locke	City of Seattle – FAS
Anna Pavlik	City of Seattle – FAS
Julianna Tesfu	City of Seattle – FAS



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Department of Finance and Administrative Services

Invited Partners

Ellrol Gartrell
Matthew Houghton
Nick McCallum
Jonte Robinson
Gary Schmitt
Keith Weir
Bob Zappone

Sound Transit
City of Seattle – OED
Intelligent Partnerships
Sound Transit
Sound Transit
IBEW 46
King County