



LABOR EQUITY *ON THE* ELLIOTT BAY SEAWALL REPLACEMENT

Creating Opportunity

The Elliott Bay Seawall Replacement is the largest project in City of Seattle public works history. The size and unique work of this project create opportunities for Seattle workers to train, start and maintain living-wage careers in the construction industry. The City's Labor Equity Program oversees the Seawall's community workforce agreement (CWA), which includes community workforce goals that the project is currently exceeding.

The unions signatory to the Seawall CWA prioritize workers from economically distressed ZIP codes during dispatch.



The Seawall is the most diverse project in City history. Marquia Wooten (above) graduated from a pre-apprenticeship program in spring 2014 and began her apprenticeship and work on the Seawall soon after.

	SEAWALL HOURS (653,399)		HOURS ON PAST CITY PROJECTS
	GOAL	PERFORMANCE	PERFORMANCE
ECONOMICALLY DISTRESSED ZIP CODES	15%	22%	12%
APPRENTICES	15%	15%	13%
WOMEN	12%	13%	5%
PEOPLE OF COLOR	21%	26%	25%

Past performance sources are the Worker Profile in City of Seattle Construction Projects Report and Construction Workforce Diversity Report.

Economically distressed ZIP code criteria includes:

- ▶ People living under 200% of Federal Poverty Level.
- ▶ High unemployment.
- ▶ High density of those without a college degree.

Workers in economically distressed ZIP codes tend to be more diverse than the larger construction worker population. For example, half the workers in economically distressed ZIP codes are people of color, one tenth are women and one fifth are apprentices.

Through December 2015, Seawall workers living in economically distressed ZIP codes earned over \$5.8 million in wages, bringing that money back into their communities.

Empowering Disadvantaged Businesses

Seawall prime contractors committed to a 13 percent women- and minority-owned business (WMBE) inclusion rate. Through December 2015, WMBE contractors had 42 percent of Seawall subcontracts, which is 12 percent more than what they've had on past City roadway projects. In addition, 16 percent of construction payments went to WMBE contractors.

Also through December 2015, WMBE contractors performed 36 percent of all Seawall hours. WMBE apprentices worked 14 percent of all WMBE contractor hours and 34 percent of all apprentice hours.

Hiring Apprentices

The City creates construction career opportunities for both new and existing workers. For new workers, the City works with partners to strengthen the construction worker pipeline, prioritizing underrepresented workers early and recruiting pre-apprenticeship graduates into apprenticeship programs. Through the Seawall CWA, pre-apprenticeship graduates receive “preferred entry” positions in registered apprenticeship programs and on the Seawall.

Among apprentices, 36 percent live in economically distressed ZIP codes, yet they work nearly 60 percent of all apprentice hours.

Apprentices also bring significant diversity to the Seawall workforce. Thirty-four percent of Seawall apprentice hours are performed by women, compared to 9 percent of hours on past City projects. In addition, people of color perform 50 percent of apprentice hours, compared to 32 percent on past City projects.

Through December 2015, about half of preferred entry apprentices passed the target 700 hours worked on the Seawall, with others getting closer each month. Nearly all preferred entry apprentices are women, people of color, or both. Seventy percent live in economically distressed ZIP codes. They are in registered apprenticeship programs with the operating engineers, laborers, electricians and carpenters.

Exceeding Expectations

The City and its partners continue to work toward meeting and exceeding project goals. Seawall contractors continue to focus on opportunities to hire apprentices - through December 2015, over 180 apprentices have worked on the Seawall.

While focusing on workers from economically distressed ZIP codes, the City found that hours performed by workers living in the city in general increased. Thirteen percent of Seawall hours were performed by workers living in the city, compared to five percent on past City projects. Eighty-six percent of the Seawall hours performed by workers living in the city of Seattle actually live in Seattle’s economically distressed ZIP codes.

Reaching to the Future

The City of Seattle passed priority hire legislation in early 2015 that expands the Seawall’s success to other public works projects.

The ordinance requires a certain amount of construction hours on public works projects to be performed by workers living in economically disadvantaged ZIP codes. There are also requirements for apprentices and aspirational goals for women and people of color.

After Seattle City Council passed the priority hire ordinance, the City and construction labor

unions negotiated the associated master CWA, which supports priority hire implementation. The Labor Equity Program will continue to strengthen relationships with partners to create opportunities for underrepresented workers.

Questions?

Information on the City of Seattle Labor Equity Program is online at www.seattle.gov/city-purchasing-and-contracting/social-equity/labor-equity.

Labor Equity Program

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Replacing the Seawall has its own set of challenges. The worksite is long and narrow, restricting storage space, and much of the work is influenced by the tides.