



**Seattle**

# **2017 Priority Hire Annual Report**

**DEPARTMENT OF FINANCE & ADMINISTRATIVE SERVICES  
CITY PURCHASING & CONTRACTING SERVICES**

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*Cover: Keith, a laborer on the Blue Ridge Phase 2 project, saw his hourly wage double in just 10 months time after joining the laborers union and working for KC Equipment.*

## Executive Summary

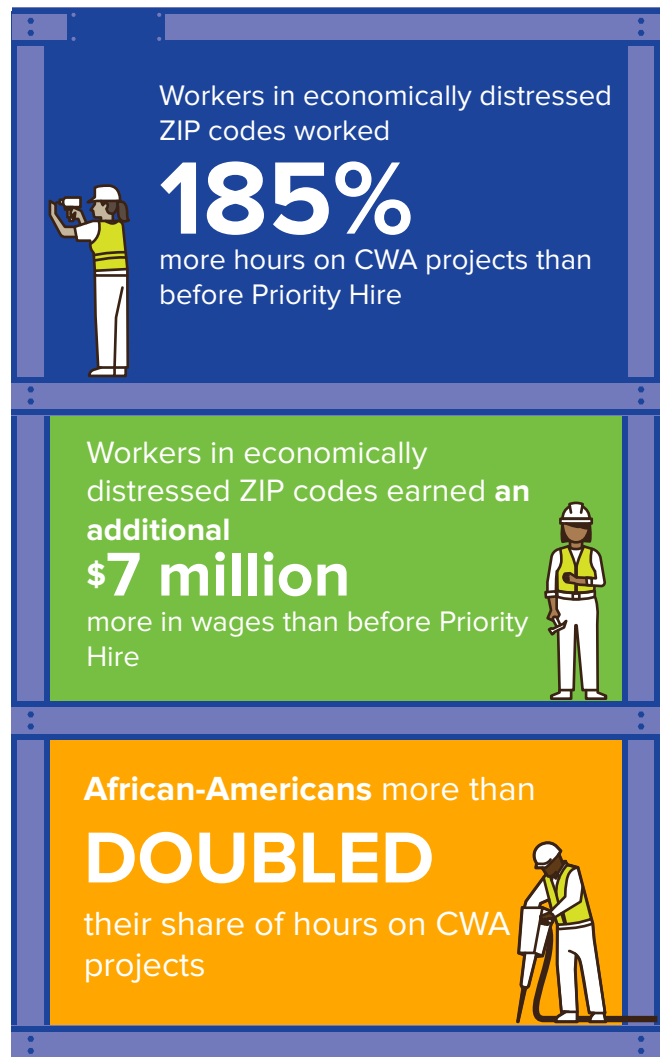
Priority Hire increases the hiring of residents of economically distressed neighborhoods of Seattle and King County, women and people of color on City construction projects over \$5 million. The Department of Finance and Administrative Services, through City Purchasing and Contracting Services (CPCS), implements, oversees and enforces the program.

After piloting the program on the Elliott Bay Seawall Project in 2012, the City of Seattle established Priority Hire in 2015 and is achieving the milestones and vision in the Seattle Municipal Code (SMC) 20.37. To implement the hiring goals and requirements, the program uses a master community workforce agreement (CWA) through City collaboration with labor unions, contractors and community partners. The program continues to receive regional and national interest as an innovative leader.

### PROGRAM PERFORMANCE

Performance highlights culminating in 2017:

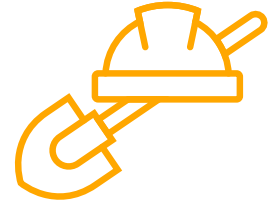
- Workers from economically distressed areas **more than doubled their share of hours**, from 12 percent before Priority Hire to 26 percent on CWA projects. On average, they worked **185 percent more hours** on CWA projects than before Priority Hire. These workers brought home **\$7 million more in wages** than they would have earned without Priority Hire.
- Seattle residents performed 11 percent of CWA project hours, compared to 5 percent before Priority Hire.
- African-American workers **more than doubled their share of hours** under CWA projects, from 4 percent before Priority Hire and 3 percent on current non-CWA projects to 9 percent on CWA projects. This equates to an estimated 100,000 extra hours performed on CWA projects and an **additional \$4.2 million in direct wages**.
- Apprentices of color performed **double the share** of apprentice hours, and **apprentice women performed nearly six times more**, on CWA projects compared to non-CWA projects.
- Fifty-two preferred entry apprentices performed **316 percent more hours on average** than other apprentices on CWA projects.
- Nearly **100 City-funded individuals were recruited and placed** into construction training and employment through 2017. More than half identified as black or African-American, and 86 percent lived in economically distressed ZIP codes.
- Nearly **300 individuals graduated** from City-funded pre-apprenticeship training through 2017. Sixty-seven percent were people of color and nearly a quarter were women.



- One hundred and thirty-four pre-apprenticeship graduates worked on CWA projects as apprentices. **A third were women, nearly 60 percent people of color and more than half lived in economically distressed ZIP codes.** They worked about 50,000 hours, or about 18 percent of all apprentice hours.
- Through City-funded assistance, **80 individuals obtained or regained their driver's licenses**, which is often a requirement for entering construction employment. People of color accounted for 90 percent of these individuals, and 75 percent lived in economically distressed ZIP codes.

On CWA projects, **women apprentices** performed

nearly **6** times more of the share of apprentice hours than on non-CWA projects



## 2018 LOOKAHEAD

In 2018, the City of Seattle will implement Priority Hire on 16 projects with an estimated \$535 million in project value. CPCS continuously examines Priority Hire policies and procedures to improve outcomes for workers, including those historically underrepresented in the construction industry. In 2018, CPCS will:

- Increase access to construction careers by funding Seattle Vocational Institute's Pre-Apprenticeship Construction Training (PACT) program, Apprenticeship and Non-Traditional Employment for Women's Apprenticeship Opportunities Project (ANEW-AOP) and worker recruitment by Urban League of Metropolitan Seattle, Casa Latina and Rainier Beach Action Coalition.
- Implement retention strategies for women, African-Americans and other people of color in the construction industry:
  - Train workers on City expectations and tools to eliminate bullying, hazing and harassment on pilot City job sites.
  - Fund direct support services for pre-apprentices and apprentices to access work clothes, tools, transportation and more through ANEW's Apprenticeship Opportunities Project.
  - Train experienced workers to be mentors on City job sites.
- Ensure success as Priority Hire is implemented on a project-specific basis to private construction projects with City investments.
- Improve support for women- and minority-owned contractors.
  - Develop a plan for documenting challenges and strategies to increase WMBE utilization on CWA projects.
  - Implement standardized pre-job paperwork.
  - Provide individual assistance through the Procurement Technical Assistance Center.
- Increase regional collaboration to maximize the impact of Priority Hire for workers:
  - Coordinate multiagency funding efforts to increase entry and retention of diverse workers in construction.
  - Implement the regional public owner work plan, including tracking the regional workforce to better understand the impact of Priority Hire.
  - Support the Regional Pre-Apprenticeship Collaborative's 2018 strategic plan implementation.
  - Support the revitalization of the Seattle Public Schools Seattle Skills Center construction class at Rainier Beach High School.
  - Participate in larger Regional Workforce Strategy Group planning efforts.

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# 2017 Priority Hire Annual Report

## Introduction

The City of Seattle has a deep interest in diversifying the regional construction workforce. In 2010, the Construction Jobs Equity Coalition worked with the Mayor and City Council to create access and opportunity for historically underrepresented communities in City construction jobs. The Department of Finance and Administrative Services, through its City Purchasing and Contracting Services (CPCS) division, was tasked with developing strategies to increase construction career opportunities on City projects. CPCS approached this work in alignment with the principles of the City’s Race and Social Justice Initiative to address the pervasive disparities faced by people of color and with the intention of achieving equity on City job sites.

CPCS worked with construction union leaders; contractors, which included WMBE firms; advocacy associations; construction training programs and community representatives to create pathways for people interested in construction careers. This resulted in a 2012 pilot community workforce agreement (CWA) on the Elliott Bay Seawall Project, the largest public works project in City history. Construction started in 2013, and the share of work performed by Priority Hire workers increased when compared to traditional public works projects.

In early 2015, City Council adopted the Priority Hire Ordinance (SMC 20.37), which required CPCS to include Priority Hire requirements in public works and directed a CWA. CPCS negotiated and executed a master CWA with the Seattle-King County Building and Construction Trades Council in April 2015.



*John, a graduate of PACE pre-apprenticeship program and laborer apprentice, has worked for Gary Merlino on several CWA projects.*

## Program Performance

The Priority Hire program sets contract requirements for the percentage of hours worked by residents of economically distressed ZIP codes. There were 13 active or completed CWA projects through 2017 (Attachment 1), totaling \$573 million.

### PRIORITY HIRE ZIP CODES

Priority Hire continues to increase access to and diversity of the construction workforce, and workers on CWA projects are more reflective of Seattle’s demographics than those on other City projects. On CWA projects, workers from economically distressed ZIP codes in Seattle and King County had higher shares of work than before Priority hire and on current non-CWA projects.

**Exhibit 1: Priority Hire Performance by Percent of Washington Hours (November 2013-December 2017)**

	CWA Projects	Non-CWA Projects	All Projects (CWA & Non-CWA)	Past Performance Prior to CWA <sup>1</sup>
Economically Distressed ZIP Codes	26%	17%	21%	12%
Seattle	10%	5%	7%	3%
King County	16%	12%	14%	9%
Apprentice	8%	2%	5%	3%
Journey	18%	15%	16%	9%

<sup>1</sup>Past performance is based on hours from a sample of projects from 2009-2013 and is based on the 2013 ZIP code list, which excludes five ZIP codes from the current list.

Source: City of Seattle, 2018.

**Exhibit 2: Priority Hire Impact (November 2013-December 2017)**

	CWA Actual Hours	Extrapolated Estimate using Past Performance	Difference Between CWA Actual Hours and Extrapolated Estimate
Economically Distressed ZIP Codes	430,178	210,298	219,880
Seattle	169,972	52,574	117,398
King County	260,206	157,723	102,483
All Seattle Residents	200,792	87,624	113,168

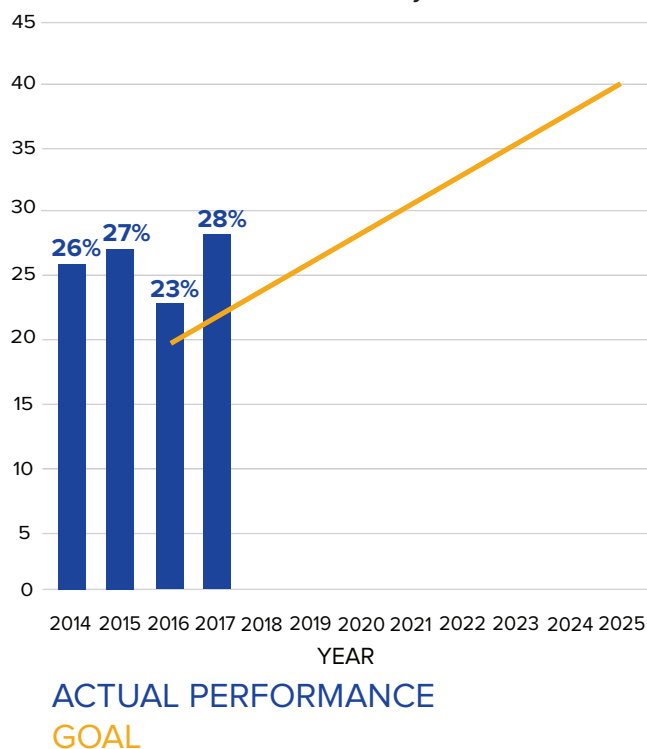
Source: City of Seattle, 2018.

Collectively, workers living in Seattle economically distressed ZIP codes more than doubled their share of hours and total wages earned on CWA projects, with an additional \$4 million going back into these neighborhoods due to Priority Hire. King County economically distressed workers living outside of Seattle earned an additional \$3 million.

In addition to the project-specific requirements, which are calculated annually based on historic worker utilization for similar types of projects, the Priority Hire ordinance sets a goal of 40 percent hours performed by workers from economically distressed ZIP codes in 2025. The City is on track toward meeting this goal, as seen in Exhibit 3. However, as the demand for workers from economically distressed ZIP codes increases in the region, CPCS anticipates a worker shortage and potential impact to performance.

For a list of current economically distressed ZIP codes, see Attachment 2.

**Exhibit 3: Percent of Annual Priority Hire Hours**



Source: City of Seattle, 2018.



May, a pre-apprenticeship graduate from the TRAC pre-apprenticeship program and carpenter apprentice, worked about 950 hours on the SPU Cedar Falls Administration Building.

**GENDER**

Overall, women have worked a significantly larger percentage of hours on CWA projects (Exhibit 4). Though women remain a small portion of the overall construction workforce compared to other employment fields, it is encouraging to see higher percentages of women coming into the construction workforce as apprentices through Priority Hire. CPCS estimates that on CWA projects, women have seen an increase in about \$4 million in total wages, equating to over 100,000 hours more work. Journey women of color quadrupled their share of hours on CWA projects compared to non-CWA projects, making up over a quarter of all journey women hours.

On CWA projects, apprentice women performed nearly six times more of the share of apprentice hours than on non-CWA projects. In particular, African-American women saw a large increase in utilization on CWA projects; they performed 1 percent of hours on non-CWA projects compared to 8 percent on CWA projects.

**RACE AND ETHNICITY**

Overall, people of color have a slightly higher share of work on CWA projects than before Priority Hire and on current non-CWA projects. Through 2017, 27 percent of all hours were performed by people of color compared

to 25 percent prior (Exhibit 5), which is an increase of about 45,000 hours. The increase has come from a significant jump in the share of hours performed by apprentices of color (48 percent on CWA projects, up from 32 percent before Priority Hire).

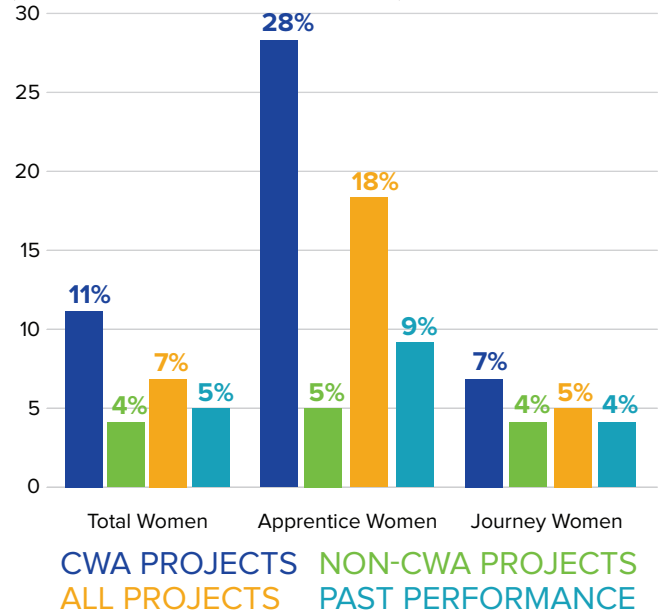
Journey workers of color have maintained a similar share of the work. The rate of journey workers of color on CWA projects has increased slightly from 22 percent in 2016 to 24 percent in 2017, though this still hovers just below the average percentage prior to the Priority Hire intervention. A number of factors may impact the data on this demographic of workers, such as:

- Workers not reporting their race in the new reporting system.
- Limited available pool of journey workers of color until more apprentices of color reach journey level.
- Worker displacement due to gentrification.

Overall, African-Americans more than doubled their share of hours, from 4 percent on projects before Priority Hire to 9 percent on CWA projects (Exhibit 6). This translates to an estimated increase of nearly \$4 million in direct wages for African-Americans due to Priority Hire. African-Americans living in economically distressed ZIP codes had a greater increase in the share of work; at 25 percent, they performed nearly three times the share of hours than African-American workers living in other ZIP codes.

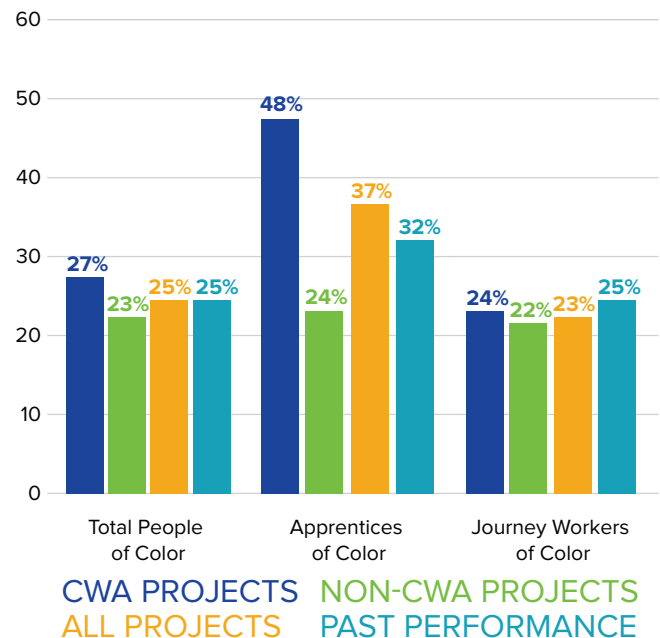
In the 2016 Priority Hire Annual Report, CPCS noted a lower utilization of Hispanic workers on CWA projects than on non-CWA projects. However, additional data in 2017 showed that Hispanic workers performed 13 percent of hours on newer CWA projects (all CWA projects except for the Elliott Bay Seawall Project). This is more comparable to non-CWA projects. When those hours are combined with the Elliott Bay Seawall Project, Hispanic workers performed 10 percent of the hours. Current performance for Hispanic workers on both CWA and non-CWA projects may also reflect different race/ethnicity reporting options; starting with the Elliott Bay Seawall Project, workers could newly identify as “Other” or “Not Specified.”

**Exhibit 4: Women Utilization by Percent of Hours (November 2013-December 2017)**



Past performance is based on hours from a sample of projects from 2009-2013.  
Source: City of Seattle, 2018.

**Exhibit 5: People of Color Utilization by Percent of Hours (November 2013-December 2017)**



Past performance is based on hours from a sample of projects from 2009-2013.  
Source: City of Seattle, 2018.



**Exhibit 6: Share of Hours by Race/Ethnicity (November 2013-December 2017)**

Race/Ethnicity	CWA Projects	Non-CWA Projects	All Projects (CWA & Non-CWA)	Past Performance Prior to CWA <sup>1</sup>
African-American	9%	3%	6%	4%
Asian	2%	2%	2%	3%
Caucasian	65%	67%	66%	75%
Hispanic	10%	14%	12%	16%
Native American	2%	2%	2%	3%
Other	4%	2%	3%	N/A
Not Specified	8%	10%	9%	N/A
<b>All People of Color<sup>2</sup></b>	<b>27%</b>	<b>23%</b>	<b>25%</b>	<b>25%</b>

<sup>1</sup>Past performance is based on hours from a sample of projects from 2009-2013.

<sup>2</sup>People of color exclude Caucasian and Not Specified

Source: City of Seattle, 2018.

### APPRENTICE UTILIZATION AND PREFERRED ENTRY

Apprentices increase their share of hours on CWA projects (Exhibit 7), equating to an estimated additional 50,000 hours.

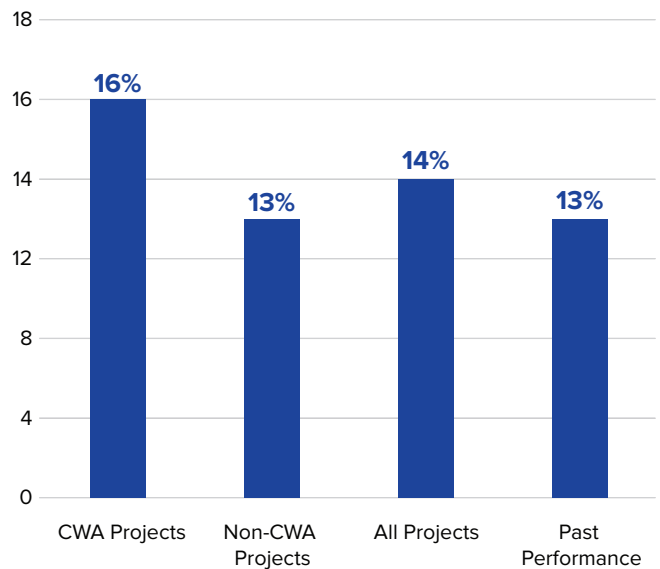
Preferred entry is a challenging requirement to meet. Through December 2017, 52 of apprentices on CWA projects reached preferred entry status; at 7 percent, performance is significantly lower than the 20 percent requirement. Preferred entry requires apprentices be pre-apprenticeship graduates and work a minimum 350 or 700 hours depending on project size. However, most apprentices work less than that on a project. From the beginning of the Elliott Bay Seawall Project pilot in 2013 through December 2017, 52 preferred entry apprentices performed 316 percent more hours on average than other apprentices on CWA projects. See 2018 Lookahead for more information on upcoming changes to the preferred entry requirement.

### CONTRACTOR EXPERIENCE ON CWA PROJECTS

Many contractors made great efforts and have high performance with Priority Hire, including open-shop (not signatory with a union) prime contractors. Four of the 13 prime contractors on active or completed CWA projects are open-shop, and one was a returning prime that worked on a previous CWA project.

CPCS continued to track the number of prime contractors that bid on City public works projects and have seen no impact to the bidding environment for CWA projects when compared to non-CWA projects (Exhibit 8).

**Exhibit 7: Apprentice Utilization (November 2013-December 2017)**



Past performance is based on hours from a sample of projects from 2009-2013.

Source: City of Seattle, 2018.

**Exhibit 8: Average Number of Prime Contractor Bids (January 2014-December 2017)**

	Non-CWA Projects Under \$5 Million	Non-CWA Projects Over \$5 Million	CWA Projects
Average Number of Prime Bidders	3.5	3.6	3.3

Source: City of Seattle, 2018.

**Exhibit 9: WMBE Spend on CWA and Non-CWA Projects (January 2014-December 2017)**

Project Type	Total Spend	WMBE Utilization	MBE Utilization	WBE Utilization
CWA Projects	\$500,558,119	16%	11%	5%
Non-CWA Projects	\$628,423,255	18%	10%	8%

Source: City of Seattle, 2018.

**Exhibit 10: WMBE Subcontracts on CWA Projects (November 2013-December 2017)<sup>1</sup>**

	All Subcontracts	
	WMBE	Non-WMBE
November 2013 - December 2016	37%	63%
January 2017 - December 2017	24%	76%
<b>Total</b>	<b>33%</b>	<b>67%</b>

<sup>1</sup>Percentages are based on the number of contracts.

Source: City of Seattle, 2018.

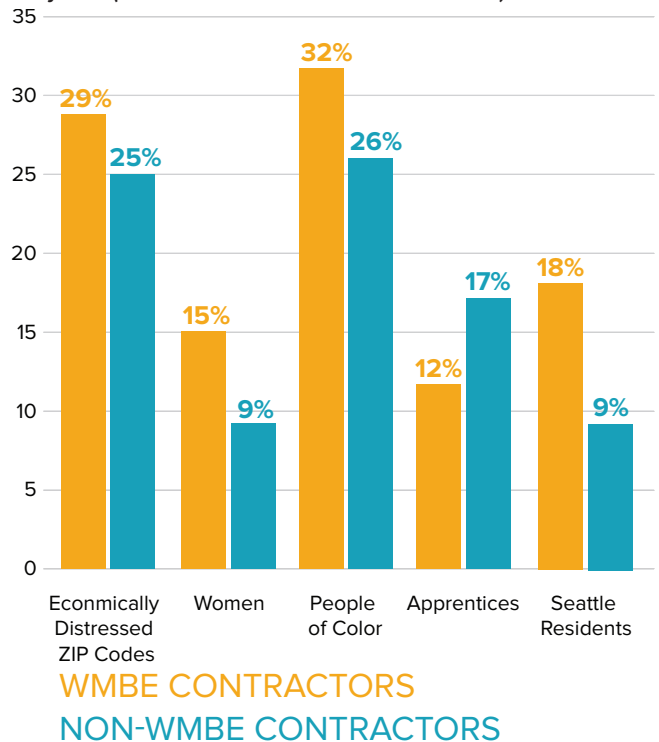
**WMBE UTILIZATION**

Women- and minority-owned (WMBE) firms participated on CWA projects at similar levels as current non-CWA projects, earning 16 percent of all dollars on CWA projects through December 2017. This compares closely to the 18 percent of dollars WMBE firms earned on all other projects during the same time period (Exhibit 9). This includes many projects below \$5 million, which are not a representative comparison group. Of the WMBE contractors on CWA projects, many have chosen to participate on multiple CWA projects.

While WMBE firms maintained a stable share of total spend, the share of WMBE contracts declined 13 percent on CWA projects in 2017 alone (Exhibit 10), and CPCS intends to monitor WMBE utilization closely in 2018. To gather information on WMBE experience on CWA projects and potential actions CPCS can take to attract them to work on these projects, see the WMBE section in 2018 Lookahead.

WMBE contractors bring necessary skills and scopes to City work sites and employ the most diverse workforces on CWA projects (Exhibit 11).

**Exhibit 11: Contractor Workforces by Hours on CWA Projects (November 2013-December 2017)**



Source: City of Seattle, 2018.

**Exhibit 12: Dual Benefit Reimbursement Payments (November 2013-December 2017)**

Project	Total Paid on Project	Dual Reimbursement Paid on Project	Share of Project Payments	Number of Workers Receiving Dual Benefits
Buried Reservoir - Maple Leaf & Myrtle	\$5,253,493	\$88,363	1.68%	8
Elliott Bay Seawall Project	\$359,124,458	\$64,743	0.02%	42
Fire Station 22	\$8,885,710	\$4,455	0.05%	1
<b>Total</b>	<b>\$373,263,661</b>	<b>\$157,561</b>	<b>0.04%</b>	<b>51</b>

Source: City of Seattle, 2018.

**DUAL BENEFIT REIMBURSEMENT**

The City reimburses open-shop contractors on CWA projects for payments into their existing benefits plans for workers on CWA projects, as the CWA requires all workers to pay into union trusts. Project costs also have very little impact from dual benefit reimbursement payments; 0.04 percent of project costs were benefit reimbursements (Exhibit 12).

**PROJECT SAFETY AND TIMELINES**

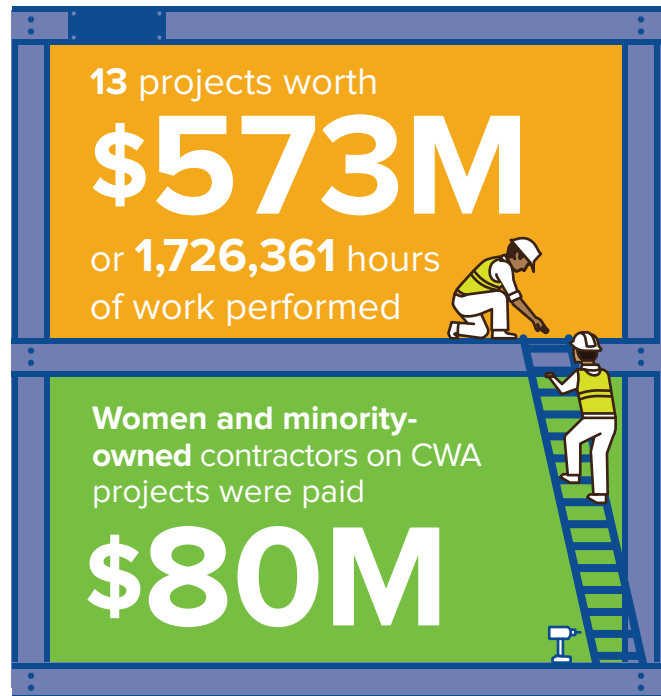
The CWA influences and promotes a safe working environment through engagement of Priority Hire field staff on project sites and reports of contractors holding safety stand-downs, though there is insufficient data to conclude that the CWA improves worker safety. In 2017, there were seven reportable injuries and several minor incidents.

Several CWA projects completed the bulk of construction work during 2017, though they are still active, resulting in insufficient data to conclude that the CWA speeds up project delivery. Anecdotally, of six CWA projects that completed in 2017, three finished early and three extended their project timelines due to project-specific issues unrelated to the CWA.

**MONITORING AND ENFORCEMENT**

CPCS actively monitors and enforces Priority Hire and CWA compliance (see Attachment 1 for project performance). CPCS compliance tools include:

- Evaluating project performance to determine prime contractor efforts to comply with Priority Hire and the CWA.
- Withholding invoice payments if prime contractors are not in compliance with the CWA.
- Issuing poor performance ratings for prime contractors that did not, in good faith, try to meet Priority Hire requirements. These performance ratings could impact a prime contractor’s future bids on City projects or lead to debarment.



In 2016, CPCS proposed looking at liquidated damages as a compliance tool. At this time, CPCS determines the unintended negative consequences of “buying” Priority Hire compliance outweigh the potential benefit and will use existing tools to ensure compliance instead.

With Priority Hire expanding to private projects with City investment, City Council approved an additional field enforcement position, to be filled in 2018.

**CONSTRUCTION WORKER RECRUITMENT, TRAINING, RETENTION AND DRIVER’S RE-LICENSING**

Priority Hire focuses on diversifying the regional construction workforce to meet public works workforce needs. By focusing on the entire worker development process, from recruitment to pre-apprenticeship training to retention of diverse workers, CPCS increases Priority Hire’s impact. Through 2017, CPCS invested \$1.5 million in recruitment, construction

**Exhibit 13: Construction Recruitment Services (April 2016-December 2017)<sup>1</sup>**

	Individuals Assessed	Individuals Referred	Individuals Placed in Construction
Casa Latina	53	45	12
Got Green	36	24	8
Legacy of Equality, Leadership & Organizing (LELO)	53	47	1
Rainier Beach Action Coalition (RBAC)	60	50	23
Regional Area Youth Development Organization (RAYDO)	72	68	2
Urban League of Metropolitan Seattle (ULMS)	255	104	51
<b>Total</b>	<b>529</b>	<b>338</b>	<b>97</b>

<sup>1</sup>Organizations had varying contract lengths.  
Source: City of Seattle, 2018.

**Exhibit 14: Recruitment - Demographics of Placed Individuals (April 2016-December 2017)**

	Individuals Placed	Economically Distressed ZIP Codes	Women	People of Color
Casa Latina	12	92%	0%	100%
Got Green	8	75%	13%	50%
LELO	1	100%	0%	0%
RBAC	23	96%	13%	91%
RAYDO	2	100%	0%	100%
ULMS	51	80%	24%	86%
<b>Total</b>	<b>97</b>	<b>86%</b>	<b>16%</b>	<b>86%</b>

Source: City of Seattle, 2018.

training and support services for women, people of color and workers living in economically distressed ZIP codes. Through this investment, CPCS contracted with:

- Six community-based organizations to recruit and place a diverse group of nearly 100 individuals in construction training programs or employment (Exhibit 13).
- Five pre-apprenticeship training programs to train and place a diverse group of more than 200 individuals in apprenticeship or other construction employment.
- A driver’s re-licensing service provider to support 80 residents of economically distressed ZIP codes, women and people of color to obtain a driver’s license.

**Recruitment**

In 2017, outreach providers and Community Attributes, Inc. surveyed those entering and working in the construction industry to better understand what helps and hinders them in being successful (see Attachment 3: Construction Hiring Analysis - Construction Workforce Entry Survey). The survey showed

that outreach providers are reaching Priority Hire populations, identifying barriers and resolving them or referring individuals to other resources when more support is needed.

- Fifty-seven percent of individuals assessed for construction were African-American, and 19 percent were Latino.
- Among respondents, 83 percent were either not working or not earning a living wage.
- Sixty-three percent had prior experience in construction.
- Respondents identified the top three factors for getting into construction as assistance with:
  - Learning how and where to apply.
  - Paying for tools/work clothes.
  - Paying for apprenticeship application fees.
- Survey respondents identified health and fitness requirements and complicated and/or time-intensive application processes as the two most challenging factors to entering the construction industry.

**Exhibit 15: Pre-Apprenticeship Contract Performance (January 2016-December 2017)<sup>1</sup>**

	Graduates	Placements <sup>2</sup>	Retention <sup>3</sup>
ANEW	117	159	87%
Ironworkers	17	17	100%
PACE	24	21	100%
SVI-PACT	21	34	N/A
YouthBuild	43	12	100%
<b>Total</b>	<b>222</b>	<b>243</b>	<b>90%</b>

<sup>1</sup>Programs had varying contract lengths (from less than one year up to two years), and graduate information is only reflective of performance while under contract with CPCS. For Ironworkers and PACE, CPCS funded actual student slots while for others funded training activities for all students.

<sup>2</sup>Several pre-apprenticeship programs placed individuals who graduated in cohorts prior to their contract but were later placed or who received career navigation services without going through training.

<sup>3</sup>Based on retention in construction apprenticeship or employment at nine months post-placement or end of contract, whichever came first.

Source: City of Seattle, 2018.

**Exhibit 16: Pre-Apprenticeship Training - Demographics of Placed Individuals (January 2016-December 2017)**

	Contract Placements <sup>1</sup>	Economically Distressed ZIP Codes	Women	People of Color
ANEW	159	61%	57%	53%
Ironworkers	17	88%	6%	88%
PACE	21	81%	19%	43%
SVI-PACT	34	76%	12%	88%
YouthBuild	12	92%	8%	67%
<b>Total</b>	<b>243</b>	<b>68%</b>	<b>41%</b>	<b>60%</b>

<sup>1</sup>Individuals who enter construction apprenticeship and/or employment are considered placed.

Source: City of Seattle, 2018.

The community-based organizations worked together to develop innovative strategies to improve construction recruitment, such as development of unified intake, referral and case management tools and to help individuals work through the application processes. Over the life of their contracts, the organizations' streamlined strategies allowed them to increase their time providing direct service and placing clients. Priority Hire recruitment work was a new undertaking for the organizations, as they were the first in the region to partner with a public agency for this work. In 2018, CPCS will continue to provide recruitment through Urban League of Metropolitan Seattle, Casa Latina and Rainier Beach Action Coalition.

**Training and retention**

Pre-apprenticeship training programs provide a direct pathway for a diverse population of workers to access construction careers (Exhibits 15 and 16) and help contractors on CWA projects meet Priority Hire workforce requirements. In addition, several programs recruit from prison environments, and up to 50 percent of their students are formerly incarcerated. These training investments lead to a greater, more diverse pool of local entrants into the industry, which will help contractors on CWA projects meet Priority Hire goals.

In construction apprenticeship, only 40 percent complete their programs and reach journey-worker status. The graduation rate is even lower for women and people of color (CAI, City of Seattle Construction Hiring Analysis – Apprenticeship Analysis, December 2016). Preferred entry requirements on CWA projects

**Exhibit 16: Driver's Licenses Obtained/Regained (April 2016-December 2017)**

	Total	Economically Distressed ZIP Codes	Women	People of Color
LELO	80	75%	9%	90%

Source: City of Seattle, 2018.



provide work opportunities for pre-apprenticeship graduates and are strategies to increase apprenticeship graduation rates. A total of 134 pre-apprenticeship graduates worked on CWA projects as apprentices. A third were women, nearly 60 percent people of color, and over half lived in economically distressed ZIP codes. They worked about 50,000 hours, or about 18 percent of all apprentice hours.

With City funding, pre-apprenticeship graduates had a 90 percent retention rate at nine months (or end of contract, if earlier than nine months). Moving forward, CPCS will continue to rely on the pre-apprenticeship programs to provide contractors with strong Priority Hire worker candidates.

### Driver's re-licensing

Driver's licenses and dependable transportation are essential to working in construction. Most construction apprenticeships require a license to ensure the success of the apprentice entering a program, as project locations vary throughout the region. Prior to CPCS investing in driver's re-licensing services, individuals interested in construction had limited resources to help them navigate this complicated and often time-intensive process. When the community-based organizations surveyed potential workers, 18 percent noted that getting a driver's license would make them more likely to enter a construction training program or union. Through 2017, 80 residents of economically distressed ZIP codes, women and people of color obtained a driver's license through CPCS' investment (Exhibit 17), and nearly half were African-Americans. Due to the advocacy provided to several individuals receiving re-licensing services under City funding, courts reduced their amounts owed by up to \$5,000 each. In 2018, CPCS will continue to partner with Legacy of Equality, Leadership and Organizing (LELO) to provide driver's licensing assistance to those interested in entering or staying in construction.

### PRIORITY HIRE ADVISORY COMMITTEE (PHAC)

PHAC is comprised of Mayoral appointees representing community, contractors (including at least one WMBE), construction labor unions, training programs and other at-large members. PHAC meets regularly and advises the City on Priority Hire implementation and effectiveness. PHAC recommendations in 2017 include guidance on:

- Reaching Priority Hire target populations to increase recruitment into pre-apprenticeship programs.

### Access to employment and careers

Since the inception of the Martin Luther King, Jr. Career and Opportunity Fair in 2016, CPCS's Priority Hire job and training advisor has served as co-chair of the committee producing the event. The event focuses on employers seeking to diversify their workforce. Highlights:

- Job seeker attendance has doubled each year.
- Nearly 400 job seekers attended the event in early 2018, resulting in 64 conditional offers of employment.



Nearly 400 job seekers attended the 2018 Martin Luther King, Jr. Career and Opportunity Fair, resulting in 64 conditional offers of employment.

- Increasing retention in pre-apprenticeship programs through training and support services.
- Identifying job assignments that increase retention of Priority Hire individuals in apprenticeship.
- Increasing on-the-job contractor compliance.
- Aligning regional Priority Hire collaboration.

For a crosswalk of PHAC recommendations and CPCS 2018 plans, see Attachment 4.

### COLLABORATION

The City of Seattle is a leader in Priority Hire, regionally and nationally. CPCS receives regular information requests from cities around the country, including Baltimore, Grand Rapids, Denver, Boston, Pittsburgh and Houston, as well as Oregon Metro and other local jurisdictions. These jurisdictions are interested in learning about Priority Hire strategies and effectiveness for workforce development and creating access to family wage careers for economically distressed communities.

In the Puget Sound region, government entities worked together in 2017 to align construction workforce diversity practices and policies and leverage our shared hiring capacity to meet regional public construction workforce demands. In late 2017, CPCS took the lead in issuing a request for proposals in partnership with the Port of Seattle and King County to train and retain diverse workers in construction, resulting in collaborative contracts with community-based organizations (see 2018 Lookahead for more information).

CPCS helped spearhead the Regional Pre-Apprenticeship Collaborative (RPAC). RPAC builds the quality, capacity, strength and sustainability of pre-apprenticeship training for individuals to access and succeed in construction apprenticeship. The group formalized its structure in 2017, including representation from pre-apprenticeship providers, apprentice programs, community-based organizations, public agencies (including the Washington State Department of Labor and Industries), K-12 systems, union representatives and workers. Through partnership in RPAC, outreach, training and case management service

providers developed a stronger referral network to WorkSource, the Washington Department of Social and Health Services and others to provide job seekers and construction workers improved and more direct access to case management, financial support and mentorship. In addition, the collaborative develops policy recommendations and intends to hire shared staff for pre-apprenticeship programs to create greater efficiency and streamlined quality in outreach, training, placement and retention services.

CPCS also collaborated within the City's other workforce initiatives. In 2017, Our Best became the first City initiative specifically focused on the life outcomes of historically underrepresented black men. CPCS joined alongside community leaders to listen, learn and contribute to the Our Best Advisory Council, including sharing information on mentorship opportunities, which will continue through 2018. Through Priority Hire, African-American men have more than doubled their share of hours on CWA projects compared to non-CWA projects.

**Exhibit 17: Anticipated 2018 Upcoming Priority Hire/CWA Projects<sup>1</sup>**

Project	Estimated Construction Budget	Estimated Construction Start
2018 Arterial Asphalt & Concrete (AAC) Package 2 North	\$8 million	Q2 2018
2018 AAC Package South	\$12.5 million	Q2 2018
23 <sup>rd</sup> Avenue Phase 2	\$14.5 million	Q1 2018
3 <sup>rd</sup> Avenue West Water Main Replacement	\$5.3 million	2018
AAC - 35 <sup>th</sup> and Avalon	\$10 million	2018
AAC - Rainier/Dearborn	\$8 million	2018
Burke Gilman Trail - Ballard	\$10.5 million	Q2 2018
Citywide Pool Projects	\$4.9 million	2018
Fauntleroy Way SW Boulevard	\$8.1 million	2018
Portage Bay Park Development	\$6.7 million	Q2 2018
Ship Canal Ballard Early Work	\$10 million	2018
South Park Pump Station	\$5.9 million	2018
South Transfer Station	\$25 million	Q2 2018
Waterfront Seattle 13.8kV Network Relocation	\$4.8 million	Q1 2018
<b>Public/Private Partnership Projects</b>		
Key Arena	\$352 million	Q4 2018
Seattle Asian Art Museum	\$49 million	Q1 2018
<b>Total</b>	<b>\$535.2 million</b>	

<sup>1</sup>Project information is subject to change.  
Source: City of Seattle, 2018.

## 2018 Lookahead

In 2018, CPCS estimates breaking ground on 16 construction projects covered by the CWA and Priority Hire, with an estimated \$535.2 million in total construction costs (Exhibit 17). This includes the first public/private partnership projects, Seattle Asian Art Museum and Key Arena, which expands Priority Hire's impact in the region as directed by Executive Order 2017-01.

As these projects begin and the work for Priority Hire workers increases, CPCS will also implement the following initiatives to help ensure the long-term success for workers, contractors and the City.

### CWA UPDATES

CPCS and construction labor unions amended the CWA in late 2017 to align with Council-approved ordinance changes passed in July 2017. The amendment was designed to increase priority worker access to CWA projects. CWA changes for projects bid in 2018 include:

- **Reducing the number of core workers allowed by open-shop contractors from five to three per contract.** Open-shop contractors may bring an additional two core workers, for a total of five core workers, if they are registered apprentices with the Washington Department of Labor and Industries and live in an economically distressed ZIP code, are women, people of color or pre-apprenticeship graduates.
- **Updating the definition and calculation for preferred entry apprentices.** Apprentices may be eligible for preferred entry if they are pre-apprenticeship graduates in their first two years or steps of apprenticeship (updated from their first 1,500 hours to approximately 2,000 hours). In addition, the preferred entry calculation is now calculated for one in five apprentices who have worked more than 350 or 700 hours (depending on project size) on a CWA project, instead of among all apprentices. CPCS expects these two changes will increase opportunities for pre-apprenticeship graduates on CWA projects and make the requirement feasible for contractors to meet.

The impact of these changes will be monitored in 2018 and reported in the next annual report.

### Coordinating multiagency funding efforts to increase and diversify the regional construction industry

In late 2017, CPCS issued a request for proposals in partnership with the Port of Seattle and King County to train and retain diverse workers in construction. In early 2018, these agencies will invest a combined \$2.1 million to recruit and increase historically underrepresented workers in construction while also addressing the critical issue of affordability within the region.



*Keith, a City-funded pre-apprenticeship graduate from the PACE pre-apprenticeship program and is a laborer apprentice. By the end of 2017, Keith was earning double the wage he was making before he started working for KC Equipment on Blue Ridge Conduit Installation Phase 2.*

### STRATEGIES

#### Increase access for new Priority Hire workers to start construction careers

- Fund SVI-PACT in a unique partnership with Seattle Goodwill to prepare and train a diverse pool of entrants into the construction industry.
- Fund ANEW's Apprenticeship Opportunities Project (AOP), which provides career navigation services to underrepresented individuals interested in entering the construction industry.
- Fund Urban League of Metropolitan Seattle, Casa Latina and Rainier Beach Action Coalition to recruit priority hire candidates into pre-apprenticeship, apprenticeship and construction employment.



## Implement retention strategies for women, African-Americans and other people of color in the construction industry

As part of CPCS' ongoing focus on improving priority worker retention in the industry, CPCS funding will be used to increase mentorship, case management and financial support needed to be successful in a construction career. Strategies include:

- Training workers on their rights on City projects, the City's requirements for acceptable behavior and tools to eliminate bullying, hazing and harassment on construction job sites. Beyond monitoring and enforcing new acceptable work site contract provisions on all City construction sites, CPCS will pilot this in-depth training on specific job sites.
- Funding financial support services and case management for Priority Hire individuals through ANEW's AOP program. AOP typically serves 70 percent people of color and 29 percent women. Its assistance results in about 70 percent of the workers still active in their apprenticeship programs after two years, which combats the industry's typical 33 percent and 32 percent apprenticeship graduation rates for people of color and women, respectively. Entering the construction trades can be expensive and challenging; on average, a client uses AOP services to overcome four different barriers to accessing and retaining construction employment or apprenticeship within a two-year period, including transportation, childcare, housing and a variety of other barriers.
- Training experienced workers on how to be mentors on City job sites. CPCS staff will visit large job sites to train mentors in Mentorship Matters and share best practices with foremen/superintendents on mentorship development.

## Ensure success as Priority Hire is implemented on a project-specific basis to private construction projects with City investments

Implement the CWA on Seattle Asian Art Museum, develop agreements on other private development projects like Key Arena, an Office-of-Housing-funded pilot project and the aquarium expansion to further the positive impact of Priority Hire on projects as part of the City's investment and agreement for development.

## Collaboration to build a strong, sustainable and regional pre-apprenticeship system

RPAC meets monthly to increase access to and success in pre-apprenticeship construction training. Representatives include pre-apprenticeship providers, apprenticeship programs, community-based organizations, public agencies, school districts, unions and workers.

To align recruitment and training efforts, organizations now post their events on a shared RPAC calendar, ensuring construction training opportunities are communicated around the region: [www.rpacevents.com/index.php/events/](http://www.rpacevents.com/index.php/events/)



*CPCS funded a pre-apprenticeship training cohort through the Pacific Northwest Ironworkers in spring 2017. Seventeen graduates were placed directly into the Ironworkers Apprenticeship program and immediately found employment. Through September 2017, these pre-apprenticeship graduates earned over \$200,000 combined.*

## Improve support for WMBE subcontractors

WMBE contractors bring necessary skills and scopes to City work sites, employ the most diverse workforces on CWA projects (Exhibit 11) and deserve an equitable opportunity to successfully participate on all City construction projects. In 2018, CPCS will continue efforts to improve the environment for small and WMBE contractors in the following ways.

- Develop a plan for documenting challenges and strategies to increase WMBE utilization on CWA projects.

- CPCS will conduct a survey of contractors, particularly WMBE open-shops, to better understand which supports will likely have the greatest likelihood to increase their participation and positive experience on CWA projects.
- Implement standardized pre-job paperwork proposed by the Seattle-King County Building and Construction Trades Council on project labor agreement/CWA projects among several partner agencies in the region.
- In January 2018, the City began contracting with the Procurement Technical Assistance Center (PTAC) to provide on-site, one-on-one technical assistance to contractors interested in public construction work, with CWA-specific support available.
- Analyze workforce data to address specific gaps in workforce diversity performance, such as gaps in particular construction crafts or target populations. Regional analysis will become more important as the Port of Seattle and King County implement their new priority hire programs.
- Support RPAC's 2018 strategic plan to combine and coordinate efforts to build and maintain quality construction pre-apprenticeship training programs in the region.
- Support the revitalization of the Seattle Public Schools Seattle Skills Center construction class at Rainier Beach High School. CPCS will partner with RPAC members and other City staff to share best practices with Seattle Public Schools regarding recruitment strategies, partnerships with construction apprenticeship programs, industry-recognized curriculum and connections with employment partners.
- Participate in larger planning efforts of the Regional Workforce Strategy Group (RWSG), which include workforce system funders, K-12 system, colleges, UW and philanthropy. RWSG recommended a plan to restructure the local workforce development system, which was approved by Mayor Durkan and County Executive Constantine in January 2018. CPCS' involvement will likely include nominating construction industry representatives at employer tables and sharing best practices for aligning outreach, training and retention services within CPCS contracts.

### **Increase regional collaboration to maximize the impact of Priority Hire**

Much regional partnership is underway to align construction workforce diversity practices and policies and leverage our shared need to meet regional public construction workforce demands. CPCS intends to continue the partnership using these strategies:

- Coordinate multiagency funding efforts to increase entry and retention of diverse workers in construction. In late 2017, CPCS issued a request for proposals in partnership with the Port of Seattle and King County to train and retain diverse workers in construction. In 2018, the three agencies intend to align the contracts with training providers and community-based organizations to:
  - Reduce the administrative burden on non-profit organizations from having multiple contracts for similar work scopes.
  - Set and track contract performance across agencies, to better understand regional needs for construction workforce development.
  - Foster collaboration instead of competition amongst service providers, ensuring that their clients have a connected network of resources to help them.
- Implement the regional public owner work plan, including tracking regional workforce data to better understand the impact of Priority Hire.

### **Conclusion**

Through Priority Hire, residents of economically distressed ZIP codes, women and people of color have access and opportunity to succeed in family-wage construction careers. In 2018, the CPCS will continue to support construction jobs and meaningful employment through Priority Hire on public infrastructure and specific private projects with significant City investment. To support Priority Hire's expansion throughout the region, CPCS will continue to engage stakeholders and work with partner agencies to identify and address strategies that increase success.



# Attachments

## ATTACHMENT 1: Active and Completed CWA Projects (November 2013-December 2017)

Project	Prime Contractor	Amount Awarded in Millions	Completion in Months	Total Hours	Economically Distressed ZIP Codes	Women	People of Color	Apprentice Utilization	Preferred Entry
Blue Ridge Conduit 2	KC Equipment	\$4.0	8 out of 11	8,093	App - 8% Jour - 47%	App - 0% Jour - 8%	App - 100% Jour - 49%	18%	50%
Cedar Falls Administration Building	Pease & Sons	\$8.9	8 out of 14	13,360	App - 17% Jour - 20%	App - 38% Jour - 12%	App - 47% Jour - 24%	21%	9%
Denny Network	Shimmick	\$45.8	22 out of 32	186,574	App - 6% Jour - 23%	App - 21% Jour - 10%	App - 62% Jour - 22%	13%	3%
Denny Substation	Walsh	\$80.3	22 out of 29	336,066	App - 6% Jour - 22%	App - 28% Jour - 5%	App - 46% Jour - 27%	13%	4%
Pier 62/63 Reconstruction	Pacific Pile & Marine	\$29.0	0 out of 12	23	App - 0% Jour - 54%	App - 0% Jour - 0%	App - 0% Jour - 0%	0%	0%
<b>Completed Projects</b>	<b>Prime Contractor</b>	<b>Amount Spent in Millions</b>	<b>Completion in Months</b>	<b>Total Hours</b>	<b>Economically Distressed ZIP Codes</b>	<b>Women</b>	<b>People of Color</b>	<b>Apprentice Utilization</b>	<b>Preferred Entry</b>
AAAC 3 <sup>rd</sup> Avenue	Gary Merlino	\$4.2	7	23,092	App - 16% Jour - 16%	App - 26% Jour - 8%	App - 60% Jour - 27%	26%	14%
AAAC 4 <sup>th</sup> Avenue S	Titan Earthwork	\$2.6	4	10,798	App - 3% Jour - 16%	App - 24% Jour - 8%	App - 26% Jour - 16%	12%	8%
Beacon Reservoir	JW Fowler	\$6.5	10	30,735	App - 17% Jour - 23%	App - 24% Jour - 7%	App - 83% Jour - 50%	26%	7%
Blue Ridge Conduit 1	Olson Brothers Excavating	\$5.2	19	29,295	App - 11% Jour - 17%	App - 56% Jour - 12%	App - 53% Jour - 24%	23%	0%
Elliott Bay Seawall	Mortenson Manson Joint Venture	\$359.1	44	960,349	21%	12% App - 33%	25% App - 46%	16%	13%
Fire Station 22	Par-Tech	\$12.6	19	37,479	App - 13% Jour - 17%	App - 19% Jour - 1%	App - 51% Jour - 35%	21%	1%
Fire Station 32	Balfour Beatty	\$9.2	17	72,835	App - 6% Jour - 11%	App - 3% Jour - 0%	App - 24% Jour - 19%	21%	1%
Maple Leaf & Myrtle Reservoir	JW Fowler	\$5.3	9	17,611	App - 15% Jour - 16%	App - 35% Jour - 1%	App - 63% Jour - 28%	13%	0%
<b>Total</b>		<b>\$572.7</b>		<b>1,726,361</b>	<b>App - 8% Jour - 17%</b>	<b>App - 29% Jour - 7%</b>	<b>App - 48% Jour - 23%</b>	<b>16%</b>	<b>7%</b>

Source: City of Seattle, 2018.

## ATTACHMENT 2: Economically Distressed ZIP Codes

In early 2017, CPCS reviewed the Priority Hire ZIP code list and current demographics and added Interbay/Queen Anne (98109), Pacific (98047), Renton (98057), Northeast Renton (98056) and West Kent (98032) to the list. Exhibit 18 shows that on CWA projects, the population of workers who live in economically distressed ZIP codes are more diverse than in other ZIP codes.

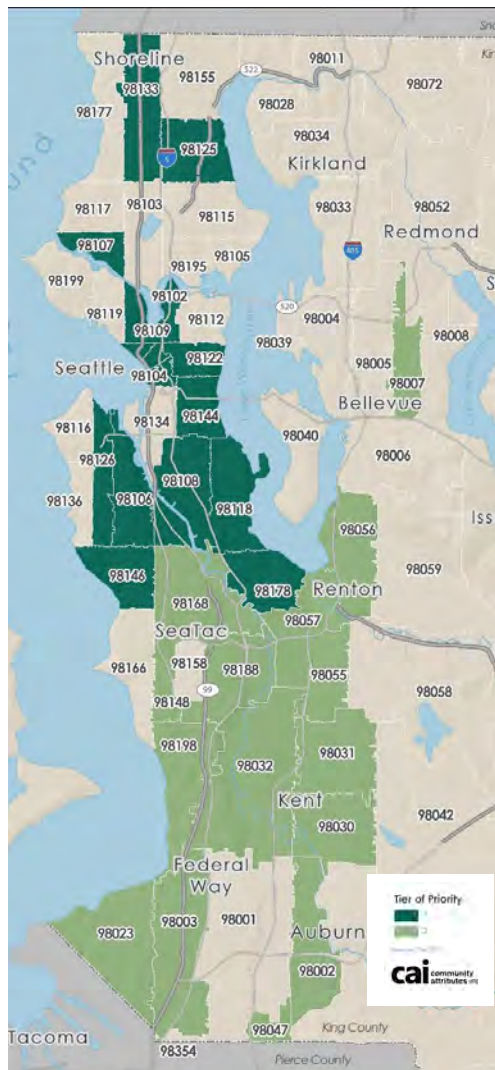
**Exhibit 18: Economically Distressed ZIP Code Diversity in Percent of Hours (November 2013-December 2017)<sup>1</sup>**

	Total Hours (n=1,752,482)	Economically Distressed ZIP Code Hours (n=430,178)	Other ZIP Code Hours (n=1,322,304)
Women	11%	16%	9%
People of Color	27%	54%	19%
Apprentice Utilization	16%	32%	10%

Source: City of Seattle, 2018.

1. People living under 200% of the federal poverty line.
2. Unemployment rate.
3. Those over 25 without a college degree.

### Priority Hire Economically Distressed ZIP Codes



Tier 1	Seattle Neighborhood	ZIP Code
Tier 1	Downtown	98101
Tier 1	Capitol Hill/Eastlake	98102
Tier 1	Downtown/ID	98104
Tier 1	Delridge	98106
Tier 1	Ballard	98107
Tier 1	S. Beacon Hill/South Park	98108
Tier 1	Interbay/Queen Anne	98109
Tier 1	Rainier Valley/Rainier Beach	98118
Tier 1	Belltown	98121
Tier 1	Central District	98122
Tier 1	Lake City/Northgate	98125
Tier 1	Delridge/High Point	98126
Tier 1	Bitter Lake/NW Seattle	98133
Tier 1	N. Beacon Hill	98144
Tier 1	White Center	98146
Tier 1	Rainier Beach/Skyway	98178
Tier 2	King County Neighborhood	ZIP Code
Tier 2	Kent/Auburn	98002
Tier 2	Federal Way	98003
Tier 2	Bellevue	98007
Tier 2	Federal Way	98023
Tier 2	East Kent	98030
Tier 2	Northeast Kent	98031
Tier 2	West Kent	98032
Tier 2	Pacific	98047
Tier 2	South Renton	98055
Tier 2	Northeast Renton	98056
Tier 2	Central Renton	98057
Tier 2	Burien	98148
Tier 2	Boulevard Park/Tukwila	98168
Tier 2	SeaTac/Tukwila	98188
Tier 2	Des Moines	98198

Source: Community Attributes Inc., Priority ZIP Codes, 2016.



# Construction Hiring Analysis

Construction Workforce Entry Survey

January 16, 2018



City of Seattle







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# OUTLINE

- **Information and Background**
  - Background
  - Research Goals
  - Methodology
- **Executive Summary**
- **Survey**
  - Demographics
  - Assessment
  - Referral
  - Placement
  - Additional Needs





*Photo courtesy of ANEW.*

# Information and Background

# Background

In early 2015, the City of Seattle passed a Priority Hire ordinance, with the goal of creating equitable access in construction training and employment for residents of economically distressed ZIP codes, women and people of color who have traditionally been underrepresented in the industry. Priority Hire requires contractors to hire these workers on City public works projects over \$5 million. By focusing on the full worker development process from pre-training to sustained family-wage construction careers, Priority Hire creates economic opportunities and invests tax dollars back into the city's communities. Before Priority Hire, Seattle residents worked 5% of the hours on construction projects, and currently, Seattle residents have worked 12% of the hours on Priority Hire projects. [www.seattle.gov/priorityhire](http://www.seattle.gov/priorityhire)

During 2016 and 2017, the City of Seattle contracted with the following community-based organizations as outreach providers to recruit, assess, refer and place individuals living in economically distressed ZIP codes, women and people of color in construction pre-apprenticeship and apprenticeship training and employment:

- Casa Latina
- Got Green
- Legacy of Equality, Leadership & Organizing (LELO)
- Rainier Beach Action Coalition (RBAC)
- Regional Area Youth Development Organization (RAYDO)
- Urban League of Metropolitan Seattle (ULMS)



# Background

The City also contracted with pre-apprenticeship training programs (ANEW, Ironworkers Boot Camp, PACE, SVI-PACT and YouthCare's YouthBuild), as part of their larger scope, to recruit and train workers for their own programs. All of these contracts share a common goal of providing underrepresented communities with an avenue for employment in the construction industry. To assist these providers and workers, the City created *The City of Seattle's Construction Apprenticeship Guidebook*, which provides information on training opportunities around the region.

Additionally, in 2017, the City developed an Acceptable Work Site policy on City construction projects. Acceptable work sites are fair, productive and safe for all workers, and are free from bullying, hazing and harassment. In 2018, the City is expanding training and education opportunities around this policy.

The City educates contractors and workers on these expectations, and enforces the Acceptable Work Site policy. In 2018, the City is expanding training to include skills to prevent and interrupt aggressions on City work sites.

In fall 2017, the City of Seattle commissioned Community Attributes Inc. (CAI) to develop a survey to better understand the challenges underrepresented individuals may face when entering and progressing in the construction industry. The survey was deployed by the City's outreach providers and analyzed by CAI. The City provided information for this report on the development of Priority Hire, City efforts and programs, and collective outreach provider data.



# Research Goals

- Identify what helps underrepresented individuals enter and continue in construction training and job placement.
- Determine what makes it difficult for underrepresented individuals to enter and continue in construction training and employment.
- Investigate whether any barriers are common to specific demographic segments, such as race/ethnicity or gender.



# Methodology

The City commissioned CAI to develop the survey with input from the outreach providers (see background). The City then contracted with the outreach providers to deploy the survey to the individuals who had been outreached to, recruited and assessed for their interest and skills in construction training programs and employment.

The outreach providers surveyed 476 individuals, of which 152 provided responses, indicating a response rate of 32%. Outreach providers collected 109 responses through phone surveys and 43 responses via an emailed link to the online survey. Certain survey questions were structured to allow respondents to select multiple answers.

The margin of error is dependent upon the number of responses for each question, and may vary significantly between questions. For questions with 152 responses, the margin of error indicates that the results of the survey will be within 6.7% above or below the results reported, within a 95% confidence level. For example, the survey indicates that with 95% confidence, we can state that 28.2% to 41.6% of individuals assessed by the outreach providers are African American. The results indicate that 34.9% of survey respondents were African American.

To ensure the survey was representative of Priority Hire populations, the City compared the demographics of survey respondents to individuals assessed. Through September 2017, the outreach providers assessed 530 individuals.







# Executive Summary



# Demographics

- Survey respondents were reasonably representative of the population outreach providers assessed for construction training and employment, particularly for residents of economically distressed ZIP codes (86%), women (17%) and overall people of color (87%) (Exhibits 1, 2 and 3). This shows that outreach providers surveyed the intended Priority Hire populations. There were two exceptions: African Americans were underrepresented and Latinos were overrepresented in survey respondents. African American and Latino individuals were most often assessed by outreach providers; 57% and 19% respectively. However, only 35% of survey responders were African American and 32% were Latino (Exhibit 3). Any impact of these variations on the survey outcomes cannot be determined.
- Thirty-nine percent of respondents reported that they were single parents of a child or children under 18. This is much higher than overall King County, in which 7% of households are single parent. (Exhibits 5 and 6)
- Survey results show a majority (63%) of respondents have construction experience. (Exhibit 9)



# Recruitment and Referral

Outreach providers assist Priority Hire individuals by assessing their interest and preparedness in the construction industry, referring those who are ready to construction training or employment, providing ongoing support to ensure they can access and are placed into construction, and continually working with those who have additional needs prior to applying or reapplying to training or employment. Key findings from the survey are sorted into these four main activities the outreach providers perform.



# Assessment

- Survey results indicate that the opportunity for a living-wage career attracts Priority Hire individuals to the construction industry. The top reasons respondents reported for their interest in construction were good wages (76%), health benefits (54%) and pension or retirement plans (41%). Forty-one percent of respondents also identified becoming a union member as a reason for their interest in construction. (Exhibit 8)
- Eighty-three percent of respondents were either not working or not earning a living wage at the time of the survey (Exhibit 10). These results show that the outreach providers reached individuals that could benefit from a construction career, as construction provides an opportunity for individuals to earn living wages.



# Referral

- Survey results suggest that experienced construction workers benefit from services received by outreach providers. More than half the survey respondents had previous construction experience (Exhibit 9), and, along with respondents new to construction, identified financial reasons for their interest in construction (Exhibit 8). Outreach providers directed 20% of referred survey respondents directly to union hiring halls, which may provide more consistent work, higher wages and benefits to experienced workers who are not currently union members or regularly employed. (Exhibits 16 and 17)
- Seventy-two percent of respondents followed up with the training program they were referred to, indicating that the individuals outreach providers worked with were likely to be interested in and pursue construction training or employment. (Exhibit 18)
- Of the 28% of respondents who did not follow up with a program (Exhibit 18), several identified finding work elsewhere or being unable to wait between orientation and work as reasons why they did not pursue construction training (Exhibit 19). This indicates the importance of earning an income during training or while waiting to be accepted into training, which were identified by respondents as factors that would make them more likely to apply or reapply to a construction training program or union. (Exhibit 23)





# Placement

- Thirty percent of respondents accepted into construction training programs had to wait more than four weeks from application submittal to acceptance date (Exhibit 21). Again, this indicates that earning an income while waiting for a reply would be important to the 83% of respondents who were not earning a living wage at the time of the survey.
- Financial assistance was important for the survey respondents in accessing and staying in construction (Exhibits 22 and 23). The City provided direct support funds for outreach providers and pre-apprenticeship programs to assist Priority Hire individuals with purchasing tools and work clothes and paying for transportation and union initiation fees.
- Survey respondents found assistance navigating entry into the construction industry to be helpful. Overall, 52% of respondents identified assistance with learning how and where to apply as the factor that helped them get into a construction training program or union (Exhibit 22). Outreach providers and pre-apprenticeship programs provided information on how individuals can access regional construction training opportunities using the City's Construction Apprenticeship Guidebook. This information is a valuable step in increasing access to construction for Priority Hire workers, as 14% of respondents identified complicated and/or time intensive application processes as a challenge to entering the construction industry. (Exhibit 24)
- The most common factors that helped women get into construction were paying for and finding available childcare (three individuals/60% each). Only one man identified paying for childcare as a factor that helped him get into construction.



# Additional Needs

- Overall, respondents reported that earning a wage while waiting to get into or during a training program is very important to access and retention in construction. According to Exhibit 23, the top types of assistance respondents identified for helping them apply or reapply to construction training were related to income. Forty-two percent of respondents reported that earning an income during training would make them more likely to apply or reapply to a construction training program or union. Twenty-one percent reported that income while waiting to be accepted into training would also make them more likely to apply or reapply.
- While the top factors for applying or reapplying to construction training were all related to finance assistance, the specific factors varied for people of color and Caucasians.
  - People of color most frequently selected earning an income during training as a factor that would make them more likely to apply to a program (44%).
  - Caucasians most often identified assistance with purchasing work clothes, boots and tools as a factor that would make them more likely to apply (50%).
  - Latinos also commonly selected earning a high school diploma and GED and reaching English proficiency (38%).

The City contracts included a range of services, including student stipends, financial support for transportation, tools, housing and food, increased math training, high school diploma/GED instruction and driver re-licensing assistance.



# Additional Needs

- Respondents identified two most challenging factors to entering the construction industry (Exhibit 24):
  - Health and fitness requirements (14%)
  - Complicated/time-intensive application processes (also 14%)

Many City-funded outreach and pre-apprenticeship training providers helped individuals work through these challenges by including fitness as a regular pre-apprenticeship activity and working with individuals to fill out and submit applications.

- Respondents reported a variety of concerns about becoming a construction worker. The most frequent reason was concern about poor treatment on the job, such as bullying or hazing (32%). Other concerns cited were the lack of steady work in the industry (30%) and commuting to different locations (26%) (Exhibit 26). CAI's Apprenticeship Analysis from December 2016 showed that people of color complete their apprenticeship programs at lower rates than white people (33% versus 43%), and that women also complete at lower rates than men (32% versus 41%).







# Survey



# Demographics

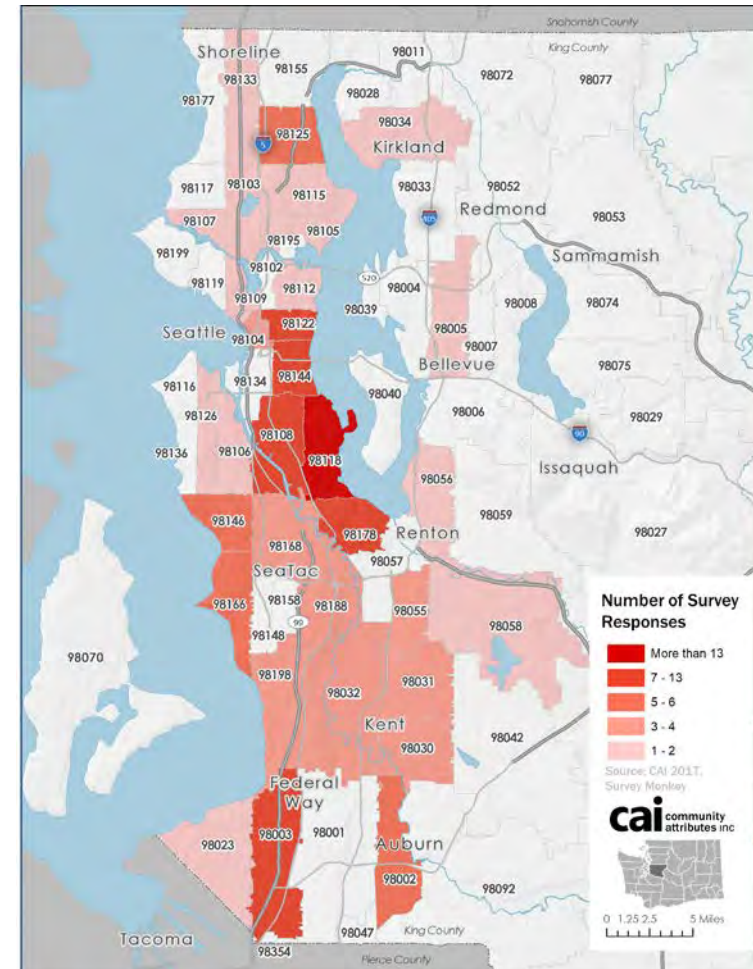
Eighty-six percent of respondents live in the Priority Hire designated economically distressed ZIP codes, compared to 80% of the individuals outreach providers assessed.

Among respondents, 57% live in Seattle economically distressed ZIP codes and 29% were elsewhere in King County economically distressed ZIP codes. More than 13% of respondents reported living in 98118, which is located in Rainier Valley/Rainier Beach. Nearly 9% of respondents reported living in 98144, located in the North Beacon Hill neighborhood of Seattle. Almost 7% of respondents reported living in 98003, located in South King County in Federal Way. (Exhibit 1)

Source: Community Attributes Inc., 2017.

### EXHIBIT 1. WHAT ZIP CODE DO YOU LIVE IN?

146 Respondents





# Demographics

Survey respondents were reasonably representative of the population of 530 individuals that outreach providers assessed for construction training and employment. Among all survey respondents, 17% were women, compared to 16% of the assessed population. Eighty-seven percent of respondents were people of color, while 97% of individuals assessed by outreach providers were people of color.

There were two exceptions: African Americans were underrepresented and Latinos were overrepresented in survey respondents. African American and Latino were most often assessed by outreach providers; 57% and 19% respectively. However, only 35% of survey responders were African American and 32% were Latino. There is no way to know if these variations impacted survey responses.

Seventy-five percent of respondents were between the ages of 25 and 44.

## EXHIBIT 2. WHAT IS YOUR GENDER?

150 Respondents

Gender	Individuals Assessed		Responses	
	Number	Share	Number	Share
Female	87	16%	25	17%
Male	443	84%	125	83%

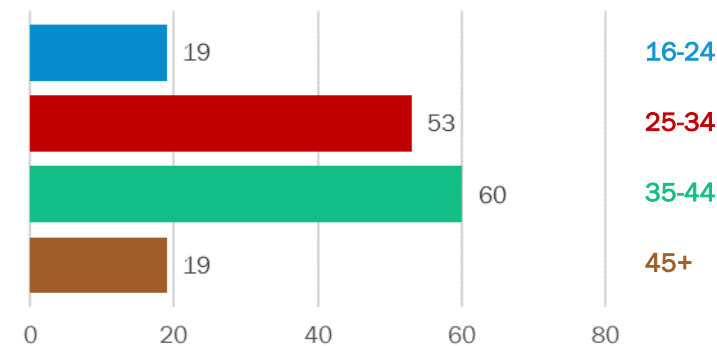
## EXHIBIT 3. WHAT IS YOUR ETHNICITY?

152 Respondents

Ethnicity	Individuals Assessed		Responses	
	Number	Share	Number	Share
African American	304	57%	53	35%
Latino	99	19%	49	32%
Caucasian	39	7%	18	12%
Other	15	3%	18	12%
Asian/Pacific Islander	52	10%	13	9%
American Indian/Alaska Native	20	4%	0	0%
Not Specified	1	0%	1	1%

## EXHIBIT 4. WHAT IS YOUR AGE?

152 Respondents



Source: Community Attributes Inc., 2017.

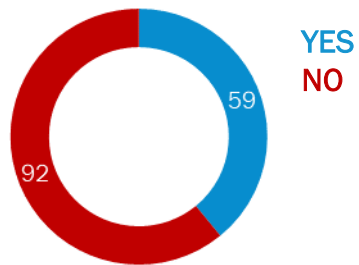
# Demographics

Thirty-nine percent of respondents reported that they were single parents of a child or children under 18. This is much higher than the King County population, in which 7% of households are single parent.

Female respondents were more commonly single parents. African American respondents were the most common group by ethnicity to report being single parents (51%).

## EXHIBIT 5. ARE YOU A SINGLE PARENT OF A CHILD OR CHILDREN UNDER 18?

152 Respondents



*“For parents it could be too difficult to go through the training without having income to support the family.”*

- survey respondent

## EXHIBIT 6. SHARE OF HOUSEHOLDERS WITH NO SPOUSE PRESENT AND CHILDREN UNDER 18 AND ALL OTHER HOUSEHOLDERS, KING COUNTY, 2015



## EXHIBIT 7. ARE YOU A SINGLE PARENT OF A CHILD OR CHILDREN UNDER 18? (BY GENDER OR ETHNICITY)

	Share	Respondents
	Single-Parent	
Male	34%	124
Female	68%	25
African American	51%	53
Latino	25%	48
Other	56%	18
Caucasian	28%	18
Asian	29%	7
Pacific islander	33%	6

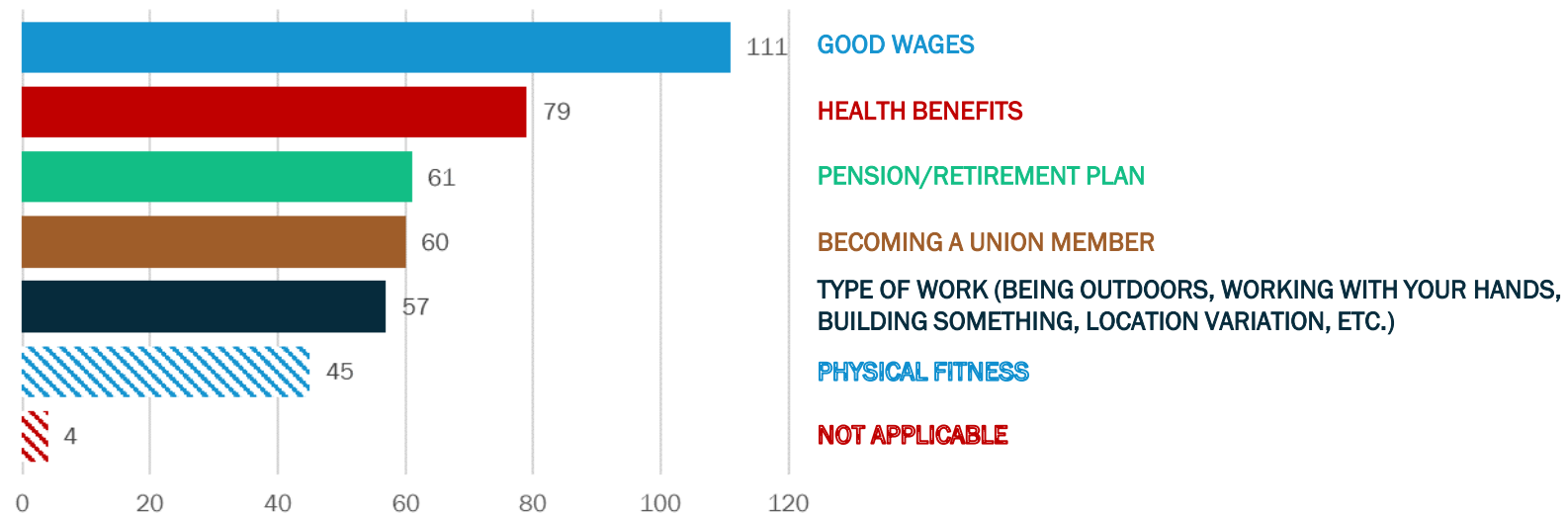
Sources: American Community Survey 5-Year Estimates, 2017; Community Attributes Inc., 2017.

# Assessment

The top reason respondents were interested in the construction industry is the good wages (76%). Almost 54% of respondents indicated that the health benefits were also a reason for interest, and 41% mentioned the pension and retirement benefits. Forty-one percent also indicated that becoming a union member was a reason for their interest.

### EXHIBIT 8. WHAT INTERESTS YOU ABOUT BECOMING A CONSTRUCTION WORKER?

147 Respondents



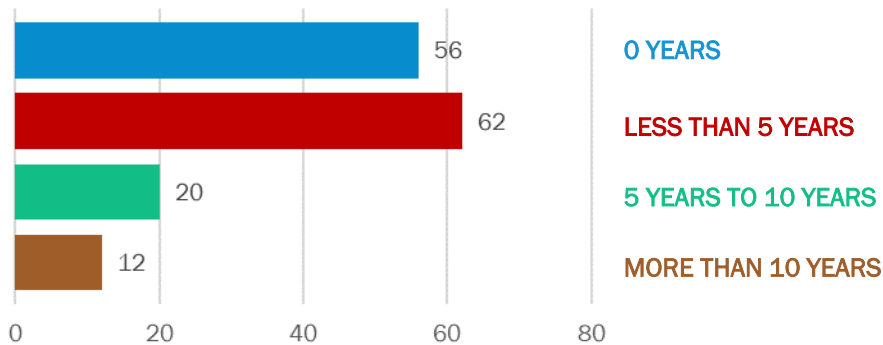
Source: Community Attributes Inc., 2017.

# Assessment

Of the 152 responses, most had experience in the construction industry (63%) (Exhibit 9). Forty-six percent of respondents reported that they were not working when they contacted an outreach provider. Another 37% reported that they were working but not earning a living wage. Seventeen percent of survey respondents reported that they were working and earning a living wage (Exhibit 10). These results show that a majority of individuals assessed by outreach providers fell within the target populations of experienced construction workers and those seeking new work opportunities.

## EXHIBIT 9. HOW MANY YEARS OF EXPERIENCE DO YOU HAVE WORKING IN THE CONSTRUCTION INDUSTRY?

150 Respondents



## EXHIBIT 10. WERE YOU WORKING WHEN YOU FIRST TALKED TO US ABOUT CONSTRUCTION?

152 Respondents



Source: Community Attributes Inc., 2017.

# Assessment

Sixty-three percent of respondents reported that they had experience in the construction industry, and most of those experienced respondents reported on their craft, such as carpentry, painting, drywall, irrigation work, demolition and building cabinets or decks. Within those reporting, 30% of respondents stated that they were carpenters, and 24% stated that they were laborers. (Exhibit 11)

### **EXHIBIT 11. IF YOU WORKED IN CONSTRUCTION BEFORE, WHAT WAS YOUR TRADE(S)?**

*84 Respondents*

<b>Trade</b>	<b>Responses</b>
Carpenter	25
Laborer	20
Painter	8
Electrical	7
Concrete mason	6
Flagger	5
Ironworker	5
Demolition	4
Rofer	3
Plumber & pipe fitter	3
Landscape laborer	2
Engineer	2
Flooring	2
Plasterer	1
Maintenance worker	1
Foreman	1
Drywall worker	1
Utility worker	1
Fire watcher	1
Pile driver	1

*Source: Community Attributes Inc., 2017.*



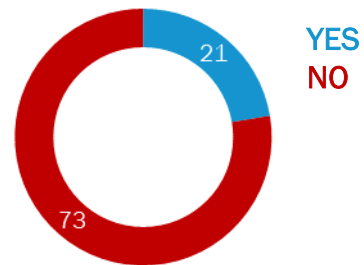
# Assessment

Twenty-one of the 94 respondents (22%) with previous construction experience reported being a member of a union. This is higher than the national average; according to the Bureau of Labor Statistics, 14% of construction workers were union members in 2016. Of the 94 respondents with previous construction experience, 67% were still working in the construction industry. The construction industry includes work in the residential, commercial, industrial and public sectors.

Exhibit 14 shows that almost 34% of respondents reported that the good pay was a factor that helped them stay in the construction industry. Respondents also reported that the steadiness of the work (15%) was a factor in staying in the industry and that they enjoyed the work (12%).

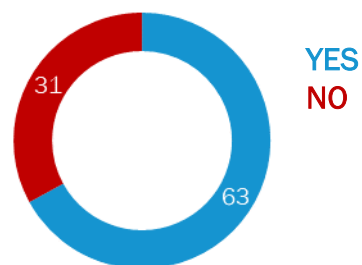
### EXHIBIT 12. WERE YOU A UNION MEMBER?

94 Respondents with reported industry experience



### EXHIBIT 13. ARE YOU STILL IN THE CONSTRUCTION INDUSTRY?

94 Respondents with reported industry experience



### EXHIBIT 14. WHAT HAS HELPED YOU STAY IN THE CONSTRUCTION INDUSTRY?

59 Respondents

	Responses
Good pay	20
Steady work and working on multiple projects	10
Enjoy the work	7
Urban League of Metropolitan Seattle and Casa Latina	6
Help joining the union	4
Opportunities to learn/mental challenge	4
Experience	3
Enjoy working outdoors	2
Dedication	2
Healthcare	2
Physical fitness	2
Department of Corrections programs	1
Training	1
Being an effective worker	1
Childcare	1
Opportunity to work in Seattle	1
Personal motivation	1
Travel opportunities	1

Source: Community Attributes Inc., 2017.

# Assessment and Referral

Respondents reported a variety of reasons they left the construction industry. The most common reason for leaving the construction industry was that they did not have enough experience (15%). Others reported that they found work in another industry (10%).

## EXHIBIT 15. WHY DID YOU LEAVE THE CONSTRUCTION INDUSTRY?

*40 Respondents*

	Responses
Not enough experience	6
Found work in other industry	4
Construction task was finished	3
Can't find a construction job	3
Still seeking employment	3
Moved	3
Construction wasn't my primary job	3
Health reasons	2
Needed non-seasonal work	2
Worksite injury	1
Age and experience	1
Never heard back	1
Difficult Work Hours	1
Seeking work in other industry	1
Other	6

Source: Community Attributes Inc., 2017.

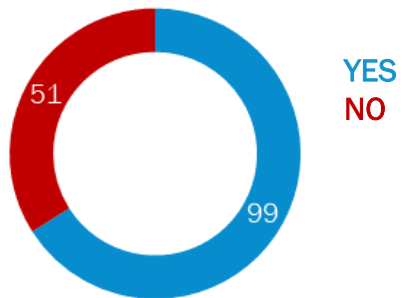
# Assessment and Referral

Sixty-six percent of respondents reported that they were referred to a construction training program or union. (Exhibit 16)

Most respondents who were referred reported being referred to a pre-apprenticeship program (51%). Thirty-nine percent were referred to an apprenticeship program. Twenty-two percent were referred to a union hall and 17% to a support service provider (Exhibit 17). Outreach providers referred many individuals to multiple training programs and/or services, depending on their interests and needs.

## EXHIBIT 16. WERE YOU REFERRED BY AN OUTREACH PROVIDER TO A CONSTRUCTION TRAINING PROGRAM OR UNION?

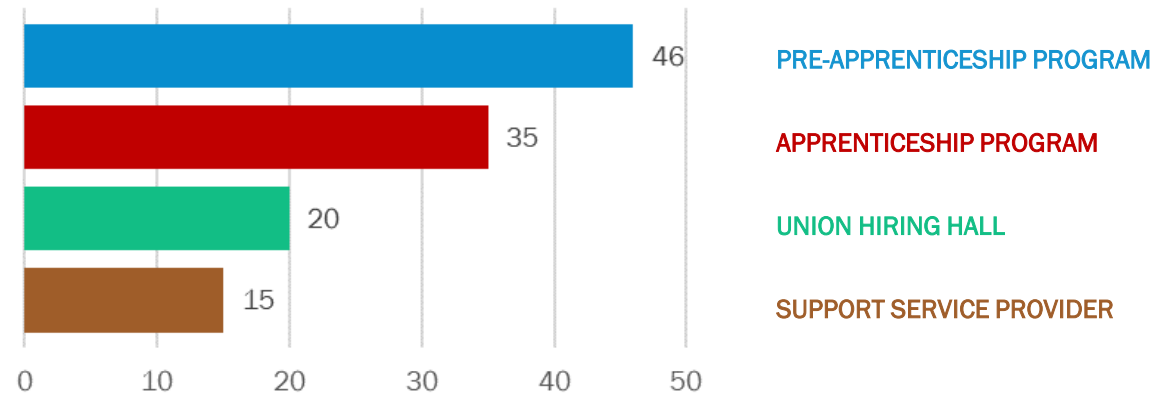
150 Respondents



Source: Community Attributes Inc., 2017. Many individuals were referred to multiple services.

## EXHIBIT 17. WHERE WERE YOU REFERRED?

90 Respondents



*“I have lived in Seattle for over 5 years and never thought about joining the union, because they have tons of requirements and make you fill up tons of papers. It was really nice to have Casa Latina help me with the process.”*

- survey respondent

## Referral

Almost 60% of individuals reported that they followed up with the construction training program or union after an orientation session or application and that they received a response. Twelve percent reported that they followed up but did not receive a reply. Twenty-eight percent did not follow up with the program. (Exhibit 18)

The top two reasons that respondents reported for not following up with the program were that they found work elsewhere or that the wait between the orientation and hiring was too long. Together these represent more than 33% of respondents. Other reasons reported include that they were no longer interested in the program (17%) and personal issues (13%). (Exhibit 19)

### EXHIBIT 18. DID YOU FOLLOW UP WITH THE CONSTRUCTION TRAINING PROGRAM AFTER YOU ATTENDED AN ORIENTATION SESSION OR APPLIED?

92 Respondents



27 • Survey

### EXHIBIT 19. IF YOU DID NO FOLLOW UP, WHY NOT?

24 Respondents

	Responses
Found work elsewhere	4
Wait between orientation and work	4
No longer interested in program or industry	4
Personal issues	3
Couldn't meet entry requirements	2
Financial issues	1
Couldn't meet class schedule	1
Was not confident in the prospects	1
Drug testing	1
Lack of transportation	1
Program followed up	1
Did not understand how to follow up	1

*"I went to the orientation class on a Tuesday, but had to wait about a month to get into the class, then they said it would be about 6 months before I get a job interview. I cannot go that long without earning money, and I can't get another job, because the classes are everyday from 8 to 3 pm."*

- survey respondent

Source: Community Attributes Inc., 2017.

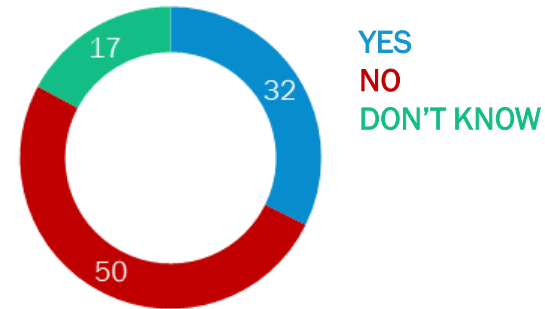


# Placement

Among respondents that were referred to construction training or a union, 51% reported that they were not accepted into the construction training program or union at the time they were surveyed. More than 83% of respondents reported that it took four weeks or more to get accepted into the program after they applied.

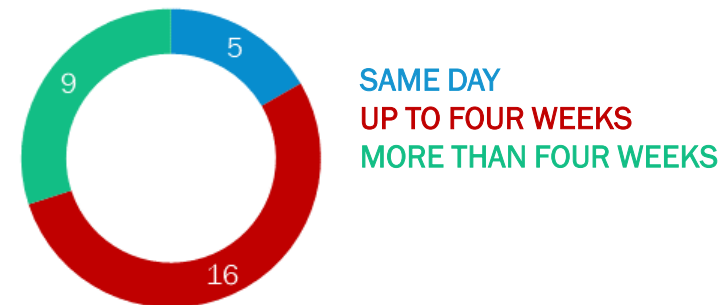
**EXHIBIT 20. WERE YOU ACCEPTED INTO THE CONSTRUCTION TRAINING PROGRAM OR UNION?**

99 Respondents



**EXHIBIT 21. HOW LONG DID IT TAKE TO GET ACCEPTED INTO THE PROGRAM ONCE YOU APPLIED?**

30 Respondents



Source: Community Attributes Inc., 2017.

# Placement

Respondents most often identified assistance with learning how and where to apply from the outreach providers as the factor that helped them get into the construction training program or union (52%). Other frequently identified forms of help included assistance with paying for tools and work clothes (35%), and assistance with paying the apprenticeship application fee (32%).

Other services provided by the outreach providers and indicated to be helpful included transportation assistance, tools or work clothes to individuals entering construction.

*“For the pre-apprenticeship, they should provide either night classes or a way for people to earn money while taking the training.”*

- survey respondent

*“Make it easier for people older people of color to get in, it's really hard for people like me to go back to school and learn math, algebra, etc.”*

- survey respondent

### EXHIBIT 22. WHAT HELPED YOU GET INTO THE CONSTRUCTION TRAINING PROGRAM OR UNION?

31 Respondents

	Responses
Assistance with learning how and where to apply	16
Assistance with paying for tools/work clothes	11
Assistance with paying apprenticeship application fee	10
Obtaining construction experience	9
Getting a driver's license	6
Finding stable housing	5
Paying for housing	5
Receiving stipends or wages during pre-apprenticeship training	5
Obtaining reliable transportation	4
Paying for childcare	4
Finding available childcare	3
Increasing math skills	2
Obtaining a high school diploma or GED	2
Increasing English language skills	1
Not applicable	1

Source: Community Attributes Inc., 2017.

# Additional Needs

Almost 75% of respondents reported that they were still interested in getting training for the construction industry or joining a union. Respondents most often reported that earning an income during their training would make them more likely to apply or reapply to a construction training program or union (42%). Purchasing work clothes, boots and tools; paying for housing; income while waiting for acceptance; math proficiency; getting a high school diploma or GED; and getting a driver's license were all common responses as well. Latinos also included English proficiency among the most common forms of preferred assistance.

The City outreach provider contracts included a range of services from this list, including student stipends, financial support for transportation, tools, housing and food, increased math training, high school diploma/GED instruction and driver's re-licensing assistance. These outreach providers reported that between May 2016 and September 2017, 27 pre-apprentices earned their high school diploma or GED, and 67 individuals obtained or regained their driver's license.

People of color most frequently selected earning an income during training as a factor that would make them more likely to apply to a program (44%). Caucasians most often identified assistance with purchasing work clothes, boots and tools as a factor that would make them more likely to apply (50%). Latinos also commonly selected earning a high school diploma and GED and English proficiency (38%).

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Source: Community Attributes Inc., 2017.

## EXHIBIT 23. WHAT TYPE OF ASSISTANCE WOULD MAKE YOU MORE LIKELY TO APPLY OR REAPPLY TO A CONSTRUCTION TRAINING PROGRAM OR UNION?

113 Respondents

	Responses
Earning an income during training	47
Purchasing work clothes, boots and tools	28
Paying for housing	25
Income while waiting to be accepted into training	24
Construction math proficiency	21
Getting a high school diploma or GED	21
Getting a driver's license	20
Paying for union initiation fees and dues	19
Having a mentor in construction	19
Getting reliable transportation (bus tickets, buying a car, carpooling, gas, car repair, etc.)	18
Food security	16
Finding weekend or night construction training programs	16
Learning more about unions	14
Finding stable housing	14
Paying for childcare	13
English proficiency	13
Learning more about construction work	12
Finding flexible childcare (open early or late)	7
Obtaining social security or I-9 worker requirements	6
Managing drug or alcohol habits	2
Mental health counseling or treatment	1

# Additional Needs

When asked what was challenging, respondents identified health and fitness requirements as well as complicated/time intensive application processes (14% each). In general, respondents noted a variety of challenges, with no single response being overwhelmingly cited. Other notable responses were lack of acceptance in the industry as a woman or person of color (8%), and the work schedule and experience requirements (8% each). Again, African American and Latino respondents are more and less reflective of the total population served respectively. There is no way to know if these variations impacted survey responses.

Respondents that were referred to a construction training program or union cited the complicated/time intensive application process (18%) as the greatest challenge. Respondents that were not referred to a construction training program or union cited health and fitness requirements as the greatest challenge (23%).

Source: Community Attributes Inc., 2017.

### EXHIBIT 24. IN YOUR EXPERIENCE, WHAT IS MOST CHALLENGING ABOUT ENTERING THE CONSTRUCTION INDUSTRY?

123 Respondents

	Responses
Health and fitness requirements and demands	17
Complicated/time intensive application process	17
Being accepted as a woman or person of color	10
Work schedule and predictability	10
Experience requirements	10
Wait time is too long	8
Getting a foot in the door	7
Other	7
Going without pay to get training	6
Language barrier	6
Work environment and safety	6
Learning the job	5
Meeting education, certification and math requirements	5
Commute and cost of commuting	4
Childcare and single-parent concerns	4
Finding good employers	3
Finding and understanding available resources	3
Driver's license requirements	3
Drug testing	2

# Additional Needs

Among all respondents, African Americans selected health/fitness requirements of the industry as the top challenge to entry (eight individuals/21%). Pacific Islanders mentioned drivers license requirements (three individuals/60%). Latinos mentioned the complicated application process (12 individuals/27%). Asians mentioned getting a foot in the door (two individuals/29%). Caucasians reported differing challenges, grouped into the “other” category, including working as a team and worries about long-term career options.

Female respondents reported being accepted as a woman and parenting and childcare (20% each) as their top challenges. Male respondents selected the work schedule and predictability as a common challenge in entering the construction industry (10%).

City-funded outreach and pre-apprenticeship training providers are contracted to help individuals navigate the application process; among all providers, more than 170 individuals were placed in construction training or employment in from January 2016 through August 2017.

*“The process is too long and complicated; I wish there was one standard application for all the unions.”*

*- survey respondent*



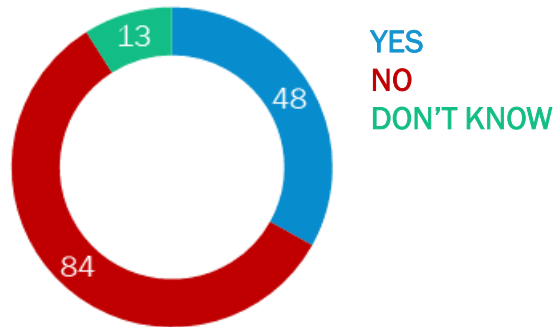
# Additional Needs

Fifty-eight percent of respondents indicated that they did not have concerns about becoming a construction worker.

For those reporting that they do have concerns, respondents reported a range of different responses. The most frequent reason was concern about poor treatment on the job, such as bullying or hazing (32%). Other concerns cited were the lack of steady work in the industry (30%) and commuting to different locations (26%).

### EXHIBIT 25. DO YOU HAVE CONCERNS ABOUT BECOMING A CONSTRUCTION WORKER?

145 Respondents



Source: Community Attributes Inc., 2017.

### EXHIBIT 26. IF YOU HAVE ANY CONCERNS, WHAT ARE THEY?

47 Respondents

	Responses
Poor treatment on the job, such as bullying or hazing	15
Lack of steady work (i.e. cyclical/seasonal work, out of	14
Commuting to different locations (e.g. traveling 60 or more	
miles one way)	12
Work expenses (work clothes, boots, tools, etc.)	11
Non-standardized working hours (e.g. early start times,	
evening or weekend work)	10
Physical requirements related to the work	9
Becoming a union member	3
Social security or I-9 worker requirements	3

*“English is a big barrier for the Latino community, on the job site a lot people speak Spanish and I know I'd understand what the bosses tell me, but when I went to apply for the union no one spoke Spanish...I think the union should get people that speak Spanish, even their websites are only in English.”*

- survey respondent

**ATTACHMENT 4: Crosswalk of Priority Hire Advisory Committee (PHAC)'s Recommendations vs. CPCS' Plans for 2018**

PHAC Recommendations (2017 Annual Report)	CPCS 2018 Plans
<b>Reaching Priority Hire (PH) Target Populations</b>	
1. Ensure good upfront screening for enrollment and retention	<p>1. Fund a new partnership between Seattle Vocational Institute (SVI) and Seattle Goodwill to offer more extensive case management</p> <p>2. Facilitate regular partnership meetings among regional Priority Hire recruitment, training, retention and support service providers to share best practices and coordinate work, resulting in improved recruitment, training and recruitment efforts</p>
2. Increase readiness level of recruits	3. Use increased funding from City Council for outreach to better assess and prepare recruits
3. Ensure staff throughout pipeline reflect Priority Hire target population	4. Outreach, training and support service providers hired by CPCS reflect the target populations
<b>Training and Support Services</b>	
1. Increase support services and targeted case management to assist people from PH ZIP codes to be successful	<p>1. CPCS expects to more than double direct support services to Priority Hire individuals in 2018, totaling approximately \$100,000</p> <p>2. Fund new partnership between SVI and Seattle Goodwill to provide robust case management services to PACT pre-apprentices throughout their training</p>
2. Invest in social networks that offer mentoring and support to aid in pre-apprentice retention	3. CPCS intends to increase funding for worker retention services with ANEW's Apprenticeship Opportunities Project and Urban League of Metropolitan Seattle. In addition, the CPCS Priority Hire job and training advisor will train mentors on larger City job sites to increase the number of apprentices with mentors.
3. Fund training programs with quality training, placement and retention standards and other strategies with demonstrated outcomes	4. CPCS intends to fund high-performing training programs and also recognizes the importance of supporting programs in transition with a commitment to continuous quality improvement
<b>Job Assignment</b>	
1. Strengthen wrap around support services for PH individuals	1. Convening organizations funded by the City, King County and Port of Seattle to strengthen partnership and better connect them to contractors, unions and apprenticeship programs
2. Explore ways to streamline and prioritize PH applicants for quicker entry into the construction pipeline	2. Urban League of Metropolitan Seattle and others intend to increase use of sponsorship for priority workers entering apprenticeship and/or unions

3. Promote state Labor & Industries requirement for apprenticeship training curriculum on leadership and mentorship	3. CPCS will use lessons learned in mentorship training to encourage Washington State Apprenticeship and Training Council's retention committee to adopt requirements in apprenticeship standards
4. Increase support services and targeted case management to assist people from Priority Hire ZIP codes to be successful	4. CPCS expects to more than double direct support services to Priority Hire individuals in 2018, totaling approximately \$100,000  5. Fund new partnership between SVI and Seattle Goodwill to provide robust case management services to their pre-apprentices throughout their training

**On-the-Job Compliance**

1. Formalize existing City process of communicating PH project expectations and examples of PH success to contractors	1. CPCS currently shares "tips and tools" with prime contractors prior to project start and intends to develop a "best practices" list for recruiting and retaining a diverse craft workforce
2. Continue use of City's existing enforcement tools: withholding pay, deficiency rating, debarment	2. CPCS commits to continuing existing enforcement tools and intends to define good faith efforts for hiring priority workers
3. Research feasibility and consider unintended consequences of City's use of contractor incentives (to exceed PH requirements/goals/PH worker retention) and liquidated damages for PH non-compliance	3. CPCS intends to research the feasibility and consider unintended consequences in regards to contractor incentives. CPCS has considered liquidated damages and, at this time, the unintended negative consequences of "buying" Priority Hire compliance outweigh the potential benefit

**Regional Collaboration for Priority Hire**

1. Increase and standardize preferred entry criteria by public owners	1. CPCS has already adopted the preferred entry criteria suggested by PHAC and will share our rationale and lessons learned with other public agencies
2. Standardize PH language in each CWA/PLA across all public owners	2. CPCS provides input to public agencies across the nation, including many local agencies
3. Standardize criteria for PH ZIP code selection	3. CPCS shared our methodology with King County and the Port of Seattle and will continue to share it with all partners and other agencies. CPCS intends to hold workshops or one-on-one sessions for building trades unions to familiarize or remind them of the purpose and mechanics of prioritizing economically distressed ZIP codes