

# Using Federal Funds to Create Local Infrastructure Jobs

June 14, 2022

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# Agenda

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- Welcome and Agenda Overview
- Overview of Key Terms and Policies
- Presentations
  - Miguel Cabral, LA Metro
  - Janice Zahn, Port of Seattle (City Councilmember in Bellevue, WA)
  - Deka Dancil, Urban Jobs Task Force
  - Mike Lawliss, Jobs to Move America
- Q&A and Group Discussion

# Key Terms and Policies

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- Local and Targeted Hire
- Project Labor Agreements
- Community Benefits Agreements
- Apprenticeships and pre-apprenticeships

# Local and Targeted Hire Background

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- State vs. federal funding
- Obama-Biden Local Hire Pilot Project
- Bipartisan Infrastructure Law



# National League of Cities & JMA

## Implementing a Local Hire program



**Metro**

# Metro Local Hire Policy Creation

Metro adopted a Project Labor Agreement (PLA) and Construction Careers Policy (CCP) on January 27, 2012, that sets labor terms and conditions on applicable construction contracts.

- No work stoppages, lock-outs and strikes
- Expedited resolution of labor disputes
- Ensures projects are completed on time
- Targeted hiring requirements

CCP is designed to provide economically and disadvantaged workers and apprentices with career opportunities

Metro PLA/CCP made it possible to implement local construction projects



# PLA/CCP Local Hiring Goals

## Workforce Goals

- 40% participation of workers from economically disadvantaged areas of Los Angeles County
- 20% apprentice participation
- 10% participation of disadvantaged workers (2 of 9 disadvantaged criteria met)

**Socially Disadvantaged Criteria include:** homeless, single custodial parent, receiving public assistance, lacking GED or high school diploma, criminal record or history with criminal justice system, chronically unemployed, emancipated from foster care, veterans or apprentice with less than 15% hours needed to graduate to journeyworker. In addition, Metro's PLA/CCP conforms with EO11246 – female participation

**Economically Disadvantaged:** Area where the median income is less than \$40k annually



# Transparency

- Special provisions in the solicitation and contract documents clearly delineating PLA/CCP applicability.
  - Bid documents
  - Notice of Award
  - Contract documents
- Metro's PLA/CCP presentation during pre-bid, and pre-proposal conference meeting
  - Detailing all PLA/CCP workforce hiring requirements
  - PLA/CCP kick-off meeting



**Metro**





# Contractor Support

➤ **Jobs Coordinators – to assist contractors on achieving local hiring requirements**

- ✓ Knowledge of WIOA rules and regulations
- ✓ Establish collaboration
- ✓ Outreach
- ✓ Local Worker referral

➤ **Automated Reporting Systems – if right for you!**

- ✓ Provides data on Local Hire attainment
- ✓ Monitor prevailing wages/living wages
- ✓ Generation of reports and data



**Agency/Partnership Meeting**

- ✓ Monthly

# Outreach

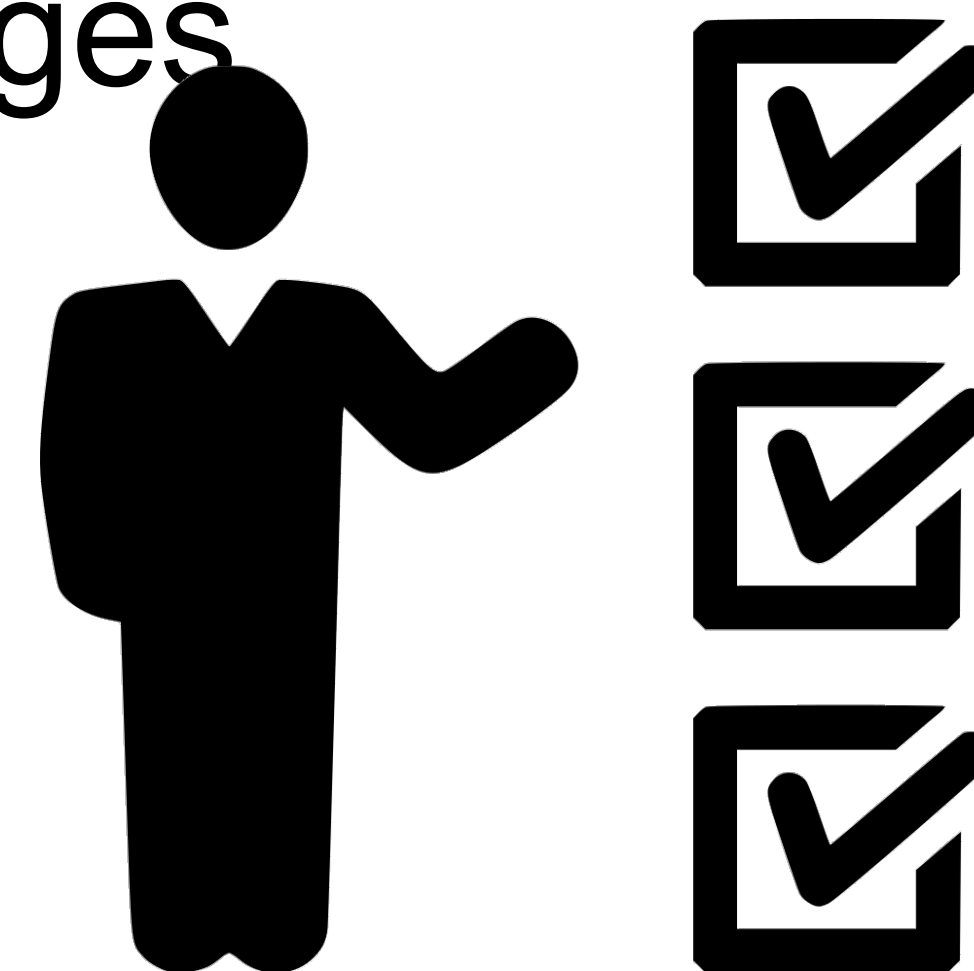
- Established collaboration with building trades council, unions, academia, CBO's, and local workforce networks
- Participate in community job fairs and events
- Media announcement campaign
- Quarterly meeting with the Job Coord



COLLABORATION  
IS KEY TO SUCCESS

# PLA/CCCP Administration

- Monthly audit of prime contractors' performance on workforce hiring goals
  - Notice of non-compliance
  - Request for a corrective action plan
  - Notice of possible liquidated damages



# PLA/CCP Penalties

## Metro's PLA/CCP liquidated damages clause

The Prime Contractor shall pay liquidated damages equal to the average journeyperson project wage for each hour the Project fell short of the targeted hiring, or \$500 per day, whichever is greater.



# PLA/CCP Program Achievements

- **Attainment - Program Inception to December 2021**
  - 58.28% Economically Disadvantaged
  - 21.84% Apprentice
  - 10.79% Disadvantaged
- >\$426 Million paid to Targeted Workers \*
  - >\$78 Million paid to Disadvantaged Workers \*
  - >\$120 Million paid to Apprentice Workers\*\*
- Exceeded Targeted/Apprentice/Disadvantaged Worker Goals
- No work stoppages or lockouts



• (\*Based on the lowest laborers rate as of June 2017)

# Q & A



# Thank You

**Miguel Cabral**

**Executive Officer, Diversity Economic Opportunity**

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**Metro**



# Using Federal Funds to Create Local Infrastructure Jobs

Janice Zahn, Assistant Director of Engineering & City Councilmember in Bellevue, WA

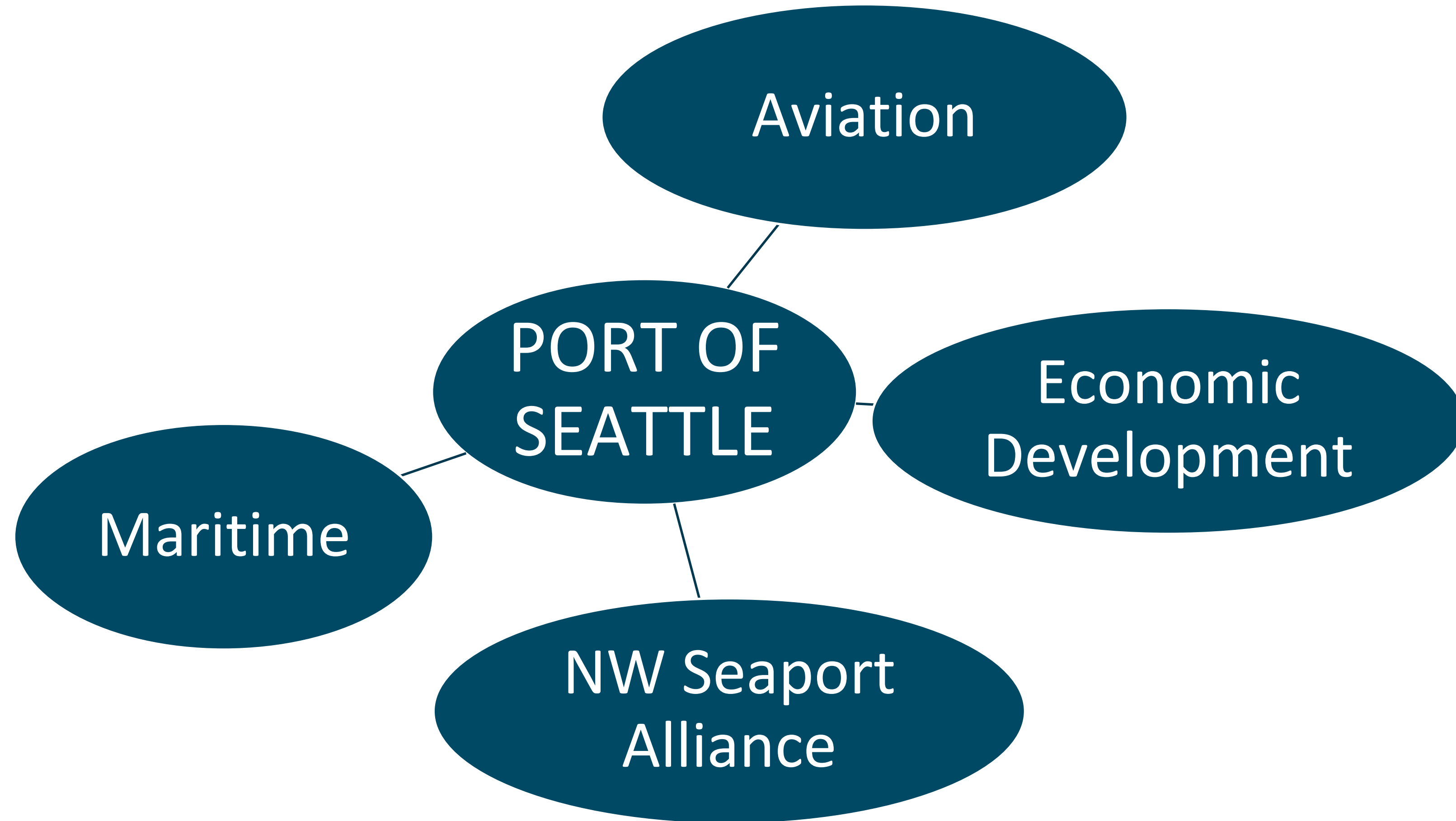
June 14, 2022





# About the Port Of Seattle

- Seattle-Tacoma International Airport – 8<sup>th</sup> busiest in country
- Two cruise terminals
- Fisherman's terminal
- Four public marinas
- Real estate holdings
- Cargo handling terminals



# 2021 Results of Investments (ROI)

- **Impact of Investments**

- ✓ \$3.7 million workforce development funds invested in port sectors

- 1,312 job placements (aviation and construction)
- 259 training completions
- 37 youth participated in maritime experiential learning
- \$1.7 million invested in 2021 in the Opportunity Youth Initiative supported 291 youth who earned \$16-\$20 hourly

- ✓ **Job Types**

- Janitorial, food service, ramp/airfield, customer service, airfreight
- Apprentice ironworkers, laborers, pipefitters, bricklayers, cement masons



# 2021 Results of Investments (ROI) cont'd

- **Influence**

- ✓ Regional Public Owners (City of Seattle, King County, Sound Transit, WA Department of Transportation)
- ✓ South Seattle College
- ✓ Youth Maritime Collaborative
- ✓ Maritime High School

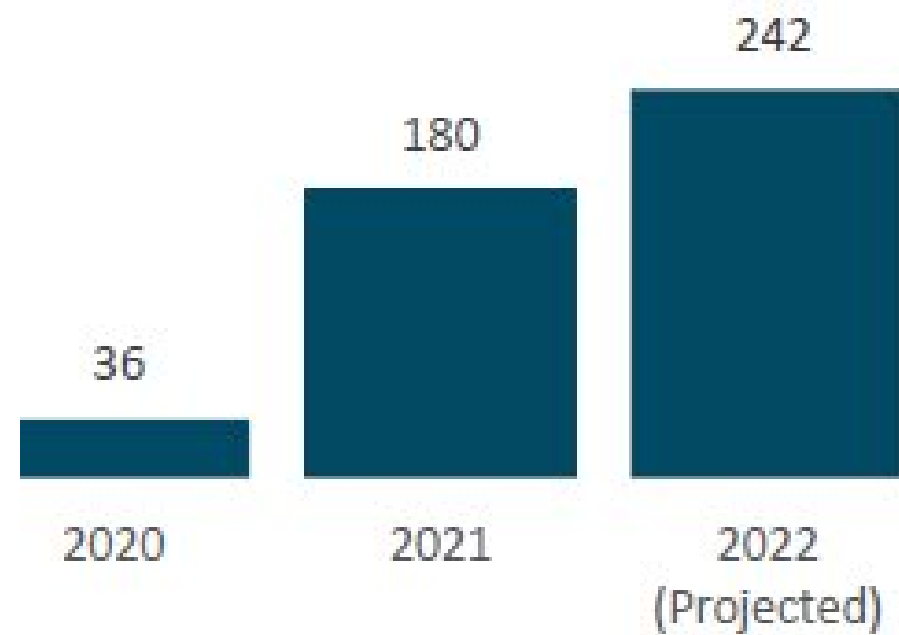
- **Leverage**

- ✓ Over \$1.5 million leveraged from Port Jobs partners including; King County, City of Seattle, Sound Transit, and Youth Maritime Collaborative partners

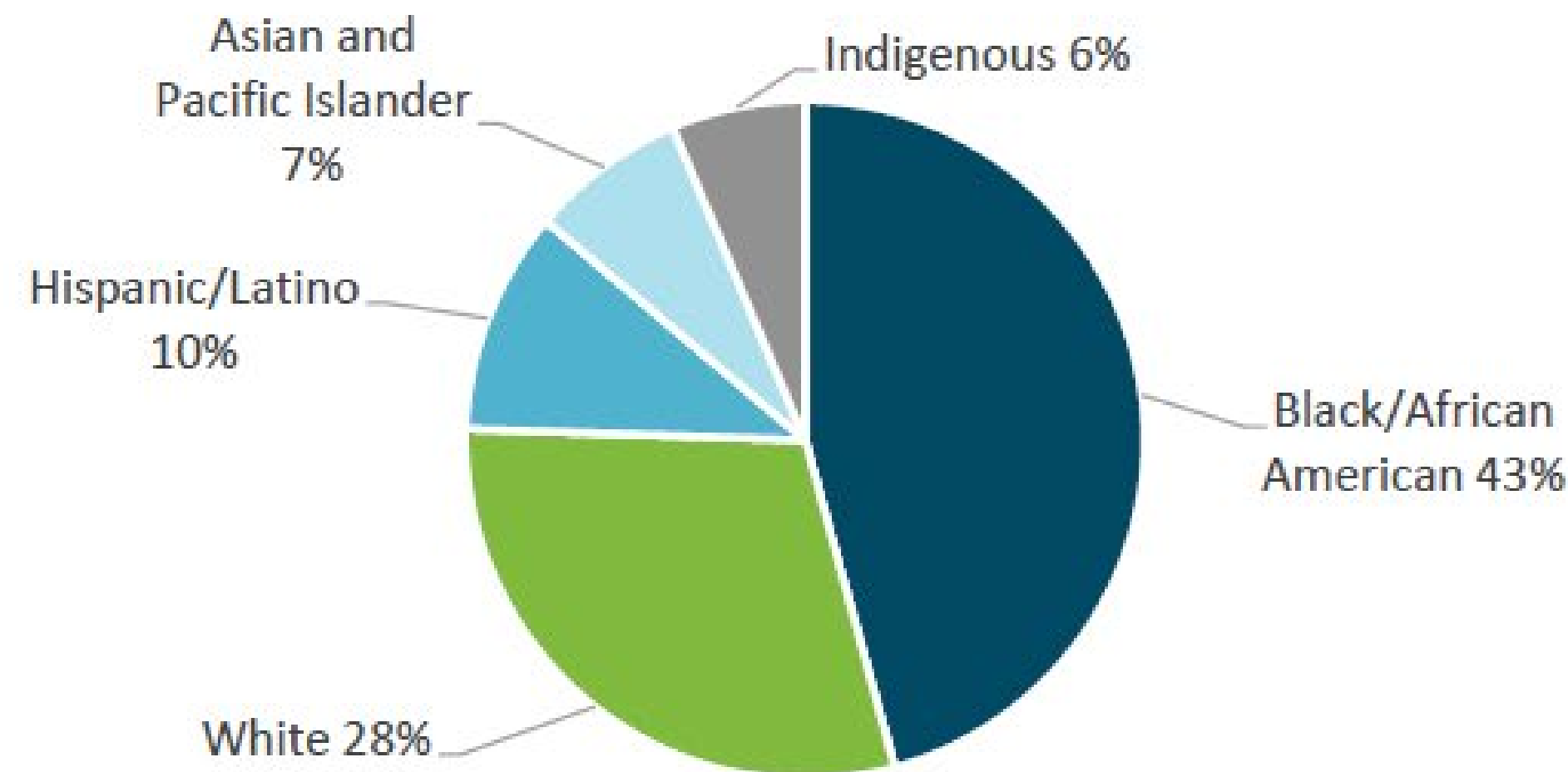
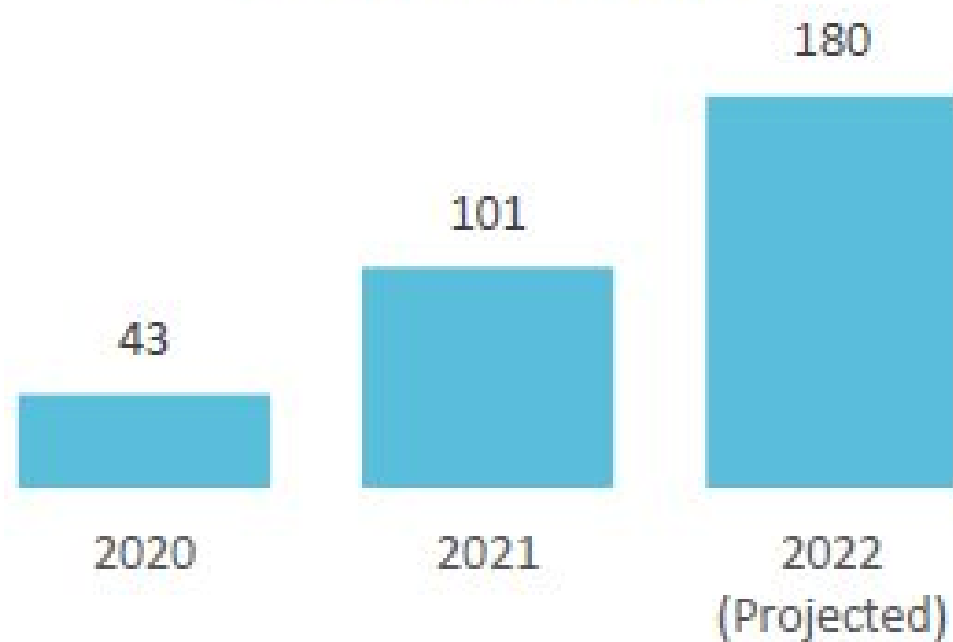


# 2021 Construction Sector Training & Retention

## Training Completions



## Job Placements



## Participants Place of Residency

- ✓ 58% lived in Priority Hire ZIP codes

## Support and COVID-19 response

- ✓ Online outreach, info-sessions, classes
- ✓ Increased focus on retention of apprentices
- ✓ Provided wraparound supports

## 2022 Priorities

- ✓ Remain engaged on equity issues in construction
- ✓ Fund \$700K in construction training programs
- ✓ Assess impact of concrete strike on new apprentices
- ✓ Support apprenticeship and priority hire programs
- ✓ Recommended language in SB-5600 for increased pre-apprenticeship funding

# Pre-Apprenticeship, Priority Hire & Apprentices

- **Internal Support**

- ✓ Expand short-term apprenticeship opportunities at the airport in Port maintenance teams (aviation maintenance, marine maintenance, and Port Construction Services)
- ✓ Continued support for the Port's Apprenticeship Utilization and Priority Hire programs

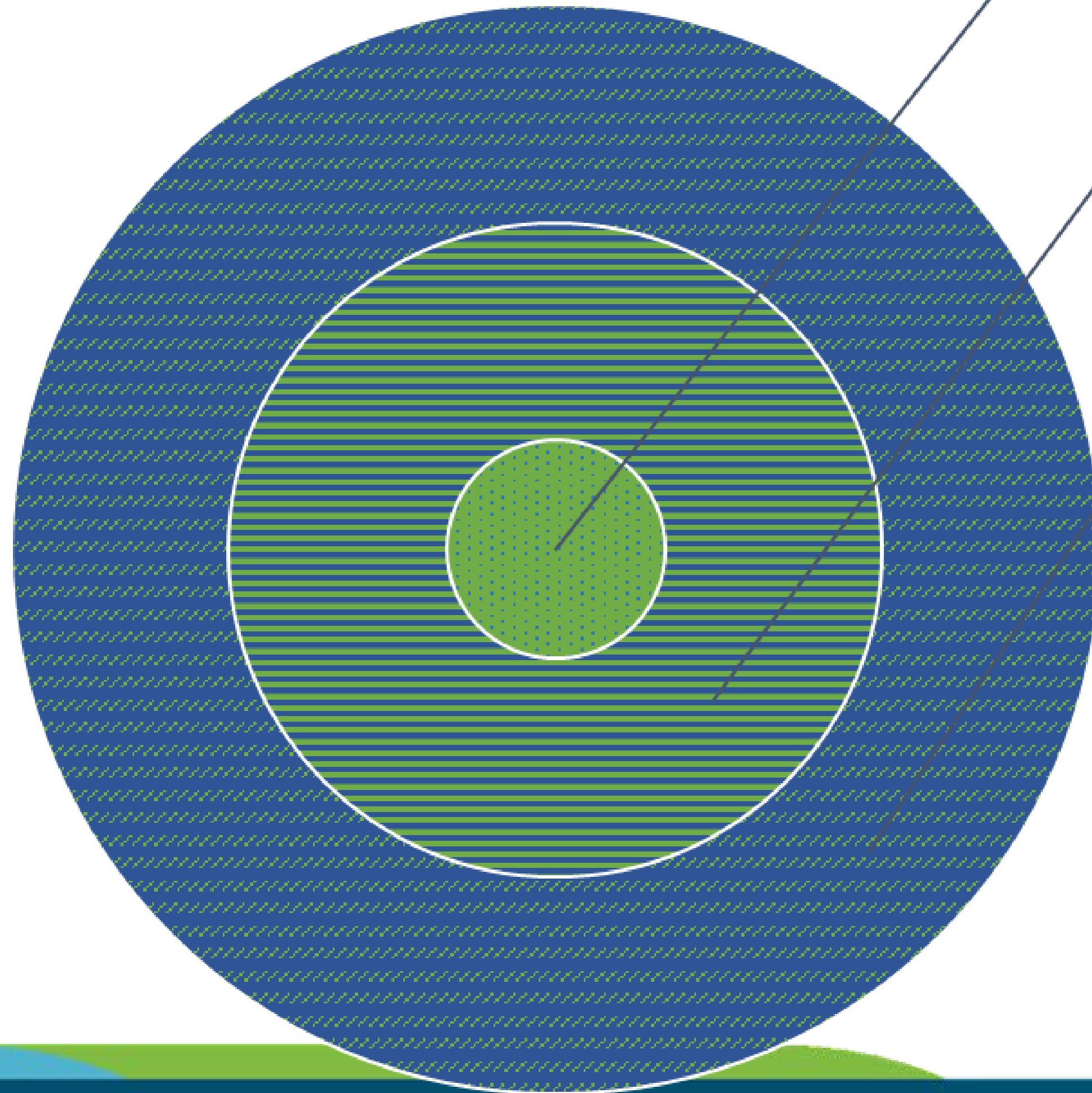


- **External Collaboration**

- ✓ Partnership with City of Seattle, Sound Transit and King County in a \$1.5 million pre-apprenticeship outreach and retention program



*Apprenticeship and Priority (local) Hire programs improve access to quality, family-wage construction careers.*



## **Priority Hire Projects**

**in 2021 = 8**

only within a PLA project

## **PLA Projects**

**in 2021 = 18**

construction contracts > \$5mil

## **Apprenticeship Projects**

**in 2021 = 40**

construction contracts > \$1mil  
**including 22 non-PLA projects**

PLA = Project Labor Agreement

# Apprenticeship Program

The overall goal is for 15% of all labor hours during the construction phase of each project to be performed by Apprentices over the duration of the project.

Aspirational goals for women and people of color (POC) have also been established:

Project Type	Overall	Women	People of Color	Preferred Entry+
PLA Projects	15%*	10% / 12%	15% / 21%	1 in 5
Non-PLA Projects	15%	10%	15%	N/A

*\*tracked per craft for PLA projects*

*+ Preferred Entry = hiring an apprentice that graduated from a pre-apprenticeship program*

# 2021 Apprenticeship Utilization

<b>40 projects with Apprenticeship Goals</b>	<b>592 Apprentices</b>		<b>231K+ Apprenticeship Hours</b>
	<b>22.0% Overall Utilization</b>		
	<b>12.3% Women</b>	<b>32.1% POC</b>	<b>\$9.3M+ Wages and Benefits</b>
<b>22.5% Meeting Overall Goals (9 projects)</b>			
<b>32.5% Meeting Women Apprenticeship Goals (13 projects)</b>			<b>55.0% Meeting People of Color Apprenticeship Goals (22 projects)</b>
<b>22.5% Meeting Overall Goals (9 projects)</b>			



- For info to start a construction career, see Construction Apprenticeship Guidebook at:  
[www.bitly.com/apprenticeshipguidebook](http://www.bitly.com/apprenticeshipguidebook)

# Priority Hire

## Undoing racism through economic equity

The City of Seattle's Priority Hire program puts people living in economically distressed communities to work on the City's construction projects. By focusing on the entire worker development process – from pre-training to construction careers – Priority Hire creates economic opportunities and invests tax dollars back into the city's communities. The program works by:



Recruiting  
diverse workers



Training workers



Helping workers  
get hired



Giving workers  
ongoing support

# Priority (local) Hire Program

The Priority Hire program requires contractors to hire workers from economically disadvantaged areas (EDAs) as defined by King County

Priority ZIP Codes have a high concentration of people that meet these 3 criteria:

- People living under 200% below the Federal poverty level
- Unemployment rate
- People without a college degree

There is an Overall Goal of 20% of hours to be performed by Priority Hire Workers on each project annually, increasing to 35% by 2026.

For City of Seattle, goal is 40% by 2025.



# 2021 Priority Hire Utilization

<b>8 projects with Priority Hire Goals</b>	<b>99 Priority Workers</b>		<b>79 King County Workers</b>	
	<b>75 Journey Workers</b>	<b>24 Apprentices</b>	<b>20 Non-King County Workers</b>	
<b>15.4K Priority Hire Hours</b>	<b>\$751K Wages and Benefits</b>		<b>25.31% Overall Utilization</b>	
<b>62.5% Meeting Overall Goals (5 projects)</b>			<b>3.33% Women</b>	<b>41% POC</b>

The City began Priority Hire with a pilot on the Elliott Bay Seawall Project in late 2013. Through 2021, Priority Hire had 45 active or completed projects with 7.2 million combined hours.

Since late 2013, workers living in economically distressed communities earned

**\$77.8 million**

This is \$36.7 million more in wages than before Priority Hire.

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Since 2016, the City invested

**\$4.8 million**

in recruitment, training and support services

for workers living in economically distressed ZIP codes, women and people of color

# Regional Public Owners Apprenticeship Utilization and Priority Hire Program

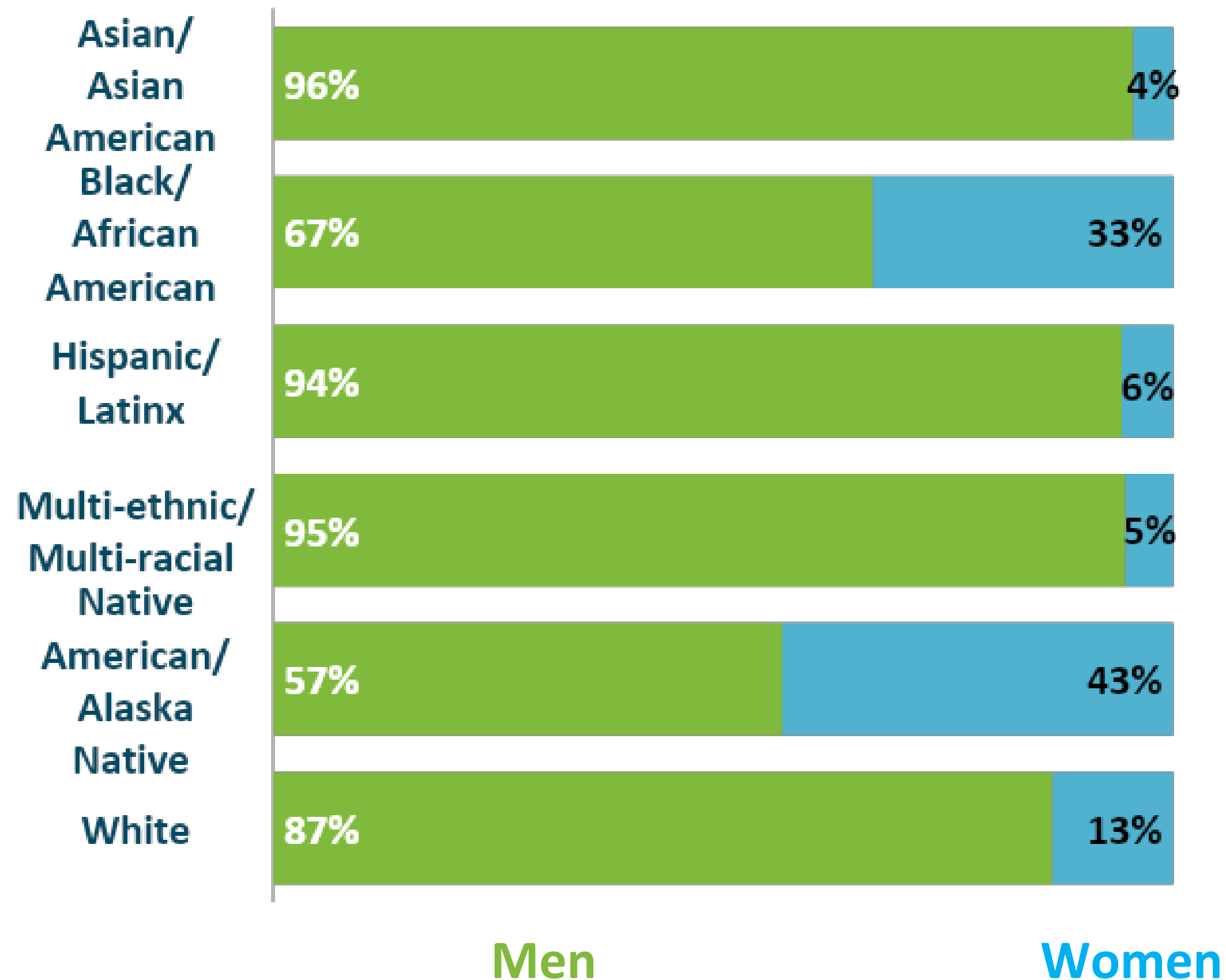
Regional Public Owner	Apprenticeship				Priority Hire			
	Goal	Overall	Women	POC	Goal	Overall	Women	POC
<b>Port of Seattle (2021)</b>	<b>15%</b>	<b>22%</b>	<b>12%</b>	<b>32%</b>	<b>20%</b>	<b>25%</b>	<b>3%</b>	<b>41%</b>
King County (2020)	9%	15%	14%	26%	23%	29%	8%	39%
City of Seattle (2020)	15-20%	19%	Not Available		29%	27%	11%	30%
Sound Transit (2020)	20%	20%	7%	31%	No Program			

Port of Seattle data is for 2021, other agency data is for 2020, as 2021 data is not yet available

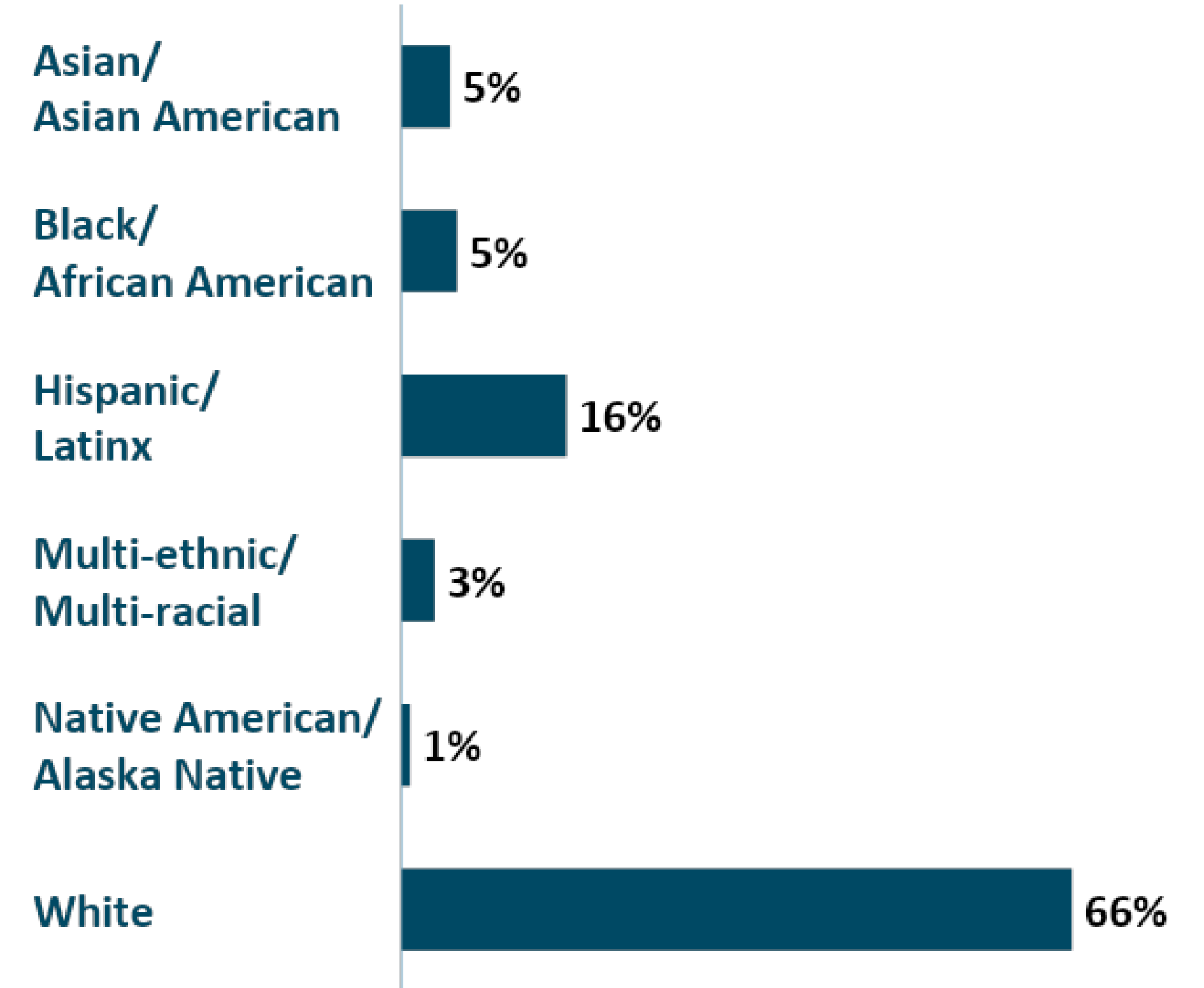
 = highest utilization level in each category

# 2021 Apprenticeship Utilization by Gender & Ethnicity

## Apprentices by Gender

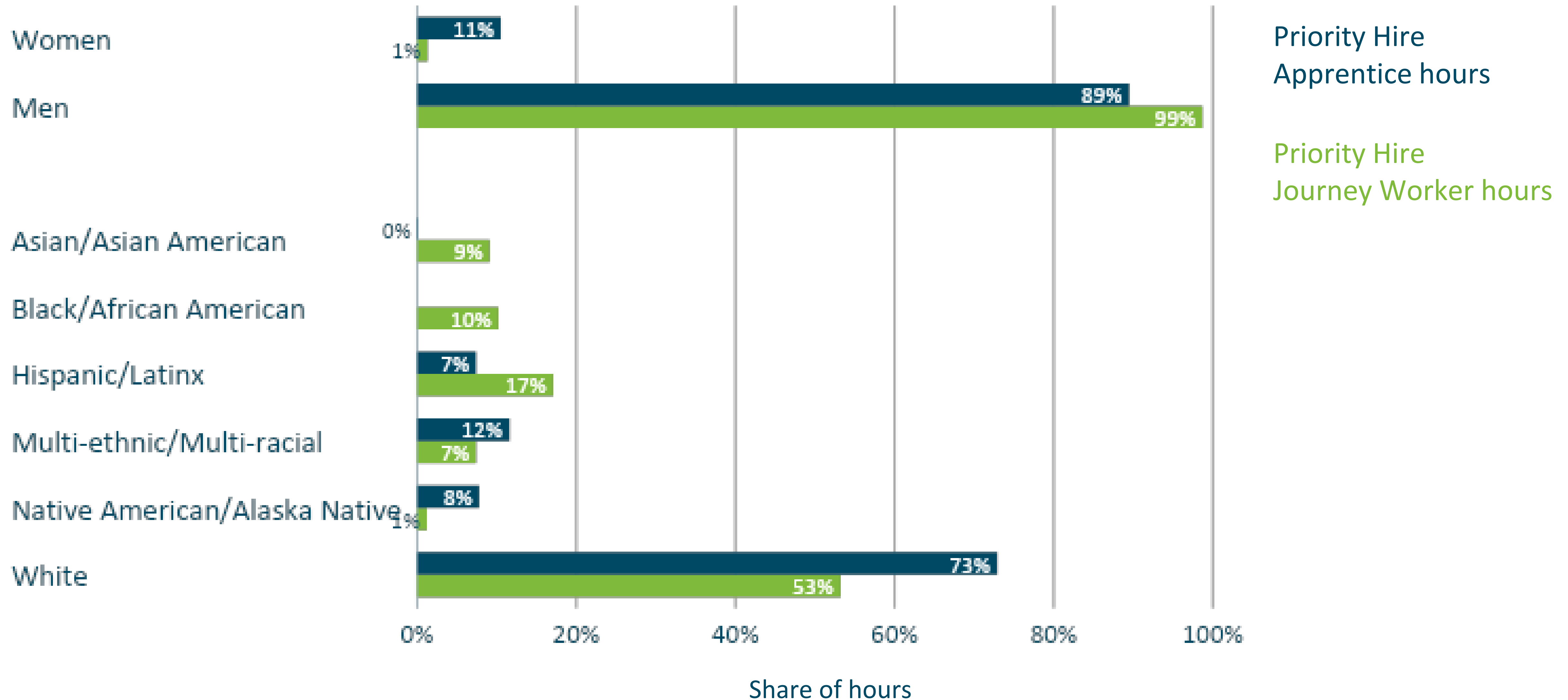


## Apprentices by Ethnicity





# 2021 Priority Hire Utilization by Gender and Ethnicity



# 2021 Results - Aviation Sector

- **Aviation Career Pathways (Aviation Maintenance Technician)**

- ✓ These training programs support in-demand careers
- ✓ 40 students enrolled, 29 completions (salary over \$80K)
- ✓ Participant demographics: 90% people of color, 25% women

- **Fair Work Center (Labor Rights Education)**

- ✓ 3,700 workers reached, 310 activities, 41 training sessions

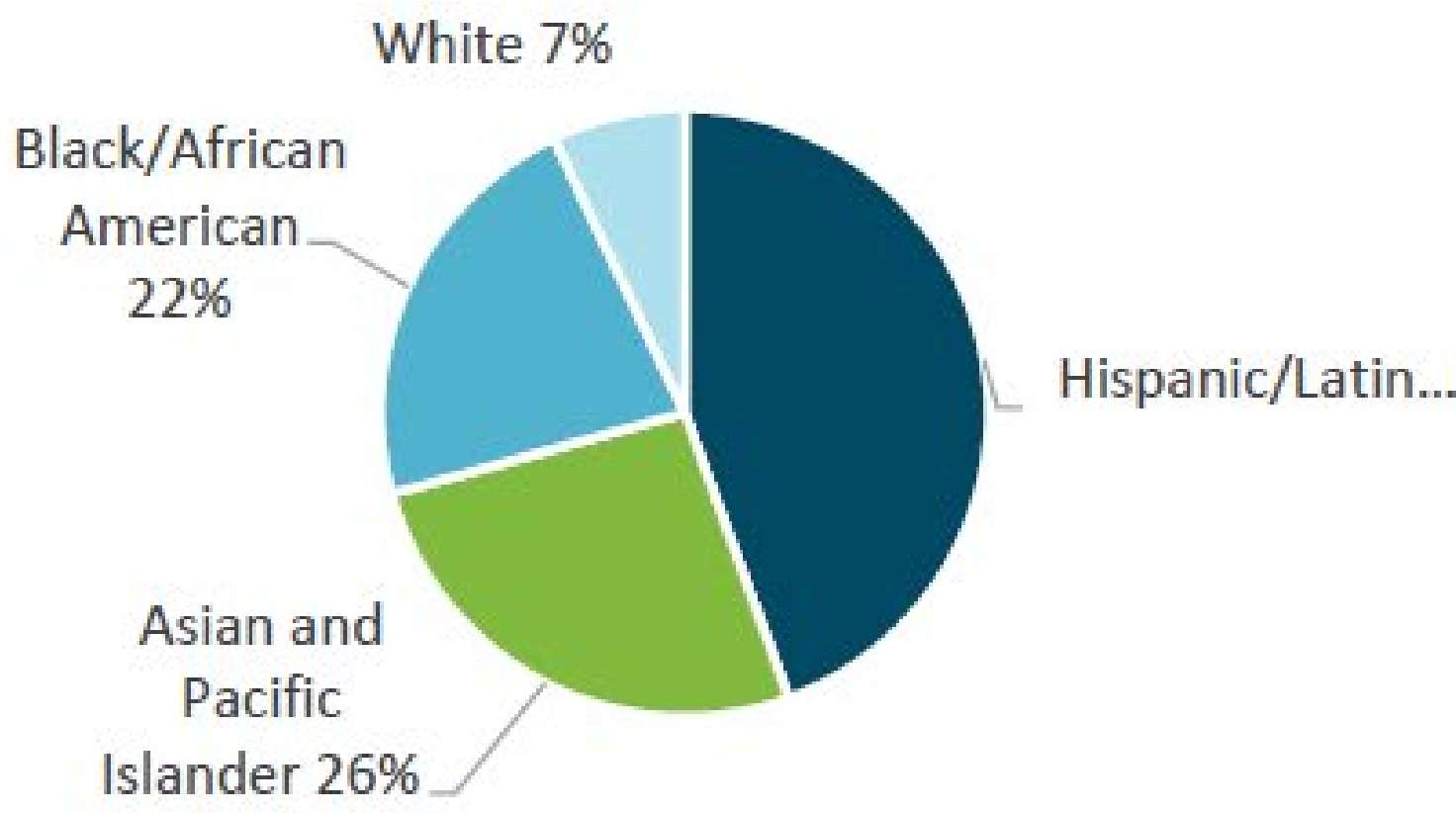
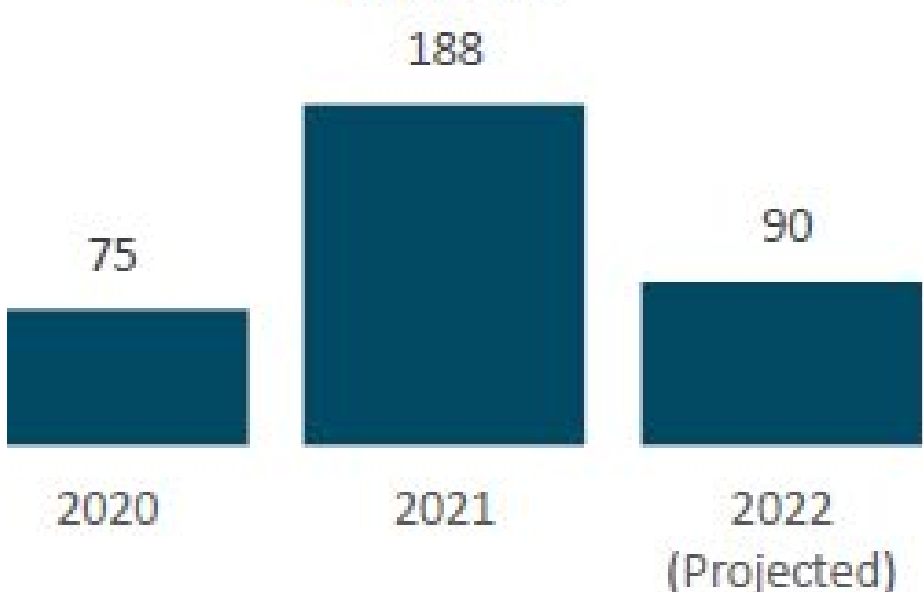
- **2022 Priorities**

- ✓ Expand services provided by the Airport University program, as allowed under the new contract
- ✓ Fourth cohort for the airport maintenance technician program
- ✓ Implement a second aviation career pathway in air cargo logistics
- ✓ Continued support for immigrant and refugees to obtain employment in port sectors

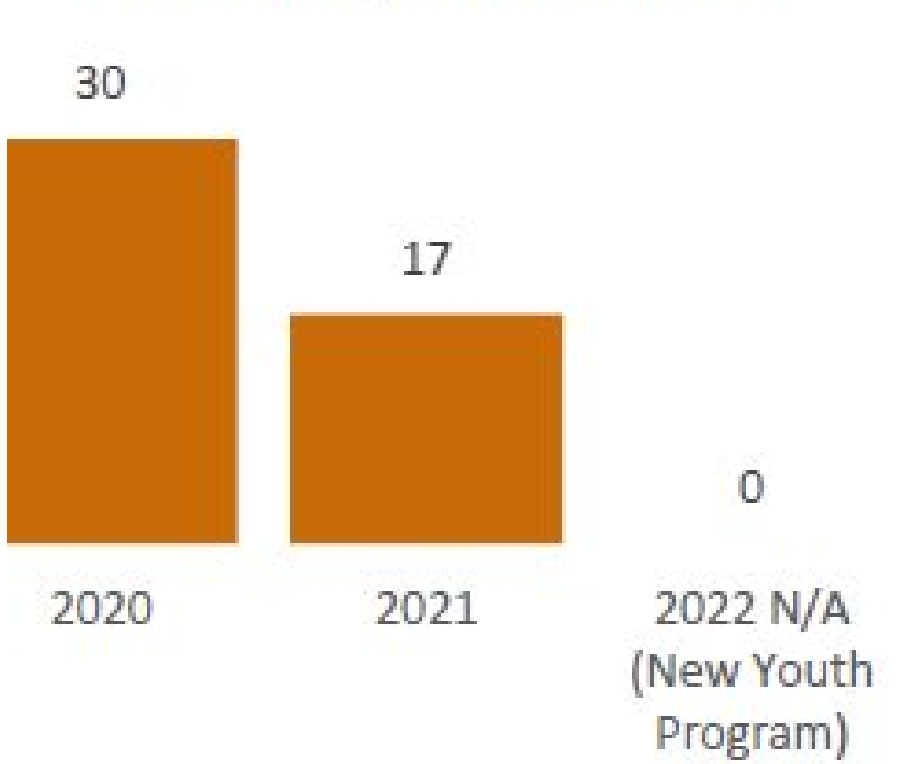


# 2021 Results - Maritime Sector

## Students Participating in Events



## Internship Placements



## Businesses Participating in External Youth Internships

- ✓ Boat repair shops, cargo ship operator, marine terminal operator, marine science and engineering firms

## Maritime High School's Inaugural Cohort


- ✓ 37 students enrolled 2021-22 school year
- ✓ 100 students projected for the 2022-23 school year

## 2022 Priorities

- ✓ \$4.1 Million Youth Maritime Career Launch
- ✓ Career-Connected Learning Training for Educators
- ✓ Maritime Industry Table Coordinated by WDC
- ✓ \$250K support for Maritime High School

# WFD Partners and Stakeholders

## Aviation

- Employers
- Port Jobs
-  Snipping Tool
- Highline School District
- Highline College
- South Seattle College
- Museum of Flight
- and more...

## Construction

- AGC
- Contractors
- City of Seattle
- King County
- Sound Transit
- WSDOT
- ANEW
- Urban League
- Apprenticeship Coordinators
- and more...

## Maritime

- Employers
- Youth Maritime Collaborative
- Highline School District
- Maritime High School
- Seattle Public Schools Skills Center
- Seattle Goodwill
- Labor
- and more...

## Green Careers

- Duwamish Valley
- and more...

## Others

- Workforce Development Council Seattle/King County

## Port Leaders

- Port divisions, Commission, HR, External Relations, other teams

Questions?



# Journey to Local Jobs on I-81

*Thank you: Jobs to Move America & National League of Cities!*



# About the project, Syracuse, & UJTF

- \$2 billion, funded mostly with federal funds
- Will be largest infrastructure project managed by NYSDOT in CNY region to date
- Estimated nearly 2 million workhours
- Syracuse is 4<sup>th</sup> poorest city in the nation with 100,000 people or more
- High level of racial segregation, racial income disparity
- Economic Justice organization with a mission to advocate for equitable access to employment and economic opportunities for disadvantaged Syracuse residents
- Seeking a “concrete benefit”: Pathways out of Poverty



# Advocacy Actions

- **Research – Racial Equity Impact Statement in collaboration with Legal Services of CNY**
  - Found that 87% of work hours on publicly funded projects happening in Syracuse were worked by white males
  - Found that over 90% of workers on said projects resided outside of the City of Syracuse
  - History of I-81, Urban Renewal, and Redlining and how this combination of event economically disenfranchised Syracuse's Black community
  - Which provisions worked and which didn't in past PLAs, recommendations for stronger I-81 CWA-PLA provisions
  - Development & Steering committee of Syracuse Build
  - SEP-14 application team
- **Community Organizing**
  - Petition to NYSDOT for local jobs (about 3,000 signatures)
  - Coalition with 29 CBOs
  - Meeting with every state elected official
  - Media outreach, marches, community events, billboards, canvassing, street teams
  - Partnering with JMA on national push for removal of local hire ban



## Wins so far

- Big Table of relevant stakeholders called by our mayor = public accountability
- SEP-14 application submitted & approved, although no longer necessary
- SEP-14 goals will be imbedded in contractor RFQs
- Generous incentives for developers who meet goals
- Quarterly oversight of local hire goal attainment data, using LCP tracker (Workforce collaborative)
- NYSDOT Jobs Coordinator
- Creation of and funding for paid Syracuse Build pre-apprenticeship program, with trade union participation and development of talent pipeline/tracking

# Current challenges to overcome

- Since no goals in PLA, we are asking for a side letter that addresses:
  - Apprentice goals
  - Non-union labor participation when goals are not being met
- Laborers union (will encompass of 25-33% total work hours)
- Incentive vs. mandate
- Upskilling the labor force at a fast enough pace

# Contact info

**Deka Dancil**

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Syracuse

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# Further Federal Action

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- The local hire ban still applies to billions of dollars of infrastructure projects
- The Uniform Guidance is standing in the way of cities and states passing innovative, progressive, pro-worker policies

# Getting specific:

## Three proposals to update the Uniform Guidance

1. Addressing racial equity, local jobs, and community engagement
2. Supporting the creation of high-road American jobs
3. Protecting jobs through workforce transitions

# Next Steps

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- Coalition work
- Federal support
- Regional organizing
  - Sign-on letters

# Contact Information

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# Q&A

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