

Children and Family Justice Center

Howard S. Wright Apprenticeships and SCS Requirements

Summer 2016

Ordinance 17972, Section 7 requires the King County Executive's Office to submit to the King County Council quarterly reports on the Children and Family Justice Center (CFJC) design-builder's progress toward achieving required apprenticeship hiring percentages for all identified target populations and the design-builder's requirement for using Small Contractors and Suppliers (SCS) for 20 percent of construction services specified in the design-build contract.

This is the first of many quarterly reports that will be submitted throughout the course of the construction of the CFJC. It includes documentation of how the contractor has utilized best efforts to meet contractual requirements and in making progress towards aspirational hiring goals.

Apprenticeships

Contract Requirement:

- *15% of total craft labor hours are to be performed by certified apprentices*

Aspirational Goals:

- *21% of apprentice hours are minorities*
- *25% of apprentice hours are women*
- *2% of apprentice hours are persons with disabilities*
- *7% of apprentice hours are economically disadvantaged youth*

Advertising and Outreach

Howard S Wright's (HSW) project advertising campaign may inform pre-apprenticeship program participants, apprentices, people of color and women, persons with disabilities and disadvantaged youth – especially those economically disadvantaged backgrounds – about CFJC project goals related to apprenticeships. The following are actions that HSW has taken to meet its contract requirements:

- **Events:** HSW has advertised the project at diversity fairs and events it has attended since the project was awarded. In 2016, HSW attended the below listed events and provided bid opportunity updates.
 - **Construction Design Entrepreneurs, 2016 meetings:** 2016 meetings January 15, February 19, April 15, May 20, June 17, July 15, Average attendance: 70.
 - **National Association Minority Contractors, 2016 meetings:** January 7, February 4, Approximate attendance: 35.

- **Regional Contracting Forum, April 5, 2016**, Approximate attendance: several hundred
- **Advertisements:** No advertising has occurred to date as HSW is just beginning the subcontractor solicitation process.
- **Orientation Meetings:** SCS and Minority and Women-owned Business Enterprises (MWBE) subcontractors and suppliers in the local area have been invited to town-hall style meetings hosted by the HSW team and the County in order to describe the overall project. HSW provides the following information at the meeting: Subcontracting opportunities (e.g., what types of work will be subcontracted, how such opportunities will be publicized, approximate timeframes for the opportunities and general process or method for submitting bids).
- **Community Engagement/Outreach:** HSW diversity manager will be reaching out to several schools to discuss to possibilities of such programs.
 - **Puget Sound Skill Center, Burien, Washington:** *February 19, 2016 and May 5, 2016* Met with the Director, Thomas Mosby. This is a high school in south King County that takes students from the Highline School District and has a construction program. HSW works with them on the summer construction program where they hire 1 or 2 high school students to work as craft interns for the summer. In the summer of 2017, HSW hopes to be able to locate a student intern on the Children and Family Justice Center project. HSW can also offer student tours during the school year.
 - **Garfield High School:** HSW would like to conduct a school enrichment program with Garfield High School if contingent project funding is available approximately \$75,000 could be allocated to cover the cost of the consultant and the materials and HSW would hire two SCS consultants. A school enrichment program would offer hands-on lessons about the project and related careers. Project team members deliver lessons in the classroom and in the field. Students learn about construction career pathways and become project ambassadors, generating awareness and deepening community involvement by connecting their families and others to the project.

Project Construction Workforce Stakeholders

HSW defines project construction workforce stakeholders as pre-apprentice and union apprentice programs. HSW will develop a list of construction workforce stakeholders, and share that list with client and project subcontractors. HSW is responsible for developing a list of trade occupations that will be employed for the project and share the list of trade occupations with stakeholders. A list of subcontractors with potential labor needs will also be shared with stakeholders. The intended purpose for sharing a list of construction stakeholders with the client and project subcontractors is to increase their awareness of potential sources of craft workers including apprentices, pre-

apprentices, people of color and women in construction, disabled workers, and disadvantaged youth.

The above work has not yet begun as it will be defined by the Project Labor Agreement (PLA). Construction Workforce stakeholders are assumed to be labor unions and pre-apprentice programs. It is our intention to hold meetings with the workforce stakeholders in the fall of 2016.

Small Contractors and Suppliers

Contract Requirement:

- *20% of the Guaranteed Maximum Price (GMP) for construction services will be work performed by County-certified Small Contractors and Suppliers (SCS) firms*

Aspirational Goals:

- *6% use of women-owned businesses*
- *10% minority-owned businesses*

For the design phase, through June 30, 2016, 33 sub-consultants, service providers, and suppliers have been assigned to the project. The make-up is:

- 42% large business
- 33% Small Contractors and Suppliers (SCS)
- 18% Minority-owned Business Enterprises
- 24% Women-owned Business Enterprises

Of the work completed to date and measured as a percent of payments made to SCS and M/WBE firms, HSW has:

- 12 businesses in the SCS and MWBE categories
- 5.3% of work has been done by SCS
- .5% has been done by MBE
- 2.2% has been done by WBE

The utilization percentages will increase as the design phase is completed and the County's online reporting database that is used to track and report payments made to all subcontractors and suppliers is updated by HSW.

Advertising and Outreach

HSW's project advertising campaign solicits bids from the subcontractor and supplier community while informing them of CFJC project goals related to Small Contractors and Suppliers (SCS), Minority and Women-owned Business Enterprises (MWBE), communities with

economically disadvantaged backgrounds, and local workforce involvement. The following are actions HSW has taken to meet its contract requirements:

- **Community Engagement/Outreach:** HSW has advertised the project at diversity fairs and events it has attended since the project was awarded. In 2016, HSW attended the below listed events and provided bid opportunity updates.
 - **Construction Design Entrepreneurs, 2016 meetings:** *January 15, February 19, April 15, May 20, June 17, July 15, Average attendance: 70.*
 - **National Association Minority Contractors, 2016 meetings:** *January 7, February 4, Approximate attendance: 35.*
 - Approximate attendance: 35
 - **Regional Contracting Forum, April 5, 2016, Approximate attendance:** several hundred
- **Advertisements:** No advertising in publications has occurred to date. HSW is just beginning to solicit subcontractor bids and is using Building Connected, which is a construction communication opportunity and bidding platform to find, communicate, and share documents with subcontractors. Building Connected is becoming a standard bid opportunity communication tool in the Pacific Northwest and HSW finds most subcontractors, including SCS subcontractors, are using this site to learn about bidding opportunities. Building Connected has been used to solicit bids for rebar, structural steel, and masonry. A total of 67 SCS firms have been included in the bid lists for this project and more can be added as identified.
- **Orientation Meetings:** SCS and MWBE subcontractors and suppliers in the local area have been invited to town-hall style meetings hosted by the HSW team and the County in order to describe the overall project. HSW provides the following information at the meeting: Subcontracting opportunities (e.g., what types of work will be subcontracted, how such opportunities will be publicized, approximate timeframes for the opportunities and general process or method for submitting bids). To date, HSW has held four orientation meetings on September 23, 2015, November 4, 2015, November 18, 2015, and March 3, 2016.

Subcontractor Work Plan and Mentoring

HSW's work plan and mentoring will assist subcontractors having problems with any aspect of their jobs. No SCS/MWBE firm will be replaced with a different subcontractor unless the subcontractor's performance is deemed unacceptable following development of the work plan and mentoring, or without the agreement and approval of the County.

This work plan will be developed prior to the start of onsite construction work. HSW will begin with a thorough pre-work orientation for all SCS subcontractors and follow-up with a monthly check-in with SCS firms to make sure HSW understands how they are progressing and give them the opportunity to share project successes and challenges. The pre-work orientation will include review of certified payroll, the PLA, pay application process, contract review, scope review, schedule

review, insurance review, parking, material delivery and storage, foreman and safety meetings, safety plans, and retainage. The type of technical assistance HSW can offer includes: safety plan preparation, daily job hazard analysis preparation, schedule preparation, RFI preparation, change order documentation, pay application preparation, closeout documentation, and workforce compliance procedures.