



Req. #6518

**ORDINANCE NO. 26128**

1 AN ORDINANCE amending Title 1 of the Tacoma Municipal Code by adding  
2 thereto a new chapter to be known as Chapter 1.80, entitled "Youth  
3 Building Tacoma Training and Employment Project"; establishing an  
4 advisory committee to be known as the "Youth Building Tacoma Advisory  
5 Committee"; providing for the funding of the Youth Building Tacoma  
6 Training and Employment Project; and directing the City Manager and  
7 Director of Utilities to allocate in the mid-biennial review and modification  
8 to the City's 1997-1998 Biennial Budget appropriate funding for the Youth  
9 Building Tacoma Training and Employment Project.

10 WHEREAS the City Council of the City of Tacoma, in adopting *Tacoma*  
11 *Tomorrow - the City's Strategic Plan*, has set a goal of creating greater  
12 employment opportunities within the City, and

13 WHEREAS increased employment serves to foster an environment that  
14 encourages economic growth, business development and expansion, and capital  
15 formation, and

16 WHEREAS the City Council has recognized the importance of  
17 encouraging the formation of a highly-trained and capable work force that will  
18 not only advance the City's interests in creating greater employment  
19 opportunities, but will also allow the City to draw upon that work force to meet  
20 the City's responsibilities, and

21 WHEREAS the ready availability of a trained work force serves to  
22 increase the efficiency by which the City may discharge its responsibilities, and  
23 thereby lower costs, and

24 WHEREAS the City Council has also recognized that comprehensive  
25 educational and job training programs are essential components in the creation  
26 of a trained work force, and

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WHEREAS certain areas of the City that suffer high levels of poverty, chronic unemployment, and other economic and social ills have been designated as a State Empowerment Zone and a Federal Enterprise Community ("Empowerment Zone/Enterprise Community"), and

WHEREAS the rate of poverty within the Empowerment Zone/Enterprise Community is 46 percent, which is more than four times the rate of poverty of the State of Washington and three and one-half times the national rate, and

WHEREAS the rate of unemployment within the Empowerment Zone/Enterprise Community exceeds 16 percent, which is more than three times the unemployment rate for all of Pierce County, and over 30 percent of Empowerment Zone/Enterprise Community residents receive income from public assistance, and

WHEREAS the high rate of unemployment within Tacoma, and especially in the Empowerment Zone/Enterprise Community, is, to a substantial extent, caused by the fact that more than 20 percent of the adult population of Tacoma have not graduated from high school; and more than 38 percent of Empowerment Zone/Enterprise Community residents have not graduated high school (more than three times the state average), and

WHEREAS 33 percent of young people in the Empowerment Zone/Enterprise Community between 18 and 24 years of age live below the poverty line, and

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WHEREAS 41 percent of high school students in Tacoma School District No. 10 drop out of school, and

WHEREAS one out of every ten persons in the Empowerment Zone/Enterprise Community does not speak English and is considered to be linguistically isolated, which rate is seven times greater than the state and national averages, and

WHEREAS continued levels of high unemployment inevitably lead to increased crime, a stagnant or failing economy, and similar social ills that adversely impact the quality of life of all Tacomans, and

WHEREAS a City-sponsored education, training, and employment program for youth, with emphasis on the Empowerment Zone/Enterprise Community, serves the public interest by focusing resources to promote the training and development of a trained work force; Now, Therefore,

**BE IT ORDAINED BY THE CITY OF TACOMA:**

Section 1. That a program is hereby established, to be known as "Youth Building Tacoma Training and Employment Program," for the purpose of focusing resources to promote the development of a trained work force; that Title 1 of the Tacoma Municipal Code is hereby amended by adding thereto a new chapter to be known as Chapter 1.80, entitled "Youth Building Tacoma Training and Employment Program," consisting of five sections to read as follows:

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**Chapter 1.80**

**YOUTH BUILDING TACOMA TRAINING AND EMPLOYMENT PROGRAM**

**Sections:**

<b><u>1.80.010</u></b>	<b><u>Purpose.</u></b>
<b><u>1.80.020</u></b>	<b><u>Intent.</u></b>
<b><u>1.80.030</u></b>	<b><u>Definitions.</u></b>
<b><u>1.80.040</u></b>	<b><u>Youth Building Tacoma Committee.</u></b>
<b><u>1.80.050</u></b>	<b><u>Review.</u></b>

**1.80.010 Purpose.** The purpose of this chapter is to establish a means of providing for the development of a trained and capable work force, possessing the skill and ability to fully participate in building and construction trades and technical and career fields in Tacoma.

**1.80.020 Intent.** It is the intent of the City Council that, by adopting the provisions described herein, the City may provide opportunities to Tacoma Youth for the training and education necessary for the formation of a highly-trained and capable work force. Such work force shall allow the City to draw upon a pool of qualified workers, enabling the City to efficiently and effectively meet its obligations. In addition, such work force shall provide employment opportunities for Tacoma youth, thereby facilitating the expansion of the local economy.

**1.80.030 Definitions.**

**A. "City" shall mean all divisions and departments of the City of Tacoma, including general government and the Department of Public Utilities.**

**B. "Youth" shall mean persons 18 to 24 years of age.**

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1 C. "Youth Building Tacoma Training and Employment Program" shall  
2 mean those projects approved by the City Council, utilizing funds derived  
3 hereunder for the purpose of educating and training Tacoma youth and thereby  
4 developing a trained and employable work force.

5 1.80.040 Youth Building Tacoma Committee. There is hereby  
6 established a Youth Building Tacoma Advisory Committee, which shall assist the  
7 City in evaluating the effectiveness of the Youth Building Tacoma Training and  
8 Employment Program and make recommendations to the City, as appropriate,  
9 regarding the operation of the Program. The Youth Building Tacoma Advisory  
10 Committee shall be composed of no less than seven members who shall serve  
11 without compensation and shall be appointed by the City Manager. At least two  
12 of the members of the Youth Building Tacoma Advisory Committee shall be  
13 drawn from the Local Employment and Apprenticeship Training Program  
14 Advisory Committee. The Youth Building Tacoma Advisory Committee shall be  
15 an advisory body, reporting directly to the City Manager of the City of Tacoma.  
16 The Youth Building Tacoma Advisory Committee is charged with the following  
17 duties and responsibilities:

18 A. Assist in an annual review and evaluation of the Youth Building  
19 Tacoma Training and Employment Program for the purpose of making  
20 recommendations to the City as to the operations of the Program.

21 B. Assist the City in forming collaborative relationships with labor  
22 organizations, employers, community-based organizations, education and  
23 education and

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1 training institutions, and other governmental organizations for the purpose of  
2 advancing the goals of the Youth Building Tacoma Training and Employment  
3 Program.

4 C. Assist the City in forming work-site agreements with agencies and  
5 contractors for the placement of participants in the Youth Building Tacoma  
6 Training and Employment Program.

7 D. Provide guidance and assistance in seeking grant funding for the  
8 Youth Building Tacoma Training and Employment Program.

9 1.80.050 Review. The Youth Building Tacoma Project shall be  
10 reviewed on or before November 30, 1998, and every two years thereafter,  
11 such reviews to be conducted prior to the adoption of the City's biennial  
12 budget.

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15 Section 2. That the Youth Building Tacoma Training and Employment  
16 Program is intended to equally benefit the various divisions and departments of  
17 the City; that, for the 1997-1998 biennium, \$150,000 of the costs necessary to  
18 operate the program shall be derived from the Department of Public Utilities and  
19 that \$150,000 of the costs necessary to operate the program shall be derived  
20 from general government funds; and that for subsequent bienniums, the costs  
21 necessary to operate the program shall be derived equally from general  
22 government and the Department of Public Utilities.

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24 Section 3. That the City Manager for general government and the Director  
25 of Utilities for the Department of Public Utilities shall each allocate appropriate  
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funding for the Youth Building Tacoma Training and Employment Program in the mid-biennial review and modification to the City's 1997-1998 Biennial Budget.

Passed SEP 16 1997

*Rich Lambert*  
Attest: City Clerk

*Paul Fausch*  
Mayor

Approved as to form and legality:

*[Signature]*  
Assistant City Attorney

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# REQUEST FOR ORDINANCE OR RESOLUTION

CITY CLERK USE

Request #:	6568
Ordinance #:	26128
Resolution #:	

1. DATE: August 20, 1997

2. REQUESTING DEPARTMENT/DIVISION/PROGRAM City Manager's Office	3. CONTACT PERSON (for questions): James Walton	PHONE/EXTENSION 5135
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4. PREPARATION OF ORDINANCE IS REQUESTED FOR THE CITY COUNCIL MEETING OF TUESDAY SEPTEMBER 9, 1997.

5. SUMMARY TITLE/RECOMMENDATION: (A concise sentence, as it will appear on the Council Agenda)

Amending Title 1 of the Tacoma Municipal Code, adding a new chapter to be known as Chapter 1.80, entitled "Youth Building Tacoma Training and Employment Project"; providing for the funding of the Youth Building Tacoma Training and Employment Project by directing the City Manager and Director of Utilities to allocate funds in the mid-biennial modification to the City's 1997-1998 Biennial Budget.

6. BACKGROUND INFORMATION/GENERAL DISCUSSION: (Why is this request necessary? Are there legal requirements? What are the viable alternatives? Who has been involved in the process?)

The City's Strategic Plan calls for creating greater employment opportunities within the City while encouraging economic growth, business expansion and capital formation. The Youth Building Tacoma Project is based on a national model which accomplishes these goals. The model addresses other City priorities by focusing on young adults with employment deficits living in the Empowerment Zone. Partners involved include the Private Industry Council (PIC), TPU, LEAP, labor unions, technical colleges other training and education resources and potential work site locations.

7. FINANCIAL IMPACT: (Future impact on the budget.)

TPU will contribute \$150,000 and General Government \$150,000 during 1998. The PIC will add \$50,000 of in-kind funding. If the City Council decides to continue funding the program beyond 1998, it would need to allocate approximately \$300,000 for this purpose in the 1999-2000 Biennial Budget.

LIST ALL MATERIAL AVAILABLE AS BACKUP INFORMATION FOR THE REQUEST AND INDICATE WHERE FILED:

Source Documents/Backup Material	Location of Document
PIC Youth Building Tacoma Project Plan	PDS/PIC
Youth Building Tacoma Proposals - 3/4/97 & 8/12/97	CMO/PDS
Youth Building Tacoma Proposed Fund Assessment	Finance/CMO/PDS

9. FUNDING SOURCE: (Enter amount of funding from each source)

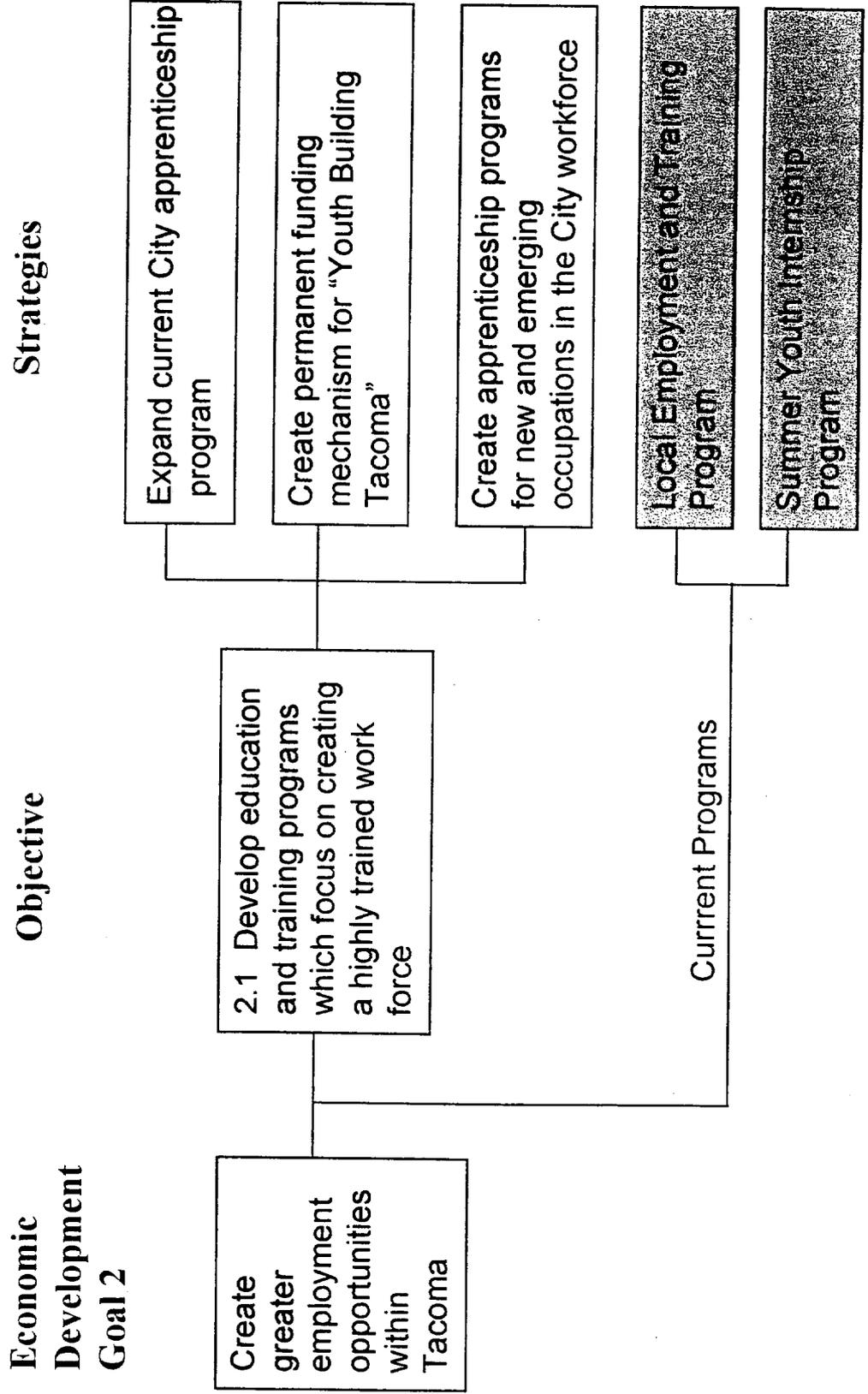
Fund Number & Name: General & Non-General \$150,000 (See "Proposed Fund Assessment"); TPU \$150,000	State \$	City \$	Other \$	Total Amount
		\$300,000		\$300,000

10. Department Director/Utility Division Approval	Approved as to Availability of Funds <i>[Signature]</i> Director of Finance	<i>[Signature]</i> City Manager/Director Utilities Approval
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# **Youth Building Tacoma**

**Jobs with a future  
through education & training**

# City of Tacoma Strategic Plan "Tacoma Tomorrow" Policy Alignment



## Pierce County Labor Force

- 318,800 total labor force
- 15,500 unemployed
- Unemployment rate - 4.7%
- Unemployment rate in EZ/EC Zone - 16%+
- 17,267 Able bodied welfare recipients
- Welfare recipients in EZ/EC Zone - 30%+

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YOUTH BUILDING TACOMA  
TRAINING & EMPLOYMENT PROGRAM

## Tacoma Empowerment Zone/Enterprise Community Demographic “Opportunity” Data

- 33% of high school students in Tacoma School District No. 10 drop out of school.
- 45% of Tacoma high school graduates do not continue to post secondary education. (1994-1995 school year)
- 20% of the adult population of Tacoma have not graduated from high school; 38% of Empowerment Zone/Enterprise Community residents have not finished high school.
- 33% of young people in the Empowerment Zone/Enterprise Community between 18 and 24 years of age live below the poverty line.
- One out of every ten persons in the Empowerment Zone/Enterprise Community does not speak English – linguistically isolated.

**YOUTH BUILDING TACOMA  
TRAINING & EMPLOYMENT PROGRAM**

**Mission Statement**

To provide the youth of Tacoma, particularly those from the Empowerment/Enterprise Zone, with education, training and support services which lead to high skill, unsubsidized family-wage jobs in building and construction trades and technical career fields.

**YOUTH BUILDING TACOMA  
TRAINING AND EMPLOYMENT PROGRAM**

## **Program Summary**

**T**he mission of Youth Building Tacoma is: "To provide the youth of Tacoma, particularly those from the Empowerment/Enterprise Zone, with education, training and support services which lead to high skill, unsubsidized family-wage jobs in building and construction trades and technical career fields." The program addresses major elements of the City's Strategic Plan: *Tacoma Tomorrow - Policy Alignment*.

Program activities focus specifically on Economic Development Goal 2: "Create greater employment opportunities within Tacoma, and Objective 2.1 of that goal: "Develop education and training programs which focus on creating a highly trained work force." Three strategies designed to address Objective 2.1 speak specifically to the implementation of Youth Building Tacoma: "Expand current City apprenticeship program"; "Create permanent funding mechanism for Youth Building Tacoma"; and "Create apprenticeship programs for new and emerging occupations in the City workforce."

**Demonstrated Need:** The need for the program has been documented by the social and economic problems facing City of Tacoma youth. The lack of skills and opportunities are two of the main barriers to employment for Tacoma's youth, especially those residing in the Empowerment Zone. The chronic unemployment suffered by residents of the Zone exceeds 18 percent which is more than three times the state and national rates. Approximately 46% of the residents in the Zone live below the poverty level, more than four times greater than the state level and three and half times the national rate.

The distress felt by residents of the City of Tacoma, calls for a comprehensive model to help people overcome their barriers. Helping young adults obtain the education and employment skills necessary to achieve economic self-sufficiency and develop leadership skills are the basis of the Youth Building Tacoma program design. Young people in the Zone would be recruited to participate in the program.

**Welfare Reform Strategy:** Adding to the existing conditions above, enactment of Welfare Reform legislation adopted in 1996 has placed an even greater emphasis on employment as the primary solution to reducing welfare rolls. If young adults are to survive economically in a climate of reduced public benefits and employment mandates, they must be prepared to avoid dead end jobs with subsistence wages. Helping young adults obtain the education, leadership and employment skills necessary to achieve economic self-sufficiency is the basis of the Youth Building

Tacoma program design. Young people in the City, especially those engaged in "Welfare to Work" initiatives would be recruited to participate in the program.

**Based on Proven Models:** Researching federal YouthBuild projects and state run YouthBuilt Washington programs has provided information on what works in various localities operating similar programs. The main philosophical thread that runs through the components of each program is the attempt to provide a positive learning experience. This is accomplished by respecting the young people and providing meaningful work, the kind of work which holds hope for the future. Teaching skills and consistent positive values provides a path to develop future success. These concepts are reinforced in each distinct program activity. Work site training is closely supervised with an emphasis on teamwork. This systems, or holistic approach, which considers and addresses youth in a comprehensive context is key to the program's success.

The national YouthBuild model is derived from the Youth Action Program of the East Harlem Block Schools. The model established in 1978 expanded into a workable program under the name "Ventures in Community Improvement." The proposed program is a variation on the national YouthBuild model but incorporates the developmental approach. The basic program components which Youth Building Tacoma seeks to replicate are:

1. Work site training on a closely supervised construction site with high standards of teamwork and productivity.
2. Cognitive skill development aimed at upgrading basic skills to meet industry standards.
3. Providing leadership opportunities.
4. Counseling and providing linkages with community resources.
5. Classroom training in construction highlights and terminology.
6. Pre-employment training focused on job seeking skills.
7. Coordination with apprenticeship programs.
8. Placement in unsubsidized jobs or post-secondary education.

The national model recommends serving youth between the ages of 18 and 24. At the recommendation of the union representatives it was felt that this age limit be maintained but flexibility be allowed in the selection of those not in the exact age grouping but who nonetheless might still benefit from the services provided.

**Educational Instruction:** Linkages have been established with technical colleges in the area to provide classroom training in construction and other technological terminology and concepts. Journeymen in the building trades are hired as instructors to teach customized training such as the application of tools, building materials, safety, blueprint reading, etc.

**Emerging Technologies:** Job forecasters tell us that certain occupations will experience significant growth in the years to come. The field of telecommunications is one such field. The project has identified, and will target, this and other occupational

and skill areas in both the private and public sector. The strategy is to focus training, education and experience in these areas to ensure preparation and placement in high quality jobs for the future.

**Building Trades:** This exposure to the trades is further developed by coordinating activities with pre-apprenticeship and apprenticeship programs. Pre-employment training to learn job finding skills reinforces the goal of placement in unsubsidized jobs.

**Building Partnerships:** Program success necessitates the development of community partners. In addition to teaming with the Private Industry Council and connecting with unions and technical colleges, relationships are being advanced with a variety of public and private organizations such as Habitat for Humanity, the Tacoma Housing Authority and other governmental bodies.

**Personal Development:** Counseling efforts are integrated into the program design to reflect on such issues as life goals, budgeting, and values. Direct personal counseling is available from staff at all times. All programs are embedded in a context of leadership development. Opportunities to develop decision making, speaking, group facilitation and negotiating skills are promoted.

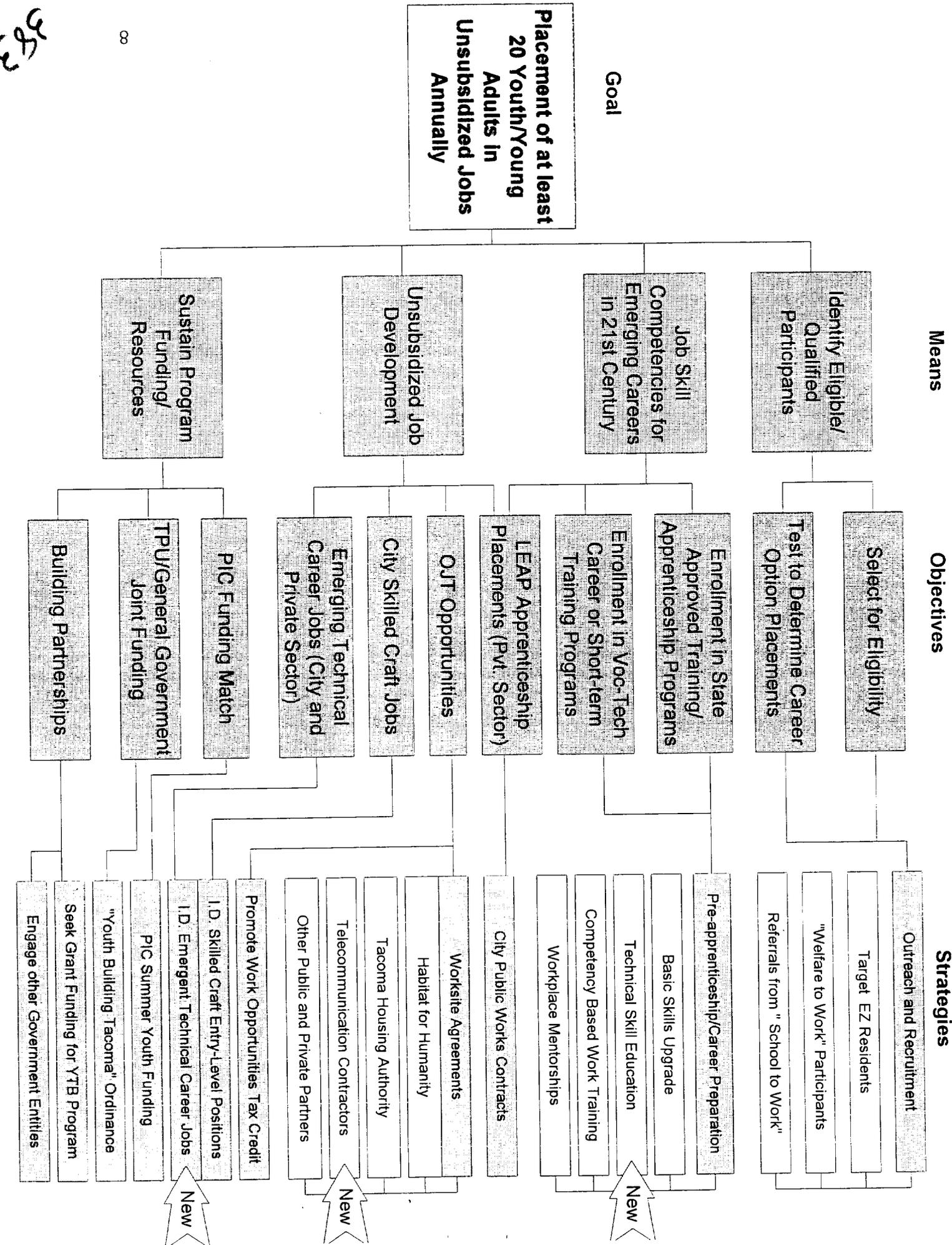
**Investment in Human Capital:** Young people are dependent upon adults to create environments that enable them to meet their basic needs in positive and healthy ways. Youth Building Tacoma is an avenue to provide a youth development model that would contribute to the building of resilient behavior among the youth. Achieving a sense of structure and safety in one's life; mastering a skill viewed as important by others; feeling that one belongs in a community; feeling valued and having a sense of self-worth; and experiencing independence and control in one's life are needs that are addressed by Youth Building Tacoma.

Outcomes have been established to measure the impact the program has had on teaching skills that make the participant more employable. Benchmarks will evaluate skills learned on the job, placements on permanent jobs and entry into apprenticeship programs. These measures will assist in determining the economic impact Youth Building Tacoma has had on the community.

**Funding Strategy:** Past efforts to apply for highly competitive federal funds have been unsuccessful. The current strategy is to use local resources to establish the project on a small scale while learning valuable implementation lessons. Success with local dollars will demonstrate the City's commitment to the model and it's ability to develop and operate a high quality program. This should position us well for future attempts to secure federal support.

The proposed funding formula calls for contributions from the Private Industry Council (PIC) and the City. The City's portion would be generated from a joint, and equal, contribution from Tacoma Public Utilities and General Government.

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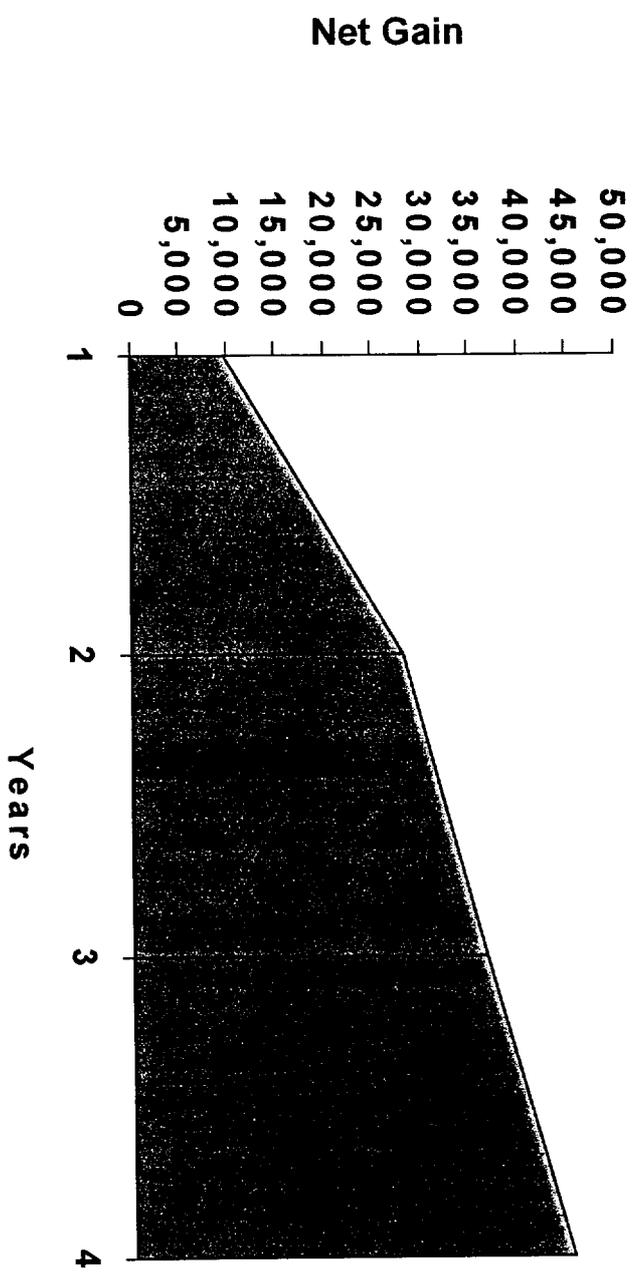
## Total Net Gain To Public

$$\begin{aligned} &+ \text{Savings from Public Support (Welfare)} \\ &+ \text{Amount Returned to Government (Taxes)} \\ &+ \underline{\text{Amount Returned to Economy (Wages)}} \\ &= \underline{\text{Gross Return to Public}} \\ &- \underline{\text{Cost of Training and Placement}} \\ &= \text{Total Net Gain on Investment} \end{aligned}$$

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YOUTH BUILDING TACOMA  
TRAINING AND EMPLOYMENT PROGRAM

# Net Gain on Investment (Example)



<u>Year</u>	<u>Apprentice Wages</u>	<u>Taxes</u>	<u>Welfare</u>	<u>Training</u>
1	\$ 8.50	\$ 1,414.00	\$ 546.00/month	(\$9,745.00)
2	12.33	2,052.00	546.00	--
3	16.16	2,690.00	546.00	--
4	20.00	3,328.00	546.00	--

## Measures

- Number of participants receiving orientation and/or referral
- Number of participants receiving assessment and testing
- Number of participants receiving skill development
- Number of participants attaining workplace competencies
- Number of participants placed in unsubsidized jobs
- Number of program participants enrolled in WSATC approved apprenticeship programs
- Number of program participants successfully completing WSATC approved apprenticeship programs
- Average hourly wage received by program participants upon placement in unsubsidized employment
- Number of participants employed in same or related occupation after 13 weeks following placement

**YOUTH BUILDING TACOMA  
TRAINING & EMPLOYMENT PROGRAM**

## **Job Profiles**

### **Building/Construction**

Building Maintenance Worker  
Carpenter  
Electrician  
Facilities Maintenance Worker II  
Hydroelectric Utility Worker  
Ironworker  
Laborer  
Operations Engineer  
Painter  
Roofer  
Vehicle and Equipment Shop Attendant

### **Technical**

Computer Support Assistant  
Engineering Aide  
Environmental Systems Technician  
Lead RF Technician  
RF Technician  
Solid Waste Worker  
Survey Technician I  
Water Utility Worker  
Wastewater Treatment Plant Assistant  
Warehouse Technician

**YOUTH BUILDING TACOMA  
TRAINING & EMPLOYMENT PROGRAM**

**JOB PROFILE SUMMARY**

Title	Education/Training	Career Options	Employment Outlook	Salary Range
<b>Building/Construction</b>				
Building Maintenance Worker	High school graduate and sufficient training.	Other options: construction, laborer. Supervisory positions are available with experience.	With specific skills, the outlook is good. More jobs are available than there are applicants.	\$14.24 - 15.71
Carpenter	High school graduate, formal training in apprenticeship, knowledge of math.	Other options: boatbuilder, drywall installer. Advancement to leadperson or supervisor.	Expected to grow about as fast as the average for all occupations.	\$16-22(journ) \$8-12(appr)
Electrician	High school graduate and formal training in apprenticeship program.	Other options: appliance repairer, TV repairer, broadcast technician. Some become supervisors.	Expected to grow about as fast as the average for all occupations.	\$17-23.(journ) \$8.50(appr)
Facilities Maintenance Worker II	High school graduate and two years experience in operation activities at a large arena.	Other options: construction. Advancement is possible to Facilities Maintenance Chief.	With specific skills, the outlook is good. There are increased openings in the field.	\$14.51-18.05
Hydroelectric Utility Worker	High school graduate and six months experience in semi-skilled manual labor.	Other options: electrician, construction. Through training, supervisory positions are available.	Outlook will depend on industrial and residential growth.	\$14.65-18.14
Ironworker	High school graduate and apprenticeship training.	Other options: welder, rigger, boilermaker. Some become supervisors.	Most work in metropolitan areas. Expected to grow about as fast as the average for all occupations	\$20(journ) \$13(appr)
Laborer	High school graduate and knowledge of measurements and math.	Other options: plumber, roofer, cement mason. Experience and training may lead to advancements.	Outlook depends on level of construction activity and the economy.	\$17-17(journ) \$10(appr)
Operations Engineer	High school graduate and formal training in apprenticeship program.	Other options: aspects of engineering. A few become supervisors.	Employment is expected to increase 7% by the year 2000.	\$22(journ) \$12(appr)
Painter	High school graduate and formal apprenticeship training.	Other options: paperhanger, drywall installer, carpet layer. A few become supervisors.	Peak employment occurs in the summer months.	\$19(journ) \$7-10.50(appr)

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Title	Education/Training	Career Options	Employment Outlook	Salary Range
Roofer	High school graduate and formal training in an apprenticeship program.	Other options: carpenter, insulation worker. A few become estimators or supervisors.	Peak employment occurs from April-November. Most employed near major population centers.	\$21.00(journ) \$8.50(appr)
Vehicle & Equipment Shop Attendant	High school graduate and two years' experience in automotive repair.	Other options: aircraft mechanic, construction. Some persons specialize for advancement.	Outlook is good for those with formal training in automotive repair.	\$11.97-14.55
<b>Technical</b>				
Computer Support Assistant	High school graduate supplemented by computer training.	Other options: electrician, instrument repairer. Some become supervisors.	By the year 200, there is expected to be an 11% increase in employment.	\$9.67-15.57
Engineering Aide	High school graduate and one year experience in engineering drafting work.	May develop expertise in a specialized area and be called to lead groups.	Employment expected to increase 7% by the year 2000.	\$13.98-16.71
Environmental Systems Technician	High school graduate and six months experience with a hazardous waste disposal.	Other options: laboratory technician. Advancement to supervisors or team leaders possible.	Expected to grow faster than the average for all occupations.	\$14.75-17.95
Lead RF Technician	High school graduate and 5 years experience as an RF Technician.	Additional promotions may occur.	Job opening expected in TPU due to creation of City cable venture.	Unknown
RF Technician	High school graduate, two years education and experience in electronics.	Supervisory positions are available.	Job opening expected in TPU due to creation of City cable venture.	Unknown
Solid Waste Worker	Graduation from high school and experience in heavy manual labor.	Unknown.	Unknown.	\$12.13-14.76
Survey Technician I	High school graduate and technical training.	Other options: drafter, mapping technician. Can become a registered land surveyor.	Depends on growth in urban and suburban areas.	\$13.70-16.66
Water Utility Worker	High school graduate and sufficient experience and training.	Other options: construction, plumber. Some become supervisors.	Expected to grow as fast as the average for all occupations.	\$12.96-15.78
Wastewater Treatment Plant Assistant	High school graduate and six month's experience in maintenance or manual labor.	Other options: well driller, pollution control technician. Supervisory positions are available.	By the year 2000, employment is expected to increase by 8%.	\$12.96-15.78
Warehouse Technician	High school grad and experience in record keeping of equipment.	Other options: stock clerk, cargo or freight handler. Advancement requires on the job training.	Outlook depends on economic conditions and the rate of technological change.	\$16.12-17.74

**YOUTH BUILDING TACOMA  
TRAINING & EMPLOYMENT PROGRAM**

**Funding Strategy Options Considered**

**Options**

**Pros**

**Cons**

1. Assess funds allocated for each City construction project 1%.
  - Assessment would be from appropriated funds for public work projects. No new appropriation sources needed
  - Funding strategy has been used previously by City.
  - Training/employment would be tied to construction projects.
  - 1% of funds would have disparate impact on large projects over \$1,000,000.
  - Program funding would be unpredictable – “feast or famine” funding cycle.
  - Most federal/state funded projects may be excluded from funding calculations.
  - Would limit the range of training/employment opportunities to construction trades.
  - Would loose the ability to leverage City funds against federal/state matching funds.
  
2. Require prime contractors to reserve \$.20 of each labor hour on City-funded construction projects (Seattle Port/King County model).
  - Would include private sector in funding and support.
  - Would tie funding for training/employment to industry that would benefit directly from trained local work force.
  - Most contractors who work in King County are familiar with this funding strategy.
  - Program funding would be unpredictable - “feast or famine” funding cycle.
  - Could drive up cost of bids on City projects.
  - Increase cost of collecting accounting for revenues.
  - Bureaucratic/cumbersome to administer.
  - Would limit the range of training/employment opportunities to building/construction trades.

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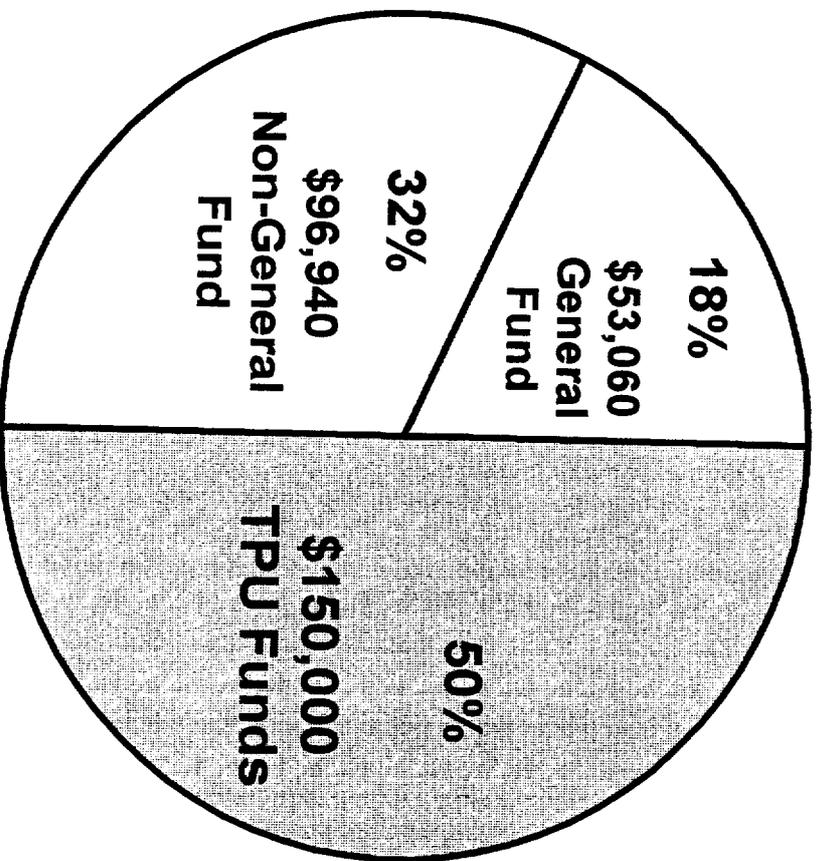
### Options

### Pros

### Cons

- 3. Assess each City purchase and capital project the following percentages:
  - Purchases: 0.16%.
  - Capital Projects: 0.11%
  
- 4. Jointly fund equally by Tacoma Public Utilities and General Government.
  - Greatly minimize dollar impacts on large capital projects.
  - Percentage assessment rate would be relatively minor on departments/divisions budget - negligible impact on "competitive activities".
  - Funding levels should be fairly predictable based on past history of purchases/projects.
  - Give every department/division a stake in success of program.
  - Relatively easy to collect/account for revenues; compatibility with current accounting practices.
  - Would allow program to cover building/construction trades and technical career jobs.
  - Could leverage City funds against federal/state matching funds.
  
- Demonstrate strong commitment by entire City organization - would have stake in success of program.
- Stability/longevity in funding methodology.
- Negligible impact on "competitive activities" and large capital projects.
- Would allow program to cover building/construction trades and technical career's jobs.
- Easy to administer accounting functions and budgeting.
  
- Strategy represents major "change" which will be resisted.
- Would be additional cost to certain "competitive activities" that would need to be mitigated.
- More cumbersome than a direct budget allocation.
- Potential for disproportionate funding relationship.
  
- Given the General Fund unfunded issues (total \$1,556,000), program may not be viewed as a priority.
- Would be additional cost item for rate-based enterprise funds.

# Funding Distribution



General  
Government

Tacoma Public  
Utilities

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## Strategic Partners

- Private Industry Council
- Tacoma Urban League
- Bates Tech. College
- Clover Park Tech. College
- Tacoma Community College
- Pierce College
- Habitat for Humanity
- Small Business Incubator
- Trade Unions



## RESOLUTION NO. U-9302

1  
2 WHEREAS the City of Tacoma, in adopting Tacoma Tomorrow - the City's  
3 Strategic Plan, has set a goal of creating greater employment opportunities  
4 within the City, and increased employment serves to foster an environment that  
5 encourages economic growth, business development and expansion, and capital  
6 formation, and

7  
8 WHEREAS the City of Tacoma has recognized the importance of  
9 encouraging the formation of a highly trained and capable work force that will not  
10 only advance the City's interests in creating greater employment opportunities,  
11 but will also allow the City to draw upon that work force to meet the City's  
12 responsibilities, and the ready availability of a trained work force serves to  
13 increase the efficiency by which the City may discharge its responsibilities, and  
14 thereby lower costs, and

15  
16 WHEREAS the City has also recognized that comprehensive educational  
17 and job training programs are essential components in the creation of a trained  
18 work force, and certain areas of the City that suffer high levels of poverty, chronic  
19 unemployment and other economic and social ills have been designated as a  
20 State Empowerment Zone and a Federal Enterprise Community ("Empowerment  
21 Zone/Enterprise Community"), and

22  
23 WHEREAS the high rate of unemployment within Tacoma, and especially in  
24 the Empowerment Zone/Enterprise Community, is to a substantial extent caused by  
25 the fact that more than 20 percent of the adult population of Tacoma have not  
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graduated from high school; and more than 38 percent of Empowerment Zone/Enterprise Community residents have not graduated from high school (more than three times the state average), and

WHEREAS the Youth Building Tacoma Training and Employment Program, a City-sponsored education, training, and employment program for youth, with emphasis on the Empowerment Zone/Enterprise Community, serves the public interest by focusing resources to promote the training and development of a trained work force which will benefit the Department of Public Utilities, especially in hiring future employees; Now, Therefore,

BE IT RESOLVED BY THE PUBLIC UTILITY BOARD OF THE CITY OF TACOMA:

That the proposed Youth Building Tacoma Training and Employment Project is approved, and the Board supports and approves the City Council's enacting an ordinance (which includes \$150,000 Department of Public Utilities funding for 1997/1998) in substantially the same form and content as that referred to and to be approved by the City Attorney, with future funding subject to the Board's approval as part of the budget approval process.

Approved as to form & legality:

Mark Bohanik  
Chief Assistant City Attorney

Lydia Stevenson  
Clerk

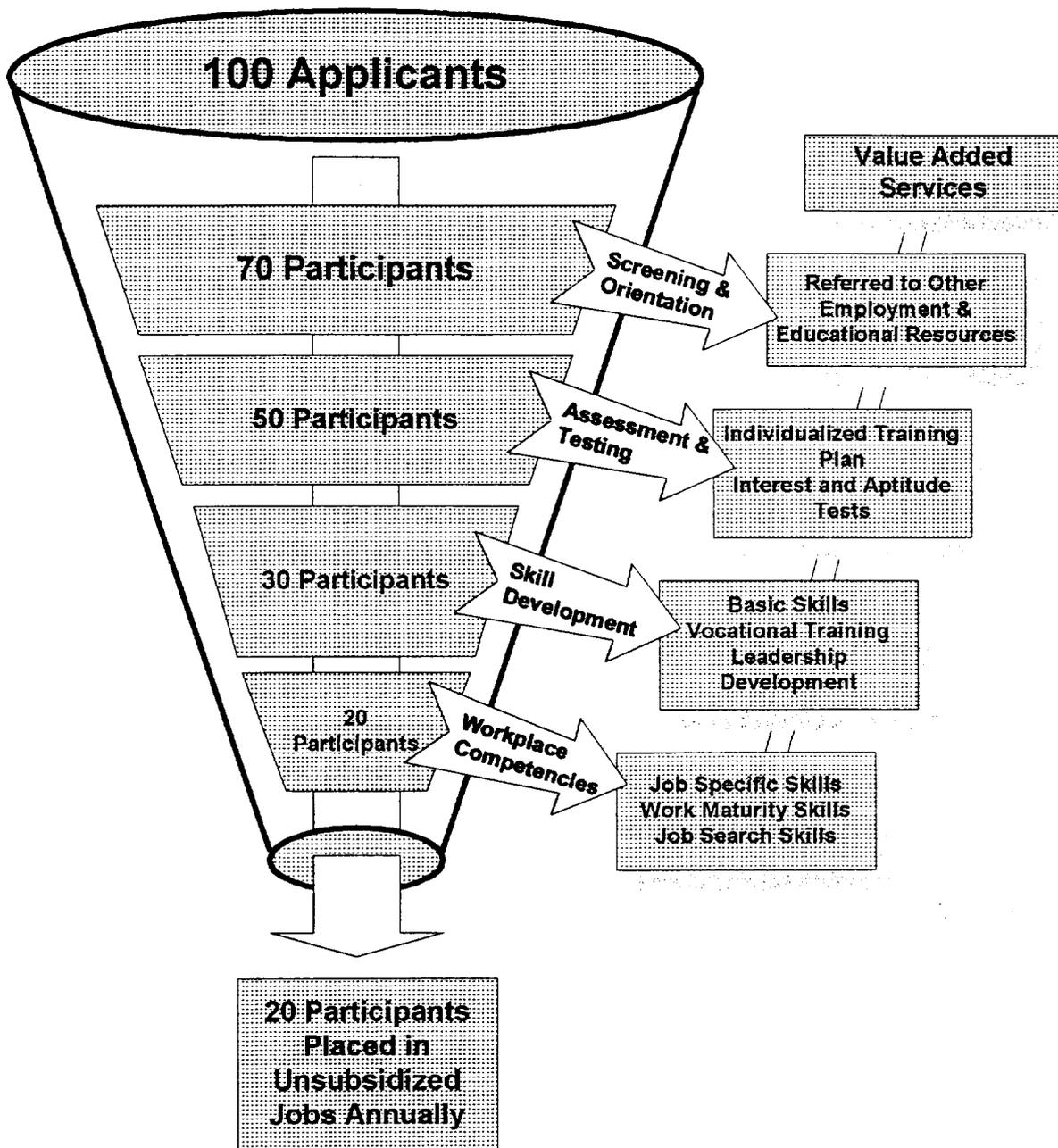
Ann J. Smith  
Chairman  
William J. Muth  
Secretary

Adopted August 27, 1997

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YOUTH BUILDING TACOMA  
TRAINING & EMPLOYMENT PROGRAM

Participant Outcomes



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**YOUTH BUILDING TACOMA  
TRAINING & EMPLOYMENT PROGRAM**

## Proposed Implementation Timeline

Activity	Target Dates
• Briefing for TPU Director & staff	July 16, 1997
• Briefing for City Manager	July 18, 1997
• Briefing for LEAP Committee	July 23, 1997
• Briefing for Executive Forum	July 28, 1997
• Briefing for City Council - Study Session	August 12, 1997
• Briefing for TPU Board - Study Session	August 13, 1997
• Youth Building Tacoma Ordinance (first reading)	August 26, 1997
• Youth Building Tacoma Resolution Tacoma Public Utilities Board	August 27, 1997
• Youth Building Tacoma Ordinance (final reading)	September 2, 1997
• Preparation for Implementation <ul style="list-style-type: none"> <li>◆ developing &amp; approve contract agreement</li> <li>◆ establish account for program</li> <li>◆ collection of program revenues</li> <li>◆ establish Youth Building Tacoma Advisory Committee</li> <li>◆ communication strategy</li> </ul>	Sept. - Oct. 7, 1997 August 29, 1997 September 1, 1997 September 26, 1997  Oct. - Dec. 1997
Youth Building Tacoma Program Implementation	January 1, 1998

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## PROPOSED YOUTH BUILD ASSESSMENT

Fund	Fund Name	Annual Standard Distribution	Biennial Standard Distribution
0010	General Fund	\$ 53,060	\$ 106,120
4200	Solid Waste Oper. Fund	\$ 33,632	\$ 67,264
4300	Sewer Utility Fund	\$ 24,768	\$ 49,536
5410	Equip. Rental Capital Outlay Fund	\$ 9,090	\$ 18,180
4301	Storm Sewer Fund	\$ 7,007	\$ 14,014
5400	Equipment Rental Fund	\$ 6,501	\$ 13,002
5750	Central Stores Fund	\$ 6,109	\$ 12,218
4180	Tacoma Dome Oper. Fund	\$ 5,405	\$ 10,810
5701	Communications System Fund	\$ 4,428	\$ 8,856
		\$ 150,000	\$ 300,000

### Explanation

The General Fund will cover the cost of all General Fund supported funds, all CSSF, all those funds that would be assessed under \$2,000 per year and Fund 1080, the Vehicle License Fee Fund.

Fund 4200, Solid Waste Operating Fund and Fund 4300, Sewer Utility Fund will equally cover the assessments for: 1060, Arterial Street Fund; 1061, Arterial Street Fund Post 1994; 1080, Vehicle License Fee Fund; 3211, CIP Fund and 3210, CIP Post 1992 Projects Fund.

# TEC

Tacoma Empowerment Consortium  
1101 Pacific Avenue  
Tacoma, Washington 98402

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September 8, 1997

The Honorable Brian Ebersole  
Mayor, City of Tacoma  
747 Market Street, Room 1200  
Tacoma, WA 98402

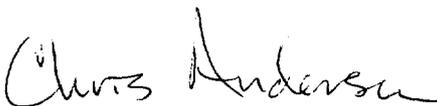
Dear Mayor Ebersole:

The Tacoma Empowerment Consortium would like to formally convey its full support of the Youth Building Tacoma project developed by the Tacoma-Pierce County Private Industry Council and the City of Tacoma. We believe that this program will provide a valuable employment and training resource for residents of Tacoma's Enterprise Community (EC).

On August 14, 1997, the TEC Employment Committee received a briefing on this proposal from PIC and City of Tacoma staff. Based upon the information presented, the Employment Committee determined that this project is consistent with, and does fully support the training, employment and self-sufficiency outcomes for EC residents that TEC works toward.

Based on a recommendation of support from the TEC Employment Committee, the Tacoma Empowerment Consortium does hereby convey its full support of the Youth Building Tacoma project, and requests that the City Council does provide the funding necessary to make this project a reality. TEC further requests that you distribute copies of this letter to all City Council Members at their next regular meeting.

Sincerely,



Chris Andersen  
Interim Executive Director



Tacoma Empowerment Consortium  
Key Bank Plaza Building ~ 1101 Pacific Avenue ~ Tacoma, WA 98402

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J. Linsey Hinand Metropolitan Development Council	622 Tacoma Ave. S., Suite 6 Tacoma, WA 98402	597-6710 593-2400 (f)
Paul Jensen Energy Conversions, Inc.	6411 Pacific Hwy. E. Tacoma, WA 98424	922-6670 922-2258 (f)
Woodrow Jones Tacoma Public Utilities	P.O. Box 11007 Tacoma, WA 98411	502-8703 502-8378 (f)
Dolores Lutton EC Resident	4202 Homestead Ave Tacoma, WA 98404	588-5222 (w) 475-6902 (h)
Darrell Matz Tacoma Public Library	1102 Tacoma Ave. S Tacoma, WA 98402	591-5612 593-4534 (f)
Don Meyer Port of Tacoma	P.O. Box 1837 Tacoma, WA 98401	383-9410 593-4534 (f)
Erling Mork Economic Development Board	P.O. Box 1555 950 Pacific Ave Tacoma, WA 98401	383-4726 383-4676 (f)
Wayne Morris Tacoma Housing Authority	902 So. L Street Tacoma, WA 98405	207-4421 207-4440 (f)
Dilys Rosales Intel Corporation	P.O. Box 5050 Dupont, WA 98327	371-1006 371-4506 (f)
Frank Russell Professional Services Unified, Inc.	1321 MLK Jr. Way Tacoma, WA 98405	272-7498 572-9150 (f)
Frank Sánchez Centro Latino, SER	1208 South 10 <sup>th</sup> Street Tacoma, WA 98405	572-7717 572-7837 (f)
Keith Stone Commencement Bay Properties	430 Ea. 25 <sup>th</sup> Street, Suite 11 Tacoma, WA 98421	572-7340 627-0270 (f)
Nancy Trupp Key Bank	1120 South 11 <sup>th</sup> Street Tacoma, WA 98405-4019	593-3551 593-3552 (f)
Wayne Williams Tacoma Community College	5900 South 12 <sup>th</sup> St., Suite 204 Tacoma, WA 98465	566-5019 566-5296 (f)

26128

Ordinance No. \_\_\_\_\_

First Reading of Ordinance: SEP 09 1997

Final Reading of Ordinance: SEP 16 1997  
SEP 16 1997

Passed: \_\_\_\_\_

Roll Call Vote:

MEMBERS	AYES	NAYS	ABSTAIN	ABSENT
Mr. Baarsma	✓			
Mr. Crowley	✓			
Mr. De Forrest	✓			
Mr. Evans	✓			
Mr. Kirby	✓			
Dr. McGavick	✓			
Mr. Miller	✓			
Dr. Silas	✓			
Mayor Ebersole	✓			

MEMBERS	AYES	NAYS	ABSTAIN	ABSENT
Mr. Baarsma				
Mr. Crowley				
Mr. De Forrest				
Mr. Evans				
Mr. Kirby				
Dr. McGavick				
Mr. Miller				
Dr. Silas				
Mayor Ebersole				