

# City of Tacoma

Community and Economic Development

SBE & LEAP Program

Program Update  
Economic Development Committee  
March 28, 2017



# Program Team Members

- Keith Armstrong, SBE & LEAP Programs Community and Economic Development Supervisor
- Amy Thomas, Contract & Program Auditor
  - Small Business Enterprises (SBE)
- Clifford Armstrong III, Contract & Program Auditor
  - Local Employment & Apprenticeship Training Program (LEAP)
- Jennifer Beauchamp, Administrative Assistant

# Overview

- Regional and Citywide Efforts
  - Workforce Development
    - Targeted Industry Sectors
      - Construction
      - Information Technology/Cyber Security
      - Healthcare
      - Manufacturing
      - Warehouse/Logistics
- Citywide Programs
  - Small Business Enterprise Program (SBE)
  - Local Employment & Apprenticeship Training program (LEAP)
  - Neighborhood & Community Services (NCS)
- Next Steps

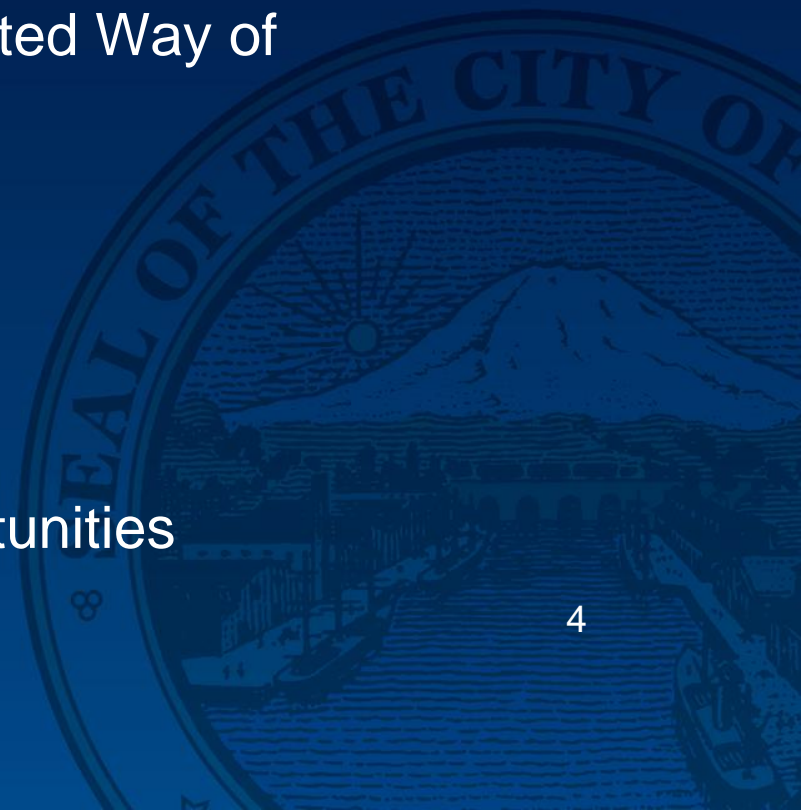
# Regional and Citywide Efforts

## Regional Efforts

- Community Workforce Agreement
  - Regional Public Owners Workgroup
  - Regional Pre-apprenticeship Committee
  - Earnability Taskforce – United Way of Pierce County

## ■ City Efforts

- Disparity Study (\$350k)
  - Disparity definition
- Section 3 Workforce opportunities
- Tacoma Works



# Small Business Enterprise Program

## 2016 Performance Measures

	Goal	Actual
Number of Contracts	45	28
Value of SBE Contracts	\$7,084,000	\$2,571,184
Percentage of SBE Participation	10%	14%

# Small Business Enterprise Program

## Growth of Small Business Enterprises

	2016	2017
Total SBE's	168	191
New Vendors	15	23
Minority Owned SBE's	33	50



# List of Local Public Projects

Over One Billion Dollar in construction 2017 - 2027

- Point Defiance By-Pass (heavy rail) \$90 million, start 2016
- Sounder Yard Expansion (Lakewood), start 2016
- LINK Light Rail Expansion Tacoma, \$165 million, start 2017
- Tacoma Trestle Track & Signal, \$115 million, start 2016
- Sumner Station Improvements, \$39 million, 2016-2023
- Puyallup Station Improvements, \$55 million, 2016-2023
- Tacoma Roads Program, \$375 million program, 2016-2026
- THA Hilltop Lofts Apartment Complex, \$15.8 million
- Wilson High School, \$60 million 2015-2017
- Arlington Elementary School, \$28 million, 2016-2017
- Completion of State Route 167/State Route 509, \$1.2 billion, 2019-2022
- Interstate 5 at Joint Base Lewis/McChord, \$350 million, 2019-2022
- And many more...

# Small Business Enterprise Program

## Future Plans

- Municipal Code Revisions
  - Based upon the Disparity Study findings institute policies relating to the utilization of minority contractors on City of Tacoma contracts
  - Enforce SBE utilization as condition of award for contracts
  - Identify possible projects that are not SBE applicable
- Establish SBE goals for small works roster
- Institute contractor performance evaluation
- SBE Summit
- How to Do Business with City of Tacoma Seminar



# Technical Assistance Workshop Fall 2016

- SBE seminar for women owned businesses at Bates Advanced Technical College
- 75 participants
- 65 businesses represented
- Topics
  - Introduce Minority Business Development Agency
  - Small Business Enterprise Program
  - City of Tacoma bid opportunities



Bates Advanced Technical Center Seminar

# Small Business Enterprise Program

## SBE Joint Subcontractor Workshop Event Series

Purpose: Outreach and education for subcontractors. Training will focus on identified gaps for subcontractors and involve match making sessions with prime contractors.

- Event Dates:
  - March 14<sup>th</sup>, 28<sup>th</sup>, and April 4<sup>th</sup>
- Location:
  - Tacoma Housing Authority
- Topics
  - Session 1 : All About Bonding & Matchmaking Session with Prime Contractors
  - Session 2 : All About Certification (OMWBE, DBE, & MBE)
  - Session 3 : All About Financials

# LEAP Program

- **Purpose:** “The City of Tacoma’s LEAP program provides residents of Tacoma, particularly those from the Community Empowerment Zone, with training and support services to complete apprenticeship requirements which lead to family-wage jobs in the building and construction trades.” TMC Chapter 1.90
- **Program Requirements:**
  - Training, resources, opportunities, living wage jobs
  - Local hire 15% on City-funded projects
  - Special credit for employing residents of the Community Empowerment Zone (CEZ)
    - 25% (of 15%) sub-goal for CEZ

# LEAP Penalty Funds

## LEAP Penalty Fund Grant

- Funds from contractors who do not meet the LEAP Utilization Goal
- Young Adult Employment Program (YAEP) received LEAP Penalty Funds and NCS Funding
  - Cohort 1: 10 Enrolled, 9 Graduated; 7 Employed
  - Cohort 2: 11 Enrolled, 11 Completed, 8 Employed



# Pierce County Construction Career Day

- Over 2,200 students in Puyallup, WA
- Exposure to STEM careers
- Promote apprenticeships
- Promote LEAP program
- Encourage government service





# Environmental Protection Agency (EPA) Workforce Training

## EPA Environmental Workforce Development & Job Training Grant

- \$200,000 from EPA and \$30,000 from LEAP
- LEAP has successfully managed seven such grants since 2000
- 2016-2019 grant has 16 graduates; 10 have been hired



EPA Grant Orientation



Hazmat Class

# 2016 LEAP Performance Measures

No. of new project with LEAP Utilization Goals	22	
No. of LEAP jobs*	210*	*Not equal to full time job
Total No. of LEAP hours	19,310	

	Goal	Achieved
Pre-Bid Estimate LEAP Utilization Goal (LUG)	15%	32%
Actual LEAP Utilization Goal	15%	16%

# LEAP Proposed Changes

- LEAP Utilization Goal (LUG) tied to actual contract goal.
- Establish LEAP Utilization Goal (LUG) from 15% to 50% over a 3 year period.
- Establish apprenticeship sub-goal
- Increase Community Empowerment Zone sub-goal from 25% to 40% of LUG
- Remove adjustment policies in TMC 1.90.040

# Section 3 Opportunities

## TARGETING WORK-ABLE PUBLIC HOUSING RESIDENTS

- Public Housing Residents receiving pre-apprenticeship training to have priority hire on certain HUD funded project.
- Salishan and Bay Terrace residents are also in the community redevelopment zone and may have access to additional support.
- Outreach campaign to all work-able public housing clients to identify residents that may be interested in the building and construction trades.

# Next Steps

- Refine webpages
- Propose modification to city codes
- Align training with partners
- Track impact
- Report hidden successful outcomes





# Neighborhood & Community Services

## Opportunity & Achievement

Christopher Wright  
Contract & Program Auditor



# NCS

## Opportunity & Achievement Budget

General Fund:

- \$1.08M Sustained O&A Contracts
- ~\$900K Tacoma Training & Employment Program (TTEP)
- ~\$500K Summer Jobs 253 (Annual Budget)

Total: \$2.5M

# Sustained O&A Contracts

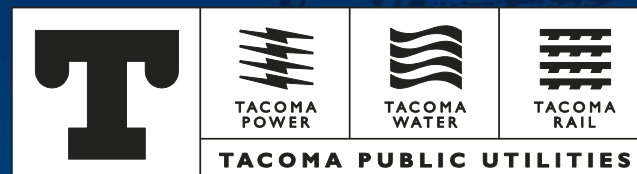
Agency	Program	Service(s) Provided
Boys & Girls Club SPS	Education & Career Dev	Education
Foundation for Tacoma Students	Graduate Tacoma!	Education
Girl Scouts of WW	Girl Scouts Leadership & Scholarship Initiative	Education
Goodwill	Educational Access	Education
Northwest Leadership Foundation	Act Six Leadership & Scholarship Initiative	Education
Peace Community Center	McCarver Scholars	Education
Tacoma Community College	SPRUCE	Education
Tacoma Community House	Adult Literacy & Employment	Education
The Rescue Mission	Challenge Learning Services	Education

# Sustained O&A Contracts Cont'd

Agency	Program	Service(s) Provided
Tacoma Community House	Multilingual Immigration Program	Employment
Tacoma Community House	REACH Summer Jobs 253 Internship	Employment
United Way of Pierce County	Center for Strong Families	Employment
Centerforce	Food Service Education & Training	Training
Centerforce	Workforce Development for the Underemployed	Training
Courage 360	REACH Plus	Training

# Tacoma Training & Employment Program (TTEP)

The City of Tacoma's commitment to provide for the development of a trained and capable work force that possesses the skill and ability to fully participate in building and construction trades and technical and career fields in Tacoma.





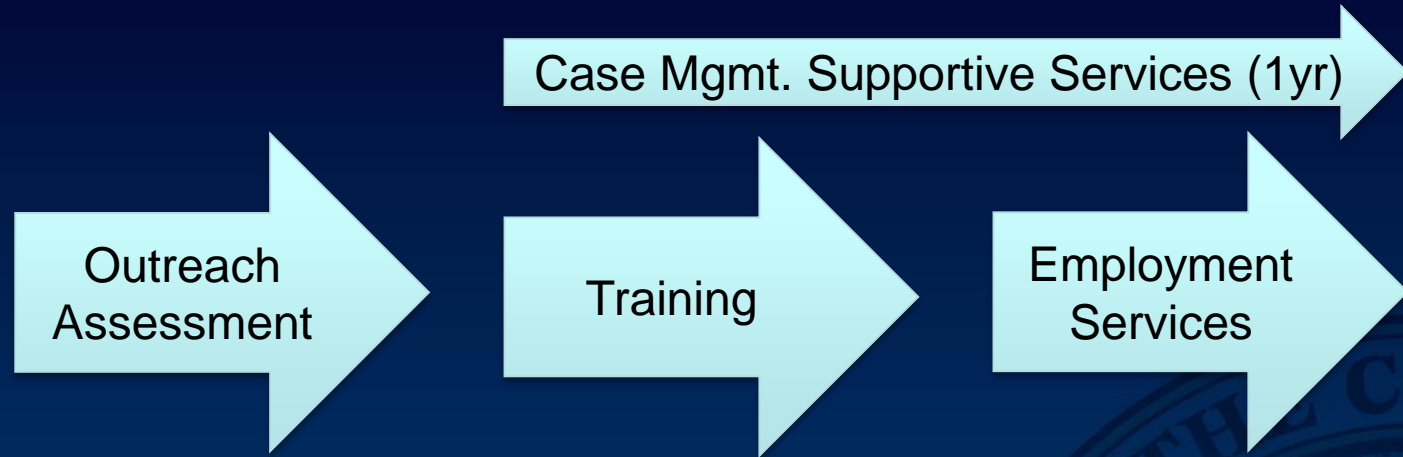
## Building & Construction Trades Core Curriculum:

- Industry Awareness
  - Introduction to the Trades
  - Attitudes and Behaviors
- Tools & Materials
- Blueprint Reading
- Applied Math for Construction
- Welding, Cutting, and Burning
- Financial Literacy
- Labor History
- Green Construction
- Employability
- Applied Learning
- Construction Safety – OSHA 10
- Flagger Training
- Forklift Operation
- First Aid and CPR



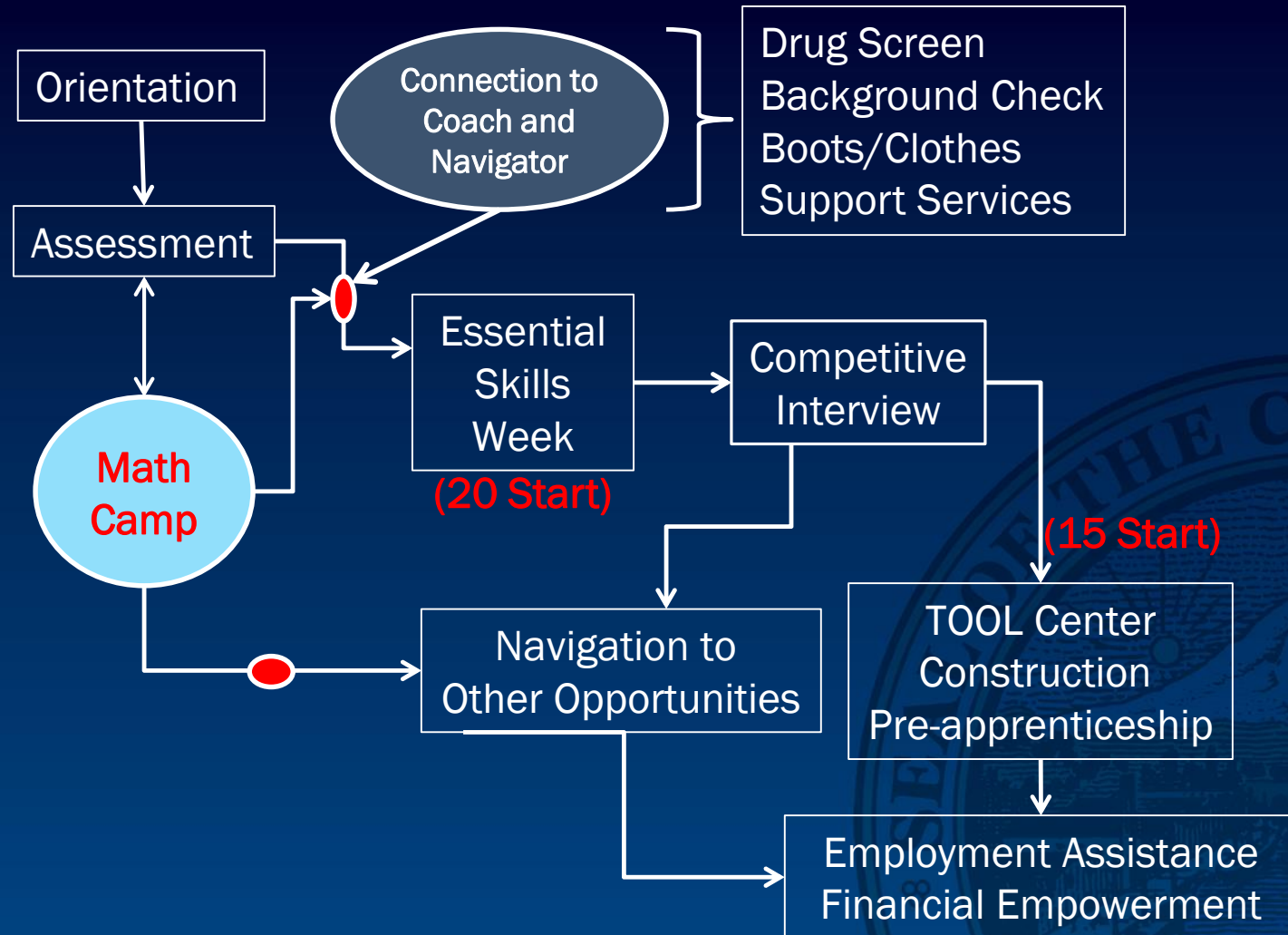
# 2016 TOOL Center

New service delivery model with 4 contracted partners



- 90% people of color
- 22% Female
- 75% low-income
- 1/3 prior criminal background
- Full Participation
- 43 of 45 graduated
  - 18 college credits
  - 4 certifications
- >34 employed

# 2017-18 TTEP Customer Experience



# The TTEP Partners

- SureHouse Open Bible Church (Outreach & Assessment)
- Genesis HCDC (Outreach & Assessment)
- Sound Outreach Services - Center for Strong Families (Employment Coaching, Supportive Services)
- Bates Technical College (Training)
- Apprenticeship and Non-traditional Employment for Women (ANEW )(Training, Supportive Services, Employment Connections)
- United Way of Pierce County (Employment & Training Navigation)
- Goodwill of the Olympics & Cascade Region (Math Boot Camp, Other Training Opportunities)
- Aerospace Joint Apprenticeship Committee (AJAC) (Training)
- Tacoma Public Schools (Outreach)
- Fremont Maritime (Training)
- Flagship Maritime (Credentialing)

# Tacoma Tide Flats Certification Program



## 2016 Pilot

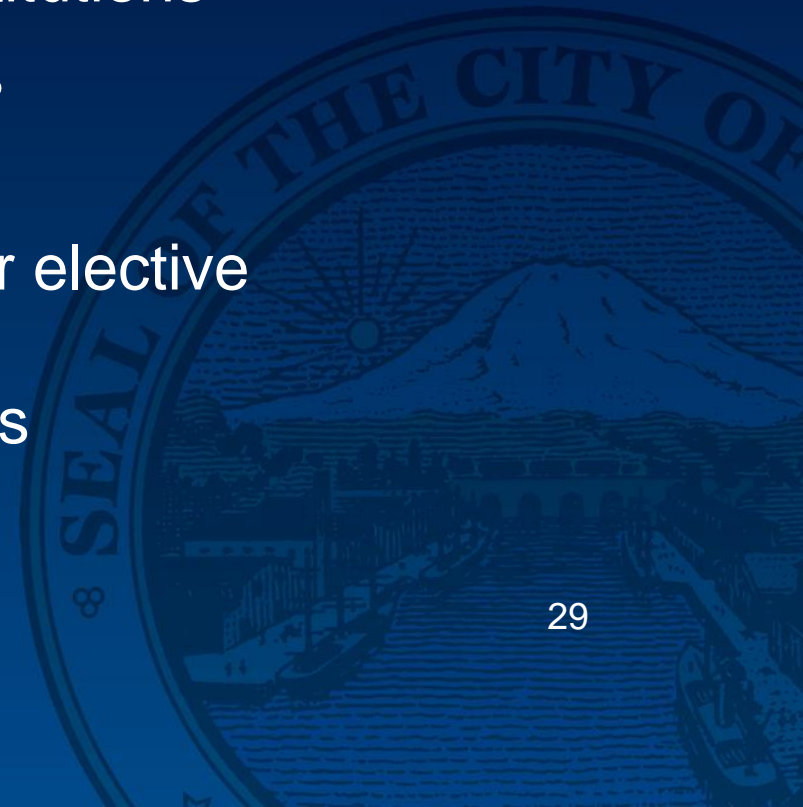
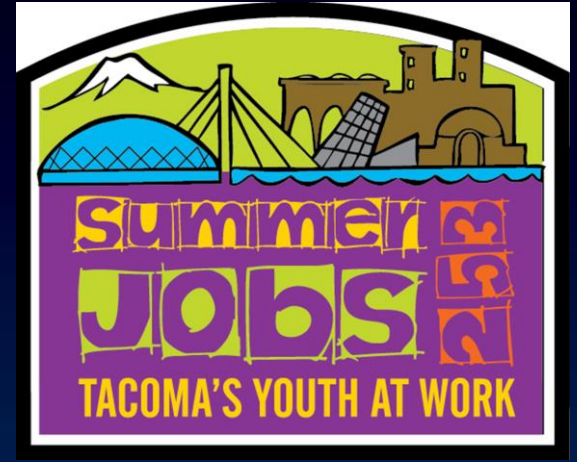
- Partnership with TPS
- 22 High School Seniors
- 7 IRC's:
  - Warehouse Forklift Operator
  - Flagger
  - OSHA 10
  - HAZWOPER
  - Merchant Marine Credential Basic Safety
  - Merchant Marine Credential Security
  - Transportation Worker ID (TWIC)



# Summer Jobs 253

## Program Overview:

- 96 hours of work experience
- Financial Literacy Training
  - Connections to financial institutions
- Essential skills/Work-readiness
- Academic tracks:
  - Up to 2 general education or elective credits toward graduation
  - Fundamental IT Certifications
  - Up to 3 college credits



# Questions?

Christopher Wright  
Neighborhood &  
Community Services  
Ext. 5075  
[cwright@cityoftacoma.org](mailto:cwright@cityoftacoma.org)

Keith Armstrong  
Community & Economic  
Development  
Ext. 7933  
[karmstrong@cityoftacoma.org](mailto:karmstrong@cityoftacoma.org)