



## Equity in Contracting & Local Workforce Development

City of Tacoma

Study Session  
July 30<sup>th</sup>, 2019



## AGENDA



### Equity in Contracting & Local Workforce Development

- Desired Outcomes and Objectives
- Current Policies
- Historical Context
- Recommendations to Meet Objectives
- Next Steps

## DESIRED OUTCOMES



- City of Tacoma Public Work Projects Should:
  - Provide workforce development and employment opportunities to residents of Tacoma and economically distressed areas within the Tacoma Public Utilities Service Area
  - Promote equitable use of Small/ Minority/ Women's Business Enterprise (M/WBE) contractors

3

## OBJECTIVES



- 1 Build local business contracting capacity
- 2 Implement race/gender-based contracting goals
- 3 Enforce mandatory utilization of equity goals
- 4 Increase local hiring and training
- 5 Enter into additional workforce development agreements

4

## CURRENT POLICIES



- Small Business Enterprise (SBE) Policy *TMC 1.06*
  - Updated 2014
- Tacoma Training and Employment Program (TTEP) Policy
  - TMC 1.80 Repealed 2016
- Local Employment and Apprenticeship Training Program (LEAP) Policy *TMC 1.90*
  - Updated 2018

5

## HISTORICAL CONTEXT



- I-200 (1998)
- Griffin & Strong Disparity Study (GSDS) (2018)
- Community Workforce Agreement (CWA) Task Force (2018 – 2019)
- I-1000 (2019)

6

## RECOMMENDATIONS



### Phased Approach:

- Phase I: Implement Foundational Recommendations
  - Present – December 2019
- Phase II: Implement Major Policy Advancements
  - January 2020 – December 2020
- Phase III: Evaluate, Learn, Adjust and Revise
  - January 2021 – December 2023

7

## PHASE I (Present – December 2019)



- **Implement Foundational Recommendations**
  - Improve Compliance Tracking
    - Enhance ability to monitor contractor performance
    - Align tracking with other local agencies
  - Increase Contractor and Supplier Pool
    - Expand pool by including State certification list(s)
  - 1 • Provide additional trainings for public contracting business development in construction, goods, and services.
  - Migrate to State Certification List(s)
    - 1 • Improve small business development by reducing barriers
    - Lower administrative burden on vendors and City staff

8

## ●●● PHASE I (Present – December 2019)



### • Consider Code & Policy Changes –

- 2 • Race & Gender Subcontracting Goals
  - Minority and Women Business Enterprise (MWBE) goals
- 3 • Condition of Award for Small Business Enterprise (SBE) & MWBE Participation
  - Programs must be utilized unless specific waiver provided by City
- 4 • Economic Development Projects
  - MWBE and Local Hire participation on certain projects that utilize City land, tax incentives, etc.

9

## ●●● PHASE I (Present – December 2019)



### • Consider Code & Policy Changes –

- 4 5 • Additional Apprenticeship and Workforce Agreements
  - Priority apprenticeship and hiring programs targeted to Economically Distressed Areas of City and TPU Service Area
  - Potential Project Labor Agreement (PLA)

10

## ● ● ● PHASE II (January 2020 – December 2020)



### • Implement Major Policy Advancements

- Administer New Policies Adopted by City Council
- Evaluate Phase I Implementations
- Consider Potential Increases for 2021–2022 Budget
- Update TTEP for Improved Workforce Outcomes
  - Decrease barriers for TTEP graduates in City hiring
  - Increase partnerships for direct-entry private-sector organizations

4

11

## ● ● ● PHASE III (January 2021 – December 2023)



### • Evaluate, Learn, Adjust and Revise

- Evaluate Phase I and II Implementations
- Respond to Learnings
  - Adjust and make any additional necessary changes (to include potential policy and ordinance revisions)
- Prepare for 2<sup>nd</sup> Disparity Study (Anticipated 2022)
  - Studies must be performed once every 5 years for data to remain legally viable.

12

## NEXT STEPS (PHASE I)



| Month (2019)    | Study Session / Council Action  |
|-----------------|---|
| <b>August</b>   | <ul style="list-style-type: none"> <li>Consider additional training efforts for public contracting business development</li> <li>Consider authorization of SBE certification migration to State list</li> <li>Consider race and gender subcontracting goals</li> <li>Consider condition of Award for Small Business Enterprise (SBE) &amp; MWBE Participation</li> <li>Review Communication, Engagement, and Outreach Plan</li> </ul> |
| <b>October</b>  | <ul style="list-style-type: none"> <li>Consider Potential Options for Additional Apprenticeship and Workforce Agreements</li> </ul>   |
| <b>December</b> | <ul style="list-style-type: none"> <li>Consider Mid-Biennial Adjustments for newly adopted policies</li> <li>Consider recommendations on MWBE and Local Hire participation on certain private sector projects that utilize City land, tax incentives, etc.</li> </ul>   |

13

## NEXT STEPS (PHASE II & PHASE III)



### **Phase II: Implement Major Policy Advancements**

(January 2020 – December 2020)

- Implement Major Policy Advancements
- TTEP Update
- Potential 2021 – 2022 Budget Increases

### **Phase III: Evaluate, Learn, Adjust and Revise**

(January 2021 – December 2023)

- Evaluate, Adjust, Learn and Revise

14



## **Equity in Contracting & Local Workforce Development**

City of Tacoma

**Study Session**  
**July 30<sup>th</sup>, 2019**

