

# ***Building Diverse Partnerships to Deliver for the Region***

## ***Sound Transit Contractor Expo***

*December 11, 2020*



# *Staff Introductions*

- **Kerry Pihlstrom**, Deputy Executive Director, Design and Engineering (Acting)
- **Leslie Jones**, Chief Labor Relations Officer
- **Brenda Nnambi**, Technical Advisor, Civil Rights, Equity & Inclusion
- **Matt Preedy**, Director, Construction Management

# Overview

## Program Scale

- Our relationship with industry
- Our path ahead in partnership with you

## Fostering Growth of a Diverse Workforce

- ST demographics
- Increasing Diversity in the workforce
- Disparity Study findings

**We want to hear from you**

# *ST Vision, Mission and Values*

## VISION

Enthusiastically transforming the map of Central Puget Sound. Making our transit service as iconic to our region as the Space Needle, Mount Rainier and ferries.

## MISSION





Connecting more people to more places to make life better and create equitable opportunities for all.





# *Program Scale*

## Link light rail

**Future service:**


-  Everett–Seattle–West Seattle
-  Redmond–Seattle–Mariner
-  Ballard–Seattle–Tacoma
-  Issaquah–Bellevue–South Kirkland
-  Tacoma Dome–South Community College

**In service:**



-  Univ. of Washington–Angle Lake
-  Tacoma Dome–Theater District

## Sounder commuter rail

**Future service:**


-  DuPont–Lakewood

**In service:**

-  North Line (Everett–Seattle)
-  South Line (Lakewood–Seattle)

## Bus

**Future service:**

-  Bus Rapid Transit (BRT)

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☐ New station or bus facility

☐ Added parking

☐ Station improvements

☒ Major transfer hub

☐ Existing station or bus facility

☐ Existing parking

☐ Provisional light rail station

- 116-mile regional system
- 83 stations

- Serving 12 cities in the I-405, SR-522 and SR-518 corridors.
- Bus-on-shoulder opportunities: I-5, I-405, SR 518, SR 167

- Expansion of service, 40% capacity increase
- Parking and access improvements
- Platform extensions



# System Expansion

**ST3:**

Predicts **50+ million labor hours** required to complete voter-approved system expansion over the next 25 years

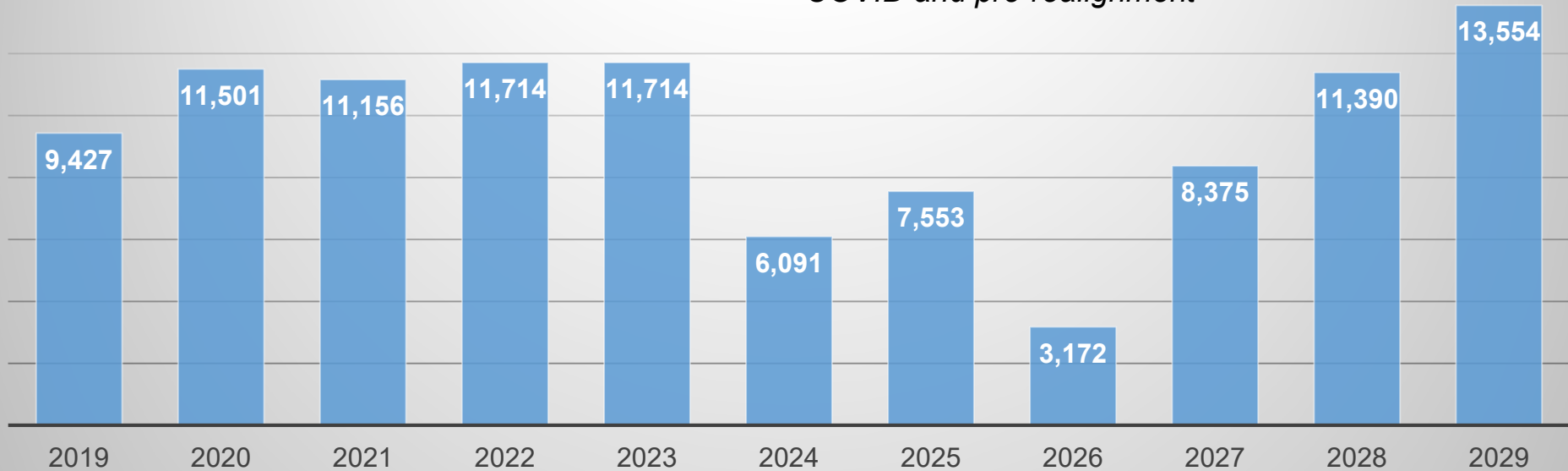
## Construction in the Region (2018-2022)

Sound Transit	\$22.6B
SDOT	\$0.8B
Transit & others	\$1.7B
WSDOT	\$6.7B
Port of Seattle	\$1.5B
<b>TOTAL</b>	<b>\$33.3B</b>

# Sound Transit Construction Workforce Demands (ST2/ST3)

## Estimated Annual Construction Worker Demand

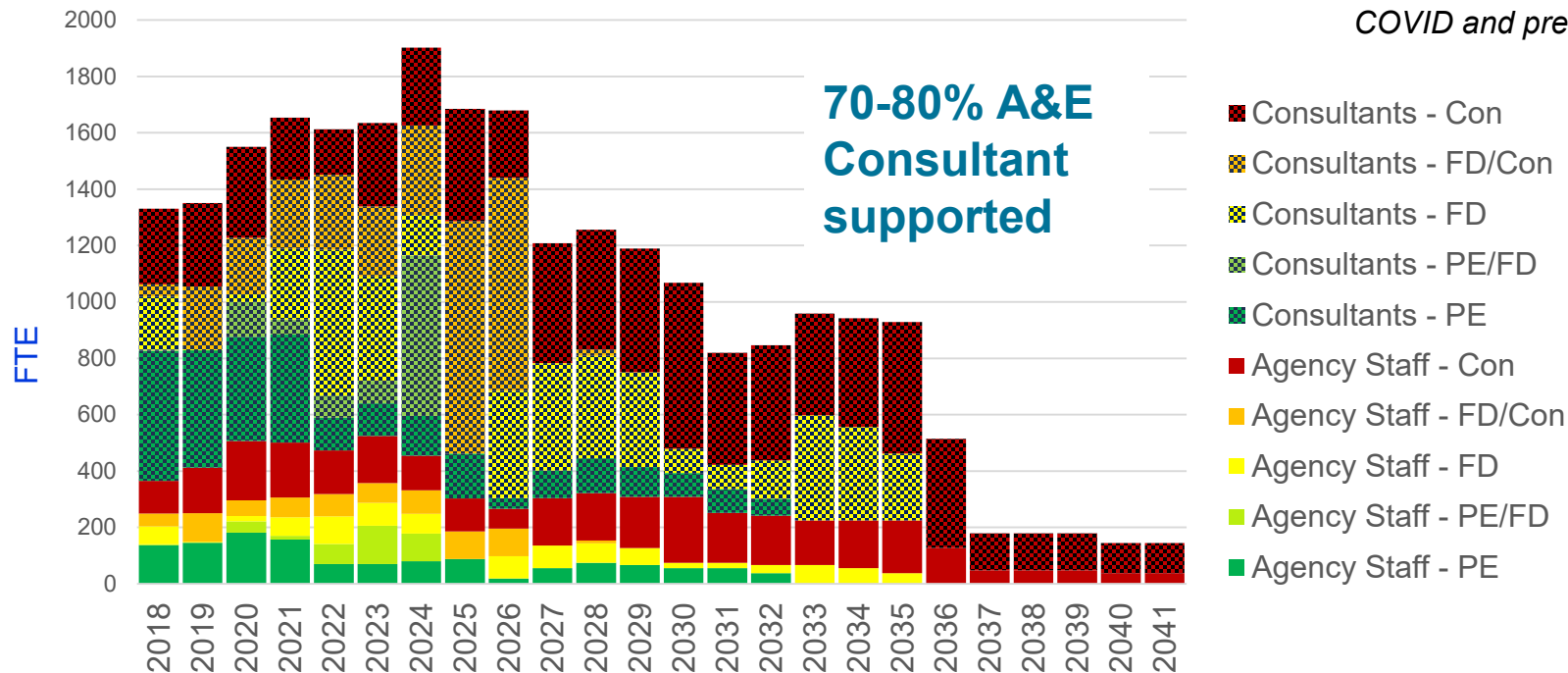
*\*Numbers reflected are pre-COVID and pre-realignment*



# A&E Workforce Demands (ST2/ST3)

## A&E Staff Count\* by Build Stage / FTE Type

*\*Numbers reflected are pre-COVID and pre-realignment*



# ***Our Partnership with Industry***

## ***A&E Partnering Forums***

- ST/ACEC Executive Committee & Sub-committee
- ST Design Summit

## ***Construction Partnering Forums***

- ST/AGC Committee
- Labor Joint Administrative Committee

## ***DBE / SBE***

- National Association of Minority Contractors
- COMTO (Conference of Minority Transportation Officials)
- Tabor 100
- WTS (Women Transportation Seminar)

# ***Fostering Growth of a Diverse Workforce***

# Our Path Ahead

## Strategic Goal 2.3

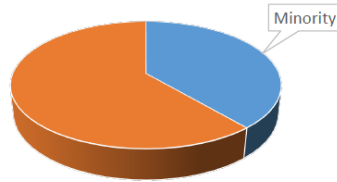
- Increase diversity in the region's construction workforce by 2024
  - *Meet or exceed 20% apprentice utilization*
  - *Meet or exceed 21% utilization of workers of color*
  - *Demonstrate a year-over-year increase from the 2020 baseline of 7%, in the utilization of women on Sound Transit's capital construction projects*

## Strategic Goal 3.1

- Ensure our talent is ready to implement the voter-approved plan and revenue service operations
  - *Recruit and retain a workforce that **reflects the communities we serve***

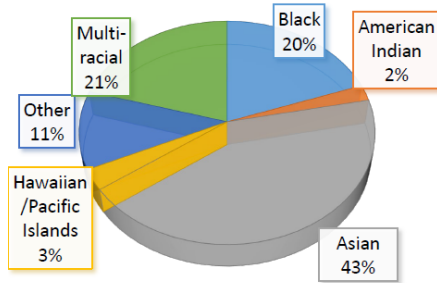
# Our Current Community We Serve

Minority Population

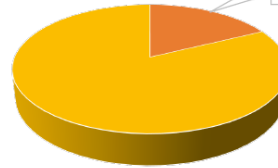


■ Minority (non-white) (38.8%)  
■ Non-minority (61.2%)

Minority Population - Detail



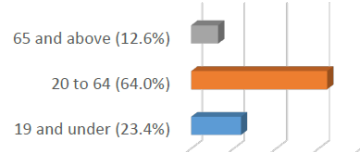
Low income



■ Low income (17.7%) ■ Non-low income (82.3%)

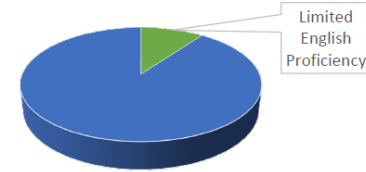
Note: Low income is defined as 150% of poverty level and below.

Age



General Note: All data from the US Census American Community Survey, 2017.

Limited English Proficiency (LEP)



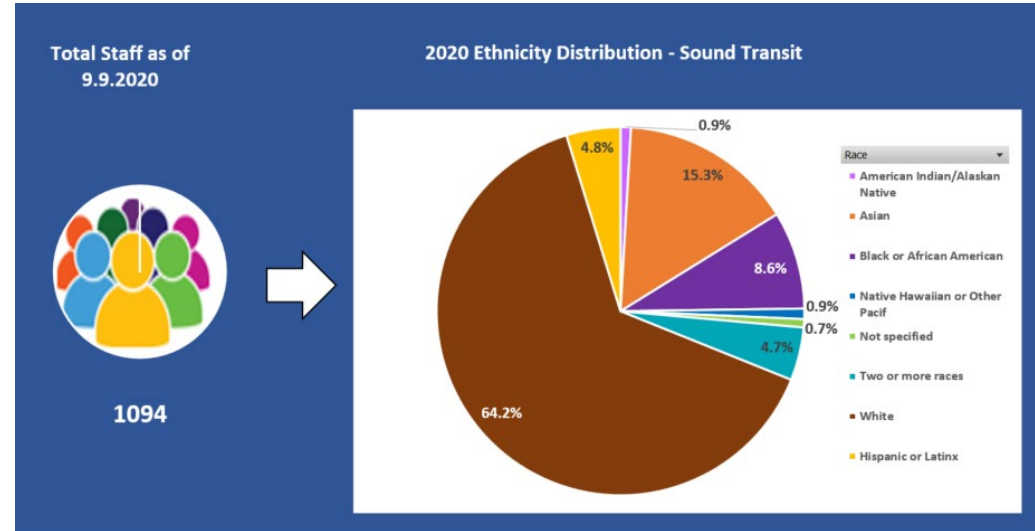
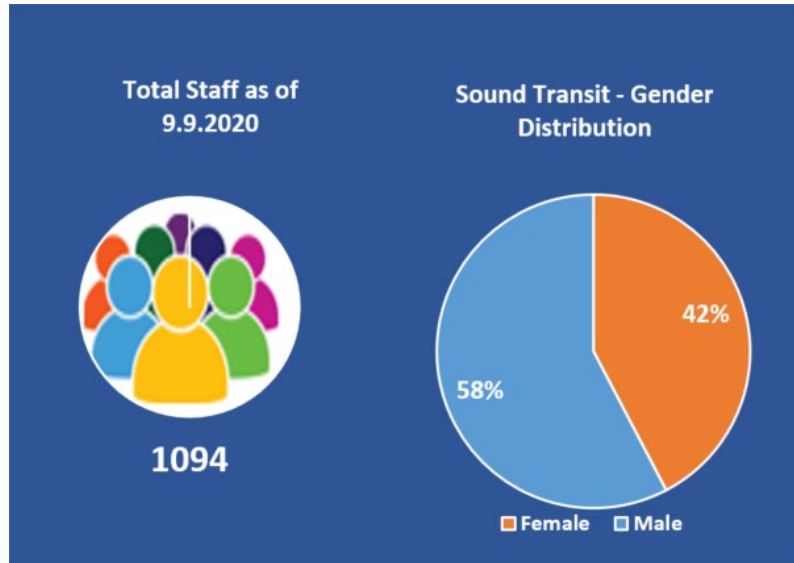
■ LEP (10.1%) ■ Non-LEP (89.9%)

**Top 5 languages** (or language groups) spoken at home for LEP population:

Rank	Language	%
1	Spanish	2.8%
2	Chinese	1.5%
3	Other Asian Languages	1.1%
4	Vietnamese	1.0%
5	Russian	0.8%

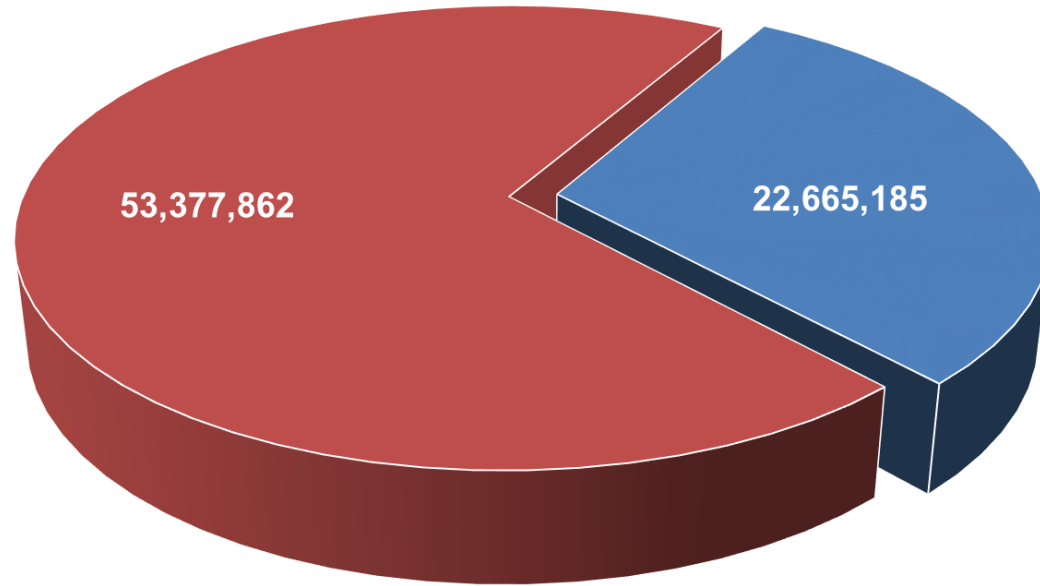
Note: Limited English Proficiency (LEP) is defined as speaking English less than "very well".

# Our (ST Internal) Demographics



# ***Increasing Diversity in the Workforce***

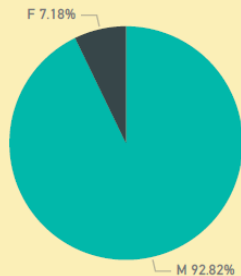
# *Sound Transit System Expansion Construction Hours Through July 2020*



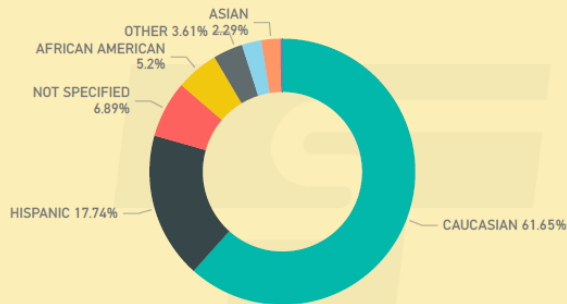
■ Hours Worked on ALL PLA Construction to Date   ■ Estimated Hours Remaining

# Labor Compliance

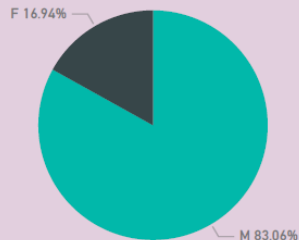
Total Hours by Gender



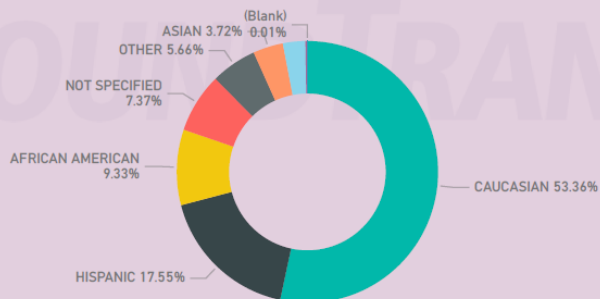
Total Hours by Ethnicity



Apprentice Hours by Gender



Apprentice Hours by Ethnicity



Project Name

- ☐ T-100 Tacoma Link Extension
- ☐ R-200 Redmond Link Extension
- ☐ Puyallup Station Access Improvement
- ☐ N-830/E-750 Northgate & East Link Systems
- ☐ N-180 Trackwork from UWS to NGS
- ☐ N-160 Northgate Station, Elevated Guideway and Par...
- ☐ N-150 Roosevelt Station Finishes
- ☐ N-140 U-District Station Finishes
- ☐ M-200 - OMF East
- ☐ L-300 NE 200th Street to Lynnwood Transit Center
- ☐ L-200 Lynnwood Link Extension-Northgate to NE 200th
- ☐ L-115 Lynnwood Link Early Demolition
- ☐ F-200 Federal Way Link Extension
- ☐ F-360 - EastLink - SR520 to Overlake Transit Center

Total Wages Paid

**\$522,528,828**

Total Hours Worked

**11,497,836**

Total Number of Workers and Apprentices



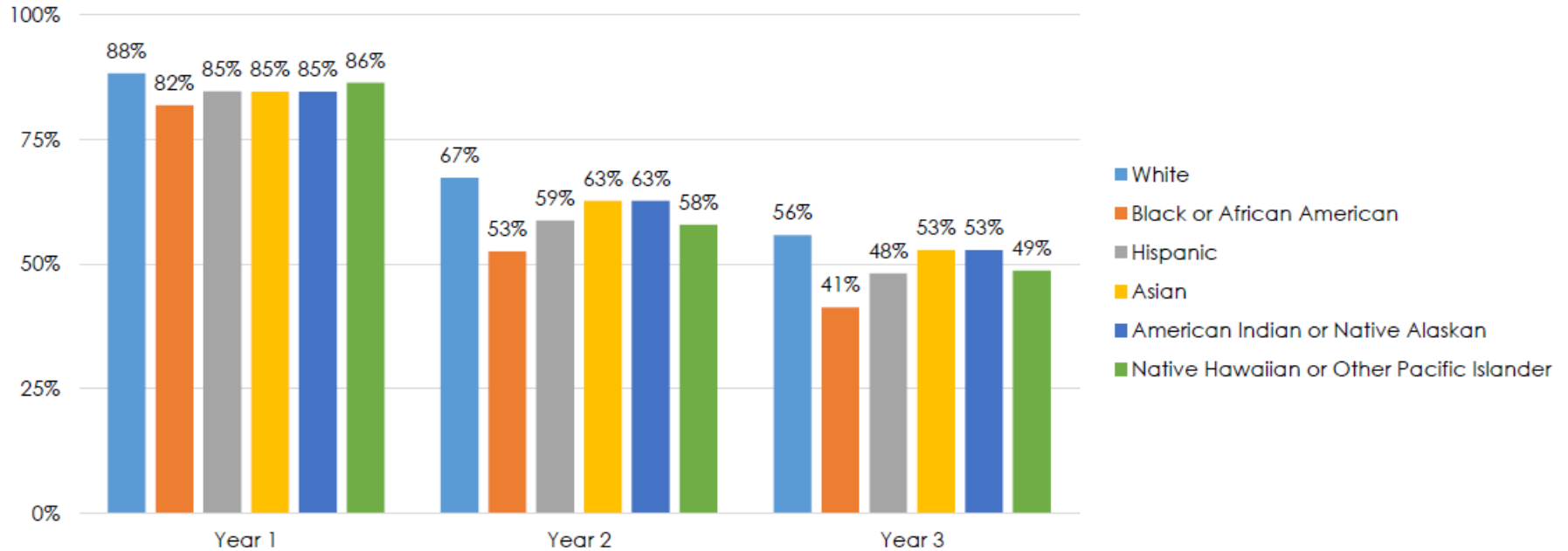
# Changing Construction Workforce Demographics

	Apprentice Hours		Journey-Level Hours		Combined Hours	
Total Hours	2,058,129.0		8,790,556.2		10,848,685.2	
People of Color	802,626.0	39.0%	2,570,533.1	29.2%	3,373,159.2	31.1%
Female Hours	346,714.1	16.8%	429,987.5	4.9%	776,701.6	7.2%

**APPRENTICES**  
55.8%  
Women or People  
of Color

**JOURNEY-LEVEL**  
34.1%  
Women or People  
of Color

# Retention Rates by Race



Construction Apprenticeship Retention Rates by Race  
King, Pierce, and Snohomish Counties, 2014 – 2018 average

# ***RISE Up! Training***

- To date, over 150 supervisors have been trained in 10 sessions
- Provides Knowledge, tools and skills for front line supervisors
- Includes resources such as Tool Box talks, jobsite posters & pocket cards



# ***RISE Up! Training***

## **Training Components**

<b>Awareness</b>	<b>Knowledge</b>	<b>Tools</b>
<ul style="list-style-type: none"><li>• Implicit Bias</li><li>• Equity vs. Equality</li><li>• Intention vs. Impact</li></ul>	<ul style="list-style-type: none"><li>• Describes examples of bullying, hazing, harassment, discrimination and retaliation</li><li>• Provides Sound Transit's respectful workplace expectations</li><li>• Discusses Sound Transit policies and procedures</li></ul>	<ul style="list-style-type: none"><li>• Conflict Resolution</li><li>• Bystander Intervention</li><li>• Giving &amp; Receiving Corrective Feedback</li><li>• Tool Box Talks</li></ul>

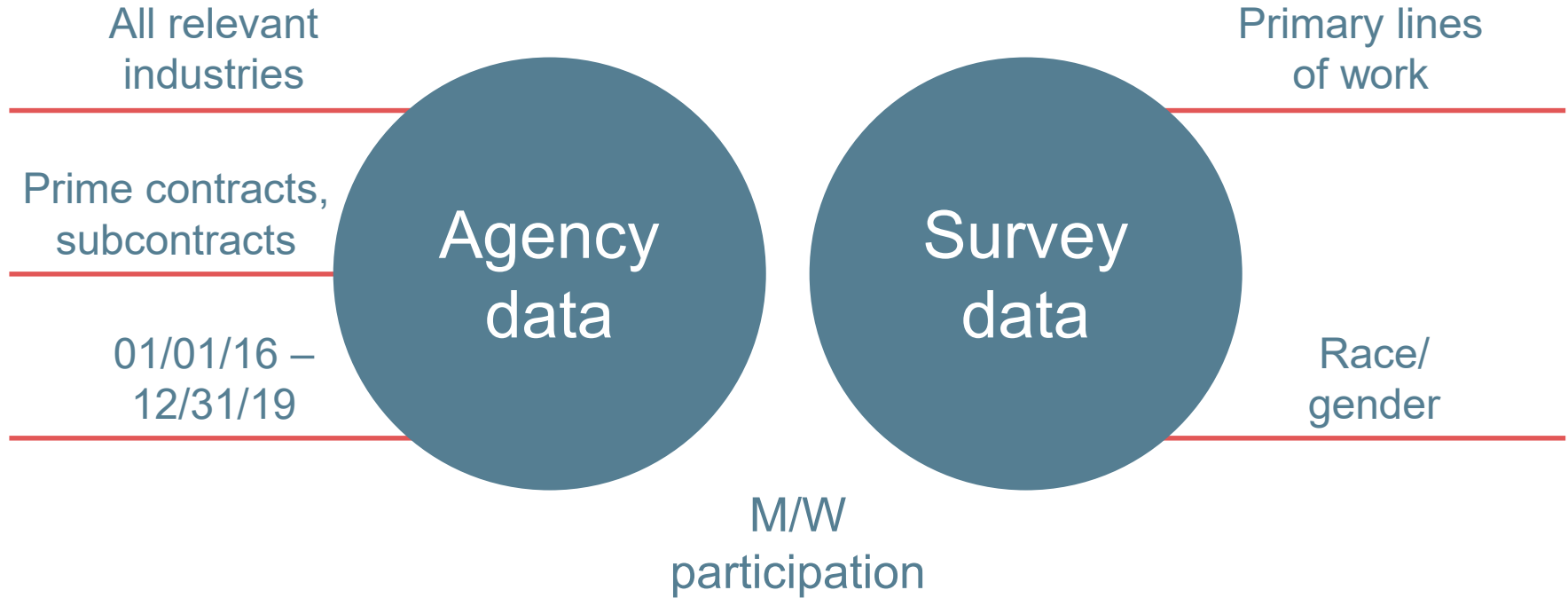
# *Disparity Study*

# ***2020 DBE Disparity Study***

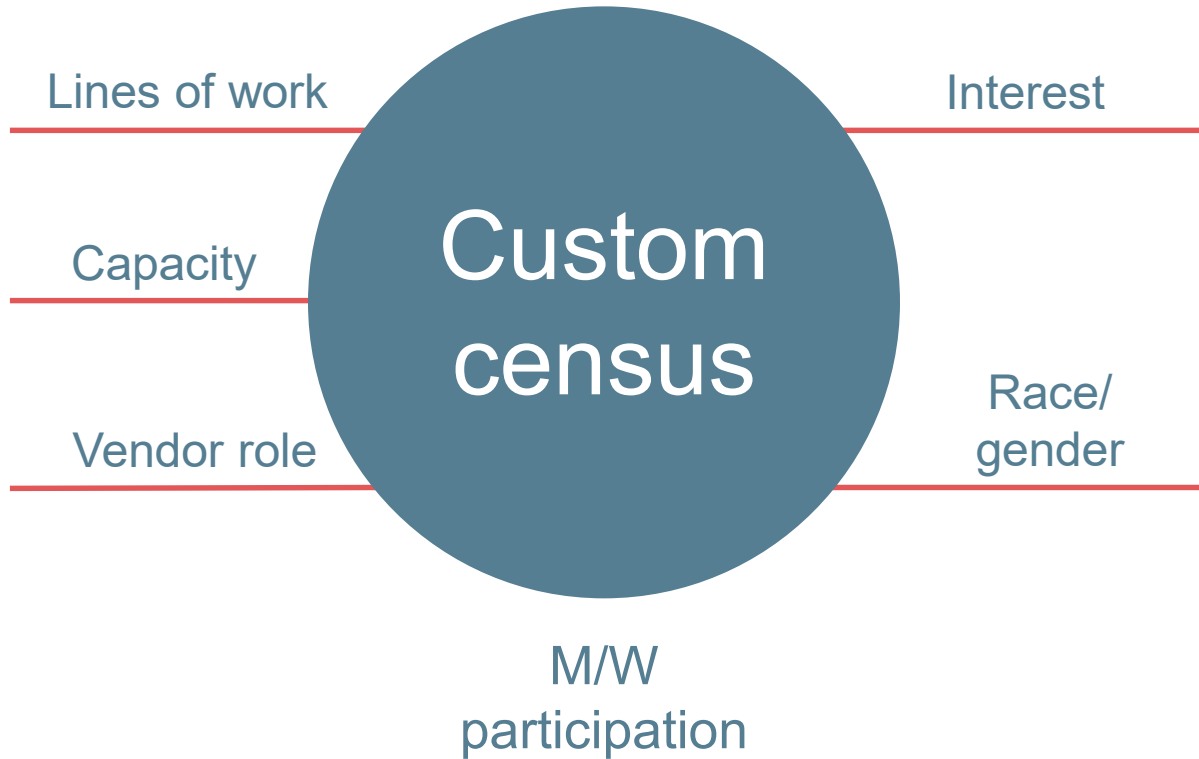
## **Why do a DBE Disparity Study?**

- Assess M/W participation, availability and any disparities
- Refine contracting policies and program measures
- Set overall DBE Goal and make program decisions

# Utilization Analysis



# Availability Analysis



# Disparity Analysis

$$\frac{\text{Dollars received}}{\text{Dollars available}} = \text{DISPARITY INDEX}$$

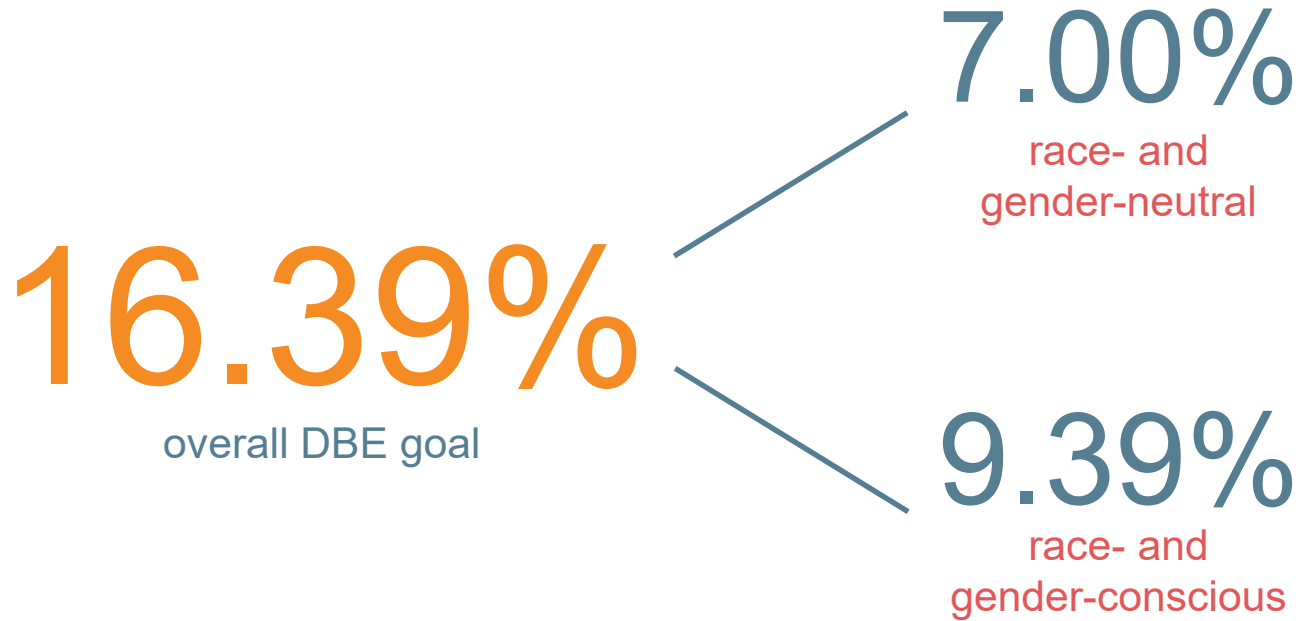
.80 or less = *substantial* underutilization

# Disparity Analysis Results

Contract set	DBE group					Subcontinent Asian
	Woman	Asian Pacific	Black	Hispanic	Native	
All contracts				•	•	
FTA funded contracts			•		•	
Locally funded contracts				•	•	
Contracts with DBE goals			•	•		
Contracts without DBE goals				•	•	
Prime contracts			•	•	•	•
Subcontracts				•	•	
Construction				•	•	
Architecture and engineering					•	
Other professional services			•		•	
Goods and services	•	•		•	•	

= substantial disparity

# Overall DBE Goal 2021-2022



# *Disparity Study Next Steps*

- Program measures decisions
- FTA submittal, review and approval
- Waiver request

***We want to hear from you***

# *Key Takeaways*

- ✓ You are a partner in support of delivering our program successfully
- ✓ We need your help to build on this opportunity to foster growth of a diverse workforce
- ✓ We are working on our plan moving forward and would like your input.

# ***Share your feedback and ideas . . .***

## **How can ST foster a culture of mutual respect and cooperation?**

- Keep doing, stop doing, start doing

## **How can ST enhance the diversity of industry delivering our work?**

- Contracting barriers?
- More visibility and collaboration opportunities?

## **Other ideas to help deliver our program?**

- Open to any feedback

***Questions?***

*Thank you.*



 [\*soundtransit.org\*](https://soundtransit.org)

