



ELLIOTT BAY SEAWALL PROJECT

Seattle City Council

**Central Waterfront, Seawall and Alaskan Way Viaduct
Replacement Program Select Committee**

April 28, 2014

TODAY'S AGENDA



1. CWA & Social Equity
2. Project status & schedule
3. Project risks update
4. Next steps



COMMUNITY WORKFORCE AGREEMENT (CWA): SOCIAL EQUITY

QUICK RECAP: CWA - PLA



- Negotiated agreement between City & labor (blanket vs. project specific)
 - Note: other forms exist such as an owner-directed, negotiated by the AGC with the Prime & Labor directly.
- Workers come from union hiring hall
- All contractors agree to work under agreement
- Community Workforce Provisions
- Labor/Management Committee
- Dispute Resolution process

CWA = Community Workforce Agreement

PLA = Project Labor Agreement

KEY DRIVERS – SOCIAL EQUITY



- Community concerns (pickets, advocacy)
- Work stoppages in California
- Council commitment & Resolution
- Possible solution: PLA

	City Actuals*	Availability**
Women	5% (total projects)	4%
People of Color	27% (total projects)	20%
Disadvantaged	14% (sample)	NA
Seattle residents	6% (sample)	NA
+King County	31% (sample)	NA

*Source: UCLA Labor Center Report titled *Worker Profile*, examining 33 City of Seattle projects from 2009-2013)

** *Community Attributes*, March 2014, City of Seattle Construction Industry Labor Market Assessment. Tri -County

SEAWALL PLA



PLA Strengths

- Assures highly skilled workers
- Eliminates wage theft risks
- Effective identification and resolution of labor issues
- Legal mechanism to change labor call-out

PLA Risks

- WMBE utilization (currently under analysis, Armstead Consulting)
- Cost delta unknown

PLA Development (2012)

- Negotiations: labor, community, WMBE, FAS, SDOT

SEAWALL PLA: FEATURES



- Goals for
 - People of color (21%)
 - Women (12%)
 - Socially or economically disadvantaged zip codes (15%)
- Pre-Apprenticeship direct entry (1/5)
- Standard Apprentice (15% + diversity)
- Community access to project management
- WMBE Exemptions (detailed in next slides)
- WMBE/Community Subcommittee

CWA WMBE



- **WMBE & Non-Union Accommodations**
 - Two Core workers
 - Labor unions may waive representation fees
 - Dual benefit costs
 - City may direct pay to subs the delta cost difference

CWA GOALS



Total workers hours	Goal	Project to Date	Compared to sample of all City Projects
Seattle Workers	N/A	13%	5%
Tri-County	N/A	86%	76%
Apprentices	15%	13.5%	14%
Pre-Apprentice	1/5	UNK	UNK
Women	12%	15.5%	5%
People of Color	21%	24.5%	25%
WMBE Firms (\$)	13%	23%	16%
Disadvantaged Zips	15%	20%	12%

*Work performed since construction began (November 18, 2013) through Q1 2014.
Percentages will shift as project progresses.*

CWA DAILY MANAGEMENT



- **On-site interviews (wage theft, labor issues)**
- **Pre-job meetings every Tuesday**
- **Monthly reports**
- **Monthly JAC (labor, M/M, City)**
- **Issue Resolution**
 - examples: pre-jobs, classifications for fueling, trucking, parking)

WOMEN & MINORITY-OWNED BUSINESS



- **City traditional roadwork: 12%**
- **Prime contractors must use WMBE Inclusion Plan during sub-package bids**
- **Negotiated Support Services**
- **Prompt Pay requirements**

	Preconstruction	Construction
Project To Date	58%	23%
Goal	8%	13%

CONSTRUCTION WMBE UTILIZATION



	Scope	Award	Prime	Bid price	Goal	WMBE guarantees	WMBE Guarantee\$
101A	Jet Grouting	Yes	Hayward-Baker	\$40m	13%	4	2%
101B	Drilled Shafts	Yes	DBM	\$1.8m	8%	2	9%
102A	Cast in Place	Yes	M/M	\$31.4M	15%	1	1%
102B	Walkway	Yes	MM	\$14.9m	13%	0	0
103A	Earthwork/Utility	Yes	Mid-Mountain	\$12.7m	13%	3	6%
103B	Roadway/Elect	Yes	Elcon (M)	\$11.3M	50%	1	50%
104	Demo/Excavation	Yes	Mid-Mountain	\$7.9	9%	1	5%
105	Marine Habitat	Pending	Pacific Pile	\$5.8	9%	0	0
106A	Asphalt	Not yet bid					
106B	Concrete	Not yet bid					
106D	Signage	Not yet bid					
106E	Landscaping	Not yet bid					

CONSULTANT SERVICES

JACOBS CONSULTANT CONTRACT



WMBE Company	Jacobs SOQ-response to RFP Inclusion Plan (April 2013) %	Contracted to Date (March 2014) %
Greenbusch	0.0%	1.9%
WHH Nisqually	3.0%	3.5%
WHPacific	12.0%	5.4%
Platinum Group	1.0%	0.8%
RIDOLFI	2.0%	2.1%
Shen	5.5%	5.5%
Vosk	0.0%	7.2%
EHS-International	1.5%	0.0%
Stepherson & Associates	1.0%	0.0%
Total	26%	26.4%

PARSONS CONSULTANT CONTRACT



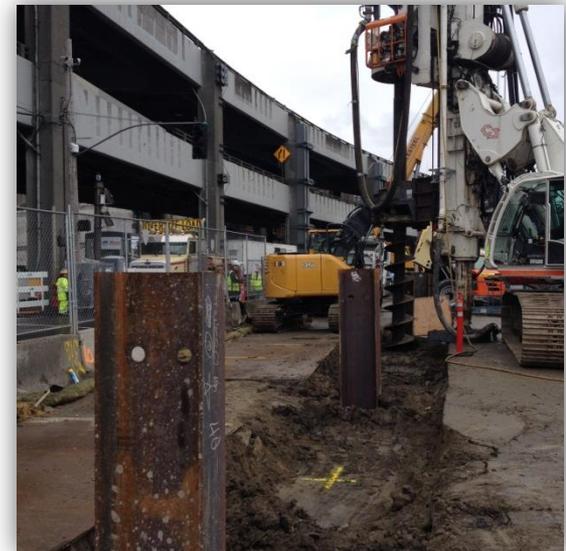
WMBE Company	Inclusion Plan (March 2012) %	Contracted to Date (March 2014) %
Exeltech Consulting	25.0%	19.6%
Versaire	0.75%	0.0%
SCE	0.5%	0.1%
Harrison Design	1.25%	0.5%
Stepherson & Associates	2.0%	0.5%
True North	0.5%	1.4%
EnviroIssues	0.0%	9.3%
Haddad	0.0%	0.5%
VOSK	0.0%	0.0%
Axis	0.0%	0.3%
Total	30%	32.2%

CURRENT PROJECT STATUS

RECENT MILESTONES



- Released Final SEIS 4/7/14
- Waterfront Park area
 - First section of seawall removed
 - Pier 56 work platform complete with access hatches
 - Soldier piles begun

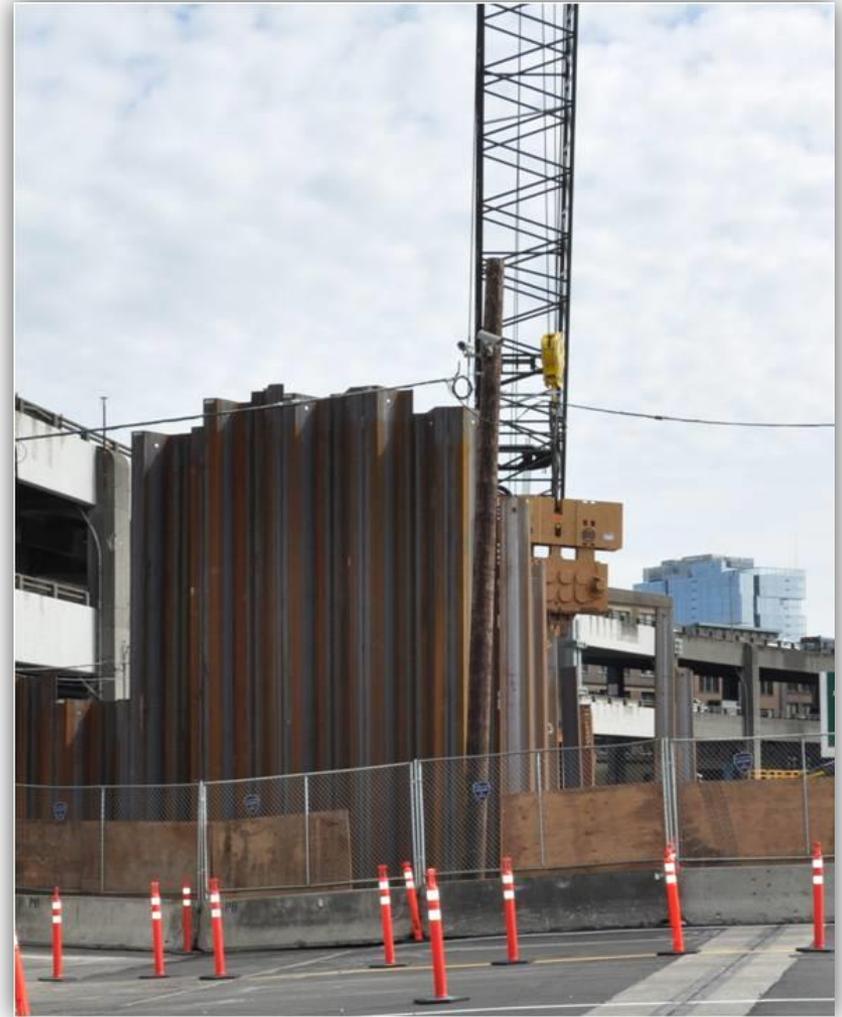


RECENT MILESTONES



– Yesler/Washington area

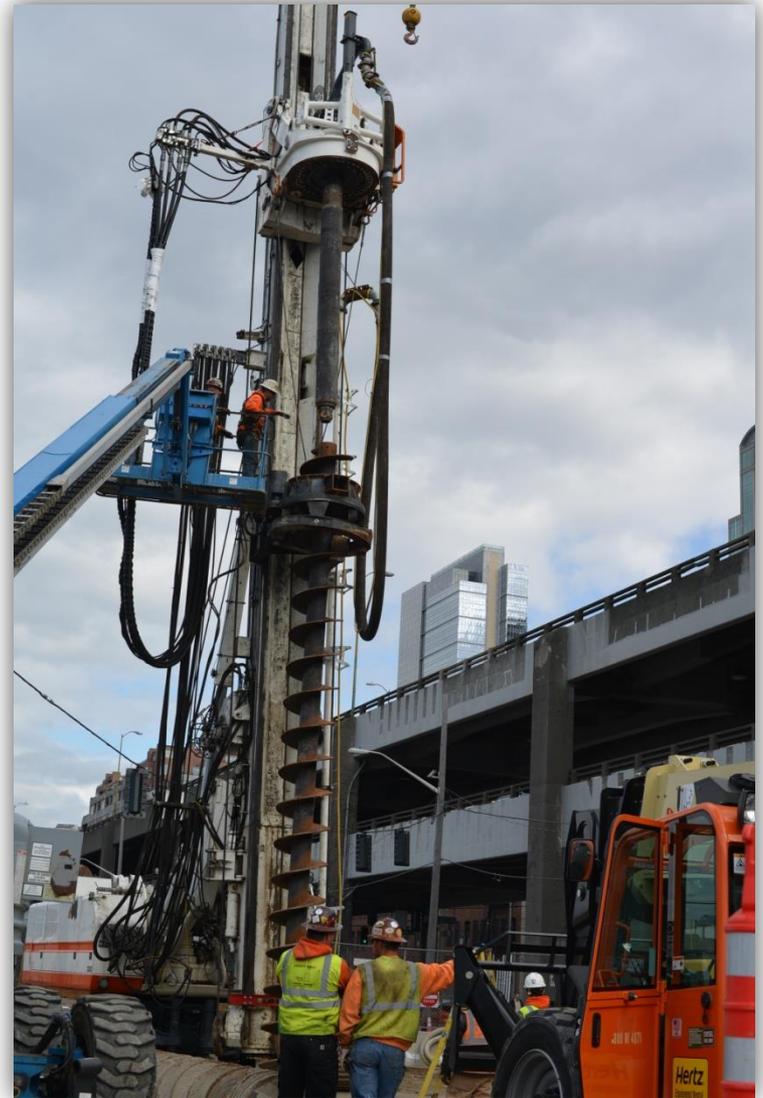
- Landside sheet piles complete
- Temporary utilities nearly complete
- Soldier pile installation complete
- Beginning jet grout plant set-up



UPCOMING PROJECT WORK – NEXT SIX TO EIGHT WEEKS

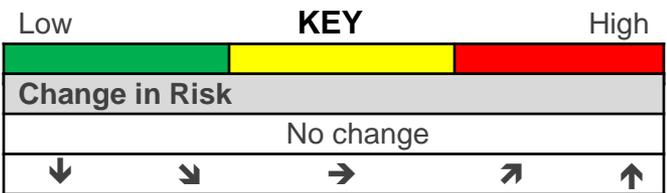


- **Waterfront Park area activities**
 - Drilled shafts
 - Soldier piles
 - Ready for summer interim restoration, removal of fence/parking
- **Yesler/Washington area activities**
 - Jet grouting
 - Drilled shafts/mass excavation
- **Pier 56 utility relocation**



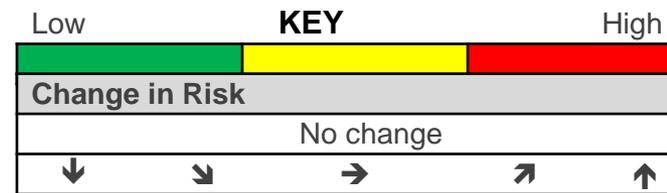
PROJECT RISKS AND DRIVERS UPDATE

PROJECT RISKS UPDATE



Moderate/High Risk Items <i>Ongoing monitoring by Project Team</i>	Potential Cost Impacts	Potential Schedule Impacts	Current Status
Agency Coordination			
WSDOT/WSF ferry queuing shift	●	●	Seawall schedule assumes queuing switch by October 1 to begin central pier construction. Closely coordinating with WSDOT/WSF to maintain seawall schedule.
WSDOT Zone 1 coordination	●	●	Logistics between Main and Washington in relation to TBM rescue shaft space needs & coordination currently working well.
WSDOT coordination at Seneca	●	●	Planned vault installation at Seneca where WSDOT recently discovered cracks; team working to minimize impacts on structure, install in May
Historic Pier District	●	●	Piers beginning to work on removal of encroachments; joint plate design discussions ongoing; temporary utility services, planning for closure period
Construction			
<i>Sheet/concrete pile installation</i>	●	●	Waterside sheets complete. Obstructions encountered with landside sheet pile installation at Yesler
Dewatering operation	●	●	Location and conveyance systems still to be determined for season 2 (Fall 2014) and beyond.
<i>Shoring wall installation</i>	●	●	Soldier piles encountering timber obstructions at Yesler
<i>Jet grout installation</i>	●	●	Grouting beginning at Yesler; watching progress closely in relation to recently found timber layer.
Jet grout spoils disposal	●	●	Processing and disposal plan identified for season 1; alternate options for season 2 and beyond depend on environmental reviews, permitting and cost analysis
Temporary utilities	●	●	Coordination of schedule and routing of utilities is complex. Tight schedule.

PROJECT RISKS UPDATE



Moderate/High Risk Items <i>Ongoing monitoring by Project Team</i>	Potential Cost Impacts	Potential Schedule Impacts	Current Status
Design			
Pier 56 Vault relocation			Existing vault conflicts with new seawall. Planned relocation in close proximity to viaduct footings at Seneca where WSDOT. Closely coordinating installation with WSDOT.
Marion St. Pedestrian Bridge			East side foundation to be coordinated with Waterfront Seattle.
Yesler Driveway Coordination with WSF			Ferries 30% terminal improvements call for wider driveway opening at Yesler in conflict with current seawall design. Teams closely coordinating structural changes planned for casting next month.
Contractual			
Schedule reconciliation			Negotiations beginning for changes to the schedule since bidding of early packages.
MACC 2 execution			Amendments executed amending \$132M contract to \$176M including four subcontract packages; negotiations ongoing for remaining.
Labor Relations & Inclusion Program			Project meeting or exceeding goals.
Permitting			
Jet grouting options			Exploring options to increase flexibility of jet grouting options (to save time). To be further explored after completion of season 1 jet grouting.

FROM THE FIELD: OBSTRUCTIONS



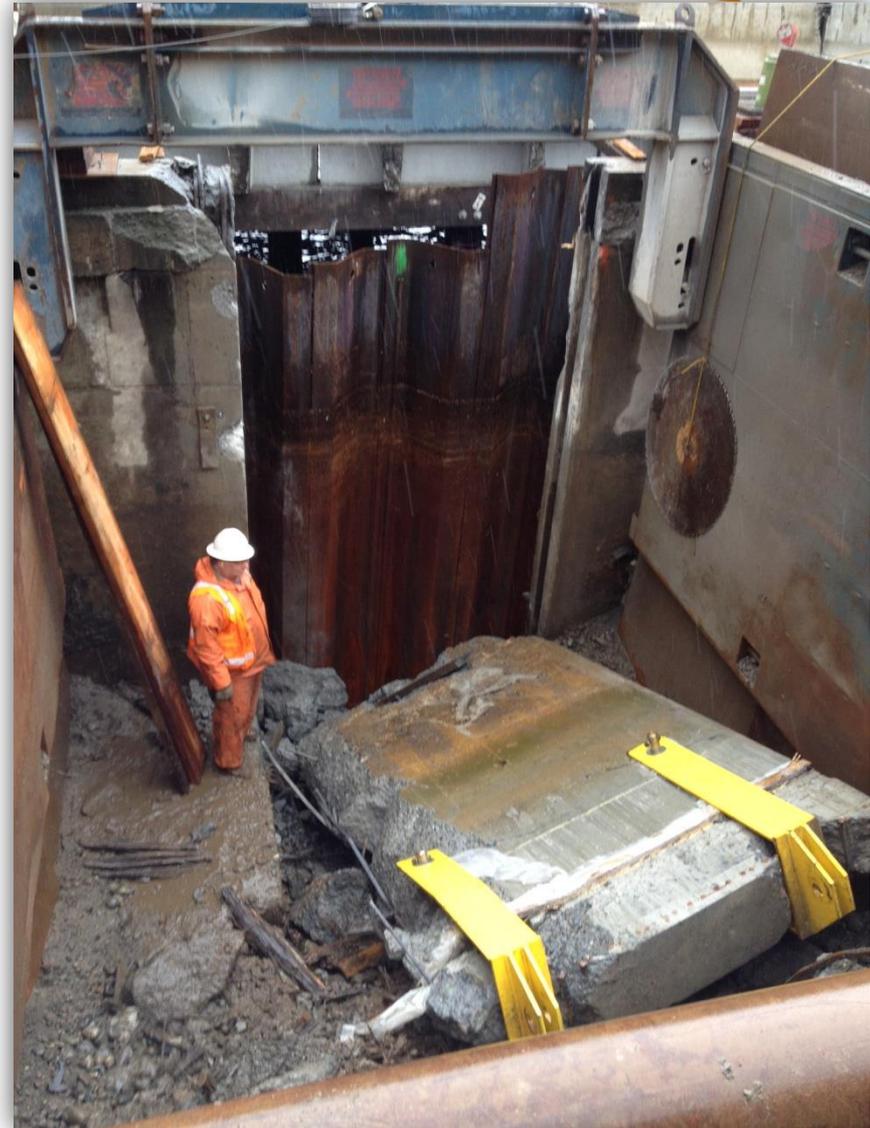
Yesler's Wharf (1890)

Photo courtesy *Seattle PI*

FROM THE FIELD: OBSTRUCTIONS



FROM THE FIELD: SEAWALL DEMO



NEXT STEPS



- **Summer re-opening: Work zone at waterfront park**
- **Season 1 outreach check-in**
- **Season 2 schedule update**

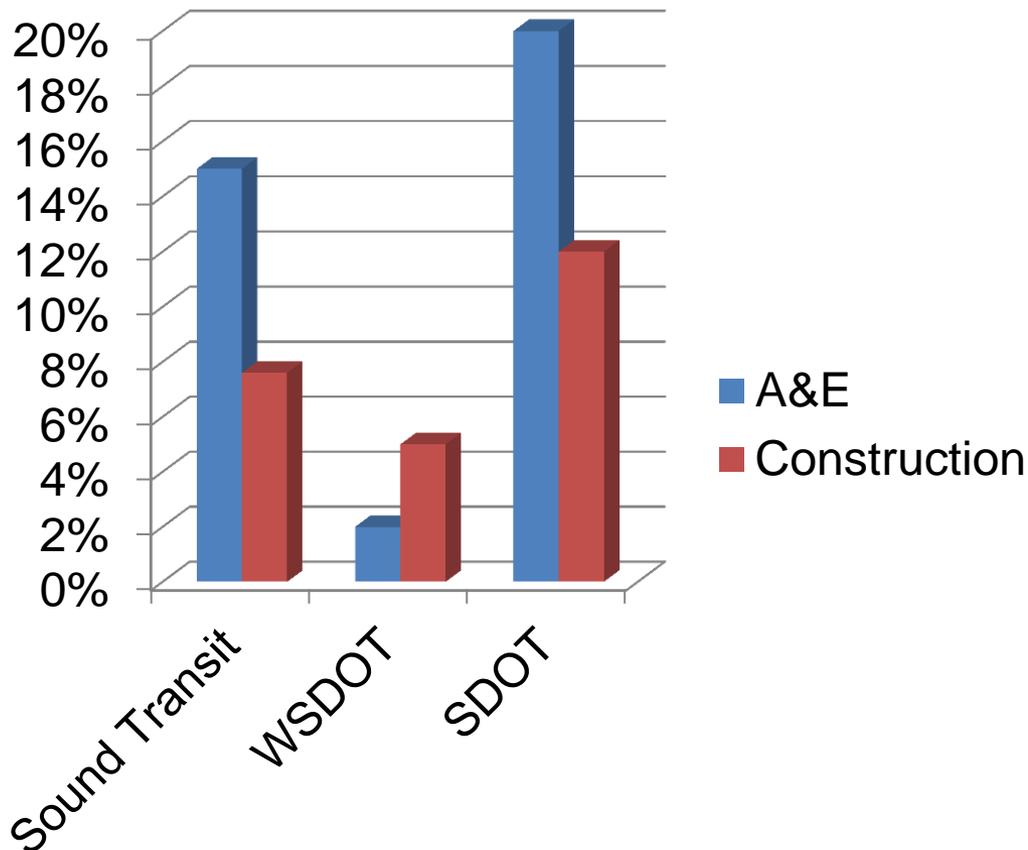




QUESTIONS?

SUPPLEMENTAL

WMBE IN PUBLIC TRANSPORTATION



Source details

Sound Transit: BBC Disparity Study. Analyzed data for ST contracts from 2008 through 2011. Both federal and locally funded contracts.

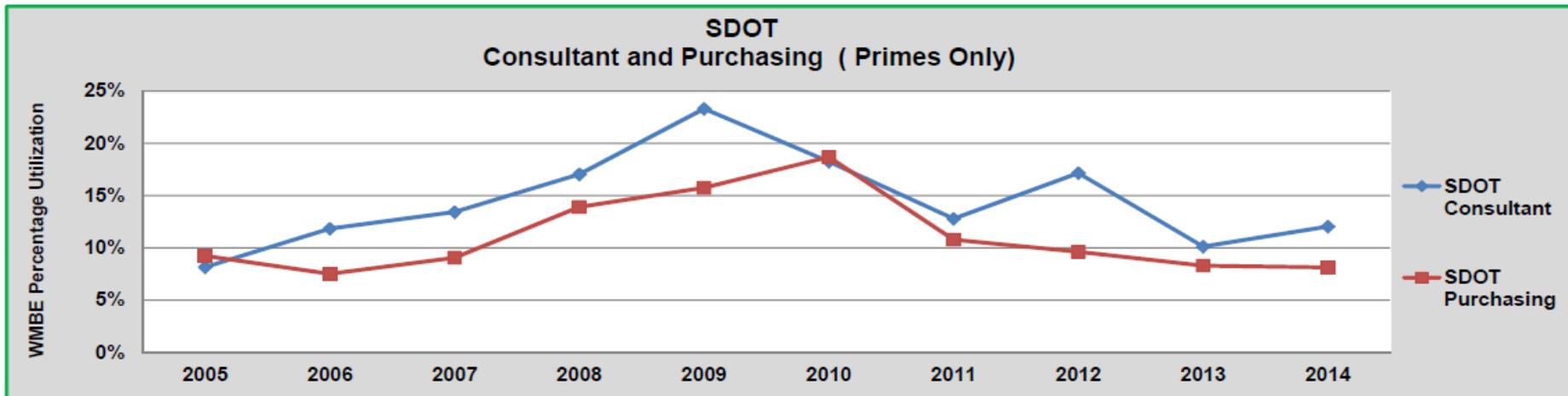
SDOT: Completed projects as of 2013; A&E consultant invoices for 2013 (less subconsultants is 16%) and adding subconsultants

WSDOT: BBC Disparity Study Report, data from 2008 through 2011.

SDOT WMBE TRENDS: CONSULTANT AND PURCHASING



SDOT						
Year	Consultant			Purchasing		
	Total	Percent	WMBE	Total	Percent	WMBE
2005	\$ 9,849,381	8%	804,282	\$ 13,321,858	9%	\$ 1,232,248
2006	\$ 10,843,842	12%	1,285,022	\$ 19,469,184	8%	\$ 1,466,150
2007	\$ 20,804,704	13%	2,795,622	\$ 18,738,520	9%	\$ 1,699,373
2008	\$ 33,940,734	17%	5,786,369	\$ 20,241,795	14%	\$ 2,818,193
2009	\$ 31,218,589	23%	7,275,742	\$ 20,333,302	16%	\$ 3,203,383
2010	\$ 31,398,103	18%	5,732,694	\$ 16,846,679	19%	\$ 3,149,867
2011	\$ 23,729,420	13%	3,035,633	\$ 12,298,217	11%	\$ 1,327,187
2012	\$ 18,937,617	17%	3,250,664	\$ 14,319,076	10%	\$ 1,379,690
2013	\$ 30,250,725	10%	3,064,473	\$ 22,976,013	8%	\$ 1,908,654
2014	\$ 7,480,996	12%	901,728	\$ 9,300,044	8%	\$ 757,273

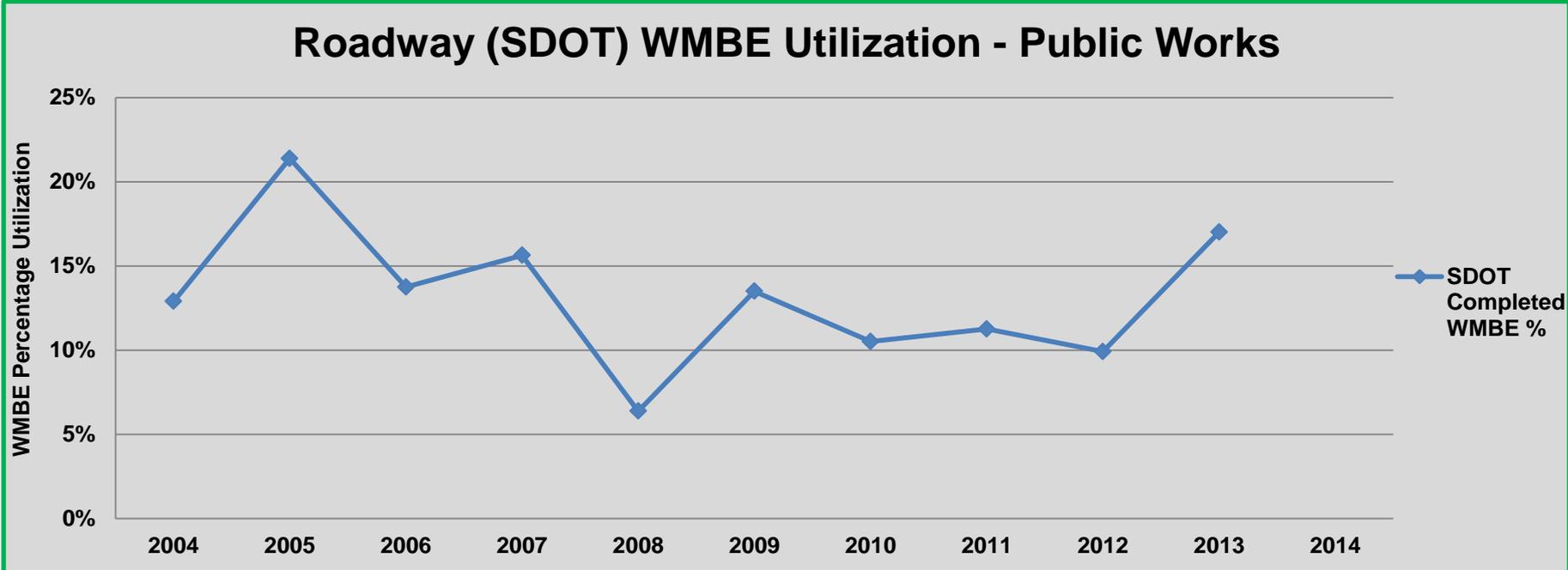


- 1) 2014 year to date spend through 3/31/2014
- 2) Produced by PCSD/FAS on 4/11/2014
- 3) Source: Standard Summit Reports

SDOT WMBE UTILIZATION



Year	Completed WMBE %	Completed WMBE \$ Amount
2004	13%	\$ 1,812,365
2005	21%	\$ 2,089,132
2006	14%	\$ 4,046,008
2007	16%	\$ 2,504,108
2008	6%	\$ 928,357
2009	13%	\$ 6,217,853
2010	11%	\$ 3,267,026
2011	11%	\$ 4,123,326
2012	10%	\$ 607,033
2013	17%	\$ 9,307,399



WMBE UTILIZATION BY SEAWALL DESIGN CONSULTANT



- **City requires all prime contractors to use the City Construction Women and Minority-owned Business Enterprise (WMBE) Inclusion Plan.**
- **City asked the Seawall designer to commit to a WMBE inclusion rate in RFQ process (goal was 15%).**
- **Parsons Transportation agreed to a 30% utilization rate, which includes design services through construction.**
- **To date, the contractor has delivered 32.2% utilization rate for WMBE firms.**