



APPRENTICESHIP AND PRIORITY HIRE

2020 Annual Report

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EXECUTIVE SUMMARY

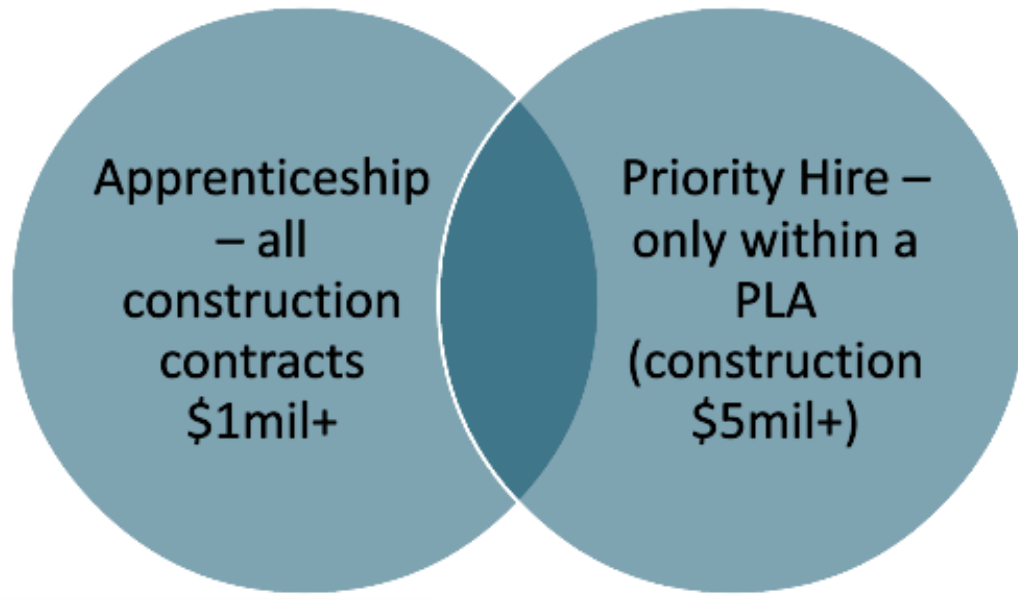
Quality jobs change lives. And equitable hiring benefits everyone and makes our communities better.

To support workforce development and equitable hiring, the Port of Seattle priorities are to:

- Create more access to construction trades from economically distressed communities
- Build capacity from those historically underrepresented in the construction industry, such as women and people of color
- Grow a skilled workforce to support current and upcoming construction needs in our region

Women and people of color have historically been underrepresented in the construction industry, so it became clear the trades needed a way to address this gap. Learnings from our over 20 years of construction apprenticeship programs reinforced the need for focused outreach efforts to recruit qualified and disadvantaged workers to these jobs. The Port of Seattle established two overlapping and complementary programs that address unique barriers to entry, retention, and hiring of construction workers. The Priority Hire and Construction Apprenticeship programs create more access to quality, family-wage careers in construction. Targeting opportunities will lead to economic growth and job creation in areas of King County that are experiencing economic distress.

In addition, the construction trades require focused and specific outreach and a holistic view of the entire industry across the region. For the first time, the Port of Seattle, in partnership with the City of Seattle and Sound Transit, are co-investing to support the regional effort to train, place and improve apprenticeship retention and further equity in workforce development and Priority Hire programs. This cooperation will give a more comprehensive view and better understanding of the workforce demand-supply gap for regional public infrastructure projects. The partnerships will enhance access opportunities and increase the diversity of pre-apprentices, apprentices, and journey-level workers entering into the trades workforce in King County and the broader region; support retention programs for current trades workers; and improve performance data and reporting systems to better monitor regional goals and initiatives.



This annual report details the progress and 2020 performance and highlights the challenges and solutions to grow construction jobs through these complementary Apprenticeship and Priority Hire programs in the future.

2020 PROJECTS

The table below details active construction projects in 2020 and their Construction Apprenticeship and Priority Hire Requirements.

Table 1: Contract Details for 2020 Projects

Project Title	Division	Contract Type	Contract Value	PLA?	Apprenticeship Goals?	Priority Hire Goals?
2019 Airfield Improvement Project	Aviation	Design-Bid-Build	\$3,682,638.86		X	
2020 Airfield Pavement Replacement	Aviation	Design-Bid-Build	\$12,824,734.00		X	
Airline Offices and Restroom Renovation (Restroom Renovations Enabling Phase 2)	Aviation	Design-Bid-Build	\$5,719,240.37		X	
AOA Perimeter Fence Line Standards Compliance	Aviation	Design-Bid-Build	\$4,405,029.60		X	
Arc Flash Mitigation	Aviation	Design-Bid-Build	\$3,018,006.00	X	X	X

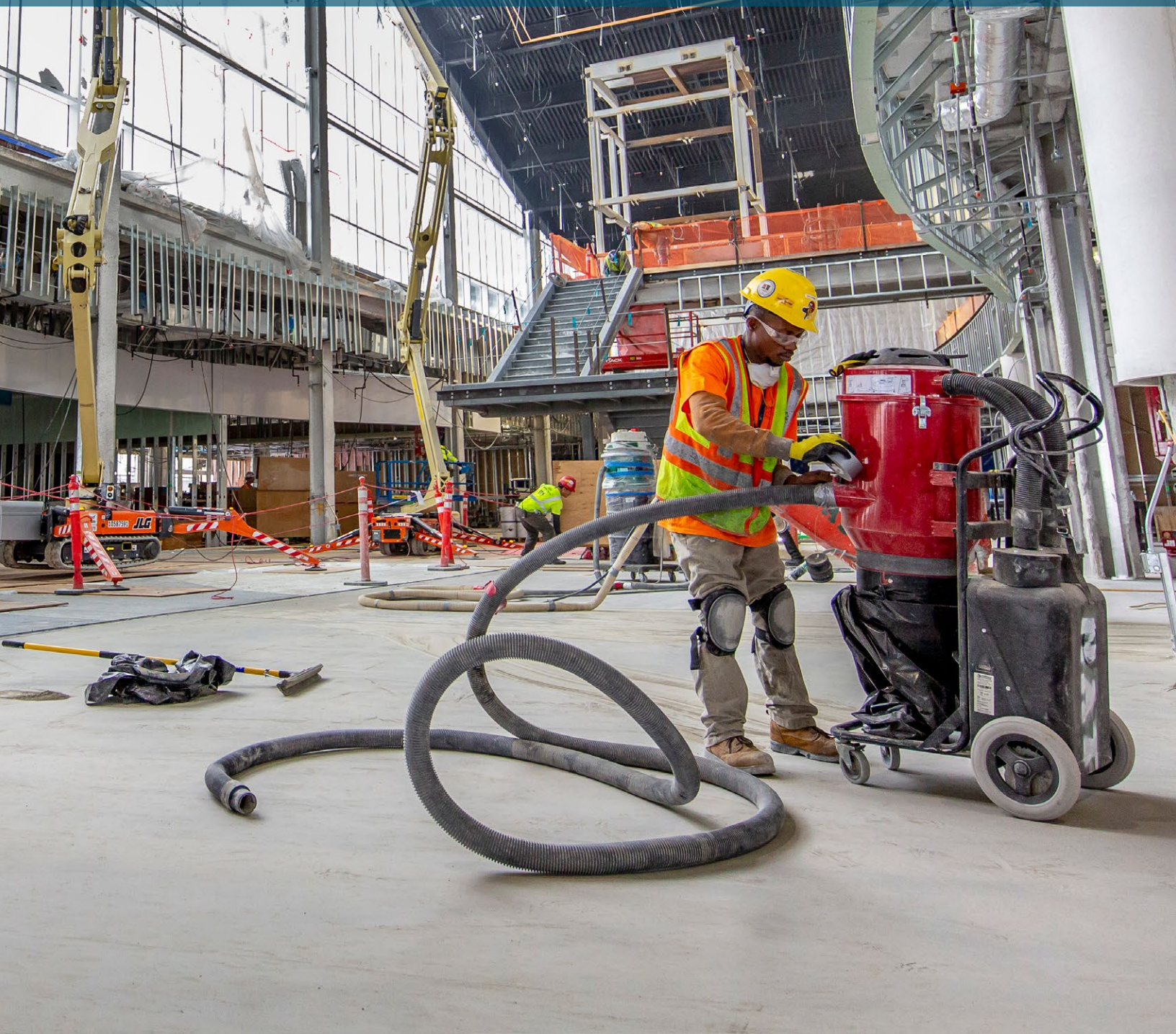
Project Title	Division	Contract Type	Contract Value	PLA?	Apprenticeship Goals?	Priority Hire Goals?
Baggage Optimization Phase 1	Aviation	Design-Bid-Build	\$56,023,645.81		X	
Baggage Optimization Phase 2	Aviation	Design-Bid-Build	\$294,221,763.00	X	X	
Central Terminal Infrastructure Upgrade Project	Aviation	Design-Bid-Build	\$11,827,210.05		X	
Concourse C New Power Center	Aviation	Design-Bid-Build	\$4,344,881.00	X	X	X
Elevator Shafts and Vestibules	Aviation	Design-Bid-Build	\$1,946,469.50		X	
Fire Pump Replacement - BES	Aviation	Bldg. Eng System	\$1,297,312.00		X	
International Arrivals Facility (IAF)	Aviation	Design Build	\$798,707,092.00	X	X	
Lost and Found Relocation	Aviation	Design-Bid-Build	\$1,642,947.27		X	
North Satellite (NSAT) Renovation & Expansion	Aviation	GCCM	\$496,549,290.52	X	X	
North Terminals Utilities Upgrade Project — Phase 1	Aviation	Design-Bid-Build	\$12,911,578.09	X	X	
P66 (BHCC) Interior Modernization Project	Aviation	Design-Bid-Build	\$6,311,002.95	X	X	X
Remote Aircraft Deicing	Aviation	Design-Bid-Build	\$4,814,244.53	X	X	
Rental Car Facility (RCF) Pavement Remediation	Aviation	Design-Bid-Build	\$3,598,253.72		X	
Restroom Renovations Phase 3 Prototype	Aviation	Design-Bid-Build	\$8,344,317.51		X	
SafeDock Upgrade and Expansion	Aviation	Design-Bid-Build	\$25,659,145.12	X	X	
Service Tunnel Renewal / Replacement	Aviation	Design-Bid-Build	\$30,065,065.03	X	X	
Shilshole Bay Marina Customer Service Facilities	Aviation	Design-Bid-Build	\$5,025,741.24		X	
SSAT Infrastructure Upgrade	Aviation	Design-Bid-Build	\$2,217,196.10	X	X	

Project Title	Division	Contract Type	Contract Value	PLA?	Apprenticeship Goals?	Priority Hire Goals?
Stormwater Pond Bird Deterrent Improvement	Economic Dev.	Design-Bid-Build	\$6,854,428.58		X	
T-117 Sites 23-25 Restoration Construction GC/CM	Maritime	Design-Bid-Build	\$10,722,332.65	X	X	
T-46 Pavement Rehabilitation	Maritime	GCCM	\$14,211,077.00		X	
T-46 Stormwater Basin 2 and Dock Rehabilitation	NWSA	Design-Bid-Build	\$2,026,249.23		X	
T-5 Berth Modernization	NWSA	Design-Bid-Build	\$4,243,589.25	X	X	
Terminal 46 Dock Rehabilitation and Improvement Project	NWSA	Design Build	\$174,363,137.84		X	
Variable Frequency Drives (VFD) Renewal and Replacement	NWSA	Design-Bid-Build	\$15,824,242.97		X	
			\$2,023,401,861.79	13	30	3



SSA Cranes at Terminal 5, part of the Terminal 5 Modernization Project.

CONSTRUCTION APPRENTICESHIP PROGRAM



CONSTRUCTION APPRENTICESHIP 2020 OVERVIEW

In October 2016, Port Commission Resolution 3725 recognized that effective and economical execution of the Port's capital program depended on a healthy and diverse market of general contractor, sub-contractors, and suppliers and on the availability of a skilled, experienced, capable construction labor workforce. To meet labor supply needs and to ensure equality of opportunity, the Port recognized the construction labor workforce should encourage participation by women and people of color. To help create economic prosperity across the region, the Port recognized jobs generated by Port activity are quality jobs on which workers can build their careers and support their families. Apprenticeship and pre-apprenticeship programs play a key role both in providing fair access for individuals aspiring to have good construction jobs and in supplying enough trained and capable workers to meet construction needs of the Port and other public and private facility owners.

For major construction and tenant-reimbursement contracts \$1 million in value or greater, Resolution 3725 requires the establishment of apprenticeship and locality hiring goals and aspirational women and people of color apprentice hiring goals.

The policy directs Port staff to see cooperation with regional government agencies, construction trade unions, contractors, and training institutions to develop cooperative programs to advance the training and placement of apprentices, with emphasis on expanding opportunity for underrepresented groups.

Port investments in pre-apprenticeship and job readiness programs provide an excellent opportunity for historically underrepresented communities to enter the construction trades career pathways. The Port's Workforce Development Department contracts with community-based organizations like ANEW (anewaop.org) and the Urban League of Metropolitan Seattle (urbanleague.org) to provide outreach, training, and retention services to increase participation in long-lasting construction careers for historically underrepresented communities (such as BIPOC, women, and residents of economically distressed ZIP codes).

From 2018-2020:

- over 250 people were enrolled in training
- more than 210 completed training
- 200 were placed in construction careers; and
- 56% reached the 12-month milestone despite the impacts of the pandemic

BARRIERS TO EMPLOYMENT

The road to employment is not easy for everyone, particularly those in our region who are the farthest from economic opportunity. Pre-apprentices and apprentices in the construction trades must often overcome some or many of these barriers to succeed in their apprenticeships:

1. Limited financial resources for tools, dues, and transportation costs
2. A lack of reliable transportation or relicensing
3. An inability to sustain themselves financially through pre-apprenticeship training
4. No family support for entering the trades
5. Lack of affordable childcare
6. Absence of mentors within their communities
7. Dependence upon drugs and alcohol
8. An inability to financially survive layoffs and find work
9. Limited or no access to computers and the internet for online training

CHALLENGES AND SOLUTIONS

Challenge 1: Low awareness of opportunities in the building trades

Solution: Training pre-apprentices to enter and succeed in the building trades by facilitating mock interviews and providing follow-up activities that include discussion about the Washington Occupational Information System (WOIS) which provides information about careers in the trades

Challenge 2: Workers in Pre-apprenticeship training programs are not sent on jobs

Solution: Working with contractors and union dispatching offices to ensure that workers enrolled in a Washington State Apprenticeship Training Council approved training program are dispatched to projects

Challenge 3: Tracking success against program goals

Solution: Monitoring and supporting contractor efforts to meet the goal that one in five pre-apprentices used on a PLA project has been sourced from a pre-apprenticeship program

1. Actively participating in the Regional Pre-apprenticeship Collaborative partnership to build the quality, capacity, strength, and sustainability of pre-apprenticeship training that will provide access and ensure that workers succeed in construction apprenticeships.

CONSTRUCTION APPRENTICESHIP PROGRAM PERFORMANCE

2020 Project-Specific Goals

Construction contracts \$1 million in value or greater require apprenticeship goals of no less than 15% of all contract labor hours to be performed by apprentices during the construction phase of the project.

Factors such as project size, project duration, labor hours anticipated for the project, skills required, the likely crafts required for the project, historic utilization rates and apprentice availability have been considered.

Aspirational goals for apprentices who are women and people of color have also been established.

Table 2: Construction Apprentice Program Goals

Project Type	Overall	Women	People of Color	Preferred Entry+
Projects with PLA	15%*	10% - 12%	15% - 21%	1 in 5
Projects (no-PLA)	15%	10%	15%	N/A

**per craft*

+ Preferred Entry = hiring an apprentice that graduated from a pre-apprenticeship program

2020 Program Performance

Apprenticeship utilization is measured against total labor hours for the duration of a project. For the purpose of this annual report, the results below focus on the apprenticeship utilization based on payroll for the projects through 2020. Apprenticeship tracking/compliance is done using the job classification provided in the Electronic Payroll Information (EPI) required to be submitted by each contractor and sub-Contractor. Goals and performance measurement vary for projects that have a Project Labor Agreement (PLA) and projects that do not.

Projects with a Project Labor Agreement (PLA)

Blue represents meeting the targets — for overall goals, this is at the craft level; for inclusion goals, this is at the project level.

Table 3: Arc Flash Mitigation*

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	0.00%	0.00%	0.00%
Electricians — Inside	0.00%	0.00%	0.00%

** Construction began in late 2020*

Table 4: Baggage Optimization Phase 2*Blue represents meeting the targets*

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	23.58%	5.03%	35.23%
Laborers	12.72%	0.00%	52.35%
Electricians — Inside	26.99%	6.09%	25.74%
Electricians — Inside Construction Stockperson	24.94%	0.00%	100.00%
Plasterers	37.55%	0.00%	100.00%
Sprinkler Fitters (Fire Protection)	30.53%	0.00%	0.00%
Brick and Marble Masons	24.20%	0.00%	0.00%
Cement Masons	0.00%	0.00%	0.00%
Power Equipment Operators	0.00%	0.00%	0.00%
Surveyors	0.00%	0.00%	0.00%
Carpenters	0.00%	0.00%	0.00%
Telecommunication Technicians	0.00%	0.00%	0.00%
Truck Drivers	0.00%	0.00%	0.00%
Ironworkers	0.00%	0.00%	0.00%
Fence Erectors	0.00%	0.00%	0.00%
Hod Carriers and Mason Tenders	0.00%	0.00%	0.00%
Sheet Metal Workers	0.00%	0.00%	0.00%
Plumbers and Pipefitters	0.00%	0.00%	0.00%
Millwrights	0.00%	0.00%	0.00%

Table 5: Concourse C New Power Center*Blue represents meeting the targets*

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	22.17%	39.66%	27.08%
Laborers	24.83%	0.00%	53.77%
Carpenters	22.44%	0.00%	0.00%
Sheet Metal Workers	75.00%	0.00%	0.00%
Plumbers and Pipefitters	23.39%	0.00%	100.00%
Electricians — Inside	26.51%	90.29%	0.00%
Cement Masons	0.00%	0.00%	0.00%

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	22.17%	39.66%	27.08%
Power Equipment Operators	0.00%	0.00%	0.00%
Fence Erectors	0.00%	0.00%	0.00%
Truck Drivers	0.00%	0.00%	0.00%
Ironworkers	0.00%	0.00%	0.00%

Table 6: International Arrivals Facility (IAF)

Blue represents meeting the targets

Craft	Overall	Women	People of Color
GOALS	15%	10%	15%
PERFORMANCE thru 2020	21.94%	8.10%	30.51%
Laborers	17.28%	23.26%	31.04%
Carpenters	20.89%	3.11%	50.75%
Cement Masons	19.29%	54.68%	8.40%
Power Equipment Operators	6.14%	18.97%	57.37%
Electricians — Inside	30.09%	3.48%	3.83%
Electricians — Inside Construction Stockperson	46.15%	0.00%	94.96%
Electronic and Telecommunications Technicians	21.43%	2.39%	11.97%
Sprinkler Fitters (Fire Protection)	29.99%	0.00%	17.94%
Ironworkers	29.64%	4.28%	35.58%
Glaziers	16.28%	0.00%	62.84%
Brick and Marble Masons	8.90%	0.00%	0.00%
Hod Carriers and Mason Tenders	2.54%	0.00%	0.00%
Sheet Metal Workers	18.21%	15.63%	28.90%
Heat and Frost Insulators and Asbestos Workers	23.74%	2.09%	18.18%
Plumbers and Pipefitters	23.88%	13.85%	12.96%
Truck Drivers	0.08%	100.00%	0.00%
Traffic Control Stripers	17.01%	6.36%	0.39%
Insulation Applicators	23.45%	81.06%	94.68%
Drywall Applicator	30.36%	0.00%	69.92%
Drywall Tapers	28.13%	12.89%	84.68%
Plasterers	10.39%	0.00%	17.16%
Painters	4.99%	96.07%	28.90%
Flaggers	0.00%	0.00%	0.00%

Craft	Overall	Women	People of Color
GOALS	15%	10%	15%
PERFORMANCE thru 2020	21.94%	8.10%	30.51%
Sign Makers and Installers (Electrical)	0.00%	0.00%	0.00%
Sign Makers and Installers (Non-Electrical)	27.15%	0.00%	0.00%
Terrazzo Workers and Tile Setters	0.00%	0.00%	0.00%
Soft Floor Layers	0.00%	0.00%	0.00%
Tile, Marble, and Terrazzo Finishers	49.44%	0.00%	16.08%
Tile Setters	0.00%	0.00%	0.00%
Fence Erectors	10.50%	0.00%	100.00%
Laborers — Underground Sewer and Water	0.00%	0.00%	0.00%
Roofers	4.23%	0.00%	17.45%
Telecommunication Technicians	9.10%	0.00%	15.15%
Piledrivers	0.00%	0.00%	0.00%
Heating Equipment Mechanics	0.00%	0.00%	0.00%
Asbestos Abatement Workers	0.00%	0.00%	0.00%
Elevator Constructors	48.57%	0.00%	4.20%
Surveyors	0.00%	0.00%	0.00%
Electricians Powerline Construction (Outside)	1.31%	0.00%	0.00%
Inspection/Cleaning/Sealing— Sewer and Water Systs — RC	0.00%	0.00%	0.00%
Other	0.00%	0.00%	0.00%

Table 7: North Satellite (NSAT) Renovation and Expansion

Blue represents meeting the targets

Craft	Overall	Women	People of Color
GOALS	15%	10%	15%
PERFORMANCE thru 2020	22.54%	8.43%	34.83%
Laborers	14.28%	7.53%	56.46%
Power Equipment Operators	2.02%	4.29%	5.69%
Sheet Metal Workers	21.86%	6.67%	43.95%
Plumbers and Pipefitters	19.77%	4.01%	27.28%
Ironworkers	28.59%	9.39%	33.86%

Craft	Overall	Women	People of Color
GOALS	15%	10%	15%
PERFORMANCE thru 2020	22.54%	8.43%	34.83%
Electricians — Inside	24.23%	9.71%	25.74%
Electronic and Telecommunications Technicians	45.64%	24.99%	31.26%
Telecommunication Technicians	98.15%	0.00%	36.98%
Carpenters	29.83%	9.40%	53.26%
Drywall Applicator	27.01%	0.00%	32.30%
Drywall Tapers	3.44%	0.00%	4.43%
Sprinkler Fitters (Fire Protection)	26.52%	0.00%	2.02%
Elevator Constructor	41.01%	0.37%	11.10%
Brick and Marble Masons	22.79%	0.00%	0.15%
Hod Carriers and Mason Tenders	15.10%	0.00%	100%
Cement Masons	26.21%	6.25%	27.41%
Tile, Marble, and Terrazzo Finishers	50.68%	0.00%	64.27%
Terrazzo Workers and Tile Setters	27.70%	0.00%	100%
Tile Setters	22.03%	0.00%	0%
Plasterers	35.10%	10.08%	5.89%
Heat and Frost Insulators and Asbestos Workers	34.35%	8.32%	0.72%
Insulation Applicators	32.28%	0.00%	20.38%
Electricians — Inside Construction Stockperson	3.48%	0.00%	77.38%
Asbestos Abatement Workers	22.92%	25.52%	49.85%
Traffic Control Stripers	22.95%	8.27%	6.10%
Painters	24.48%	8.02%	18.74%
Roofers	23.69%	0.00%	96.17%
Truck Drivers	0.04%	0.00%	100%
Fence Erectors	0.00%	0.00%	0.00%
Glaziers	17.24%	0.00%	0.00%
Refrigeration and Air Conditioner Mechanics	12.71%	0.00%	0.00%
Other	100.00%	0.00%	0.00%
Millwrights	17.76%	0.00%	0.00%
Soft Floor Layers	0.00%	0.00%	0.00%

Craft	Overall	Women	People of Color
GOALS	15%	10%	15%
PERFORMANCE thru 2020	22.54%	8.43%	34.83%
Power Equipment Operators — UG Sewer and Water	0.00%	0.00%	0.00%
Electrical Fixture Maintenance Workers	0.00%	0.00%	0.00%
Inspection/Cleaning/Sealing — Sewer and Water	0.00%	0.00%	0.00%
Surveyors	0.00%	0.00%	0.00%
Piledrivers	0.00%	0.00%	0.00%
Sign Makers and Installers (Non-Electrical)	0.00%	0.00%	0.00%

Table 8: North Terminals Utilities Upgrade Project — Phase 1

Blue represents meeting the targets

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	28.39%	2.56%	7.57%
Laborers	45.89%	7.73%	13.56%
Electricians — Inside	29.05%	0.00%	19.50%
Plumbers & Pipefitters	35.02%	0.00%	0.00%
Carpenters	2.10%	0.00%	100.00%
Ironworkers	23.99%	0.00%	0.00%
Painters	28.73%	0.00%	0.00%
Power Equipment Operators	0.00%	0.00%	0.00%
Sheet Metal Workers	0.00%	0.00%	0.00%
Truck Drivers	0.00%	0.00%	0.00%
Flaggers	0.00%	0.00%	0.00%
Heat and Frost Insulators and Asbestos Workers	0.00%	0.00%	0.00%
Surveyors	0.00%	0.00%	0.00%
Brick and Marble Masons	0.00%	0.00%	0.00%

Table 9: Pier 66 (BHICC) Interior Modernization Project

Blue represents meeting the targets

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	21.82%	14.11%	35.23%
Laborers	22.51%	0.00%	96.72%
Carpenters	32.48%	2.38%	30.90%
Ironworkers	27.45%	0.00%	22.69%
Electricians — Inside	24.41%	14.39%	38.75%
Electronic and Telecommunications Technicians	23.67%	100.00%	0.00%
Sheet Metal Workers	9.24%	0.00%	80.95%
Glaziers	19.70%	0.00%	0.00%
Drywall Applicator	27.36%	0.00%	11.34%
Soft Floor Layers	46.09%	0.00%	0.00%
Tile Setters	100.00%	0.00%	0.00%
Sprinkler Fitters (Fire Protection)	7.27%	0.00%	0.00%
Heat and Frost Insulators and Asbestos Workers	37.50%	0.00%	100.00%
Power Equipment Operators	0.00%	0.00%	0.00%
Sign Makers and Installers (Non-Electrical)	0.00%	0.00%	0.00%
Telecommunication Technicians	0.00%	0.00%	0.00%
Cabinet Makers (In Shop)	0.00%	0.00%	0.00%
Drywall Tapers	0.00%	0.00%	0.00%
Brick and Marble Masons	0.00%	0.00%	0.00%
Plumbers and Pipefitters	0.00%	0.00%	0.00%
Painters	0.00%	0.00%	0.00%
Plasterers	0.00%	0.00%	0.00%
Hod Carriers and Mason Tenders	0.00%	0.00%	0.00%
Power Equipment Operators — UG Sewer and Water	0.00%	0.00%	0.00%
Truck Drivers	0.00%	0.00%	0.00%
Cement Masons	0.00%	0.00%	0.00%

Table 10: Remote Aircraft Deicing

Blue represents meeting the targets

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	9.83%	15.48%	85.92%
Power Equipment Operators	0.80%	0.00%	0.00%
Laborers	10.63%	40.19%	100.00%
Flaggers	15.97%	0.00%	100.00%
Ironworkers	3.52%	0.00%	100.00%
Cement Masons	60.60%	0.00%	100.00%
Electricians — Inside	24.40%	24.51%	0.00%
Truck Drivers	0.00%	0.00%	0.00%
Power Equipment Operators — UG Sewer and Water	0.00%	0.00%	0.00%

Table 11: SafeDock Upgrade and Expansion

Blue represents meeting the targets

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	26.37%	0.00%	1.04%
Electricians — Inside	47.47%	0.00%	0.00%
Cement Masons	66.67%	0.00%	100.00%
Ironworkers	0.00%	0.00%	0.00%
Power Equipment Operators	0.00%	0.00%	0.00%
Laborers	0.00%	0.00%	0.00%
Telecommunication Technicians	0.00%	0.00%	0.00%
Painters	0.00%	0.00%	0.00%
Surveyors	0.00%	0.00%	0.00%
Truck Drivers	0.00%	0.00%	0.00%
Plumbers and Pipefitters	0.00%	0.00%	0.00%

Table 12: Service Tunnel Renewal and Replacement

Blue represents meeting the targets

Craft	Overall	Women	People of Color
GOALS	15%	10%	15%
PERFORMANCE thru 2020	21.94%	21.21%	42.41%
Carpenters	22.36%	0.00%	47.33%
Laborers	28.38%	35.11%	50.47%
Ironworkers	10.20%	30.85%	33.15%
Power Equipment Operators	3.94%	0.00%	0.00%
Plumbers and Pipefitters	18.71%	0.00%	0.00%
Sheet Metal Workers	28.18%	0.00%	95.21%
Truck Drivers	0.00%	0.00%	0.00%
Flaggers	0.00%	0.00%	0.00%
Sprinkler Fitters (Fire Protection)	8.99%	0.00%	0.00%
Electricians — Inside	38.61%	0.00%	24.79%
Cement Masons	1.63%	0.00%	100.00%
Telecommunication Technicians	50.43%	0.00%	72.41%
Heat and Frost Insulators and Asbestos Workers	11.53%	0.00%	0.00%
Insulation Applicators	6.33%	0.00%	0.00%
Surveyors	0.00%	0.00%	0.00%
Plasterers	0.00%	0.00%	0.00%
Hod Carriers and Mason Tenders	0.00%	0.00%	0.00%
Traffic Control Stripers	20.12%	0.00%	10.77%
Cabinet Makers (In Shop)	100.00%	0.00%	0.00%
Painters	35.60%	0.00%	55.67%
Power Equipment Operators — UG Sewer and Water	0.00%	0.00%	0.00%

Table 13: South Satellite Infrastructure Upgrade

Blue represents meeting the targets

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	19.79%	21.83%	13.02%
Laborers	6.88%	0.00%	52.35%
Carpenters	39.68%	6.09%	25.74%
Electricians — Inside	33.59%	0.00%	100.00%
Ironworkers	2.79%	0.00%	100.00%
Electronic and Telecommunications Technicians	49.94%	0.00%	0.00%
Plumbers & Pipefitters	24.56%	0.00%	0.00%
Sprinkler Fitters (Fire Protection)	10.73%	0.00%	0.00%
Glaziers	8.51%	0.00%	0.00%
Plasterers	4.53%	0.00%	0.00%
Sheet Metal Workers	13.91%	0.00%	0.00%
Soft Floor Layers	44.76%	0.00%	0.00%
Heat and Frost Insulators and Asbestos Workers	14.71%	0.00%	0.00%
Power Equipment Operators	0.00%	0.00%	0.00%
Roofers	0.00%	0.00%	0.00%
Heating Equipment Mechanics	0.00%	0.00%	0.00%
Drywall Tapers	0.00%	0.00%	0.00%
Hod Carriers and Mason Tenders	0.00%	0.00%	0.00%
Drywall Applicator	0.00%	0.00%	0.00%



Installation of John Grade's Boundary as part of the North Satellite Modernization Project.

Table 14: Terminal 117 Sites 23-25 Restoration Construction GC/CM

Blue represents meeting the targets

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	0.78%	0.00%	54.70%
Truck Drivers	0.99%	0.00%	0.00%
Laborers	2.15%	0.00%	80.00%
Power Equipment Operators	0.00%	0.00%	0.00%
Flaggers	0.00%	0.00%	0.00%
Piledrivers	0.00%	0.00%	0.00%

Table 15: Terminal 5 Berth Modernization

Blue represents meeting the targets

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	22.67%	20.17%	44.62%
Piledrivers	27.51%	14.62%	78.43%
Power Equipment Operators	10.11%	67.10%	11.97%
Laborers	24.34%	37.90%	8.02%
Cement Masons	22.70%	2.06%	45.29%
Carpenters	33.97%	25.52%	49.77%
Surveyors	0.00%	0.00%	0.00%
Plumbers and Pipefitters	20.34%	81.28%	18.72%
Electricians — Inside	16.18%	0.00%	0.00%
Ironworkers	48.65%	0.00%	41.30%
Electricians Powerline Construction (Outside)	45.94%	0.00%	0.00%
Electronic and Telecommunications Technicians	96.48%	0.00%	26.18%
Electricians — Inside Construction Stockperson	98.61%	0.00%	0.00%
Truck Drivers	0.00%	0.00%	0.00%
Street and Parking Lot Sweeper Workers	0.00%	0.00%	0.00%
Inspection/Cleaning/Sealing— Sewer and Water Systs — RC	0.00%	0.00%	0.00%
Fence Erectors	0.00%	0.00%	0.00%
Traffic Control Stripers	0.00%	0.00%	0.00%

Craft	Overall	Women	People of Color
GOALS	15%	12%	21%
PERFORMANCE thru 2020	22.67%	20.17%	44.62%
Sheet Metal Workers	0.00%	0.00%	0.00%
Painters	0.00%	0.00%	0.00%
Divers and Tenders	0.00%	0.00%	0.00%

Projects with no Project Labor Agreement (no-PLA)

Table 16: Project Summary

Blue represents meeting the targets at the project level.

Project	Overall	Women	People of Color
GOALS	15%	10%	15%
PERFORMANCE thru 2020	17.91%	9.2%	21.67%
2019 Airfield Improvement Project	16.86%	3.35%	48.50%
2020 Airfield Pavement Replacement	17.57%	1.33%	49.84%
Airline Offices and Restroom Renovation (Restroom Renovations Enabling Phase 2)	13.30%	0.00%	43.08%
AOA Perimeter Fence Line Standards Compliance	8.65%	59.89%	2.33%
Baggage Optimization Phase 1	21.63%	7.50%	16.58%
Central Terminal Infrastructure Upgrade Project	21.34%	15.31%	13.76%
Elevator Shafts and Vestibules	2.47%	3.13%	39.52%
Fire Pump Replacement — BES <i>* no construction in 2020</i>	0.00%	0.00%	0.00%
Interim Westside Fire Station	6.41%	2.33%	4.46%
Lost and Found Relocation	8.74%	8.60%	10.61%
Rental Car Facility (RCF) Pavement Remediation	4.18%	1.00%	17.40%
Restroom Renovations Phase 3 Prototype	7.93%	24.18%	23.90%
Shilshole Bay Marina Customer Service Facilities	9.69%	2.44%	36.86%
Stormwater Pond Bird Deterrent Improvement	23.51%	2.65%	20.01%
T-46 Pavement Rehabilitation	13.91%	0.00%	16.17%

Project	Overall	Women	People of Color
GOALS	15%	10%	15%
PERFORMANCE thru 2020	17.91%	9.2%	21.67%
T-46 Stormwater Basin 2 and Dock Rehabilitation	9.66%	27.46%	47.67%
Terminal 46 Dock Rehabilitation and Improvement Project	21.65%	18.94%	27.35%
Variable Frequency Drives (VFD) Renewal and Replacement	32.52%	0.00%	8.23%

For table with craft breakdown including non-PLA projects, see **Appendix 1**.

2020 Performance Summary

In 2020, overall apprentice utilization on 30 projects with Apprenticeship goals was **29.39% overall**.

- 7 of 30 projects met their overall apprenticeship goals
- 20 of 30 projects met their inclusion goal for people of color apprentices
- 11 of 30 projects met their inclusion goal for women apprentices
- Labor Hours submitted in 2020 showed 22.89% overall apprenticeship utilization with 9.42% women and 37.54% people of color

Historic Performance Trends

These trends demonstrate performance history over the life of the construction apprentice program for purposes of comparison. Note that these are annual program averages and do not represent the same projects year to year.

2020 Additional Information

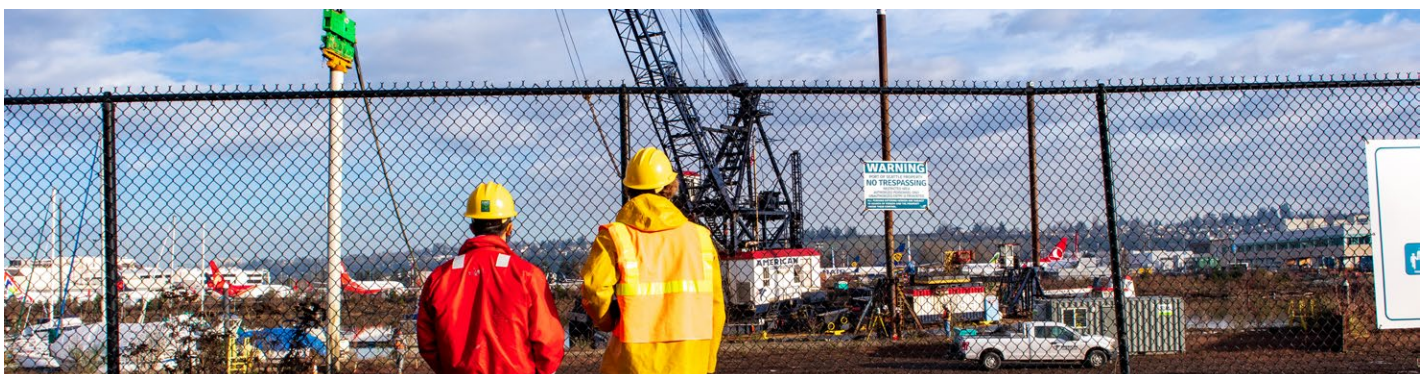
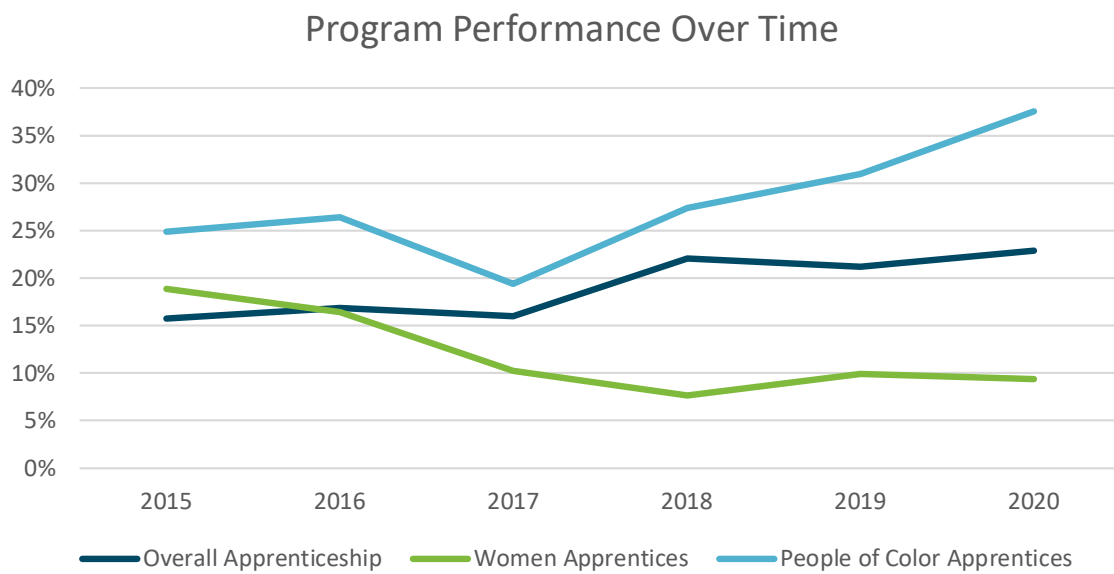
Table 17: Apprenticeship Labor Breakdown on 2020 Projects

Project Title	Total Labor Hours	Overall Apprenticeship		Women Apprentices		People of Color Apprentices	
		#	%	#	%	#	%
2019 Airfield Improvement Project	15.50	0	0.00%	0	0.00%	0	0.00%
2020 Airfield Pavement Replacement	33,950.61	39	17.57%	3	1.33%	13	49.84%
Airline Offices and Restroom Renovation (Restroom Renovations Enabling Phase 2)	9,299.86	16	15.51%	0	0.00%	6	39.42%

Project Title	Total Labor Hours	Overall Apprenticeship		Women Apprentices		People of Color Apprentices	
		#	%	#	%	#	%
AOA Perimeter Fence Line Standards Compliance	12,677.75	7	9.75%	3	63.78%	3	3.28%
Arc Flash Mitigation	92.00	0	0.00%	0	0.00%	0	0.00%
Baggage Optimization Phase 1	10,837.00	10	20.59%	1	1.03%	2	25.10%
Baggage Optimization Phase 2	26,535.50	21	23.58%	1	5.03%	8	35.23%
Central Terminal Infrastructure Upgrade Project	13,100.98	46	18.30%	1	2.34%	12	27.70%
Concourse C New Power Center	2,115.00	7	22.17%	1	39.66%	2	27.08%
Elevator Shafts and Vestibules	8,404.64	5	2.47%	1	3.13%	1	39.52%
Fire Pump Replacement — BES	38.00	0	0.00%	0	0.00%	0	0.00%
International Arrivals Facility (IAF)	508,995.25	263	23.35%	23	7.56%	91	38.60%
Lost and Found Relocation	5,984.06	11	8.74%	1	8.60%	3	10.61%
North Satellite (NSAT) Renovation and Expansion	577,278.99	309	25.87%	28	7.42%	109	37.92%
North Terminals Utilities Upgrade Project — Phase 1	13,955.20	22	28.39%	2	2.56%	6	7.57%
P66 (BHICC) Interior Modernization Project	29,641.87	42	21.83%	4	16.80%	12	28.24%
Remote Aircraft Deicing	15,248.44	18	9.83%	2	15.48%	10	85.92%
Rental Car Facility (RCF) Pavement Remediation	17,863.28	7	4.44%	1	1.01%	3	17.53%
Restroom Renovations Phase 3 Prototype	10,249.75	21	7.88%	2	24.50%	4	24.20%
SafeDock Upgrade and Expansion	6,582.00	5	26.37%	0	0.00%	2	1.04%
Service Tunnel Renewal / Replacement	17,610.41	28	23.22%	2	21.13%	12	56.90%
Shilshole Bay Marina Customer Service Facilities	42,978.58	23	8.89%	3	1.48%	4	34.41%
SSAT Infrastructure Upgrade	69,434.50	50	21.01%	3	20.55%	13	15.37%
Stormwater Pond Bird Deterrent Improvement	5,125.25	4	40.37%	0	0.00%	1	26.53%
T-117 Sites 23-25 Restoration Construction GC/CM	7,487.50	2	0.78%	0	0.00%	1	54.70%
T-46 Pavement Rehabilitation	4,625.32	12	13.91%	0	0.00%	2	16.17%

Project Title	Total Labor Hours	Overall Apprenticeship		Women Apprentices		People of Color Apprentices	
		#	%	#	%	#	%
T-46 Stormwater Basin 2 and Dock Rehabilitation	7,987.75	4	9.66%	2	27.46%	1	47.67%
T-5 Berth Modernization	180,405.28	65	24.66%	10	18.24%	24	46.21%
Terminal 46 Dock Rehabilitation and Improvement Project	8.38	0	0.00%	0	0.00%	0	0.00%
Variable Frequency Drives (VFD) Renewal and Replacement	3,849.75	8	32.52%	0	0.00%	2	8.23%
	1,642,378.40	819	22.89%	77	9.42%	275	37.54%

Figure 1: Program Performance over Time



Construction of the Duwamish River People's Park and Shoreline Habitat restoration site.



CONSTRUCTION PRIORITY HIRE PROGRAM

CONSTRUCTION PRIORITY HIRE PROGRAM OVERVIEW

The Priority Hire program requires contractors to hire workers from economically distressed areas of King County. Priority Hire ZIP codes are defined by King County as having a high concentration of residents based on these three criteria:

- People living 200% below the Federal poverty level
- Unemployment rate
- People without a college degree

King County ZIP codes with a high density per acre of the three criteria are identified as Economically Distressed Areas (EDA) and included on the Priority Hire ZIP code list published by King County's Finance and Business Operations Division.

The Port has grouped these priority ZIP codes into Tiers, as follows:

- **Tier 1** = Seattle
- **Tier 2** = King County (non-Seattle)
- **Tier 3** = outside King County (with KC Wastewater Treatment rate payers)

POLICY OVERVIEW

The Priority Hire Resolution 3736 (Appendix 4) was adopted by the Commission in 2017 and the program officially launched in 2020.

Port Commission Resolution 3736 called for the development of a Priority Hire program implemented through a Project Labor Agreement (PLA) and to foster closer cooperation with the Regional Public Owners (RPO) Group to ensure uniform application of Priority Hire terms and Contractor and Union compliance with Priority Hire requirements. This program supports the Port of Seattle's continued efforts on workforce development.

The program requirements outlined in the resolution are to:

- 1.** Establish Priority Hire goals for all projects that employ a Project labor Agreement (PLA). The assumption will be in favor of employing a PLA for construction contracts that are anticipated to be in excess of \$5 million.
- 2.** Set requirements in the contract documents for covered projects for a percentage of labor hours to be performed by Priority Workers and an aspirational goal for these labor hours. To achieve the intended impact in economically distressed areas, the project-specific requirements and aspirational goal percentage shall be set at no less than 20% for all labor hours performed annually by Priority Workers for the calendar year.
- 3.** Contractors and Dispatch under a PLA shall seek to first hire and dispatch Priority Workers who are residents of Economically Distressed Areas of King County, and then workers from other EDAs as

needed, so as to meet or exceed the required and aspirational goal percentages. The Designee shall establish the percentages separately for apprentices and journey-level workers.

4. Required and aspirational percentages will consider anticipated workforce availability and past utilization percentages on similar construction projects from the most recent project previous calendar year and shall establish the percentage for the upcoming year. This shall be included in the PLA and other Port agreements as appropriate and progress will be monitored by the Designee.

5. A jobs coordinator will maintain a database of pre-qualified Priority Workers, network with various work source centers, community, non-profit and faith-based organizations to facilitate the identification of Priority Workers, and facilitate referral and coordination around training and employment of Priority Workers between Contractors, Unions, and training programs.

6. The Designee will explore development of a third party to manage regional Priority Hire efforts. The Port will seek an agreement with regional partners to develop a framework to achieve operational efficiencies through uniform Priority Hire requirements and by sharing Priority Hire resources and data and advancing workforce development efforts.

7. The Port shall review and recommend how the intent of Priority Hire can be implemented throughout the Port beyond covered projects, including future leases, concession agreements, and procurement contracts.

PROGRAM GOALS

The primary goal of the Priority Hire Program is to provide good family wage jobs to qualified construction workers from Economically Distressed Areas of King County by increasing access to Port of Seattle projects for those workers, and to pave the way for women, people of color, and those living in economically distressed neighborhoods to pursue a career in construction.

Implementation of these programs by the Construction Management – Construction Labor group focused on:

1. Ensuring a safe and harassment-free worksite by setting standards for acceptable behavior at the jobsite on all Port construction projects
2. Increasing the hiring of people in Priority ZIP codes and giving them equitable access to construction employment

CHALLENGES AND LESSONS LEARNED

The first year of the program revealed the following implementation challenges. Solutions to these issues will be explored in 2021 and beyond:

Challenge 1: Lack of a Priority Hire Advisory Committee

- *Solution:* Establishing a regional Priority Hire Advisory Committee to support the standardization of outreach practices among RPOs and implementing the most effective practice in attracting people of color and women into a construction career

Challenge 2: Understanding the various problems program participants must overcome to get involved, stay in the program and graduate as journey workers

- *Solution 1:* Determining where people are in the pipeline and the common problems affiliated with that particular spot in the pipeline so that we can support them by referrals to assistance
- *Solution 2:* Identifying availability of training and support services throughout the pipeline, what the needs are, efficacy of training and services, and providing additional support services as allowed

Challenge 3: Facilitating broader, deeper, and more efficient program operation

- *Solution 1:* Standardizing outreach practices and diversifying community outreach sites by looking at community events and agencies that provide specific types of services to minority people (including the Urban League, Seattle Parks and Recreation, churches, Seattle Housing Authority, King County, Neighborhood House, WorkSource, Boys and Girls Clubs)
- *Solution 2:* Collaborating with other RPO's to maximize impact

Challenge 4: Building in agility and flexibility to adapt to external and environmental change

For example, COVID-19 and its economic and social impacts presented challenges at a time when the Priority Hire program was most needed.

- *Solution 1:* Performing additional research and collaboration with other jurisdictions to understand how changes in the region affect Priority Hire communities

Challenge 5: Little or no awareness of the program by people living in disparity ZIP codes

- *Solution 1:* Standardizing outreach information and performing outreach in multiple settings; encouraging outreach collaboration among outreach providers
- *Solution 2:* Working to publicize the program with counselors who assist people in getting support services and employment information
- *Solution 3:* Expanding program reach through increased interaction with RPO's and other community agencies including Seattle Housing Authority, Seattle Neighborhood House, youth groups including Boys and Girls Clubs, YMCAs, Byrd Barr Place/CAMP

Challenge 6: Lack of recruits to the program and difficulty filling the employment pipeline

- *Solution 1:* Identifying Retention Champions to interact with apprentices. Our plan is to contact women and people of color from our connections who can spread the word to their networks. Ideal candidates are senior-level apprentices; journey-level workers; and other workers with eight to ten years' experience like project managers, superintendents, and business agents
- *Solution 2:* After champions are identified, telling their stories through online content, creating videos, and a speakers' bureau of presenters who can promote the program at graduations and diversity and inclusion events

Challenge 7: Priority Hire workers on the jobsite are treated poorly

- *Solution 1:* Encouraging cultural change and respectful workplace training resulting in equitable treatment
- *Solution 2:* Convening contractors, pre-apprenticeship program staff, unions, and apprenticeship program manager in the POS LMC meeting
- *Solution 3:* Monitoring jobsites and setting clear expectations for worker treatment

Challenge 8: Priority Hire workers aren't retained after job completion

- *Solution 1:* Providing Priority Hire education at the earliest stage with contractors and subcontractors
- *Solution 2:* Incentivizing contractors to retain Priority Hire workers and apprentices
- *Solution 3:* Recognizing and promoting the work of Priority Hire champions

2020 CONSTRUCTION PRIORITY HIRE PERFORMANCE SUMMARY

2020 Project-Specific Goals

An overall Priority Hire requirement of 20% of total labor hours* to be worked by residents of Priority Hire ZIP codes was established on three projects in 2020 to kick off the new Priority Hire program to be included on projects that employ a PLA.

No aspirational goal(s) have been established and no goals for Apprentice or Journey-worker Priority Hire hours have been established as required in the resolution. The resolution does not specifically require inclusion goals for women and people of color but does require this breakdown in the reporting.

**Does not include labor hours for out-of-state workers*

2020 Program Performance

Priority Hire utilization is measured on an annual basis through the period January 1 to December 31. The Priority Hire ZIP codes have been identified by [King County](#) and tracking/compliance is done using worker ZIP code data from the Electronic Payroll Information (EPI) required to be submitted by each contractor and sub-Contractor. Constant monitoring throughout the project is being performed with action plans to assist the contractor in achieving their goals.

Table 18: Performance Summary

Blue represents meeting the targets at the project level for the year.

Project	Goal	Utilization
Arc Flash Mitigation	20%	0% (Construction just began, with only 92 labor hours)
Concourse C New Power Center	20%	46.78%
Remote Aircraft Deicing	20%	31.77%

There was limited data available from the first few Priority Hire projects. The future goal is to leverage available data and new reports to understand participation by journey workers and apprentices from Priority ZIP codes more broadly referred to as “Priority Workers.”

Initial program results demonstrated increased diversity in participation from:

- Women journey workers and apprentices
- Black/African American journey workers
- Asian/Asian American journey workers and apprentices
- Multi-ethnic /multi-racial apprentices

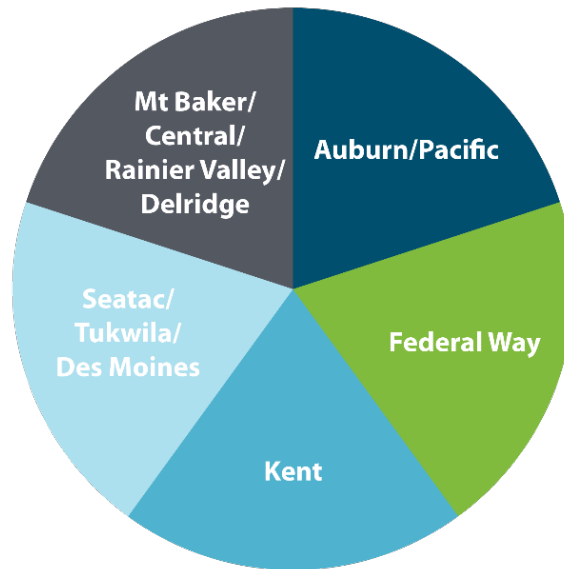
Table 19: 2020 Priority Worker Utilization by Ethnicity

3 Priority Hire Projects	As a % of Total Journey Workers	As a % of Total Apprentices
Women	2.9%	4.0%
Asian/Asian American	2.2%	4.0%
Black/African American	3.6%	0%
Hispanic/Latinx	5.0%	4.0%
Multi-ethnic/Multi-racial	0.7%	4.0%
Native American/Alaska Native	0%	0%

The three Priority Hire construction projects resulted in 5,900 Priority Worker labor hours including:

- 35 priority workers (performed 33.5% of total labor hours, exceeding the Port goal of 20%)
- 24 of the workers live in King County (Tiers 1 and 2)
- 11 of the workers came from Tier 3 (outside of King County)
- Employed four apprentices (two from Tier 3), and 31 journey workers (nine from Tier 3)

2020 Worker Demographics



- *Shown* — workers from Priority Hire ZIP codes within King County
- *Not shown* — workers from Mountlake Terrace, Lynnwood, Everett, Goldbar, and Buckley

2020 Additional Information

To better understand the participation of ‘Priority Workers’ from economically distressed ZIP codes (as defined by King County) on all Port projects, results have been included for projects that were not participating in the Priority Hire Program, in addition to the three participating projects. In 2020, there were 30 projects (13 with a PLA; 3 with Priority Hire).

Table 20: Priority Worker Labor Breakdown for 2020 Projects

Performance on specific construction projects is shown below and reported for the year 2020 only:

Project Title	Total Labor Hours (WA State Only)	Overall Priority Workers		Women Priority Workers		People of Color Priority Workers	
		#	%	#	%	#	%
2019 Airfield Improvement Project	15.50	1	45.16%	0	0.00%	0	0.00%
2020 Airfield Pavement Replacement	33,767.61	42	16.15%	5	5.50%	19	47.33%
Airline Offices and Restroom Renovation (Restroom Renovations Enabling Phase 2)	9,299.86	42	48.05%	0	0.00%	13	25.94%
AOA Perimeter Fence Line Standards Compliance	12,677.75	20	44.65%	0	0.00%	7	50.97%
Arc Flash Mitigation	92.00	0	0.00%	0	0.00%	0	0.00%
Baggage Optimization Phase 1	9,816.00	12	17.86%	0	0.00%	2	23.05%
Baggage Optimization Phase 2	26,055.50	32	24.62%	0	0.00%	4	6.35%
Central Terminal Infrastructure Upgrade Project	13,036.98	34	34.76%	1	0.04%	12	54.57%
Concourse C New Power Center	2,115.00	10	46.78%	0	0.00%	4	74.48%
Elevator Shafts and Vestibules	8,404.64	22	42.22%	0	0.00%	9	43.54%
Fire Pump Replacement - BES	38.00	1	100.00%	0	0.00%	0	0.00%
International Arrivals Facility (IAF)	488,077.25	1	100.00%	14	6.07%	134	50.47%
Lost and Found Relocation	5,984.06	22	48.25%	0	0.00%	5	4.26%
North Satellite (NSAT) Renovation & Expansion	569,529.18	349	31.29%	16	5.13%	131	35.38%
North Terminals Utilities Upgrade Project — Phase 1	13,840.70	52	17.74%	2	1.65%	19	20.16%
P66 (BHICC) Interior Modernization Project	15,248.44	69	35.69%	5	23.19%	16	51.65%
Remote Aircraft Deicing	15,387.22	25	31.71%	4	2.26%	17	34.83%

Project Title	Total Labor Hours (WA State Only)	Overall Priority Workers		Women Priority Workers		People of Color Priority Workers	
		#	%	#	%	#	%
Rental Car Facility (RCF) Pavement Remediation	10,249.75	32	27.23%	2	0.10%	14	31.90%
Restroom Renovations Phase 3 Prototype	5,303.50	44	30.28%	0	0.00%	8	23.80%
SafeDock Upgrade and Expansion	17,311.41	14	33.87%	1	3.23%	25	44.34%
Service Tunnel Renewal / Replacement	69,137.50	68	24.31%	0	0.00%	25	55.40%
Shilshole Bay Marina Customer Service Facilities	3,210.25	77	22.90%	0	0.00%	1	44.46%
SSAT Infrastructure Upgrade	3,849.75	54	36.04%	1	0.23%	0	0.00%
Stormwater Pond Bird Deterrent Improvement	29,541.87	4	38.49%	6	10.88%	24	29.49%
T-117 Sites 23-25 Restoration Construction GC/CM	42,168.54	20	22.55%	2	0.58%	32	13.06%
T-46 Pavement Rehabilitation	7,487.50	12	18.35%	2	4.06%	10	39.26%
T-46 Stormwater Basin 2 and Dock Rehabilitation	4,465.04	6	12.05%	1	5.47%	4	35.77%
T-5 Berth Modernization	7,987.75	91	14.40%	0	0.00%	2	78.15%
Terminal 46 Dock Rehabilitation & Improvement Project	180,031.78	1	53.70%	6	12.76%	46	57.62%
Variable Frequency Drives (VFD) Renewal and Replacement	8.38	6	19.99%	0	0.00%	0	0.00%
	1,604,138.71	1,118	29.30%	52	5.34%	460	42.30%

Table 21: 2020 Priority Worker Utilization (Broader View)

30 Projects (13 with PLA)	As a % of Total Journey Workers	As a % of Total Apprentices
White Women	0.6%	1.6%
Black Indigenous Women of Color	0.5%	0.6%
Asian/Asian American Men	1.5%	2.1%
Black/African American Men	1.4%	2.3%
Hispanic/Latinx Men	6.8%	5.8%
Multi-ethnic/Multi-racial Men	0.2%	1.3%
Native American/Alaska Native Men	0.2%	0.4%

Table 22: 2020 Priority Workers – Participation by trade (All Projects)

<p>Over 145 workers:</p> <ul style="list-style-type: none"> • Carpenters • Laborers 	<p>Over 50 workers:</p> <ul style="list-style-type: none"> • Drywall applicators • Electricians — inside • Ironworkers • Painters • Plumber/pipefitters • Power equipment operators • Sheet metal workers • Truck drivers
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Surveyors working on the Terminal 5 Modernization Project.

Summary:

1. Construction continued during COVID-19 with higher labor hours than in 2019
2. There were 30 projects in construction with 1.6 million labor hours:
 - 13 projects with a PLA
 - 3 projects with Priority Hire
3. The Port increased diversity in participation from:
 - Women journey workers and apprentices
 - Black/African American journey workers
 - Asian/Asian American journey workers and apprentices
 - Multi-ethnic/Multi-racial apprentices

2021 GOALS

With 2020 as the proof of concept and Priority Hire program kick off, as well as the first year the Apprenticeship program was managed by Construction Management, there are opportunities for expansion and operational refinement in 2021.

The primary responsibilities of administering both Priority Hire and Apprenticeship programs will be to assist all contractors in meeting goals, working with unions on dispatching issues, performing field visits to meet apprentices and priority hire workers, keeping the pulse on acceptable worksite behaviors, reporting on goals and barriers, and collaborating with the workforce development and labor relations teams to ensure an effective and equitable program implementation.

The Regional Public Owners goals for 2021 are to:

1. Align and champion greater workforce diversification in the trades
2. Increase the entry of diverse workers in the trade pipeline
3. Improve the retention of diverse workers by identifying and addressing barriers

APPENDICES



APPENDIX 1: Apprenticeship and Priority Hire Employee Count and Wages Paid by Craft

Table 22: Apprenticeship and Priority Hire Worker Count and Wages Paid by Craft

Craft	Apprenticeship		Priority Worker	
	#	Wages Paid	#	Wages Paid
Asbestos Abatement Workers	0	\$0.00	0	\$0.00
Brick and Marble Masons	6	\$67,924.13	12	\$107,704.41
Cabinet Makers (In Shop)	0	\$0.00	5	\$3,927.75
Carpenters	125	\$2,359,018.99	147	\$3,155,628.31
Cement Masons	22	\$216,507.76	18	\$289,674.80
Divers and Tenders	0	\$0.00	6	\$13,666.57
Drywall Applicator	43	\$594,218.11	63	\$1,398,019.71
Drywall Tapers	9	\$184,947.78	23	\$369,049.85
Electrical Fixture Maintenance Workers	0	\$0.00	0	\$0.00
Electricians — Inside	96	\$2,471,685.03	80	\$2,905,021.52
Electricians — Inside Construction Stockperson	3	\$118,060.91	6	\$78,612.24
Electricians Powerline Construction (Outside)	4	\$37,485.18	0	\$0.00
Electronic and Telecommunications Technicians	25	\$329,322.55	34	\$423,547.75
Elevator Constructors	26	\$293,123.32	11	\$117,214.91
Fence Erectors	1	\$413.78	18	\$244,311.84
Flaggers	1	\$4,969.12	12	\$41,352.10
Glaziers	11	\$188,347.29	16	\$404,262.27
Heat and Frost Insulators and Asbestos Workers	8	\$88,721.54	9	\$264,263.39
Heating Equipment Mechanics	0	\$0.00	0	\$0.00
Hod Carriers and Mason Tenders	0	\$0.00	5	\$66,434.76
Industrial Engine and Machine Mechanics	0	\$0.00	0	\$0.00
Inspection/Cleaning/Sealing-Sewer and Water Sys — RC	0	\$0.00	2	\$440.48
Insulation Applicators	5	\$174,006.11	4	\$63,633.88
Ironworkers	109	\$1,842,256.94	71	\$1,146,839.76
Laborers	83	\$1,213,521.36	204	\$3,480,539.82
Laborers — Underground Sewer and Water	0	\$0.00	0	\$0.00

Landscape Construction	0	\$0.00	4	\$15,280.20
Marble Setters	0	\$0.00	0	\$0.00
Metal Fabrication (In Shop)	0	\$0.00	0	\$0.00
Millwrights	5	\$110,272.07	2	\$48,427.18
Other	0	\$0.00	4	\$3,719.38
Painters	9	\$81,215.20	57	\$671,356.64
Piledrivers	15	\$614,250.67	9	\$274,225.97
Plasterers	14	\$155,185.25	7	\$107,543.51
Plumbers and Pipefitters	54	\$1,124,371.61	54	\$2,318,832.22
Power Equipment Operators	16	\$232,348.74	67	\$936,914.94
Power Equipment Operators — UG Sewer & Water	0	\$0.00	2	\$343.51
Roofers	13	\$112,055.00	16	\$229,243.49
Sheet Metal Workers	76	\$995,740.21	56	\$1,359,698.28
Sign Makers and Installers (Electrical)	0	\$0.00	4	\$7,767.55
Sign Makers and Installers (Non- Electrical)	0	\$0.00	3	\$6,019.68
Soft Floor Layers	5	\$27,353.12	5	\$7,737.84
Sprinkler Fitters (Fire Protection)	13	\$182,433.87	10	\$382,620.39
Street and Parking Lot Sweeper Workers	0	\$0.00	0	\$0.00
Surveyors	0	\$0.00	11	\$31,848.11
Telecommunication Technicians	11	\$202,348.00	27	\$792,075.16
Terrazzo Workers and Tile Setters	2	\$19,146.67	2	\$31,336.35
Tile Setters	1	\$425.94	7	\$79,116.04
Tile, Marble, and Terrazzo Finishers	4	\$15,492.62	3	\$13,462.75
Traffic Control Stripers	16	\$22,579.47	9	\$24,516.37
Truck Drivers	3	\$30,478.09	56	\$221,348.38

APPENDIX 2: APPRENTICESHIP AND PRIORITY HIRE PERFORMANCE BY CONTRACTOR

Contractor reports are available in an external PDF.

[View Contractor Reports](#)



Excavation during the North Satellite Modernization Project.

APPENDIX 3: RESOLUTION 3725

Policy Directive on Construction Labor Practices Located on Port of Seattle Property including Resolution

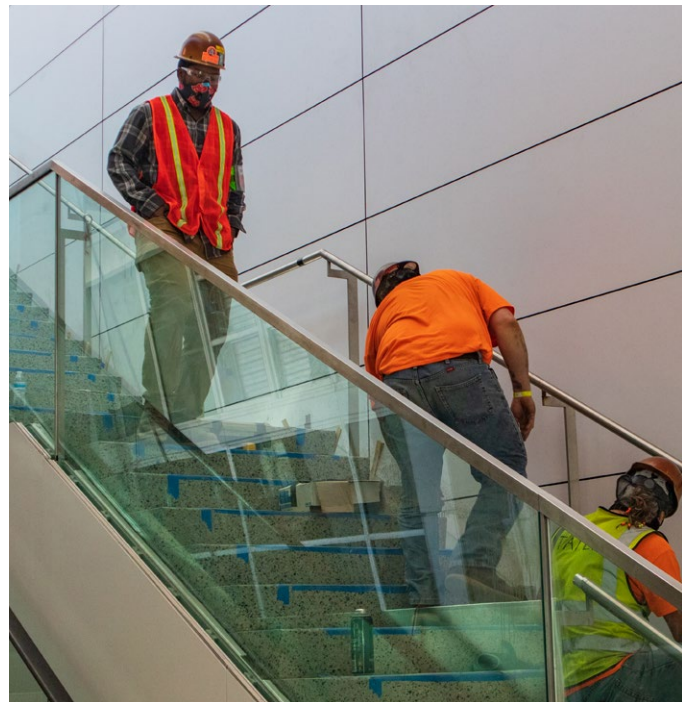
[Read Port Commission Resolution 3725](#) on the Port's Meetings Portal



North Satellite Modernization Project almost complete.



Students learning carpentry.



International Arrivals Facility construction.

APPENDIX 4: RESOLUTION 3736

Priority Hire Policy Directive including Resolution 3746 amendment

[Read Port Commission Resolution 3736](#) on the Port's Meetings Portal



New north Berth at Terminal 5.



International Arrivals Facility construction.



North Satellite Modernization team.



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