



# APPRENTICESHIP AND PRIORITY HIRE 2021 ANNUAL REPORT



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# **EXECUTIVE SUMMARY**

# EXECUTIVE SUMMARY

The labor market and demographic data for our region continue to reflect an uneven recovery. Large segments of the community— such as low-income workers, disconnected youth, and individuals without a post-secondary education or training — must overcome significant challenges in accessing living-wage jobs. Women and workers of color face pervasive, ongoing income inequality, with gender and racial wage gaps at every level of educational attainment. The Port of Seattle is committed to creating career pathways to economic security for all workers through equity-focused strategies and policies to grow living-wage jobs, build and upskill capabilities, remove barriers, and expand opportunities for the people and communities being left behind in our growing economy.

In 2021, the Port of Seattle exceeded our overall construction workforce development goals on our capital projects, with 21.5% apprenticeship utilization and 25.3 % priority hire (PH) worker utilization. There were 40 projects with Apprenticeship goals that resulted in 231,775 Apprentice hours. Eighteen of these contracts were under a PLA, that represented 97.1% of all Apprentice hours. The Port paid over \$345 million to Contractors on Capital Improvement projects with Apprenticeship goals. Contractors paid nearly \$55 million in wages and benefits to construction workers on those Port projects with over \$9.3 million paid to 592 apprentices.

While this is a hopeful time for construction in Seattle, contractors and training programs grapple with the demands of an industry faced with new challenges. Yet, as this report shows, our Local Hiring Policy still effectively creates opportunities for local construction workers, both seasoned journey workers and new apprentices.

The local construction industry sector remains one of the most viable entry points for job seekers entering the workforce. The Port places a strong emphasis on equity for Seattle's most vulnerable communities and populations, as well serving underrepresented individual within the construction sector. Through additional construction training programs and expanded partnerships with industry stakeholders the Port of Seattle will continue to address the workforce needs of the local construction market.



*Pile driving on the Duwamish River People's Park.*

## Through 2021 (Life of Contract):



**3,000+ apprentices** worked over **1.1M+ hours**

on the Port's 40 active construction projects.



**900+ apprentices of color** contributed **32% of apprentice hours** on active projects. That's **365K+ hours worked.**



**275 women apprentices** worked nearly **10% of apprentice hours.**

That's **110k+ hours worked.**

## In 2021:



**99 Priority Hire workers** earned nearly **\$770K in wages and benefits** on the Port's Priority Hire projects.



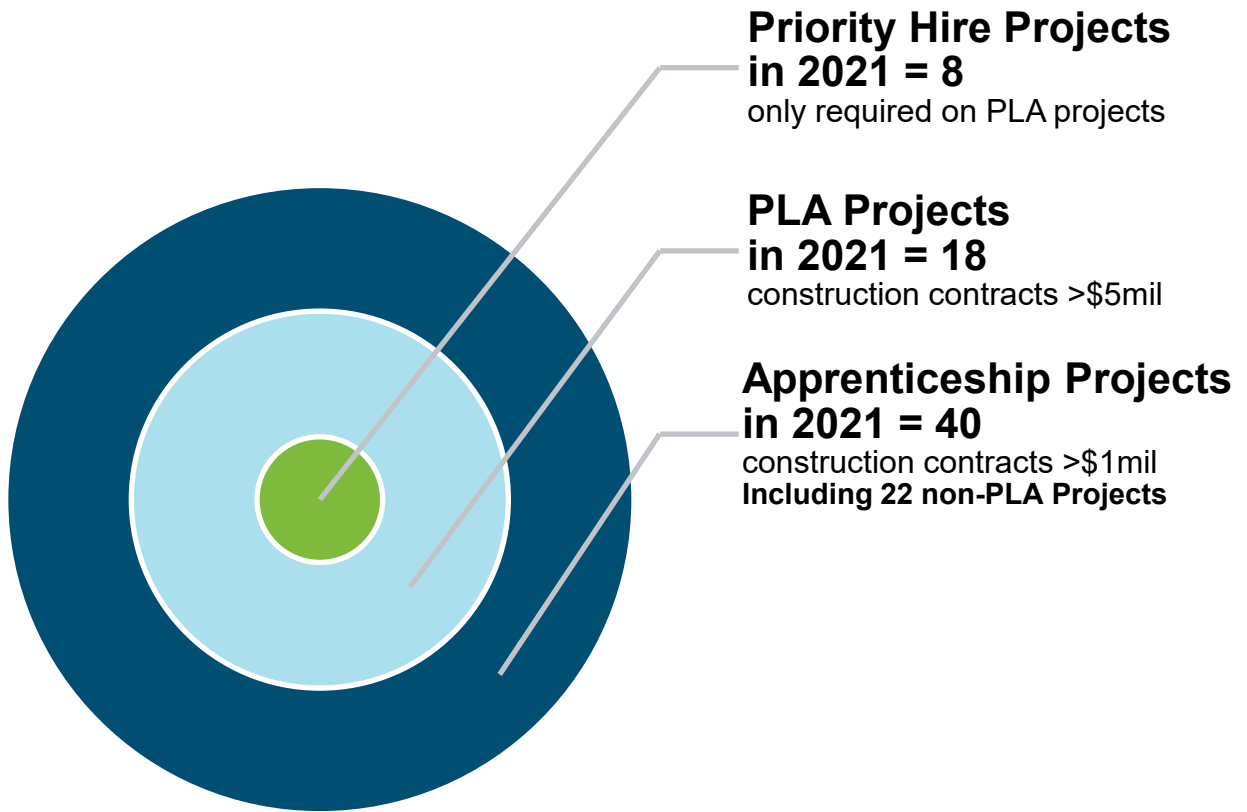
**592 Apprentices** earned **\$9.3M+ in wages and benefits** on the Port's construction projects.



**\$345M+ of construction payout** to contractors and nearly **\$55M paid in construction worker wages** and benefits

# 2021 PROJECTS

Figure 1: Program Summary



The table below details active construction contracts in 2021 with Priority Hire and/or Apprenticeship Goals. For the purpose of this report, a project is considered active if labor hours have been reported in 2021 by the Contractor and/or Sub-Contractor(s).

Table 1: Contract Details for 2021 Projects

Project Title	Division	Contract Type	Contract Execution Value	PLA in Contract?	Priority Hire Goals?	Apprenticeship Goals?
2021 Airfield Pavement Replacement Project	Aviation	Low Bid	\$20,114,676.55	✓		✓
2021 Concourse A Hydrant Fuel Pit Additions	Aviation	Low Bid	\$1,073,618.75			✓
Air Cargo Rd / S 170th St Improvements	Aviation	Low Bid	\$5,248,724.42	✓	✓	✓
AOA Perimeter Fence Line Standards Compliance	Aviation	Low Bid	\$4,429,339.75			✓
Arc Flash Mitigation	Aviation	Low Bid	\$3,018,006.00	✓	✓	✓

Project Title	Division	Contract Type	Contract Execution Value	PLA in Contract?	Priority Hire Goals?	Apprenticeship Goals?
Baggage Optimization Phase 2	Aviation	Low Bid	\$293,913,344.34	✓		✓
Central Terminal Infrastructure Upgrade Project	Aviation	Low Bid	\$12,128,156.15			✓
Central Waterfront Bell and Lenora Elevator Modernization - BES	Economic Development	Bldg Eng System	\$2,271,639.00			✓
Concourse C New Power Center	Aviation	Low Bid	\$4,933,035.00	✓	✓	✓
Electric Utility Supervisory Control and Data Acquisition (SCADA) Project	Aviation	Low Bid	\$2,917,225.00			✓
Elevator Shafts and Vestibules	Aviation	Low Bid	\$1,762,998.29			✓
Emergency Generator Controls	Aviation	Low Bid	\$620,000.00			✓
Employee Services Center	Aviation	Low Bid	\$3,788,871.00			✓
Fire Pump Replacement - BES	Aviation	Bldg Eng System	\$1,465,312.00			✓
GSE Electric Charge Stations - Part 2B	Aviation	Low Bid	\$6,705,619.25	✓	✓	✓
Industrial Wastewater Systems Segregation Meters	Aviation	Low Bid	\$1,689,101.00			✓
International Arrivals Facility (IAF)	Aviation	Design Build	\$798,707,092.00	✓		✓
Lost and Found Relocation	Aviation	Low Bid	\$1,693,811.43			✓
North Satellite (NSAT) Renovation & Expansion	Aviation	GCCM	\$499,787,430.52	✓		✓
North Terminals Utilities Upgrade Project - Phase 1	Aviation	Low Bid	\$13,360,884.43	✓		✓
P66 Roof Upgrades Construction	Maritime	Low Bid	\$1,895,000.00			✓
Parking Garage Elevator Modernization	Aviation	Low Bid	\$8,515,805.00	✓	✓	✓
Parking Revenue Infrastructure	Aviation	Low Bid	\$7,719,478.31	✓	✓	✓
Pier 91 Berths J, K, L and M Fender System Replacement	Maritime	Low Bid	\$4,845,000.00	✓	✓	✓
RCF (Rental Car Facility) Security Improvements	Aviation	Low Bid	\$2,054,123.16			✓
Remote Aircraft Deicing	Aviation	Low Bid	\$6,497,873.73	✓	✓	✓
Rental Car Facility (RCF) Pavement Remediation	Aviation	Low Bid	\$4,395,716.46			✓

Project Title	Division	Contract Type	Contract Execution Value	PLA in Contract?	Priority Hire Goals?	Apprenticeship Goals?
Restroom Renovations Phase 4 - FAA Phase 2	Aviation	Low Bid	\$9,296,297.00	✓		✓
Safe Dock Upgrade and Expansion	Aviation	Low Bid	\$8,713,834.02	✓		✓
Shilshole Bay Marina Customer Service Facilities	Maritime	Low Bid	\$10,674,632.63			✓
SSAT Infrastructure Upgrade	Aviation	Low Bid	\$31,169,672.77	✓		✓
Stormwater Pond Bird Deterrent Improvement	Aviation	Low Bid	\$5,113,195.90			✓
T-117 Sites 23-25 Restoration Construction GC/CM	Maritime	GCCM	\$14,760,047.75	✓		✓
T-30 Bulkhead Stabilization	Maritime	Low Bid	\$378,723.62			✓
T-46 Pavement Rehabilitation	NWSA	Low Bid	\$2,026,249.23			✓
T-46 Stormwater Basin 2 and Dock Rehabilitation	NWSA	Low Bid	\$4,872,700.22			✓
T-5 Berth Modernization	NWSA	Low Bid	\$180,761,360.87	✓		✓
T-5 Marine Building North	NWSA	Low Bid	\$2,336,538.63			✓
T5 PSR Superfund Cap Maintenance	Maritime	Low Bid	\$868,983.46			✓
World Trade Center West (WTCW) HVAC Replacement - BES	Economic Development	Bldg Eng System	\$2,798,000.00			✓



## PROGRAM GOALS

The Port of Seattle is dedicated to developing a regional approach to recruiting and retaining women and people of color, and will continue to improve and target workforce services to individuals lacking economic opportunity through its long-term strategic goals and specific annual objectives, including the following goals:

- Address unemployment with more employment opportunities
- Strengthen connections with major economic drivers in the region
- Strengthen Construction Industry Sector Strategies
- Target vulnerable populations with a geographic focus
- Ensure gender equity
- Focus on the reentry population
- Focus on disconnected youth
- Align City and Regional Planning Efforts to achieve better results

## PROGRAM ADMINISTRATION

The Port of Seattle administers workforce development programs that partner with local governmental agencies as well as a network of service providers composed of the Seattle Urban League, Priority Hire Outreach, Training and Retention Partnership, Regional Pre-Apprenticeship Collaboration (RPAC), and the ANEW program. In partnership with these agencies, and a collaborative network of partners, including Regional Public Owners, Seattle-King County Workforce Development Council and other educational institutions, economic development agencies, and other concerned entities, the Port of Seattle continues to move the needle towards greater diversity and equity for our workers, and improved data to track our progress towards regional goals.



*A Concourse Pod construction.*



Excavation during the North Satellite Modernization Project.

**CONSTRUCTION  
APPRENTICESHIP  
UTILIZATION PROGRAM**

# CONSTRUCTION APPRENTICESHIP 2021 OVERVIEW

In October 2016, Port Commission Resolution 3725 recognized that effective and economic execution of the Port’s capital program depended on a healthy and diverse market of general contractors, sub- contractors, and suppliers and on the availability of a skilled, experienced, capable construction labor workforce. To meet the Port’s capital program construction worker demands, create economic prosperity across the region and to ensure equity of opportunity, the Port recognized the construction labor workforce must include broad participation by women and people of color. Apprenticeship and pre-apprenticeship programs play a key role both in providing fair access for individuals aspiring to have living-wage construction jobs and in supplying enough trained and capable workers to meet construction needs of the Port and other public and private facility owners’ projects.

For major construction and tenant-reimbursement contracts \$1 million in value or greater, Resolution 3725 requires the establishment of apprenticeship and local hiring goals and aspirational hiring goals for women and people of color apprentices. This resolution is included as Appendix 5 to this report.

The policy directs Port staff to collaborate 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), in partnership with the City of Seattle and Sound Transit, to provide outreach, training, and retention services to increase participation in long-lasting construction careers for historically underrepresented communities such as Black, Indigenous, and People of Color (BIPOC), women, and residents of economically distressed ZIP codes (represented as PH in the table below).

**Table 2: Pre-Apprenticeship Program Results**

2021 Construction	Enrollments	Completions	Placements	Notes								
					Men	Women	Non-Binary	Not Reported	BIPOC	Non-BIPOC	PH	Non PH
ANEW	48	35	24		13	31	3	1	26	22	35%	65%
UL	92	29	19		64	28	0	0	72	20	75%	25%
RFP with city of Seattle and Sound Transit	134	116	58	Graduations in December from ANEW and Ironworkers; placements through Q1 2022	95	39	0	0	84	50		
<b>Total</b>	<b>274</b>	<b>180</b>	<b>101</b>		<b>172</b>	<b>98</b>	<b>3</b>	<b>1</b>	<b>182</b>	<b>92</b>	<b>53%</b>	<b>47%</b>

# BARRIERS TO EMPLOYMENT

Many job-seekers experience one or more barriers to employment during their careers. Although this makes finding or keeping a job more difficult, it's not impossible. Some barriers, such as lack of transportation, are temporary and easier to address than others.

The Port of Seattle and our regional partners provide opportunities for those who can't overcome significant barriers on their own to work with an employment advisor to learn about the resources and support available. The Port of Seattle with our partners connects disenfranchised workers with a well-coordinated, overall support system to help them find training, counseling, basic needs assistance, job search and placement, and continued support in the workplace and at home.

## Common Barriers:

- No high school diploma or access to required documents
- Lack of reliable transportation or relicensing
- Criminal record or currently in Work Release Program
- Lacks basic job skills and needs training
- Disadvantaged background or Long-term welfare recipient
- Drug and/or alcohol abuse
- Housing issues or homelessness
- Childcare assistance needs
- Gaps in employment
- Employer biases
- Lack of COVID-19 vaccination

In addition, the construction industry itself presents major barriers for entry into the industry. Language and cultures form additional barriers for a range of ethnic groupings.

The Port of Seattle Priority Hire and Apprenticeship Programs seek to inspire early-stage construction industry professionals and provide effective workplace enhancement and career development strategies. We offer support, in the form of recruitment events, training, mentoring, professional networking, as well as work placement and experience schemes, which can smooth entry, retention and progression within the construction industry.

## CHALLENGES, ACTIONS AND ACCOMPLISHMENTS

### Challenge 1. Reaching Target Population

#### *Pipeline Challenges:*

- Some training program criteria excludes target population
- Qualified priority candidates don't always get into apprenticeship training
- Those recruited for apprenticeship opportunities are not always ready to receive training
- Pre-apprenticeship training may not always adequately prepare individuals

#### *Goals:*

- Effective outreach and recruitment for priority residents

#### *Accomplishments:*

- Standardized outreach information and performed outreach in several community settings
- Established collaboration among outreach providers

## **Challenge 2. Job Assignment**

### *Pipeline Challenges:*

- Lack of coordination/communication among key players (unions, training programs, contractors)
- Employers' "core" workers do not reflect targeted population

### *Goals:*

- Jobsite cultures resulting in equitable treatment
- Contractors meet /exceed Apprenticeship Utilization goals and requirements

### *Actions:*

- More communication among unions, pre-apprenticeship program and contractors
- Contractor's "core" employees reflective of target population
- Increased number of priority workers in the pipeline
- Respectful workplace training to support equitable treatment on jobsites
- Establish a direct process for priority jobseekers to enter the pipeline

## **Challenge 3. On the Job Compliance**

### *Pipeline Challenges:*

- Targeted workers are not given equitable opportunities for meaningful on-the-job experience
- Some contractors have challenges meeting workforce diversity requirements/goals
- Targeted workers are not retained after job completion

### *Goals:*

- Workers have equitable opportunity for gaining meaningful experience on jobsite
- Targeted workers retained by contractor after project completion
- Increased compliance by noncompliant contractors

### *Actions:*

- Identify contractor potential compliance challenges early in the process
- Contractors provide equitable work distribution and meaningful work experiences
- Incentivize contractors to retain targeted apprentices for future projects
- Create recognition for contractors that are program champions



*Work on the North Satellite Modernization Project.*

# CONSTRUCTION APPRENTICESHIP PROGRAM PERFORMANCE

## Overall Program Goal

Per Resolution 3736, the goal is for no less than 15% of all contract labor hours to be performed by apprentices. In 2021, the Port exceeded our overall goal with 22% utilization of apprentices.

## Project-Specific Goals

Construction contracts \$1 million in value or greater have goals set at 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 3: 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

## 2021 Program Performance

Apprenticeship utilization is measured against total labor hours for the duration of a project (a.k.a. Life of Contract). In 2021 there were 40 active construction projects with Apprenticeship goals. Goals and performance measurements vary for projects that have a Project Labor Agreement (PLA) and projects that do not. PLA project goals differ depending on the age of the project and the PLA in effect at the time the project started.

### Projects with a Project Labor Agreement (PLA)

In 2021, there were 18 contracts that included a Project Labor Agreement with Apprenticeship utilization goals. In accordance with the PLA, the overall goals on these contracts are to be achieved on a “per craft” basis over the duration of each project. Apprenticeship tracking/compliance is done using the job classification (a.k.a. craft) provided in the Electronic Payroll Information (EPI) required to be submitted by each Contractor and Sub-Contractor.

These contracts also included aspirational goals for utilization of women and people of color apprentices as a percentage of the overall apprenticeship hours to be achieved at the contract level over the duration of the PLA project.

**Table 4: Apprenticeship Utilization Contract Summary for PLA Projects (Project Duration)**  
*Blue represents meeting the targets*

Project	Overall	Women	People of Color
<b>GOALS</b>	<b>15% per craft</b>	<b>10% / 12%</b>	<b>15% / 21%</b>
<b>UTILIZATION thru 2021</b>	<b>21.83%</b>	<b>9.91%</b>	<b>32.67%</b>
2021 Airfield Pavement Replacement Project	18.43%	10.03%	62.60%
Air Cargo Rd / S 170th St Improvements	14.70%	21.87%	33.10%
Arc Flash Mitigation	32.09%	0.00%	66.12%
Baggage Optimization Phase 2	26.73%	8.64%	27.79%
Concourse C New Power Center	28.09%	13.62%	6.76%
International Arrivals Facility (IAF)	20.55%	8.40%	31.20%
North Satellite (NSAT) Renovation & Expansion	22.73%	8.26%	34.45%
North Terminals Utilities Upgrade Project - Phase 1	28.75%	13.68%	31.05%
Parking Garage Elevator Modernization	27.07%	0.00%	0.00%
Parking Revenue Infrastructure	33.31%	23.63%	31.45%
Ph2 GSE Electric Charge Stations - Part B	22.02%	0.00%	6.87%
Pier 91 Berths J, K, L and M Fender System Replacement	7.67%	11.14%	60.58%
Remote Aircraft Deicing	8.79%	14.24%	80.67%
Restroom Renovations Phase 4 - FAA Phase 2	32.25%	8.07%	19.05%
SafeDock Upgrade and Expansion	27.63%	0.00%	5.65%
SSAT Infrastructure Upgrade	25.66%	20.75%	20.92%
T-117 Sites 23-25 Restoration Construction GC/CM	8.05%	93.20%	3.96%
T-5 Berth Modernization	21.73%	21.34%	41.41%

With the PLA “per craft” requirement, utilization is also tracked for each craft working on a Port PLA project. ‘Per Craft’ results are in the table that follows including percent of apprentices as well as total apprentice hours and wages and benefits paid.



*Port Sponsored Job Fair at the SeaTac DoubleTree Hotel.*



**Table 5: Overall Apprenticeship Utilization by Craft for PLA Projects (Project Duration)**

Craft	Overall Utilization	Apprenticeship Hours	Apprenticeship \$
<b>GOALS</b>	<b>15% per craft</b>	<b>N/A</b>	<b>N/A</b>
<b>UTILIZATION thru 2021</b>	<b>21.83%</b>	<b>1,129,340.38</b>	<b>\$41,345,825.23</b>
Asbestos Abatement Workers	25.08%	3,486.00	\$97,919.81
Brick and Marble Masons	21.81%	10,019.37	\$322,070.84
Building Service Employees	0.00%	0.00	\$0.00
Carpenters	25.47%	169,188.93	\$6,200,451.76
Cement Masons	22.78%	15,859.50	\$666,503.49
Divers and Tenders	0.00%	0.00	\$0.00
Drywall Applicator	25.35%	23,464.50	\$870,155.89
Drywall Tapers	22.77%	11,541.75	\$410,414.32
Electrical Fixture Maintenance Workers	0.00%	0.00	\$0.00
Electricians - Inside	28.27%	239,508.11	\$8,876,132.29
Electricians - Inside Construction Stockperson	17.12%	6,849.59	\$211,041.81
Electricians Powerline Construction (Outside)	23.07%	1,262.00	\$46,023.30
Electronic & Telecommunications Technicians	39.59%	36,606.00	\$1,065,949.21
Elevator Constructors	44.36%	21,121.50	\$991,986.41
Fence Erectors	5.78%	176.13	\$5,259.29
Flaggers	3.74%	278.50	\$7,858.33
Glaziers	15.44%	10,415.50	\$365,873.00
Heat & Frost Insulators and Asbestos Workers	24.79%	14,022.50	\$479,861.61
Heating Equipment Mechanics	0.00%	0.00	\$0.00
Hod Carriers and Mason Tenders	13.46%	1,192.00	\$41,288.44
Inspection/Cleaning/Sealing-Sewer & Water Sys-RC	0.00%	0.00	\$0.00
Insulation Applicators	33.70%	10,305.50	\$418,904.48
Ironworkers	28.64%	152,162.65	\$5,847,377.75
Laborers	15.89%	113,675.15	\$3,689,119.93
Laborers - Underground Sewer & Water	0.00%	0.00	\$0.00
Landscape Construction	0.00%	0.00	\$0.00
Metal Fabrication (In Shop)	0.00%	0.00	\$0.00
Millwrights	23.10%	18,880.00	\$747,520.66
Other	0.23%	8.00	\$276.88
Painters	11.69%	8,662.00	\$205,509.88
Piledrivers	26.22%	31,658.50	\$1,158,358.58
Plasterers	11.58%	8,245.50	\$290,153.18
Plumbers & Pipefitters	22.71%	89,709.50	\$3,840,607.29
Power Equipment Operators	6.03%	19,206.50	\$739,454.16

Craft	Overall Utilization	Apprenticeship Hours	Apprenticeship \$
Power Equipment Operators-UG Sewer & Water	0.00%	0.00	\$0.00
Refrigeration & Air Conditioner Mechanics	12.71%	26.00	\$1,057.20
Roofers	11.45%	7,204.50	\$220,591.25
Sheet Metal Workers	18.87%	66,010.50	\$2,377,534.63
Sign Makers & Installers (Electrical)	0.00%	0.00	\$0.00
Sign Makers & Installers (Non-Electrical)	4.64%	24.50	\$568.25
Soft Floor Layers	14.00%	500.00	\$17,325.16
Solar Controls For Windows	0.00%	0.00	\$0.00
Sprinkler Fitters (Fire Protection)	25.73%	16,277.75	\$469,310.93
Street And Parking Lot Sweeper Workers	0.00%	0.00	\$0.00
Surveyors	0.00%	0.00	\$0.00

For additional information about PLA projects (Project Duration), including craft breakdown by project, see **Appendix 1**.



Interns on the North Satellite Modernization Project.

## Projects with no Project Labor Agreement (no-PLA)

In 2021, there were 22 non-PLA contracts that included Apprenticeship goals. In accordance with each Contract, the overall goals as well as the goals for women and people of color are to be achieved at the contract level over the duration of the project.

**Table 6: Apprenticeship Utilization Contract Summary for Projects with no-PLA (Project Duration)**  
Blue represents meeting the targets at the project level.

Project	Overall	Women	People of Color
<b>GOALS</b>	<b>15%</b>	<b>10%</b>	<b>15%</b>
<b>UTILIZATION thru 2021</b>	<b>13.23%</b>	<b>12.37%</b>	<b>22.01%</b>
2021 Concourse A Hydrant Fuel Pit Additions	21.61%	0.00%	63.67%
AOA Perimeter Fence Line Standards Compliance	8.48%	59.89%	2.33%
Central Terminal Infrastructure Upgrade Project	21.32%	15.31%	13.78%
Central Waterfront Bell and Lenora Elevator Modernization – BES	0.00%	0.00%	0.00%
Electric Utility Supervisory Control and Data Acquisition (SCADA) Project	0.00%	0.00%	0.00%
Elevator Shafts and Vestibules	4.96%	2.32%	34.85%
Emergency Generator Controls	6.49%	0.00%	0.00%
Employee Services Center	9.20%	0.00%	0.00%
Fire Pump Replacement - BES	23.03%	0.00%	0.00%
Industrial Wastewater Systems Segregation Meters	1.68%	21.07%	7.44%
Lost and Found Relocation	9.13%	16.67%	8.19%
P66 Roof Upgrades Construction	17.01%	0.61%	69.17%
RCF (Rental Car Facility) Security Improvements	31.93%	0.00%	32.98%
Rental Car Facility (RCF) Placement Remediation	5.21%	5.96%	22.76%
Shilshole Bay Marina Customer Service Facilities	9.78%	2.42%	35.98%
Stormwater Pond Bird Deterrent Improvement	23.51%	2.64%	19.96%
T-30 Bulkhead Stabilization	0.00%	0.00%	0.00%
T-46 Pavement Rehabilitation	13.66%	0.00%	16.17%
T-46 Stormwater Basin 2 and Dock Rehabilitation	15.62%	25.23%	49.66%
T-5 Marine Building North	18.22%	10.17%	0.67%
T5 PSR Superfund Cap Maintenance	0.00%	0.00%	0.00%
World Trade Center West (WTCW) HWAC Replacement - BES	24.16%	0.00%	0.00%

For additional information about Apprenticeship on Non-PLA projects (Project Duration), see **Appendix 2**.

## 2021 Performance Summary

Overall apprentice utilization was **21.5% overall based on project duration** which exceeds the 15% overall goal set for the Apprenticeship Program.

40 contracts with Apprenticeship goals resulted in 231,775 Apprentice hours.

- 18 of these contracts were under a PLA accounting for 97.1% of the Apprentice hours.

The Port paid over \$345 million to Contractors on Capital Improvement projects with Apprenticeship goals. Contractors paid nearly \$55 million in wages and benefits to construction workers on those Port projects with over \$9.3 million paid to 592 apprentices.

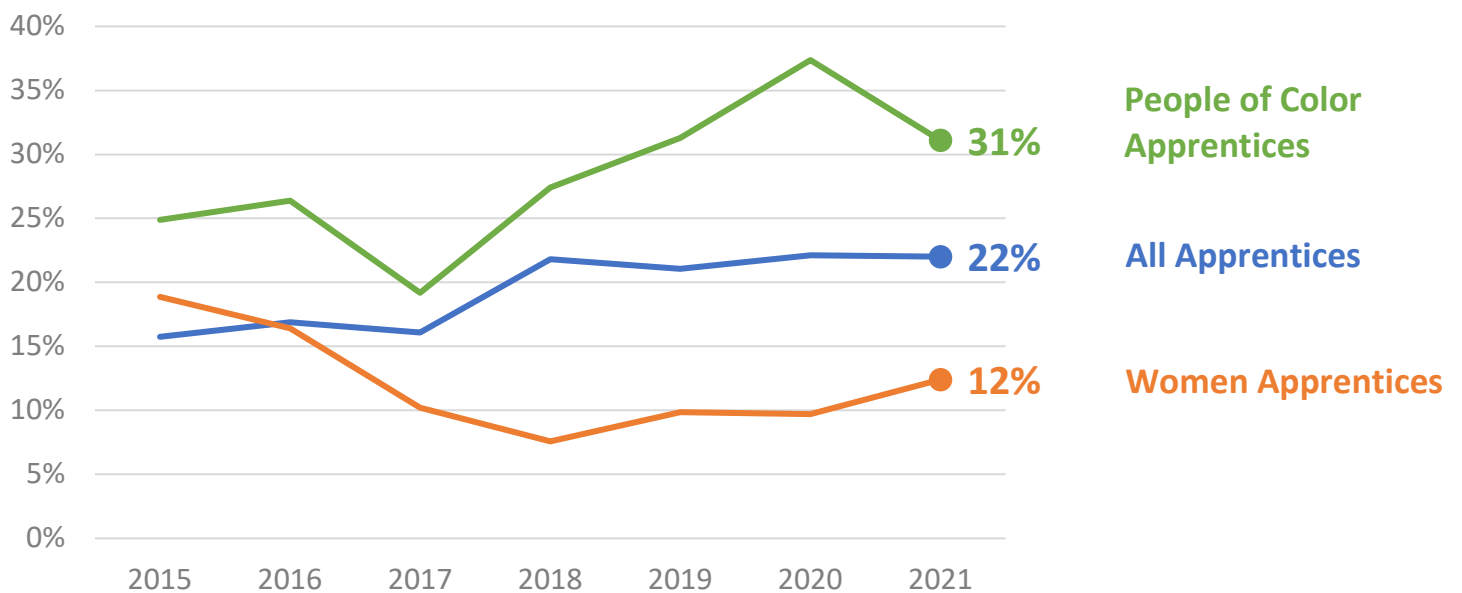
Performance on individual projects had mixed results.

- 9 of 40 projects are meeting their overall apprenticeship goals
- 22 of 40 projects are meeting their inclusion goal for people of color apprentices
- 13 of 40 projects are meeting their inclusion goal for women apprentices

## 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.

**Figure 2: Program Performance by Year**



## 2021 Additional Information

Figure 3: Apprenticeship Labor Breakdown in 2021

### 21.5% Overall Apprenticeship Utilization

- 9.9% Women Apprentices
- 32.4% People of Color Apprentices

#### PLA Projects:

- 21.8% Apprenticeship Utilization
  - 9.9% Women Apprentices
  - 32.7% People of Color Apprentices

#### Non-PLA Projects:

- 13.2% Apprenticeship Utilization
  - 12.4% Women Apprentices
  - 22.0% People of Color Apprentices



Construction on the Passenger Walkway on the International Arrivals Facility.

**Table 7: 2021 Apprentices – Participation by Craft across All Projects (Project Duration)**

**15+ Apprentices:**

Cement Masons  
Drywall Applicators  
Electronic & Telecommunications  
Technicians  
Elevator Constructors  
Ironworkers  
Millwrights  
Piledrivers  
Plumbers & Pipefitters  
Power Equipment Operators  
Roofers

**50+ Apprentices:**

Carpenters  
Electricians - Inside  
Laborers

***In 2021 there were nearly 600 apprentices across 50 different crafts.***

*For a detailed breakdown by craft for each Contractor, see Appendix 3.*



*North Satellite Modernization Project Phase 1 Construction.*

**CONSTRUCTION  
PRIORITY HIRE  
PROGRAM**



*Construction of the marsh habitat at the Duwamish River People's Park and Shoreline Habitat.*



# CONSTRUCTION PRIORITY HIRE 2021 OVERVIEW

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, Pierce, and Snohomish Counties by increasing access to Port 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.

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 adopted by the Commission in 2017 set the stage for the Port of Seattle's Priority Hire Program to officially launch in 2020. This resolution is included as **Appendix 6** to this report.

Port Commission Resolution 3736 called for the development of a Priority Hire program implemented through a Project Labor Agreement. It directs closer cooperation with the Regional Public Owners (RPO) Group for 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.

Program requirements include:

- 1.** Establish Priority Hire goals for all non-Federal Aviation Administration (FAA) 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 over \$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, 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 (EDA) of King County, and then workers from other EDAs as needed to meet or exceed the required and aspirational goal percentages. The Designee shall establish the percentages separately for apprentices and journey-level workers.

4. Implementation will consider anticipated workforce availability and past utilization percentages on similar construction projects from the most recent project previous calendar year, and establishment of the required and aspirational percentages for the upcoming year. Percentages are to be included in the PLA and other Port agreements as appropriate, and progress will be monitored by the Designee.

5. The Priority Hire Program team 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 Port will work with RPO 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.

## CHALLENGES AND LESSONS LEARNED

After experiencing one of the most challenging years in recent history in 2021, the Port has embarked on a path towards economic recovery and equitable employment for its residents. The local construction industry has experienced exponential growth since the signing of the Priority Hire policy directive in 2017, and while the pandemic slowed construction in 2021, the data in this report indicates that a larger share of the work hours are being performed by residents living in local, economically disadvantaged areas than in previous years.

The second year of the program revealed the following implementation challenges. Solutions to these issues will be explored in 2022 and beyond:

### **Challenge 1: Understanding how regional changes affect the communities Priority Hire intend to serve. How can we fine-tune how workers enter and stay in the construction industry?**

- *Solution 1: Ensure Priority Hire outreach information reaches local communities that would benefit most from the program*
- *Solution 2: Identify and set priorities that align with other Regional Public Owners*

### **Challenge 2: Ensuring targeted populations continue to benefit from equity goals**

- *Solution 1: Ensure they are aware of and have access to various construction trades, including those with higher wages.*
- *Solution 2: Help workers succeed in apprenticeship, Whether it's financial assistance for tools or work gear, case management, or informal mentorship*

### **Challenge 3: Enforcement of Acceptable Work Site standards on Port projects to prevent workplace harassment, with the goal of retaining workers of color and women**

- *Solution 1: Monitor contractor worksite compliance and interview workers to ensure they have the support they need to maintain long-term construction careers.*

**Challenge 4: Identifying better strategies to help people of color and women stay in construction careers**

- *Solution 1: Encourage contractors to retain workers after project completion for other projects*
- *Solution 2: The Port of Seattle develops performance incentives for retention of Priority Hire workers*
- *Solution 3: Port of Seattle creates recognition system for contractor “champions”*

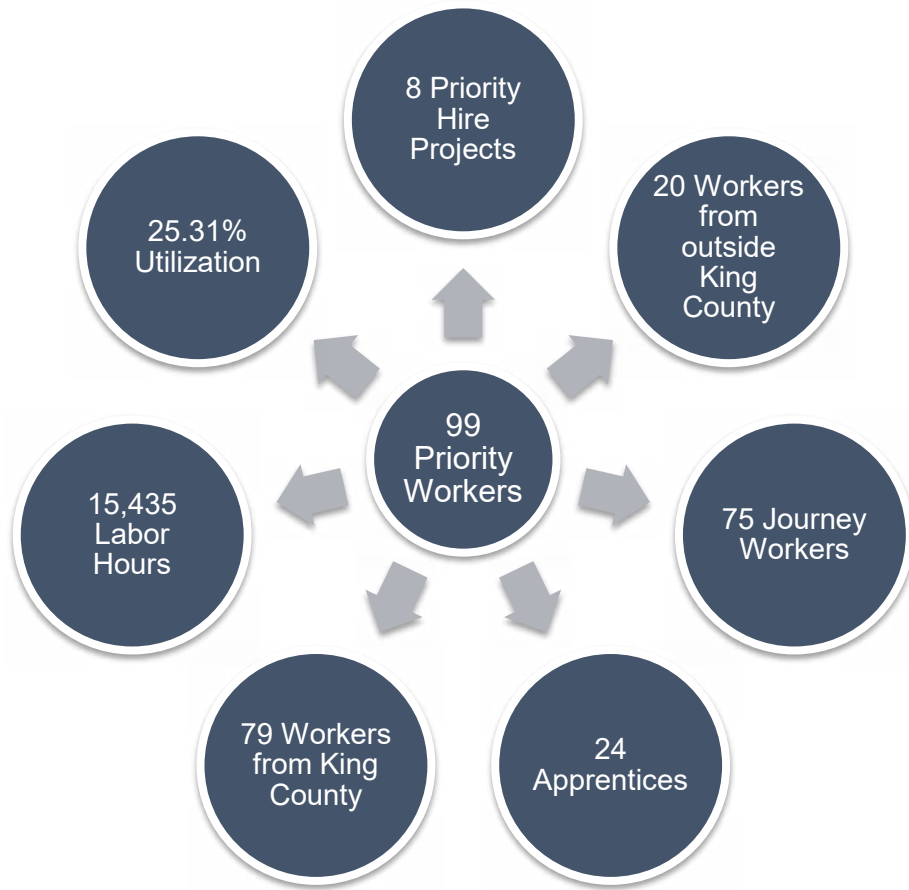
**Challenge 5: Priority Hire workers on the jobsite who may be treated poorly**

- *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 Port of Seattle Labor Management Committee meeting*
- *Solution 3: Monitoring jobsites and setting clear expectations for worker treatment*



*Port Sponsored Job Fair at the SeaTac DoubleTree Hotel.*

**Figure 4: 2021 Priority Hire Breakdown**



*International Arrivals Facility Construction.*

# CONSTRUCTION PRIORITY HIRE PROGRAM PERFORMANCE

## Overall Goals

Per Resolution 3736, the goal is for no less than 20% of all contract labor hours be performed annually by Priority Workers. In 2021, the Port had 25.3% utilization of Priority Hire workers.

## Project-Specific Goals

An overall Priority Hire goal of 20% of total labor hours\* to be worked by residents of Priority Hire ZIP codes was the target for eight projects with Project Labor Agreements in 2021.

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

## 2021 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 required to be submitted by each contractor and sub-Contractor. Constant monitoring throughout the project is being performed, with action plans and accountability to assist the contractor in achieving their goals.

### Table 8: Performance Summary

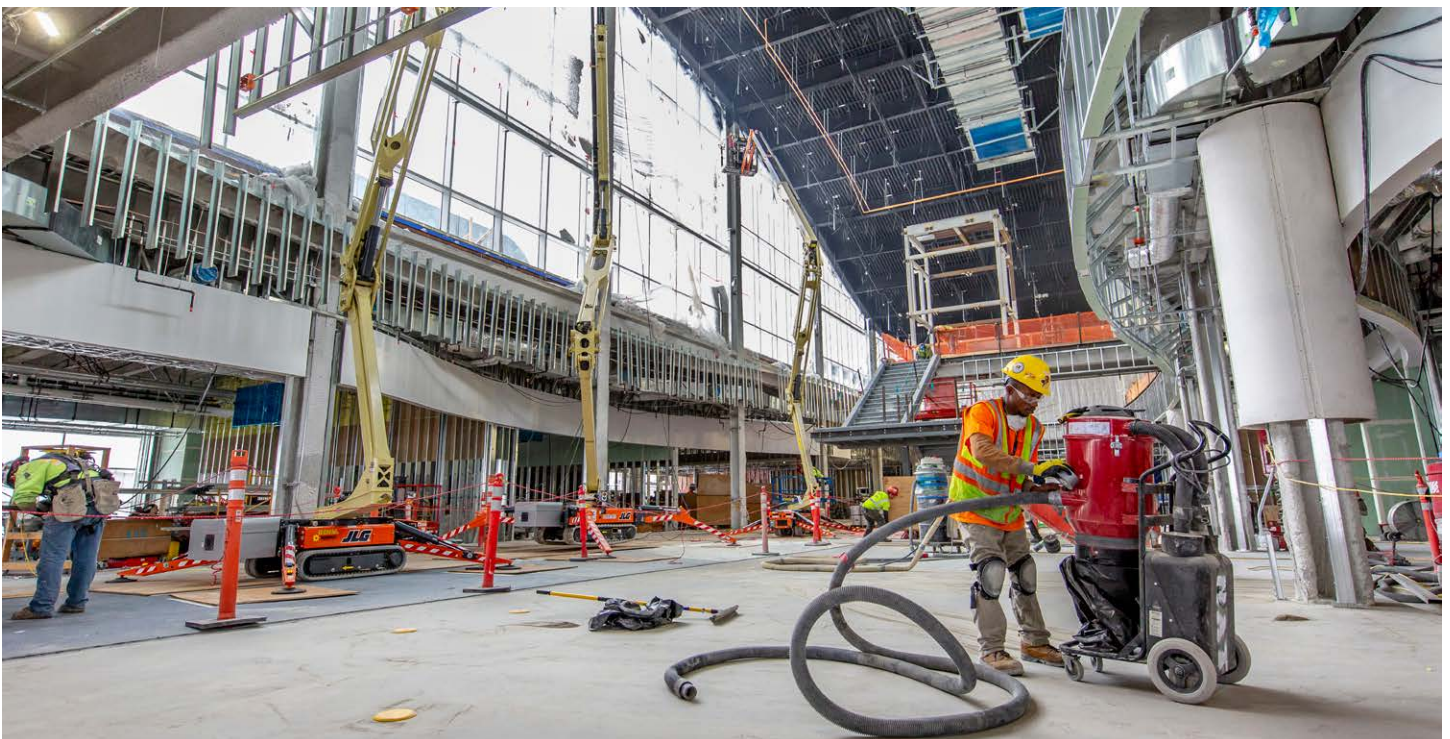
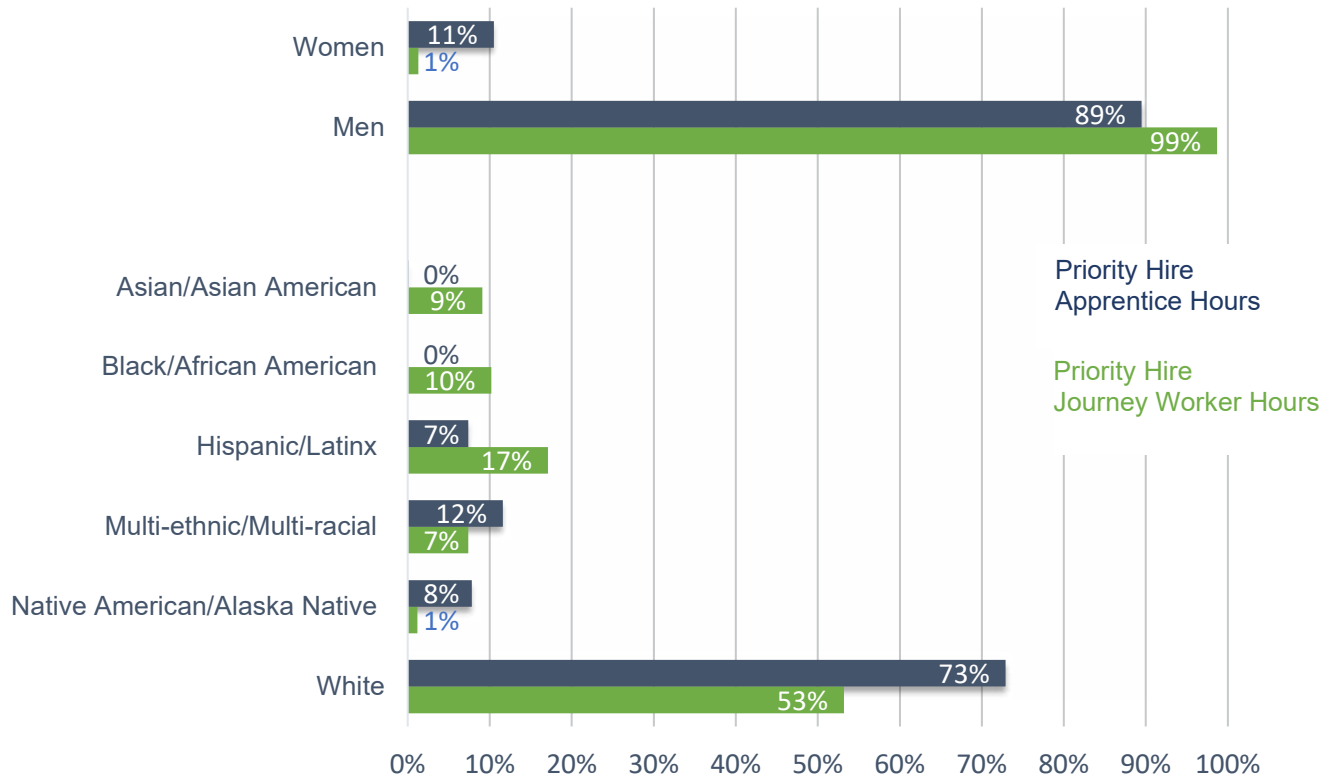
*Blue represents meeting the targets at the project level for the year.*

Project	Goal	Utilization
Air Cargo Rd / S 170th St Improvements	20%	11.30%
Arc Flash Mitigation	20%	23.44%
Concourse C New Power Center	20%	40.58%
GSE Electric Charge Stations - Part 2B	20%	48.81%
Parking Garage Elevator Modernization	20%	30.83%
Parking Revenue Infrastructure	20%	30.00%
Pier 91 Berths J, K, L and M Fender System Replacement	20%	19.33%
Remote Aircraft Deicing	20%	In Closeout
	<b>8 Projects</b>	<b>25.31%</b>

For additional information by project, including Apprentice vs Journey Worker data, see **Appendix 4**.

# 2021 Worker Demographics

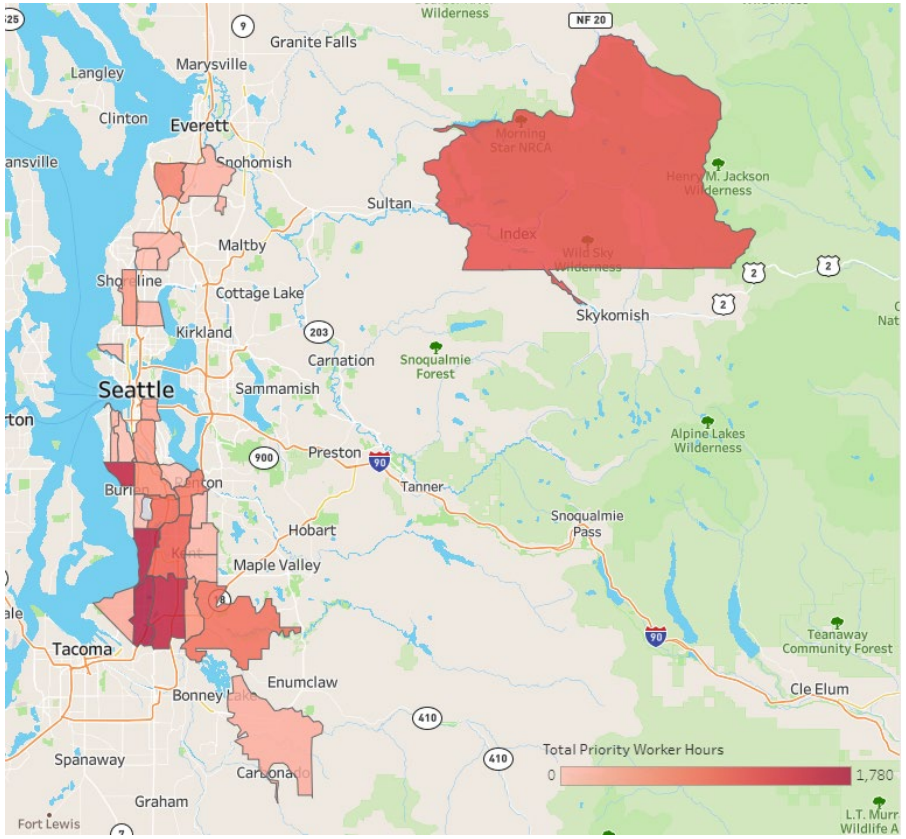
Figure 5: 2021 Priority Worker Utilization by Gender and Ethnicity



North Satellite Modernization Project Phase 1 Construction.

**Figure 6: Priority Hire Utilization by ZIP Code**

Priority ZIP Codes associated with workers in the Priority Hire Program in 2021. Darker shading indicates a higher concentration of worker hours contributed to the program.



## 2021 Performance Summary

Eight (8) PLA contracts with Priority Hire goals resulted in 15,435 Priority Worker hours.

- This is a 262% in growth compared to hours on 2020 Priority Hire projects and represents the first full year of administration of the Priority Hire program.

The Port paid over \$26.7 million to contractors on capital improvement projects with Priority Hire goals, up from just over \$6 million in 2020. Contractors paid over \$750,000 in wages and benefits to 99 Priority Hire construction workers on those Port projects.

## 2021 Additional Information

The Port has not established specific goals for apprentices, journey workers, women, or people of color, but tracking of performance in these areas is ongoing to better understand performance of these programs. Expanded utilization on Priority Hire projects is shown below and reported for the year 2021 only.

**Table 9: 2021 Priority Workers - Labor Breakdown (Priority Hire Projects)**

Project Title	Overall Priority Workers			Women Priority Workers		People of Color Priority Workers	
	Hours	#	%	#	%	#	%
Air Cargo Rd / S 170th St Improvements	2,255.75	24	11.30%	2	24.39%	6	37.21%
Arc Flash Mitigation	248.00	2	23.44%	0	0.00%	1	66.12%
Concourse C New Power Center	4,405.02	31	40.58%	3	9.91%	7	3.82%
Parking Garage Elevator Modernization	20.50	1	30.83%	0	0.00%	0	0.00%
Parking Revenue Infrastructure	4,085.57	17	30.00%	2	28.39%	6	36.45%
Ph2 GSE Electric Charge Stations - Part B	2,383.50	14	48.81%	0	0.00%	4	6.87%
Pier 91 Berths J, K, L and M Fender System Replacement	2,036.50	13	19.33%	1	11.14%	2	60.58%
Remote Aircraft Deicing <sup>o</sup>	0	0	0.00%	0	0.00%	0	0.00%
	<b>15,434.84</b>	<b>99</b>	<b>25.31%</b>	<b>4</b>	<b>3.33%</b>	<b>26</b>	<b>41.00%</b>

<sup>o</sup> Project was in Closeout

**Table 10: 2021 Priority Workers – Participation by trade (Priority Hire Projects)**

**5+ Priority Workers:**

Carpenters  
 Divers and Tenders  
 Electronic and Telecommunications Technicians  
 Laborers  
 Power Equipment Operators  
 Truck Drivers

**20+ Priority Workers:**

Electricians — Inside

For a detailed breakdown by craft for each Contractor, see **Appendix 3**.





*Survey work on Terminal 5 Modernization Project Phase 1.*



*Dock Construction on the Terminal 5 Modernization Project Phase 1.*

# 2022 APPRENTICESHIP AND PRIORITY HIRE GOALS

The Port continues to focus on Apprenticeship and Priority Hire program and project goals in 2022. In addition to the goals currently in place, we are evaluating how we can strengthen both programs. The ongoing development of enhanced data analytics and dashboards will allow us to learn more about the programs and the participants. We are considering adding aspirational goals for women and workers of color for the Priority Hire program, customizing goals for individual projects, and increasing our overall program goals to grow our community impact. We will use these tools to evaluate the programs and inform our decisions.

## Regional Public Owners Goals and Priorities for 2022

### 1. Align and champion greater workforce diversification in the trades

- Review Community Attributes Inc. (CAI) study scheduled to be completed in late Q1 or early Q2
- Review joint RFP outcomes
- Continue discussion of possible Regional Priority Hire Advisory Committee (for King County, Port of Seattle and City of Seattle)
- Develop one-pager to show what RPO is about and the value and commitment to diversity
- Provide updates to RPAC Board as needed

### 2. Increase the entry of diverse workers in the trade pipeline

- Share best practices in language and workforce culture training and trends
- Discuss lessons learned around workforce diversity and retention and share information of efforts
- Update Apprenticeship Guidebook and coordinate with WA State Building Trades in support of Guidebook
- Identify next steps to partner with Workforce Development Council (WDC) and RPAC around community-based organization capacity-building, coordination and funding for organizations and individuals
- Partner with WDC and RPAC around community-based agencies to build and develop funding for retention efforts

### 3. Improve the retention of diverse workers by identifying and addressing barriers

- Request that RPO members field staff gather information from apprentices around retention barriers for people of color
- Reach out to apprenticeship coaches to determine how to interact with them regarding retention barriers
- Use field staff to connect worker to programs providing retention services and build relationship between apprentices and journey workers on job sites; examine what is in place for Acceptable Worksite (AWS) implementation; create joint message
- Partner with WDC and RPAC around community-based organization capacity-building, coordination and funding for organizations and individuals
- Implement AWS/RWS (Respectable Worksite) and Mentorship Matters training pilots and share best practices; King County will implement AWS/RWS program
- Dedicate agenda time at RPO meeting to discuss updates and align efforts with RPAC (outreach, training, retention, and policy)



# APPENDICES

North Satellite Modernization Project Completed.

# APPENDICES

Appendices are available in external PDFs, please follow the links or QR codes below.

## APPENDIX 1: APPRENTICESHIP UTILIZATION SUMMARY BY PLA PROJECT

▶ [View Appendix 1](#)



## APPENDIX 2: APPRENTICESHIP UTILIZATION SUMMARY BY NON-PLA PROJECT

▶ [View Appendix 2](#)



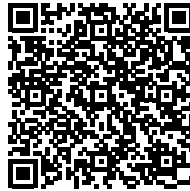
## APPENDIX 3: APPRENTICESHIP AND PRIORITY WORKER UTILIZATION BY CONTRACTOR

▶ [View Appendix 3](#)



## APPENDIX 4: PRIORITY HIRE UTILIZATION SUMMARY BY PROJECT

▶ [View Appendix 4](#)



## APPENDIX 5: RESOLUTION 3725

Policy Directive on Construction Labor Practices Located on Port of Seattle Property including Resolution 3746 amendment.

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



## APPENDIX 6: RESOLUTION 3736

Priority Hire Policy Directive including Resolution 3746 amendment

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





*Concrete Form Work on the Terminal 5 Modernization Project Phase 2.*



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