

APPRENTICESHIP AND PRIORITY HIRE

Connecting Underserved Communities
Port-funded Apprenticeship and Priority Hire

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EXECUTIVE SUMMARY

The Port of Seattle (Port) is committed to building social equity by eliminating racial disparity in all its policies, processes, decisions, and resource allocations.

In 2022, Seattle began to emerge from the challenges presented by the COVID-19 pandemic and our region continued 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.

While apprenticeships are gaining ground in the Puget Sound region, the Port and regional partners are working to align the skills of workers with the needs of employers. The apprenticeship model can be a powerful tool for economic mobility, creating career pathways for people with limited training by allowing them to earn a salary and learn a profession at the same time. The Port has made promising steps in the right direction in the past year. Port Workforce Development recently announced continued investments to support pre-apprenticeship and registered programs. Supporting the apprenticeship model is a priority for the Port, because it not only provides benefits for workers, it also provides employers with an effective way to diversify their workforce by cultivating new workers who meet their specific hiring needs. This report details some of the best practices and achievable steps to allow the Port of Seattle and its partners to deliver on significant promise of apprenticeships.

In 2022, the Port exceeded our overall construction workforce development goals on our capital projects, with 22.22% apprenticeship utilization, (up from 21.5% in 2021) and 37.15% priority hire (PH) worker utilization (up from 25.35% in 2021).

There were 40 active projects with apprenticeship goals that resulted in 140,916 apprenticeship hours and included three Tenant Reimbursement Agreement (TRA) projects for the first time. Twenty-two (22) of these contracts were under a Project Labor Agreement (PLA), that represented 87.5% of the 2022 apprentice hours. The Port paid over \$180 million to Contractors on Capital Improvement projects with Apprenticeship goals. Contractors paid over \$35 million in wages and benefits to construction workers on those Port projects with over \$6 million paid to 404 apprentices.

There were 10 active projects with Priority Hire goals that resulted in 17,056 Priority Hire hours. All of these projects were under a PLA. Contractors paid nearly \$925,000 in wages and benefits to Priority Hire workers on those Port projects in 2022.

Since 2020, we have seen an upward trend across both Apprenticeship and Priority Hire utilization. We are optimistic about the opportunities to expand these programs regionally.

We want to thank the building trade unions, contractors and our community base partners for their continued support for the Port local hiring policy.



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 tailor workforce services to individuals lacking economic opportunity through its long-term 5-year strategic goals and specific annual objectives, including recommending policy changes to increase Apprenticeship 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
- Increase information to communities about opportunities in the construction industry

PROGRAM ADMINISTRATION

The Port 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 in collaboration with a network of partners, including Regional Public Owners (RPO), Seattle-King County Workforce Development Council (WDC) and other educational institutions and economic development agencies, the Port continues to move the needle towards greater diversity and equity for our workers, while improving data collection methods and analysis to track our progress towards regional goals.



Through 2022 (Life of Contract):



1,888 apprentices worked nearly **1.3M hours** on the Port's 40 active construction projects.



630+ apprentices of color contributed **32.4% of apprenticeship hours** on active projects. That's over **418K+ hours worked**.



178 women apprentices worked more than **10% of apprenticeship hours**. That's nearly **134k hours worked**.

In 2022:



93 Priority Hire workers earned nearly **\$925K in wages and benefits** on the Port's Priority Hire projects.



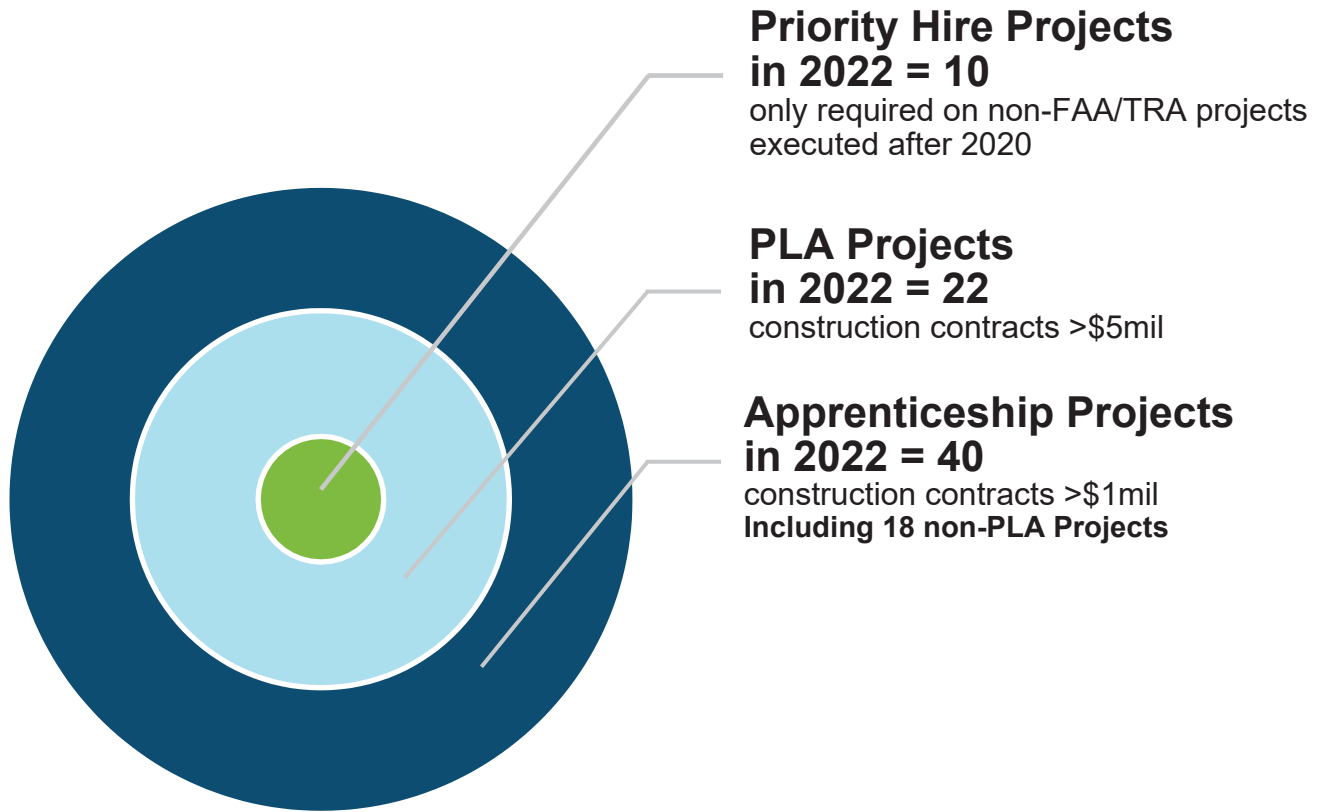
404 Apprentices earned over **\$6M in wages and benefits** on the Port's construction projects.



\$180M+ of construction payout to contractors under these programs and over **\$35M paid in construction worker wages** and benefits.

2022 PROJECTS

Figure 1: Program Summary



The table below details active construction contracts in 2022 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 2022 by the Contractor and/or Sub-Contractor(s).

Table 1: Contract Details for 2022 Projects

Project Title	Division	Contract Type	Contract Value (as of March 2023)	PLA in Contract?	Priority Hire Goals?	Apprenticeship Goals?
2022 Airfield Pavement and Supporting Infrastructure Replacement Project North Runway Protection Zone Culvert aka ARFF Culvert Replacement	Aviation	Low Bid	\$1,395,513.22			✓
2022 Airfield Pavement and Supporting Infrastructure Replacement Project	Aviation	Low Bid	\$15,956,501.51	✓		✓
Air Cargo Rd / S 170th St Improvements	Aviation	Low Bid	\$5,763,291.61	✓	✓	✓
Arc Flash Mitigation	Aviation	Low Bid	\$2,994,848.00	✓	✓	✓

Project Title	Division	Contract Type	Contract Value (as of March 2023)	PLA in Contract?	Priority Hire Goals?	Apprenticeship Goals?
Baggage Optimization Phase 2	Aviation	Low Bid	\$296,377,808.19	✓		✓
Building 161G AVM Facility Upgrade	Aviation	Low Bid	\$1,587,326.14			✓
C Concourse Expansion Construction Phase	Aviation	GCCM	\$16,941,342.00	✓	✓	✓
Central Waterfront Bell and Lenora Elevator Modernization	Economic Development	Bldg Eng System	\$1,386,985.00			✓
Concourse A Building Expansion for Lounges / DELTA	Aviation	Tenant Reimburs. Agreement	\$70,000,000.00	✓		✓
Concourse C New Power Center	Aviation	Low Bid	\$5,003,231.00	✓	✓	✓
Electric Utility Supervisory Control and Data Acquisition (SCADA) Project	Aviation	Low Bid	\$3,082,755.06			✓
Emergency Generator Controls	Aviation	Low Bid	\$715,767.28			✓
Employee Services Center	Aviation	Low Bid	\$4,110,303.40			✓
Exit Lane Breach Control Replacement (B)	Aviation	Bldg Eng System	\$2,190,609.00			✓
GSE Electric Charging Stations Phase 2A	Aviation	Low Bid	\$2,533,610.00			✓
GSE Electric Charge Stations - Part 2B	Aviation	Low Bid	\$6,818,620.07	✓	✓	✓
Industrial Wastewater Systems Segregation Meters	Aviation	Low Bid	\$1,750,778.50			✓
International Arrivals Facility (IAF)	Aviation	Design Build	\$800,107,092.00	✓		✓
Main Terminal Low Voltage System Upgrade - Construction	Aviation	GCCM	73,996,379.00	✓	✓	✓
North Main Terminal Redevelopment Program	Aviation	Tenant Reimburs. Agreement	\$400,000.00	✓		✓
North Satellite (NSAT) Renovation & Expansion	Aviation	GCCM	\$500,607,915.00	✓		✓
North Satellite Modernization Project Wide Body CUSE Implementation Rebid	Aviation	Low Bid	\$2,242,697.20			✓
North Terminals Utilities Upgrade Project - Phase 1	Aviation	Low Bid	\$13,410,711.26	✓		✓
P66 Roof Upgrades Construction	Maritime	Low Bid	\$1,947,489.99			✓
P69 Underdock Utilities Replacement	Economic Development	Low Bid	\$2,660,626.82			✓
Parking Garage Elevator Modernization	Aviation	Low Bid	\$12,345,846.86	✓	✓	✓

Project Title	Division	Contract Type	Contract Value (as of March 2023)	PLA in Contract?	Priority Hire Goals?	Apprenticeship Goals?
Parking Revenue Infrastructure	Aviation	Low Bid	\$8,248,527.59	✓	✓	✓
Pier 91 Berths J, K, L and M Fender System Replacement	Maritime	Low Bid	\$4,883,169.60	✓	✓	✓
RCF (Rental Car Facility) Security Improvements	Aviation	Low Bid	\$1,941,787.41			✓
Restroom Renovations Phase 4 - FAA Phase 2	Aviation	Low Bid	\$10,073,840.00	✓		✓
SafeDock Upgrade and Expansion	Aviation	Low Bid	\$8,743,734.42	✓		✓
SEA ACC Buildout	Aviation	Tenant Reimburs Agreement	\$2,370,000.00			✓
Seating Replacement & Electrical Infrastructure	Aviation	Low Bid	\$1,350,063.00			✓
SSAT Infrastructure Upgrade	Aviation	Low Bid	\$31,155,951.83	✓		✓
T-117 Sites 23-25 Restoration Construction GC/CM	Maritime	GCCM	\$16,479,249.71	✓		✓
T-5 Berth Modernization	NWSA	Low Bid	\$194,531,650.79	✓		✓
TSE Phase II: Bollards and ADA Ramps	Aviation	Design Build	\$13,807,637.00	✓	✓	✓
Widen Arrivals Bridge Demo	Aviation	Low Bid	\$1,825,543.89			✓
World Trade Center - West Roof Replacement	Economic Development	Low Bid	\$1,416,448.00			✓
World Trade Center West (WTCW) HVAC Replacement	Economic Development	Bldg Eng System	\$2,983,556.17			✓



CONSTRUCTION APPRENTICESHIP UTILIZATION PROGRAM

CONSTRUCTION APPRENTICESHIP 2022 OVERVIEW

Apprentices make up the next generation of skilled tradespeople who will build and maintain infrastructure at the Port. Construction trade apprenticeships are great pathways into good living wage careers offering the opportunity to earn while gaining a valuable trades credential. Apprenticeship and pre-apprenticeship programs play a key role both in providing fair access for individuals and in supplying enough trained and capable workers to meet construction needs. The Port and our regional partners continue to provide job seekers access to resources. We do this by connecting disenfranchised workers with a well-coordinated, overall support system to help them find training, counseling, basic needs assistance, job search and placement. This formula for holistic support reaches beyond the workplace and into the home.

Attracting more apprentices and enabling the completion of their apprenticeships may increase employment, address a skills shortage in the labor market, and improve the economy. Port staff collaborates 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.

The Port is determined to break down some of the common barriers individuals face as they seek to enter pre-apprenticeship and apprenticeship programs. These include:

- No high school diploma or access to required documents
- Lack of reliable transportation or relicensing
- Criminal record or currently in Work Release Program
- Lack 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
- Balancing work and family
- Gender stereotypes

In addition, the construction industry is facing skills shortages due to aging and retirement of a predominately male workforce. It is essential that we work effectively to attract and retain female workers by removing cultural barriers to entry. Even though in 2022 the number and People of Color (POC) apprentices was higher than previous years, industry-wide, the presence of women remains low.

Apprenticeships are an employer-driven model that can be integrated into current workforce development strategies. The Port is working with its partners to remove traditional career pipelines blockages and barriers that can stop workers from entering and remaining in the workforce. This is especially important for supporting women and people of color, whose historically rooted disadvantages make the barriers that affect all apprentices more difficult to overcome and present additional barriers unique to those communities. The apprenticeship program will utilize best practices for diversity and inclusion by cultivating partnerships and collaborations by engaging and conducting targeted outreach with local organizations.

APPRENTICESHIP POLICY OVERVIEW

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 Port further strengthened its commitment to increasing apprenticeship with Resolution 3736 setting a goal at no less than 15% of all contract labor hours to be performed by apprentices. In 2022, the Port exceeded our overall goal with utilization of apprentices at 21.9% utilization over the duration of our active projects. This resolution is included in Appendix 6 to this report.

Contract-specific goals

Construction contracts \$1 million in value or greater have contract-specific utilization goals set at 15% of all contract labor hours to be performed by apprentices during the construction phase of the project.

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

Table 3: Construction Apprenticeship 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



APPRENTICESHIP PROGRAM PERFORMANCE

Pre-Apprenticeship

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

2022 Construction Pathways Cohorts	Enrollments	Graduates	Placements	Men	Women	Non-Binary	Not Reported	BIPOC	Non-BIPOC	Priority Hire	Non-Priority Hire
RFP w/ City of Seattle and Sound Transit	97	80	44	76	21	0	0	77%	23%	74%	26%
Urban League of Metropolitan Seattle (ULMS)	62	62	59	56	6	0	0	92%	3%	51%	49%
Apprenticeship & Non-Traditional Employment for Women (ANEW)	40	35	12	9	31	0	0	62%	38%	35%	65%
Northwest Carpenters Institute (NWCi)	10	10	10	7	3	0	0	No data	No data	No data	No data
Total Count:	209	187	125	148	61	0	0	Averages:		Averages:	
Total %:		89%	60%	71%	29%	0%	0%	77%	21.3%	53%	47%

APPRENTICESHIP PROGRAM 2022 PERFORMANCE

Apprenticeship utilization is measured against total labor hours for the duration of a project (a.k.a. Life of Contract). In 2022 there were 40 active construction projects with Apprenticeship goals. Goals and performance measurements vary between 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 contract was executed.

Projects with a Project Labor Agreement (PLA)

In 2022, there were 22 contracts that included a Project Labor Agreement with Apprenticeship utilization goals. This included two Tenant Reimbursement projects for the first time. 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.

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
GOALS	15% per craft	10% / 12%	15% / 21%
UTILIZATION thru 2022	21.99%	10.22%	32.10%
2022 Airfield Pavement and Supporting Infrastructure Replacement Project	12.44%	14.06%	53.38%
Air Cargo Rd / S 170th St Improvements	13.88%	21.35%	33.84%
Arc Flash Mitigation	31.08%	0.00%	63.40%
Baggage Optimization Phase 2	25.91%	10.45%	27.53%
C Concourse Expansion Construction Phase*	3.71%	0.00%	48.11%
Concourse A Building Expansion for Lounges / DELTA	14.84%	18.23%	21.28%
Concourse C New Power Center	26.04%	13.58%	6.74%
International Arrivals Facility (IAF)	20.68%	8.23%	31.47%
North Satellite (NSAT) Renovation & Expansion	22.71%	8.25%	33.89%
North Terminals Utilities Upgrade Project - Phase 1	28.90%	18.05%	53.38%
Parking Garage Elevator Modernization*	17.61%	0.00%	33.84%
Parking Revenue Infrastructure	29.08%	13.31%	63.40%
Ph2 GSE Electric Charge Stations - Part B	24.50%	0.32%	27.53%
Pier 91 Berths J, K, L and M Fender System Replacement	8.65%	9.38%	48.11%
Restroom Renovations Phase 4 - FAA Phase 2	27.22%	18.05%	6.74%
SafeDock Upgrade and Expansion	27.22%	0.00%	8.01%
SSAT Infrastructure Upgrade	26.08%	21.88%	21.44%
T-117 Sites 23-25 Restoration Construction	8.02%	89.86%	4.78%
T-5 Berth Modernization	21.31%	23.30%	42.50%
TSE Phase II: Bollards and ADA Ramps	11.24%	0.00%	85.88%

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.

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

Craft	Overall Utilization	Apprenticeship Hours	Apprenticeship \$
GOALS	15% per craft	N/A	N/A
UTILIZATION thru 2022	21.99%	1,272,198.30	\$47,350,944.62
Asbestos Abatement Workers	22.30%	3,566.00	\$99,977.41
Brick and Marble Masons	21.86%	10,084.62	\$324,257.51
Building Service Employees	0.00%	0.00	\$0.00
Cabinet Makers (In Shop)	0.00%	0.00	\$0.00
Carpenters	24.77%	173,239.01	\$6,378,811.00
Cement Masons	22.66%	16,074.50	\$672,221.28
Divers and Tenders	0.00%	0.00	\$0.00
Drywall Applicator	25.25%	25,074.50	\$928,450.18
Drywall Tapers	22.52%	11,625.25	\$414,063.91
Electrical Fixture Maintenance Workers	0.00%	0.00	\$0.00
Electricians - Inside	29.00%	280,746.11	\$10,802,969.40
Electricians - Inside Construction Stockperson	15.13%	6,857.59	\$210,918.71
Electricians Powerline Construction (Outside)	23.25%	1,294.50	\$47,492.60
Electronic & Telecommunications Technicians	38.97%	37,978.25	\$1,106,949.95
Elevator Constructors	42.67%	35,087.50	\$1,632,513.18
Fence Erectors	5.61%	176.13	\$5,259.29
Flaggers	1.21%	90.50	\$2,889.21
Glaziers	15.30%	10,437.00	\$366,517.68
Heat & Frost Insulators and Asbestos Workers	24.10%	14,211.50	\$485,027.42
Heating Equipment Mechanics	0.00%	0.00	\$0.00
Hod Carriers and Mason Tenders	12.99%	1,192.00	\$41,288.44
Inspection/Cleaning/Sealing-Sewer & Water Sys-RC	0.00%	0.00	\$0.00
Insulation Applicators	33.69%	10,312.00	\$419,144.26
Ironworkers	27.95%	156,523.75	\$6,051,470.06
Laborers	16.09%	123,176.63	\$4,065,383.30
Laborers - Underground Sewer & Water	0.00%	0.00	\$0.00
Landscape Construction	0.00%	0.00	\$0.00
Marble Setters	100.00%	816.50	\$30,041.79
Metal Fabrication (In Shop)	0.00%	0.00	\$0.00
Millwrights	21.44%	42,642.50	\$1,644,436.34
Other	0.23%	8.00	\$276.88
Painters	11.70%	10,023.00	\$244,368.14
Piledrivers	27.09%	43,159.00	\$1,667,554.17
Plasterers	11.31%	8,612.00	\$304,872.49
Plumbers & Pipefitters	23.41%	97,633.00	\$4,237,987.15
Power Equipment Operators	6.77%	22,783.24	\$919,843.35
Power Equipment Operators-UG Sewer & Water	0.00%	0.00	\$0.00

Craft	Overall Utilization	Apprenticeship Hours	Apprenticeship \$
GOALS	15% per craft	N/A	N/A
Refrigeration & Air Conditioner Mechanics	12.71%	26.00	\$1,057.20
Roofers	11.33%	7,262.25	\$223,046.48
Sheet Metal Workers	19.10%	68,342.50	\$2,475,898.34
Sign Makers & Installers (Electrical)	0.00%	0.00	\$0.00
Sign Makers & Installers (Non-Electrical)	2.92%	24.50	\$568.25
Soft Floor Layers	24.65%	7,246.25	\$173,348.83
Solar Controls For Windows	0.00%	0.00	\$0.00
Sprinkler Fitters (Fire Protection)	25.01%	17,035.75	\$495,714.13
Street And Parking Lot Sweeper Workers	0.00%	0.00	\$0.00
Surveyors	0.00%	0.00	\$0.00
Telecommunication Technicians	18.40%	16,723.00	\$504,111.86
Terrazzo Workers and Tile Setters	23.88%	1,233.75	\$46,350.67
Tile Setters	8.12%	1,995.00	\$66,441.65
Tile, Marble & Terrazzo Finishers	40.27%	6,137.00	\$162,306.05
Traffic Control Stripers	16.42%	1,645.75	\$52,035.18
Truck Drivers	1.17%	1,101.97	\$45,080.89

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



Projects with no Project Labor Agreement (no-PLA)

In 2022, there were 18 non-PLA contracts that included Apprenticeship goals. This includes one Tenant Reimbursement Agreement project for the first time. 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
GOALS	15%	10%	15%
UTILIZATION thru 2022	18.64%	19.16%	51.19%
2022 Airfield Pavement and Supporting Infrastructure Replacement Project North Runway Protection Zone Culvert aka ARFF Culvert Replacement	1.24%	0.00%	100.00%
Building 161G AVM Facility Upgrade	23.51%	0.00%	65.73%
Central Waterfront Bell and Lenora Elevator Modernization	18.97%	0.00%	24.75%
Electric Utility Supervisory Control and Data Acquisition (SCADA) Project	22.04%	91.94%	44.07%
Emergency Generator Controls	31.31%	0.00%	96.07%
Employee Services Center	13.07%	0.71%	12.31%
Exit Lane V=Breach Control Replacement (B)	20.95%	77.85%	0.00%
Industrial Wastewater Systems Segregation Meters	1.50%	21.07%	7.44%
North Satellite Modernization Project Wide Body CUSE Implementation Rebid	28.03%	0.00%	27.03%
P66 Roof Upgrades Construction	26.31%	16.64%	81.60%
P69 Underdock Utilities Replacement	17.21%	0.00%	81.05%
RCF (Rental Car Facility) Security Improvements	13.60%	5.18%	54.37%
SEA ACC Buildout	18.70%	0.00	0.49%
Seating Replacement & Electrical Infrastructure	22.41%	0.00%	2.49%
T-5 Marine Building North	18.56%	10.09%	0.66%
Widen Arrivals Bridge Demo	14.70%	0.00%	29.23%
World Trade Center – West Roof Replacement	34.86%	0.00%	100.00%
World Trade Center West (WTCW) HWAC Replacement	15.56%	0.00%	11.87%

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

APPRENTICESHIP PROGRAM PERFORMANCE SUMMARY

Overall apprenticeship utilization was 21.93% overall based on project duration which exceeds the 15% overall goal set for the Apprenticeship Program.

40 contracts with Apprenticeship goals resulted in 1,292,248 Apprenticeship hours.

- 22 of these contracts were under a PLA, accounting for 98.4% of the Apprenticeship hours for the duration of these projects. Over \$47M has been paid to apprentices over the duration of those projects.
- Of the 18 active Non-PLA contracts, nearly \$800K has been paid to apprentices over the duration of those projects.

For 2022, the Port paid over \$180 million to contractors on Capital Improvement projects with Apprenticeship goals. Contractors paid nearly \$35 million in wages and benefits to construction workers on those Port projects with over \$6 million paid to 404 apprentices.

Performance on individual projects had mixed results

- 25 of 40 projects are meeting their overall apprenticeship goals
- 15 of 40 projects are meeting their inclusion goal for women apprentices
- 28 of 40 projects are meeting their inclusion goal for people of color apprentices

Historic Performance Trends

These trends demonstrate performance history over the life of the construction apprenticeship 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

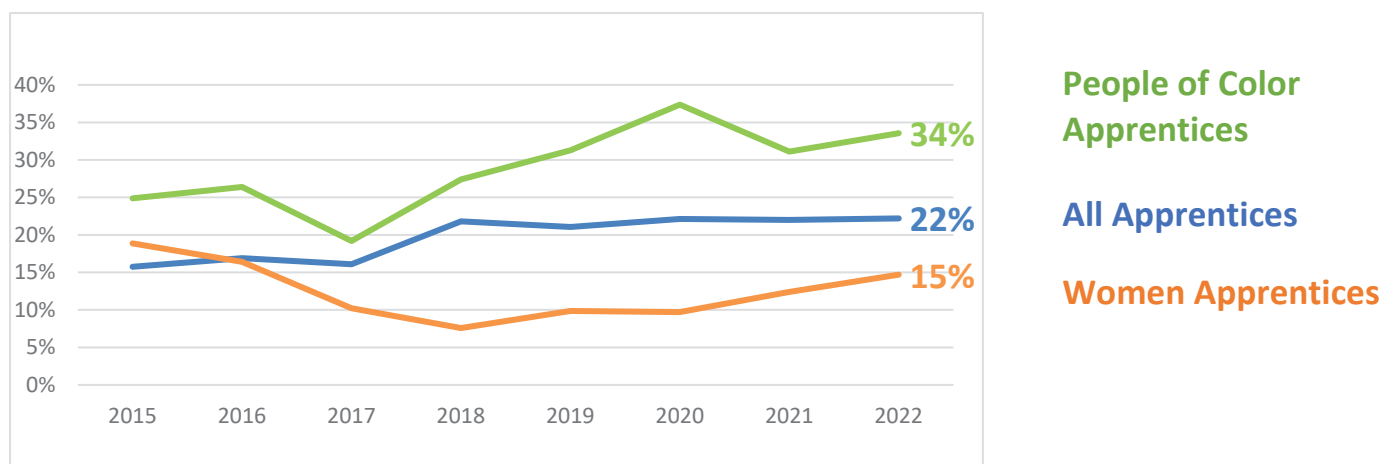
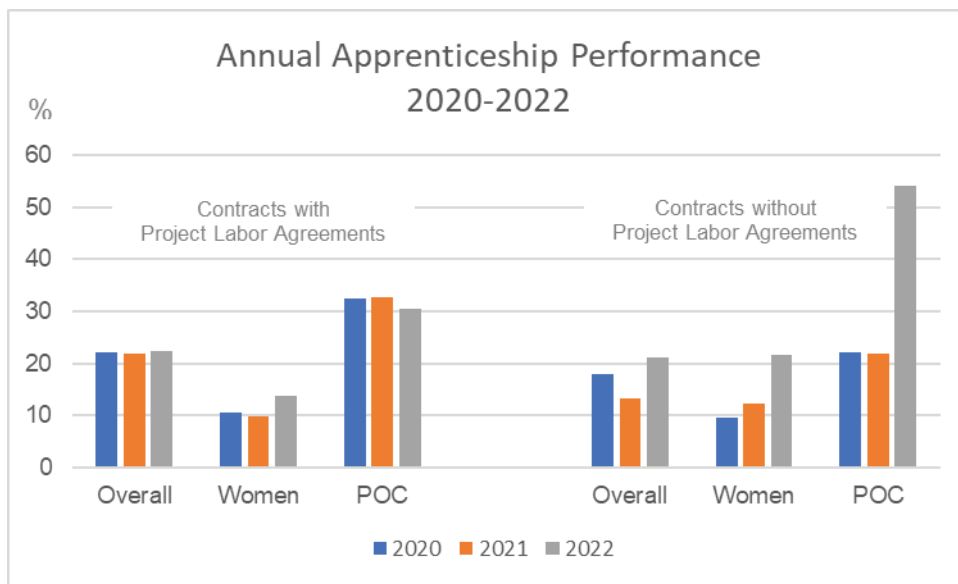


Figure 3: Apprenticeship Annual Performance (PLA and Non-PLA)

The participation of the Apprenticeship and Priority Hire Manager over the last few years, along with providing real-time data to the contractors, has resulted in an increase in Apprenticeship utilization. This has also been made possible due to strengthening of the regional pipeline of pre-apprentices through the support of Port Workforce Development initiatives.

In 2022, there was an increase in non-PLA craft-specific projects. These projects had strong utilization of POC in the following crafts: Roofers, Painters, Sprinkler Fitters and Sheet Metal workers. These crafts historically have had the highest POC participation on Port projects.



2022 Additional Information

Figure 4: Apprenticeship Labor Breakdown in 2022

22.2% Overall 2022 Apprenticeship Utilization

- 14.7% Women Apprentices
- 33.5% People of Color Apprentices

PLA Projects:

- 22.4% Apprenticeship Utilization
 - 13.7% Women Apprentices
 - 30.6% People of Color Apprentices

Non-PLA Projects:

- 21.1% Apprenticeship Utilization
 - 21.6% Women Apprentices
 - 54.1% People of Color Apprentices



Table 7: 2022 Apprentices – Participation by Craft across All Projects (Project Duration)

15+ Apprentices:

Brick and Marble Masons
Drywall Tapers
Glaziers
Heat & Frost Insulators and Asbestos Workers
Insulation Applicators
Millwrights
Painters
Piledrivers
Plasterers
Sprinkler Fitters (Fire Protection)
Telecommunication Technicians
Tile, Marble & Terrazzo Finishers
Traffic Control Stripers

50+ Apprentices:

Carpenters
Cement Masons
Drywall Applicator
Electricians - Inside
Electronic & Telecommunications Technicians
Elevator Constructors
Ironworkers
Laborers
Plumbers & Pipefitters
Power Equipment Operators
Roofers
Sheet Metal Workers

In 2022 there were over 400 apprentices across 47 different crafts.

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





CONSTRUCTION PRIORITY HIRE PROGRAM



CONSTRUCTION PRIORITY HIRE 2022 OVERVIEW

The primary goal of the Priority Hire Program is to provide good paying, steady jobs to qualified construction workers from Economically Distressed Areas of King, Pierce, and Snohomish Counties by increasing access to Port projects for workers 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

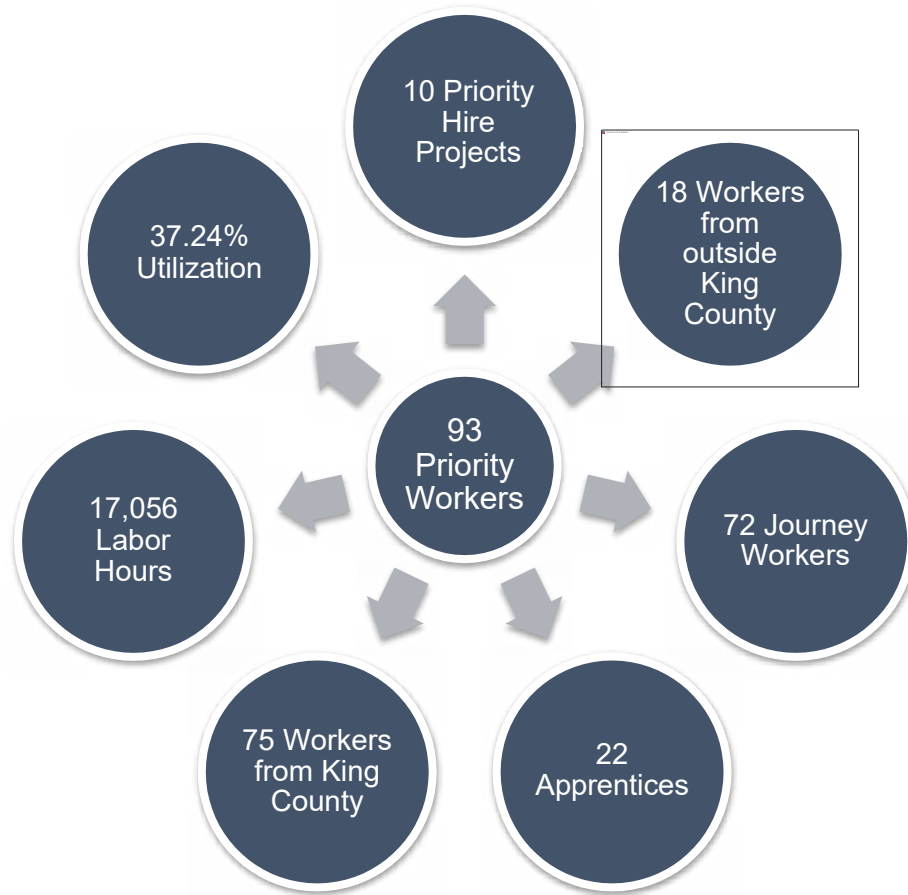
There is a widening gap between the demand for construction labor and the supply of skilled trade workers in the region. Therefore, the Port established a Priority Hire program adopted by the Commission in 2017. This resolution is included as **Appendix 6** to this report.

Port Commission Resolution 3736 is implemented through a Project Labor Agreement. It directs 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) major works projects that include a PLA.
2. Set a 20% goal for all labor hours performed annually by Priority Workers for the calendar year.
3. Contractors shall seek to hire Priority Workers and unions to dispatch 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 goal percentages.

1. Figure 5: 2022 Priority Hire Breakdown



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 2022, the Port had 37.24% 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 ten projects with Project Labor Agreements in 2022.

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

2022 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 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%	3.27%
Arc Flash Mitigation	20%	15.90%
C Concourse Expansion – Construction Phase	20%	29.84%
Concourse C New Power Center	20%	39.20%
GSE Electric Charge Stations - Part 2B	20%	43.51%
Main Terminal Low Voltage System Upgrade – Construction	20%	8.31%
Parking Garage Elevator Modernization	20%	16.5%
Parking Revenue Infrastructure	20%	39.02%
Pier 91 Berths J, K, L and M Fender System Replacement	20%	33.03%
TSE Phase II: Bollards and ADA Ramps	20%	39.09%
	10 Projects	37.24%

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

2022 Worker Demographics

Figure 6: 2022 Priority Worker Utilization by Gender and Ethnicity

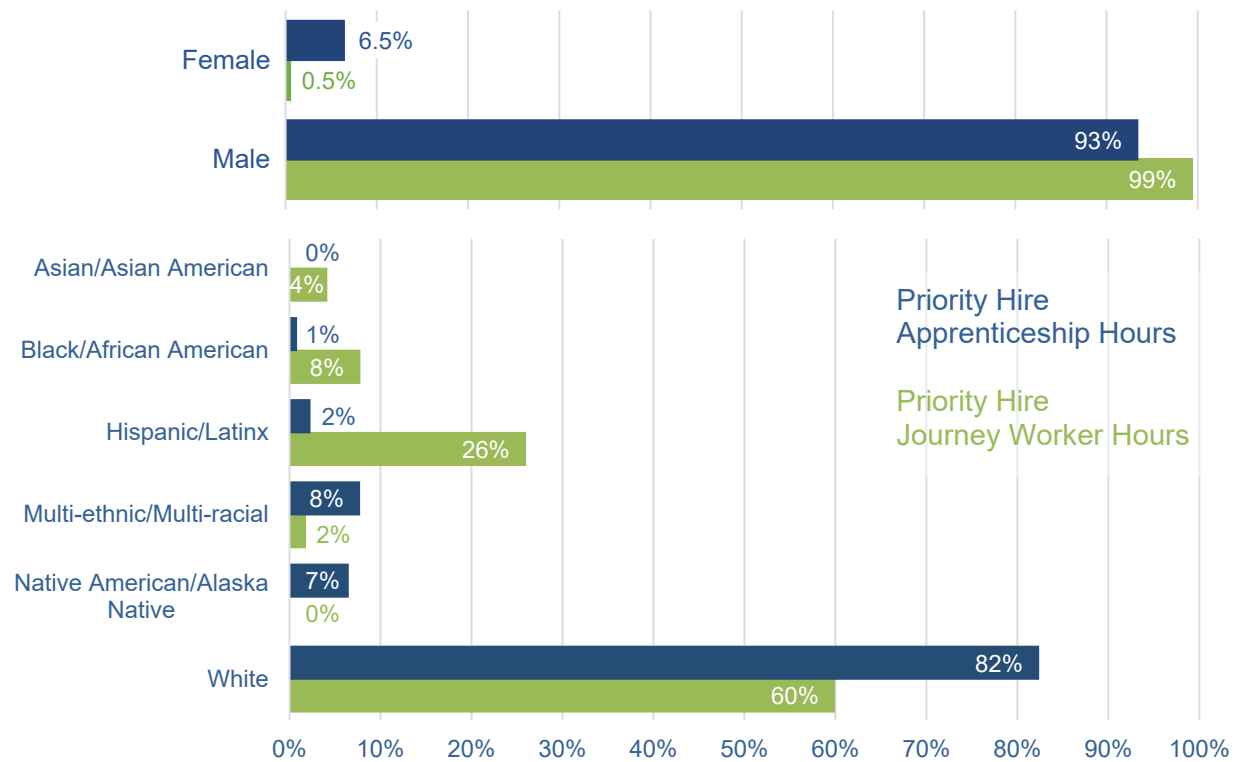
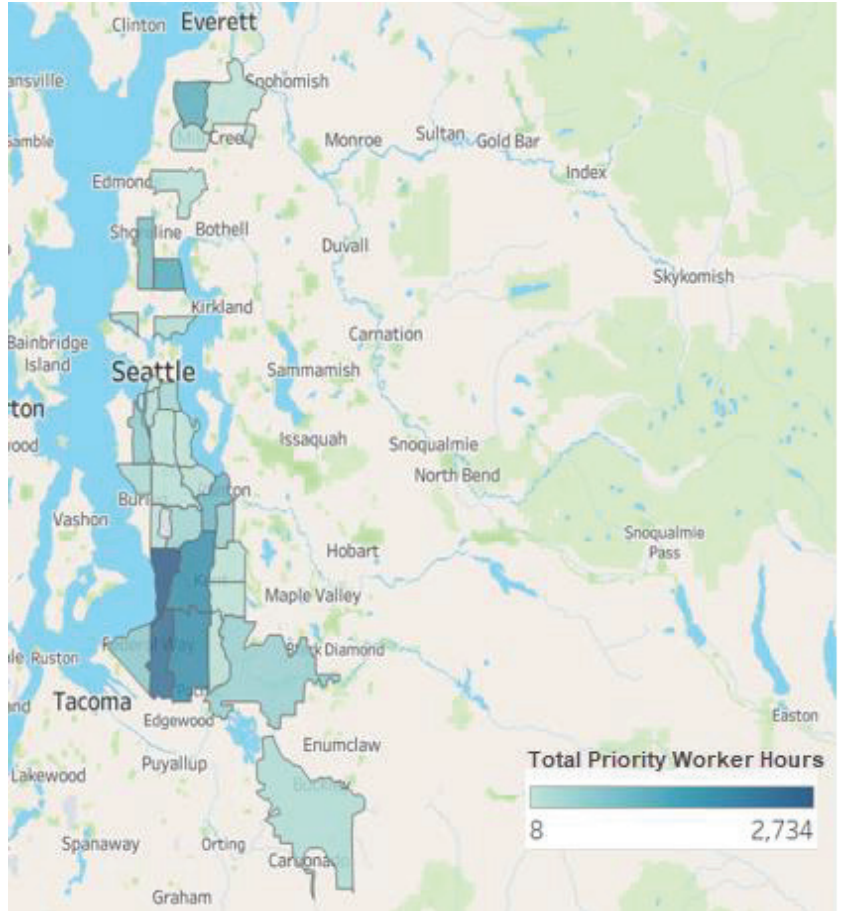


Figure 7: Priority Hire Utilization by ZIP Code



Priority ZIP Codes associated with workers in the Priority Hire Program in 2022. Darker shading indicates a higher concentration of worker hours contributed to the program.



2022 Performance Summary

Ten (10) PLA contracts with Priority Hire goals resulted in 17,056 Priority Worker hours.

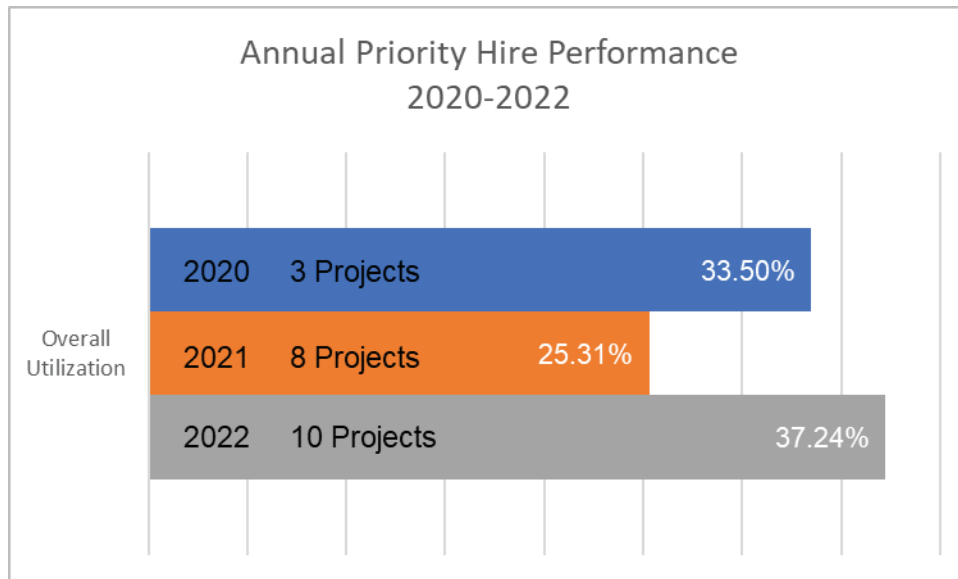
The Port paid nearly \$38 million to contractors on capital improvement projects with Priority Hire goals. Contractors paid nearly \$925,000 in wages and benefits to 93 Priority Hire construction workers on those Port projects.

Historic Performance Trends

The Port's commitment to increasing Priority Hire dispatching from disparity zip codes has resulted in a significant increase in worker participation, as shown in the graph below. One of the largest contributors to the increase stems from in-depth PLA pre-construction training with subcontractors that consists of one-on-one informational sessions. The focus is on contractor success by providing goal expectations, progress updates and assistance with meeting these goals.

From the data available, 2020-2022 trends demonstrate that with more Priority Hire projects, priority workers are exceeding the Port's goal of 20% and they are earning more in wages and benefits. In 2021, priority workers earned \$770k and in 2022, priority workers earned nearly \$925K.

Figure 8: Priority Hire Annual Performance



2022 Additional Information

The Port has not yet established specific Priority Hire goals for apprentices, journey workers, women, or people of color, but tracks performance in these areas to better understand baseline performance of these programs.

Expanded utilization on Priority Hire projects is shown below and reported for the year 2022 only.

Table 9: 2022 Priority Workers - Labor Breakdown (Priority Hire Projects)

Project Title	Overall Priority Workers			Women Priority Workers		People of Color Priority Workers	
	Hours	#	% of Ttl Hrs	#	% pf Ph Hrs	#	% of PH Hrs
Air Cargo Rd / S 170th St Improvements	72.50	6	3.27%	0	0.00%	3	75.17%
Arc Flash Mitigation	31.00	3	15.90%	0	0.00%	1	67.74%
C Concourse Expansion - Construction Phase	852.00	12	29.84%	0	0.00%	6	23.71%
Concourse C New Power Center	413.00	3	39.20%	0	0.00%	0	0.00%
Main Terminal Low Voltage System Upgrade – Construction Phase	44.50	1	8.31%	0	0.00%	0	0.00%
Parking Garage Elevator Modernization	41.50	3	16.50%	0	0.00%	0	0.00%
Parking Revenue Infrastructure	9,782.94	33	39.02%	1	2.57%	14	27.93%
Ph2 GSE Electric Charge Stations - Part B	5,116.90	26	43.51%	0	0.00%	6	36.67%
Pier 91 Berths J, K, L and M Fender System Replacement	147.50	1	33.03%	0	0.00%	0	0.00%
TSE Phase II: Bollards and ADA Ramps Design Build	554.00	10	39.09%	1	13.00%	7	84.00%
	17,055.84	93	37.24%				

Table 10: 2022 Priority Workers – Participation by trade (Priority Hire Projects)

5+ Priority Workers:

Carpenters
Cement Masons
Laborers
Power Equipment Operators

20+ Priority Workers:

Electricians – Inside

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

2023 APPRENTICESHIP AND PRIORITY HIRE GOALS

The Port continues to focus on Apprenticeship and Priority Hire program and project goals in 2023. 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 sub goals for Journey workers, Apprentices, 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

Goal I: Align & Champion Greater Workforce Diversification in the Trades

A. Create aligned data and policies for accountability and efficiency for strategic funding and policy setting

Accomplishments from 2022:

- Sound Transit received second draft of Community Attributes Inc. (CAI) study including quantitative and qualitative apprenticeship retention analysis
- Reviewed joint Request for Proposal (RFP) outcomes
- Shared best practices for workforce diversity implementation
- Made joint ask to state for wages resulting from pre-apprenticeship investments
- Required pre-apprenticeship programs to use Labor and Industries (LNI) database (ARTS 2.0) through investments
- Met and discussed possible Regional Priority Hire Advisory Committee (King County, Port, and City of Seattle)

Priorities for 2023:

- Share Sound Transit CAI Study workplan with Regional Public Organization (RPO)
- Work with L&I to gain access to apprenticeship demographic data
- Agree on reporting structure for RFPs
- Evaluate the feasibility of a common, shared reporting tool for workforce contracts
- Continue discussions re: possible Regional Priority Hire Advisory Committee (RPHAC) made up of the Port, King County, and City of Seattle

B. Broaden group of stakeholder partners & investors in workforce diversity

Accomplishments from 2022:

- Seattle Public Schools (SPS) executed a Community Workforce Agreement and joined RPO
- City is 3rd party administrator for SPS
- Met with Workforce Development Council (WDC) about funding and coordination opportunities
- Provided updates to RPAC Board as needed
- Developed one-pager to show what RPO is about and the value and commitment to diversity

Priorities for 2023:

- Get better idea about what is happening locally and around the country re: Priority Hire/Workforce Development, examples of best practices
- Determine how RPO wants to interact with and inform RPAC's progress (emphasize collaboration and two-way communication)

Goal II: Increase Entry & Diversity

A. Work with labor partners to increase apprentice diversity

Accomplishments from 2022:

- Shared best practices in Acceptable Worksite (AWS)/Respectable Worksite (RWS) language and workforce culture training and trends
- Discussed lessons learned around workforce diversity and retention and shared information on efforts
- Embedded AWS in RPAC committees

Priorities for 2023:

- Continue to share best practices in AWS/RWS language and workforce culture training and trends
- Discuss lessons learned around workforce diversity and retention and share information on efforts (Tied to Sound Transit CAI data/report – See IA)

B. Fund effective practices to increase entry of diverse workers into the trades pipeline

Accomplishments from 2022:

- Updated Apprenticeship Guidebook
- Coordinated with Washington State Building Trades in Support of Apprenticeship Guidebook
- Supported RPAC's efforts to embed digital skill assessment and resources in pre-apprenticeship training; worked with Seattle Jobs initiative to establish baseline survey; RPAC training still meeting

Priorities for 2023:

- Update Guidebook
- Identify next steps to partner with WDC and RPAC around community-based organization capacity-building, coordination and funding (for organizations and individuals) – for retention efforts under IIC as well.

Goal III: Improve Retention

A. Identify retention barriers for diverse workers

Accomplishments for 2022:

- Started discussions with RPAC around retention barriers

Priorities for 2023:

- Request RPO members' field staff gather information from apprentices around retention barriers for POC; review information to gain insights into what's happening/share trends and data
- Reach out to retention providers to determine how to interact with them to address retention barriers
- Use field staff to connect workers on projects to Community Base Organization (CBO's)/apprenticeship programs providing retention services and build relationships between apprentices and journey workers on job sites

B. Fund effective practices for retention of diverse workers

Accomplishments for 2022:

- Implemented AWS/RWS compliance on City sites/projects; other agencies are completing AWS/RWS training
- Joint funding by City, Port, Sound Transit

Priorities for 2023:

- Align agency reporting data

C. Develop policies to address diverse worker retention barriers

Accomplishments for 2022:

- Incorporated or maintained AWS/RWS language
- Shared best practices around implementing AWS/RWS contract language
- AWS best practices added as RPO standing item

- Dedicated agenda time each RPO meeting to discuss updates and align efforts with RPAC (outreach, training, retention & policy)
- King County delivered Rise Up to all managers and project engineers

Priorities for 2023:

- Partner with WDC and RPAC around community-based organization capacity-building, coordination and funding (for organizations and individuals) – for entry efforts under IIB as well
- King County will implement AWS/RWS program





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](#)



APPENDIX 6: RESOLUTION 3736

Priority Hire Policy Directive including Resolution 3746 amendment.

[Read Port Commission Resolution 3736](#)





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