

1ST READING VERSION

RESOLUTION NO. 3736

1
2
3
4 **A Resolution** of the Port of Seattle Commission establishing a Priority Hire
5 Policy Directive; and amending the Policy Directive related to
6 practices for construction labor for projects located on Port
7 property adopted by Resolution No. 3725.
8

9
10 **WHEREAS**, the construction industry is forecasted to experience consistent growth in
11 the King County region over the next decade; and
12

13 **WHEREAS**, numerous studies show a widening gap between the demand for
14 construction labor and the supply of skilled trade workers in the regional labor market
15 for King County public agencies. The Regional Public Owners Group estimates there will
16 be over sixty-seven billion dollars in public construction projects by 2042 with over
17 seventy million labor hours needed to fulfill this demand for projects. It is projected that
18 between 2018 and 2023 there will be a shortage of over 4100 skilled workers. Regional
19 labor supply is forecasted to underserve demand by an average of 9 to 10 percent during
20 2018-2042; and
21

22 **WHEREAS**, the Port of Seattle has some of the largest investments in infrastructure
23 projects in the region. In 2017, the Port of Seattle is projected to spend approximately
24 \$180 million on construction projects and estimates continual growth in future years.
25 The Port's capital investment dollars create the equivalent work hours of 10.89 jobs per
26 one million dollars spent, providing enough total hours to equal approximately 950 full
27 time jobs in Washington state in 2016; and
28

29 **WHEREAS**, most recent data for 2016 indicates that over 80 percent of the construction
30 workforce in King County are Caucasian males, while 19 percent are women and people
31 of color. Representation of women and people of color is higher among new entrants to
32 the labor force through Apprenticeships and accredited certificates of completion, such as
33 those received for completing a Pre-Apprenticeship program. However, according to the
34 analysis, women and people of color also have lower rates of Apprenticeship completion
35 than do their Caucasian male counterparts; and
36

37 **WHEREAS**, the Port of Seattle is committed to ensuring equity in the construction projects
38 workforce where disparities exist between underrepresented workers' availability to work
39 and their opportunity to be hired and establish a career in the construction trades; and
40

41 **WHEREAS**, the Port of Seattle is a leader in workforce development and has found
42 construction job training programs, including Apprentice and Pre-Apprenticeship
43 programs, to be an effective way to prepare individuals for entry into construction jobs,
44 and to ensure women, people of color, and otherwise disadvantaged individuals, can
45 acquire the necessary job skills and be prepared to successfully pursue construction
46 careers; and

47
48 **WHEREAS**, the Port of Seattle was the first to adopt Apprenticeship Utilization Goals
49 over three decades ago and is committed to achieving its Apprenticeship hiring goals set
50 in Port policy and addressing the disproportionately low involvement by people of color
51 and women in the construction labor force. Apprentice Utilization Goals for Port
52 construction projects is 15 percent, of which includes a goal of 10 percent women and
53 15 percent people of color. In 2016, Apprenticeship Utilization rates were 17 percent, of
54 which 18 percent were women and 28 percent were people of color; and

55
56 **WHEREAS**, on October 25, 2016, the Port of Seattle adopted Resolution No. 3725 that
57 established the Port of Seattle Construction Labor Policy Directive that states that the
58 Port shall establish appropriate apprentice and locality hiring goals and appropriate
59 aspirational women and minority apprentice hiring goals; and

60
61 **WHEREAS**, the Port of Seattle supports the City of Seattle and King County findings that
62 King County has geographic areas of economic distress as evidenced by poverty
63 indicators; including poverty levels, concentrated unemployment, and gaps in educational
64 attainment. The Port of Seattle seeks to act effectively and expeditiously to encourage
65 solutions toward economic growth and job creation in areas of the County that are
66 economically distressed as evidenced by comparatively high levels of poverty,
67 unemployment rates and education attainment; and

68
69 **WHEREAS**, Priority Hire enhances community partnerships focused on inclusion and
70 access to opportunities and services; expands opportunities for disadvantaged
71 populations to advance equity and social justice; and ensures that Port construction
72 projects are planned and implemented in a way that improves equity in local
73 communities; and

74
75 **WHEREAS**, the Port believes that establishing a Priority Hire policy ensures better access
76 to training programs and well-paying construction jobs for local workers, particularly
77 those from Economically Distressed Areas, as well as increases the diversity of the
78 workforce on Port construction projects; and

79

80 **WHEREAS**, in 2017, the Port of Seattle convened community stakeholder meetings and
81 received input from contractors, labor union representatives, community advocates,
82 small contracting and supplier businesses, training providers, City of Seattle and King
83 County policy experts about the challenges and opportunities of a Priority Hire program.
84 The Port of Seattle intends to use the information received from these meetings as a
85 guide for implementing the priority hire program and developing a regional agreement
86 for use on public works projects; and

87
88 **WHEREAS**, Priority Hire focuses on workforce participation by Apprentices and journey-
89 level construction workers and is therefore directly connected to the Port’s existing
90 Apprenticeship program; and

91
92 **WHEREAS**, the Port is committed to creating an acceptable worksite on public works
93 projects that is inclusive and focuses on anti-discrimination and anti-harassment
94 behaviors and procedures; and

95
96 **WHEREAS**, over the last two years, the Port of Seattle has participated as member of
97 the Regional Public Owners Group with the City of Seattle, King County, Sound Transit,
98 the City of Tacoma and the Washington State Department of Transportation, focused on
99 public agencies working together as regional partners; and

100
101 **WHEREAS**, the purpose of the Regional Public Owners Group is to better understand the
102 workforce demand-supply gap for regional public infrastructure projects; enhance
103 access opportunities and increase the diversity of Pre-Apprentices, Apprentices and
104 journey-level workers entering into the trades workforce; support retention programs
105 for current trades workers, especially women and people of color; and improve
106 performance data and systems of reporting for monitoring regional goals and initiatives;
107 and

108
109 **NOW, THEREFORE, BE IT RESOLVED** by the Port Commission of the Port of Seattle as
110 follows:

111
112 **SECTION 1. Resolution No. 3725 is amended as follows:**

113
114 A. In Section 1.D. strike “and locality” and in Section 1 insert new language: “E. For
115 contracts under a PLA with projected construction labor costs at or above \$5 million, the Port
116 shall establish Priority Hire goals.”

117

118 B. In Section II.C.2. strike “locality hiring and” and in Section II insert new language: “D. For
119 contracts under a PLA with projected construction labor costs at or above \$5 million, the Port
120 shall establish Priority Hire goals.”

121
122 C. In Section III.B.2. strike “locality hiring and” and Section III.B. insert new language: “3.
123 For contracts under a PLA with projected construction labor costs at or above \$5 million, the
124 Port shall establish Priority Hire goals.”

125
126 **SECTION 2. Establish the Priority Hire Policy Directive as shown in Exhibit A.**

127
128
129 **ADOPTED** by the Port Commission of the Port of Seattle at a duly noticed meeting
130 thereof, held this _____ day of _____, 2017, and duly authenticated in open session by the
131 signatures of the Commisisoners voting in favor thereof and the seal of the Commission

132
133
134 _____
135 _____
136 _____
137 _____
138 _____
139 Port Commission

140 **EXHIBIT A**

141 **SECTION 1.1** Purpose

142
143 To provide good family wage jobs to qualified construction workers from Economically Distressed
144 Areas of King County by increasing access to Port of Seattle Covered Projects. This leads to
145 economic growth and job creation in areas of King County that are experiencing economic
146 distress. In addition, it will provide jobs to those historically underrepresented in the construction
147 industry, such as women and people of color.

148
149 To develop a Priority Hire program implemented through a Project Labor Agreement (PLA) and to
150 foster closer cooperation with the Regional Public Owners Group to ensure uniform application of
151 Priority Hire terms and Contractor and Union compliance with Priority Hire requirements. This
152 supports the Port of Seattle’s continued efforts on workforce development.

153
154 **SECTION 1.2** Definitions

155
156 When used in this Policy Directive, the following words and phrases shall have the meanings
157 given below unless the context in which they are included clearly indicates otherwise:

158
159 “Apprentice” means a person who has signed a written apprenticeship agreement with and
160 enrolled in an active state-registered apprenticeship training program approved by the
161 Washington state Apprenticeship and Training Council.

162
163 “City” means City of Seattle.

164
165 “Construction labor costs” means the labor cost component of the estimated construction budget
166 for the project to be paid to contractors at the time of bid or, if absent a bid, at the time of the
167 contract award.

168
169 “Contractor” means any person, firm, partnership, owner operator, limited liability company,
170 corporation, joint venture, proprietorship, trust, association or other legal entity that employs
171 individuals to perform work on covered projects, including general contractors, subcontractors of
172 all tiers, and both union and non-union entities.

173
174 “Core Employee” means an employee of an open-shop contractor that meets the core employee
175 criteria established under a PLA.

176
177 “Covered Project” means a Port of Seattle construction project under a PLA with construction
178 labor costs at or above \$5 million.

180 “Dispatch” means the process by which a union refers workers for employment to contractors
181 under the authority of a collective bargaining agreement. The process typically mandates the
182 distribution of work via a “first in, first out” priority but can be legally adjusted via special
183 agreements to allow for out of order dispatching and priority worker hiring.

184
185 “Economically Distressed Area” means a geographic area defined by zip code in King County and
186 found to have high population concentrations: 1) Living at or below 200 percent of the federal
187 poverty level, 2) Unemployed, 3) Those over 25 years of age without a college degree, compared
188 to other zip codes. King County zip codes with a high density per acre of at least two out of the
189 three criteria will be identified as Economically Distressed Areas. These zip codes are updated and
190 published by King County’s Finance and Business Operations Division.

191
192 “Jobs Coordinator” means either one of the following: a Port of Seattle employee, an employee
193 that is considered a shared resource between government agencies, or a third party entity that
194 facilitates the hiring of Priority Workers in collaboration with Contractors and Union Dispatch.

195
196 “Journey-level” means an individual who has sufficient skills and knowledge of an occupation,
197 either through a formal apprentice training program or through practical on-the-job work
198 experience, to be recognized by a state or federal registration agency and/or an industry as being
199 qualified to perform the work of the occupation. Practical experience must be equal to or greater
200 than the term of apprenticeship.

201
202 “Labor hours” means hours performed on covered projects by workers who are subject to
203 prevailing wages.

204
205 “Open-shop contractor” means a contractor that is not a signatory to a collective bargaining
206 agreement with a union representing the trade(s) of the contractor’s workers, also known as non-
207 union contractors.

208
209 “Pre-apprentice” means a student enrolled in a construction pre-apprentice training program
210 recognized by the Washington State Apprenticeship and Training Council.

211
212 “Priority Hire Program” means a program on Port of Seattle major construction contracts that
213 focuses on recruitment, training and employment of workers who reside in Economically
214 Distressed Areas as defined by King County.

215
216 “Priority Worker(s)” means an individual prioritized for recruitment, training, and employment
217 opportunities because the individual is a resident in an Economically Distressed Area.

218

219 “Project Labor Agreement” means an agreement authorized under the National Labor Relations
220 Act (NRLA), 29 U.S.C., which provides a means for aligning interests of public owners such as the
221 Port with those of construction labor unions.

222
223 “Regional Public Owners Group” means the group including the City of Seattle, King County,
224 Sound Transit, the City of Tacoma and the Washington state Department of Transportation,
225 focused on public agencies working together as regional partners to better understand the
226 workforce demand-supply gap for regional public infrastructure projects; to enhance access
227 opportunities and to increase the diversity of pre-apprentices, apprentices and journey-level
228 workers entering into the trades workforce; to support retention programs for current trades
229 workers, especially women and people of color; and to improve performance data and systems of
230 reporting for monitoring regional goals and initiatives.

231
232 “Union” means a representative labor organization whose members collectively bargain with
233 employers to set the wages and working conditions in their respective trade or covered scope of
234 work.

235
236 SECTION 1.3 Scope and Applicability

237
238 A. This Policy Directive pertains to Covered Project(s) for the remainder of this Policy
239 Directive.

240
241 SECTION 1.4 Responsibilities

242
243 A. The Executive Director (1) will assign a designee (referred to as “Designee” for the
244 remainder of the Policy Directive) and subsequent designated office to implement and administer
245 this Policy Directive, and (2) may, through the Designee, develop and adopt rules consistent with
246 the requirements of this Policy Directive.

247
248 B. The Designee, with the Executive Director’s written concurrence, may reduce or waive
249 requirements or goals of this Policy Directive when impractical for a Covered Project for one or
250 more of the following reasons: when work is required due to an emergency, when work is subject
251 to limitations of a sole source, when requirements or goals would be inconsistent with an
252 agreement with a public agency, when requirements or goals are inconsistent with federal
253 funding or other funding sources, when the project is in a remote location, when superseded by
254 safety or other legal requirements, when other conditions arise such as the goals become
255 impractical, or absent an executed PLA.

256
257 C. The Designee shall enforce the requirements in this Policy Directive and may use
258 actions as deemed appropriate.

259 D. In lieu of establishing a priority hire advisory committee to operate in an advisory role
260 to the Port of Seattle for implementation and effectiveness of this Policy Directive, the
261 Designee shall participate in the previously established Regional Public Owners Group and may,
262 under a Memorandum of Understanding (MOU) with one or more other government entities
263 with Priority Hire programs, establish and participate in a regional priority hire advisory
264 committee.

265

266 SECTION 1.5 Policy

267

268 A. For Covered Projects that are not found impractical under Section 2.4 B, the Designee
269 shall establish in the bid documents the: (1) required percentage of labor hours to be performed
270 by Priority Workers, and (2) aspirational goal percentage of labor hours to be performed by
271 Priority Workers. Contractors and Dispatch under a PLA shall seek to first hire and dispatch
272 Priority Workers so as to meet or exceed the required and aspirational goal percentages.

273

274 The Designee shall establish the percentages separately for apprentices and for journey-level
275 workers.

276

277 B. For each Covered Project, the Designee shall establish the greatest practicable required
278 percentage of labor hours to be performed by Priority Workers by using past utilization
279 percentages on similar construction projects from the most recent project previous calendar
280 year, and shall establish the percentage for the following year based on past performance. The
281 Designee shall adjust these required percentages annually.

282

283 C. In order to achieve the intended impact in Economically Distressed Areas, the Designee
284 shall set project-specific requirements and an aspirational goal percentage of no less than 20
285 percent for all labor hours performed annually by Priority Workers on the total of Covered
286 Projects for the year. Annual percentage rates will be measured January 1 – December 31 of each
287 applicable year.

288

289 D. In order to meet the percentage of labor hours to be performed by Priority Workers,
290 the Designee shall require Contractors and Dispatch under a PLA to seek to employ a Priority
291 Worker who is a resident of an Economically Distressed Area in King County, and then workers
292 from any other Economically Distressed Areas as needed to meet the percentage labor hours to
293 be performed by Priority Workers. The specific process by which Contractors, Dispatch and the
294 Port of Seattle Job Coordinator(s) will collaborate in order to facilitate the hiring of Priority
295 Workers shall be established by the Designee.

296

297

298 E. For Covered Projects, the Designee shall ensure the availability of a Jobs Coordinator(s)
299 to perform the following functions: maintain a database of pre-qualified Priority Workers for
300 referral to work on a Covered Project; network with various work source centers, community,
301 non-profit and faith-based organizations to facilitate the identification of priority workers; and
302 facilitate referral and coordination around training and employment of Priority Workers between
303 Contractors, Unions and training programs. In addition, the Designee shall explore development
304 of a third party to manage regional Priority Hire efforts.

305
306 F. Per Resolution 3725, as amended, contracts \$1 million in value or greater requires
307 Apprenticeship Utilization goals. The goal is no less than 15 percent of all contract labor hours
308 are to be performed by Apprentices.

309
310 i. For individual projects, the Designee will determine the Apprenticeship Utilization
311 goal and may consider such factors as project size, project duration, labor hours
312 anticipated for the project, skills required, the likely crafts required for the project,
313 historic utilization rates and Apprentice availability.

314
315 ii. The Designee shall establish aspirational percentage goals for Apprentices who are
316 women and people of color using similar factors. Contractors may be allowed to
317 offer utilization below the aspirational percentage goals by substituting other efforts
318 to meet the intent of building a trained construction workforce for a portion of the
319 utilization percentages for women and people of color.

320
321 G. When determining whether the percentage of priority hiring requirements has been
322 achieved, the Designee shall exclude from the calculation labor hours performed by residents of
323 states other than the state of Washington. The Designee shall track labor hours performed by
324 residents of states other than the state of Washington and shall review this percentage
325 annually with the previously established Regional Public Owners Group and any future regional
326 priority hire advisory committee that may be established under a MOU with one or more other
327 government entities with Priority Hire programs.

328
329 H. Per Resolution 3725, as amended, the Designee shall support the inclusion of
330 Priority Hire provisions in the PLA standard language to be approved by the Commission
331 Projects and Procurement Committee. In furthering Resolution 3725, as amended, Port staff
332 will seek a MOU with regional partners to develop a framework to achieve operational
333 efficiencies through uniform Priority Hire requirements and by sharing priority hire resources
334 and data and advancing workforce development efforts.

335
336 I. The Port shall explore ways priority hire can be implemented on Port construction
337 projects outside a Covered Project, where applicable.

338 SECTION 1.6 Program Evaluation

339
340 A. The Designee shall establish benchmarks and metrics to evaluate the program, such as
341 project costs; completion times, workplace safety; utilization rates and graduation rates of
342 Priority Workers, women and people of color from pre-apprentice and apprentice training
343 programs; and changes in the percentage of dollars paid to Women and Minority Business
344 Enterprises (WMBE) contractors working on Covered Projects.

345
346 B. The Designee shall report findings to the Commission and Executive Director annually.
347 In order to facilitate the timely delivery of information for reporting to the Commission and to
348 better serve the public, it is in the interest of the Port of Seattle to prepare a single annual report
349 each year by April 30 titled Apprenticeship and Priority Hire Annual Report.
350 The report shall include, but not be limited to the following:

- 351
- 352 i. The number and kinds of construction projects and contracts on which Apprenticeship
353 and priority hire requirements were established;
 - 354 ii. The percentage of labor hours actually worked by Apprentices and Priority Workers on
355 each such project and the total number of labor hours on each project;
 - 356 iii. The number of Apprentices and Priority Workers by contractor broken down by trade
357 and craft category, the wages paid by category of work or trade, the number and
358 percentage of women and people of color utilized as Apprentices and Priority Workers
359 and the degree of compliance with the percentage requirements and aspirational
360 goals to be established under this Policy Directive;
 - 361 iv. The number of Apprentices and Priority Workers per Port dollar spent on the
362 program;
 - 363 v. A description of problems encountered in the implementation of the program;
 - 364 vi. A description of barriers encountered by participating Apprentices and Priority
365 Workers and steps taken to resolve those problems and to ensure their continued
366 participation in the program;
- 367

368 C. The Commission, Executive Director, and Designee will review program results annually
369 to determine if the program should be expanded or amended by increasing or decreasing
370 requirements and aspirational goals.

371
372 SECTION 1.7 Fiscal Implications

373
374 This Policy Directive has fiscal implications as funding and staffing requirements will be needed
375 for the implementation of the Priority Hire program.

376

377 A Full-Time Employee (FTE) for Priority Hire in Capital Development has been included in the
378 proposed 2018 Budget.

379
380 Attachment A: New Budget Request Form must be submitted on an annual basis should
381 additional resources be required.

382
383 SECTION 1.8 Research Findings

384
385 Based on studies commissioned by the City of Seattle and King County and their
386 implementation of priority hire programs, and numerous public discussions, the Port
387 Commission finds that it is in the Port's and the public's best interest to increase the supply of
388 qualified construction workers, particularly those historically underrepresented in the
389 construction industry, including those who live in Economically Distressed Areas in King County
390 and also within that group, women and people of color.

391
392 Attachment B: Research findings of fact and declarations of intent

393
394 SECTION 2

395
396 This Policy Directive shall be labeled and codified as appropriate, together with subsequent Policy
397 Directives, and shall be made readily available for use by Port staff and members of the public as
398 a government document of the Port of Seattle.

407

2018 Budget/Initiative Request Form

Please double click data table for input

Summary Information						
Division	Corporate	Requesting Amount	\$95,780			
Department Name	Engineering	Onetime	No			
Requesting Manager	Tina Soike	Priority (H/M/L)	H			
Org	1630	Subclass	1630/1690			
Request Title						
Short Description						
Non-FTE/Payroll Requests						
Account	Amount Requested			Subclass Allocation		
	2018	2019	2020 & Beyond	% Subclass		
Total	\$0	\$0	\$0	0.0%		
FTE Requests						
Position Title				EOY Annual Salary		
Start Date	4/1/2018			% to Capital	50% to overhead class 1630	
Bargaining Unit	NUN			Salary/Wage	95780	
Grade Level	25			Number of FTEs	1.0	
FTE Related Expenses	2018			Subclass Allocation		
Salary/ Wages* (5XXXXX)	\$67,692			1630	50.0%	
Benefits (5XXXXX)	\$28,088			1690	50.0%	
Computer (61760)						
Training (65600)						
Membership (65700)						
Telephone (66500)						
Other						
Total	\$ 95,780			Total	100.0%	
* Salary is based on mid-point of grade level.						

408

409

410

411 **Budget Request Justification Write-up**

412

413 **1) Request Description/Background** - Provide Full Description and or Background.

414

415

416

417

418 **2) Justification** - Why is this request needed? Include any regulations or other references
419 and benefits to the Port.

420

421

422

423

424 **3) Alternatives** - What would the impact be of not approving this request? How could it be
425 done differently?

426

427

428

429 **ATTACHMENT B**

430

431 The Commission makes the following research findings of fact and declarations of intent:

432

433 A. In January 2015, following the positive results of a pilot program on the Elliott Bay
434 Seawall project, the City of Seattle adopted Ordinance No. 124690, an Ordinance relating to
435 establishing a Priority Hire policy to ensure better access to training programs and well-paying
436 construction jobs for local workers, as well as to increase the diversity of the workforce on City
437 projects.

438

439 B. The City implemented the Priority Hire Ordinance through a Community Workforce
440 Agreement (CWA) between the City and the building trade labor unions, and that agreement
441 requires that prime contractors on City public works construction projects of \$5 million or
442 more, must ensure that a certain percent of project labor hours are performed by workers
443 living in Economically Distressed Areas of Seattle and King County.

444

445 C. In May 2016, the King County Executive directed county agencies to implement a
446 priority hire pilot program that prioritized economically disadvantaged local workers for
447 inclusion on large King County capital construction projects. King County is considering a
448 permanent Priority Hire program implemented through a CWA; and

449

450 D. Based on studies commissioned by the City of Seattle and King County and their
451 implementation of Priority Hire programs, and numerous public discussions, the Port
452 Commission finds that it is in the Port's and the public's best interest to increase the supply of
453 qualified construction workers, particularly those historically underrepresented in the
454 construction industry, including women, racial minorities, and those who live in Economically
455 Distressed Areas of Seattle and King County.

456

457 E. King County completed a study in January 2016 documenting a widening gap between
458 the demand for construction labor and the supply of skilled trade workers in the regional labor
459 market for King County and other public entities. The gap reinforces the urgent need for
460 developing a strategy to address the current and projected workforce shortages. The study also
461 used economic data involving poverty levels, employment and educational attainment to
462 determine Economically Distressed Areas, which are identified by zip code.

463

464 F. King County completed The Construction Workforce Analysis in December 2016 and
465 found that the county may reasonably anticipate a reduced surplus of qualified labor and possible
466 labor shortages in certain construction trades by 2020. That is the result of a projected shortfall
467 forecast between demand and supply of four thousand six hundred thirty workers by 2020. The
468 county is concerned that these labor shortages will increase reliance on out-of-state construction

469 workers and that the demand for new construction workers may increase construction costs on
470 the county's public works projects unless the county supports efforts to increase the supply of
471 trained apprentices and journey level workers for local public works projects.

472
473 The analysis also found that 81 percent of the construction workforce in King County in
474 2016 were white males, while 19 percent were people of color and women. Representation of
475 women and people of color is higher among new entrants to the labor force through
476 Apprenticeships and accredited certificates of completion, such as those received for completing
477 a Pre-Apprenticeship program. However, according to the analysis, women and people of color
478 also have lower rates of Apprenticeship completion than do their white male counterparts.

479
480 G. The City of Seattle commissioned the Construction Industry Labor Market
481 Assessment, which found that women, irrespective of race, are underrepresented in the
482 construction industry. Between 2009 and 2013, 10 percent fewer women finished their
483 apprentice training program than males. The assessment also found that between 2009 and
484 2013, 14 percent fewer racial minority apprentices finished their apprentice training program
485 than white apprentices. In addition, it also found that underrepresented workers face barriers
486 to completing apprentice training. Between 2009 and 2013, 65 percent of the racial minorities
487 exiting Apprenticeships did not complete the programs compared to 51 percent of the white
488 apprentices who failed to complete the program. During that same time period, 65 percent of
489 all women, irrespective of race, failed to complete their programs compared to 55 percent of all
490 men.

491
492 H. The City of Seattle has found that Priority Hire effectively and successfully increases
493 diversity on City construction projects. The share of labor hours between November 2013 and
494 April 2017 saw an increase of 233 percent in rate of hours performed by workers living in
495 Seattle's economically distressed zones. In addition, it saw an over 300 percent increase in rate of
496 hours performed by apprentice women and 200 percent increase in rate of hours performed by
497 African Americans.

498
499 I. A PLA with targeted priority hiring requirements is an effective tool to manage public
500 works projects that reduces the risk of project delays, reduces labor disruptions and labor
501 shortages, and improves job-site safety. In addition, it is also an effective tool to create local jobs,
502 enhance workforce diversity and improve overall working conditions.