

**RESOLUTION NO. 3736**

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

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

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

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

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

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

39           **WHEREAS**, the Port of Seattle is committed to its values of conducting business with the  
40 highest ethical standards. Our business practices shall reflect integrity, accountability, honesty,  
41 fairness and respect at all levels; and  
42

43           **WHEREAS**, the Port of Seattle is a leader in workforce development and has found  
44 construction job training programs, including Career Connected Learning, apprenticeship and  
45 pre-apprenticeship programs, to be an effective way to prepare individuals for entry into  
46 construction jobs, and to ensure women, people of color, and otherwise disadvantaged  
47 individuals, can acquire the necessary job skills and be prepared to successfully pursue  
48 construction careers; and  
49

50           **WHEREAS**, the Port of Seattle was the first to adopt apprenticeship utilization goals over  
51 three decades ago and is committed to achieving its apprenticeship hiring goals set in Port  
52 policy and addressing the disproportionately low involvement by people of color and women in  
53 the construction labor force. Apprentice utilization goals for Port construction projects is 15  
54 percent, of which includes a goal of 10 percent women and 15 percent people of color. In 2016,  
55 apprenticeship utilization rates were 17 percent, of which 18 percent were women and 28  
56 percent were people of color; and  
57

58           **WHEREAS**, on October 25, 2016, the Port of Seattle adopted Resolution No. 3725 that  
59 established the Port of Seattle Construction Labor Policy Directive that states that the Port shall  
60 establish appropriate apprentice and locality hiring goals and appropriate aspirational women  
61 and minority apprentice hiring goals; and  
62

63           **WHEREAS**, the Port of Seattle supports the City of Seattle and King County findings that  
64 King County has geographic areas of economic distress as evidenced by poverty indicators;  
65 including poverty levels, concentrated unemployment, and gaps in educational attainment. The  
66 Port of Seattle seeks to act effectively and expeditiously to encourage solutions toward economic  
67 growth and job creation in areas of the County that are economically distressed as evidenced by  
68 comparatively high levels of poverty, unemployment rates and education attainment; and  
69

70           **WHEREAS**, Priority Hire enhances community partnerships focused on inclusion and  
71 access to opportunities and services; expands opportunities for disadvantaged populations to  
72 advance equity and social justice; and ensures that Port construction projects are planned and  
73 implemented in a way that improves equity in local 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 those  
77 from Economically Distressed Areas, as well as increases the diversity of the workforce on Port  
78 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, small

82 contracting and supplier businesses, training providers, City of Seattle and King County policy  
83 experts about the challenges and opportunities of a Priority Hire program. The Port of Seattle  
84 intends to use the information received from these meetings as a guide for implementing the  
85 Priority Hire program and developing a regional agreement for use on public works projects;  
86 and

87  
88 **WHEREAS**, Priority Hire focuses on workforce participation by apprentice 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 fostering an acceptable worksite on public works  
93 projects that is inclusive and focuses on anti-discrimination and anti-harassment behaviors and  
94 procedures and encourages positive relationships between employers and employees, and  
95 among employees; and

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

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

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

111  
112 SECTION 1. Section 1 of Resolution No. 3725, the policy directive related to practices for  
113 construction labor for projects located on Port property, is hereby amended as follows:

114  
115 In Section I(D)(1) of the policy directive, strike “and locality” and insert a new subsection  
116 (E) as follows: For contracts under a PLA with projected construction labor costs at or above \$5  
117 million, the Port shall establish Priority Hire goals.

118  
119 And in Section II(C)(2), strike “locality hiring and” and insert a new subsection (D) as  
120 follows: For contracts under a PLA with projected construction labor costs at or above  
121 \$5 million, the Port shall establish Priority Hire goals.

122

123 And in Section III(B)(2)(b), strike “locality hiring and” and insert a new sub-subsection (3)  
124 as follows: For contracts under a PLA with projected construction labor costs at or above  
125 \$5 million, the Port shall establish Priority Hire goals.

126  
127 **SECTION 2.** A Priority Hire Policy Directive is hereby established as shown in Exhibit A, attached.

128  
129 **SECTION 3.** The Policy Directive contained in Exhibit A and attached to this resolution shall be  
130 labeled and catalogued as appropriate, together with other Commission Policy Directives, and  
131 shall be made readily available for use by Port staff and members of the public as a governance  
132 document of the Port of Seattle.

133  
134 **ADOPTED** by the Port Commission of the Port of Seattle at a duly noticed meeting thereof, held  
135 this \_\_\_\_ day of \_\_\_\_\_, 2017, and duly authenticated in open session by the signatures of  
136 the Commissioners voting in favor thereof and the seal of the Commission.

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146 \_\_\_\_\_  
147 \_\_\_\_\_  
148 Port Commission

149 **EXHIBIT A**

150 SECTION 1. Purpose.

151  
152 The purpose of this Policy Directive is to provide good family wage jobs to qualified construction  
153 workers from Economically Distressed Areas of King County by increasing access to Port of Seattle  
154 Covered Projects. This leads to economic growth and job creation in areas of King County that are  
155 experiencing economic distress. In addition, it will provide jobs to those historically  
156 underrepresented in the construction industry, such as women and people of color.

157  
158 To develop a Priority Hire program implemented through a Project Labor Agreement (PLA) and to  
159 foster closer cooperation with the Regional Public Owners Group to ensure uniform application of  
160 Priority Hire terms and Contractor and Union compliance with Priority Hire requirements. This  
161 supports the Port of Seattle’s continued efforts on workforce development.

162  
163 SECTION 2. Definitions.

164  
165 When used in this Policy Directive, the following words and phrases shall have the meanings  
166 given below unless the context in which they are included clearly indicates otherwise:

167  
168 “Apprentice” means a person who has signed a written apprenticeship agreement with and  
169 enrolled in an active state-registered apprenticeship training program approved by the  
170 Washington State Apprenticeship and Training Council.

171  
172 “City” means City of Seattle.

173  
174 ~~“Construction labor costs” means the labor cost component of the estimated construction budget~~  
175 ~~for the project to be paid to contractors at the time of bid or, if absent a bid, at the time of the~~  
176 ~~contract award.~~

177  
178 “Contractor” means any person, firm, partnership, owner operator, limited liability company,  
179 corporation, joint venture, proprietorship, trust, association or other legal entity that employs  
180 individuals to perform work on covered projects, including general contractors, subcontractors of  
181 all tiers, and both union and non-union entities.

182  
183 “Core Employee” means an employee of an open-shop contractor that meets the core employee  
184 criteria established under a PLA.

185  
186 “Covered Project” means a Port of Seattle construction project under a PLA ~~with construction~~  
187 ~~labor costs at or above \$5 million.~~

188  
189 “Dispatch” means the process by which a union refers workers for employment to contractors  
190 under the authority of a collective bargaining agreement. The process typically mandates the

191 distribution of work via a “first in, first out” priority but can be legally adjusted via special  
192 agreements to allow for out of order dispatching and Priority Worker hiring.

193  
194 “Economically Distressed Area” means a geographic area defined by zip code in King County and  
195 found to have high population concentrations: 1) Living at or below 200 percent of the federal  
196 poverty level, 2) Unemployed, 3) Those over 25 years of age without a college degree, compared  
197 to other zip codes. King County zip codes with a high density per acre of at least two out of the  
198 three criteria will be identified as Economically Distressed Areas. These zip codes are updated and  
199 published by King County’s Finance and Business Operations Division.

200  
201 “Jobs Coordinator” means either one of the following: a Port of Seattle employee, an employee  
202 that is considered a shared resource between government agencies, or a third party entity that  
203 facilitates the hiring of Priority Workers in collaboration with Contractors and Union Dispatch.

204  
205 “Journey-level” means an individual who has sufficient skills and knowledge of an occupation,  
206 either through a formal apprentice training program or through practical on-the-job work  
207 experience, to be recognized by a state or federal registration agency and/or an industry as being  
208 qualified to perform the work of the occupation. Practical experience must be equal to or greater  
209 than the term of apprenticeship.

210  
211 “Labor hours” means hours performed on covered projects by workers who are subject to  
212 prevailing wages.

213  
214 “Open-shop contractor” means a contractor that is not a signatory to a collective bargaining  
215 agreement with a union representing the trade(s) of the contractor’s workers, also known as non-  
216 union contractors.

217  
218 “Pre-apprentice” means a student enrolled in a construction pre-apprentice training program  
219 recognized by the Washington State Apprenticeship and Training Council.

220  
221 “Priority Hire Program” means a program on Port of Seattle major construction contracts that  
222 focuses on recruitment, training and employment of workers who reside in Economically  
223 Distressed Areas as defined by King County.

224  
225 “Priority Worker(s)” means an individual prioritized for recruitment, training, and employment  
226 opportunities because the individual is a resident in an Economically Distressed Area.

227  
228 “Project Labor Agreement” means an agreement authorized under the National Labor Relations  
229 Act (NRLA), 29 U.S.C., which provides a means for aligning interests of public owners such as the  
230 Port with those of construction labor unions.

231  
232 “Regional Public Owners Group” means the group including the City of Seattle, King County, Port  
233 of Seattle, Sound Transit, the City of Tacoma and the Washington State Department of

234 Transportation, focused on public agencies working together as regional partners to better  
235 understand the workforce demand-supply gap for regional public infrastructure projects; to  
236 enhance access opportunities and to increase the diversity of pre-apprentices, apprentices and  
237 journey-level workers entering into the trades workforce; to support retention programs for  
238 current trades workers, especially women and people of color; and to improve performance data  
239 and systems of reporting for monitoring regional goals and initiatives.

240  
241 “Union” means a representative labor organization whose members collectively bargain with  
242 employers to set the wages and working conditions in their respective trade or covered scope of  
243 work.

244  
245 SECTION 3. Scope and Applicability.

246  
247 A. This Policy Directive pertains to Covered Project(s) for the remainder of this Policy  
248 Directive.

249  
250 SECTION 4. Responsibilities.

251  
252 A. The Executive Director (1) will assign a designee (referred to as “Designee” for the  
253 remainder of the Policy Directive) and subsequent designated office to implement and administer  
254 this Policy Directive, and (2) may, through the Designee, develop and adopt rules consistent with  
255 the requirements of this Policy Directive.

256  
257 B. The Designee, with the Executive Director’s written concurrence and upon notice to the  
258 Commission, may reduce or waive requirements or goals of this Policy Directive when impractical  
259 for a Covered Project for one or more of the following reasons: when required due to an  
260 emergency, when subject to limitations of a sole source, when requirements or goals would be  
261 inconsistent with an agreement with a public agency, when requirements or goals are  
262 inconsistent with federal funding or other funding sources, when the project is in a remote  
263 location, when superseded by safety or other legal requirements, when other conditions arise  
264 such as the goals become impractical, or absent an executed PLA.

265  
266 C. The Designee shall be responsible for identifying, monitoring, and mitigating risks  
267 within his/her authority; and propose mitigation actions to the Executive Director if additional  
268 authority is required. The Designee shall enforce the requirements in this Policy Directive and  
269 may use actions as deemed appropriate.

270  
271 D. As part of establishing a Priority Hire advisory committee to operate in an advisory  
272 role to the Port of Seattle for implementation and effectiveness of this Policy Directive, the  
273 Designee shall participate in the previously established Regional Public Owners Group and may,  
274 under an agreement with one or more other government entities with Priority Hire programs,  
275 establish and participate in a regional Priority Hire advisory committee.

276

277 SECTION 5. Policy.  
278

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

285  
286 The Designee shall establish the percentages separately for apprentices and for journey-level  
287 workers.  
288

289 B. For each Covered Project, the Designee shall establish the greatest practicable required  
290 percentage of labor hours to be performed by Priority Workers by considering anticipated  
291 workforce availability and past utilization percentages on similar construction projects from the  
292 most recent project previous calendar year, and shall establish the percentage for the upcoming  
293 year. This shall be included in the PLA and other Port agreements as appropriate and progress  
294 monitored by the Designee. The Designee shall adjust these required percentages annually, based  
295 on performance and reasonably anticipated changes in worker availability.  
296

297 C. In order to achieve the intended impact in Economically Distressed Areas, the Designee  
298 shall set project-specific requirements and an aspirational goal percentage of no less than 20  
299 percent for all labor hours performed annually by Priority Workers on the total of Covered  
300 Projects for the year. Annual percentage rates will be measured January 1 – December 31 of each  
301 applicable year.  
302

303 D. In order to meet the percentage of labor hours to be performed by Priority Workers,  
304 the Designee shall require Contractors and Dispatch under a PLA to seek to employ a Priority  
305 Worker who is a resident of an Economically Distressed Area in King County, and then workers  
306 from any other Economically Distressed Areas as needed to meet the percentage labor hours to  
307 be performed by Priority Workers. The specific process by which Contractors, Dispatch, and the  
308 Port of Seattle Job Coordinator(s) will collaborate in order to facilitate the hiring of Priority  
309 Workers shall be established by the Designee.  
310

311 E. For Covered Projects, the Designee shall ensure the availability of a Jobs Coordinator(s)  
312 to perform the following functions: maintain a database of pre-qualified Priority Workers for  
313 referral to work on a Covered Project; network with various work source centers, community,  
314 non-profit and faith-based organizations to facilitate the identification of Priority Workers; and  
315 facilitate referral and coordination around training and employment of Priority Workers between  
316 Contractors, Unions, and training programs. In addition, the Designee shall explore development  
317 of a third party to manage regional Priority Hire efforts.  
318



319 F. Per Resolution 3725, as amended, contracts \$1 million in value or greater requires  
320 apprenticeship utilization goals. The goal is no less than 15 percent of all contract labor hours  
321 are to be performed by apprentices.

322  
323 (1) For individual projects, the Designee will determine the apprenticeship utilization  
324 goal and may consider such factors as project size, project duration, labor hours  
325 anticipated for the project, skills required, the likely crafts required for the project,  
326 historic utilization rates and apprentice availability.

327  
328 (2) The Designee shall establish aspirational percentage goals for apprentices who are  
329 women and people of color using similar factors. Contractors may be allowed to  
330 offer utilization below the aspirational percentage goals by substituting other efforts  
331 to meet the intent of building a trained construction workforce for a portion of the  
332 utilization percentages for women and people of color.

333  
334 G. When determining whether the percentage of Priority Hire requirements has been  
335 achieved, the Designee shall exclude from the calculation labor hours performed by residents of  
336 states other than the state of Washington. The Designee shall track labor hours performed by  
337 residents of states other than the state of Washington and shall review this percentage  
338 annually with the previously established Regional Public Owners Group and any future regional  
339 Priority Hire advisory committee that may be established under an agreement with one or  
340 more other government entities with Priority Hire programs.

341  
342 H. Per Resolution 3725, as amended, the Designee shall support the inclusion of Priority  
343 Hire provisions in the PLA standard language to be approved by the Commission Projects and  
344 Procurement Committee. In furthering Resolution 3725, as amended, Port staff will seek an  
345 agreement with regional partners to develop a framework to achieve operational efficiencies  
346 through uniform Priority Hire requirements and by sharing Priority Hire resources and data and  
347 advancing workforce development efforts.

348 I. The Port shall review and recommend how the intent of Priority Hire can be  
349 implemented throughout the Port beyond the Covered Projects, including future leases,  
350 concession agreements, and procurement contracts by September 1, 2018.

351  
352 **SECTION 6.** Program Evaluation.

353  
354 A. The Designee shall establish benchmarks and metrics to evaluate the program, such as  
355 project costs; completion times, workplace safety; utilization rates and graduation rates of  
356 Priority Workers, women and people of color from pre-apprentice and apprentice training  
357 programs; and changes in the amount of contracting dollars paid to Small Business and Women  
358 and Minority Business Enterprises (WMBE) firms working on Covered Projects and the number of  
359 Small Business and WMBE firms under contract.

361 B. Port efforts in pursuit of the objectives of this Policy Directive will be incorporated into  
362 the Port's Long Range Plan (LRP) to the fullest extent reasonable, including incorporation into the  
363 LRP scorecards, reports, and LRP updates. Further, the Designee shall prepare and publish an  
364 annual report each year titled Apprenticeship and Priority Hire Annual Report.

365  
366 The report shall include, but not be limited to the following:

- 367
- 368 (1) The number and kinds of construction projects and contracts on which apprenticeship  
369 and Priority Hire requirements were established;
  - 370 (2) The percentage of labor hours actually worked by apprentices and Priority Workers on  
371 each such project and the total number of labor hours on each project;
  - 372 (3) The number of apprentices and Priority Workers by contractor broken down by trade  
373 and craft category, the wages paid by category of work or trade, the number and  
374 percentage of women and people of color utilized as apprentices and Priority Workers  
375 and the degree of compliance with the percentage requirements and aspirational  
376 goals to be established under this Policy Directive;
  - 377 (4) The number of apprentices and Priority Workers per Port dollar spent on the program;
  - 378 (5) A description of problems encountered in the implementation of the program;
  - 379 (6) A description of barriers encountered by participating apprentices and Priority  
380 Workers and steps taken to resolve those problems and to ensure their continued  
381 participation in the program;
- 382

383 C. The Commission, Executive Director, and Designee will review program results annually  
384 as part of the LRP update to determine if the program should be expanded or amended by  
385 increasing or decreasing requirements and aspirational goals.

386  
387 SECTION 7. Fiscal Implications.

388  
389 This Policy Directive has fiscal implications as funding and staffing requirements will be needed to  
390 implement the Priority Hire program. Fiscal implications will be reviewed by the Designee  
391 annually, at a minimum, to determine if additional funding and/or resources are required and  
392 shall submit a budget request, as appropriate.

393  
394 SECTION 8. Research Findings

395  
396 Based on studies commissioned by the City of Seattle and King County and their  
397 implementation of Priority Hire programs, and numerous public discussions, the Port  
398 Commission finds that it is in the Port's and the public's best interest to increase the supply of  
399 qualified construction workers, particularly those historically underrepresented in the  
400 construction industry, including those who live in Economically Distressed Areas in King County  
401 and also within that group, women and people of color.

402

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

408  
409 B. The City implemented the Priority Hire Ordinance through a Community Workforce  
410 Agreement (CWA) between the City and the building trade labor unions, and that agreement  
411 requires that prime contractors on City public works construction projects of \$5 million or  
412 more, must ensure that a certain percent of project labor hours are performed by workers  
413 living in Economically Distressed Areas of Seattle and King County.

414  
415 C. In May 2016, the King County Executive directed county agencies to implement a  
416 Priority Hire pilot program that prioritized economically disadvantaged local workers for  
417 inclusion on large King County capital construction projects. King County is considering a  
418 permanent Priority Hire program implemented through a CWA.

419  
420 D. Based on studies commissioned by the City of Seattle and King County and their  
421 implementation of Priority Hire programs, and numerous public discussions, the Port  
422 Commission finds that it is in the Port's and the public's best interest to increase the supply of  
423 qualified construction workers, particularly those historically underrepresented in the  
424 construction industry, including women, racial minorities, and those who live in Economically  
425 Distressed Areas of Seattle and King County.

426  
427 E. King County completed a study in January 2016 documenting a widening gap between  
428 the demand for construction labor and the supply of skilled trade workers in the regional labor  
429 market for King County and other public entities. The gap reinforces the urgent need for  
430 developing a strategy to address the current and projected workforce shortages. The study also  
431 used economic data involving poverty levels, employment and educational attainment to  
432 determine Economically Distressed Areas, which are identified by zip code.

433  
434 F. King County completed The Construction Workforce Analysis in December 2016 and  
435 found that the county may reasonably anticipate a reduced surplus of qualified labor and possible  
436 labor shortages in certain construction trades by 2020. That is the result of a projected shortfall  
437 forecast between demand and supply of four thousand six hundred thirty [4,630] workers by  
438 2020. The county is concerned that these labor shortages will increase reliance on out-of-state  
439 construction workers and that the demand for new construction workers may increase  
440 construction costs on the county's public works projects unless the county supports efforts to  
441 increase the supply of trained apprentices and journey level workers for local public works  
442 projects.

443  
444 The analysis also found that 81 percent of the construction workforce in King County in  
445 2016 were white males, while 19 percent were people of color and women. Representation of

446 women and people of color is higher among new entrants to the labor force through  
447 apprenticeships and accredited certificates of completion, such as those received for completing  
448 a pre-apprenticeship program. However, according to the analysis, women and people of color  
449 also have lower rates of apprenticeship completion than do their white male counterparts.  
450

451 G. The City of Seattle commissioned the Construction Industry Labor Market  
452 Assessment, which found that women, irrespective of race, are underrepresented in the  
453 construction industry. Between 2009 and 2013, 10 percent fewer women finished their  
454 apprentice training program than males. The assessment also found that between 2009 and  
455 2013, 14 percent fewer racial minority apprentices finished their apprentice training program  
456 than white apprentices. In addition, it also found that underrepresented workers face barriers  
457 to completing apprentice training. Between 2009 and 2013, 65 percent of the racial minorities  
458 exiting apprenticeships did not complete the programs compared to 51 percent of the white  
459 apprentices who failed to complete the program. During that same time period, 65 percent of  
460 all women, irrespective of race, failed to complete their programs compared to 55 percent of all  
461 men.  
462

463 H. The City of Seattle has found that Priority Hire effectively and successfully increases  
464 diversity on City construction projects. The share of labor hours between November 2013 and  
465 April 2017 saw an increase of 233 percent in rate of hours performed by workers living in  
466 Seattle's economically distressed zones. In addition, it saw an over 300 percent increase in rate of  
467 hours performed by apprentice women and 200 percent increase in rate of hours performed by  
468 African Americans.  
469

470 I. A PLA is an effective tool to manage public works projects when reducing the risk of  
471 project delays and reducing the potential of labor disruptions and labor shortages.  
472

473 J. Priority Hire is an effective tool to create local jobs, enhance workforce diversity, and  
474 improve overall working conditions.