

APPRENTICESHIP & PRIORITY HIRE

ANNUAL REPORT

2025

**“Data shows where we invest.
Stories show what those investments
make possible.”**



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TOGETHER WE BUILD OUR SHARED FUTURE

MISSION

We deliver resilient, future-ready public infrastructure — through a culture of respect, teamwork, and innovation. We empower our people and strengthen the region we proudly serve with lasting impact.

VISION

Our team builds more than infrastructure — we deliver resilience that opens doors to opportunity and fosters belonging for all.

Land Acknowledgement

The Native and Indigenous lives are systemically unrecognized in our country, and we can begin dismantling this by bringing value and honor to the acknowledgment of first peoples and the lands they originally resided on. The Land Acknowledgement helps create a culture that centers equity and combats erasure of Native and Indigenous people.

Statement

The Port of Seattle exists on Indigenous land. We acknowledge the ancestral homelands of those who walked here before us and those who still walk here, keeping in mind the integrity of this territory where Native peoples identify as the Duwamish, Suquamish, Snoqualmie, and Puyallup, as well as the tribes of the Muckleshoot, Tulalip, other Coast Salish peoples, and their descendants. We are grateful to respectfully live and work as guests on these lands with the Coast Salish and Native people who call this home. This land acknowledgment is one small act in the ongoing process of working to be in good relationship with the land and the people of the land.

EXECUTIVE SUMMARY

The Port of Seattle's commitment to equity and social justice is not simply a policy choice. It is a guiding value that shapes how the Port invests in people, communities, and long-term economic opportunity. This work begins with understanding the real barriers that many workers face and continues with a sustained effort to remove disparities and expand access to meaningful careers within Port related construction sectors. The Port, as a major developer, believes that every worker deserves a fair chance to succeed, and that economic fairness grows from shared access to training, resources, and pathways that lead to stable, family wage careers.

Supporting the apprenticeship and priority hire model continues to be a priority for the Port. The strategy for developing the workforce in construction trades focuses on the creation of a regional pipeline of skilled construction workers and provides employers with an effective way to diversify their workforce by cultivating new workers who meet their specific hiring needs.

Through its Apprenticeship and Priority Hire programs, the Port has built intentional pathways for workers from all backgrounds, especially those from communities that have historically faced limited access to opportunity. These programs offer more than a paycheck. They provide classroom instruction, hands-on training, progressive wages, health care, and retirement benefits. Together, these supports help workers build skills and confidence while strengthening the economic fabric of the region.

The Port and its regional partners remain committed to standing alongside individuals who face significant obstacles. Many workers need more than training alone to enter or remain in the construction industry, and the Port responds by connecting people to counseling, basic needs support, childcare resources, career guidance, and job placement. This collective effort ensures that the doors to opportunity remain open and that workers are not left to navigate challenges alone.

By investing in people and removing barriers that limit access to stable, well-paid careers, the Port continues to advance a vision of an economy where everyone has the opportunity to contribute and thrive.



BLUEPRINTS OF BELONGING: AN EQUITY MOMENT FROM OUR CHIEF ENGINEER

Equity is very important to me and I'm very grateful that the Port has been engaged with this work toward equitable access to jobs and an inclusive economy. Apprentices have worked on Port projects for over 25 years, and we have also increased the number of women and minority businesses that contract with the Port through our Diversity in Contracting program. The Port has a huge impact on the region's economy with over \$2.5-\$2.8 billion planned in capital projects over the next five years. We want to make sure we are truly embracing an inclusive economy, and that everyone has the opportunity for good paying jobs. Priority Hire provides underserved communities and women and people of color who have not always had an opportunity to access to construction jobs and to thrive. We also want our Priority Hire workers and apprentices to feel seen, heard, and accepted at all of our construction worksites. We do not accept behaviors like bias, intimidation, or bullying. Job site culture is more than physical hazards — we are also concerned with psychological safety for our workers.

CONSTRUCTION LABOR GROUP

Meet the team leading the way for an inclusive construction industry at the Port of Seattle. Learn how the departments of Engineering and Construction Labor and Workforce Development collaborate on the apprenticeship and Priority Hire programs that ensure worker success.

Allison



Allison Calvert

Construction Labor Group
Manager

Denise
Nicole'



Denise Nicole' Johnson

Construction Labor Priority
Hire Program Manager

Ellrol



Ellrol Gartrell

Apprentice
Priority Hire Specialist

Helayne



Helayne Wesson-Perkins

Construction Labor
Specialist II

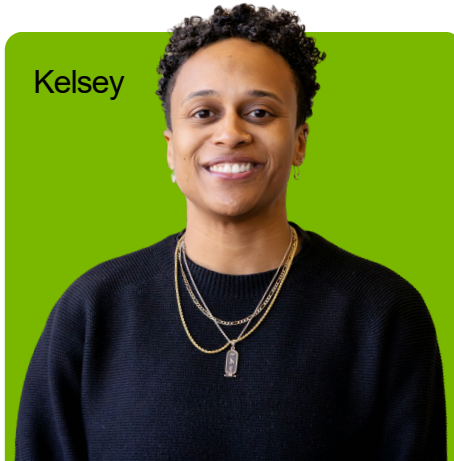
Omar



Omar Rubi

Construction Labor
Specialist

Kelsey



Kelsey Sparks

Construction Labor
Specialist

Expanding economic development and improving quality of life for all is part of the Port's commitment to being an equitable, anti-racist organization.

Anna



Anna Pavlik

Workforce Development
Director

Carl



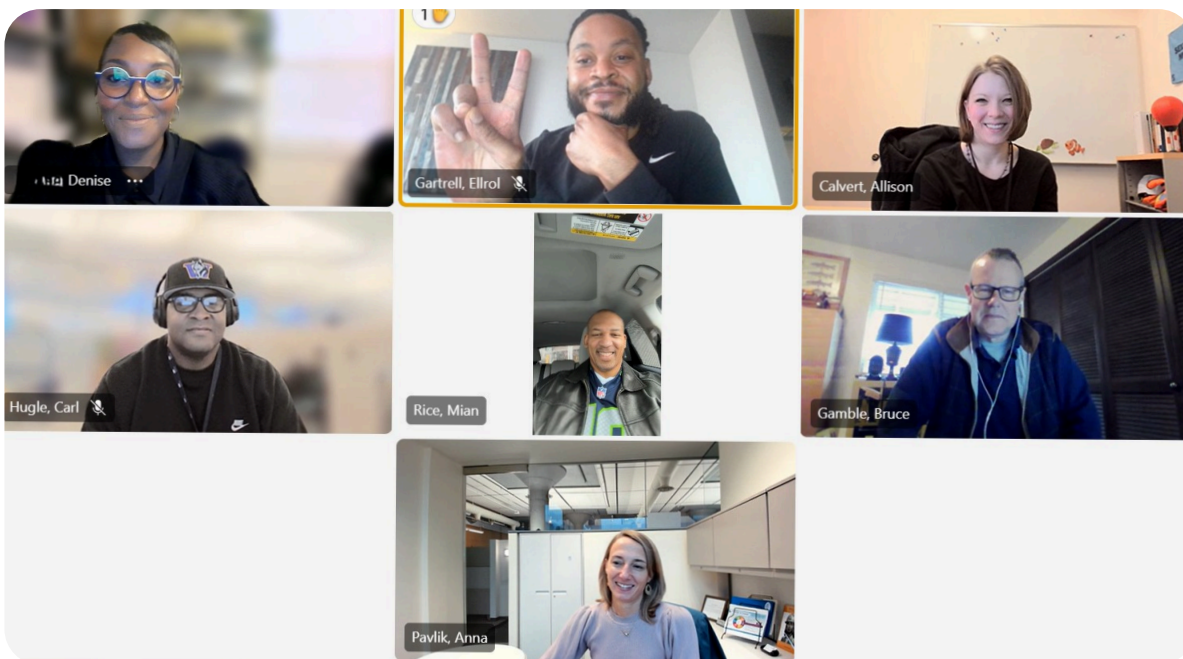
Carl Hugle

Workforce Development Program
Manager & Data Analyst

**“When systems
are designed
with care,
people rise to
meet the
opportunity.”**

THE PORT CHAMPIONS EQUITY ACROSS THE CONSTRUCTION WORKFORCE.

Monthly Labor Equity Meetings provide a structured forum for reviewing Priority Hire, Apprenticeship, Workforce Development, safety updates, and cross-team labor equity initiatives. This meeting ensures alignment across teams, tracks progress toward strategic labor equity goals and supports coordinated planning for current and upcoming projects.



POLICY OVERVIEW

Port Commission Resolution 3725 is implemented through a Project Labor Agreement. It directs the Port to establish Priority Hire mandates to be implemented via the Project Labor Agreement and requires Priority Hire goals to be tracked for Apprentice and Journey workers. 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 shall seek 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.

PROJECT-SPECIFIC GOALS

An overall Priority Hire requirement of 20% of total labor hours * to be worked by residents of Priority Hire ZIP codes included for 16 projects with Project Labor Agreements in 2025.

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

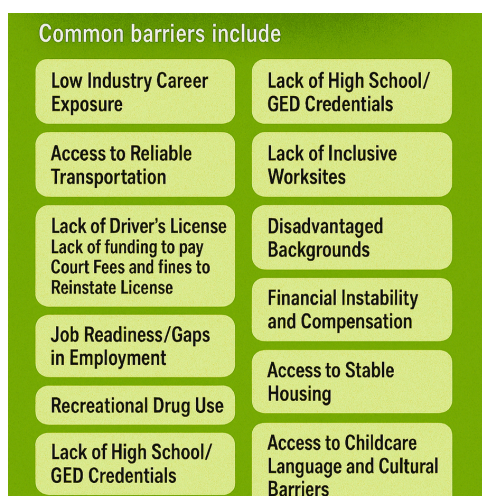


Per Resolution 3725, apprenticeship goals are set at 15% of all contract labor hours to be performed by apprentices on all projects estimated at or above \$1M, whether or not those projects are covered by the PLA.

BARRIERS AND CHALLENGES: IN APPRENTICESHIP PROGRAMS

Opportunity is a powerful driver of economic mobility, yet access to that opportunity is not evenly distributed across our region. For many individuals seeking careers in the trades, the path into an apprenticeship is shaped by structural barriers that begin long before training is available. Strengthening the talent pipeline requires a clear understanding of these obstacles and the factors that limit both entry and long-term retention.

Many candidates bring the motivation, skill potential, and commitment our regional workforce needs, but they still face constraints rooted in socioeconomic conditions and systems that were not designed with today's diverse labor force in mind. By identifying these barriers, along with the challenges apprentices encounter after enrollment, we can more effectively be the bridge from potential to impactful opportunities, improve completion outcomes, and build a workforce capable of meeting the region's growing construction and infrastructure demands.



To improve retention and ensure apprentices complete their training, it is essential to address the systemic challenges that shape their day-to-day experience.

Several issues routinely limit program effectiveness and directly affect outcomes:

- **Lack of Adequate Mentorship:** Many programs struggle to provide consistent, skilled mentors. Without strong mentorship, apprentices receive less effective knowledge transfer and have fewer opportunities to build confidence in complex tasks.
- **Balancing Work and Education:** Apprentices often navigate full-time work while meeting classroom requirements. This dual burden can lead to fatigue, stress, and diminished performance, increasing the risk of dropout.
- **Limited Access to Resources:** Inadequate tools, materials, or support networks create unnecessary barriers to learning. When essential resources are missing, skill development slows and frustration grows.
- **Workplace Culture and Integration:** Apprentices who do not feel welcomed or integrated into their worksites are more likely to disengage. Unsupportive environments contribute to isolation and reduce overall contribution and learning.
- **Financial Constraints:** Economic pressures remain one of the most significant factors influencing completion. Addressing financial barriers reduces stress, strengthens retention, and allows apprentices to focus fully on training. Understanding and addressing these challenges is critical for strengthening the region's workforce pipeline and supporting long-term apprentice success.

STRATEGIES FOR SUCCESS: OVERCOMING BARRIERS IN APPRENTICESHIPS

The Port and our regional partners continue to invest in strategies that set apprentices up for long-term success. This includes connecting workers who face barriers with coordinated support systems that offer training, counseling, basic-needs assistance, and job search or placement services. These investments help stabilize individuals as they begin their apprenticeship journey and improve their chances of completing it.

In addition, the following strategies can make it easier for workers to access apprenticeship opportunities and persist through the full program:

- **Create a Network:** Building a strong peer and professional network gives apprentices access to information, encouragement, and industry connections that can help them overcome barriers and identify new opportunities.
- **Explore Apprenticeship Programs Online:** Using online resources to research apprenticeship options allows individuals to compare programs, understand requirements, and select pathways that align with their career goals.
- **Set Clear Goals:** Establishing achievable, measurable goals helps apprentices stay motivated, track progress, and maintain focus as they advance through training.
- **Seek Mentorship:** Access to mentors provides critical guidance, feedback, and support. Strong mentorship helps apprentices navigate challenges, build confidence, and deepen their technical skills.
- **Balance Work and School:** Managing the dual demands of employment and classroom instruction is essential for long-term success. Mentors and supervisors can play an important role in helping apprentices develop effective time-management strategies.
- **Prioritize Mental Health:** Supporting mental health and well-being is foundational for retention. Encouraging apprentices to seek help when needed and practice self-care strengthens their ability to manage stress and stay engaged.
- **Foster a Sense of Belonging:** Creating inclusive and welcoming worksites helps apprentices feel valued and integrated into the team. A strong sense of belonging directly contributes to motivation, performance, and program completion.

By putting these strategies and wraparound supportive services into practice, apprentices are better equipped to navigate the complexities of training, strengthen their position in the construction workforce, and advance their careers. With access to guidance, resources, and a community that believes in their potential, apprentices are far better positioned to overcome obstacles and achieve long-term success. Ultimately, these supports unlock potential, expand opportunity, and help apprentices build careers that can sustain themselves, their families, and their communities for generations.

APPRENTICESHIP AND PRIORITY HIRE AT A GLANCE

Reporting Period:
January - December 2025

OVERVIEW OF PORT CONSTRUCTION PROJECTS

- \$445M in construction payouts to contractors in 2025
 - \$91M down from 2024 in payout to contractors
- \$ 117M was paid in construction workers wages and benefits
- \$ 17M more paid to workers in 2025 compared with \$100M paid to workers in 2024

APPRENTICESHIP OVERALL IN 2025

- 91 Active projects with apprenticeship goals
- 796 Apprentices
- Over 3M Total apprenticeship hours in 2025
- 2 Tenant Reimbursement Agreement (TRA) contracts included

PLA	NON-PLA
28 Contracts	63 Contracts
Over 3M Apprenticeship Hours	Over 2K Apprenticeship Hours
93% of all 2025 Apprenticeship Hours came from PLA projects	7.4% of all 2025 Apprenticeship hours came from non-PLA projects
\$15.5M Paid to Apprentices	\$1.3M Paid to Apprentices

APPRENTICES: THROUGH 2025 (PROJECT DURATION)

21% Total Apprenticeship Utilization
12% Women Apprentices
32% People of Color Apprentices

Goal 15%
Goal 12% (*National average is 5.4%*)
Goal 21%

Priority Hire Overall in 2025
16 Project Labor Agreements with a Priority Hire provision
Over 1M hours for Priority Hire workers
775 Priority Hire workers
12% Priority Hire Women Apprentices
87.27% Priority Hire Male Apprentices

2025 Project Totals
16 Priority Hire Projects Non-FAA/TRA/PLA Projects
28 PLA Projects Includes all PLA, FAA PLA and TRA PLA projects
69 Apprenticeship Projects Construction contracts >\$1Mil
Including 63 non-PLA Projects

Both programs emphasize recruiting and supporting individuals from diverse backgrounds. By fostering a more inclusive workforce, the Port of Seattle not only enhances economic opportunities for all community members but also contribute to building a more equitable society.



EXECUTIVE SUMMARY

January to December 2025 included the most major construction hours worked in the past 12 years of the program. More than 1,780,985 Major Construction hours worked in 2025. There were 795 apprentices across 32 different crafts earning \$16.7M in wages and benefits on active Port of Seattle projects.

LABOR COST ANALYSIS



Total Wages Earned:

Over \$63M

Breakdown by Category:

Apprentices: 175

Priority Hire Workers: 775

Priority Hire Journey Workers: 584



Total Projects:

91

Average Wages:

Apprentices:
\$47/HR \$16.7M

Priority Hire Apprentices:

\$58/HR \$6.2M

Journey Workers:

\$67/HR \$46.4M



Key Metrics:

Workers in the three tiers made up the following percentages of all work on Priority Hire projects.

TIER 1 =
Seattle

5%

TIER 2 =
King County
(non-Seattle)

20%

TIER 3 = Outside
King County
(Pays into KC
storm water)

5%

Total Crafts in 2025:



32



Wage Outlook:

- Apprentices made up nearly 17% of all work on Priority Hire projects.
- Priority Hire workers made up 27% of all work on PLA projects.
- Apprentices who reside in Priority Hire zip codes made up 12% of all apprentices earning on PLA projects.
- Workers in zip codes in South King County (Tier 2 Zip Codes) made up 20% of all work on Priority Hire projects.

2025 PRIORITY HIRE & APPRENTICESHIP CRAFT HIGHLIGHTS

15+ Apprentices:

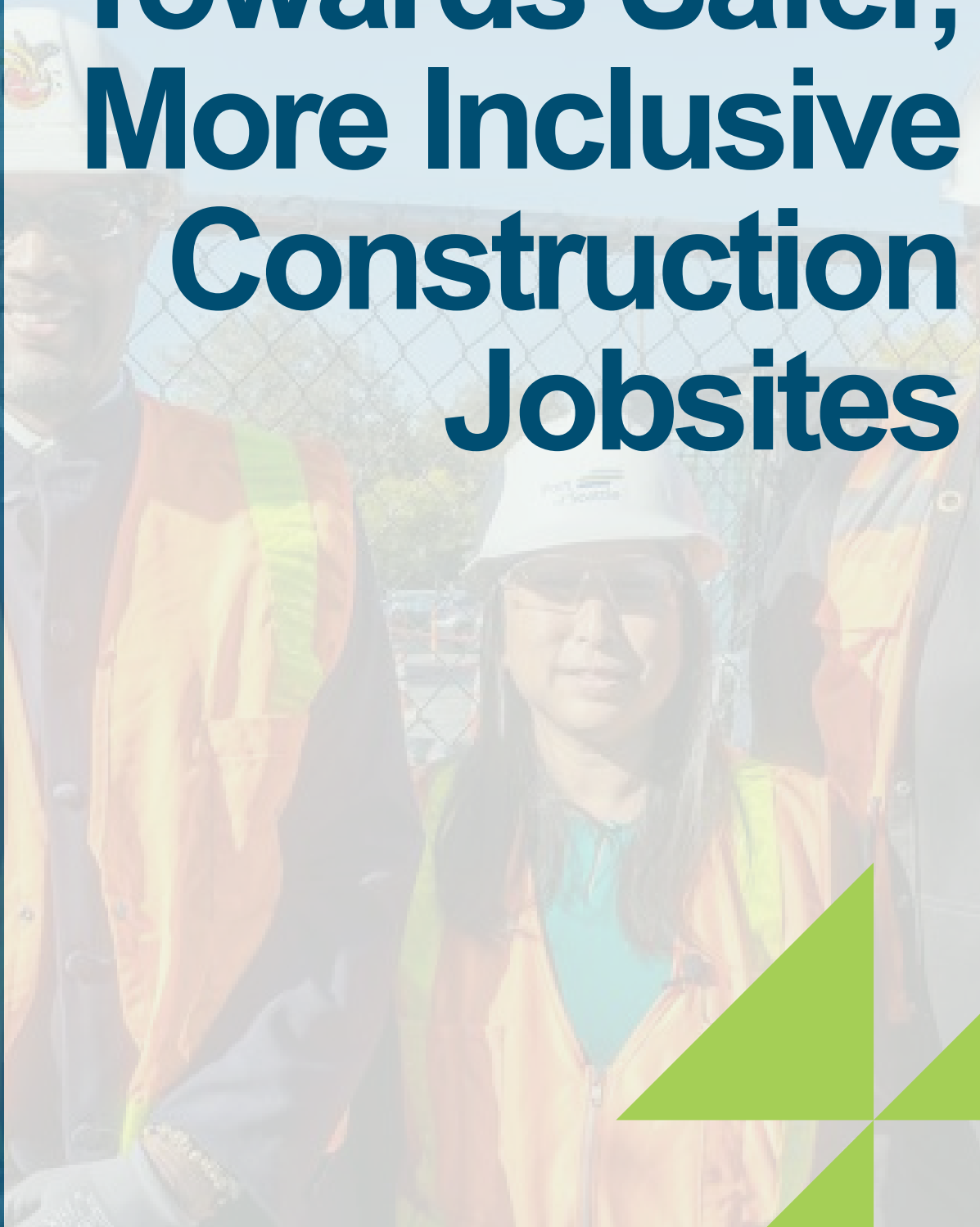
- Cement Masons
- Drywall Applicator
- Electronic & Telecommunications Technicians
- Plevator Constructors
- Piledrivers
- Power Equipment Operators
- Roofers
- Sheet Metal Workers
- Sprinkler Fitters (Fire Protection)



50+ Apprentices:

- Carpenters
- Electricians - Inside
- Ironworkers
- Laborers
- Plumbers & Pipefitters

Working Towards Safer, More Inclusive Construction Jobsites



200% ACCOUNTABILITY = 100% FOR MYSELF + 100% FOR YOU



At the Port of Seattle, we believe in 200% Accountability. Not only is each employee responsible for their own safety, but every employee looks out for the safety of others. An employee may be so focused on the task at hand that they may not see a nearby hazard that could cause serious injury.

200% Accountability means that each employee is free to speak up and act on behalf of another. I have your back and you have mine. Please intervene if I am working unsafe or the environment is unsafe, and I will do the same for you. By using 200% Accountability and intervening on another's behalf, the Port of Seattle can reduce and eliminate preventable harm to our most valuable resource, our employees.

Some of our specific strategies and programs include:

- Job hazard and risk analyses for safe planning and execution of work processes.
- Continuous safety improvement of ideas, processes, and implementation to enhance and support the safety and health of the workforce.
- SEA 2 Sea Safety Leadership Training to equip employees to own their safety and the safety of others.
- Use of mobile devices and other electronic platforms to report near misses, hazards, or concerns.
- Use of internal communication channels to share stories and video with tips, advisories, and lessons learned.
- Focused training and support for workers who must work in highly hazardous conditions such as confined spaces, working at heights, loud noisy environments, or when exposed to biological or chemical agents.

Culture of Care

Construction Inclusion Week, is held annually in the fall, builds awareness while celebrating diversity, equity, and inclusion throughout the construction industry.

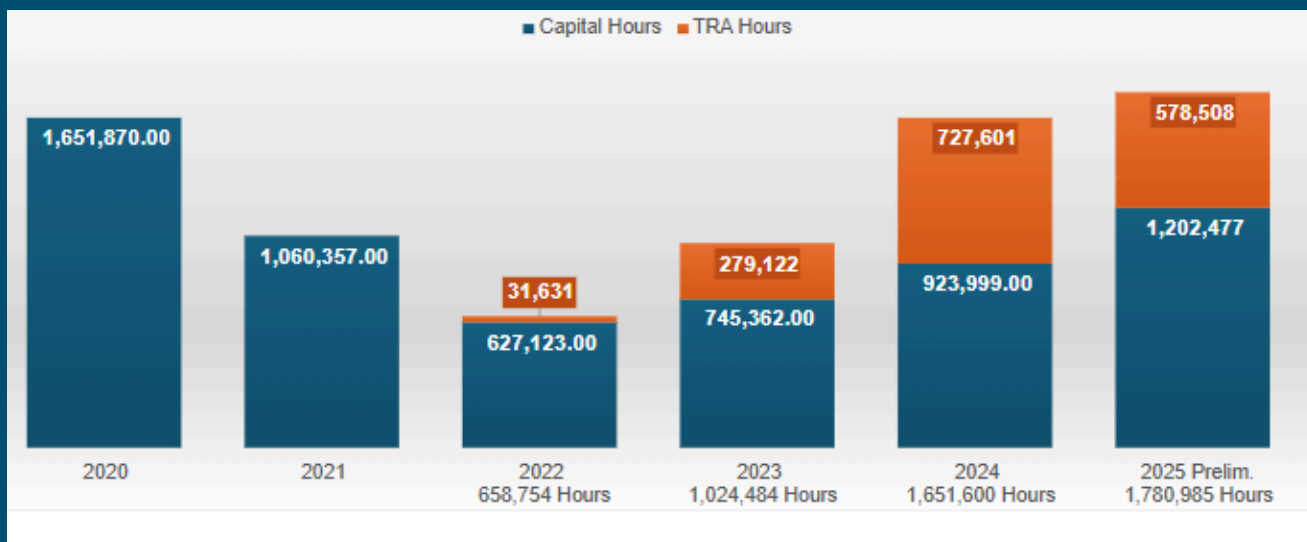
To recognize this effort and highlight the Association of General Contractors' Culture of Care initiative, we take a multi-pronged approach. To improve retention in this career field, we make sure there is access to childcare, transportation, tools, boots, and all the things workers need to do their jobs for our apprentices. We work with AGC to help create a framework for respectful worksites, and make sure union partners at table to be a part of this framework. We've been meeting regularly with our regional partners to compare language around respectful worksites policies and defining best practices. We also need to have folks on our job sites that apprentices can come to if there is a challenge.

200% ACCOUNTABILITY = 100% FOR MYSELF + 100% FOR YOU



Project Hour Comparison

- More than 1,780,985 MC/TRA hours worked in 2025
- Equal to more than 890 full-time MC/TRA Construction workers
- More than 327,926 MC/TRA Apprentice hours worked in 2025
- Equal to more than 164 full-time MC/TRA Apprentice Construction workers



Capital & TRA Projects Injury Rates Combined

Rates By Year & Category Rates Based On Injury Cases Per 100 Workers

- OIR- Occupational Injury Rate
- LWCR- Lost WorkDay Case Rate



APPRENTICE EMPLOYEE ASSISTANCE PROGRAM (EAP)



The Port is taking a proactive step to strengthen apprentice retention and ensure their continued participation in the PLA and Priority Hire/Apprenticeship programs. Beginning in 2026, the Port will offer a Port-funded Employee Assistance Program for apprentices working on Port projects covered under the 2024-2029 PLA and Priority Hire/Apprenticeship programs. This resource comes at no additional cost to prime contractors and acts as a wraparound referral and support system for apprentices navigating personal, family, or financial challenges.

Come Aboard. Spread Your Wings.



APPRENTICE EMPLOYEE ASSISTANCE PROGRAM (EAP)



Life comes with challenges.

Your Assistance Program is here to help.

Your Assistance Program can help you reduce stress, improve mental health, and make life easier by connecting you to the right information, resources, and referrals.

All services are free, confidential, and available to you and your family members. This includes access to short-term counseling and the wide range of services listed below:

Mental Health Sessions

Manage stress, anxiety, and depression, resolve conflict, improve relationships, and address any personal issues. Choose from in-person sessions, video counseling, or telephonic counseling.

Life Coaching

Reach personal and professional goals, manage life transitions, overcome obstacles, strengthen relationships, and achieve greater balance.

Financial Consultation

Build financial wellness related to budgeting, buying a home, paying off debt, resolving general tax questions, preventing identity theft, and saving for retirement or tuition.

Legal Referrals

Receive referrals for personal legal matters including estate planning, wills, real estate, bankruptcy, divorce, custody, and more.

Work-Life Resources and Referrals

Obtain information and referrals when seeking childcare, adoption, special needs support, eldercare, housing, transportation, education, and pet care.

Personal Assistant

Save time with referrals for travel and entertainment, seeking professional services, cleaning services, home food delivery, and managing everyday tasks.

Medical Advocacy

Get help navigating insurance, obtaining doctor referrals, securing medical equipment, and planning for transitional care and discharge.

Member Portal

Access your benefits 24/7/365 through your member portal with online requests and chat options. Explore thousands of self-help tools and resources including articles, assessments, podcasts, and resource locators.



1. Visit **AllOne Health** and click on "Sign Up" below the login form
2. Enter your email address and the company code (**portofseattle**) provided by your organization to create an account and sign in
3. For login assistance, select "Email Support"



Specific offerings may vary depending on your organization's assistance program plan design.

La vida viene con desafíos.

Su Programade Asistencia está aquí para ayudarle.

SuProgramade asistencia puede ayudarlos reducir el estrés, mejorarla salud mental y facilitarle la vida al conectarlo con la información, los recursos y las referencias correctos.

Todos los servicios son gratuitos, confidenciales y están disponibles para usted y los miembros de su familia. Esto incluye el acceso a asesoramiento a corto plazo y la amplia gama de servicios que se enumeran a continuación:

Sesiones de salud mental

Controle el estrés, la ansiedad y la depresión, resuelva conflictos, mejore las relaciones y aborde cualquier problema personal. Elija entre sesiones en persona, asesoramiento por video o asesoramiento telefónico.

Asesoramiento de vida

Alcanice metas personales y profesionales, maneja las transiciones de la vida, supere obstáculos, fortalezca las relaciones y logre mayor equilibrio.

Consulta financiera

Desarrolle bienestar financiero relacionado con el presupuesto, compra de vivienda, pago de deudas, resolver preguntas fiscales generales, prevención del robo de identidad y ahorro para la jubilación o enseñanza.

Referencias legales

Reciba referencias para asuntos legales personales, incluyendo la planificación patrimonial, testamentos, bienes raíces, bancarrota, divorcio, custodia y más.

Recursos y referencias de trabajo-vida

Obtenga información y referencias cuando busque cuidado de niños, adaptación, apoyo para necesidades especiales, cuidado de ancianos, vivienda, transporte, educación y cuidado de mascotas.

Asistente personal

Ahore tiempo con referencias para viajes y entretenimiento, búsqueda de servicios profesionales, servicios de limpieza, entrega de alimentos a domicilio y gestión de tareas cotidianas.

Apoyo médico

Obtenga ayuda para navegar los seguros, obtener referencias médicas, asegurar equipo médico, y planificar la atención de transición y el alta.

Portal para miembros

Acceda a sus beneficios 24/7/365 a través de su portal para miembros con solicitudes en línea y opciones de chat. Explore miles de herramientas y recursos de autoayuda, incluidos artículos, evaluaciones, podcasts y localizadores de recursos.

Las ofertas específicas pueden variar según el diseño del plan del Programa de Asistencia de su organización.



1. Visita **AllOne Health** y haga clic en "Sign Up" debajo del formulario de inicio de sesión
2. Ingrese su dirección de correo electrónico y el código de compañía (**portofseattle**) proporcionado por su organización para crear una cuenta e iniciar sesión
3. Para obtener ayuda para iniciar sesión, seleccione "Email Support"



CHILDCARE CONSULTATION & REFERRAL SERVICES

The EAP will provide work-life resources—including assistance in locating and accessing childcare helping apprentices manage the realities of construction schedules while remaining fully engaged in their training. While the EAP does not extend to apprentices on FAA PLA projects, it represents a significant new retention strategy for Port-covered work. To ensure that apprentices not only enter the trades—but stay, advance, and thrive.

2025 CHALLENGES & OPPORTUNITIES

IMPLEMENTING THE PROGRAM

ORGANIZATIONAL TRANSITION

The Construction Labor Group stood at the threshold of transformation. Three new staff members stepped into key leadership and program roles, bringing with them fresh energy and perspectives. This infusion of talent marked a welcome renewal, yet the transition was not without its early challenges. New team members needed time to learn the cadence, culture, and commitments of a program built over years of partnerships and community engagement.

Still, this moment of adjustment created meaningful opportunity. With expanded capacity and new ideas, the team is now positioned to strengthen program delivery, deepen relationships with labor and industry partners, and chart a more strategic path forward. The transitions of 2025 ultimately became a source of momentum rather than disruption.

REGIONAL WORKFORCE INSTABILITY

Across Washington, the construction industry experienced significant turbulence. Between June 2024 and June 2025, the state lost 11,300 construction jobs—more than any other state in the nation.

One-third of these losses occurred in the Seattle–Tacoma–Bellevue region, directly affecting the labor pool on which the Priority Hire program depends.

To respond, the Port expanded its outreach efforts, strengthened its relationships with unions and community partners, and increased technical assistance to contractors—ensuring they had support navigating hiring expectations despite shifting labor conditions.

CONTRACTOR COMPLIANCE WITH PREFERRED ENTRY

One of the most persistent challenges in program implementation is contractor compliance with Preferred Entry goals. On PLA projects, one of every five apprentices should be a Preferred Entry worker—a graduate of a recognized pre-apprenticeship program. Despite strong intent, contractors have consistently struggled to meet this requirement.

This challenge also presents a major opportunity. In 2026 and beyond, the Port will deepen its collaboration with contractors and pre-apprenticeship training providers. Efforts will include inviting contractors to meet-and-greet events, cohort graduations, and mock interviews; facilitating contractor visits to pre-apprenticeship classrooms and shops; and coordinating safe student visits to Port construction sites. These experiences strengthen relationships, demystify the pre-apprenticeship pipeline, and give contractors greater confidence in hiring new workers entering the trades.

By building stronger bridges between contractors and emerging apprentices, the Port is laying the groundwork for increased Preferred Entry hiring and more stable long-term workforce pathways.

2025 CHALLENGES & OPPORTUNITIES

IMPLEMENTING THE PROGRAM

ACCESSIBLE CHILDCARE AND WORK-LIFE BALANCE

Early start times, long commutes, shifting site locations, and the lack of predictable schedules create real barriers, particularly for apprentices with children. One of their greatest challenges wasn't the work itself, but securing reliable, affordable childcare during construction hours.

HOUSING AFFORDABILITY

As construction jobs declined, housing costs surged. Housing prices in King County had climbed to a peak near \$885,000, far outpacing the peaks of \$725,000 in Snohomish County and \$619,000 in Pierce County. For many workers, the path to stability and opportunity led them beyond county lines, where the cost of a home was simply more attainable.

POLICY DIRECTIVE OPPORTUNITIES

The Port of Seattle Commission Policy Directive on Priority Hire allows us to implement the Priority Hire program and it was last amended in 2018. In 2026, we will look to update the Policy Directive to include a methodology for increasing Priority Hire goals each year to ensure continuous improvement, a firmer commitment to establishing separate journey-level and apprenticeship goals for Priority Hire workers, and changes in program reporting structure to maximize efficiencies.

CYBER ATTACK LOST DATA AND IMPROVEMENTS

A key challenge in implementing the program has been the Port's recovery from the 2024 cyber incident. While strong security measures were already in place, the Port strengthened its posture by adding new technical and administrative controls to further safeguard systems and data. With core recovery efforts stabilized, the next phase of work will begin in 2026 with the development of enhanced data analytics and dashboards to provide deeper insight into program performance and participant demographics. These tools will support more informed decision-making and help ensure the program continues to evolve in alignment with regional workforce needs.

FUTURE OUTLOOK

The Port anticipates continued opportunities for apprentices, Preferred Entry apprentices, and Priority Hire workers within the next 5 years. Apprenticeship and Preferred Entry opportunities will largely be driven by the South Concourse Evolution project which will be covered by the Port's FAA PLA and is anticipated to begin construction in late 2026.

While the Port is prevented from applying Priority Hire to FAA-funded projects, an additional 10 projects without FAA funding have been confirmed as Priority Hire projects. This number is expected to increase as more project designs are finalized.

IMPLEMENTING THE PROGRAM

PARTNERSHIPS: ADVANCING RESPECTFUL, INCLUSIVE JOBSITES

Our success is rooted in partnership with contractors and labor unions signatory to the PLA. Together, we are shaping a workforce that is skilled, diverse, and reflective of the communities we serve. Our union partners help contractors access a skilled, trained workforce by prioritizing the dispatch of those living in Economically Distressed Areas. This gives contractors the best chance of meeting their Priority Hire goals. Additionally, unions help address worker shortages by giving all contractors working on a PLA project access to the union hiring halls, whether they are signatory or open-shop. These are two essential elements that directly contribute to the success of the Apprenticeship and Priority Hire programs. Contractor engagement is also essential. By joining us for Pre Apprentice cohort mock interviews, meet and greets, graduation celebrations, and guided cohort tours, contractors contribute directly to preparing the next generation of talent. In return, they gain early access to a pipeline of trained and job ready apprentices who understand the expectations of Port projects, value safety and professionalism, and step onto the job prepared to contribute from their first day. These connections reduce recruitment barriers, strengthen long term retention, and help contractors meet Apprenticeship and Priority Hire goals with clarity and confidence. This partnership approach aligns with the contractor responsibilities outlined in the annual report, including planning, accurate reporting, and thoughtful strategy implementation that supports Priority Hire goals.

LOOKING AHEAD TO 2026 BUILDING BRIDGES: STRENGTHENING CONTRACTOR PARTNERSHIPS AND SHOWCASING THE PATHWAY TO OPPORTUNITY

In 2026, we will expand our efforts by creating even stronger bridges between the Port's contractor community, labor partners and our network of training partners. Our goal is to provide authentic and firsthand experiences that help future tradespeople see what a career in the construction industry truly looks like while strengthening bonds between contractors and emerging workers.

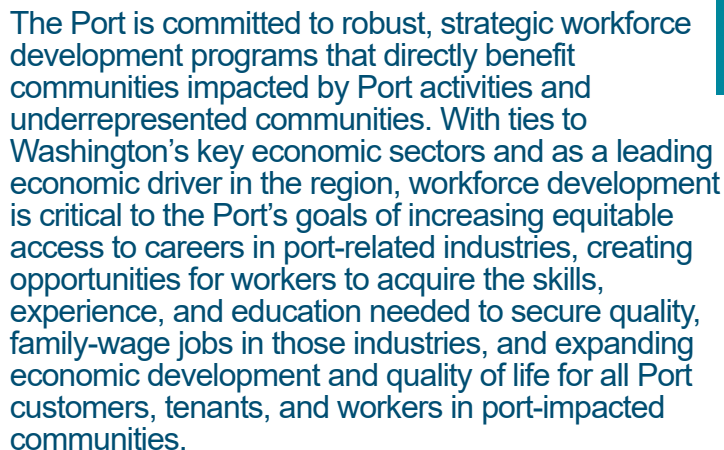
Through thoughtfully organized pre apprenticeship cohort tours of active Port construction sites, we will create real world learning moments that spark inspiration among future apprentices. These guided tours will allow contractors to showcase their craft, explain job expectations, and highlight the pride and professionalism that define their work. For contractors, these events offer meaningful engagement opportunities, better alignment with potential hires, and greater visibility as employers of choice.

By serving as a connector that links rising talent with the industry leaders who build our region's infrastructure, we are nurturing a system where everyone benefits. Students gain exposure. Contractors gain workforce readiness. The Port advances its mission to support a construction workforce that is inclusive, future focused, and high performing.

CONSTRUCTION APPRENTICESHIP PROGRAM



PRE-APPRENTICESHIP



It has been projected that the demand for construction remains very high, however, filling these roles with skilled craft professionals continues to be a challenge. Fewer and fewer younger workers are entering the skilled trades resulting in construction labor and skills shortage. In addition, one in four construction workers are older than 55 who have refined their skills over time and retirement of these workers will drastically affect the shortage.

To fill these roles, the Port continues to support efforts to recruit, assess and train the construction workforce by partnering with pre-apprenticeship training programs like ANEW, Urban League of Metropolitan Seattle, the Pre-Apprenticeship Construction Training (PACT) program at Seattle Central College. Additionally, the Port has partnered with the City of Seattle and Sound Transit to further our abilities by specifically recruiting community members from Priority Hire zip codes to enter pre-apprenticeship.

Measure Success

Our active memberships with the Regional Pre-Apprenticeship Collaborative and the Regional Public Owners allow us to continue to build and support a constructive strategy around an intent to stimulate the growth and future of the industry. This means getting community feedback, reviewing regional construction worker demand, eliminating barriers to entry and retention, and exploring and informing policy that will move this work forward.

Through the Port's Workforce Development program, training partners help community members by doing outreach and assessments, providing training, and supporting job placements opportunities into the construction trades. This pre-apprenticeship training provides industry-recognized credentials, including Flagger, Forklift, OSHA 10, and First Aid/CPR. The training programs focus on building job readiness skills, challenges of working in the industry, and addressing barriers to employment and retention. The training programs develop and maintain relationships with construction contractors, apprenticeship programs, trade associations, and unions. There is funding for transportation and work gear. Following training, community members are referred to union and non-union apprenticeship programs for opportunities to work. Community members will be provided career navigation support and services for up to four years or until they reach journey person status, whichever comes first.

TABLE: PRE-APPRENTICESHIP PROGRAM RESULTS:

[illegible]

WHY WORKFORCE MATTERS:

TURNING INVESTMENT INTO IMPACT

Building the Construction Workforce Pipeline

The Port of Seattle is strengthening the regional construction workforce through a coordinated system that aligns Workforce Development, Priority Hire, and apprenticeship pathways. This alignment ensures that individuals from structurally excluded communities receive training, support, and seamless connections to real job opportunities in the skilled trades.

External Partnerships: Preparing the Future Workforce

Carl Hogle (he/him), Workforce Development Program Manager and Data Analyst in the Economic Development Division, leads the Port's external partnership strategy. His work focuses on expanding equitable access to port related careers in maritime, aviation, construction, and green industries.

Through partnerships with community-based organizations, Workforce Development provides training resources to individuals who face systemic barriers to employment. Key partners include ANEW and the Seattle Urban League's PACT program, which deliver high quality pre apprenticeship training and wraparound services. These programs teach foundational skills, provide career exposure, and prepare students for entry into the construction trades.

This stage represents the first part of the Port's warm hand off model. Trainees are supported from classroom to career readiness so they can transition smoothly into apprenticeship and jobsite opportunities.

Priority Hire and Apprenticeship: Connecting Trainees to Jobs

Once individuals complete pre apprenticeship training, the warm hand off continues through the Priority Hire and Apprenticeship Program. Managed by Denise Nicole' Johnson (she/her), Construction Labor Priority Hire and Apprenticeship Program Manager in Engineering Construction Services, this program connects trainees to real employment pathways on Port construction projects.

The Priority Hire Policy expands access for workers from economically distressed ZIP codes, women, and people of color. Through close coordination with contractors, labor partners, and project teams, the program ensures that hiring and workforce inclusion goals are met.

Contractors play an essential role in this phase. Their participation in meet and greets, mock interviews, site tours, and graduation events helps emerging workers engage with employers, understand expectations, and build confidence as they enter the industry.

Creating a Unified System of Opportunity

By aligning external training partners with internal hiring pathways, the Port has created a unified workforce pipeline that prepares, supports, and places workers into long term careers. This approach addresses critical challenges in the construction labor market, including limited coordination, gaps between training and employer demand, and underrepresentation of women and people of color.

WHY WORKFORCE MATTERS: *TURNING INVESTMENT INTO IMPACT*

*Pre-Apprenticeship
Apprenticeship
Retention in Trades*

Commitment to Community and Economic Mobility

As a major regional developer, the Port depends on a skilled construction workforce. Our investments do more than build infrastructure. They build people, expand access to family wage careers, and open generational opportunities for communities that have historically been left out of economic growth.

Position the Port of Seattle as an economic engine through strategic partnerships to develop a skilled, diverse workforce to access and advance in port-related careers.

At the Port of Seattle, our strategy for developing the workforce in construction trades focuses on the creation of a regional pipeline of skilled construction workers. The Port, as a major developer, relies on the availability of such workers, and we are committed to helping our community access the quality, family-wage jobs that this industry has to offer.

QR code that opens a YouTube video titled '03 ANEW Long Video MASTER,' featuring Pre-apprentices in Action. The video can also be accessed at <https://www.youtube.com/watch?v=ghSDQK84y8c>.



PROGRAM GOALS

The Port of Seattle is advancing a regional strategy to recruit and retain women and people of color in the construction industry, expanding access to meaningful careers for individuals facing limited economic opportunity. Through long-term strategic goals and focused annual objectives, the Port continues to strengthen and target its workforce services to communities most in need.

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

- Ensuring a safe and harassment-free worksite by setting standards for acceptable behavior at the jobsite on all Port construction projects
- Expanding employment opportunities to reduce regional unemployment
- Strengthening partnerships with major economic drivers
- Advancing Construction Industry Sector Strategies
- Reaching vulnerable populations with a geographic focus
- Ensuring gender equity in construction careers
- Supporting reentry workers seeking stable employment
- Connecting disconnected youth to career pathways
- Aligning city and regional planning efforts for shared impact

CHALLENGES AND LESSONS LEARNED

Challenge 1: Lack of a Priority Hire Advisory Committee

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

Challenge 2: Little or no awareness of the program by people living in disparity ZIP codes

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

PROGRAM GOALS

*“Compliance tells us if we met requirements.
Impact tells us if the strategies worked.”*

CHALLENGES AND LESSONS LEARNED

Challenge 3: Lack of recruits to the program and difficulty filling the employment pipeline

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

Challenge 4: Priority Hire workers on the jobsite are treated poorly

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

Challenge 5: Priority Hire workers aren't retained after job completion

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

“A Journey Built on Opportunity”
The impact of long-term workforce investment.

Jazmin Villa

Laborers Local 242- 3rd-Year Apprentice
Port of Seattle Project: C Concourse Expansion
Prime Contractor: Turner Construction



Workforce development is often discussed in numbers, enrollment, completion rates, placement data, and budget lines. Those measures matter.

They help us track progress and steward public dollars responsibly. But behind every data point is a person whose life is shaped by how those investments are designed and delivered. The Port's public investment in construction doesn't just build infrastructure, it also builds people- creating real pathways for workers and communities historically left out of generational wealth opportunities.

Beginning as a first-year apprentice on the C Concourse Expansion, Jazmin will journey out on the very project that supported her development. Her path reflects the strength of investment in Priority Hire workers.

Before the pandemic, Jazmin Villa was working at a small restaurant. When COVID-19 shut down the business, she had no clear next step.

Then someone on a construction project told her women were thriving in the trades and encouraged her to give it a try. She did, and never looked back.

“I love working with my hands. There's never a boring day,” she says.

Three years into her apprenticeship with Laborers Local 242, Jazmin is thriving in a career she never imagined. The early days were intimidating, but the patience and support of her coworkers helped her grow.

“If I had known about this in high school, I would have joined a long time ago,” she reflects.

“More women would join if they just knew about the opportunities.”

Now at 30, Jazmin feels secure in her future, both financially and professionally. She is learning valuable skills, saving money, and building a life she is proud of, one jobsite at a time.

C CONCOURSE EXPANSION

PROJECT OVERVIEW

The Port of Seattle is working to be the greenest and most energy efficient port in North America where the health of the environment and the well-being of travelers is paramount. C Concourse Expansion is the first project of its kind to follow the Port's [Sustainable Evaluation Framework](#), a process to transparently evaluate alternative, sustainable approaches to build capital projects where environmental and societal impacts inform project design, alongside cost and schedule.

The C Concourse Expansion rethinks the airport experience where design creates an intuitive journey, a sense of calm, and climate consciousness. This project will increase the existing 81,000-square-foot building into a beautiful 226,530-square-foot facility with a wish-list of amenities.

Timeline:

Early work began summer 2022 with major construction kicking off in 2024. Major construction work was completed in late 2025, with substantial completion projected for Q2 2026 ahead of the 2026 World Cup Tournament.

C Concourse project timeline milestones with dates:

Commission design authorization	Q2 2020
Design start	Q1 2021
Commission construction authorization	Q4 2022
Construction start - Early work	Q2 2023
Construction start - Major work	Q1 2024
In-use date	Q2 2026

A table showing project timeline milestones with dates: Commission design authorization Q2 2020, Design start Q1 2021, Commission construction authorization Q4 2022, Construction start - Early work Q2 2023, Construction start - Major work Q1 2024, and In-use date Q2 2026.

Estimated Project Costs:

Total estimated project cost is \$399 million. Funding for the project will come from a combination of Airport Development Fund and future revenue bonds. As with virtually all airport projects, no tax-payer dollars will be used to fund the project.

CCE Team:

- GC/CM: Turner Construction
- Design: The Miller Hull Partnership and Woods Bagot (Paxson Fay for PR)

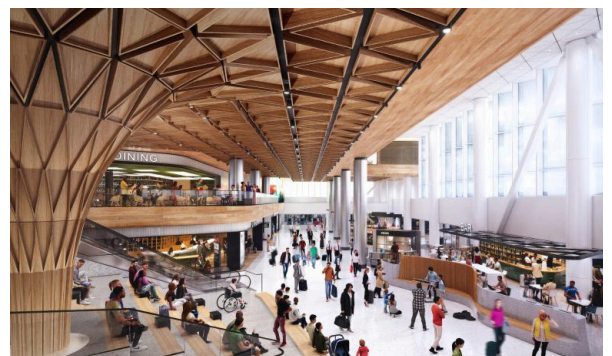


photo courtesy of The Miller Hull Partnership and Woods Bagot

APPRENTICESHIP UTILIZATION PROGRAM

Construction apprenticeships have become one of the region's most essential pathways into a stable, high-demand career. These programs offer something rare and powerful: hands-on training, technical instruction, and a paycheck that allows workers to earn while they learn. Apprentices begin with entry-level wages that steadily increase as their skills grow, all while avoiding the burden of education debt and gaining access to strong job placement opportunities in a well-paying industry.

The Port of Seattle plays a vital role in this ecosystem. Through training, counseling, and direct connections to employment, the Port provides aspiring construction workers with the support they need to take their first steps and their next ones. Strong collaborations with regional public agencies, contractors, Seattle King County construction unions, and training institutions create a wide web of resources designed to guide workers from interest to apprenticeship to career.

APPRENTICESHIP POLICY REVIEW

Barriers still remain for many individuals seeking entry into pre-apprenticeship and apprenticeship programs. The Port recognizes these challenges and remains deeply committed to removing obstacles across King County, ensuring that opportunity is not limited by circumstance.

That commitment is reflected in policy and performance. Per Resolution 3725, the Port sets apprenticeship goals at 15% of all labor hours on non-Project Labor Agreement projects estimated at or above \$1M dollars.

The Port has long been a regional leader in apprenticeship utilization. More than three decades ago, it became the first public agency to adopt apprenticeship goals, and it continues to champion pathways into the trades for people of color and women who remain underrepresented in the construction workforce.

The Port further strengthened its commitment to increasing apprenticeship with Resolution 3736.

For major works projects without a Project Labor Agreement, the Port's goals include 15% apprentice hours, with targets of 10% women and 15% people of color. For projects with a Project Labor Agreement, the apprentice utilization goal is 15% per craft, with targets of 12% women and 21% people of color, and Preferred Entry Apprentices (1 in 5 apprentices from pre-apprenticeship programs, 350-700 hours).

**In 2025,
the Port exceeded this benchmark
with an overall utilization rate of
18.45 percent.**

Apprenticeship & Inclusion Goals

Apprenticeship Utilization	People of Color	Female Apprentices	Preferred Entry Apprentices
• Minimum 15% of total labor hours per craft	• 21% of total apprentice hours	• 12% of total apprentice hours	• 1 in 5 apprentices from pre-apprenticeship programs. (350-700 Hours)

Infographic detailing apprenticeship and inclusion goals.





APPRENTICESHIP UTILIZATION PREFERRED ENTRY PROGRAM GOALS

CONTRACT-SPECIFIC GOALS

Construction contracts \$1M 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.

The goal for Preferred Entry Apprentices shall be one (1) of each five (5) of those apprentices who have worked at least 350 or 700 hours depending on the size of the project. All Apprentices Must come from a WSATC recognized Washington State Certified Pre-Apprenticeship programs (reference Article 12, Section 2 and 3 of the PLA).

Table: Construction Apprenticeship program goals

Project Type	Overall	Women	People of Color	Preferred Entry
Projects with PLA	15%	12%	21%	1 in 5
Projects (non-PLA)	15%	10%	15%	N/A

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

APPRENTICESHIP

The Port measures apprenticeship utilization against total labor hours for the duration of a project. Project Labor Agreement (PLA) goals differ from non-PLA project goals.

PROJECTS WITH PROJECT LABOR AGREEMENT

In 2025, there were 28 Project Labor Agreement contracts with apprenticeship utilization goals of 15% overall. This includes two Tenant Reimbursement projects administered by the Port. The overall goals on these contracts are to be achieved on a “per craft” basis over the duration of each project.

PROJECTS WITH NO PROJECT LABOR AGREEMENT (NON-PLA)

In 2025, there were 63 non-PLA contracts that included Apprenticeship goals. In accordance with each contract, the overall goals as well as the goals for women and people of color are to be achieved at the contract level over the duration of the project.

Anthony Nguyen

HVAC Apprentice, 1st Year (CITC Apprenticeship)

Port of Seattle Project: Steele Mechanical / Apartment Sound

Anthony's journey did not begin in a workshop or on a construction site. It began in a classroom. He first set out on a traditional schooling path, but over time he felt the future he imagined was not taking shape there. The turning point came while working alongside his father as a handyman. In those hands on moments, he was introduced to the world of HVAC, a field rich with puzzles to solve, systems to understand, and real world needs to meet.



Drawn to a trade that blended technical skill with purpose, Anthony chose to step into apprenticeship. Through CITC, he began building the foundation of a career that felt both practical and full of possibility. His sights are already set on a long term dream: building a company of his own.

Anthony encourages others, especially those unsure about college, to look toward the trades as a pathway to stability, growth, and ownership of one's future. His story is a testament to how workforce development investments open doors not only to careers, but to entrepreneurship and the chance to build something lasting.

**Sasha Andrade**

*3rd Year General Carpenter
Apprentice*

**Building a Future,
One Beam at a Time**

Sasha Andrade is forging her path as a third-year General Carpenter Apprentice, inspired by a family rooted in the trades. Guided by her father's and aunt's example, she stepped into carpentry with purpose and determination.

As a mother of five, Sasha works to provide for her family and to show her children the power of resilience.

Each new skill learned and each challenging day met with determination reinforces the lesson she hopes to pass on. Today, she is thriving in a craft where precision and creativity come together, and she is building a legacy that began with family guidance and now continues with personal purpose and pride.

**Logan Carter**

*1st Period Apprentice, Sheet
Metal Workers Local 66*

**Forging a Future in
Sheet Metal**

For Logan Carter, the path into the trades felt natural. Family experience in HVAC and encouragement from a close friend in welding helped point the way. After enrolling in the Local 66 pre-apprenticeship program, Logan quickly discovered a passion for specialty metal work.

Now a first-period apprentice, Logan is embracing the challenge of rotating every six months to gain wide hands-on experience. With a clear goal of mastering specialty metals, Logan is laying the foundation for a strong career built on precision, growth, and steady progress.

**Cliffena Gipson**

*1st Period Apprentice, Laborers
Local 242*

**From Construction Roots
to Union Sisterhood**

For Cliffena Gipson, construction is a family legacy. Her father, a master builder, showed her what it meant to work with skill and purpose. Seeing more women in the field turned her early curiosity into a real calling.

Training with Evergreen Safety Council confirmed she belonged, and guidance from Local 242 mentors helped her earn one of only 26 spots out of 150 applicants. "Hell Week" pushed her past her fear of heights, but she met the challenge and excelled.

With support from the union, ANEW, and PACT, Cliffena is thriving and proud to be part of a growing sisterhood in the trades. She is ready to inspire the next generation to build alongside her.

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 1: Program Performance by Year

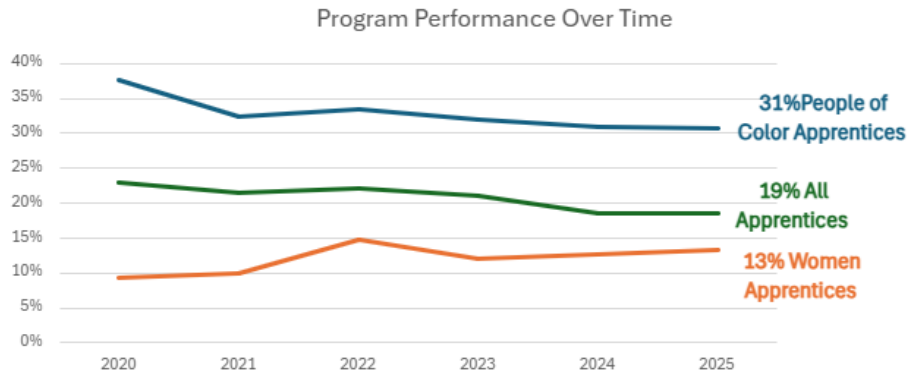
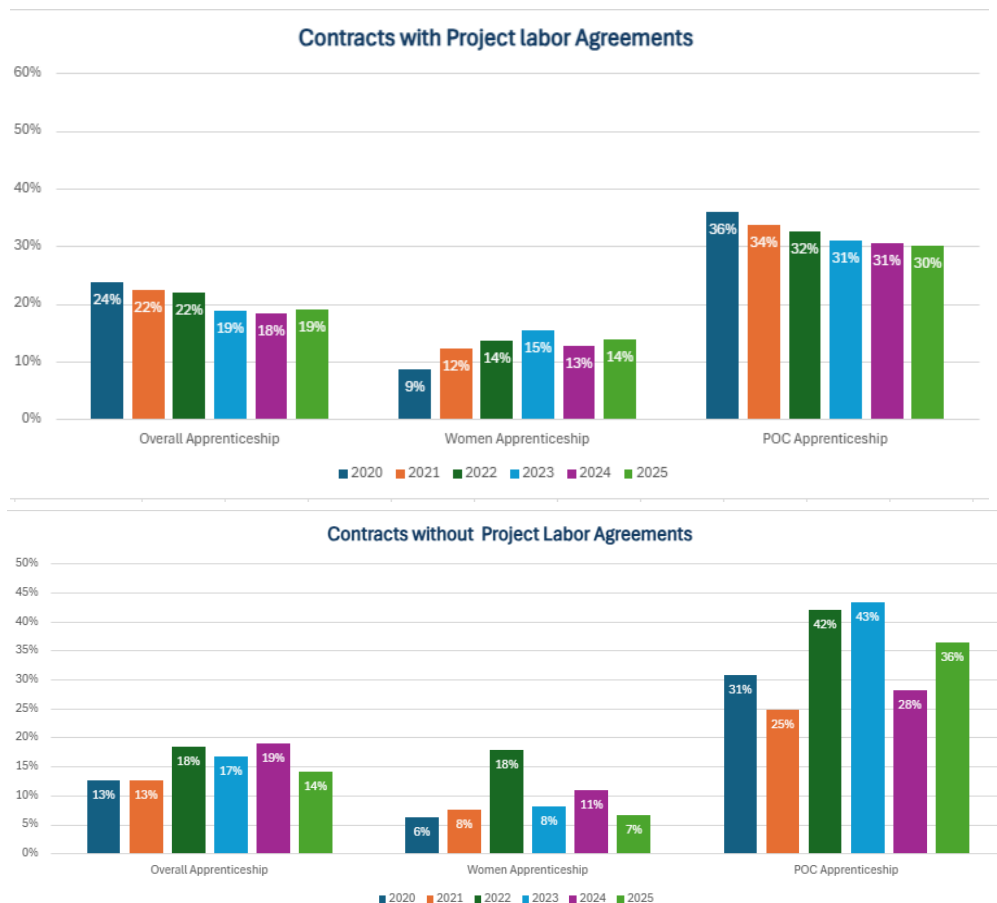


Figure 2: Apprenticeship Annual Performance (PLA and Non-PLA)

Overall Annual Apprenticeship Performance 2020-2025





CONSTRUCTION PRIORITY HIRE PROGRAM

CONSTRUCTION PRIORITY HIRE PROGRAM OVERVIEW

The Port of Seattle supports the City of Seattle and King County findings that King County has geographic areas of economic distress as evidenced by poverty indicators. The Port seeks to act effectively and expeditiously to encourage solutions toward economic growth and job creation in areas of King County that are economically distressed as evidenced by comparatively high levels of poverty, unemployment rates and education attainment.

The Priority Hire program provides construction job and career opportunities, enhances community partnerships focused on inclusion and access to opportunities and services; expands opportunities for disadvantaged populations to advance equity and social justice; and ensures that Port construction projects are planned and implemented in a way that improves equity in local communities.

The goals for Priority Hire are 20% and are only administered through a Project Labor Agreement.

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

- o People living 200% below the Federal poverty level
- o Unemployment rate
- o 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:

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

POLICY OVERVIEW

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

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

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.

OVERALL GOALS

Each project has an aspirational goal percentage of no less than 20% for all labor hours performed annually by Priority Workers is set on all PLA projects with a Priority Hire provision per Resolution 3736. In 2025, the Port had 27% utilization of priority workers. *Does not include labor hours for out-of-state workers.*

MEASURING PRIORITY HIRE UTILIZATION: AN ANNUAL REVIEW

- Priority Hire utilization is measured annually from January 1 to December 31.
- King County has identified Priority Hire ZIP codes for tracking and compliance.
- Worker ZIP code data from Electronic Payroll Information is used for tracking.
- Contractors and sub-contractors are required to submit this information to the Port.
- Continuous monitoring is conducted throughout the project.
- Regular updates are provided to contractors.
- Action plans and accountability measures are in place to help contractors achieve their goals. ‘

MONITORING AND COMPLIANCE FRAMEWORK OVERVIEW

The Port takes several proactive steps to monitor compliance to the Priority Hire program:

- **Workforce Projections:** Contractors must provide workforce projections prior to starting work on a project that show projected total hours, projected Priority Hire hours, projected number of workers, and projected number of new hires. This helps them develop a plan for how they will comply with the Priority Hire program.

- **Continuous Monitoring:** Essential throughout the project lifecycle to ensure adherence to Priority Hire goals.
- **Contractor Updates:** Contractors must provide regular updates on Priority Hire progress.
- **Electronic Payroll Information:** Utilized for accurate tracking of Priority Hire progress.
- **Verification of Worker Data:** ZIP code data verification is crucial for compliance assessment.
- **Action Plans:** Developed when goals are not being met to support contractors in achieving compliance.
- **Framework Objective:** To uphold standards set in Resolution 3736 and maintain accountability in meeting Priority Hire objectives.

CONTRACTOR RESPONSIBILITIES

Contractors have several key responsibilities to ensure compliance with Priority Hire goals:

- **Workforce Projections:** Contractors must submit workforce projections showing how they plan to comply with the Priority Hire program. Having a strong plan in place at the beginning of a project contributes to the contractors' overall success.
- **Electronic Payroll Submission:** Contractors must submit electronic payroll information to the Port. This data is crucial for tracking compliance with Priority Hire goals.
- **Accurate Reporting:** It is essential for contractors to accurately report worker ZIP code data. This information helps in verifying adherence to Priority Hire Objectives.
- **Strategy Implementation:** Contractors are responsible for implementing strategies that align with Priority Hire goals. This involves planning and executing actions that support these objectives.
- **Communication:** Regular communication with project managers and labor unions is necessary. This ensures that progress is monitored effectively, and goals are achieved.
- **Participation in Accountability Measures:** Contractors are expected to engage in accountability measures. This includes participating in evaluations and reviews to ensure compliance.
- **Support Programs:** Contractors should support programs designed to help meet Priority Hire provisions. This may involve other initiatives aimed at enhancing compliance.

The subsequent section will explore how accountability and support measures are established to assist contractors in effectively meeting their Priority Hire targets.

2025 PRIORITY HIRE BREAKDOWN



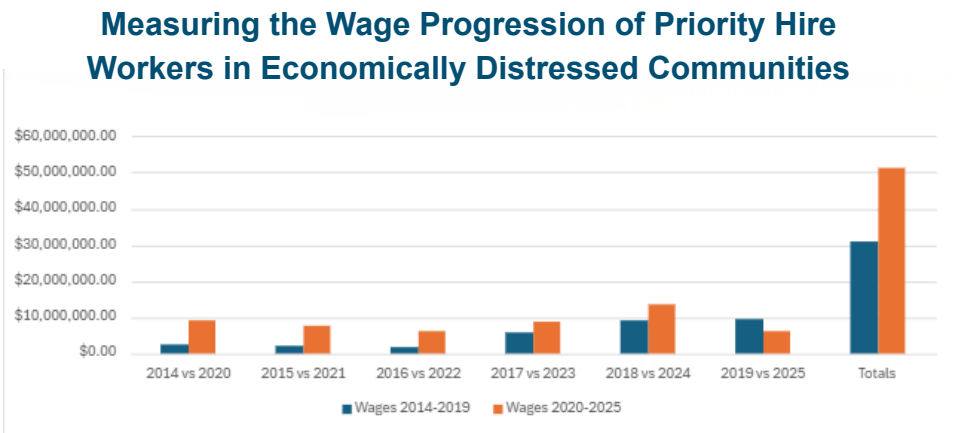
From 2020 to 2025, the Port of Seattle’s Priority Hire program transformed construction projects into pathways of economic opportunity for residents living in ZIP codes facing the greatest poverty and unemployment. By channeling more than \$50 million in wages into these communities and requiring strong local-hire commitments through Project Labor Agreements, the program strengthened household stability, launched lasting careers, and expanded community partnerships.

HISTORIC PERFORMANCE TRENDS ANALYZING THE IMPACT OF THE PORT OF SEATTLE PRIORITY HIRE PROGRAM

- In 2022, the Port of Seattle Priority Hire program saw a high percentage outcome for priority workers.
- The percentage of total labor worked in 2023 was lower compared to previous years, resulting in a lower percentage outcome for priority workers in 2023.
- In 2023, 283 Priority Workers were placed into apprenticeship or construction employment, achieving the 20% goal.
- In 2024 and 2025, the Port's Priority Hire program continued to provide opportunities for new workers through recruitment and training with community partners.
- Overall, the percentage outcome may fluctuate annually based on worker availability (i.e. the number of workers available for work in the region) and project needs.

Wage trends between two periods
2014-2019 and 2020-2025 findings:

Overall increase in wages
On average, wages in 2020-2025 are **65.40%** higher than in 2014-2019 across all categories, with a total increase of over **\$20M** returning to Priority Hire Zip Codes.



Wages 2014-2019	Wages 2020-2025
\$2,452,743.36	\$9,125,546.44
\$1,948,937.12	\$7,629,807.67
\$1,803,595.70	\$6,293,082.36
\$5,892,398.29	\$8,577,782.43
\$9,236,747.16	\$13,489,545.05
\$9,671,080.63	\$6,167,307.38
\$31,005,502.26	\$51,283,071.33

Year-by-year wage patterns

WAGES EARNED BEFORE PRIORITY HIRE
 WAGES EARNED AFTER PRIORITY HIRE

2025 Key Numbers:

- Apprentices made up nearly 20.19% of all work for the 2025 calendar year and 18.79% for project duration.
- Priority Hire workers made up 27% of all work on PLA projects. Apprentices who reside in Priority Hire zip codes made up 12% of all apprentices earning on PLA projects.

ACCOUNTABILITY AND SUPPORT MEASURES

Contractors involved in Priority Hire projects must follow strict accountability frameworks to meet Priority Hire goals. The Port offers support and resources to help contractors reach the goal of 20% of labor hours annually by priority workers. If contractors do not comply, corrective action plans will be created with them to address and improve deficiencies.

Collaboration with the Port of Seattle is crucial to supporting contractors in achieving their Priority Hire targets. Regular evaluations of contractor performance against these goals will be conducted to monitor progress and identify improvement areas. Maintaining open communication with project managers, labor unions, and the Port is essential throughout the project to ensure adherence to accountability and support measures.

Priority Hire directly advances the Port's Century Agenda by supporting (Goal 5) Become a Model for Equity, Diversity, and Inclusion, while also contributing meaningfully to (Goal 3) Responsibly Invest in the Economic Growth of the Region and All Its Communities and (Goal 6) Be a Highly Effective Public Agency—helping ensure that economic growth, infrastructure investment, and community benefits move forward together.



SUCCESS STORIES

Antonia Carreto Cuevas

Laborers Local 242- 1st Year Apprentice

Port of Seattle Project: Steele Mechanical / Apartment Sound

For Antonia Carreto Cuevas, joining the trades wasn't a long-planned decision it started with a simple introduction from her brother, who brought her to a job site. One year later, she's still there and thriving.

As a first-year apprentice with Laborers Local 242, Antonia is growing her skills and building her confidence every day. The work is hands-on, physically engaging, and full of opportunity. She's looking forward to journeying out and continuing her career in the field.

"The money's okay", She says with a smile, "but if you're offering a raise, I'll take it."

Her story is a testament to how simple exposure and encouragement can lead to a meaningful career. She's proof that when someone is given the chance to try, they often stay and succeed.



"I stayed because I'm learning a lot, and I like that I'm learning."

Ben Lugo

**Laborers Local 242- 1st Year Apprentice
ANEW Pre-Apprenticeship Graduate**

"Now my son has a blueprint I didn't have. And my daughter does too because women can do this work."

Ben Lugo was working as a Teamster in warehouse logistics when he overheard a conversation about the pay and benefits in the construction trades. That moment sparked something. He somehow got his hands on an apprenticeship guidebook—and from there, Ben began to chart a new course.

He enrolled in the ANEW pre-apprenticeship program and started as a helper with UA Local 32. At 37 years old, with a wife and kids depending on him, Ben made the leap leaving his job and fully committing to a plumbing apprenticeship.

"I wanted something I could build from, something long-term," he says.

"Local 32 really takes care of us. If you need support not just physically, but mentally and they give you that."

Ben's decision wasn't just for him. He wanted to set an example for his children.

He believes more outreach in schools could open doors for others who don't know these careers exist. His message is clear: it's never too late to start over if you're doing it for the right reasons.



LEGACY DEDICATIONS & CHAMPIONS



Samuel Pierce
Construction Labor
Priority Hire Program
Manager

We are deeply saddened to share the passing of Samuel Pierce, a cherished member of our Construction Management Team. Sam joined the Port in 2018 with a clear purpose: to open doors for those who had long been kept on the outside. As our Priority Hire and Apprenticeship Utilization Manager, he did more than oversee programs. He built pathways. Sam believed that opportunity could change the course of a young person's life, and he carried that belief with him to every jobsite, every meeting, and every conversation about breaking down barriers.

His own story shaped this calling. Growing up in Alabama during the Civil Rights era, Sam experienced injustice in a direct and personal way. Basketball eventually brought him to Seattle, first to Seattle University and later to the NBA, but his most lasting legacy came from how he invested in this community after his playing years. Sam was a mentor, an advocate, an artist, and a steady reminder of why Priority Hire matters: every person deserves a real chance to thrive.



For those who want to experience more of Sam's gifts, here are links to his artwork and an article celebrating his life:

- [Home – Samuel Pierce Artist](#)
- [“Athlete, painter, singer: The full life of Sam Pierce”](#)

We extend our heartfelt condolences to Sam's family, friends, and colleagues. His influence on our Apprenticeship and Priority Hire programs, and on the lives he touched, will continue to guide us.

How can we create a Culture of Care at the Port and make worksites safe places for all?

“This work is about communicating to contractors and apprentices and with people of color on a job site, and letting them know they have someone to reach out to. We also make sure they go through safety training and have access to documents they need. There are so many dynamics, not only how they are being treated, but making sure they don't feel isolated and that they can have someone to talk to. In our work for safe, acceptable worksites, we need communication on both Port job sites and regional job sites. When companies start to buy in, there will be more oversight for advancing safe worksites. Things don't change overnight, and sometimes people are resistant to change, but we have to stay committed. We also have to come up with an approach to get our partners in the trades more involved in diversity and inclusion efforts.”

- Samuel Pierce

LEGACY DEDICATIONS & CHAMPIONS



Stacy Heilgeist
*Construction Program
Leader for Engineering*

Stacy joined the Port as a consultant Document Control Specialist on the Central Terminal Expansion project in 2003. She continued to support the Port's CIP as a consultant until 2009 when she was hired as an Assistant Construction Manager. She was the first person ever hired as a Resident Engineer without an engineering degree. She loved learning and worked her way to her final position as part of the CM leadership team as a Construction Program Leader. Her career accomplishments were recognized in 2024 as a winner of the Port's 2024 Outstanding Women Achievement Award.

Her work within the Construction Management department was not only exemplary but also deeply influential in shaping the culture and values we strive to uphold today. Her commitment to standardization, efficiency, innovation, mentorship, and collaboration was unmatched. She leaves an enduring legacy that continues to inspire us. We are forever grateful.

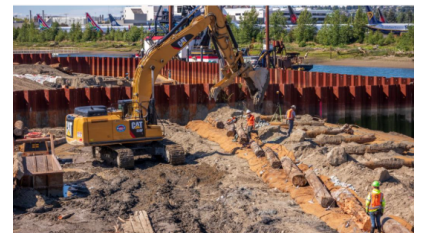
The Project *Stacy* was most proud of Terminal 117 (T-117)

formerly known as the Malarkey Asphalt Plant, is located at 8700 Dallas Avenue South on the west side of the Duwamish River in South Park. The site has been restored as currently a habitat restoration site and community park now known as Duwamish River People's Park. The site is adjacent to The Boeing Company and South Park Marina.

The Port and the City of Seattle jointly performed the site cleanup under EPA's oversight. Following completion of the cleanup, the Port restored 14 acres of critical fish and wildlife habitat along with public shoreline access. This large-scale restoration project supports recovery of the endangered Southern Resident orca population by significantly increasing habitat critical to abundance and health of Chinook salmon.

Phase I of the T-117 cleanup – addressing upland soils and in-water sediments –was completed in December 2014. The Phase I cleanup included removal of pavement, derelict structures, and 60,000 tons of soil and sediment. PCB-contaminated soil and sediments were excavated and hauled off-site to a licensed waste landfill. The City of Seattle began Phase II of the environmental cleanup in 2015, including stormwater and street right-of-way improvements in upland areas adjacent to T-117. During construction, steel sheet piling was used to isolate contaminated soil and water from the river.

The Port and the City of Seattle will continue to monitor the effectiveness of the cleanup and to ensure that it remains effective in protecting people and the environment.



Construction of Duwamish River People's Park was completed 2022.

As of 2025, year 10 monitoring was completed and demonstrated that the remedy is still effective.

The site will continue to be monitored as part of the larger Lower Duwamish Waterway Cleanup.

2025 APPRENTICESHIP & PRIORITY HIRE SUMMARY

The Port of Seattle has historically strived to enhance construction career opportunities through a longstanding Apprenticeship program. In 2020, the Port added a focus on enhancing opportunities for regional workers from economically distressed areas. In 2025, the Port was successful in providing these opportunities to workers through the Apprenticeship and Priority Hire programs, as shown by exceeding the overall goals for both programs. In addition to supporting workers once they are in the construction industry, key findings emphasize the importance of pre-apprenticeship programs in developing a skilled and diverse workforce, giving workers the tools to be successful apprentices.

The Port of Seattle is dedicated to continuously advancing our Apprenticeship and Priority Hire programs, with a focus on enhancing these initiatives. **Key efforts include:**

- **Enhanced Data Analytics:** Development of advanced data analytics and dashboards to gain insights into program performance and participant demographics.
- **Aspirational Sub-Goals:** Setting specific goals for Journey workers, Apprentices, women, and workers of color within the Priority Hire program. These goals will be tailored to individual projects to maximize community impact.
- **Program Evaluation Tools:** Utilizing new tools to assess program effectiveness and inform decision-making processes.
- **Career Opportunities:** Prioritizing hires from economically distressed areas to create career opportunities for regional workers, aligning with the Port's Equity and Social Justice Strategic Plan.
- **Pre-Apprenticeship Programs:** Recognizing the importance of pre-apprenticeship programs in building a skilled and diverse workforce.
- **Industry Relationships and Post-Completion Services:** Expanding local program capacities by fostering industry relationships and providing support services to trainees after job placement. This includes assistance in securing subsequent employment due to the temporary nature of many construction jobs.
- **Pipeline Development:** Establishing a pipeline of skilled and diverse workers for the construction sector, enhancing career and high-wage opportunities for low-income adults, people of color, and women.
- **Supporting and Expanding Local Program Capacities:** This involves building strong industry relationships to enhance the reach and effectiveness of local apprenticeship programs.
- **Providing Post-Completion Services:** Ensuring that trainees maintain connections to construction employment after completing their programs is crucial for long-term career success.
- **Assisting with Hiring Processes:** Helping new apprentices or construction employees navigate the hiring processes is essential, as many industry jobs are temporary and require securing subsequent positions.

The Port of Seattle's management of Priority Hire and Apprenticeship Programs is designed to foster a diverse and skilled workforce. By focusing on inclusivity, the initiative aims to provide more career and high-wage opportunities for low-income adults, people of color, and women. This approach not only enhances workforce diversity but also strengthens the construction industry's talent pool. Upon completing pre-apprenticeship programs, individuals transition to apprenticeships, where contractors can employ them on Port construction projects. This process helps contractors achieve their Priority Hire and Apprenticeship objectives, ensuring the programs' ongoing success.



APPRENTICESHIP & PRIORITY HIRE DATA

The Construction Labor Group works closely with the Port Central Procurement Office’s Planning and Analytics Team to extract, verify, and interpret data to guide decision-making.

The data provided in this report comes from the Contractor Data System. The Database for the Central Procurement Office’s contracts for service agreements and construction.

ACKNOWLEDGEMENTS:

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APPENDIX 1: APPRENTICESHIP UTILIZATION BY CRAFT FOR EACH CONTRACTOR

Appendices are available in external pdfs

APPRENTICESHIP UTILIZATION NON-PLA 2025



QR code linking to the external PDF ‘Apprenticeship Utilization NON-PLA 2025.’ Scanning the code or visiting <https://www.portseattle.org/sites/default/files/2026-06/NON-PLA%20Apprenticeship%20Utilization%20Summary%20-%20N.pdf> opens the appendix showing apprenticeship utilization by craft for each contractor on non-PLA projects.

APPRENTICESHIP UTILIZATION PLA 2025



QR code linking to the external PDF ‘Apprenticeship Utilization PLA 2025.’ Scanning the code or visiting <https://www.portseattle.org/sites/default/files/2026-06/PLA%20Apprenticeship%20Utilization%20Summary%20-%20N.pdf> opens the appendix showing apprenticeship utilization by craft for each contractor on PLA projects.

APPENDIX 2: 2025 PRIORITY HIRE PERFORMANCE BY PROJECT

Project	Goal	Utilization
2023 Airfield Projects - Contract 2	20%	32.00%
2024 Airfield Projects Contract 2	20%	32.16%
Baggage Optimization Phase 3 - GC/CM Construction	20%	21.31%
C Concourse Expansion Construction Phase	20%	29.79%
Checkpoint 1 Relocation	20%	25.68%
Concourse Low Voltage Upgrades - GC/CM Construction	20%	50.09%
Fishermen's Terminal Maritime Innovation Center and Site Improvements	20%	34.98%
Main Terminal Low Voltage System Upgrade - GC/CM Construction	20%	17.47%
Parking Garage Elevator Modernization	20%	28.08%
Places of Worship Sound Insulation Project	20%	67.92%
Post IAF Airline Realignment - GC/CM Construction	20%	35.46%
Primary Fire Station Continuing Operations Preservation GC/CM Construction	20%	35.85%
S. 188th Street Tunnel Improvements	20%	28.47%
Terminal 18 Pile Cap Repair	20%	2.88%
Terminal 91 Berths 6 & 8 Redevelopment	20%	22.09%
Variable Frequency Drives (VFD) Replacement Phase 2	20%	46.25%
Note: The Terminal 18 Pile Cap Repair Project contract initiated in July 2025, engagement in extensive hiring activities will start in 2026 due to their late start in the year. Tracking of Priority Hire workers for these projects are tracked annually. There are limited hiring opportunities within the initial months of operation.	16 Projects	29.98%

Appendices are available in external pdfs

APPENDIX 3: RESOLUTION 3725
CONSTRUCTION LABOR PRACTICES POLICY DIRECTIVE



QR code linking to the external PDF 'Resolution 3725,' the Port of Seattle's Construction Labor Policy Directive. Scanning the code or visiting <https://www.portseattle.org/sites/default/files/2019-03/Resolution%203725.pdf> opens the full resolution document.

APPENDIX 4: RESOLUTION 3736
PRIORITY HIRE POLICY DIRECTIVE



QR code linking to the external PDF 'Resolution 3736,' the Port of Seattle's Priority Hire Policy Directive. Scanning the code or visiting <https://www.portseattle.org/sites/default/files/2019-03/Resolution%203736.pdf> opens the full resolution document.



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