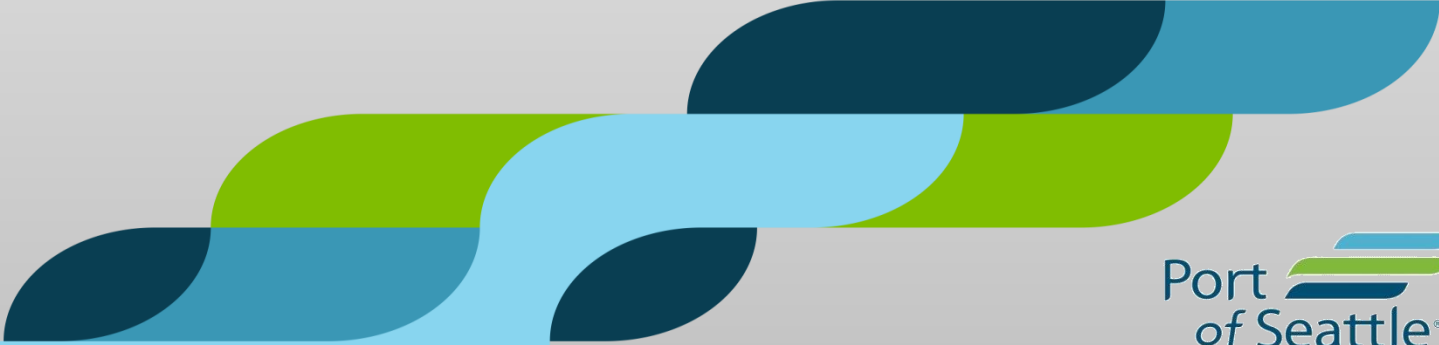


Item No.	7a_Supp
Date of Meeting	April 12, 2016

# Workforce Development Long Range Plan and Update

April 12, 2016



# Use our influence to promote workforce development...

**CENTURY AGENDA:** Increase workforce training, job and business opportunities for local communities in maritime, trade, travel and logistics.

## **Workforce Development Motion (July 2014)**

- Support skilled workers aligned with industry demand
- Create economic opportunities for all of the community
- Make all jobs at Port-owned facilities quality jobs
- Increase capacity and efficiency of the regional workforce development system

**Commitment To Quality Jobs**

# Why Workforce Development

- Changing job structure
- Persistent income inequality
- Shrinking middle class
- Aging Workforce
- Increasingly diverse population
- Growing skills gap

**“...economic gap between white and people of color, the Seattle region ranked 62nd among the 100 metro areas.”**

**“Our region’s thriving economy has not spread gains evenly.....”**

# Why Workforce Development

“A rising tide lifts all boats...but a lifeboat carrying a few, surrounded by many treading water, risks capsizing”

(Standard & Poor's)



**Create economic opportunities for all of the community**

# Economic Indicators

Region Ranks High on Growth and Prosperity,  
Low on Inclusion of 100 largest Metropolitan Areas

- Jobs
- Aggregate Wages
- GMP

**Growth**  
**16th**



- Productivity
- Avg. Annual Wages
- Standard of Living

**Prosperity**  
**12th**



- Median Wages
- Relative Poverty (76<sup>th</sup>)
- Employment Rate

**Inclusion**

30<sup>th</sup> – Overall  
62<sup>nd</sup> – Race



**Success = Growth, Prosperity and Inclusion**

# Port-Related Workforce Priorities



## Maritime Occupations

Sailors, Marine Oilers, Ship Engineers, Marine Electricians, Welders, HVAC



## Airport-Related Occupations

Passenger Air, Air Cargo, Logistics, Maintenance, Restaurant, Hospitality, Retail



## Construction Occupations

Trades & Maintenance Laborers, Electricians, Pipefitters, Carpenters



## Manufacturing Occupations

Machinists, Assembler, Inspectors, Testers, Welders, Mechanics

**Key Cluster Focus - Middle Class Jobs**

# **Workforce Development Long Range Plan Strategies 2016-2020**

**Leverage the Port's Leadership and Influence**

**Exploit the Port's position as Property Owner and Developer**

**Commit Port Funding and Investments in Workforce Development**

**Utilize Port's Position as Employer and Partner**

**Strengthen and Leverage Community and Industry Relations**

**Integrate Workforce Development Internally and Externally**

# 2016-2020 Workforce Plan Investments

SECTOR/ STRATEGY	2015	2016 INCREASE	2016 TOTAL	2016-2020 INVESTMENT
AIRPORT	Airport Jobs/ University \$750K	Career Pathways Research & Pilot+\$175k	\$925,000	\$4,625,000
MARITIME	N/A	Career Pathways Training +\$150K	\$150,000	\$750,000
CONSTRUCTION TRADES	ANEW/AOP \$200K	Regional Trades Partnership +\$510K	\$710,000	\$3,550,000
MANUFACTURING	N/A	Pilot +\$150K	\$150,000	\$750,000
YOUTH STRATEGY	HS Interns \$64K	Core Plus +\$200k HS Interns + \$45K	\$309,000	\$1,225,000
<b>TOTAL BUDGET</b>	<b>\$1,014,000</b>	<b>+\$1,230,000</b>	<b>\$2,244,000</b>	<b>\$11,220,000</b>

**Doubling Down on Our Investment in Human Capital**



# Focus: Airport Sector

SeaTac operations (passenger air, air cargo) and supportive occupations (logistics, maintenance, restaurant/retail)

## Increasing Demand

- SeaTac's growth creates new jobs
- Airport safety & security relies on skilled workforce



## Current Labor Force

- High turnover in entry level positions
- Limited career advancement
- Turnover raises safety & security issues
- Limited English proficiency
- High cost of recruiting screening, and training new employees

**Recruitment, Training, and Retention Needs of Airport Employers**

# Airport Sector Investments

1. Execute Airport Employment Center & Employment Continuity Contract (July 2016)
2. Complete Career Pathways Road Map (Q3 2016)
3. Implement Career Pathways Training (2017)

**Phased approach provides continuity while the program is expanded**

# Current: Airport Employment Center Program

## Finalized \$4.1M contract with Port Jobs to provide:

- Outreach and Recruitment
- Job Matching/Placement
- Job Readiness and Core Training
- Career Navigation & Counseling
- Employer Services
- Employment Continuity Services

Employment Center services will reinforce entry-level success for all

# Airport Employment Center Metrics

Metrics	2016	2017
• # of Job Placements	1,600	1,678
• # of Hiring Employers	110	115
• Placement Hourly Wage	\$15.00	\$15.50
• Training Enrollments	350	350
• Training Completions	300	310

# Airport/Aviation Career Pathway Metrics

## Impact

- Career Pathways Training Completion
- Job Career Upgrades
- Increased Earnings
- Job Retention (6 and 12 months)

## Influence

- New Training Courses Offered
- New Work-Based ESL Training Implemented
- New Employer Partnerships

## Leverage

- Funds Leveraged (education fte, support resources)

**Focus on Increased Earnings, Retention and Advancement**

# Focus: Maritime Sector

Passenger Water Transportation, Boat & Ship Building, Fishing & Food Processing, Logistics and Maritime Support

## Job Quality

- Wages higher than state median wage
- Career advancement opportunities

## Increasing Demand

- Expected to expand between 2016 and 2020
- Employers report difficulty finding qualified workers

## Current Labor Force

- Workforce is aging (nearing retirement)
- Predominately male
- More educated than national counterparts



**Worker Shortages Across Industry**

# 2016 Maritime Sector Investments

1. Complete Career Pathways Road Map (Q4 2016)
2. Explore Models for Implementation (Q2 2016)
  - Pre-Apprenticeship and Apprenticeship
  - Maritime welding, pipefitting, pipe welding, electrical, electronics, diesel mechanics, or refrigeration/HVAC
3. Explore Maritime Job Portal (Q4 2016)

**Defining Maritime Jobs and Developing Career Pathways Road Map**

# Focus - Construction Sector

Building Trades, Maintenance, Heavy & Civil Engineering, Specialty Trades Contractors

## Job Quality

- 53% pay more than \$30/hour
- Apprenticeship connects training with wage progression

## Increasing Demand

- Projected openings (2016 and 2024)

## Current Labor Force

- Aging Work Force
- Migratory and Seasonal
- Minority and female apprentices have lower completion and retention rates

## Sector Challenges

- Siloed approach to planning, implementation, funding, and evaluation
- Lack of coordinated system to support outreach and pre-apprenticeship
- Pre-apprenticeship programs at capacity and challenges to sustainability

**Unifying Efforts to Enhance Pre-apprenticeship and Apprenticeship Training**



# Construction Workforce Strategy

1. Regional Construction Trades Partnership
  - Increase Outreach
  - Enhance Pre-Apprenticeship Training
  - Strengthen Apprentice Mentoring and Retention
  - Support Apprenticeship Utilization Requirements
2. Implement Inter-Local Agreement (Q2 2016)



Erika Smith, Elevator  
Mechanic Apprentice &  
ANEW Pre-Apprenticeship  
Graduate

# Construction Partnership Sector Metrics

Metrics	2016	2017
<b>IMPACT</b>		
• Pre-apprenticeship Completion	250	400
• Apprenticeship/Trades Related Placements	150	200
• Retention (6, 12 months)		
• Apprenticeship: # and % Achieved Journey Status	Establish Baseline & Metrics	
• Increased # and % Minority/Women Completions		
• % of Projects Achieved Apprenticeship & Inclusion Goals		

**Reinvigorating Pre-apprenticeship and Apprenticeship Programs**

# Focus: Manufacturing Sector

Food processing, fabricated metal products, industrial machinery, textiles and apparel, aerospace, maritime and transportation equipment

## **Manufacturing sector is diverse**

**Job Quality:** Average industry annual earnings in Washington \$85,000

**Increasing Demand:** 4.6% projected job growth by 2024

**Current Labor Force:** Aging Workforce (nearing retirement)

## **Critical Challenges**

- Negative perceptions of industry
- Educational shortcomings

Manufacturers can't find workers to fill open positions and the dearth of trained hands comes at the state's peril. So what's become of this once thriving workforce?

**Manufacturing: Workforce Opportunities & Challenges**

# Manufacturing Sector Approach

1. Better define gaps and opportunities
2. Continue to discuss partnership opportunities
  - Center for Advanced Manufacturing (CAMPS)
  - IMPACT WA
  - Seattle Colleges
  - King County WDC, Seattle Jobs Initiative
3. Define specific initiatives and resources needed (Q4 2016)
4. Implement (2017)

**“ The state is filled with workforce programs...they don’t communicate enough with each other or with companies in the industry.**

**They have their own agendas, and workforce is being talked about by everyone, but ... very few are doing much on it ...”**

Thomas McLaughlin, executive director  
Center for Advanced Manufacturing Puget Sound  
*Puget Sound Business Journal Jul 31, 2015*

**Need to Unify Approach to Manufacturing Workforce Training**

# Core Plus

Preparing youth for careers in the Basic Industries

1. Contract with Manufacturing Industrial Council for Core Plus (Q2 2016)
  - H.S. to Industry/Post-Secondary Transition
  - Focus on middle wage occupations that cross sectors
  - Industry-validated, career-related, STEM-based learning
2. Expand Core Plus to Maritime and Construction
  - Curriculum and training
  - Career exposure and internships
  - Post-secondary training and/or jobs



**Strengthening High School Career Pathways**

# High School Internship Expansion

Summer jobs can contribute to better long-term employment outcomes for young people

Teens who work are **86%** more likely to be employed the next year.

Participation in a work-based learning activity can increase a young person's salary by as much as **11%** for up to eight years after high school.

Older youth have almost a **100%** chance of being employed if they worked more than 40 weeks the previous year.

## **Port Commitment to Expanding High School school internships:**

- Increased funding from \$64K to \$109K in 2016 budget
- Challenged staff to significantly increase high school opportunities
- Interest in partnership with Cleveland and Foster High Schools

**Expanding Opportunity for Youth through Summer Jobs**

# High School Internship Expansion 2016 Program

1. Provide 50+ internship opportunities within the Port
2. Work with industry partners to create 20 new high school internship opportunities in key clusters (maritime, industrial, manufacturing and other port related )

High School Internships	2015	2016 Budgeted	New Goal
• HS - Port internship opportunities	8	25	25
• HS – Key Cluster Employer Partnership		20	
<b>Total HS Internships</b>	<b>8</b>	<b>45</b>	<b>70</b>
• Additional College Internships	26	44	44
<b>Total Port Internships</b>	<b>34</b>	<b>89</b>	<b>114</b>

**Port staff is working to triple summer internship opportunities in 2016**

# Key Dates

- **Airport**
  - Execute Employment Center and Continuity Pool Contract - July 2016
  - Complete Career Pathways Map - Q3 2016
- **Maritime**
  - Complete Career Pathways Map - Q4 2016
  - Explore Models for Implementation - Q3 2016
  - Explore Maritime Jobs Portal - Q4 2016
- **Construction/Regional Trades Partnership**
  - Execute Inter local Agreement - Q2 2016
- **CorePlus**
  - Execute Contract with Manufacturing Industrial Council - Q2 2016
- **Manufacturing**
  - Identify partnerships and opportunities - Q4 2016
  - Implementation - 2017

**Building a Talent Pipeline**