

Workforce Development Strategic Plan 2021-2023

Office of Equity, Diversity & Inclusion



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EXECUTIVE SUMMARY

Introduction

At the request of the Port of Seattle Commission, the staff in the Office of Equity, Diversity and Inclusion (OEDI) initiated the process of developing a Workforce Development Strategic Plan (WFD Plan) for three years (2021-2033). The WFD Plan development was guided by the provision of the Workforce Development Policy Directive scheduled for approval on July 14, 2020.

The WFD Plan ensures that the Port's workforce development investments and activities produce outcomes that support a skilled workforce in Port related industries, and that workforce development programs create equitable access for all, and the WFD Plan includes a detailed analysis of the regional landscape, and an in-depth analysis of strategic Port investments for 2015-2019, and the proposed investments for 2021-2023.

Covid-19 Impacts

During the plan development, the impacts of COVID 19 became clear. Therefore, the team has included appropriate adjustments to the Port investments to ensure that those community most impacted are provided with access to training and education and career opportunities in port industries and activities to assist them with the recovery.

Community Engagement

Significant engagement occurred with internal and external workforce development stakeholders including, Port staff, community-based organizations, individuals who received services from those organizations, labor and industry partners. The feedback informed many of the proposed strategies. Staff in OEID will meet at regular intervals with those stakeholders to ensure that we are providing transparency and accountability.

The Workforce Development Policy Directive

The purpose of the Workforce Development Policy Directive is to fulfil Century Agenda strategic objectives by increasing equitable access for workers in port-related economic activities such as maritime, aviation, construction trades, green careers, and other economic sectors, creating opportunities for workers to acquire the skills, experience, and education they need to secure increasingly complex and better compensated jobs and careers; and guiding the workforce development efforts of the Port of Seattle to benefit near-port communities, Port customers and tenants, and port-related economic activities.

Staffing and Budget

The WDF Plan includes the addition of Program Managers for Maritime and Construction, Aviation, Youth and Green Careers, as well as, adding a senior analyst to support the database analysis and reporting. The proposed budget for 2021-2023 is \$11.7 million and includes the staffing costs and investments by sector (maritime, aviation, construction trades, and green careers). Each strategy and activity in each sector have been priced accordingly.

Conclusion

This WFD Plan is the culmination of significant analysis guided by the Port Commission, the Sr. OEDI Director and supported by consultant Bob Watrus, Port staff and community and industry partners, and it affirms the Port's commitment to workforce development in Port related industries.

I. Introduction/Overview

The Port of Seattle

Founded in 1911 by a vote of the people as a special purpose government, the Port of Seattle's mission is committed to creating opportunity for all, stewarding our environment responsibly, partnering with surrounding communities, promoting social responsibility, conducting ourselves transparently and holding ourselves accountable.

The Port of Seattle is a leader in moving people and cargo across the country and around the world. With facilities and property ranging in scope from a half-acre park to one of the largest airports and container terminals on the West Coast, we maximize the public assets in our portfolio with an eye toward best uses and environmental sustainability.

- **Mission**

Our mission is to promote economic opportunities and quality of life in the region by advancing trade, travel, commerce and job creation in an equitable, accountable and environmentally responsible manner.

- **Vision**

Our vision is to add 100,000 jobs through economic growth led by the Port, for a total of 300,000 Port-related jobs in the region, while reducing our environmental footprint. We are committed to creating opportunity for all, stewarding our environment responsibly, partnering with surrounding communities, promoting social responsibility, conducting ourselves transparently and holding ourselves accountable.

Previous Commission Actions

For decades, the Port of Seattle has made significant commitments to expand our involvement in the regional workforce development efforts. The Port was one of the first public agency to directly support investments in pre-apprenticeship and apprenticeship programs. The Port Commission has continued to affirm its commitment by authorizing financial and people resources dedicated to supporting regional workforce development. For example, the Port was a founding member of the non-profit organization Port Jobs, which has been providing training to incumbent workers since 1992, and access to job seekers into Port related jobs, with outreach efforts in under-represented communities.

- **The Century Agenda**

Adopted in December 2012, and revised in April 2018, the Port Commission affirmed its commitment to workforce development as an integral part of achieving economic growth. Strategy 3 of the Century Agenda states, "Use the Port's influence as an institution to promote women and minority business enterprise (WMBE) growth, small business growth, and workforce development". The strategy objectives include the increase of workforce training, job, and business opportunities for local communities in trade, travel, and logistics.

- **Motion on Increasing Workforce Development and Career Opportunities Activities**

Adopted in July 2014, the motion articulates the Port’s major goals for workforce development and directed the Port leadership to develop strategies to achieve them. The motion states that Port of Seattle believes that workforce development is critical to achieving the Port’s primary mission to serve as an economic development agency generating quality, family-wage jobs and economic growth for the region and increasing operational efficiency and economic mobility.

- **Resolution 3746 Priority Hire Directive (As Amended)**

Adopted in April 2018, amending the Policy Directive adopted by Resolution 3725, with the purpose of providing good family wage jobs to qualified construction workers from Economically Distressed Areas of King County by increasing access to Port of Seattle Covered Projects. This leads to economic growth and job creation in areas of King County that are experiencing economic distress. In addition, it provides jobs to those historically underrepresented in the construction industry, such as women and people of color. The Priority Hire program is implemented through a Project Labor Agreement (PLA) and in cooperation with the Regional Public Owners Group (RPO) to ensure uniform application of Priority Hire terms and Contractor and Union compliance with Priority Hire requirements.

- **The Century Agenda**

Adopted in December 2012, it affirms the Port’s commitment to workforce development as an integral part of achieving economic growth. Strategy 3 of the Century Agenda states “Use the Port’s influence as an institution to promote women and minority business enterprise (WMBE) growth, small business growth, and workforce development”. The strategy objectives include the increase of workforce training, job, and business opportunities for local communities in trade, travel, and logistics.

- **Equity and Workforce Development Special Commission Committee**

Established in February 2020, the committee expands the previous Workforce Development Committee by providing information, advice, and recommendations about the port’s equity, workforce development, and career connected learning programs and policies, and diversity in contracting goals. The committee also monitors the implementation of the Port’s Diversity in Contracting policy, and review and recommend to the commission policies that provide economic development opportunities to women- and minority-owned business enterprises based on equity principles.

Office of Equity, Diversity and Inclusion

In 2019, the Port of Seattle created the Office of Equity, Diversity and Inclusion (OEDI), charged with ensuring that equity goals are incorporated throughout Port operations and providing strategic and policy direction on equity issues, and in October 2019, the workforce development program was transferred to OEDI. The OEDI Strategic Plan includes the following foundational principles:

- Leadership deepening understanding about equity and anti-racism through trainings, workshops, and speaker events.
- As an agency, joining the Government Alliance on Race and Equity (GARE), a national network of governments working to achieve racial equity.
- Employees participating in trainings about equity and institutional racism.
- Formation of a cross-functional staff team sponsored by Port’s Executive Leadership Team (ELT) to lead equity work across the enterprise.

- Creation of a Racial Equity Toolkit with initial implementation through pilot projects.
- Creation and implementation of the Duwamish Valley environmental justice project.
- Creation of dedicated full-time staff positions, including a Senior Director of Equity, Diversity and Inclusion, a Director of Equity Programs and other key staff.
- Implementation of a robust equity-based workforce development strategy.

COVID-19 Response and Recovery Efforts

At the direction of the Port Commission, Port staff from various departments have proposed immediate and ongoing mitigation efforts to help those most impacted by the loss of jobs and income in Port related industries. The Port is developing economic opportunities through direct support such as contracting opportunities and support for immediate internships and employment for youth and young adults through community-based organizations. The Port Commission also passed the Opportunity Jobs Motion to create summer internships to mitigate the significant impact to youth employment resulting from COVID-19 due to cancelled internships across our region and the country.

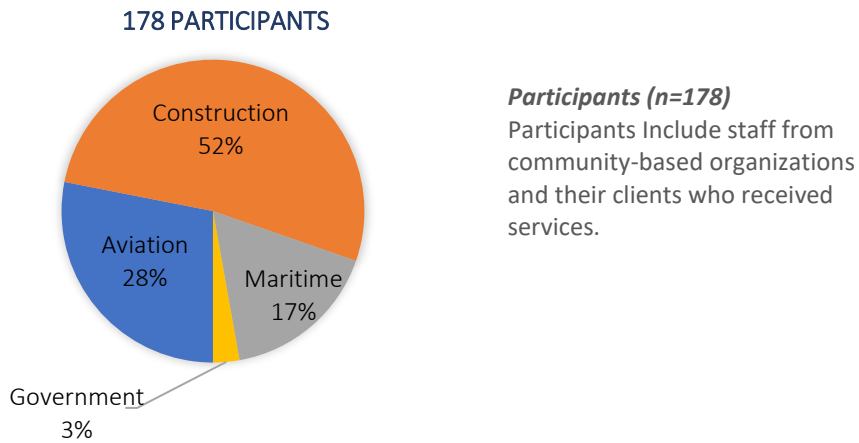
The workforce development plan will include specific COVID-19 response efforts targeted to benefit individuals in the communities most impacted by COVID-19. Each Port sector has specific strategies and activities such as targeted training and access to employment opportunities in Port industries.

Community Engagement

During the plan development process, staff had significant engagement with over two-hundred internal and external workforce development stakeholders including; Port staff, community-based organizations, and individuals who received services from those organizations, also labor and industry partners. The feedback informed many of the proposed strategies. Staff in OEID continue to will meet at regular intervals with stakeholders to ensure that we are providing transparency and accountability. A community report provided key information that informed the strategic plan. The main themes of the community report include requests for:

- Increased transparency and more public communications regarding workforce development plans, outcomes, budgets, make contract opportunities less complex and more expedited, and contract award processes.
- Better coordination across regional workforce development systems to avoid duplications.
- Include wrap-around services as part of the Port's investments with service providers and training organizations to better address retention and completion challenges.
- Conduct continuous community outreach, specifically to historically underrepresented populations.
- Prepare Employers to ensure employer readiness to increase retention by conducting equity, diversity, and inclusion trainings to ensure that they have the cultural competence to work with a diverse workforce.
- Expand access and investments in Port related career pathways in-demand careers.

The following is a graphical representation of the community sessions:



The Workforce Development Plan

Guided by these principles and with clear direction provided by the Port of Seattle Commission to ensure that the Port's workforce development investments and activities produce outcomes that support a skilled workforce in Port related industries, and that workforce development programs create equitable access for all.

The next pages describe in detail the elements of the Workforce Development Strategic Plan for the years 2021, 2022, 2023.

The Workforce Development Policy Directive

The purpose of the Workforce Development Policy Directive is to fulfil Century Agenda strategic objectives by increasing equitable access for workers in port-related economic activities such as maritime, aviation, construction trades, green careers, and other economic sectors, creating opportunities for workers to acquire the skills, experience, and education they need to secure increasingly complex and better compensated jobs and careers; and guiding the workforce development efforts of the Port of Seattle to benefit near-port communities, Port customers and tenants, and port-related economic activities.

Workforce development is critical to achieving the Port's mission to serve as an economic development agency. As a regional anchor institution, the Port will leverage its cross-sector influence and leadership to promote long-term, sustainable advancements across port-related economic activities that promote equity. This policy directive advances the Port of Seattle's commitment to workforce development and is intended to:

- Increase Equitable Access to Economic Prosperity
- Leverage Port Impact and Innovation

The Workforce Development Policy Directive guides the workforce development efforts of the Port of Seattle and supports targeted efforts for near-port communities, underrepresented communities, and port related industries in King County and in Washington State and is intended to:

- Center diversity, equity and inclusion

- Create equitable access to economic prosperity
- Leverage partnerships
- Increase the availability of a skilled workforce for the port and port related industries
- Demonstrate measurable outcomes

The Policy Directive will enable the Office of Equity, Diversity, and Inclusion (OEDI) to advance the Port’s commitment to workforce development programs and will support targeted efforts that directly benefit communities impacted by Port activities, underrepresented communities, and port-related industries in King County and in Washington State. The Policy Directive includes the following goals:

- **Goal 1:** Increase Equitable Access to Economic Prosperity. Increase equitable workforce access for the trades in port-related economic activities, with an emphasis on expanding opportunities to disproportionately impacted near-port communities which and most disproportionately impacted. Port staff will develop program priorities, actions, benchmarks, and metrics for success:
 - Focus on workforce training and education on Port and port-related economic activities
 - Promote access to wrap around services and infrastructure
 - Career Pathways in Port sectors
 - Career Connected Learning Practices (Awareness, Experiential, Preparation, Launch)
- **Goal 2:** Leverage Port Impact and Innovation. Identify and prioritize opportunities for leadership and influence to promote a sector-based approach to workforce development centered on equity, diversity and inclusion.:
 - Make strategic investments in the maritime, aviation, construction trades, green careers, and other port-related economic activities
 - Develop metrics to demonstrate the opportunities for leadership, influence and investment.
 - Create targeted emphasis to increase workforce development programs in near-port communities.
 - Leverage industry participation to increase recruitment and retention of workers in port-related demand occupation high need careers.
 - Create awareness and access to education and career pathways in port related industries.
 - Leverage port-related industry investment in programs that support training for basic skills and career advancement.
 - Invest Port funds in recruitment, retention, and training programs that will leverage increased investment in port-related careers.
 - Foster partnership with community-based organizations, educational institutions, labor, industry stakeholders, and government agencies
 - Support Priority Hire and ongoing government to government coordination to improve apprenticeship outcomes for individuals living in economically distressed zip codes, women and people of color.
 - Support Career and Technical Education, CTE
 - Create opportunities to support port and port-related industry apprentice and pre-apprentice programs.
 - Improve access to educational and career support resources.
 - Support Youth Employment

II. Strategic Planning Process

The planning process methodology included a review of guiding principles provided by the Port Commission, a review of Port investments, considerable internal and external stakeholder engagement, and the development of strategies and activities to meet the established targets and outcomes.

Mission

Advance regional workforce development in port-related industries to provide equitable access to quality careers.

Vision

All people have equitable opportunities and access to living wage careers.

The OEDI team has developed a sector-based three-year Workforce Development Strategic Plan for the period 2021, 2022, 2023, which will be presented to the Port Commission in public session in July 2020. Staff conducted extensive analysis of past Port investments and outcomes in workforce development, and the team has met with internal and external stakeholders to better understand the successes, gaps and opportunities that exist for a more strategic approach to workforce development.

- **Elements of the 2021-2023 Plan**

The Workforce Development Strategic Plan was developed following three overarching strategies embedded in the Workforce Development Policy Directive: one focused on near-Port communities, another ensuring impactful Port investments in high-demand careers, and one ensuring access to training and opportunities to historically underrepresented populations, people of color and women.

- **Staffing**

The Workforce Development team will be composed of a department director, program managers, data analyst and external subject matter experts who will manage the implementation of the various strategies including; systems change, policy recommendations, market research, data collection and analytics, and communications related to workforce development.

- **Port Sector Strategies**

The following are the core priorities of the Workforce Development Strategic Plan:

1. Increase Equitable workforce access to port-related industries, with an emphasis on expanding access to near-port communities which are furthest from economic and social justice.
2. Leverage Port Impact by identifying and prioritizing opportunities for leadership and influence to promote a sector-based approach to workforce development centered on equity, diversity and inclusion.

3. Ensure that a qualified team of Port staff and external subject matter experts is available and supported with the appropriate resources and investments to deliver on the promise of a more inclusive and equitable workforce pipeline in Port related industries.

III. Landscape Analysis

The OEDI team has developed a sector-based three-year Workforce Development Strategic Plan for the period 2021, 2022, 2023, which will be presented to the Port Commission in public session in July 2020. Staff conducted extensive analysis of past Port investments and outcomes in workforce development, and the team has met with internal and external stakeholders to better understand the successes, gaps and opportunities that exist for a more strategic approach to workforce development.

The Port's workforce development strategic plan for 2021-23 considers an assessment of the regional economy and labor market, with a focus on port-related industries and occupations; input from the community; an analysis of the regional workforce development system; and COVID-19 impact and response/recovery.

- **Regional Economy and Labor Market Assessment**

COVID-19 has had a major, disruptive impact on the regional economy and labor market. One indicator: unemployment insurance (UI) claims. In a nine-week period, there were over 300,000 UI claims in King County.¹ This included tens of thousands of workers in port-related industries and occupations. At this point, it's unclear how long it will take for the economy to recover. However, there are certain fundamentals of the Seattle-King County economy and labor market that will likely remain.

First, equity and inclusion in the regional economy will remain issues to address. As detailed in the Brookings Institution's Metro Monitor 2020 report, the Seattle metro economy ranks high on growth and prosperity, but less so on equity and inclusion.² Findings for the time period from 2008 to 2018 include:

- Growth – Seattle ranked 10th on overall growth among the 53 metro areas with populations over 1 million. It ranked 15th on change in jobs (+16 percent) and 4th on change in Gross Metropolitan Product (+42 percent).
- Prosperity – Seattle ranked 3rd on overall prosperity. It ranked 2nd on change in productivity (+22 percent), 3rd on change in average annual wage (+28 percent), and 4th on change in standard of living (+21 percent).
- Inclusion – Seattle ranked 15th on overall inclusion. It ranked 32nd on change in employment rate (+0.1 percent), 7th on change in median earnings (+10 percent), and 25th on change in relative poverty rate (-1 percent).
- On racial inclusion, Seattle ranked 16th overall. It ranked 26th on change in white/people of color employment rate gap (-1 percent), 15th on change in

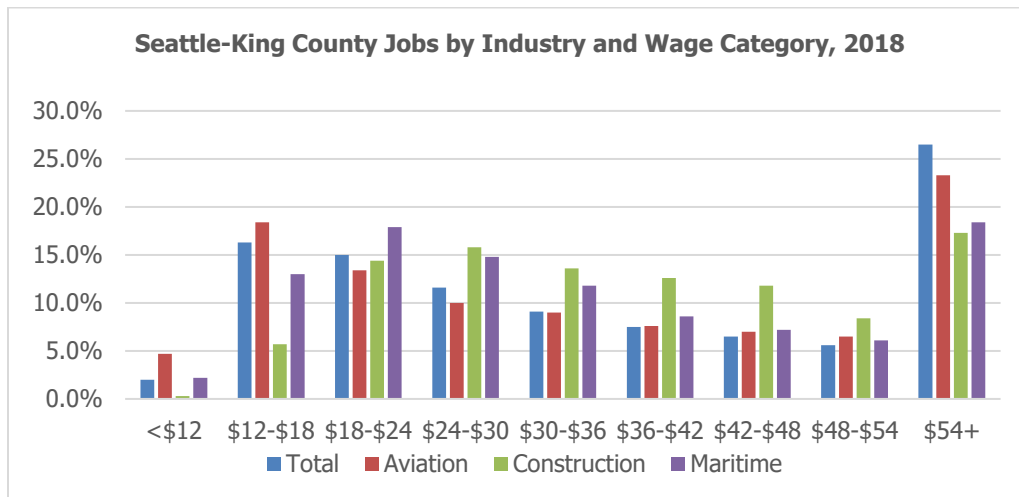
¹ <https://esd.wa.gov/labormarket/unemployment-insurance-data>

² Brookings Institution, "Metro Monitor 2020: Prosperity is increasing in America's largest metro areas, but not for everyone," available at <https://www.brookings.edu/blog/the-avenue/2020/03/04/metro-monitor-2020-prosperity-is-increasing-in-americas-largest-metro-areas-but-not-for-everyone/>

white/people of color median earnings gap (-\$515), and 14th on change in white/people of color relative poverty rate gap (-1 percent).

- On geographic inclusion, Seattle ranked 29th overall. It ranked 6th on change in top/bottom neighborhoods employment rate gap (-12 percent), 48th on change in top/bottom neighborhoods median household income gap (+\$6,929), and 32nd on change in top/bottom neighborhoods relative poverty rate gap (-1 percent).
- Looking at just the 2017 to 2018 time period, Seattle ranked 2nd on growth, 4th on prosperity, and 11th on inclusion.

Second, port-related industries and occupations will remain a good source of quality, family wage jobs and, therefore, a target of opportunity for workforce development efforts. For example, almost two thirds of all construction jobs in Seattle-King County paid \$30 an hour or more in 2018, as shown in the chart below. This compares to 55 percent of jobs across all sectors. For aviation, the figure was 53 percent and maritime, 52 percent.



Source: Washington Employment Security Department, 2020

Note: Aviation includes NAICS codes 4811 and 4881, Construction NAICS code 23, and Maritime NAICS codes 112511, 112512, 114111, 114112, 311710, 336611, 336612, 424460, 441222, 483111, 483112, 483113, 483114, 483211, 483212, 487210, 488210, 488310, 488320, 488330, 488390, 488510, 493120, and 713930

Many of the key occupations in port-related industries are quality, family wage jobs that require some postsecondary education and training, but less than a four-year degree, as shown in the table below

**Employment, Wages, and Education & Training for
Key Occupations in Port-Related Industries in Seattle-King County**

	Employment in Industry (2019)	Median Hourly Wage	Education & Training
<u>Aviation</u>			
Flight Attendants	4,195	\$31.22	HSD/GED; OJT
Airline Pilots, Copilots, and Flight Engineers	2,344	\$99.42	Bachelor’s; OJT
Laborers and Freight, Stock, and Material Movers, Hand Transportation Attendants	1,925	\$17.12	No formal; OJT
Aircraft Mechanics and Service Technicians	1,780	\$32.92	Postsecondary
Reservation and Transportation Ticket Agents and Travel Clerks	1,695	\$18.26	HSD/GED; OJT
<u>Construction</u>			
Carpenters	11,809	\$30.25	Apprenticeship
Construction Laborers	10,856	\$23.70	No formal; OJT
Electricians	6,581	\$36.97	Apprenticeship
Painters, Construction and Maintenance	4,644	\$20.21	No formal; OJT
Plumbers, Pipefitters, and Steamfitters	3,482	\$36.26	Apprenticeship
<u>Maritime</u>			
Sailors and Marine Oilers	1,072	\$24.90	No formal; OJT
Captains, Mates, and Water Vessel Pilots	863	\$40.41	Postsecondary
Ship Engineers	637	\$39.73	Postsecondary
Laborers and Freight, Stock, and Material Movers, Hand Transportation Attendants	575 217	\$17.12 \$17.44	No formal; OJT HSD/GED; OJT

Sources: City of Seattle Office of Economic Development/Emsi, 2020

Note: Aviation includes NAICS codes 4811 and 4881; Construction NAICS code 23; and Maritime NAICS codes 3366, 4831, 4832, and 4883

Third, people of color and women will remain underrepresented in port-related industries and occupations, absent equity, diversity and inclusion efforts. For example, whites make up 78 percent of the maritime workforce in Seattle-King County and men, 74 percent.

Given all the current economic uncertainty, labor market analysis is built into the strategic plan to help inform the Port’s workforce development efforts moving forward.

Related 2021-23 strategies and activities include: Conduct labor market assessments of port-related industries and occupations to identify gaps and opportunities. This includes analysis of regional economic and labor market data and information, and input from internal and external partners (e.g., employers, unions, industry groups, and community-based organizations).

(See the Workforce Development Strategies section for more detailed information on 2021-2023 strategies and activities.)

- **Community Input**

As part of the strategic planning process, OEDI/Workforce Development conducted a series of listening sessions with community-based organizations and participants in their workforce development programs funded by the Port as well as public partners; surveyed community partners on the impact of COVID-19 and response and recovery efforts; and held input and feedback sessions with external partners.

Key findings and recommendations from the listening sessions included:

- **Community outreach.** Be more visible and conduct more outreach, specifically to historically underrepresented populations and underserved, disproportionately impacted communities.
- **Partnerships.** Partner with local government, workforce development agencies and boards, education and training providers, community-based organizations, and others.
- **Career pathways.** Expand career pathways in port-related industries.
- **Employer engagement.** Engage employers in port-related industries in workforce development efforts (e.g., bring employers to the table as partners, and provide equity, diversity, and inclusion training).
- **Wrap-around supports.** Provide funding for wrap-around services and supports (e.g., tools, transportation, child care, mentoring and networking, etc.) to increase worker retention and completion.
- **Port transparency, procurement, and contracting.** Make it easier for partners to work with the Port (e.g., greater transparency in terms of funding and program performance, and streamlined procurement and contracting).

2021-23 strategies and activities that respond to this community input include:

- **Incorporate outreach.** Outreach to historically underrepresented populations and underserved, disproportionately impacted communities as part of workforce development strategies and programs (e.g., construction worker outreach, training, and retention services; and maritime career awareness and access).
- **Work with regional workforce development partners.** Work at both the program and systems levels (e.g., planning, developing, and implementing career pathway programs in partnership with education and training providers, community-based organizations, and industry partners; collaborating with other regional public owners such as the City of Seattle and King County to build a skilled construction trades pipeline; etc.).
- **Support development of equitable career pathways.** Support programs in the port-related industries of aviation, construction trades, maritime, and green jobs.
- **Engage industry partners.** Work and collaborate with industry in planning, developing, and implementing career pathway programs, including upskill/backfill.

- **Build wrap-around services.** Ensure that wrap around services are built into the Port’s workforce development contracts with community partners to increase retention and completion.
- **Promote creation of a regional workforce development fund.** Support a fund for wrap-around services and other essential services and support.
- **Review Port policies and recommend changes** Ensure that policies address issues and concerns raised by community partners regarding procurement and contracting and establish a feedback loop system to get their input on an ongoing basis on progress made.
- **Evaluate and share results.** Share results and outcomes of workforce development contracts, as part of transparency and continuous improvement.
- **Regional Workforce Development System Analysis**

The regional workforce development system has a number of gaps when it comes to port-related industries, historically underrepresented populations, and underserved, disproportionately impacted communities, including equitable access to career pathways and related programs, equitable retention and completion rates, regional partnerships and collaboration, funding for wrap around services, and industry engagement.

2021-23 strategies and activities that address these gaps include:

- **Support development of equitable career pathways** and related programs in the port-related industries of aviation, construction trades, maritime, and green jobs.
- **Collaborate with other regional public owners** such as the City of Seattle and King County as well as other construction partners to increase access to apprenticeship and pre-apprenticeship programs and improve outcomes for historically underrepresented populations and underserved, disproportionately impacted communities.
- **Work with regional postsecondary education and training partners** to strengthen training tied to port-related industries and increase equitable access, retention, and completion (e.g., outreach; onramps; contextualized, integrated math and English; participant services, supports, and financial assistance; training at accessible times and locations; etc.).
- **Promote creation of a regional workforce development fund** for wrap-around services and other essential services and supports to help increase retention and completion.
- **Support development of and participate in port-related industry tables** (e.g., maritime), as part of the regional workforce development system. This includes providing the Port’s industry expertise and bringing industry partners in port-related industries to the table.
- **Support K-12 curriculum development and teacher professional development** tied to port-related industries.

- **COVID-19 Impact and Response/Recovery**

COVID-19 has had a major, disruptive impact on the Seattle-King County economy and labor market, as already noted, with over 300,000 workers in the region filing UI claims in a nine-week period.

An analysis of UI claims from the Seattle metro area, conducted by the Seattle Jobs Initiative, shows that:

- “Not all industries are equally affected by the COVID-19-driven recession, and within industries, not all occupations are equally affected.” In port-related industries, UI claims account for 35 percent of pre-COVID-19 jobs in construction and 22 percent in transportation and warehousing.
- “The hardest hit occupations are those that are low-paying, where workers are close to other people, and there is no option of telecommuting.”
- “Workers of color, younger workers, and those with lower educational attainment have both sustained more job losses in the first wave of COVID-19 layoffs and are overrepresented in the essential workforce.”³

The Port’s community workforce development partners are seeing directly the impact of COVID-19 on the communities they serve. In an OEDI/Workforce Development survey conducted as part of the strategic planning process, community partners reported on the greatest equity gaps they are seeing right now: those working in low wage jobs losing their jobs in large numbers and suffering financial emergencies as a result; families being forced to isolate in small one or two bedroom apartments day in and day out; many individuals trying to find work, leaving their houses to feed their families, putting them more at risk of COVID-19; and people having difficulty accessing services and supports (e.g., language barriers, lack of funding, etc.). And, as noted by one community partner, due to structural disproportionalities, these communities will struggle much longer to recover.

A Port survey results show the impact COVID-19 is having on the Port’s community workforce development partners – their ability to carry out workforce development programs, the demand for services and supports, and how these services and supports are provided.

Survey highlights include:

- Most respondents reported that COVID-19 has had either a significant or severe impact on their ability to carry out their workforce development programs.
- Most respondents reported having experienced a significant increase in requests for financial support and unemployment support.
- Respondents reported seeing as the greatest needs right now: emergency assistance (financial assistance, food assistance, and rental assistance), help accessing services and support, and jobs.
- Most respondents reported providing services and supports online/virtually (e.g., online classes, online help with unemployment services, virtual help and telephone one-on-one

³ Seattle Jobs Initiative, *COVID-Recession & Recovery*, May 2020, available at www.seattlejobsinitiative.com/wp-content/uploads/COVID-19-Recession-and-Recovery-Brief.pdf

assistance with job search and Basic Food Employment and Training, etc.). Here, issues include digital literacy, internet access, and language barriers.

Community partners also shared their ideas on how the Port can be a partner in helping plan for recovery. Among their responses:

- Coordinate with partners to develop a strategy for recovery.
- Support near port communities, particularly in south King County.
- Support and fund recovery efforts, including strategies to put people to work.
- Support culturally responsive outreach, engagement and information sharing, targeting underserved, disproportionately impacted communities.
- Stand as an advocate for equity by allowing spaces for communities of color impacted by COVID-19 to tell their stories.

2021-2023 Strategies and activities related to COVID-19 response and recovery include:

- Establish COVID-19 roundtable(s) with workforce development stakeholders (including Port aviation, construction, and maritime divisions) to assess the effects of COVID-19 on communities of color and near port communities. This includes gathering quantitative and qualitative data on community impacts from partners (e.g., quarterly surveys), discussing findings, and using findings to guide the Port’s COVID-19 response and recovery efforts.
- Review labor market data for COVID-19 impacts on aviation, construction trades, maritime, and green jobs, discuss findings with partners and stakeholders and learn about direct impacts on communities through the roundtable, and identify gaps to determine where direct investment would be most impactful.
- Support COVID-19 response and recovery legislation at the federal, state, and local levels with information on the impact of COVID-19 on the Port and port-related industries and a special emphasis on relief for disproportionately impacted communities.
- Make adjustments to the Port’s workforce development programs, based on research on the impact of COVID-19 on aviation, construction trades, maritime, and green jobs as well as survey data and roundtable discussions (e.g., targeting of career pathways; partners and service providers; services and supports, including wrap-around supports; communities; and investments).

IV. Sector Strategies

The Workforce Development Strategic Plan continued with the Port sector strategies, which allows for specific strategies and activities that are most effective in Port industries and activities in aviation, maritime, construction trades and green careers. Each sector is described in detail in the following sections.

1 Aviation Sector Strategy

The aviation strategy creates access to SeaTac International Airport (SEA) employment opportunities for job seekers and develops career pathways for entry workers at the airport, with a focus on historically underrepresented populations and underserved communities. It provides direct support to SEA (passenger air, air cargo, and connected subsectors such as logistics, maintenance, restaurant/hospitality, and retail). This includes recruitment, retention support, education and training, and aviation career pathway programs.

The aviation strategy considers the Port Commission’s Motion on Increasing Workforce Development and Career Opportunities Activates (July 2014, as amended), which identified that workforce development is critical to achieving the Port’s primary mission to serve as an economic development agency generating quality, family-wage jobs”. The Commission also affirmed that “the Port’s over-arching workforce development objective is to ensure that the maritime, aviation, airport, and related sectors have access to workers who have the necessary skills to provide safe and efficient maritime and aviation services, and that the workers have opportunities to acquire the skills and education they need to secure increasingly complex and better compensated jobs”.

2015-2019 Elements of the Aviation Sector Strategy

During the analysis period of 2015 through 2019, the aviation strategy has included the following elements:

- **Airport Employment Center** – Connects jobs seekers to employment opportunities at the airport. Specific services and supports include job matching/placement, job readiness and core training, career navigation and counseling, referrals to community resources, and employer services (e.g., job fairs and targeted recruitment).
- **Airport University** – Provides airport workers postsecondary education and training opportunities, with credit bearing courses offered onsite at the airport. Courses include workplace **safety** and security, customer service, business technology, and leadership and supervision.
- **Aviation Career Pathways** – Aim to meet the workforce and skill needs of airport employers and, at the same time, create career advancement opportunities for airport workers in entry jobs and employment opportunities for job seekers, as airport workers move into pathway jobs. As a first step in developing aviation career pathways, five key career pathways were identified and mapped out:
 1. Aircraft and facilities maintenance
 2. Ground operations
 3. Safety and security
 4. Customer service/passenger services
 5. Dining and retail

Next steps included identifying targeted, in-demand pathway and entry jobs; convening airport employers to share research findings and get their input; gathering information on training programs aligned with targeted aviation career pathway jobs; identifying aircraft

and facilities maintenance as the first career pathway and aircraft mechanics and service technicians as the first pathway job to target; and convening partners to design an aviation maintenance technician (AMT) career pathway program.

The AMT career pathway program started in January 2020, with over 20 airport workers in entry jobs such as ramp agents beginning a one quarter AMT onramp course offered onsite at the airport, prior to their enrolling in South Seattle College’s FAA certified AMT program.

- **Airport Employment Continuity Pool** – Connected workers at airport dining and retail operations who are displaced from their jobs as a result of discontinuation of leases to new and existing operators. This includes working with outgoing and incoming operators to facilitate employment opportunities for incumbent workers and providing incumbent workers job readiness/ preparation assistance and referrals to new jobs.
- **Airport Career Support Center** – The Airport Career Support Center provides outreach, education and training, and assistance to airport employers and workers on local, state, and federal employment standards, including the City of SeaTac ordinance creating specific employment benefits and rights. The center aims to help prevent as well as mitigate some of the complaints concerning wage and other employment compliance matters. More broadly, it aims to establish a more stable workplace environment.

Aviation strategy partners include Port Jobs, airport employers, education and training providers (e.g., Highline College and South Seattle College), and community-based organizations. The following are the strategy results for 2015-2019:

Aviation strategy Results (2015-2019)					
Impact					
Airport Employment Center and Airport University	2015	2016	2017	2018	2019
# registered for employment and/or training (unduplicated)	5,180	6,889	6,119	5,085	4,885
# job placements	1,732	1,661	1,953	2,049	2,239
# hiring employers	75	77	82	89	90
Hourly wage @ placement	\$11.08	\$14.20	\$15.02	\$15.44	\$16.04
# training enrollments*	297	346	282	319	247

# training completions*	247	300	247	275	198
Influence					
AMT career pathway developed and implemented					✓
Leverage					
Aviation employers, foundations, regional workforce development partners, and state and local agencies (Airport Employment Center and Airport University)					\$4.6 million (2015-19)

* Training funded by Alaska Airlines grant to Port Jobs

• **Demographics**

In terms of demographics, data for 2019 show that 45 percent of Port Jobs participants were African/African American, 23 percent Asian/Pacific Islander, 8 percent Latinx, 8 percent white, and 7 percent Hawaiian/Pacific Islander. Data also show that most participants came from communities in South Seattle and South King County (e.g., SeaTac, Tukwila, Des Moines, Burien, Federal Way, and Kent). Results for the Airport Employment Continuity Pool include 190 airport workers enrolled since its start in 2016, with 66 having had known job offers.

At a listening session held as part of the strategic planning process, participants shared a number of positives associated with the Airport Employment Center and Airport University: friendly, supportive staff who go above and beyond; help finding jobs at the airport and job readiness/preparation assistance; and classes that have provided them a sense of what’s possible – a college education – and a sense of direction.

At the listening session with Airport Employment Center and Airport University participants and another one held with Port Jobs staff, some issues and concerns were identified, including:

- Greater outreach, both in the community and at the airport.
- Additional language capacity at the Airport Employment Center.
- Expansion of Airport University (e.g., more classroom space, additional course offerings, upgraded technology, etc.).
- Additional Airport University scholarships currently funded through a grant from Alaska Airlines.
- Work supports (e.g., child care, transportation assistance, etc.).

- Greater employer (and union) engagement.

2021-2023 Elements of the Aviation Sector Strategy

The following are the proposed elements of the aviation strategy for 2021-2023:

- **Airport Employment Center.** Continue to invest in services and supports that connect job seekers to employment opportunities at the airport.
 - Manage contracts associated with Airport Employment Center to connect job seekers to employment opportunities
 - Continue to provide indirect support to Airport University
- **Aviation career pathways.** Expand the aviation career pathways work to other targeted, in-demand pathway jobs within the aviation and facilities maintenance career pathway as well as other career pathways (e.g., ground operations, safety and security, etc.), including Port of Seattle jobs – as a way to achieve greater scale.
 - Further develop and implement the aviation maintenance technician career pathway program; this includes evaluating the first two cohorts and building on lessons learned
 - Facilitate planning, development, and implementation of another two aviation career pathway programs, based on labor market analysis and partner engagement (e.g., industry, training and other service providers)
 - Work with POS Aviation Division and aviation career pathway program partners to increase industry engagement beyond the existing internships and scholarships; this includes upskill/backfill

Baselines and Targets for 2021-2023

Aviation strategy baselines and targets, 2021-2023				
Impact				
Airport Employment Center and Airport University	Baseline	2021	2022	2023
# job placements	1,000* (*Covid-19 impacts)	1,350* (Covid-19 impacts)	1,650	2,000
Hourly wage @ placement	\$16.04 (2019)			
# hiring employers	83 (2015-19 average)			

# training enrollments	298 (2015-19 average)	300	300	300
# training completions	253 (2015-19 average)	250	250	250
Aviation Career Pathways (3)	Baseline	2021	2022	2023
# training enrollments	19 (2019)	40	60	60
# training completions	10 (projected)	28	42	42
# job placements	8 (projected)	22	34	34
Hourly wage @ placement	\$23.54 (projected)			
Influence				
Aviation career pathways developed and implemented (AMT, plus two additional)		✓	✓	✓
Leverage				
Aviation employers, foundations, regional workforce development partners, and state and local agencies	\$4.6 million (2015-19)	TBD	TBD	TBD
Aviation Sector Budget		2021	2022	2023
		\$1,367,748	\$1,482,748	\$1,511,081

Note: Data on impact results will be broken down by race/ethnicity, gender, and zip code.

2 Construction Trades Strategy

The construction trades strategy supports the creation of a regional pipeline of skilled construction workers. The Port, as a major developer, relies on the availability of such workers. It also addresses the low participation and completion rates for people of color and women in the construction trades. In addition, it addresses gaps in the existing pipeline (e.g., lack of alignment with demand; a siloed approach to planning and implementation, funding, and evaluation; lack of coordination and limited capacity in terms of pre-apprenticeship training programs; etc.).

2015-2019 Elements of the Construction Trades Sector Strategy

The construction trades strategy, addresses both the supply of and demand for skilled construction workers, have included:

- **Regional Trades Partnership** – The Regional Trades Partnership—made up of the Port of Seattle, City of Seattle, King County, Sound Transit, Washington Department of Transportation, and City of Tacoma—works to address the shortage of local construction workers and broaden access to training and jobs for underrepresented populations within the industry. It aims to develop a pipeline of skilled construction workers to meet current and future needs driven by Port and other public infrastructure projects.

The partnership has developed a shared roadmap and workforce investment plan that focuses on four priority goals:

- Expand pathways to apprenticeships
- Align and champion greater workforce diversity
- Strengthen apprentice retention and completion rates
- Share accountability for common outcomes

Partnership efforts have included:

- Research to identify labor market demand and equity issues.
- Engagement of labor, contractors, and the community to share labor market and apprentice data, best practices, and barriers and opportunities.
- Joint pilot of and funding for construction worker outreach, training, and retention services to increase the number of women, people of color, and those from economically distressed neighborhoods in the construction industry (described below). Also included: common data collection and reporting.

- **“Race Matters”** equity and anti-racism training.
- **Construction Worker Outreach, Training, and Retention** – Construction worker outreach, training, and retention services aim to increase the representation of underrepresented groups in the construction trades – women, people of color, and those from economically distressed neighborhoods. Services includes:
 - Outreach, assessment, and referral – Recruit, screen, and refer people to enroll in construction pre-apprenticeship or apprenticeship training programs to increase the number of underrepresented groups. This includes assessing skills, readiness, ability

to meet minimum qualifications for entrance, and any barriers to entering and succeeding in construction training and/or employment.

- Pre-apprenticeship training – Provide classroom and hands-on training to prepare people to enter apprenticeships. Curricula includes construction math, safety and orientation, and exposure to different trades occupations and industry culture. Programs focus on building job readiness skills, challenges of working in the industry, and addressing barriers to employment and retention (e.g., transportation, child care, and financial management). Programs also develop and maintain relationships with construction contractors, apprenticeship training programs, trade associations, and unions.
 - Retention services – Support apprentices in navigating the construction environment, including mentoring and networking opportunities for apprentices, training for employers and journey workers on coaching and inclusive work environments, case management, and referrals and work related and other support services such as work boots, transportation, and child care.
- **Regional Pre-Apprenticeship Collaboration** – The Regional Pre-Apprenticeship Collaboration has as its mission to build a regional pre-apprenticeship system and is committed to funding and supporting a region wide approach to outreach, recruitment, education, and training resulting in the systematic entry of local, highly qualified African Americans, women, people of color, and underserved residents into construction apprenticeships and to ensure these apprentices succeed and journey out. Members include unions; contractors; pre-apprenticeship and apprenticeship training programs; public construction project owners, including the Port; community-based organizations; school districts; and state agencies.
 - **Efforts to date have focused on:**
 - Driver license relicensing policy and practice across King County
 - Growth in contractor membership to introduce contractors to the value in diversifying their workforce
 - Establishment of shared training standards among the region’s pre-apprenticeship programs recognized by the Washington State Apprenticeship Training Council
 - Coordinated outreach, placement, and retention services
 - **Port Apprentice Utilization Requirements** – Since the early 1990’s, the Port—along with other public construction project owners such as the City of Seattle and King County—has had an apprentice utilization requirement (AUR) that requires at least 15 percent of total labor hours worked on Port construction projects valued at \$1 million or more be performed by apprentices, with inclusion goals of at least 15 percent of apprentice hours performed by people of color and at least 10 percent by women.
 - **Project Labor Agreements** – On project labor agreement (PLA) projects, there is also a pre-apprenticeship direct entry goal that at least one in five apprentices used on projects come from a pre-apprenticeship program.

- **Port Priority Hire Policy and Program** – In 2018, the Port Commission passed the Priority Hire Policy Directive (Resolution No. 3736). It ensures that workers from economically distressed zip codes⁴ are called first on Port capital projects. The City of Seattle and King County also have priority hire policies and programs and through the Regional Trades Partnership, there is an effort to align these policies and programs and share resources and data.
- **Port Acceptable Worksite Standards** – The Port, along with other regional public owners, has adopted acceptable or respectful worksite definitions and requirements. The Port’s definition of acceptable work site is “a work site that encourages inclusive, productive, and safe behaviors and procedures, focuses on positive relationships between employers and employees, and among employees, and is free from bullying, hazing, harassment, and discrimination”. As part of this policy, the “contractor shall ensure an acceptable worksite. Any behavior that demonstrates hostility related to race, gender or sexuality, inappropriate conduct or comments intended to harm another individual, and/or hostility or discriminatory actions against another individual are strictly prohibited”.

2015-2019 Construction trades sector strategy results

Construction trades strategy results, 2015-2019					
Impact					
Construction Worker Outreach, Training and Retention	2015	2016	2017	2018	2019
# enrolled	-	-	-	206	
# training completions	-	-	-	175	
# placements	-	-	-	190	
Apprenticeship	-	-	-	19	
Trades related job	-	-	-	63	
Hourly wage @ placement	-	-	-	\$26.21	
Retention (3 mos)	-	-	-	142 (75%)	
POS Apprentice Utilization	2015	2016	2017	2018	2019
#/% labor hours worked by apprentices on Port projects	61,309 hours/ 16%	32,877 hours/ 17%	85,417 hours/ 17%	306,117 hours/ 22%	295,011 hours/ 20%

⁴ Economically distressed zip codes are defined in the policy directive as those having high population concentrations: 1) living at or below 200 percent of the federal poverty level, 2) unemployed, and 3) those over 25 years of age without a college degree, compared to other zip codes.

#/% apprentice hours worked by people of color	15,499 hours/ 25%	8,752 hours/ 27%	17,409 hours/ 20%	84,193 hours/ 28%	98,592 hours/ 33%
#/% apprentice hours worked by women	11,116 hours/ 18%	5,782 hours/ 18%	8,817 hours/ 10%	24,114 hours/ 8%	28,941 hours/ 10%
POS Priority Hire	2015	2016	2017	2018	2019
#/% Port capital projects with priority hire requirements	-	-	-	-	-
Influence					
Regional Trades Partnership established, collaborative efforts undertaken	✓	✓	✓	✓	✓
Leverage					
Aligned city, county investments (Regional Trades Partnership)					\$5.2 million (2018-19)

Construction trades strategy partners include public construction project owners (e.g., the City of Seattle, King County, and Sound Transit), community-based organizations such as the Urban League of Metropolitan Seattle, and pre-apprenticeship and apprenticeship training programs such as Apprenticeship and Non-Traditional Employment for Women (ANEW) and the Pacific Northwest Ironworkers and Employers Local #86 Apprenticeship.

In terms of demographics, data for construction outreach, training, and retention services show that 20 percent of participants were women; and 27 percent were white, 26 percent Black/African American, 22 percent Latinx, 11 percent Asian/Pacific Islander, 7 percent Native American/Alaskan Native, and 3 percent multiracial.

At listening sessions held as part of the strategic planning process, construction trades stakeholders identified the partnership with the Port as a positive, along with apprentice utilization requirements. They also identified issues and concerns, including:

- More community outreach
- Workforce projections associated with Port priority hire/apprentice utilization, so that programs can align their efforts with projected demand
- Pre-apprenticeship training program reforms (e.g., increased accessibility of classes in terms of times and location, integration/contextualization of language skills, community college partnerships, etc.)
- Funding for pre-apprenticeship training programs

- More supportive services, including during apprenticeships (e.g., tools and work clothes, relicensing, transportation, child care, etc.), to help with retention and completion
- Other retention support (e.g., navigation and mentoring)
- Tracking of results

(2021-2023) Elements of the Construction Trades Sector Strategy

The following are the proposed elements of the construction trades strategy for 2021-2023:

- **Regional Trades Partnership.** Continue to partner with other regional public owners to increase access to construction training and jobs and improve outcomes for individuals living in economically distressed zip codes, women, and people of color. This includes:
 - Developing and sharing common workforce data and targets
 - Developing a regional system to track apprentice through journey level
 - Identifying and promoting best practices (e.g., priority hire and acceptable worksites)
 - Identifying retention and completion barriers, setting targets, and funding strategies
- **Priority Hire –** Fully implement the Port’s priority hire policy and program, and evaluate its impact, working with internal partners. Also, create stretch goals for priority hire workers and apprentices. In addition, support priority hire, in partnership with other regional public owners (e.g., compare policies and practices to gauge their relative effectiveness, advance best practices, etc.)

The Port’s current plans call for implementing priority hire this year, with the following requirements/goals:

- Apprentice utilization: at least 15 percent of total labor hours performed by apprentices
- Priority workers apprentices’ level: 15 percent
- Apprentice preferred entry: 1:5
- At least 21 percent of apprentice hours by people of color
- At least 12 percent of apprentice hours by women
-

The Port Commission’s priority hire policy directive also calls for program evaluation, including establishing benchmarks and metrics such as utilization rates and graduation rates for priority workers, women, and people of color from pre-apprenticeship and apprenticeship training programs. In addition, it calls for annual reports that include the following:

- Number and kinds of construction projects on which apprenticeship and priority hire requirements were established
- Total number and percentage of labor hours actually worked by apprentices and priority workers
- Number of apprentices and priority workers broken down by trade and craft
- Number and percent of women and people of color utilized as apprentices and priority workers
- Barriers encountered by participating apprentices and priority workers and steps taken to resolve those problems and ensure their continued participation

- **POS apprenticeships.** Work with internal stakeholders to identify and pursue POS apprenticeship opportunities in the skilled trades.
- **Construction worker outreach, training, and retention.** Continue to invest in construction worker outreach, training, and retention services, with a focus on underrepresented populations and underserved communities. Also, provide funding for wrap-around services and supports to increase retention and completion; and evaluate results and build on lessons learned.
- **Acceptable worksite standards.** Fully implement and enforce the Port’s acceptable worksite standards, and evaluate its impact, working with internal stakeholders. Also, support best practices regarding acceptable worksite standards, working with other regional public owners.

2021-2023 Construction trades sector strategy baselines and targets

Construction trades strategy baselines and targets, 2021-2023				
Impact				
Construction Worker Outreach, Training, and Retention	Baseline	2021	2022	2023
# training completions	175 (2018-19)	150	175	175
# placements in apprenticeships, trades related jobs	190 (2018-19)	160	190	190
Hourly wage @ placement	\$26.21 (2018-19)			
Retention @ 3 mos	142 (75%)	120 (75%)	142 (75%)	142 (75%)
POS Apprenticeships	Baseline	2021	2022	2023
# placements in POS apprenticeships	N/A	-	5	10
POS Apprentice Utilization				
#/% of labor hours worked by apprentices on POS projects	20% (2015-19 average)	20%	20%	20%
#/% of apprentice hours worked by people of color	29% (2015-19 average)	29%	29%	29%

#/% of apprentice hours worked by women	10% (2015-19 average)	12%	12%	12%
POS Priority Hire	Baseline	2021	2022	2023
#/% of labor hours worked by priority workers	N/A	TBD*	TBD*	TBD*
#/% of labor hours worked by apprentices	N/A	TBD*	TBD*	TBD*
#/% of people of color utilized as apprentices and priority workers	N/A	TBD*	TBD*	TBD*
#/% of women utilized as apprentices and priority workers	N/A	TBD*	TBD*	TBD*
Influence				
Regional Trades Partnership collaborative efforts undertaken (data, best practices, retention/completion strategies, etc.)	✓	✓	✓	✓
Leverage				
Aligned city, county investments	\$5.2 million (2018-2019)	TBD	TBD	TBD
Construction Trades Budget		2021	2022	2023
		\$705,159	\$837,461	\$853,333

* Plans call for evaluating the Port’s priority hire policy and program and creating stretch goals for priority hire workers and apprentices, as called for in the Port Commission’s workforce development policy directive. Targets will be developed based on this work.

Note: Data on impact results will be broken down by race/ethnicity, gender, and zip code.

3 Maritime Sector Strategy

The maritime strategy focuses on increasing recruitment and retention, especially among youth who are not entering the industry; and developing maritime career pathways.

2015-2019 Elements of the Maritime Sector Strategy

- **Maritime career pathways roadmap** – The Port worked with the maritime industry and workforce and economic development partners to conduct labor market research to identify in-demand jobs and their skill and training requirements as well as wages; engage employers; identify the education, training, employment and support service needs of jobs seekers and workers; and inventory existing initiatives and programs. Among the key findings:
 1. Diverse maritime subsectors require different workforce development strategies.
 2. Maritime employers are fragmented; as a result, coordinating workforce development initiatives is challenging.
 3. The maritime workforce lacks diversity.
 4. There is minimal exposure in K-12 to maritime career opportunities.
 5. Maritime training programs exist (especially for jobs at sea); enrollment in existing programs is a bigger challenge.

Maritime industry representatives recommended a focus on youth, career connected learning, and collaboration among education, training, and other service providers.

- **Youth Maritime Collaborative** – In 2017, the Port established partnerships with a wide range of workforce and job training organizations under the umbrella of the Youth Maritime Collaborative to promote maritime career awareness and career connected learning activities. The collaborative’s vision: “to be a partnership between service providers, educational institutions, and employers to make maritime an appealing career option for low-income youth and youth of color. To achieve this, we propose a system that is grounded in career connected and equity.” Its goals are to:
 - Expose youth to occupations and career pathways in the maritime industry to generate interest in maritime career pathways and build a talent pipeline to port-related careers.
 - Offer a range of career connected learning opportunities for students, including experiential events/ classes, industry field trips and guest speakers, and career and education preparation events/classes.
 - Target and provide internship opportunities to local youth, including those living in disadvantaged communities, through partnerships with regional youth serving organizations. This includes providing interns meaningful work assignments that align with their education, skills, and career interests.

With support from the Port, Seattle Goodwill was brought on as a key partner to strengthen connections to youth of color. This helped lead to the development of Goodwill’s youth maritime program, which prepares high school seniors for maritime

careers. Key features include career and college readiness, maritime classes at area colleges, service learning and internships, financial stipends, and support services.

○ **Youth Maritime Collaborative** – Efforts have included:

- Securing maritime internship commitments, primarily for historically underrepresented populations such as youth of color and young women and establishing partnerships with other organizations to support internships (e.g., wrap-around services such as transportation, mentoring, subsidies, etc.).
- Organizing and offering a series of experiential and career connected learning events to K-12 students that introduce them to maritime careers and career pathways.
- Delivering equity trainings and follow up support to maritime employers committed to working with interns and collaborative stakeholders.
- Developing a resource database of key partners for career connected learning, service learning, field trips, guest speakers, workshops, support/wrap-around services, academic support, career and college navigation, etc.
- Organizing or attending industry events for maritime employer outreach and recruitment.

Collaborative partners, in addition to the Port, include: Argosy Cruises, the City of Seattle, Goodwill, Manufacturing Industrial Council, National Oceanographic and Atmospheric Administration, Northwest Marine Trade Association, Northwest School of Wooden Boat Building, NW Seaport Maritime Heritage Center, Partnership for Advanced Technology Apprenticeship in Manufacturing and Marine Engineering, Puget Sound Maritime, Puget Sound Skills Center, Seattle Maritime Academy, Salish Sea Expeditions, Seattle Maritime Academy, Seattle Skills Center, Sound Experience, Virginia V Foundation, and Youth Maritime Training Association.

○ **Core Plus maritime curriculum** – With support from the Port, the Manufacturing Industrial Council developed a Core Plus curriculum specific to maritime.

Core Plus is an established, industry validated, career-related STEM-based high school learning model. The “core” refers to skills that apply across industrial sectors such as use and safety of shop equipment, precision measuring, material science, and print reading. The “plus” refers to skills specific to an industrial sector such as aerospace, construction, and now maritime. The Core Plus maritime curriculum developed by the Manufacturing Industrial Council covers areas such as vessel manufacturing, maintenance, and repair; and shore-side marine services, including recreational, professional, logistics, and technical occupations.

Core Plus’s goal is to provide youth with the skills and knowledge needed to transition from high school to postsecondary education, employment, apprenticeship, and/or career training in industrial occupations.

As of 2018, Core Plus was offered at 30 locations around the state with enrollment options available to students from more than 150 high schools.

In addition to Core Plus maritime curriculum development, the Manufacturing Industrial Council partnered with the Port and Youth Maritime Collaborative to connect Core Plus students to internships and worked to increase work-based learning, career exploration, and internship opportunities for high school students to increase exposure to jobs and careers in the maritime sector.

Maritime strategy partners include the Youth Maritime Collaborative and its members, the Washington Maritime Federation, Seattle Maritime Academy, and Goodwill.

2015-2019 Maritime strategy sector results

Maritime strategy results, 2015-2019					
Impact					
Maritime Experiential Learning	2015	2016	2017	2018	2019
# students participating in experiential events	-	6	98	498	474
Influence					
Youth Maritime Collaborative initiated, collaborative efforts undertaken			✓	✓	✓
Goodwill youth maritime program developed and implemented				✓	✓
K-12 reforms launched (curriculum development, teacher professional development)				✓	✓
Leverage					
Foundations				\$300,000	

At a listening session held as part of the strategic planning process and an input/feedback session with internal partners, the following issues and concerns were identified:

- Community outreach, specifically reaching historically underrepresented populations and underserved communities.
- Increasing the number of maritime internships and providing interns stipends and wrap-around supports.
- Active Port engagement and commitment (e.g., using its influence with maritime employers to engage them in the strategy, increase the number of internships, etc.).
- Inclusive maritime work environment (e.g., engaging maritime employers committed to an inclusive work environment and providing them equity, diversity, and inclusion

- training; and providing participants an overview of the maritime industry and work environment, along with mentoring).
- Maritime career connected learning opportunities that span the continuum (e.g., awareness, exploration, preparation, work experience, and skills training and education), and help youth move along the continuum, not just one-time events.

(2021-2023) Elements of the Maritime Sector Strategy

The following are the proposed elements of the maritime strategy for 2021-2023:

- **Maritime career awareness and access.** Create awareness of and access to maritime careers.
 - Create outreach and experiential events, targeting historically underrepresented populations such as youth of color and young women
 - Collaborate with internal partners to develop an outreach program and communications campaign around maritime, targeting youth and near-port communities
 - Collaborate with youth serving organizations to secure maritime internship commitments for historically underrepresented populations; this includes employer engagement
 - Collaborate with partners and stakeholders to identify barriers to accessing maritime careers for youth and other underrepresented populations, and develop an action plan
 - Partner with education stakeholders to develop K-12 port related industries curriculum
 - Support development of a maritime high school
- **Maritime career pathways.** Develop maritime career pathway programs for youth and adults.
 - Collaborate with partners and stakeholders to develop and implement two youth focused maritime career pathway programs
 - Facilitate planning, development, and implementation of one adult focused maritime career pathway program, based on labor market analysis and partner engagement (e.g., industry, training and other service providers)
- **Regional maritime workforce development efforts.** Advocate for regional maritime workforce development efforts.
 - Support establishment of a maritime industry table as part of the regional workforce development system
 - Review labor market data to determine gaps in maritime and invest in workforce development efforts in near port communities
 - Advocate for local, state, and federal policies (and funding) that support regional workforce development efforts in maritime and address identified gaps
 - Work with regional partners to advance equitable workforce development policies and practices

2021-2023 Maritime sector strategy baselines and targets

Maritime strategy baselines and targets, 2021-2023				
Impact				
Maritime Experiential Learning	Baseline	2021	2022	2023
# youth participating in maritime experiential learning events	474 (2019)	300	500	750
# youth participating in maritime internships	N/A	10	20	30
Maritime Career Pathways – Youth (2)	Baseline	2021	2022	2023
# training enrollments	N/A	-	20	40
# training completions	N/A	-	16	32
# Placements in further education opportunities and training enrollment	N/A	-	13	26
Hourly wage @ placement	N/A			
Maritime Career Pathways – Adults (1)	Baseline	2021	2022	2023
# training enrollments	N/A	-	-	20
# training completions	N/A	-	-	14
# job placements	N/A	-	-	11
Hourly wage @ placement	N/A			
Influence				
Youth Maritime Collaborative efforts undertaken (communications plan, action plan to increase youth access to maritime careers, etc.)	✓	✓	✓	✓
Maritime career pathways developed and implemented		✓	✓	✓
Maritime industry table established, as part of regional workforce development system		✓		

K-12 port-related industries curriculum developed, and teacher professional development opportunities created	✓	✓	✓	✓
Local, state, and federal policies (and funding) for maritime workforce development adopted		✓	✓	✓
Equitable workforce development policies/practices advanced		✓	✓	✓
Leverage				
Maritime employers, foundations, regional workforce development partners, and state and local agencies	\$300,000 (2018)	TBD	TBD	TBD
Maritime Sector Budget		2021	2022	2023
		\$478,250	\$555,000	\$663,333

Note: Data on impact results will be broken down by race/ethnicity, gender, and zip code.

4 Green Career/Green Jobs Sector Strategy

The green careers strategy supports the environmental and workforce developments priorities of the Century Agenda.

2021-2023 Elements of the Green Careers Strategy

- **Duwamish Valley community equity program.** Support POS Duwamish Valley community equity program (e.g., retention strategies).
- **Green jobs career pathways.** Develop green jobs career pathway program.

Green jobs sector strategy targets for 2021-2023 are:

Green jobs strategy targets, 2021-2023				
Impact				
Duwamish River Green Jobs	Baseline	2021	2022	2023
# training enrollments	N/A	-	-	20
# training completions	N/A	-	-	16
# job placements	N/A	-	-	13
Hourly wage @ placement	N/A			
Influence				
Green jobs career pathways developed and implemented				✓
Leverage				
Employers, foundations, regional workforce development partners, and state and local agencies	N/A	TBD	TBD	TBD
Green Careers/Green Jobs Sector Budget		2021	2022	2023
				\$100,000

Note: Data on impact results will be broken down by race/ethnicity, gender, and zip code.

V. Youth Employment and Career Connected Learning

The CCL and Youth strategies objectives include strong partnerships with internal stakeholders like HR and the Port maintenance departments to develop opportunities for youth at the Port. Strategies include:

- Work with HR to align Port internships with regional workforce data and POS and regional workforce needs
- Partner with HR as a thought partner in the development of CTE related curricula
- Create more opportunities for Create more opportunities for Launch programming that can be aligned with POS CCL pipeline programs
- Work with regional partners to strengthen apprenticeship and pre-apprenticeship pipelines in port-related industries
- Work with regional post-secondary partners to strengthen training tied to port-related industries

- Review internal Port policies to identify barriers to entry into the Port intern program for students of color and women
- Coordinate with partner organizations to place Port youth interns into their organizations

VI. Plan Administration

The strategies and activities included in this comprehensive plan rely on the availability of human resources and a budget to achieve these important priorities. The following are the elements:

Staffing

The Strategic Plan also includes the addition of FTE’s to ensure that the strategies and activities are conducted as planned. The expanded Workforce Development team will be composed of a department director, program managers, data analyst and external subject matter experts who will manage the implementation of the various strategies including; systems change, policy recommendations, market research, data collection and analytics, and communications related to workforce development.

Port Investments

The proposed investments for 2021-2023 is \$11.7 million and it includes the staffing and administration costs and the proposed investments by sector (maritime, aviation, construction trades, and green careers). Each strategy and activity in each sector have been priced accordingly. The budget allocation by sector is shown below:

Sector	Total
Maritime Sector	\$ 1,538,250
Aviation Sector	\$ 5,178,244
Construction Trades	\$ 2,237,800
Green Careers/Jobs	\$ 200,000
Career Connected Learning	\$ 375,000
Technical Ed/Youth Emp.	\$ 140,000
Staffing and Administration	\$ 2,029,476
Total	\$11,698,770

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