



**COMMISSION
AGENDA MEMORANDUM**

Item No. 11a

BRIEFING ITEM

Date of Meeting March 9, 2021

DATE: February 19, 2012
TO: Stephen P. Metruck, Executive Director
FROM: Amberine Wilson, Emerging Talent Manager
Kim DesMarais, Talent Management Director
Katie Gerard, Human Resources Senior Director
SUBJECT: Youth Internship Programs Update

EXECUTIVE SUMMARY

This briefing informs Commission of 2020 outcomes and 2021 plans. It also briefly reviews program history and provides a vision of where we hope to take the program in the future.

COVID-19 brought both challenges and opportunities in 2020. While our college program was greatly reduced, our high school program maintained 80% of budgeted hires. By quickly changing to a community-based selection process and a virtual programming design, we were able to focus on equity and safety while developing new partnerships with our Muckleshoot and Suquamish neighbors.

The new model aligns with the Port's Workforce Development Policy Directive and with regional Career Connected Learning strategies.

We are continuing to innovate towards equity in 2021:

- (1) Offering paid and credit earning high school internships *every quarter* for the first time at the Port. Goal is 115 high school internships.
- (2) Building multi-quarter internships in partnership with industry partners.
- (3) Leveraging the Port's Equity Index to focus partnership development in communities most impacted by COVID19.
- (4) Expanding the College internship program to include opportunity youth pursuing alternative post-secondary education.
- (5) Focusing 2021 recruitment for college internships on graduating seniors who are experiencing unprecedented unemployment rates.

BACKGROUND

In the last six years, the Port has increased its high school internship program more than 12 times over and it has doubled its college program, while keeping expenses flat. Through

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innovation and community partnerships, we have also worked to improve the program quality and equity each year.

In 2020, faced with a global pandemic, we modified our program with a laser focus on equity. While we did see a reduction in internship numbers, particularly at the college level, we were able to shift quickly and developed innovative solutions to continue offering internships when many other organizations cancelled their programs altogether. We built new partnerships with Muckleshoot and Suquamish high schools, offering their youth virtual, paid, and credit-earning internships. We built new partnerships with El Centro de la Raza and expanded partnerships with Community Passageways and Duwamish Valley Youth Corps. We recruited from communities furthest from opportunity and most impacted by COVID19. We made necessary process and program changes to ensure we were set up to be more resilient and adaptive moving forward.

	2015	2016	2017	2018		2019			2020		
	Summer	Summer	Summer	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall
High School Interns	8	68	82	81	11	10	79	17	25	28	25
College and Graduate Interns	26	37	38	49	2	1	49	1	1	4	1
Total	34	105	120	143		157			84		

2021 AND BEYOND

Vision:

Our Internship Programs operate within a regional Career Connected Learning strategy to achieve human resources’ and workforce development’s missions. Opportunities have a focus on Port-related sectors, labor market data, community partnerships, equity, and outcome metrics. The programs are a model of how to build successful career pipelines for maximum regional impact.

Imagine a Port internship program where all participants are:

- Selected by equity-focused community partners that have already begun training them on Port-related careers,
- Placed into internships at the Port that build upon that curriculum and provide them with experiences that offer school credit and transferable skills that help them compete for in-demand jobs,

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- Connected to post-internship opportunities with industry partners that guide them to the next step in their career: whether that’s an apprenticeship, college, post-secondary program, another internship, or an entry level job,
- Linked to alumni surveys, engagement events, and social media communications so we can better track our long-term impact and recruit former interns.

STRATEGIC ALIGNMENT WITH POLICY AND ORGANIZATIONAL GOALS

Workforce Development Policy Directive

Resolution #3776 identifies two goals and several strategies, summarized below, that are the guiding principles for youth internship programming:

- A. Goal 1: Increase equitable workforce access for the trades in port-related economic activities, with an emphasis on expanding opportunities to near-port communities which are most disproportionately impacted. Port staff will develop program priorities, actions, benchmarks, and metrics for success.
 1. Focus on workforce training and education...where the greatest gaps and disparity rankings exist.
 2. Increase equitable access to port-related industry specific career pathways....
 3. Adopt career connected learning best practices into Port...internships...with a special emphasis on support for opportunity youth.
- B. Goal 2: Identify and prioritize opportunities for leadership and influence to promote a sector-based approach to workforce development centered on equity, diversity, and inclusion.
 1. Make strategic investments in the maritime, aviation, construction trades, green careers...to leverage the greatest community impact.
 2. Create targeted emphasis to increase workforce development programs in near-port communities.
 3. Create awareness and access to education and career pathways in port-related industries.
 4. Foster partnership with community-based organizations, educational institutions, labor, industry stakeholders, and government agencies to maximize the workforce development impact of the Port of Seattle.
 5. Coordinate with school districts and other degree-granting institutions to ensure Port fellows and interns are eligible for CTE credit when available.
 6. Facilitate the expansion of the Port of Seattle Internship Program...
 7. Support the placement of opportunity youth 16-24 years old in high-quality, compensated fellowship, internship, and job opportunities at the Port and with partner organizations to support port-related career connected learning.

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Port-Wide Goals and Executive Priorities

The following 2021 executive priorities also provide guiding principles for youth internship programming:

- A. Increase career and business opportunities for local communities in all port-related industries.
- B. Advance regional workforce development in port-related industries to provide equitable access to quality careers.
- C. Ensure HR programs and policies are reviewed with an equity focus.
- D. Attract and retain our employees by investing in their success, growth, and development
- E. Partner and engage with external stakeholders to build healthy, safe and equitable communities.
- F. Create durable multi-year Human Resources plan to support effective Capital Delivery build-up

Community Priorities and the Equity Motion

What’s missing from the chart below are identified community and educational partner priorities. We are currently involved in a community engagement process to gather feedback that can further inform our programming.

Working with community as expert advisors mirrors the Equity Motion’s call to ensure Port accountability to the public in the integration of equity principles into the Port’s work.

We will also be leveraging the Port’s equity index to inform our outreach and recruitment priorities for the high school internship program. By partnering with community-based organizations and schools that operate within zip codes identified as furthest from opportunity, we maximize the equitable impact of the Port’s investment.

Youth Internship Program	Workforce Development Policy		Port-Wide Goals and Executive Priorities					
	Increase Equitable Access to Economic Prosperity	Leverage Port Impact and Innovation	Increase Career Opportunities	Advance Regional Workforce Dev.	Ensure HR Programs have Equity Focus	Attract and Retain Diverse Talent	Partner with External Stakeholders	Effective Capital Delivery Build Up Plan
Hire WMBE to run community advisory process to develop recommendations on program selection, curriculum, and evaluation.		X	X		X		X	
Expand College Program to include post-secondary opportunities in partnership with technical programs.	X	X	X	X	X	X	X	X
Offer part-time credit earning opportunities throughout the year.	X	X		X		X	X	
Partner with community organizations to select opportunity youth for internships.		X	X	X	X	X	X	
Provide Project-based learning programming that teaches transferable skills and focuses on Career Connected Learning.	X		X	X		X		X
Build multi-quarter internships with regional industry partners	X	X	X	X			X	X
Apply equity index to identify outreach and recruitment priority zip codes.	X	X		X	X			
Develop leadership training programming for youth internships with focus on project management, team development, and networking.	X		X					X
Offer more internship opportunities at the Port and in partnership with other organizations.		X	X	X		X		

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ATTACHMENTS TO THIS BRIEFING

- (1) Presentation slides
- (2) Workforce Development Policy Directive

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

June 23, 2020 – The Commission authorized Workforce Development Policy Directive, Resolution No. 3776

February 11, 2020 – The Commission was briefed on Youth Internship Programs

November 27, 2018 – The Commission was briefed on Youth Internship Programs

May 9, 2017 – The Commission was briefed on Workforce Development Update