



# **Port of Seattle Commission**

## **Workforce Development Policy Directive**

**As Amended and Adopted  
June 23, 2020**

## **SECTION 1. Purpose.**

The purpose of this Policy Directive is to fulfil Century Agenda strategic objectives by increasing equitable access for workers in port-related economic activities, create opportunities for workers to acquire the skills, experience, and education they need to secure increasingly complex and better compensated jobs and careers at the Port and in port-related economic industries and activities; and to guide the workforce development efforts of the Port of Seattle to benefit workers, Port customers and tenants, and port-related economic activities in near-port communities in King County and the general area.

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.

The port-related workforce development described herein provides a substantial public benefit consistent with the Port Commission's economic development goals and is consistent with ongoing worker training initiatives in place in King County.

This policy directive advances the Port of Seattle's commitment to workforce development and is intended to:

1. Increase Equitable Access to Economic Prosperity
2. Leverage Port Impact and Innovation

## **SECTION 2. Definitions.**

When used in this policy directive, the following words and phrases shall have the meanings given below unless the context in which they are included clearly indicates otherwise:

“Apprentice” means an individual participating in a registered program that provides closely supervised on-the-job training which may be supplemented with classroom instruction. Apprentices receive wages when they begin and earn increases as they become proficient in various skills. Once the program is complete, apprentices receive industry certifications and licenses to practice their trade.

“Career and Technical Education” means the practice of teaching specific career skills to students in middle school, high school, and post-secondary institutions.

“Career Connected Learning” means a continuum of events and work-related experiences designed to create meaningful linkages between K-12 education and future employment opportunities. They are typically broken down into a series of events classified as, “Awareness”, “Experiential”, “Preparation”, and “Launch.” These events are geared towards creating experiential awareness about career pipelines or pathways for young people from an early age.

“Career Pathways” means an integrated collection of programs and services intended to develop community members’ core academic, technical and employability skills; provide them with continuous education, training; and place them in high-demand, high-opportunity jobs and careers.

“Career Transitions” means the experience by opportunity youth and adults transitioning from high school and or GED programs, involvement with the criminal justice system, income-related housing insecurity, military veterans, and or under-employment.

“Community Capacity Building” means the process by which community members and community organizations obtain, improve, and retain the skills, knowledge, tools, equipment, and other resources needed to engage effectively in planning and decision-making processes and advocate for self-determination in both policy and project decisions.

“Demand Occupations” means Occupations within the high growth industries (as defined by Federal government) and having more than the average number of new openings.

“Disaggregated Data” means data that has been broken down by detailed sub-categories, such as race, gender, income, or census tract level findings. Disaggregated data can reveal disproportionalities that may not be fully reflected in aggregated data.

“Displacement” means the involuntary relocation of current residents or businesses from their current residence. This is a different phenomenon than when property owners voluntarily sell their interests to capture an increase in value. Physical (direct) displacement is the result of eviction, condemnation, rehabilitation, or demolition of property, or the expiration of covenants on rent- or income-restricted housing. Economic (indirect) displacement occurs when residents and businesses can no longer afford escalating rents or property taxes. Cultural displacement occurs when people choose to move because their neighbors and culturally related businesses have left the area.

“Disparities Rank” means, according to the Washington Environmental Health Disparities Map, means a ranking of cumulative impacts that determines the prevalence of disparity within an area. The rank is identified by multiplying environmental exposures and effects with the presence of sensitive populations and socioeconomic factors.

“Economic Development Programs” means occupational job training and placement, job advancement and job retention, pre-apprenticeship training, or occupational education programs associated with port tenants, customers, and local economic development related to port tenants or port-related economic activities that are sponsored by a port and operated by a nonprofit, private, or public entity. The Port of Seattle refers to these as “workforce development programs.”

“Equity” means the fair treatment, access, opportunity, and advancement for all people while striving to identify and eliminate barriers that have prevented the full participation of

communities historically oppressed. Improving equity involves increasing justice and fairness with the procedures and processes of institutions or systems and a fair, intentional distribution of resources.

“Equity Driven” means embedding race, gender, and broad social equity approaches throughout projects or programs.

“Fellowships” refers to programs designed to provide hands-on career experience and mentorship to identify and guide program participants.

“Green Job/Green Career” means a job or career needed to operate and sustainably manage Port assets. Green jobs/green careers provide the skilled and diverse workforce in King County required by the Port to satisfy environment and sustainability commitments identified in the Century Agenda and support the Port’s operations. This workforce is created using principles of an inclusive green economy that concurrently enhance the environmental health and economic well-being of communities. Examples of Port-related green jobs/green careers may include but is not limited to: renewable and solar energy, stormwater management, habitat restoration and carbon banking, eco-tourism and sustainable transportation, environmental compliance and remediation, environmental policy, as allowable by law.

“Inclusive Green Economy” means according to the European Commission, as an economic model, one that differs from traditional ones in that it takes due consideration of environmental and social externalities, focuses on resource efficiency and ecosystems, as building blocks of the economy; taking into account that environment degradation undermines long-term economic growth and human development. The transition to an inclusive green economy entails joined efforts at many levels, including in stimulating sustainable lifestyles, scaling up sustainable consumption and production and encouraging green entrepreneurship, through the advancement of eco-innovations, the facilitation of resource efficiency, and the mainstreaming of green consumer behavior. In the course of change, new green jobs are to be created without compromising on existing employment, and a significant reduction on carbon emissions, waste and other forms of pollution is to be achieved.

“Port-related Industries” means aviation, maritime, construction trades and green career industries.

“Priority Hire Policy” means the Port of Seattle Resolution No. 3736 and amended by Resolution No. 3746 adopted by the Port of Seattle Commission which strives to increase access to jobs for qualified construction workers from economically distressed areas of King County to Port of Seattle projects.

“Pre-Apprentice” means an individual participating in a registered program that provides the training and skill development needed to meet the qualifications for entry into an

apprenticeship. These programs also provide wrap-around support that allows participants to remain in the program.

“Opportunity Youth” are defined as people between the ages of 16 and 24 who are neither enrolled in school nor participating in the labor market. For instance, in many cases, these young people are experiencing connected challenges like homelessness, being in foster care, involvement in the youth or adult criminal justice systems, and being an immigrant or child of an immigrant; these life circumstances become barriers to participating in the workforce.

“Training system” means programs and courses of secondary vocational education, technical college programs and courses, community college vocational programs and courses, private career school and college programs and courses, employer-sponsored training, adult basic education programs and courses, programs and courses funded by the federal workforce innovation and opportunity act, programs and courses funded by the federal vocational act, programs and courses funded under the federal adult education act, publicly funded programs and courses for adult literacy education, and apprenticeships, and programs and courses offered by private and public nonprofit organizations that are representative of communities or significant segments of communities and provide job training or adult literacy services.

“Workforce Development” means the composite of strategies and services, including career connected learning, K-12 education, worker and employer training and job matching that help connect and retain workers to careers within the Port and port-related economic activities, and that help ensure area businesses have access to the skilled workforce they need to thrive and grow. RCW 53.08.245(1) provides that “[i]t shall be in the public purpose for all port districts to engage in economic development programs.” RCW 53.08.245(2)(a) provides that such economic development programs may include “[o]ccupational job training and placement, job advancement and job retention, preapprenticeship training, or occupational education programs associated with port tenants, customers, and local economic development related to port tenants or port-related economic activities that are sponsored by a port and operated by a nonprofit, private, or public entity.”

“Wrap-Around Services” means those services and support systems including but not limited to, public transportation assistance, work related clothing, tools, work related food assistance, child-care and monetary compensation as they relate to work-needs, and as allowable by law, regulations and funding sources, that promote access and stronger alignment of workforce, education, vocational rehabilitation, and other human services systems.

### **SECTION 3. Scope and Applicability.**

This policy directive, in alignment with WA RCW 53.08.245, applies to all activities of the Port of Seattle’s employees and related business units that support economic development programs, hereafter referred to as “workforce development programs.”

#### **SECTION 4. Responsibilities.**

The Executive Director shall engage in the following activities in pursuit of this policy directive, either directly or by appropriate delegation of authority:

- A. Develop and implement economic and workforce development programs consistent with this policy directive.
- B. Incorporate current Port policies when developing and implementing workforce development efforts, including the Port's Century Agenda, the Diversity in Contracting Policy Directive, the Priority Hire Policy Directive, the Duwamish Valley Community Benefits Commitment Policy Directive, the South King County Fund, the Opportunities Motion, and other relevant Port directives and policies.
- C. Develop a three-year workforce development strategic plan to implement this policy and guide equitable, diverse, and inclusive economic development programs across King County and the region. The strategic plan will include the following elements:
  - 1. An overview of workforce development best practices in port-related industries including: education, job placement assistance, training, coaching, navigation assistance, and skills needs of workers to acquire and retain jobs and advance in their careers;
  - 2. A strategic overview of port-related industries for career connected learning opportunities, workforce education and training system gaps, and possible areas of focus for the Port with an emphasis on equitable impact;
  - 3. Identification of current and future labor and skills needs of the Port and port-related industry employers;
  - 4. Identification of gaps in port-related industry workforce education and training system offerings with recommendations;
  - 5. Identification of additional funding sources and partnership opportunities to support port-related industries;
  - 6. Identification of disproportionately impacted communities who are also at high risk of displacement will be prioritized in the workforce development strategy;
  - 7. Identification of opportunities for the Port to promote an inclusive green economy through innovative workforce training and career pathways that further advance opportunities for port-related economic activities to advance the region's sustainability and climate change resilience.

8. Identification of all port resources needed to carry out the strategic plan.

## **SECTION 5. Policy.**

Port-related workforce development provides a substantial public benefit consistent with the Port of Seattle Commission's economic development goals and is consistent with ongoing worker training initiatives in place. To center equity, diversity and inclusion in its workforce development efforts and to support sustainable and competitive port-related industries, the Port shall pursue the following goals:

- A. 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 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 on Port and port-related economic activities where the greatest gaps and disparity rankings exist and;
  2. Promote access to wrap around services and infrastructure that are necessary to improve the delivery of services to individuals, including adults and youth who face barriers to employment and job retention, where such services are allowed by law.
  3. Career Pathways
    - (i.) Increase equitable access to port related industry specific career pathways and port-related economic activities;
    - (ii.) Support the development of equitable port related industry specific career pathways with an emphasis on progressively high demand careers and in careers which the Port of Seattle's economic vitality is dependent upon.
  4. Career Connected Learning: Adopt Career Connected Learning best practices into Port workforce development, internships, and fellowship programs for all four (4) of the commonly identified phases, with a special emphasis on support for opportunity youth:
    - (i) Awareness: provides youth an introductory level exposure to industries and job skills in port-related economic sectors.
    - (ii) Experiential: provides youth a focused level of direct exposure to learning in industries and port-related economic sectors.
    - (iii) Preparation: provides youth with supervised, practical application of skills and knowledge through extended direct interactions with industry and sector professionals in Port-related economic sectors.

- (iv) Launch: provides workforce-ready youth the preparation needed for employment in a specific range of occupations within the Port and in Port-related economic activities.
- B. 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.
1. Make strategic investments in the maritime, aviation, construction trades, green careers, and other port-related economic activities where the Port is uniquely positioned to leverage the greatest community impact.
    - (i.) Develop metrics to demonstrate the opportunities for leadership, influence and investment.
    - (ii.) Create targeted emphasis to increase workforce development programs in near-port communities.
    - (iii.) Leverage industry participation to increase recruitment and retention of workers in port-related demand occupations and high need careers.
    - (iv.) Create awareness and access to education and career pathways in port related industries.
    - (v.) Leverage port-related industry investment in programs that support training for basic skills and career advancement.
    - (vi.) Invest Port funds in recruitment, retention, and training programs that will leverage increased investment in port-related careers.
  2. 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:
    - (i) 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.
    - (ii) Career and Technical Education, CTE
      - a. Coordinate with school districts and other degree-granting institutions to ensure Port fellows and interns are eligible for CTE credit when available.



- b. Create opportunities to support port and port-related industry apprentice and pre-apprentice programs.
  - c. Improve access to educational and career support resources, such as job training centers, that facilitates workers' physical access to workforce development opportunities for disproportionately impacted near-port communities.
- (iii) Youth Employment
- a. Facilitate the expansion of the Port of Seattle Internship Program, such as by increasing the number of high school and college interns placed in Port of Seattle internships, supporting port-related internship programs or exploring other strategies to support port-related career-connected learning.
  - b. 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.

## **SECTION 6. Program Evaluation.**

The Executive Director, or a delegate, shall establish benchmarks and metrics to include, but not limited to the following:

- A. Provide an annual report to the Commission no later than April 30<sup>th</sup>.
  - 1. The application of Career Connected Learning best practices in Awareness, Experiential, Preparation, and Launch.
  - 2. Evaluation of the Port's workforce investments on an annual basis, using disaggregated data. Report will show how the Port's workforce development resources are utilized to leverage industry involvement to address evolving workforce training, education and retention demand projections as necessary and to ensure equity, actions outlined in the policy directive shall strive to address the concerns of community members disproportionately impacted.
  - 3. Identification of investments, outcomes and progress of the Port's workforce development efforts including, but not limited to:
    - (i) The number youth placed in internships and jobs;
    - (ii) The number of persons trained, recruited, placed in jobs, and retained;

- (iii) The types of internships and jobs and range of compensation;
- (iv) The number and types of businesses that are served;
- (v) Any other tangible benefits realized by the port, the workers, businesses, and the public.
- (vi) List the partnerships identified under Section 5(b)(2).