



**VALUES IN ACTION: ADVANCING EQUITY IN
OUR WORK**
2023 Edition

**PREPARED BY THE CHANGE TEAM
and OFFICE OF EQUITY, DIVERSITY, AND INCLUSION**

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INTRODUCTION

In 2019, the Port of Seattle became the first port authority in the country to establish an office of equity. In doing so, our organization made an initial commitment of time and resources to embed equity, diversity, and inclusion into the fabric of the organization. Also, by creating the Office of Equity, Diversity, and Inclusion (OEDI), the Port acknowledged that for too long it has benefited from white-dominant culture and comfortably operated in an unjust, racist society. By failing to acknowledge these inequities, the organization realized that it was playing a role in perpetuating them.

We are committed to doing better for our organization and for the communities we serve. We are committed to becoming an equitable, anti-racist organization. The Port aspires to be an organization that mirrors — throughout its breadth of operations and services and within its leadership structure — the diversity of our community, instills principles of equity in its culture, and ensures a fair and intentional distribution of opportunities with the goal of expanding economic development and quality of life for all.

We recognize that without greater emphasis on undoing racial inequity, our organization will always face an uphill challenge to become an equitable organization, because we will continue — even unintentionally — to leave historically marginalized communities behind. There is much work ahead of us to truly realize this goal. There will continue to be successes and setbacks, and we are in it for the long haul.

This handbook, and the guidance and recommendations that it includes, is intended to provide teams and departments throughout the Port with resources and tools to embed equity, diversity, and inclusion into our day-to-day operations, programs, and policies. The tools in this handbook were developed by the Change Team, which is a Port-wide cohort of employees representing every department in the organization, and OEDI, using a combination of national best practices and Port-specific equity practices.

This robust effort to achieve equity at the Port is not only the right thing to do, but it will also strengthen the foundations of economic prosperity for the Port and our region for years to come. In many ways, racial equity is both a process and an outcome. It is about transforming our relationships, culture, and institutions.

At times, advancing racial equity can feel like we are falling uncontrollably, battling the bias, discrimination, and injustice that is deeply imbedded in so many aspects of our lives. Against these forces, we can struggle to find our grip and footing. To be successful, we need everyone, Port leadership and staff, community partners, and contractors to work together to improve our practices and generate lasting, transformative change. Together we will succeed.

LEADING WITH RACE

The Port defines **equity** as 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.

Racial equity is when race is no longer a predictor of life outcomes and outcomes for all groups are improved. We lead our equity work with a focus on racial equity because racial oppression is so foundational to our country’s origins — from mass exploitation of Native American populations to the enslavement of Black Americans — and it forms the language, logic, and structure for all types of discrimination. Additionally, leading with racial equity allows us to have a specific, strategic focus that we can use to develop structural approaches for all forms of oppression.

While we lead this work with a focus on racial equity, we know that racism is not the only inequity we need to address. We value an intersectional approach to our efforts to advance equity and dismantle [white supremacy culture](#). **Intersectionality** is a framework for understanding how aspects of a person’s or group’s social identities combine to create varying degrees of advantage and disadvantage. The Port’s [Women of Color Assessment](#) is an example of an intersectional approach to advancing equity, understanding the experiences, disadvantages, and barriers that are created at the intersection of race and gender.

In addition to leading with race, the follow are the Port’s core equity principles.

- **Integrating Values of Equity and Inclusion:** We are committed to working structurally to identify and dismantle systemic and structural barriers to ensure that historically oppressed communities, particularly communities of color, have access to the resources needed to thrive. To achieve equitable outcomes for all our communities, we must be accountable, transparent, and willing to share information and decision-making power with the people who are impacted by our work.
- **Prioritizing the Most Vulnerable:** In developing policies, practices, and procedures, we are committed to engaging those who are most directly and adversely impacted by our work. For the Port, vulnerable stakeholders are both internal people such as employees, and external groups such as small businesses, vendors, contractors, airport workers, and vulnerable communities.
- **Ensuring Language and Cultural Competence:** When vulnerable communities cannot access timely and accurate information, they often are unable to voice their needs, access public assistance, or follow directives from public agencies. We are committed to making our communications and programs linguistically, technologically, and culturally accessible.
- **Supporting Community-Based Organizations:** Trusted community-based organizations provide essential direct support to vulnerable communities and are important partners in our work. We are committed to developing relationships built on trust, transparency, and accountability.

USING THIS HANDBOOK

The Port of Seattle's *Values in Action* handbook was developed by the Change Team and OEDI. The content for the handbook was created by researching and curating national best practices in addition to documenting Port-specific practices and work to advance racial equity.

Please think of this handbook as a group of tools designed to help you and your team integrate explicit considerations of racial equity into your work and programs. Each chapter is a resource that focuses on different aspects of the Port's work, including but not limited to hiring, budgeting, community engagement, and data. Using the tools in this handbook will help you develop strategies and actions that reduce inequities with the goals of improving success for everyone, creating a culture of belonging and inclusion, and building more accountable, transparent relationships with the communities we serve.

Keep in mind these are only tools, and tools are not magical. Use of these tools does not guarantee that your work will advance equity or eliminate inequities. Think of this as a learning, iterative process. By using and applying these tools, you and your team will strengthen your ability to analyze problems with an equity lens, to assess the intended and unintended consequences of decisions, and to see and name race with the goal of seeing and naming racism. The more you use these tools, the better you will become at developing and utilizing an equity lens in your work.

As stated in the introduction of this handbook, equity is both a process and a product, and these two things often intersect. We understand our success at advancing equity through all types of data and measurement, which is the product. And, the process we undertake to reach that product often influences the product itself. For instance, if we have a goal to increase the racial diversity of our job applicants, we must change our processes to things like outreach, language access, and minimum qualifications to influence the end product. We cannot expect change to occur if we continue to do business as usual – no matter how well-meaning our intentions are.

Think of the tools in this handbook as a resource to help us all change our processes so we can actualize growth and progress in our outcomes or products. Like all tools, it takes time to learn them, become efficient with them, and make necessary adjustments to get the results we seek. Please be patient, open to learning and new ideas, and willing to work collectively for the benefit of us all.

If you have any questions or feedback regarding any of the content in this handbook, please contact the Office of Equity, Diversity, and Inclusion.

THE PORT OF SEATTLE'S CHANGE TEAM

If you want to learn more about the Change Team or how to become a part of this team, this chapter is for you! Topics related to the Change Team include:

- Change Team background
- Member roles and expectations
- [Testimonials](#) of what working on the Change Team is like
- How to join the Change Team and help lead equitable practices at the team/department level

What is a “Change Team”?

A Change Team is a proven strategy for successful organizational transformation. Change Teams are used by local governments and municipalities around the country, including in King County and the City of Seattle. They take different forms depending on the needs of the organization, but there are many similar elements.

A Change Team brings together a diverse group of people from across an organization who work collectively to achieve equitable outcomes. It creates a structure for employees to be continuously trained and developed as leaders in this movement.

Why Does the Port Use the Change Team Model?

The Port of Seattle’s Change Team was mandated by the [Racial Bias and Equity Motion](#) and created in September 2020. The Change Team is a Port-wide cohort of employees from all departments, teams, and leadership levels. The mission of the Change Team is to engage all levels of the Port in using an equity framework in their daily work and decisions. They work to fulfill this mission by collaborating with leadership to develop Port-wide equity goals and work within their respective teams to develop Department-specific equity goals. This Team is key to helping realize our framework to normalize, organize, and operationalize equity.

The Port is implementing values of equity, diversity, inclusion, and belonging throughout the organization. The Change Team focuses on implementing equitable practices through many different facets of the organization. In 2021, the [Equity Assessment](#) and [Women of Color Assessment](#) found 60+ recommended actions the Port can take to advance principles of equity, diversity, inclusion, and belonging. The Change Team was formed as a way of operationalizing this work and embedding these values into the structure and all aspects of the Port.

Who Can Be a Member of the Change Team?

Being a part of the Change Team means you are willing to commit to continuous engagement and active advocacy on Port values of equity, inclusion, and belonging. This team is a place for furthering your education on racial equity and helping normalize and operationalize racial justice work throughout the Port.

In short, **anyone can be a member of the Change Team** if they fit this description. There are two types of members: Sponsors and Core Members. Sponsors are department directors who work with OEDI and oversee departmental Core Members. Core Members are representatives from each department who collaborate with other members, their department sponsors, and OEDI to work towards a more inclusive

Port. Please refer to the [Responsibilities and Expectations document](#) which clarifies roles for Sponsors and Core Members.

What are the Benefits of Joining the Change Team?

Being a member of the Change Team brings several developmental opportunities that also extend to working with and learning from individuals you might not otherwise engage with. While the first cohort laid the groundwork under virtual circumstances, we hope to continue building a community of change agents who will support, encourage, and help us consider additional ways of approaching equity, inclusion, and belonging.

Professional Development:

- You will develop your systems change management acumen as a change agent! You will work to apply and implement equity practices in partnership with your Sponsor, across your department
- You will develop your presentation and facilitation skills as a department Change Team member and equity leader
- You will collaborate with different departments across the port and share lessons-learned
- You will coordinate and plan departmental equity goals with Sponsors
- You may be exposed to additional leadership and speaking opportunities, along with targeted equity training and coaching from OEDI

In-Depth EDI Training Opportunities:

- Foundational training will cover concepts of racial equity terminology and definitions, root cause analysis, and racial equity solution mapping
- In addition, the Change Team will have early, targeted, and sometimes exclusive access to certain EDI trainings and offerings at the Port
- OEDI will provide monthly office hours for coaching and the monthly Change Team meetings will also provide platforms to work through topical situations

What Does the Work of the Change Team Look Like?

Change Team Core Members and Sponsors meet monthly to discuss challenges and successes in implementing equity practices within departments and teams.

For the next cohort, we will incorporate more opportunities to proactively workshop and work through some of the systemic challenges Change Team Core members experience related to operationalizing equity on-the-ground. Change Team Sponsors will have dedicated time to brief each other on successes and challenges from a leadership perspective, to support one another in this work, and to encourage creative solutions to challenges.

As needs arise, project committees may be used as a tool to help break down issues and develop strategies for Port-wide application. Once you become a member of the Change Team, you will be given access to collaborate using the Change Team [SharePoint site](#), which has many tools and resources to help you in your equity work.

Of course, being part of the Change Team is not only business. Equity is fundamentally about seeing and understanding each other's humanity. So, we will exercise ways to do that by connecting in-person when possible, coordinating Change Team social gatherings, and making sure we try to connect at the heart-level each time we meet.

Who Are Current Members of the Change Team?

This is the most [up-to-date roster](#) of Change Team Sponsors and Core members. Please use this as a discussion point with your supervisor as to how to balance your interest in this commitment alongside additional responsibilities of your primary role.

How Do I Join the Change Team?

The first step is to do just what you're doing – review the background of the team and understand its purpose and objectives. We encourage you to connect with various [current](#) or former Change Team members to get a better sense of their experience, the challenges, and the benefits. Last, but not least, engage in a conversation with your supervisor to discuss how you can both add value to your department as well as the Change Team by taking on this role. The [Sign-Up Form](#) includes background information of which department at the Port and requires one to read the [Responsibilities and Expectations document](#). After this, there are two questions to better understand motivation and interest in the Change Team. Once this is processed, a representative from OEDI will be in contact and guide you through the next steps of being a member!

Helpful Timelines (when one signs up and timeframes for commitment)

Below are approximate timeframes related to Change Team sign-up periods:

December-January	Open enrollment and recruitment for Change Team participation
February	Notification of Change Team participation
March	Change Team orientation and training

Time commitments and expectations for the Change Team can be found on the [Responsibilities and Expectations document](#) and range, on average 3-6 hours per month.

What Happens After My Term Ends?

Change Team Sponsors retain their responsibilities as long as they hold their leadership (Director-level) position at the Port. Change Team Core members have the option of renewing their term or stepping down, based on their interest, capacity, and discussion with their supervisor and team colleagues.

Change Team Alumni will continue to be engaged and informed of Change Team efforts as we work to broaden the equity capacity across the organization, albeit with less frequency. Alumni are welcome and encouraged to support and reinforce efforts of current Change Team Core members and will be invited to Change Team community gatherings as we grow our support networks.

Who Can I Connect With if I Have More Questions?

If there are questions about joining, contact Tania Park (park.t@portseattle.org or 206.584.0702).

HIRING

Chapter Overview

This chapter will guide you through the why, what, and how of diverse hiring panels. Diverse hiring panels are required for all hiring processes.

Why Diverse Hiring Panels?

Our vision is to develop a Port that mirrors, represents, and reflects — throughout its breadth of operations and services and within its staffing and leadership— the diversity of our community, instills principles of equity in its culture, and ensures a fair and intentional distribution of jobs and expansion of economic prosperity and quality of life for all.

One way to achieve this vision and live our values of anti-racism and equity is through our hiring practices, ensuring a fair process for both potential new employees and internal candidates seeking advancement or other opportunities.

It is difficult to fully eliminate our biases; however, providing tools to be mindful in our selection and hiring process may help us to recognize and to reduce our biases. Important aspects in determining a diverse hiring panel:

1. Candidates may gain a better snapshot of your organization and the opportunity because each interviewer will likely come from different perspectives, offering unique insight with each answer given and question asked.
2. Candidates observe that we are actively practicing our values and working to create a culture of equity and inclusion.
3. Diverse hiring panels can provide the hiring manager with diversity of feedback, insight, and recommendations for which candidate to choose. Diverse hiring panels can also help determine if candidates are a good “[culture-add](#)” to our organization.
4. Diverse panels are key to equitable hiring at the Port of Seattle. For panelists, it is a development opportunity to participate on a panel, an opportunity to have their voices heard, and influence a hiring process that can affect the culture of the organization.

What Is a Diverse Hiring Panel?

Diverse hiring panels ensure a variety of perspectives on interview panels. In selecting a panel, these categories should be considered.

1. Race (employees would self-identify)
2. Gender (employees would self-identify)
3. Hierarchy (i.e., a combination of supervisors and individual contributors)
4. Roles/departments (Subject matter expertise)
5. Internal customers of the work of the position being hired

Who Is Responsible?

1. Each Department Director (or their delegate of choice) is responsible to assure that every interview panel is made up of a diverse set of interviewers.
2. The Department Director/Department Designee is responsible to track their recruitments and track that a diverse panel was identified and used in the process.

3. Hiring Managers will include diverse perspectives on interview panels, with regards to race, gender, hierarchy, and roles/departments. Hiring Managers will also take into consideration the partners of the work upstream and downstream of the open position.
4. HR will support these efforts and offer recommendations to Hiring Managers, as needed.

Process for Approval and Tracking

1. Hiring manager will submit their panel via email to the department designee.
2. Division/Department Designee can also request to incorporate staff on the hiring panel who are listed on the [Diverse Panel Volunteer List](#).
3. Division/Department Designee will review using the criteria above in “What is a Diverse Hiring Panel?”
4. If the panel is diverse and doesn’t need adjustments, then Division/Department Designee sends back email approving.
5. If the panel isn’t diverse and needs adjustments, then Division/Department Designee responds with recommendations for changes needing to be made to the panel.
6. Hiring manager adjusts the panel and submits to the recruiter copying the Division/Department Designee.
7. The Division/Department Designee will track the position being hired and that the diverse hiring panel was met in diverse hiring panel tracking SharePoint system.

If a panel member is not available, hiring manager will have an extra panel member on the list as an alternate.

Benefits of a Diverse Hiring Panel

The benefits of having a diverse and inclusive hiring panel on all interview processes extend to the hiring manager, panelists, and the candidates. It is essential for an organization to be diverse and equitable. It leads to increased opportunities for workers, fosters well rounded discussions, brings different talent, skills, and abilities to our workforce, and fosters innovation. For the candidates, they will get to meet representatives from our organization and get a feel for our culture. For the hiring managers, they will have the opportunity to hear the candidates answers through the panelists eyes and have multiple voices at the table. For panelists, it is a development opportunity to participate on a panel, an opportunity to have their voices heard and have a hand in hiring process that can affect the culture of our organization. For all panelists is it a learning opportunity and a chance to gain new perspectives.

What to Expect for All Members of a Hiring Panel

Hiring Manager: The hiring manager will set expectations for what they are looking for in the role and ultimately have the final choice on who is selected. They will listen to the panel members’ feedback and evaluation of each candidate. As the panel is de-briefing the interviews, it is ideal for the Hiring Manager to share their feedback last. In doing so, the Hiring Manager has an opportunity to listen to different perspectives, thank each panelist for their evaluations, and then to directly respond to feedback from the panel. The hiring manager considers all the conversation and feedback from the panel, before making a decision. The hiring manager assures they have addressed their biases and are consciously working to minimize its impact on their decision.

Panelist: Each panelist was chosen for their connection to this role and their value to this organization. Your voice is valuable at the table. This is a learning opportunity and an opportunity to share your perspective in the interview process. Panelists play an important role in helping the hiring managers

make a final determination on a candidate. You will listen carefully to the questions and grade the answers based on the scale provided by HR. After all candidates have been interviewed, the team will meet to de-brief. Panelists will share their thoughts regarding the answers of each candidate and their rationale behind each candidate's grade. After this is shared, the Hiring Manager will take this information into consideration when working with the HR recruiter to make the final decision. Ultimately, the final decision is up to the Hiring Manager, and that may be a decision that you do not agree with. If that is the case, please respect the Hiring Manager's decision and feel empowered to ask for their rationale, if they have not already provided it.

HR Recruiter: HR talent acquisition recruiter will setup up the interviews with the panel members requested if the recruiter is concerned about the panel not being diverse, they inquire to the hiring manager. If they are still concerned, they escalate to their hiring manager's director.

Examples of a Diverse Hiring Panel

Job posting for Facility Project Manager

- Hiring Manager: White male
- Panelist 1: BIPOC supervisor at facility (same division, different department)
- Panelist 2: BIPOC female staff level colleague from environmental department (race, gender, hierarchy, and department diversity)
- Panelist 3: Senior level, White male project manager (subject matter expert)
- Panelist 4: White female partner from economic development division, customer of this role (gender, hierarchy, department diversity)

Job posting for Environmental Specialist

- Hiring Manager: Female supervisor recently promoted
- Panelist 1: White female (same department, staff peer to position being hired)
- Panelist 2: BIPOC male (same department, staff level employee)
- Panelist 3: ESL female manager (project management department that works with position)
- Panelist 4: BIPOC male supervisor (different department that works with position)

Job posting for Maintenance craft personnel, represented

- Hiring Manager: White male, non-represented manager
- Panelist 1: White male (crew chief of the craft, represented)
- Panelist 2: BIPOC male (same department, non-represented)
- Panelist 3: BIPOC male (same department, Change Team member, represented)
- Panelist 4: White female (different department in the same division with some knowledge of the position, administrative professional, non-represented)

Job posting for Facility Maintenance Manager, supports multiple departments

- Hiring Manager: White male supervisor
- Panelist 1: White female manager (different department and division, customer of position)
- Panelist 2: White female specialist level position (same division but different department, customer of position)
- Panelist 3: BIPOC male (Change Team member, peer to this position)
- Panelist 4: BIPOC male (supervisor, same division, different department, customer of position)

EQUITY IN COMMUNITY ENGAGEMENT

Chapter Overview

This chapter is known as the Port of Seattle’s **Equity in Community Engagement Playbook**, and it is a resource to support the inclusion of community voices and stakeholder participation in the Port’s work, especially those communities impacted by our operations and infrastructure. The purpose for this Playbook is to support Port employees in planning for authentic, trusted, and engaged connections with the communities we serve. It is intended to be a living document that will be updated overtime as the Port continues to learn and gather input from community members.

Centering Equity in our Community Engagement

The Port of Seattle is committed to engaging with our communities in ways that reflect our mission, vision, and values. The way we engage with communities builds relationships based on trust and moves us closer to the world-class, anti-racist Port we aspire to be.

- 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.
- Our R.A.I.S.E. values stand for Respect, Anti-racism and Equity, Integrity, Stewardship, and Excellence.
- And one of our Century Agenda goals is to become a “model of equity, diversity, and inclusion”.

Bias and oppression are embedded in our society, systems, and our organization. If we fail to acknowledge this and thus fail to account for it, we perpetuate it, even if it is unintentional. To advance equity, we must consistently and consciously embed an equity lens into our work. As a result, equity must be centered in our relationships and engagement with community. This playbook is especially important in considering and building our relationships with communities of color and low-income communities that are most often and disproportionately impacted by our work.

Community Engagement Overview

What is Equitable Engagement and why does it matter?

The mission of the Port of Seattle 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. The community holds our [“social license to operate”](#) in their hands, and the ways in which we engage with communities can either enhance our programs and projects -- or can delay or stop them. The social license to operate is comprised of three components:

- **Legitimacy:** this is the extent to which individuals or organizations “play by the rules;” the norms of the community, be they legal, social, cultural, formal, or informal in nature.
- **Credibility:** this is the individual’s or organization’s capacity to provide true and clear information to the community and fulfill any commitments made.
- **Trust:** this is the willingness to be vulnerable to the actions of another. Quality relationships and trust take time and effort to build.

Effective, equitable engagement builds two-way understanding and trust, enhances the Port’s reputation, and increases stakeholder confidence, serves our values, and helps build stronger

communities through valued and lasting relationships and partnerships. It supports the participation of everyone who may be impacted by a Port project including people of color, low-income communities, immigrants and refugee populations, LGBTQIA residents, veterans, and youth.

The focus of equitable engagement is on building strong, sustainable relationships and removing barriers to participation. Engaging community members at the earliest stage of a project – and asking them how they want to be involved – is part of the secret sauce. To do that well requires cultural competency and an understanding of how race and socio-economic factors influence decision making. Equitable engagement requires being open to change, a responsiveness to community insights, and a sharing of power.

Best practices to consider for equitable engagement include:

- Careful research and planning to learn about existing relationships and historical connections.
- Know who in the community to connect with and asking for their input on who else to connect with.
- Learn about what matters most to the community and how the Port can support them.
- Engage community leaders to speak with their communities to help promote engagement opportunities.
- Ask the community how and when they want to be involved – co-create an engagement plan!
- Go to the community – meet where they are, at hours that are community-friendly (like nights and weekends), and at places that are accessible. Even offer transportation, if feasible.
- Provide a culturally appropriate meal from a local establishment or caterer.
- Present materials in visual ways and use plain language. Focus groups that include community members can provide valuable input on materials in advance of public engagement.
- Offer translated materials and interpretation services in the languages most prevalent in the community.
- Offer childcare services (or vouchers) so that parents can participate.
- Consider providing stipends or compensation for community advisor roles. Stipends should be meaningful and adequate compensation for the expertise provided, not a token amount that undervalues community expertise.
- Follow up with appreciation and follow through on all commitments. Provide periodic project updates, especially on topics for which community members provided input.
- Keep a record of who attended and how they want to be involved in the future.
- Use the Port’s monthly email banners – created by employee resource groups, External Relations, and OEDI – highlighting culturally significant anniversaries and holidays.

Community Engagement 101: What Port work necessitates engagement?

Making decisions around stakeholder engagement requires careful consideration and planning. Take the time to ask questions and always consider the **Port’s Community Engagement Team in External Relations as a partner and resource**. Recognize that every Port project and event is different but they each may present an opportunity to underscore the Port’s commitment to transparency and to do the right thing by the communities we serve. Stakeholders carry knowledge, expertise, and care deeply about their domain; they will want and expect to be consulted, at the very least, in advance on issues and projects that impact them.

While there are many times to consider engagement, two buckets of work are critical moments for engagement planning: capital projects and ongoing facility operations or changes at Port facilities.

Capital Projects: If you are supporting a capital project, consider the potential impacts of the project on surrounding neighbors, businesses, and streets. Impacts related to noise, lights, and traffic are strong reasons to plan for community engagement with the emphasis on “planning ahead”. While project managers are working through 30-60-90% design meetings, it is time to ask about impacts and permits that will trigger a public notice either by the Port or by another agency (City, SEPA/NEPA). Getting engagement launched before a permit notice helps the Port share information and underscores the commitment to outreach. Early outreach can also provide helpful details to project managers as they shape their work. Public meetings like Commission meetings are also something to flag. If a project is scheduled for an upcoming Commission meeting (signing a lease, securing funding, a change in scope) the project team should consider that an opportunity to get the latest project details to stakeholders. Projects with larger budgets may have more complex and permit-driven required engagement, however, all projects, regardless of budget, should consider the Port’s priority to be a good neighbor.

Ongoing Port facility operations or updates to Port facilities: In many cases, the Port has either ongoing engagement for Port facilities (i.e. Terminal 5, Terminal 91 and SEA) or a process for responding to complaints. Keeping up with ongoing outreach and responding to complaints builds trust with near-port communities (i.e., the communities adjacent to port operations). Ongoing outreach also provides an opportunity to listen to community members and learn about new issues that need to be addressed. Near-port communities are often interested in knowing about upgrades or adjustments at Port facilities that may affect them such as a change in operations, new public art, changes to entrance and exit routes, or new lighting.

Events: Events at Port facilities can disrupt neighbors. Think about how the move in/move out occurs and at what hours. Event vendors may want to dismantle equipment immediately after an event, which may be between 10pm – 6am and could potentially disrupt neighbors. Event activities like music and traffic should also be reviewed for impacts. Informing the near-port community of the upcoming activity and providing a contact and phone number that will be answered during the event hours will give neighbors confidence that you care about their concerns.

Opportunities: Port operations and projects expand economic benefits across the region. Access to opportunities has historically not been equitable in our community. Think about how adjusting outreach could make opportunities at the Port more equitably accessible.

The checklist below is offered to help staff determine if engagement is needed.

Do I need to conduct community outreach on my project, operation, or event? *If you answer yes to one or more of the questions below, then it is likely there is a need for community outreach. Again, contact External Relations for support and guidance.*

Question	Potential Impact	Response
Will the project impact air quality, traffic, noise levels, light levels, land use or public space?	Construction trucks entering/exiting a project site, new LED lights installed, noisy cleaning equipment (dock cleaning).	YES/NO
Do impacts violate a city ordinance ?	Noise code limits outdoor noise including that generated by machines and work activity. Limits are enforced by noise abatement coordinators and are enforced through measuring noise decibels and hours of operation.	YES/NO
Will the project change Port facilities in a way that the public will interact differently with the facility?	A new exterior mural, new entrance/exit, new LED lights.	YES/NO
Will new lease tenant operations impact air, traffic, noise, light or public space?	Equipment backup alarms, leased land for truck, bus or vehicle parking which could create new traffic congestion or noise.	YES/NO
Will event activities impact neighbors?	Music, announcements, participant arrival/departure time and route, event move out during 10pm- 6am time frame	YES/NO
Does this project impact Port priority issues like workforce development, equity, human trafficking, or climate change?	If so, connect with staff associated with the priority issue for information and coordination	YES/NO
Does the project fall under the scope of the Duwamish Valley Community Benefits Commitment (CBC)?	Refer to page 4 of Resolution 3767 for language in the CBC	YES/NO
Is the project located in a neighborhood with an equity index of low or moderate?	South Park, Georgetown, or near-Airport neighborhoods	YES/NO
Does my project have a historical connection or previous involvement with a community?	If so, do some research on those connections and stakeholders and reconnect with the update	YES/NO

Community Outreach and Engagement Take Many Forms

The Port’s community outreach and engagement activities are dynamic and range from simple to complex and ongoing to one-time. Effective community engagement is custom-designed each time depending on a variety of factors including:

- **Communication Objectives** – What are we trying to achieve?
- **Audience** – Who are the impacted stakeholders and why do they care?
- **Spectrum of Public Participation** – Are we informing, consulting, collaborating, or empowering the community? On what and when will the public be invited to influence decision making?
- **Strategies and Tactics** – What are the most effective ways and tools to meet our objectives?
- **Timeline** – Is this an event or a project and what are the milestones involved?
- **Budget** – Who’s budget and how much? Is there a project budget? Will we use Promotional Hosting? Will we use Trade, Business, Community Development (TBCD) funds to sponsor outreach activities?
- **Measurement** – What does success look like?

Examples of Outreach and Engagement

Type	Example
Memberships	The Port holds memberships with local and ethnic chambers of commerce, business and industry advocacy groups, and professional organizations. Staff regularly attend meetings to represent the Port, provide updates, and build relationships with the membership. These memberships often provide annual agreements that afford the Port with an opportunity to present to the group (e.g., State of the Port with West Seattle Chamber at Jack Block Park), disseminate information to the membership, advertising, collaboration on issues, and other ways that promote the Port’s priorities.
Trade Business Community Development (TBCD) Sponsorships	The Port is generally not authorized to contribute funds to third parties where there is a donative intent, and no goods or services are received in return. However, as a special purpose district, the Port has the authority (see AC4), to fund certain, limited types of events, programs, or activities. There is a TBCD application that goes through an approval process before any commitment for funding can be made. Authorized expenditures fall into four categories: 1) Promotion of Port Properties and Facilities and Trade Promotion; 2) Promotion of Tourism; 3) Economic Development Programs; 4) Public Education and Awareness. Examples include: the Trade Mission to Kobe, the Maritime Economic Forecast Breakfast, the Seattle Southside Chamber’s State of SEA luncheon, and the Duwamish River Festival.
Grants and Community Benefits	The Port has several programs including the Economic Development and Tourism Grants, the South King County Community Impact Fund (Environment and Economic Recovery Grants), and the Duwamish

	Valley Community Equity Program (and Community Benefits Commitment). These programs return benefits to our communities in a variety of ways. More information on each can be found on the Port’s website.
Community Liaisons	Building trusted relationships with community leaders over time is key to our success. There are many examples of how we engage community liaisons and how Port employees act as liaisons to the community. Our established advisory committees are models where community members act as liaisons to the Port for their communities. In addition, many Port staff act as liaisons with business, industry, and community groups.
Advisory Committees	Examples include the established advisory committees that exist for the Airport communities (StART and Highline Forum) and for Maritime communities (T91 Neighbors Advisory Committee, Duwamish Valley Port Community Action Team). The Port’s advisory committees are further described in section 7 of this Playbook.
Open Houses and Public Comment Opportunities	As decisions are being made particularly as capital projects take shape that may have community impacts/interest or through a SEPA/NEPA process, the Port will host open houses and public comment opportunities to gain input from stakeholders.
Online Open House (or microsite)	An online open house is a website that mimics the stations of information for a project (i.e., Project Purpose, Alternatives, Impacts, Timeline, Resources), acts as a repository for documents, and sometimes provides a way for the public to provide comments. A site like this is available 24/7 so access to the information is unlimited for the duration of the time the online site is available and the number of visitors can be measured. Here’s an example of one developed for the SEA Flight Corridor Safety Program: https://seasafecorridor.infocommunity.org/
Listening Sessions	Hosting a community listening session allows an opportunity for the public to provide feedback and suggestions to the Port. A best practice is to target audiences that share a common geographic area or topics of interest and help guide the conversation in ways that are specific to the Port’s mission.
Tours	Facility tours are memorable experiences, and the Port has many opportunities to provide stakeholders with an insider’s view of our operations. Examples include walking tours of Fishermen’s Terminal, airfield tours of SEA and Working Waterfront Boat Tours for Elected Officials.

<p>Receptions, Special Events</p>	<p>The Port’s statutory authority to use Promotional Hosting and provide food and beverage for special occasions makes us unique amongst public agencies. The Port hosts receptions for commemorative events such as the opening of a new facility, an annual holiday reception for customers/tenants, an Annual State of the Port and significant milestones, or anniversaries.</p>
<p>Promotional Hosting</p>	<p>Promotional hosting is a tool that can be used to help build relationships and two-way understanding by hosting stakeholders with food and beverage. Expenditures must be made in accordance with AC-4 to “enhance or promote trade or development of the Port or the region.” See statement of policy for acceptable expenses.</p>
<p>Adult Education</p>	<p>The Port hosts a 4-part annual Port U Adult Education Series in the late summer: facility/bus tours for Cargo 101 with NWSA and Airport 101 and boat tours for Duwamish River 101 and Ship Canal 101. These excursions are free, promoted to the public, and include a boxed meal. Advance registration is required. In addition to Port staff sharing information, the Port partners with tenants, business and industry, regulatory and other public agencies, labor, and community members to present information.</p> <p>Port Unplugged has been an annual “after-hours” program we host with major employers to introduce and engage their employees in what’s happening at the Port. These programs have been held at Pier 69, at SEA, and on tour boats and buses. An educational program is followed by a networking reception featuring local entertainment.</p>
<p>“38 Cities” Speakers Bureau</p>	<p>There are 39 cities in King County and this program is designed to get out to cities <i>beyond</i> Seattle with an update on the Port (hence, this program is referred to as “38” cities). Port Communications designs a PowerPoint deck each year that acts as an introduction to the Port as well as an update on key strategies, programs and priorities, with the ability to localize on ways the Port supports communities throughout King County (Economic Development and Tourism grants, as examples). Commissioners and Executives are often the presenters.</p>
<p>Festivals</p>	<p>The Port supports annual community festivals such as the Fishermen’s Fall Festival, Burien Strawberry Festival, Duwamish River Festival and the Chinatown International District Celebration with information booths, giveaways, speakers and, on occasion, boat tours.</p>
<p>Career Awareness Programs and Workforce Development</p>	<p>Through our partnership with the Highline School District, education programs at the Museum of Flight, Raisbeck Aviation and Maritime High Schools, and our High School Internship Program, among others,</p>

	<p>the Port hosts many opportunities throughout the year for students to learn about Port-related careers.</p> <p>Workforce development works to ensure access to opportunity via supporting job training and wrap around services, examples of these partnerships include, ANEW, Port Jobs, Northwest Carpenters Institute and others offering apprenticeship opportunities.</p>
Job Fairs	Throughout the year, the Port is engaged in hosting and partnering in Job Fairs throughout King County to promote Workforce Development opportunities, and training and careers in Port-related industries.
Habitat Restoration events and Tree Plantings	Annual events take place during Earth Month such as Duwamish Alive! a community-led habitat restoration party, along with tree planting events during the fall and winter planting season in airport communities that support forest stewardship and Green Jobs.
Duwamish River Community Hub	As part of the Port’s Duwamish Valley Community Benefits Commitment (CBC) , the Port opened the Duwamish River Community Hub in South Park in 2021. The Hub is located two blocks from the Duwamish River People’s Park, fish, and wildlife habitat. It serves as a staff office and community gathering place for a variety of uses to serve the goals of the CBC. The Hub is available for Port meetings.

The Public Participation Spectrum

The Port is a corporate member of [IAP2](#), the International Association of Public Participation. They developed the Spectrum of engagement as a tool that is widely used by public involvement practitioners to gauge the increasing level of public impact. In addition, IAP2 offers [trainings and resources](#) to support education and competency in Public Participation.

IAP2's Public Participation Spectrum



	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example techniques	<ul style="list-style-type: none"> ■ Fact sheets ■ Web sites ■ Open houses 	<ul style="list-style-type: none"> ■ Public comment ■ Focus groups ■ Surveys ■ Public meetings 	<ul style="list-style-type: none"> ■ Workshops ■ Deliberative polling 	<ul style="list-style-type: none"> ■ Citizen advisory Committees ■ Consensus-building ■ Participatory decision-making 	<ul style="list-style-type: none"> ■ Citizen juries ■ Ballots ■ Delegated decision

As public involvement takes many different forms, so do the tools to support it. The EPA provides this list for assessing community interest in a project or topic:

EPA Guidance for Assessing Community Interest (utilize one or more)

- Conduct door-to-door outreach and discussion
- Ask to visit community and faith organizations during their regular meetings
- Hold a community meeting and invite participants to share their goals and concerns
- Offer a survey or invite dot voting on flip charts to help prioritize
- Post an online survey
- Use social media
- Provide interpreters at meetings and events and translate outreach materials to meaningfully engage persons with limited English proficiency
- Provide information and outreach materials in accessible formats to enable effective communication for persons with disabilities

Useful Strategies for Community Engagement Scenarios

How do I deal with conflict, outrage, and opposition?

There can be publicly charged situations with some topics or projects that stir an emotional response from stakeholders. Controversy and conflict can help to frame community issues more broadly and provide a greater variety of perspectives. If these situations are managed well there are benefits, such as identifying problems or bringing about needed change. To resolve a conflict, look at the conflict from the commenter’s point of view and learn more about their perspectives and motivations.

When confronted with outrage, it is likely that person is frustrated because they are feeling ignored, disrespected, or scared. Be empathetic and think about how you would feel in a similar situation. For example, let’s say you are at a public meeting talking about a proposed Port redevelopment project in the Duwamish Valley and a member of the community says, *“your project is terrible because it will have negative impacts on the surrounding community, which is typical of the Port because you care more about supporting industry and profits than you do protecting people or the environment.”*

Best practices on what to do or how to respond:

- Stay calm and keep your emotions intact. Remember it’s not personal, it’s about the issue. Remind yourself to keep cool, take slow deep breaths to lessen stress and anxiety, and calm your nerves.
- Don’t interrupt or cut people off; let the person finish.
- Don’t tell someone they are wrong, judge or criticize.
- Avoid making excuses or defending your actions. Defensiveness can make others feel angrier or lose your trust.
- Let them know you recognize the conflict, or their anger and that seeking resolution is also important to you and the Port.
- You can apologize that this proposal is concerning to them; apologizing can often diffuse tension.

- Be inquisitive to gather more information, ask them why they feel that way, what they want, or what you could do.
- Don't feel the need to find immediate solutions or resolution; it's OK to let them know you don't know, but that you will take their feedback back to the project team.
- Offer an opportunity to follow-up later or discuss further. Politely let them know that we don't have the time at this meeting, but that you are interested in hearing more from them. Be sure to exchange contact with them.
- If you make a pledge to follow up, follow through on it!

When is it beneficial to use a facilitator or mediator?

A facilitator or mediator could be a Port employee or external to the Port, but it is crucial that they are not involved or have any stake in the project; they must be unbiased and transparent about their role as a facilitator.

A **facilitator** manages the way multi-party groups work together, they do not influence the outcome or results. It's a good idea to call in an external facilitator when:

- You or other members of your team want to take part in the meeting, but don't want the responsibility of running the meeting or that responsibility would detract from your team's ability to listen and engage.
- It's a large meeting (>50) with a long agenda (>2hrs) and a wide range of people attending.
- The group needs to achieve consensus on an outcome or decision in which your team (or the Port) is one party among several in making that decision.
- The group is stuck and not getting through their work efficiently.
- Dealing with new or difficult issues, especially if there is known opposition.
- Issues are low to moderately polarized; not extremely polarized.

A **mediator** assists and guides the multi-party groups toward their own resolution when there is a dispute. The mediator does not decide the outcome, but helps the group understand and focus on the important issues to reach a resolution. It's a good idea to call in an outside mediator when:

- Interested parties or stakeholders don't agree.
- Parties have been unable to initiate a productive dialogue.
- A resolution seems unsurmountable.
- A fair solution or mutually acceptable agreement is needed to move forward.
- Issues are highly polarized.

Best practices for receiving community feedback

- **Appreciate all feedback with a "thank you", even if it is criticism.** For a person to be invested enough to offer feedback is a gift – they are working through barriers of trust, in-person meeting requirements or technological formats, possible language barriers, and other time commitments.
- **Be empathetic in your response, remembering that not everyone is a subject-matter-expert.** Becoming a subject matter expert, like Port staff may be, takes time, information, and layers of

dialogue that community members who don't work in the field have not had. Keep in mind that community members are subject-matter experts in areas that Port staff are not.

- **Take the time, after the meeting, to think through “Why would that comment come to us?”** This could give you valuable information about how your work relates to the what the public knows and how to better communicate what the Port is doing. It is important to consider comments and issues that come up that seem outside of the topics you work on or events and issues that come up that seem outside of the topics you work on or even outside the control of the Port's operations. Communities don't experience issues in the same silos that departments or agencies work within. outside
- **Responding to someone's comments is an opportunity to build a connection.** Communication and follow through in response to comments, questions, or criticism can go a long way to foster stronger relationships and build trust with community that can help work through tough issues in the future.
- **Stay calm and know that sometimes submitting unrelated comments can be a strategy.** Occasionally, it may be a method of community groups to steer the conversation to what they want to talk about. Surprising an elected official or Port staff can be a shock and awe tactic that is a valid method on the spectrum of activism.
- **If it's feedback about something the Port is already engaged in, don't see that as the public failing to listen.** In the moment, this is an opportunity to share good news about a topic they care about! Afterwards, it's food for thought about how to communicate Port work more effectively.

How do I meaningfully consider feedback unrelated to the project at hand?

Community engagement can be focused on a single topic, like a new plan, construction project, or clean-up effort. Port staff hope to hear what the community thinks about their specific issue, but community members often offer more general feedback. Additionally, community members sometimes offer feedback on something the Port is already working on, possibly in a separate team or department. For Port staff, this can seem off-topic and a natural response can be to brush it off, seeing this feedback session as not the correct venue. However, this is an opportunity to consider the bigger picture -- all feedback is valuable and responding to it is a social-emotional skill to learn and hone.

Scenario: Port staff are holding engagement meetings where they offer different timelines and requirements for potential diesel reduction plans. Port staff are hoping to hear which plan community members would prefer, particularly those who drive the trucks or live near the truck routes. However, the feedback they receive is that community members want “more climate action now!”

Why is this helpful? At first glance, this feedback may not appear helpful for Port staff since they were hoping to get into the nitty gritty of diesel reduction. However, here is some helpful information offered by this feedback:

- The community member is engaged with Port activities and has taken the time to show up at a meeting and share feedback. There are many barriers to engagement for the public so comments, even if unrelated, are valuable and demonstrate the person has an interest in learning from or sharing with the Port or staff.

- “Climate action now” shows this person’s interests. If possible, consider how you can share more about the topic at-hand from the lens they are passionate about. Focus on how your project does or does not address “climate action” in simple terms – it can be a bridging moment to get your technical questions answered, using terms the community member can relate to.
- If reframing isn’t relevant, you now know more about what the community cares about. They are trusting the Port with a value set (“quick climate action is important to me!”) and it’s the staff member’s job to take this back to your work and fill in the details. You can pass the comments along to port staff working on the climate initiatives or to Commission when they ask about what community is invested in. It’s also an opportunity for more communication on the topics people are interested in.

How do we honor feedback from the community?

Keeping participants in the loop demonstrates that their contributions were heard and valued. This plays a vital role in building trust and support and motivating community members to participate in future dialogues. Communicating community engagement results is just as important as collecting input.

Capture and document all feedback and initial responses. Share it with the project team, so they can start discussing how to incorporate it. Decide if and how you will respond to the feedback (e.g., written response, emailing participants, social media, recap report) and the timeframe. Be transparent about your next steps and share your process with the community (e.g., we are reviewing your comments and will provide responses in 30 days). Report back to the community about the ways in which public comments and feedback influenced the final outcomes.

Approach community engagement interactions with an asset-based mindset

An asset-based approach is seeing the glass “half-full” or focusing on the community’s strengths and opportunities. It recognizes that everyone has knowledge to offer, builds networks and avenues for engagement, and empowers people rather than just focusing on delivering services to people. Receiving feedback with an asset-based mindset means valuing whatever people bring to the table and building relationships with community members so that they are an integral part of the solution.

If you think about community members with a “glass half empty” mentality, this is a deficits-based mindset. This mindset focuses on what a community might lack or fixates on the challenges they face. Examples of a deficits-based approach include starting community work with a “needs assessment” and providing what you think communities might need from an outside party.

The Role of Government Relations

Elected officials are key community leaders, so engagement with them must be a central focus of the community engagement process. However, it should be done deliberately, as there will not always be alignment between a community group and their elected leadership, while there also will not always be unanimity among their elected leadership on an issue under discussion. Whatever the case with the local elected delegation, the most important rule when integrating elected leaders in a community engagement process is to **defer to the community**. What elected officials are they familiar with and are they comfortable working with? Who has championed their organization, issue, or cause? What is the history of elected engagement in this issue?

This has something in common with the entirety of this playbook, namely the importance of letting the community lead, taking our cues from those who are most directly involved and impacted.

Just as the Port's lead on community engagement should look to the community partners for guidance on the elected official with whom they're most comfortable working, the Port can offer guidance and a service to community partners. If they're not actively working with elected officials, we can offer the services of our GR team in making those connections.

The role of Government Relations in community engagement, then, is not the priority of the engagement. But overlap and consistency with engagement of government officials should be considered, and the Port should be conscious that this is a role we can offer to our community partners.

Established Community Engagement Forums at the Port

The Port has a long history of working with communities to keep them informed on Port business and solicit feedback on projects and programs. Over the last several years, the Port has made significant strides to expand its equitable engagement with communities that are most impacted by Port operations. Several near-port community forums exist that can be utilized to engage community advisors. This section provides an overview of those forums and information on their purpose, issues and how best to connect.

Terminal 91 Neighbors Advisory Committee (NAC)

[Terminal 91 Neighbors Advisory Committee](#) (NAC) is the Port's longest-standing community forum, established in 1984, and is comprised of representatives of the Magnolia Community Council and Queen Anne Community Council. Together with representatives of the Port, NAC operates within the terms of [the Terminal 91 Short Fill Redevelopment Agreement](#) (as amended 1985 and 1998). While the group operates today as an effective sounding board for the Port's operations at Terminal 91, the agreement focuses on dispute resolution associated with operations at Terminal 91 including noise, lighting, and transportation. The group represents and communicates community interests. Some of the key areas of focus include cruise and commercial fishing operations, Terminal 91 Uplands Redevelopment, the Magnolia Bridge replacement, special events at the Smith Cove Cruise Facility, and transportation projects that impact the area.

The Committee meets on the third Wednesday of each month either virtually or at the Port's headquarters at Pier 69. Meetings are chaired by Weldon Ihrig, a neutral facilitator.

Staffing: The NAC Community Engagement liaison is Rosie Courtney, Senior Program Manager, Maritime Community Engagement, courtney.r@portseattle.org.

Duwamish Valley Community Equity Program (DVCEP) – Resolution 3767

In 2016, the EPA selected the Port, the near-port community, and Just Health Action to receive EPA-technical assistance and pilot a draft Community-Port Collaboration Toolkit. This pilot project led to the creation of the [Duwamish Valley Community Equity Program](#) and established the Port Community Action Team (PCAT) as community-based consultants to provide input on Port projects, community impact, and how the Port can advance environmental justice. The pilot project led to the development and adoption of Resolution 3767: The Duwamish Valley Community Benefits Commitment, which is described below. Lessons learned from the pilot project include valuing community expertise as a project asset can set the tone for equitable engagement; establishing relationships with a "core team"

of leaders can help overcome barriers (i.e., setting shared principles for the engagement process); and committing to implementation at the outset.

The Duwamish Valley Community Benefits Commitment (CBC)

[The CBC](#) is a long-term commitment to equity and outreach efforts in the Duwamish Valley, which harnesses the Port's economic development mission to promote community partnerships, health environments and communities, and economic prosperity. This commitment pertains to all activities of Port employees and related business units that impact the community. There are three overarching goals of the resolution:

- **Goal 1: Community and Port capacity building for ongoing collaboration** – this includes increased access to Port programs and facilities, increased communication, training for both staff and community members, equitable community engagement, creating opportunities for community feedback, collaboration with other public agencies, and conducting a root cause analysis to understand the needs and opportunities of the Duwamish Valley Community Equity Program (DVECP).
- **Goal 2: Healthy environment and communities** – this includes the commitment to act on climate change and other environmental factors that affect the health of the community. An example of an effort that the Port has committed to that meets this goal is the Northwest Ports Clean Air Strategy.
- **Goal 3: Economic prosperity in place** – this includes the commitment of the Port to support anti-displacement solutions that enable the Duwamish Valley Community to thrive in place through equitable access to training, jobs, career pathways, and port-related economic opportunities.

Port Community Action Team (PCAT)

Within this resolution, the Port commits to providing engagement opportunities for the community that facilitate shared decision making and participation in Port processes and to maintaining the PCAT as the environmental justice-oriented advisory group representing the community voice (see Appendix A for more details). The Port also commits to engaging the community early and often and with equitable practices regarding any port-led projects or property improvements and changes affecting the community.

The PCAT focuses a wide variety of issues and projects including cargo operations, truck parking and freight routes, clean air initiatives, , habitat restoration and Green Jobs, Port parks and public access, youth careers and internships.

PCAT meets on the 2nd Wednesday of the month either virtually or at the Port's Duwamish River Community Hub in South Park.

Duwamish Valley Inter-Departmental Team (IDT)

Additionally, the Port has convened an Inter-Departmental Team of employees whose work supports or has the potential to support the implementation of the Community Benefits Commitment. The program is meant to increase staff coordination, skills, and capacity to respond to community concerns and implement best practices in equity into day-to-day work. The IDT meets quarterly for updates, learning and sharing about the Port's DVCEP.

Staffing: The Duwamish Valley Community Equity Program Senior Program Manager, Environmental Engagement is Christina Billingsley, billingsley.c@portseattle.org with support from Peaches Thomas, Program Coordinator, Environmental Engagement, thomas.p@portseattle.org. The program also is supported by a Community Engagement consultant, [Envirolssues, Inc.](#), who provide support and wrap around services to the PCAT and collaboration with Port staff.

South King County Community Impact Fund and Community Liaisons

The Port established the [South King County Community Impact Fund](#) (SKCCIF) in 2019 to develop equity-based partnerships and provide resources and support to historically-underserved near-airport communities. Two grant opportunities exist to support projects related to **Economic Recovery**, focused on supporting regional recovery from impacts of the COVID-19 pandemic, and **Environmental Improvements**, in recognition that access to green space is needed now more than ever. The fund will award \$10 million between 2019 and 2023.

To support the implementation of the SKCCIF, and to begin developing authentic and equity-based partnerships with the most impacted near-airport communities, the Port manages a Community Liaison Program. This program supports liaisons from multi-lingual, multi-cultural communities to advise on the development and implementation of the SKCCIF as well as acting as key outreach agents on behalf of the program. From the Liaison Program launch in 2020 through 2022, liaisons have supported the Environmental Grants Program, but in Phase II of the work, set to kick off in 2023, their role will be expanded to support the Economic Recovery Program.

[The Economic Recovery Program](#) provides resources and support to communities that are furthest from opportunity with the goal of developing the next generation of workers in Port-related industries. The Port awards contracts to organizations serving communities most deeply impacted by the current economic crisis for projects connected to [Port-related industries](#), including aviation, maritime, construction trades, and green career industries.

[The Environmental Grants Program](#) supports projects to improve the environment in near-airport communities of Burien, Des Moines, Federal Way, Normandy Park, SeaTac, and Tukwila. Community-led groups are invited to apply for funding for activities such as:

- public space improvements (including parks, school playgrounds, public square, or port habitat sites);
- equipment or artwork installations, or;
- neighborhood or environmental stewardship projects.

Through funding and partnerships with community-based organizations, the Environmental Grants Program drives the Port's investment in projects in cities around the airport to enhance livability, improve green spaces, and restore forests. Communities in South King County disproportionately experience environmental harm due to a long history of inequitable land use practices and economic displacement that have pushed marginalized communities farther and farther south.

Staffing: The South King County Community Investment Program Managers are: Environmental Grants - Ilaya Aden (Interim Program Manager), aden.i@portseattle.org and Economic Recovery- Guadalupe Torres, torres.g@portseattle.org. The Program also is supported by a Community Engagement

consultant, [Siliana Consulting LLC](#), who provide support and wrap around services to the Fund's Community Liaisons and collaboration with Port staff.

SEA Stakeholder Advisory Round Table (StART)

StART was formed in 2017 to enhance cooperation between the Port and the close-in airport/Highline Forum-member cities of SeaTac, Burien, Des Moines, Normandy Park, Tukwila and Federal Way. This voluntary, non-governing, regional roundtable is convened by the Aviation Managing Director and was developed in partnership with the leadership from the Highline Forum-member cities and other representational entities including the FAA and airlines.

Each city designates three members to serve on StART who are joined by airline representatives, an air cargo representative, and Port staff. The Federal Aviation Administration provides agency expertise. [Operating procedures](#) guide the framework for the group along with a written Code of Conduct commitment. The Forum meets six times a year and meetings are facilitated by an outside entity. A steering committee guides StART's agenda development and other overarching topics.

StART provides all parties with the opportunity to:

- Support meaningful and collaborative public dialogue and engagement on airport-related operations, planning and development;
- Provide an opportunity for the Highline Forum-member cities to inform the airport-related decision making of the Port of Seattle and other jurisdictions/organizations;
- Raise public knowledge about the airport and its impacts; and, of most significance,
- Focus on practical solutions to reduce the impact of the airport on Highline Forum-member cities.

StART created two working groups to empower StART's members to work on identified priorities between StART meetings: The Aviation Noise Working Group in late 2018 and the Federal Policy Working Group in early 2019. The Aviation Noise Working Group's mission is to prioritize and explore potential near-term actions to reduce and prevent aviation noise. The Federal Policy Working Group's mission is to change federal policies and regulations that can give the FAA, the Port and the communities more tools, resources and flexibilities to address aircraft noise and emissions concerns.

Staffing: The StART liaison is Marco Milanese, Senior Program Manager, Aviation Community Engagement, milanese.m@portseattle.org.

Highline Forum

The Highline Forum, formed in 2003, provides Southwest King County municipalities, educational governing bodies, and the Port of Seattle with the opportunity to share information, interact with outside speakers and other governmental organizations, and work in partnership on initiatives that benefit the residents of Southwest King County. The Forum also confirms recommendations from StART. An elected representative from the Port and a jurisdiction or institution co-chair moderates the meetings.

One elected representative and one senior administrator from the following jurisdictions or institutions make up the membership on the Highline Forum:

- City of Burien
- City of Des Moines
- City of Federal Way
- City of Normandy Park
- City of SeaTac
- City of Tukwila
- Highline School District
- Highline College
- Port of Seattle

Topics have included: airport/aviation-related issues (such as operations, environmental issues like noise and air quality, the Sustainable Airport Master Plan and accommodating growth); regional transportation updates; workforce development programs; SKCCIF grant recipient updates; economic development; and other topics of interest.

Staffing: The Highline Forum liaison is Dave Kaplan, Local Government Relations Manager, kaplan.d@portseattle.org.

Resources

Community Engagement Team

If you need assistance with your project or with community engagement in general, please reach out to a member of the External Relations Community Engagement team. For an initial consultation, feel free to connect with Sally del Fierro, Director, Community Engagement, if you are not already working with a Community Engagement team member.

Community Engagement Team Member	Areas of Focus	Contact Information
Ilays Aden Interim Program Manager, Aviation Environmental Engagement	<ul style="list-style-type: none"> • Aviation Environmental Projects • South King Co. Community Impact Fund – Environmental Grants • Equitable Engagement – South King County • Highline Schools Foundation 	Aden.i@portseattle.org Cell: 206-295-8145
Christina Billingsley Senior Program Manager, Maritime Environmental Engagement	<ul style="list-style-type: none"> • Maritime Environmental Projects • Duwamish Valley Community Equity Program, PCAT Liaison • Duwamish River Green Jobs Program • Parks and Shoreline Access 	Billingsley.c@portseattle.org Cell: 206-915-9071
Rosie Courtney Senior Program Manager, Maritime Engagement	<ul style="list-style-type: none"> • Cruise & Marinas Engagement Programs • Terminal 91 NAC Liaison • Engagement with Ballard, Magnolia, Queen Anne, 	Courtney.r@portseattle.org Cell: 206-601-8903

	<p>Waterfront, Downtown and Pioneer Square</p> <ul style="list-style-type: none"> • Green Corridor Initiative 	
<p>Sally del Fierro Director, Community Engagement</p>	<ul style="list-style-type: none"> • Community Engagement Strategic Direction, Equitable Engagement • Team Administration and Support • Engagement with Belltown, SODO, Superfund Projects • NWSA issues 	<p>Delfierro.s@portseattle.org Cell: 206-795-2758</p>
<p>Andy Gregory Senior Program Manager, Maritime Engagement</p>	<ul style="list-style-type: none"> • Maritime-Industrial Engagement • Commercial Fishing - Fishermen's Terminal, Terminal 91 • Maritime Industry Promotions and Advocacy Liaison • NWSA issues 	<p>Gregory.a@portseattle.org Cell: 206-612-9406</p>
<p>Marco Milanese Senior Program Manager, Aviation Engagement</p>	<ul style="list-style-type: none"> • Aviation and Highline Cities Engagement • StART Liaison • Highline School District, Museum of Flight Partnerships, Career Awareness Programs • Airport Community Events 	<p>Milanese.m@portseattle.org Cell: 206-225-6081</p>
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Vacant Manager, East King County Community and Government Relations Manager	<ul style="list-style-type: none"> • Community Relations, Sponsorships and Memberships with 23 cities on the Eastside • Government Relations with East King Co cities • Commission Support on Eastside • 38 Cities Presentations 	Please contact Sally del Fierro for Eastside Community Engagement and Nate Caminos for Eastside Government Relations

Interactive Engagement Training Game

A next step in the process of building out the Equity in Community Engagement Playbook is the development of an interactive board game that will aid in the “training” of how to think through and develop a community engagement plan. The idea came from the [City of Helsinki’s Participation Model](#) that engages citizens and city staff in exploring ways to improve and/or broaden public engagement in the city’s services. In Q1 2023, the Community Engagement Team will welcome a University of Washington Environmental Studies Capstone Intern to help build out a board game that reflects the Port’s practices and communities. Community partners and Port work groups will be engaged in improving the prototype and finalizing our own board game to use as an internal training resource. We anticipate that training cohorts will begin in Q2 of 2023.

Helpful Links

Topic	Resource	Description	Source
Port of Seattle EDI	Equity, Diversity and Inclusion Assessment Report and Recommendations	OEDI and the Change Team conducted an organization-wide EDI assessment that included key issues for Engaging Impacted Communities.	https://compass.portseattle.org/page/edi-assessment-report-and-recommendations
	Equity Index	Interactive map with visual representation of social and environmental disparities in King County (21 indicators within four categories) to illustrate how different communities experience pollution burdens and social inequities.	https://www.portseattle.org/equityindex

Spectrum of Community Engagement	The Spectrum of Community Engagement to Ownership by Rosa González of Facilitating Power	Information on the impacts of engagement on community members across the spectrum of community engagement.	Spectrum 2-1.pdf (movementstrategy.org)
	Port of Seattle’s Racial Equity Toolkit developed in partnership with Government Alliance on Race and Equity	This toolkit provides the spectrum of community engagement that the Port uses across all divisions.	Contact OEDI
Community Engagement Strategies from Climate Action Plans	King County Strategic Climate Action Plan – Climate Equity Community Task Force	Local example of an in-depth engagement process in the development of a climate action plan. Includes a Sustainable and Resilient Frontline Communities section that describes the community driven process where local leaders developed goals and guided priority areas for climate action based on community values and climate justice concerns.	https://www.kingcounty.gov/services/environment/climate/actions-strategies/strategic-climate-action-plan/2020-SCAP-update/equity-task-force.aspx
	Port of San Diego Climate Action Plan – Implementation, Monitoring, and Tracking (2013)	Another example of collaborative actions throughout implementation of a climate action plan from a port perspective.	https://www.portofsandiego.org/environment/energy-sustainability/climate-action-plan
	Port of Long Beach and Port of Los Angeles (San Pedro Bay Ports Clean Air Action Plan)	An example of another port collaboration. Developed an advisory group which was established after adoption of the plan to guide implementation.	https://cleanairactionplan.org/

	Southeast Florida Regional Climate Action Plan	An example of a regional climate action plan. Recommends co-creating responsive strategies	https://southeastfloridaclimatecompact.org/regional-climate-action-plan/
City-level Community Engagement Strategies	City of Seattle RSJI Inclusive Outreach and Public Engagement Guide (2012)	The city provides an inclusive public engagement plan. Guidance specific to city-level efforts.	http://www.seattle.gov/Documents/Departments/RSJI/GRE/IOP/Eguide01-11-12.pdf
	City of Santa Monica Community Engagement Playbook	Playbook to create Santa Monica specific set of tools to help staff meet their goals and reach the community in an equitable manner. Inspiration for the playbook layout of this document.	https://drive.google.com/file/d/1DxViX5wG9oEkk0LW3UcII4UdUce16AIN/view
U.S. Environmental Protection Agency Community-Port Collaboration Resources	Community-Port Collaboration Toolkit	Designed to help communities and ports develop collaboration skills and to enhance understanding of stakeholders' priorities and challenges associated with port-related activities	https://www.epa.gov/community-port-collaboration/community-port-collaboration-toolkit
	Community Action Roadmap	Provides a step-by-step guide to help near-port communities effectively engage in port decisions that may impact local land use, environmental health and quality of life	https://www.epa.gov/community-port-collaboration/community-action-roadmap-empowering-near-port-communities
	Community-Port Collaboration Pilot Projects- Port of Seattle	The EPA conducted four pilot projects, which helped build stronger partnerships and equip port operators and community stakeholders with information, skills	https://www.epa.gov/community-port-collaboration/community-port-collaboration-pilot-projects

		and tools to effectively develop and implement collaborative actions to improve air quality at Ports. The Port of Seattle participated as one of the four pilot projects.	
Stakeholder Mapping	Stakeholder Analysis (Mind Tools)	An overview of how to use the Power-Interest stakeholder matrix for stakeholder mapping	https://www.mindtools.com/pages/article/newPPM_07.htm
	Stakeholder Mapping 101: A Quick Guide to Stakeholder Maps	An overview of the Interest-Influence Stakeholder Matrix for stakeholder mapping	https://www.projectmanager.com/blog/stakeholder-mapping-guide
	Making Sense of Stakeholder Mapping	An overview of the commonly used stakeholder mapping tools.	https://skat.ihmc.us/rid=1JGD4CJZ4-F9CF0Y-1KM6/SEMINAL%20stakeholder%20mapping%20in%203d.pdf

Acknowledgements

The first draft of this handbook was authored in 2022 by members of the Change Team Community Engagement Subcommittee. It was informed by Port staff expertise and experience, as well as other published community engagement strategies from ports, cities, and the EPA. It also includes excerpts from the Port of Seattle Maritime Community Engagement Playbook written by Elise Lasky, a 2020 Washington Hershman Sea Grant Fellow at the Port of Seattle. The Playbook is a working document that is intended to be updated periodically to reflect lessons learned and updated practices. Additionally, Port staff plan to incorporate community input as a next step.

EQUITY IN BUDGETING

Chapter Overview

This chapter is known as the Port of Seattle’s **Equity in Budgeting Playbook (EBP)**, and it is designed to integrate explicit considerations of racial equity into decisions, including policies, practices, programs, and ultimately, Departmental budgets. Using this tool will help you develop strategies and actions that reduce inequities, with a particular focus on racial inequities, and improve success for everyone.

The EBP is both a product and a process. It includes a set of questions to guide Port Departments in assessing how budget requests benefit and/or burden internal and external communities, especially communities of color and low-income communities. Use of the EBP aligns with the Port’s Century Agenda Goal 5, the Executive Director Priorities, our R.A.I.S.E values, and the recommendations of the 2021 Equity Assessment.

In 2021, the Port’s first [Budgeting with Equity Tool](#) was incorporated into the 2022 departmental budgeting process. This playbook is building off that original tool and will be used to inform 2023 budgets and beyond.

How Does Equity Relate to Budgeting?

Our budget is both a fiscal and moral document. It reflects our priorities and values – both to the communities we serve and to ourselves.

The mission of the Port of Seattle 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. The Port’s values are respect, anti-racism and equity, integrity, stewardship, and excellence (aka R.A.I.S.E.). And, the Port has a Century Agenda goal, among other goals, of becoming a “model of equity, diversity, and inclusion.” **Our budget should reflect all of this.**

Additionally, we know bias and oppression are embedded in our society, systems, and our organization. If we fail to acknowledge this and thus fail to account for it, we perpetuate it, even if it is unintentional. To advance equity, we must consistently and consciously embed an equity lens into our processes and work. As a result, equity must be centered in our budgeting process and creation.

Best Practices for Equity in Budgeting

Apply an intersectional, racial equity lens: Racial inequities are not random, natural, or inevitable. It is essential to use a racial equity lens when changing programs, plans, and policies that may perpetuate inequities, and when developing new programs, plans, and policies. “An equity lens” simply refers to the process conducted, and the questions asked, to help us consider and account for the impact of the decisions we make, especially the impact on marginalized communities. By using an intersectional, racial equity lens, we will gain awareness on how budgetary decisions may unfairly burden or benefit different communities, particularly communities of color. This also means that we consider how budgetary decisions may unfairly benefit communities at the intersection of race (e.g., women of color; LGBTQIA+ people of color; represented workers of color; etc.). The EBP is an equity lens that will help departments reflect on issues of equity through a process of answering specific, targeted questions.

Be data driven: What data is driving your department’s budget decisions? What does this data tell us about how communities of color are faring, and how will we measure progress in these communities? If you are making decisions that may affect specific King County communities, use the [Equity Index](#) to help inform your decisions. If you are making decisions that affect Port employees, refer to the [Equity Assessment](#) and [Women of Color Assessment](#) to guide you. Additionally, consider your WMBE and Diversity in Contracting goals. What resources do you need to meet those goals? How can you reflect that commitment in your budget?

Be accountable: Every department has an important role in reducing inequities; from fairness in hiring and promotions, providing equitable services for communities throughout our region, facilitating community participation and engagement, or creating greater opportunities in contracting. Additionally, starting in 2023, every department is required to set annual equity goals (Equity Assessment Recommendation #31). Your budget is a statement of your values and priorities. Through it, make a departmental commitment to advance equity within our organization and in our region, and connect it to your department’s equity goals.

Strengthen equitable community engagement efforts: To achieve meaningful and equitable results, departments need to work in partnership with the communities who are impacted by their work. These communities can be internal (i.e., Port staff) or external. It is essential to budget time and resources to partner with, or at the very least, incorporate the voice of, those most impacted by your departments work.

Equity in Budgeting Instructions

As your department is creating its budget, please answer the following questions. You don’t have to record or submit your answers but use the answers to these questions to help in your budget creation process.

1. **Are there opportunities to seek feedback from your team in the development of your budget?**
2. **For departments interfacing with the community, are there opportunities to seek community feedback in the development of your budget? And, what would allow you to better engage with the community (i.e., funding, training, help, outreach, time)?**

You are required to submit responses to these questions in the Budget Review presentation as a part of your budget. Your answers should be thorough and should show clear evidence that these questions (and your answers to them) influenced the creation of your budget.

1. **How have you applied equity, diversity, and inclusion principles to your budgeting process?**
2. **Are there specific areas or programs your department has added to or redirected funding from existing baseline budget that would advance equity considerations? If yes, describe the specific area(s) and how much funding was redirected.**
3. **What steps have you taken to ensure that the proposed budget decision does not cause disproportionate harm to any groups in our community, or perpetuate existing racial inequities?**

4. **What has your engagement with the staff in your team told you about the factors that advance equity in your budget?**
5. **For departments interfacing with the community, describe how you have engaged with the underserved communities and/or communities of color in creating your budget?**

Example Responses

1. How have you applied equity, diversity, and inclusion principles to your budgeting process?

For capital and cleanup projects, we include public outreach and community engagement in our budgets and included a scope and budget for both internal and external public relations activities. This includes meetings, pamphlets, flyers, translation services, surveys, or other methods as appropriate and as approved by the project team (project management, external relations, etc). The Habitat Program budget includes funds for DIRT Corps to fund green job development in near-Port communities.

2. Are there specific areas or programs your department has added to or redirected funding from existing baseline budget that would advance equity considerations? If yes, describe the specific area(s) and how much funding was redirected.

The Accessibility Customer Service Elevation Program (\$50,000) will fund key initiatives and programs such as the accessibility focused flyers & maps (Braille), Sunflower Lanyard promotion and improving the wheelchair experience at SEA. The growth in the use of Language Line necessitates a budget increase to maintain service. Formalizing the Quality Assurance program will enable the airport to examine specific experiences, such as reserving a wheelchair, and measure progress for improvement. The J.D. Power Operational Excellence program (\$40,000) brings a consumer-oriented lens to the airport experience, a wide range of customer feedback.

3. What steps have you taken to ensure that the proposed budget decision does not cause disproportionate harm to any groups in our community, or perpetuate existing racial inequities?

We consider the fundamental questions of who may be burdened and who may benefit in addition to involving community input, when possible, in shaping decisions. To ensure benefits are returned to impacted, underserved near-port communities, we established the Duwamish River Community Hub to support Green Jobs, Workforce and Small Business Development and Youth Empowerment.

4. What has your engagement with the staff in your team told you about the factors that advance equity in your budget?

Example 1: We are striving to infuse Equitable Engagement practices as the norm and this takes more time and dedicated focus to plan and execute than we traditionally have. In addition, collaboration includes a wider range of team members across the port. Relationships and a partnership mentality are keys in forging new ground – the South King County Community Investment Fund is one example of two departments, OEDI and External Relations, co-leading a program based on Equity principles serving near-Airport communities.

Example 2: PCS Represented and Non-Represented staff have requested the following:

1. Represented staff would like the ability to attend equity and development opportunities like the non-represented staff.

2. Non-represented staff would like training and certifications to expand their ability to respond to all requests and increase personal development and growth.

Staff have also identified challenges that impact PCS's ability to engage in more WMBE/SBE contracting opportunities including: budgeting and contract restraints and expenses, contract capacity, and time constraints.

5. For departments interfacing with the community, describe how you have engaged with the underserved communities and/or communities of color in creating your budget?

The Port's Duwamish Valley Community Equity Program is based on a shared-decision making model with the near-Port neighborhoods of South Park and Georgetown. Community representatives are deeply involved in designing a three-year budget and strategic plan to support the program. They've been engaged in learning about the Port's budgeting process with Port staff and are advocating for their priorities with Port leadership including ELT members and Commissioners.

DATA AND EQUITY

Chapter Overview

In this chapter, you will be introduced to a checklist tool that is meant to support employees who utilize or work with data to embed key equity principles – integrating values of equity and inclusion, prioritizing the most vulnerable, ensuring language and cultural competence – into their work at the Port.

Below are guiding principles that were used in developing this tool.

- To create a data lifecycle that allows for informed decision making and ensures equity is considered at every phase.
- To provide a tool for individuals who gather, analyze, publish, and maintain data to apply an equity lens to their work.
- To acknowledge that this is a work-in-progress. This is the first such tool created and used at the Port of Seattle, and our goal is to update this tool as we increase our collective ability to use data with an equity lens.

Definition of Data

Data is defined as a **collection of individual facts or statistics**. Data can come in the form of text, observations, figures, images, numbers, graphs, or symbols. Data is a raw form of knowledge and, on its own, doesn't carry any significance or purpose. In other words, you must interpret data for it to have meaning. Data can be simple—and may even seem useless until it is analyzed, organized, and interpreted. There are two main types of data:

- **Quantitative data** is provided in numerical form, like the weight, volume, or cost of an item.
- **Qualitative data** is descriptive, but non-numerical, like the name, sex, or eye color of a person.

(Source: <https://bloomfire.com/blog/data-vs-information/>)

Goal of The Checklist Tool

The checklist tool was developed to counter implicit and explicit bias, to support a broad range of data users to be intentional with their data usage in everyday operations, and to deepen our work of embedding equity at the Port of Seattle.

Data is not neutral. Historically and presently, data is used to advance racism and many other forms of marginalization or oppression. While this checklist will not solve these issues, we can use this tool to shift our thinking and work habits away from status quo processes that can replicate harm. As our anti-racist learning and understanding grow, this checklist will also grow as an iterative tool.

Who Should Use the Checklist?

The short answer: everyone!

This checklist will not help you find answers you do not already have, but it will support your use of data to include an 'equity lens.' Since this checklist has considerations organized by phases of data, having clarity on which phase of data you are working with will help you identify the considerations you should walk through with Port of Seattle equity principles in mind. Additionally, the Office of Equity, Diversity,

and Inclusion (OEDI) is a resource! If you would like help or if you get stuck, reach out to OEDI for technical support.

When Should the Checklist Be Used?

This list is not comprehensive but serves as example areas or bodies of work where data usage is likely.

- Engagement Surveys: traveling public, tenants, contractors and participants in procurements, employee, specific communities (by geography, interest or potential impact or benefit), regional constituents (King County), other institutions (local or regional governments, ports, airports, marine ports, school districts), and/or industries related to Port of Seattle operations.
- Procurement services: advertising, outreach in support of crafting specific parameters of services and participation.
- Operational data collection from activity, program, operators, participants, other program design or implementation: noise abatement, programs that serve customers, programs that partner with community-based organizations or external stakeholders.

Data Lifecycle Phase Descriptions

Phase 1: Before You Begin: Many types of work start with preparation and that includes preparing to work with data through an equity lens. In this phase, there are baseline items to consider that can help avoid issues in later phases.

Phase 2: Acquisition: This phase includes conception, instrumentation, and collection. In addition to collecting the data, this is when we determine what data to collect, why it is being collected, and how it will be collected.

Phase 3: Processing and Analysis: This is the phase where we determine how to tabulate and interpret the data. This includes determining what data is included and excluded.

Phase 4: Data Management: This phase involves dissemination, disposition, and data management. During this phase, we focus on the publishing, archiving or destroying, and maintaining the data and the analysis of that data.

Checklist

Phase 1: Before You Begin

- What problem are we trying to solve? What question are we trying to answer? What are we trying to learn?
- What information is needed to answer our question? Do we already collect that data? Is the data appropriate for this purpose?
- What are my or my organization's biases? Are we accounting for our biases? Have we considered someone else's experience and/or barriers they might be experiencing?
- List and test assumptions to safeguard against decision traps and biases.
- How can we disassemble the data to individual components? Have we removed the known bias and stereotypes?
- Is it reasonable to get informed consent?

Phase 2: Acquisition (Conception-Instrumentation-Collection)

- Has this data already been collected? If so, can we have access to it? How?
- Are there stakeholders or community members that can provide guidance on how to collect the data?
- Are there sensitive topics or pieces of data involved? If so, what are the implications of using this data? Are there concerns that this may impact the ability to get accurate data?
- Are there security or legal expectations related to the data? If unsure, contact Legal or Information Security for clarification.

Phase 3: Processing and Analysis

- Are there stakeholders or community members that can provide interpretation of the data? If so, are they involved?
- If the data is related to individuals, has it been deconstructed to individual components to eliminate personally identifiable factors?
- Has the data that is incomplete or not yet verified been disclosed?
- Have you identified, considered, and documented any limitations of the analysis?

Phase 4: Data Management (Dissemination-Disposition-Data Management)

- Have you considered the social and policy context of the topic of your information?
- Whose interest is being served by the information?
- Is there a plan for data retention or destruction? Are there retention requirements?
- Is there an opportunity for stakeholders or community members to be involved before sharing publicly?

Considerations by Lifecycle of Data Phase Explained

Phase 1: Before You Begin

Research Identity

We each bring our own history and perspective to this work, so we also need to know ourselves and our implicit biases. Research systemic racism and implicit bias. Then reflect on your own identity and various forms of privilege. It also can be helpful to spend some time completing and reflecting on these activities with your team prior to looking at data.

Preempt Implicit Bias

Know your biases and account for that in your process. The [Harvard Implicit Association Test](#) is a useful tool to help you understand and identify your implicit biases.

Frame and Challenge

Frame the problem/question: identify the points you want to address/answer.

Challenge the hypothesis: list and test assumptions to safeguard against decision traps and biases.

Using a 'frame and challenge' methodology helps avoid merely working with the available data and hoping for something insightful.

Set Intentions

Name an intention prior to analyzing data to generate personal accountability. The intention and focus will help give direction and purpose to the analysis, as well as promote a positive mindset.

Pick the Right Data

Based on the framing questions, you can determine what data is needed to answer the question and evaluate if you can leverage an existing source or need to collect additional data.

Strategically Sort

Disaggregate data so that it's broken down by individual components. Ultimately, equity-driven data analysis means doing whatever it takes to remove bias and stereotypes.

Informed Consent

Important for data collection is informed consent; this means that when data is collected from human subjects, the individual data is requested from is fully informed of the purpose of data collection, the nature and/or purpose of the project or body of work data collection is tied to, and how data collected will be used.

Phase 2: Acquisition – Conception & Instrumentation

This sub-phase is focused on which data to collect and why.

Include Communities' Interests

In your design considerations, seek and include the input of the communities most impacted by the issues you are researching. Their insights matter and can help avoid both misuse and misinterpretation of the data.

Sensitive Topic Impacts & Informed Consent

Be aware of how sensitive topics can affect people and communities. Consider impacts, risks, and mitigations. In some cases, it may not be appropriate to move forward.

Be intentional when capturing data elements that may relate to racism, e.g., ethnicity / race, name, photos. These data elements might be ok, or they might influence decisions further in the process resulting in biased outcomes.

Security and Legal

Be aware of security and legal expectations for captured data. If you are not certain, reach out to ICT and Legal to get clarity on your questions before proceeding. Some examples include:

- Public disclosure request or litigation factors may need to be considered regarding the data.
- Record retention laws may apply.
- Minimize the amount of personally identifiable information (PII) collected.
- Re-identification risks may apply. This is where combining multiple data sets can be used to identify individuals.

Phase 2: Acquisition – Instrumentation

This sub-phase is focused on how data will be collected.

Informed Consent

Incorporating informed consent whenever reasonably possible is important. This includes cases where it is not formally required.

Security

Be aware of security expectations for capturing data. If you are not certain, reach out to ICT and/or Business Intelligence for guidance. Some examples include:

- Sensitive data may have security requirements related to the transmission, storing, or processing of that data.
- Re-identification risks may apply. This is where combining multiple data sets can be used to identify individuals.

Phase 2: Acquisition – Collection

This sub-phase is focused on the actual collection of data.

Avoid Undue Burden

Choose data collection methods that do not put an undue burden on those you are collecting data from. For example, surveys may need to be short. Requiring participants to have a computer to complete an online form may not be reasonable depending on the audience. Online information should be accessible via mobile software platforms and require low bandwidth, as phone technology may be the only digital platform available.

Informed Consent

As noted above, incorporating informed consent whenever reasonably possible is important. This includes cases where it is not formally required. Carry decisions forward to this sub-phase.

Phase 3: Processing and Analyzing

Incorporate Communities' Interpretation of the Data

Analysis often happens apart from the people, places, and circumstances being studied, which can lead to incorrect or incomplete findings and can even bring harm to a community. Giving people the opportunity to offer their interpretations of the data can reduce the risk of making incorrect or harmful interpretations. Presenting findings about their community via a 'data walk' is one way to engage people in conversations around data and to facilitate those conversations. Other engagement possibilities are organizing formal structures, such as community-led panels and committees, and tapping into partnerships with community-led organizations, such as parent associations and resident councils.

In all circumstances, data and preliminary findings should be provided in ways which are accessible to communities, including notification, ease of availability to engage, consideration of translated materials, and use of mobile device platforms or other digital presentations to maximize access to the materials and discussion.

Be Transparent About the Limitations of the Data

All data has limits, and it's important to be clear about what data does and does not mean. Some limits will be clear from the definitions in a dataset's codebook or made explicit in a person's statements in an interview or focus group, but analyses can still overextend the data to make points it does not support. For example, it would be a mistake to conclude that data showing higher rates of school disciplinary sanctions against students of color mean that students of color have a higher underlying incidence of disruptive behavior. A careful analysis would also examine enforcement or other factors and, if no data exists, would clearly acknowledge that a lack of data left key dynamics unexplored, perhaps even to the extent of removing conclusions which are insufficiently supported.

Being transparent about what data informed an analysis and clearly documenting the process for making analytical decisions are useful ways to facilitate community members' ability to respond proactively when errors enter an analysis. Transparency about the limitations of data involves disclosing where data may be incomplete or not yet verified.

Reduce Duplicate Data Collection

Some people and communities are consistently the targets of data collection and study, sometimes from organizations seeking the same information for similar purposes. Siloed data place an additional—and potentially unnecessary—burden on community members to participate repetitively in data collection. Sharing nonconfidential data, when it is unlikely that it could lead to harm or add risks, may reduce the burden that individuals and communities experience from data collection.

Return Data and Results to Community in an Accessible Format

Analysts have the power to change the dynamic of communities without ownership of and deriving utility from what their data has produced. Ensuring that the results are communicated in a way that community members can use and understand is an important step toward equity. This could include providing notice of publication and publishing in clear language in open access journals, translating materials and communications, and providing action-oriented digests in line with community members' interests. Other entities, including governments, may put data on open access portals or publish data by specifically sharing information and results in community responsive ways for community members to digest and use.

Phase 4: Data Management – Dissemination

This sub-phase is focused on the publishing of the data and analysis.

Account for How Publication May Reinforce Inequities or Close Disparities.

Data and research findings, particularly on politically sensitive subjects, can have an outsized impact on people and communities that have faced systematic marginalization and neglect. Topline findings that may be neutral statements of fact—for example, that a school district's standardized test scores have fallen—can easily be misconstrued or used to feed a biased narrative, unconscious or otherwise. In this example, the finding can further a narrative of “failing schools,” fueling dynamics such as “white flight” which reinforce de facto school segregation and its many inequities.

Considering how data findings can be characterized and presented in specific ways to avoid misinterpretation or harm to communities are important aspects of community-centered work. Some ways to do this are (1) proactively learning about the social and policy context of the topic of your publication; (2) paying attention to and being forthcoming about whose interests and voices are present in—or initially absent from—your work; and (3) working to receive critical input before publication from the people who are most impacted by the findings.

Phase 4: Data Management – Disposition

This sub-phase is focused on the destroying or archiving of the data and analysis.

Empower Individuals to Order the Destruction of Their Data

Data stewards/data custodians and managers do not “own” data more than the people whose lives are represented in them. To the extent possible and practicable, respecting people's wishes about the destruction of their data at any point during or after collection centers their concerns and welfare. Having a clear process for requesting the destruction of one's data and clear guidelines around honoring the requests are two ways to improve the formal process.

One caveat to keep in mind is balancing this intention with compliance with Washington State's Public Records Act. It is strongly advised to consult Legal to set expectations that keep Port employees compliant with state law and maintain privacy of individuals represented in collected data.

NORMALIZING RACIAL EQUITY THROUGH TRAINING AND FACILITATION

Chapter Overview

To advance racial equity, we must develop the skills and abilities to see and name race, so that we can see and name racism. When we have cultivated those skills, we are able to develop targeted, effective solutions to addressing systemic racism. These skills take time, commitment, and patience – both for an individual and organization. Talking about race and racism can often be uncomfortable, and many of us were taught from a very young age that these were topics that you simply do not discuss, especially in the workplace. An important step in overcoming this discomfort is to normalize the practice of discussing race. Training is an essential component of this, and while training is not the be-all and end-all of racial equity work, it does allow us time to learn, grow, and develop the language and skills needed to advance equity in our day-to-day work and lives.

Based on the 2021 Equity, Diversity, and Inclusion Assessment, we know that racial equity training is important and valued by Port employees. Nearly 75% of Port employees believe that racial equity trainings normalize race and help us develop the skills we need to advance equity in our work. We also know from this assessment that these trainings and learning opportunities are not accessible to all employees. In particular, represented employees and employees who work non-traditional hours (i.e., shift employees) are unable to access trainings at the same rate non-represented employees can. There are several barriers and challenges that prevent this segment of the Port’s workforce from accessing trainings and workshops (see the chapter on [Represented and Shift Workers](#) for more details).

With regards to normalizing racial equity through training and dialogue, this chapter contains the following sections.

- Creating group norms and expectations when discussing race
- Integrating Equity Moments into meetings
- Foundation concepts and terminology taught in the Port’s Racial Equity 101 training
- How to become a facilitator of the Port’s racial equity trainings

Creating Group Norms and Expectations When Discussing Race

The practice of establishing and agreeing upon group norms is useful and meaningful for any group discussion and group work, and it is especially critical when having conversations about race and equity because these topics are often emotional, difficult, and messy. We expect to establish group norms during equity-focused training, and it’s a helpful practice for work teams to establish group norms that they can follow for all their meetings and work. We’re not recommending that you go through this process every time you do something like an Equity Moment, but rather establish norms once and revisit them as a group as needed.

By creating group norms, a group has expectations and boundaries. These norms establish expectations about how people are going to participate, and they create boundaries for how to address behavior that is not in-line with the agreed upon norms. The goal in establishing group norms is to create a space where people feel respected, supported, and willing to be brave and vulnerable.

In an ideal setting, a facilitator would lead a group through a collective process and conversation to establish a set of agreed upon norms. This exercise not only helps encourage participation and

collaboration, but it also creates a sense of ownership and buy-in from the group. However, there are restrictions – like time – that make it difficult to lead a group through this process, and it can be more efficient, without sacrificing too much, to introduce a pre-defined set of group norms and get the group’s consent. To that end, below are a recommended set of group norms for having conversations about race. These can be used for all types of group work, not just when discussing race. Please use these as-is or use this as a starting point to establish norms that work for your group.

- **Speak My Truth Responsibly** – Use “I” statements and talk about your personal experience. Don’t speak for others.
- **Listen to Understand** – Focus on what others say and come from a place of curiosity. Don’t just wait for your turn to talk.
- **W.A.I.T. (Why Am I Talking?) & W.A.N.T. (Why Am I Not Talking?)** – Be aware of how much time/space/airwaves you’re taking.
- **Experience Discomfort** – When we are willing to be uncomfortable and sit with that emotion, it’s often when we grow and change.
- **Be Brave** – It’s OK to mess up. Be brave and take chances so you can learn.
- **Intent vs Impact** – Assume everyone has the best intentions and attend to the impact of words and actions.
- **Expect and Accept Non-Closure** – It’s OK not to solve everything immediately. Not everything we talk about will have a resolution. There won’t be closure to everything we discuss.

Guidelines for Equity Moments

Like Safety Moments that have become a regular practice as part of team and department meetings, Equity Moments are intended to normalize equity and make it a part of our regular practice and operations. Equity Moments are brief (5-10 minutes) and do one or more of the following:

- Share an equity-focused resource (article, video, book, upcoming training, etc.) and allow the presenter to speak about their reactions to the resources.
- Share updates about the Port’s EDI efforts and opportunities for staff to engage in the Port’s EDI work.
- Create opportunities and conversations for teams to think about how to apply equity to their work.

Find [guidelines and suggestions for implementing Equity Moments](#) into your meetings, and find a [crowd-sourced list of resources](#) to consider using for Equity Moments.

Foundational Concepts and Terminology of Racial Equity

All Port employees are required to take foundational racial equity training. As a resource and refresher of that foundational training, below you will find a summary of the framework and concepts that guide the Port’s equity, diversity, and inclusion work. Included below are several links to articles and videos that will further your awareness and education.

Foundations of Racial Equity Work

Racism and oppression are real and exist everywhere.

Racism and oppression exist everywhere, even at the Port. We're all influenced by these socially constructed forces, which we navigate both intentionally and unintentionally (i.e., consciously and unconsciously).

Think intersectionally.

We all experience different levels of privilege and oppression, like sexism, classism, and homophobia, and they are incredibly damaging and harmful. The Port leads its equity work with a racial equity lens. This is not to say we can't talk about other forms of oppression, but it's important to use an intersectional approach, thinking about the impact of race in combination with something else (e.g., race AND other identities) to better understand how systems of oppression are interlocking.

Think with both an individual AND systemic lens.

Institutional racism exists and has been established and maintained by policies, practices, and ideologies. We must do work on an individual level to address our biases and educate ourselves, while always thinking about transforming systems that unfairly advantage white people at the expense of people of color.

Equality VS. Equity

Please watch: <https://youtu.be/MIXZyNtaoDM>

Equality: The same amount of power, opportunities, and resources are distributed to everyone with the assumption that everyone starts in the same place and has the same needs.

Equity: 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.

Race, Racism, and Racial Inequity

Please read and watch the following:

- <https://youtu.be/VnfKqffCZ7U>
- <https://metro.co.uk/2020/02/28/way-define-racism-may-stop-seeing-definition-hold-12287889/>
- <https://medium.com/national-equity-project/implicit-bias-structural-racism-6c52cf0f4a92>
- <https://www.youtube.com/watch?v=LjGQaz1u3V4>
- https://academicaffairs.ucsc.edu/events/documents/Microaggressions_Examples_Arial_2014_1_12.pdf
- <https://www.dismantlingracism.org/internalizations.html>

Race is a socially constructed system of categorizing humans largely based on observable physical features (phenotypes), such as skin color, and on ancestry. There is no scientific basis for or discernible distinction between racial categories.

“Racism is a marriage of racist policies and racist ideas that produces and normalized racial inequities” - Dr. Ibram X. Kendi

The Levels of Racism

- Internalized racism – The prejudice, bias, and blind spots you have within yourself
 - Internalized racial inferiority – negative beliefs about oneself based on race held by Black, Indigenous, and people of color (BIPOC)
 - Internalized racial superiority – beliefs about superiority or entitlement based on race often held by White people
- Interpersonal racism – Individual acts of pre-judgement, biases, or discrimination based on race
- Institutional racism – Policies, practices, and procedures within a single institution that work better for White people than BIPOC
- Structural racism – The history and current reality of institutional racism across multiple institutions, combining to create a system that negatively impacts BIPOC communities

Racial inequity is when race is a predictor of life outcomes – e.g., disproportionality in education (high school graduation rates); jobs (unemployment rate), criminal justice (arrest and incarceration rates), etc.

Racial Equity is when race is no longer a predictor of life outcomes and outcomes for all groups are improved.

Why Do We Lead with Race?

Please read: <https://www.portseattle.org/blog/why-equity-important-port-authority>

The Port leads its equity work with race because it allows for a specific, strategic focus that can develop structural approaches to address all forms of oppression. Because racial oppression is so foundational to our country’s origins – from mass exploitation of Native American populations to the enslavement of Black Americans – it forms the language, logic, and structure for all types of discrimination.

Historical Legacy: There are many explicit ways that the government has created racial disparities and perpetuated racial inequalities. Today, government is often doing this unintentionally by not specifically focusing on and accounting for race. In other words, by creating “race-neutral” policies, which do not account for existing inequities and the unique needs of different communities, government continues to uphold a system where BIPOC experience disproportionately negative outcomes in comparison to white people.

Practices and Policies: Leading with racial equity gives us a framework for addressing other disparities, and we do this with what is called an intersectional approach. So, if we’re addressing gender inequities, we do this by understanding and addressing the patterns of disparities experienced by women, trans, and non-binary folks, and how those patterns manifest for women of color, trans people of color, and non-binary people of color.

Culture: Racism continually reinforces the idea that whiteness is normal and valued. This creates a mainstream culture where people of color are excluded, left behind, and made invisible. And we all have an obligation to fix it.

How to Become a Racial Equity Facilitator

Are you interested in facilitating the Port's foundational racial equity training – Racial Equity 101 and 102? We'd love to have you join the team of trained facilitators!

Here's how to get started:

1. [Contact Jay Doran](#) to express your interest and to setup a time to talk.
2. Join regularly scheduled meetings (approximately every other week) of the Change Team's Training and Facilitation committee. If you're unable to make most of these meetings due to your work schedule, you can arrange an alternative process with Jay or someone from the committee to keep you up to date on the work.
3. Complete two Racial Equity 101 trainings – one as a participant and one as an observer with the mindset of "how will I do this when I'm ready to facilitate?".
4. Receive one-on-one coaching on how to facilitate Racial Equity 101 with a committee member or Jay.
5. Practice facilitating parts of the Racial Equity 101 training with a pair of trained facilitators.
6. Sign up to co-facilitate your first training!
7. Repeat a similar process for learning how to facilitate Racial Equity 102.

There are fantastic benefits to joining our facilitator team. It's an excellent opportunity to grow your facilitation skills and receive hands-on support, training, and experience. You will undoubtedly sharpen your ability to communicate about issues of race and equity, you will increase your capacity for empathy, and you'll get to meet some incredible people in the process.

CREATING ENGAGEMENT AND DEVELOPMENT OPPORTUNITIES FOR REPRESENTED AND SHIFT WORKERS

Chapter Overview

Even before the creation of the Office of Equity, Diversity, and Inclusion in 2019, one of the ever-present barriers and challenges to advancing equity within the Port has been the inclusion of represented staff and shift workers. This is not an obstacle that is specific to OEDI, but rather, an ongoing, chronic challenge for the Port.

As of September 7, 2021, the Port employs 2,158 people, which includes interns, Veteran Fellows, Commissioners, on-call employees, and the Executive Directive. Of those employees, 980 (or 45.4%) are represented by a labor union. Of those 980 represented employees, 709 work in Aviation (62.9% of the Aviation division), 166 work in Central Services (21.7% of the Central Services division), and 105 work in Maritime (44.1% of the Maritime division). While this group of employees represents almost half of the Port's entire workforce, including nearly two-thirds of the Port's largest division, represented employees and shift workers participate in EDI trainings, learning opportunities, and events at disproportionately lower rates than non-represented employees and employees who work during traditional hours.

This is a significant barrier to the Port's efforts to become a model for equity, diversity, and inclusion, and this barrier is further illustrated in both the quantitative and qualitative data of the 2021 Equity Survey, which was a part of the 2021 Equity, Diversity, and Inclusion Assessment. Of the 1,306 employees that completed the Equity Survey, 30.1% identified as represented in comparison to 45.4% of the organization that is represented. Within the survey data, in comparison to non-represented employees, represented staff reported the following, which is not an exhaustive list.

- Their leaders and supervisors do not encourage and facilitate open dialogue about racial issues.
- They are not encouraged to participate in OEDI programming.
- Their work and projects are not evaluated in terms of their impact on racial equity.
- They do not believe that racial equity should be a consideration in hiring and promotions.
- They are not encouraged to develop themselves professionally through training and learning opportunities.

In addition to this data from the Equity Survey, OEDI and the Change Team's Represented and Shift Workers Committee collected feedback from represented and shift workers through a series of listening sessions and informal meetings. These employees identified several challenges in making time for represented and shift works to engage in EDI training and other development opportunities. These challenges include:

- Supervisor approval to participate. Supervisors are balancing needs to assure the daily work is accounted for and with staffing shortages and work volumes increasing, balancing daily work, training, and engagement opportunities becomes more difficult.
- Budgeting support for staffing and the ability to participate in Change Team efforts and other efforts outside of daily work. Budgets need to reflect the ability to backfill represented and off-shift staff when they are attending trainings or workgroups outside of their daily work.
- Inconsistent commitment to EDI by all levels of levels of leadership– (i.e., actions are not matching words/language).

- Inconsistencies between management levels and commitment to equity, diversity, and inclusion. This creates mixed messaging to the workforce.
- Represented and off-shift workers shifts do not always align with corporate work hours.
- Many represented workers do not have Port provided personal computers or electronic devices, inhibiting their access to recording trainings, events, town halls, and other information.

Guidance for Addressing These Barriers

From the 2021 EDI Assessment there were several recommendations intended to increase the engagement, training, and development of the Port’s represented and shift workers. These recommendations included:

- #5 – Expand learning opportunities (e.g., book clubs, caucusing, EDI workshops) for all employees to normalize racial equity and create a culture of learning and belonging.
- #42 – Expand equity training activities, especially to increase the capacity for in-person training and training during non-traditional work hours
- #43 – In 2022, explore the need to create dedicated funding (starting in 2023) to support employee participation in EDI efforts, especially for represented and shift workers.

In alignment with these recommendations and to address the unique barriers and challenges for this part of the Port’s workforce, the below list is guidance for how supervisors can create more opportunities for their represented and shift workers to engage in development, training, and EDI activities. It may not be possible or realistic to implement everything on the list below, and that’s OK. This list is intended to give supervisors some guidance, direction, and ideas for how to intentionally create more engagement and development opportunities creatively and intentionally for their represented and shift workers.

- **Normalize conversations about equity, diversity, and inclusion.**
 - Embed Equity Moments (see Chapter __ for instructions on Equity Moments) into regular team meetings. Model an Equity Moment as the supervisor, then ask staff to take turns with this practice.
 - Communicate about the Port’s EDI work. This could be through emails, at team meetings or huddles, and/or posting newsletters and info in break rooms. Figure out the best way to get information to your employees.
- **Set EDI goals and expectations.**
 - Establish an EDI behavioral and performance expectation for your represented and shift workers. (These expectations can easily be included in onsite work rules for the group for accountability).
 - Make efforts to include EDI language in Labor Agreements.
 - Create an environment that is gender welcoming and friendly for all genders. (Consider reclassifying job titles to remove stereotypical names, such as General Foreman-General Supervisor, and Foreman to Field Supervisor).
 - In your department’s annual equity goals, include a goal that focuses on the inclusion and engagement of your department’s represented and shift workers.
 - As a supervisor, stay up to date on required EDI training and participate in other Port-wide equity efforts.

- **Remove budgetary and technology barriers.**
 - Each year, budget for your represented and shift workers to participate in development and EDI trainings and activities. Budgeting for this includes overtime pay.
 - If your represented and shift workers do not have their own or easy access to Port computers, tablets, or phones (devices that are often needed to trainings), then budget money to purchase these devices for your staff.
- **Remove logistical barriers.**
 - To create space for staff to attend trainings, schedule well in advance and give turns to people in the same shift. Not only does this allow you to keep a level of staffing available to ensure day-to-day operations, but it also minimized overtime and allows for your team to complete trainings on a schedule.
 - Create work orders or program codes specifically for EDI trainings, development opportunities, and port-wide events (e.g., town halls, ERG celebrations, etc.) for staff to charge their time to.
 - Contact OEDI directly to discuss scheduling needs. In most scenarios, OEDI can provide training at a time and location that can meet the needs of your team. The training will likely be open and available to other Port employees but could be scheduled around your workers' needs.
- **Center EDI in your team's work.**
 - As a supervisor, you play an important role in setting the tone for you team. Work to create an inclusive, respect environment where everyone is heard, appreciated, and valued.
 - Lead by example – participate in EDI trainings and events, present Equity Moment, talk about the Port's EDI work during meetings and huddles.
 - Encourage your team to participate in the Port's EDI work.
 - Encourage your represented and shift workers to be a part of the Port's Change Team, and if you're not a CT Sponsor, then work with department director to make this possible.

Learning from Examples

There are already many examples of supervisors and departments implementing many of the above strategies and tactics. Below is not an exhaustive list, but these examples will give you some ideas for how to operationalize this work. And, in some cases, you may be able to completely replicate the work of another department to meet the needs of your team and workers.

- Marine Maintenance created several **work orders** specifically for EDI training, port-wide events, and other workshops and development opportunities. Their represented and shift workers use these work orders to code and account for their time on these activities.
- Port Construction Services created PCS **Work Rules behavioral expectation and performance expectation for all its represented and shift workers, and reclassified General Foreman to General Supervisor and Foreman to Field Supervisor to make positions less gender specific. The goal focuses on living the Port's values of anti-racism and equity.**
- Departments, such as Aviation Maintenance, Aviation Security, and Customer Engagement, have **worked directly with OEDI** to schedule trainings at times and locations that meet the needs of

their workers. With Customer Engagement, this involved a series of four training sessions (one hour each) spread across two months; they were held virtually and at times that allowed for all the Airport Customer Services Representatives to participate. For Aviation Maintenance, this involved scheduling several of the required Racial Equity 101 trainings at the AOB and during times that work well for shift overlaps (e.g., Monday, Wednesday, Friday from 5-730am and 330-6pm). For Aviation Security, this involved consulting directly with OEDI to develop a schedule and system to have staff completed Racial Equity 101 but also allow the department to continue operations and pay minimal overtime.

- Supervisors and leaders of many departments are **centering EDI** in their teams work by: being active and engaged members of the Change Team; creating opportunities for their represented and shift workers to join the Change Team; incorporating Equity Moments into their team meetings; completing required equity training; attending EDI workshops and Port-wide community events.
- Several departments, especially in Aviation and Maritime, budget for overtime for the specific purpose of creating opportunities for their represented and shift employee to attend and participate in training and development opportunities.

TRACKING AND REPORTING

What is the Port Tracking, Reporting, and Measuring, and Why?

In 2021, OEDI conducted an Equity Assessment (EA) across the Port to understand the organization's strengths, weaknesses, and barriers to advancing equity. This assessment identified opportunities to improve equity and anti-racism, of which 53 different actions were identified in 2022. In addition, the 2021 Women of Color (WoC) Assessment produced 11 recommendations.

The Port wants to be transparent about its progress and hold itself accountable to specific actions. In addition to measuring the actions, the Port is interested in measuring the impact these collective actions are making across the organization's culture with regard to inclusion and belonging.

The four areas this reporting system will track include:

- Equity and Women of Color Assessment Actions
- Division EDI Goals
- Departmental EDI Goals
- Inclusion and Belonging Survey

Who is Responsible for Tracking and Reporting on EDI Progress?





Each department is responsible for tracking their departmental and division EDI goals. Responsible parties for the Women of Color and Equity Assessment are listed alongside recommendations in the assessments. Typically, departmental directors are also Change Team Sponsors who are aware of how the Port is trying to infuse equity and apply accountability practices. In addition, departmental Change Team Core members are designated EDI liaisons who work directly with directors/Change Team Sponsors to implement goals and intentional approaches at the team level.

How are Departmental and Division EDI Goals Developed?

The Port's Office of Strategic Initiatives (SI) manages and helps organize Port-wide goal-setting, tracking, and reporting and has developed a chart of related quarterly milestones. The Office of Equity, Diversity, and Inclusion (OEDI) is working to merge with this business-planning structure and timeline to consolidate goal-setting efforts and reporting needs.

With the assistance of Change Team Core and Sponsors who represent equity implementation at the department-level, we want to ensure that equity, diversity, and inclusion (EDI) is prioritized from the start of Port-wide planning processes. That process begins with identifying business and EDI-related Strengths, Opportunities, Weaknesses, and Threats (SWOT). From there, Change Team Core and Sponsors can apply the insights that surface from the SWOT discussion to ensure that priorities related to EDI are incorporated into the strategic business planning process during the second quarter of each year.

On the heels of developing the business plan and priorities, Change Team Core and Sponsors will work with their departments to advocate for necessary resources during third quarter budget planning to implement or address equity issues and opportunities in the coming year. Finally, business and EDI goals that cascade from Executive Director Priorities to division and departmental goals will be finalized in preparation for implementation and tracking starting the following year.

Portwide Planning & Reporting				
Process	Prior Year's Performance/ SWOT Analysis	Strategic Business Planning	Budget Planning	Finalize Goals/ Priorities
Annual Strategic Planning	<ul style="list-style-type: none"> • SI & HR enter EDPs into PLINK for port-wide alignment (Feb-March) • All div/Depts/COEs port conduct SWOT Analyses and include equity considerations (Feb-April) • <i>Newly approved goals, data collection or reporting requirements begin</i> 	<ul style="list-style-type: none"> • All depts/COEs/Divs create business plans aligned to CA. • All depts/COEs/Divs identify EDPs during business planning incl. focus on EDI, Safety & Resiliency • SI Presents Port-wide SWOT to Commission at Budget Retreat. 	<ul style="list-style-type: none"> • All depts/COEs/Divs align business planning, equity goals, and strategies to budget • ED submits mid-year progress on EDPs to Commission • ED/ SI present annual progress on CA KPIs to Commission • Divisions present proposed budgets to Commission 	<ul style="list-style-type: none"> • All depts/COEs/Divs review and refine EDPs based on budget conversations • ED finalizes EDPs for following year; SI and HR submit to PLINK for port-wide alignment • Commission approves budget for following year funding priorities identified during business planning
Equity Goal Setting	<ul style="list-style-type: none"> • OEDI works with Change Team (CT) Sponsors and Core members to develop strategy for participating in business planning meeting in Q2 	<ul style="list-style-type: none"> • CT Core members participate in business planning process. CT will review 2023 goals and SWOTs to inform 2024 goals. 	<ul style="list-style-type: none"> • All depts/ COEs/ Div use Equity in Budgeting toolkit to align business planning, equity goals, and strategies to budget. 	<ul style="list-style-type: none"> • OEDI finalizes EDI goals for the following year, in partnership with ELT and Sponsors to ensure alignment across the port
Action Items	<ul style="list-style-type: none"> ➤ ED Submits Final results of prior year EDPs to 	<ul style="list-style-type: none"> ❖ SWOT Analyses due to SI 	<ul style="list-style-type: none"> ➤ EDPs with KPIs and focus on EDI, Safety or 	<ul style="list-style-type: none"> ➤ Review and finalize EDPs and KPIs with SI (Oct-Nov)

How Was This System Developed?

The cross-functional Tracking and Reporting Change Team Committee developed a data collection tool to track the progress towards each action from these assessments. Business Intelligence built a [progress tracking dashboard](#) to monitor progress and provide visibility into the steps being made to create a more equitable and inclusive workplace. This dashboard allows for all employees to quickly see both aggregate progress percentage towards goals as well as disaggregated progress percentages towards related key performance indicators (KPIs). It provides visibility into which departments are ahead/behind pace, and which actions have been completed, are in progress, or are scheduled.

In terms of methodology, all the measures were converted into a percentage for uniformity. There is also a user-friendly [data entry form](#) that each contributor can use to report updates and progress for their given assessment area or departmental goal. This form is embedded in the dashboards for easy access and comparison.

When Does EDI Progress Reporting Happen?

Timing for progress reporting should coincide with other Port-wide planning timelines. Starting in 2023, OEDI will follow the strategic planning calendar set by the Office of Strategic Initiatives (SI) to help streamline communications and reporting cadences (see SI's quarterly milestones above for reference). EDI progress reporting will happen quarterly, due by the last day of each quarter.

How and Where Do We Track and Report on EDI Progress?

While the Port pursues an enterprise-scale reporting system to consolidate various reporting needs across the organization, we will use an interim, one-stop-shop to view and enter progress updates related to equity, diversity, and inclusion. Please visit the EDIB Dashboard site on Compass to get directed to the most current information. OEDI will post recordings in this section on how to navigate both the dashboard as well as the reporting tool as soon as that becomes available, before the end of Q1, 2023.

GLOSSARY

Allyship* - An active, consistent, and arduous practice of unlearning and re-evaluating in which a person or institution holding systemic power seeks to end oppressions in solidarity with a group of people who are systemically disempowered.

Anti-Displacement* - Policies, strategies, and practices that prevent displacement, such as building community capacity to manage neighborhood change, increasing access to jobs and careers, and supporting community spaces to create cultural anchorage.

Anti-Racism - The work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach and set up in opposition to individual racist behaviors and impacts.

Climate Resilience* - The ability for communities and local environments to recover and flourish after extreme climate events and withstand the long-term impacts of climate change. It consists of addressing the root causes of the climate crisis and developing a socio-economic system with the ability to absorb stresses and maintain function in the face of challenges enabling communities most impacted to thrive in place.

Communities of Color - Refers broadly to group of people who hold racial identities that are not White. It can also be used to refer to a geographically distinct area where the population of color, expressed as a percentage of the total population in that area, is higher than the population of color in the surrounding areas. Communities of color can also be referred to as Black, Indigenous, and people of color (BIPOC).

Community Capacity Building* - 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.

Community Engagement* - An inclusive, democratic process through which community members and port staff are empowered to work together in making decisions. It embraces improved community-port relations, community empowerment, capacity building and partnerships, equitable uses of resources, respect and cultural competency, and recognition of the value of diverse perspectives and experiences.

Community Science* - A form of community-based participatory research that helps participants understand, analyze, share information, and act on issues impacting the community.

Cultural Competence* - The skills, behaviors, and principles that guide respectful, effective, and successful engagement with people representing different cultures, socio-economic backgrounds, and lived experiences.

Data - Anything recorded whether via a computer system, in writing, in a voicemail, etc. Aggregated data refers to a collection of data sets or subsets that are combined to provide a broader picture of compiled data sets. Disaggregated data refers to individual data sets or data subsets that can stand by itself or be a component of aggregated data.

Data Equity - "The consideration, through an equity lens, of the ways in which data is collected, analyzed, interpreted, and distributed" (Lee-Ibarra, 2021). It encourages further inspection into potential racial bias of research instruments, publication's role in the reinforcement of stereotypes, and marginalized communities' ability to control and access their own data. It also cautions against data misuse and inaccurately broad generalization. Data equity also considers issues regarding power and privilege between researchers and their targeted populations and concerns that harmful decisions might be justified through data.

Data Custodian - Data Custodians are responsible for provisioning and deprovisioning access based on criteria established by the appropriate Data Steward.

Data Management - An administrative process that includes acquiring, validating, storing, protecting, and processing required data to ensure the accessibility, reliability, and timeliness of the data for its users.

Data Owner - Data ownership is the act of having legal rights and complete control over a single piece or set of data elements. It defines and provides information about the rightful owner of data assets and the acquisition, use and distribution policy implemented by the data owner.

Data Steward - The data steward's role essentially is to support the user community. This individual is responsible for collecting, collating, and evaluating issues and problems with data. Typically, data stewards are assigned either based on subject areas or within line-of-business responsibilities.

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

Displacement* - 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.

Diversity in Contracting - In January 2018, the Port of Seattle Commission passed the Diversity in Contracting Policy Directive ([Resolution 3737](#)) with the purpose of increasing the participation of women and minority business enterprises (WMBE) in the Port's contracting for public works, consulting services, supplies, material, equipment, and other services. This directive works to identify affirmative efforts to afford WMBE enterprises the opportunity to meaningfully participate in Port of Seattle contracts.

Duwamish Valley Community* - The people and organizations that live, work, play, study, or worship in the near-port neighborhoods of South Park and Georgetown along the Duwamish River and have been historically or are currently impacted by economic, racial, and environmental injustices, including the Duwamish People, the first people of Seattle. Revisions of this definition must be approved by community partners.

Environmental Justice - A term that reflects the reality that vulnerable communities are unfairly subjected to historic and current, disproportionate burdens of pollution and contamination. Environmental justice embraces the principle that all people and communities have a right to a healthy environment and a right to equal protection and equal enforcement of environmental laws and regulations.

Equality - The same amount of power, opportunities, and resources are distributed to everyone with the assumption that everyone starts in the same place and has the same needs.

Equitable Engagement - Community engagement processes and practices that ensure that the most impacted stakeholders (e.g., people of color and low-income families) can meaningfully participate in decision-making processes. This type of engagement is proactive, responsive, inclusive, and culturally appropriate.

Equity - The fair treatment, access, opportunity, and advancement for all people while striving to identify and eliminate barriers that have prevented the full participation of historically oppressed communities. Improving equity involves increasing justice and fairness with the procedures and processes of institutions or systems and a fair, intentional distribution of resources. It is important to note that equity is about addressing patterns of disparities among groups of people, not necessarily the experiences of single individuals.

Equity in Budgeting Playbook - A tool designed to integrate explicit considerations of racial equity into decisions, including policies, practices, programs, and ultimately, Departmental budgets. Using this tool will help you develop strategies and actions that reduce inequities, with a particular focus on racial inequities, and improve success for everyone.

Equity Index - A tool created by the Port of Seattle that displays a visual representation and ranking of environmental pollutants and social inequities for each census block group in King County. The equity index is made up of 21 indicators within 4 main categories, including: economic opportunity, livability, accessibility, and environmental. The rankings in the index are relative to each other across King County. If an area has a high ranking, it is high in comparison to the rest of King County. When looking at King County as a whole, those are the average ranking across the county.

Equity Lens - A critical thinking approach to undoing institutional and structural racism, which evaluates burdens, benefits, and outcomes to under-served communities.

Institutional Racism - The ways that institutional practices, policies, and procedures create disparate outcomes for different racial groups, namely, the advantages experienced by people classified as white and the disadvantages experienced by people classified as non-white. For example, disparity can be experienced directly through a person's lack of access to gainful employment due to discrimination or indirectly through a person's inability to influence decision-making due to a lack of appropriate representation in government.

Intersectionality - The interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage. The term was originally coined in 1989 by Kimberlé Crenshaw.

Low-income Communities - Census tracts with a poverty rate of at least 20 percent or a median family income 80 percent or less than the area it is benchmarked against. Low-income communities are considered marginalized/underserved communities, and the Port's Equity Index is a useful resource in identifying these communities.

Marginalized/Underserved Communities - People that historically and currently do not have equitable resources, access to infrastructure, healthy environments, housing choice, etc. Due to historical inequitable policies and practices, disparities may be recognized in both access to services and outcomes.

Near-Port Community – Near-Port communities refers to the areas that exists adjacent to Port operations – they are residential, businesses, and industry. Near-port communities are disproportionately impacted by port operations and related transportation systems. Our near-port communities include the six Highline cities near SEA and the communities of Ballard, Magnolia, Queen Anne, Belltown, Downtown, Pioneer Square, Chinatown-International District, SODO, Georgetown, South Park, and West Seattle.

Port Capacity Building* - The process by which port leaders, staff, and other representatives obtain, improve, and retain knowledge, tools, and skills, such as allyship and cultural competency. It includes incorporating equity, diversity, and inclusion principles in decision-making and community engagement.

Qualitative Data - The descriptive and conceptual findings collected through questionnaires, interviews, or observation. Analyzing qualitative data allows us to explore ideas and further explain quantitative results.

Quantitative Data - Used when a researcher is trying to quantify a problem or address the "what" or "how many" aspects of a research question. It is data that can either be counted or compared on a numeric scale.

Racial Equity Lens/Framework - An analytical tool, or series of questions, that helps a team or group understand the impacts of their decisions as it relates to racial equity, implicit and explicit bias, and individual, institutional, and structural racism.

Welcoming Port Policy - The Port of Seattle Directive established by [Resolution No. 3747](#) as may be subsequently amended or restated that establishes goals to increase engagement with, and support for, immigrant and refugee communities.

Women or Minority-Owned Business (WMBE) - A business that is at least 51 percent owned and controlled by women and/or minority (including, but not limited to African Americans, Native Americans, Asians, and Latino) group members.

**Definition was developed in partnership with members of the Duwamish Valley Port Community Action Team (PCAT).*