

# PORT OF SEATTLE OEDI 2020 Key Accomplishments



June 2019-December 2020

This Annual Report includes outcomes and accomplishments from the Office of Equity, Diversity, and Inclusion's (OEDI) first 18 months, from June 2019 through December 2020.

2020 was marked by two significant external factors: the coronavirus global pandemic and nationwide protests and activism in support of Black Lives and racial justice, both of which significantly influenced the work of OEDI.

The pandemic led to massive economic downturn around the globe, and the Port, as a regional economic engine, was not immune. For example, SEA Airport, suffered a plummet in passenger and cargo travel and corresponding revenue. In our region, this economic crisis created high unemployment, rising poverty, and food and housing insecurity, especially for BIPOC communities and low-wage workers. Small and micro-businesses shut down at alarming rates, and those businesses owned by BIPOC, immigrants, and refugees experienced a disproportionate share of that loss. Additionally, the thousands of people working at SEA Airport and their families and communities have been deeply impacted by these changes.

The nationwide moment of reckoning on racism led to both the acceleration and refocusing of some of OEDI's work, especially our efforts to normalize and organize racial equity within the Port. Examples included staff caucuses around racial justice, a Proclamation on anti-Asian racism, a Commission motion for an assessment of all Port policies and practices, and a Commission motion to assess the Port Police in terms of racial equity.

As a result of both of the global pandemic and national racial justice crisis, it was essential for us to adjust elements of our Strategic Plan. Some aspects of the original Plan were not started or completed, while others were transformed or expanded. And, there were additional activities and efforts not in the plan that were critical to our response to the pandemic or Black Lives Matter movement. Throughout the document, these differences and additions are noted.

During the past 18 months, the Port took significant steps to advance racial equity and become an anti-racist organization. We are committed to this work, to becoming a racial equity leader both locally and nationally, and to creating transformational change that will improve economic opportunities and quality of life for all.

We look forward to partnering with all of you in the future work!

In unity,

Bookda Gheisar

## PORT OF SEATTLE OEDI 2020 Key Accomplishments

**STRATEGY 1. Transform Port of Seattle by infusing equity principles and practices into all aspects of organizational structure, programs, policies, and processes.**

Objective	Key Results	Timing	ACCOMPLISHMENTS
<p><b>Objective 1. Equity work is normalized throughout the enterprise, from leadership including Port Commission and Executive Leadership Team (ELT) to staff at all levels in all Divisions and Departments.</b></p>	<p>1. Complete <b>initial</b> activities (in last quarter of 2019) to lay a strong foundation for normalizing equity conversation internally. This work will be in collaboration with HR and will include:</p> <ul style="list-style-type: none"> <li>• Hold roundtables with POS employees to receive input and vision for OEDI</li> <li>• Collaborate with Link Leadership to deliver a survey to receive input from Port employees for a common definition of equity</li> <li>• A case statement about why the equity work is critical for the Port to be shared internally and externally. Disseminate to all employees through multiple channels: website, communications pieces, workshops/forums/meetings, and inter-branch partners sharing with their divisions and departments. Update internal and external website</li> <li>• Define equity, vision and values to be shared internally and externally</li> <li>• Develop and implement a training strategy (in collaboration with HR) to support employees to gain higher levels of knowledge and skill and to build their capacity to support and lead equity work among their peers/colleagues.</li> </ul>	<p>Equity 1-pager:</p> <p>Moving into Q1 2020</p> <p>Equity trainings: Q1-2020</p>	<p>2019:</p> <ul style="list-style-type: none"> <li>• Port <b>established new Office of Equity, Diversity, and Inclusion (OEDI)</b> to address institutional racism and increase equity, diversity, and inclusion in Port policies, programs, and processes – the first Port in North America to do so.</li> <li>• Created first ever <a href="#">OEDI 2019-2020 Strategic Plan</a> for the Port of Seattle.</li> <li>• Defined <b>equity, vision and values</b> and developed an equity 1-pager that articulates equity vision, equity statement, equity theory of change, and equity values.</li> <li>• Created <a href="#">case statement</a> about why equity work is critical for the Port.</li> <li>• <b>Employee Survey:</b> Collaborated with Link Leadership to develop and implement an employee survey about baseline definitions of equity. 600 employees participated and input was used to shape Port-wide definition of equity.</li> </ul> <p>2019-2020:</p> <ul style="list-style-type: none"> <li>• <b>Port Employee Roundtables:</b> Held roundtables with employees to receive input and vision for OEDI, with participation from a total 300 employees to date.</li> <li>• <b>Equity Training and leadership capacity building:</b> Held a series of Equity 101 Training sessions for Port Employees between Oct 2019 and Feb 2020 with 350 employees attending.</li> </ul>

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	<ul style="list-style-type: none"> <li>Develop and communicate theory of change via materials such as infographics, etc <i>(not completed)</i></li> <li>Wrap up and analyze pilots of Racial Equity Toolkit <i>(not completed)</i></li> </ul>		
<p><b>Objective 1. Equity work is normalized throughout the enterprise, from leadership including Port Commission and Executive Leadership Team (ELT) to staff at all levels in all Divisions and Departments.</b></p>	<p>2. Continue <b>ongoing</b> activities to support internal community building and to ensure normalizing of equity work reaches all staff and is deepened in terms of understanding, engagement and investment.</p> <p>Activities include trainings about equity, diversity and inclusion; trainings for staff to understand the equity framework for POS; equity goals for departments; Book Club discussions; creating a schedule for regular communication; and other activities as identified and feasible.</p>	<p>Ongoing activities: Q2-2020 and beyond</p>	<p><b>Support for Port employees during 2020 Black Lives Matter movement and civil rights unrest.</b> Organized opportunities and provided support and resources for employees to increase awareness and engage in racial equity work:</p> <ul style="list-style-type: none"> <li>Held a series of <b>Employee Town Halls</b> hosted by members of the Port’s Executive Leadership Team and Blacks in Government to come together to share, learn and listen about systemic racism and what Port employees can do to stand in solidarity and work towards an equitable, anti-racist organization.</li> <li><b>Black Lives Matter – Caucusing Series:</b> Organized a series of seven caucuses from June to August, including one on June 5<sup>th</sup>, focused on the impacts of the deeply racialized and tragic killings of Ahmaud Arbery, Breonna Taylor, and George Floyd. Over 250 employees gathered for this conversation.</li> </ul> <p>Caucuses, also known as affinity groups, are opportunities for those who share a common identity to meet separately to gather, connect, and learn. These conversations are a key component of Strategy #1, to transform the Port by infusing equity principles and practices into all aspects of organizational structure, programs, policies, and processes. Expert speakers from the City of Seattle, City of Renton, and King</p>

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			<p>County Office of Equity and Social Justice were invited to inspire Port employees and provide a vision for what is possible.</p> <p>Goals for the caucusing series included:</p> <ul style="list-style-type: none"> <li>• To normalize conversations about race and racism at the Port of Seattle;</li> <li>• To build partnerships with one another as we work together to combat racism;</li> <li>• To build skills in using this anti-racist tool, so that departments and teams can continue to caucus if they choose;</li> <li>• To build and deepen our understanding of our role in combatting racism; and,</li> <li>• To strategize about how we, as an organization, become an equitable, anti-racist organization. To generate ideas about how we move forward.</li> </ul> <p>A total of 344 Port employees participated in at least one of the seven events, and a group of 27 Port employees facilitated caucuses, receiving training, support, guidance, and resources from OEDI.</p> <ul style="list-style-type: none"> <li>○ <b>Caucusing for Change:</b> a six-part caucusing series in October and November which included guest speakers from King County and JustLead WA. The series also featured several Port employees sharing their personal and professional experiences with race and racism. A total of 151 Port employees participated in at least one of the six events, and a group of 23 employees facilitated the caucuses.</li> </ul>

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			<ul style="list-style-type: none"> <li>○ <b>A library of Anti-Racism Resources</b> was developed for employees including Actions You Can Take as a White Ally, Actions for Non-Black People of Color to Take to be an Ally, Resources for People of Color Experiencing Trauma, Resources for Talking with Your Kids about Race and Racism, Caucuses and Conversation Tools, Tools for Interrupting and Reporting Acts of Hatred, Organizations to Follow to Learn More about Race and Justice, and ways to support Black-led organizations, anti-racist organizations and Black-owned businesses.</li>   <li><b>Normalizing Equity Port wide.</b> OEDI organized podcast clubs, book clubs, and other activities to normalize equity across the Port.</li>   <li>● <b>Podcast club with Senior Director of OEDI:</b> Six sessions to learn about the history of racism started in June 2020. A group of 32 staff participated in this series, listening to and discussing the podcast “Seeing White.” This blog was posted on the Port’s website after the series: <a href="https://www.portseattle.org/blog/seeing-white-and-working-towards-change">https://www.portseattle.org/blog/seeing-white-and-working-towards-change</a></li> <li>● <b>Podcast Club, Round 2:</b> A group of 48 employees, broken into four different groups (each group co-led by one staff of color and one white staff) participated in listening to and discussing “Seeing White.”</li> <li>● <b>“Port Reads”,</b> Port Employee Book Club, has been launched to support conversations around race and racism. The first collective read is <u>So You Want to Talk About Race</u> by Ijeoma Oluo. One hundred fifty two employees, broken into twenty different groups, participated.</li> <li>● <b>Juneteenth Celebration &amp; Proclamation.</b> OEDI co-sponsored a webinar with Blacks in Government. Port is currently considering making</li> </ul>

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			<p>Juneteenth a Port Holiday and voicing support for making it a Federal Holiday.</p> <ul style="list-style-type: none"> <li>• <b>Equity Moments.</b> Port Executive Director began including in daily messages to Port employees, reading materials to help employees learn, expand their understanding and analysis of COVID-19 and Black Lives Matter events.</li> </ul>
<p><b>Objective 2. Ensure equitable internal policies, programs, operations, and structures.</b></p>	<p>1. Collaborate with Strategic Initiatives team on current Port-wide strategic planning process (lean government and CPI) and embed an equity lens into all facets of the process.</p> <p>Plan should include action plans and/or frameworks for integrating an equity lens into:</p> <ol style="list-style-type: none"> <li>Re-write of Port goals to infuse equity into all goals at POS</li> <li>Governance</li> <li>Internal policies, operations and practices, including:               <ol style="list-style-type: none"> <li>Business and strategic planning</li> <li>Budget planning</li> <li>Reporting and accountability mechanisms (collecting data, monitoring progress, regular internal and external reporting out, tying to performance evaluations?)</li> </ol> </li> <li>External/community impact including community funding decision making</li> <li>Communications (internal and external) and community engagement</li> </ol>	<p>Port-wide CPI/lean govt planning: Q2-2020 until completion</p>	<p><b>Century Agenda and 2020 Update</b> – With the rapidly changing environment we find ourselves in today — from a global pandemic; to protests against police brutality in the wake of tragic killings; to families and businesses trying to stay afloat with a looming economic crisis — it is imperative for the Port of Seattle’s Century Agenda to be updated to remain relevant as an enduring vision statement and responsive to our current policies and strategies as well as the changing landscape. The Port Commission has modified a few of its goals including an explicit focus on EDI:</p> <ul style="list-style-type: none"> <li>• Added a goal for the Port to <b>“Become a Model for Equity, Diversity, and Inclusion.”</b> Through this goal, the Port of Seattle will ensure that equity is at the core of all our work and the principles the Port embodies. Regional workforce development, use of and partnership with women and minority owned businesses, and small businesses will remain a focus of our community investment and engagement. Internal and external programs, structures, and practices will always be viewed and reviewed through an equity lens.</li> </ul> <p><b>Equity motion:</b> On Oct 13, 2020, the Port of Seattle Commission passed a motion to promote equity and end structural racism in the Port’s workplace and operations. The motion directs the Port Executive Director</p>

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			to examine Port operations and policies for sources of racial bias and discrimination and to develop programs and policies eliminating inequity in all aspects of the organization. The <a href="#">motion</a> takes additional steps beyond what the Port’s Office of Equity, Diversity, and Inclusion Strategic Plan has set out to achieve by directing the Port to align policies and procedures into comprehensive policy for advancing racial equity. This will establish the Port, locally and nationally, as a leader in this work, illustrating our commitment to act, learn, and progress as an organization that values and centers equity, diversity, inclusion, accountability, and transparency. This also helps to codify equity into the fabric of the organization so that this work lives on past the current staff and Commission.
<b>Objective 2. Ensure equitable internal policies, programs, operations, and structures.</b>	2. Form a Port-wide cohort and change teams in every Department, Division, and Program with different leadership levels. They will work with leadership to develop Port-wide equity goals, and work with their respective units to develop Department-specific equity plans, goals, and results. Train these employees on the process of moving EDI forward system-wide.	Create change teams: Q4-2020	<b>Change team:</b> In September 2020, a Port-wide Change Team was formally launched. This is a cohort of roughly 115 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. The Change Team will work with leadership to develop Port-wide equity goals, and work within their respective teams to develop Department-specific equity goals. OEDI offered intensive racial equity trainings and analysis to Change Team core team members.
<b>Objective 3. Port leadership, including Commission, Executive Leadership Team (ELT) and leadership of Departments and Divisions, model equity-mindedness in the work, and actively support and</b>	<p>Actions to build leadership for equity work :</p> <p>1. OEDI will work with Port Commission to: Develop equity tool kit for analysis of all policies, RFPs, Contracts. <i>(not completed)</i></p> <p>Develop equity guidelines and practices for conducting Port Commission meetings (e.g. acknowledging Native lands)</p>	<p>Meeting guidelines: Q2-2020</p> <p>Equity Committee: Q2-2020</p>	<ul style="list-style-type: none"> <li>○ Offered a webinar from King County office of Equity and Social Justice on using an equity assessment tool to build <b>COVID-19</b> shelters in King County, April 16<sup>th</sup>.</li> <li>○ <b>Port Commission Equity Committee:</b> OEDI worked with Port Commission to support development and implementation of a <a href="#">Charter for Commission Workforce and Equity Committee</a> to collaborate with staff engaged in equity work Port-wide.</li> </ul>



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<p><b>promote Port-wide equity work.</b></p>	<p>Explore adding an Equity Committee to Commission’s existing Committee structure</p> <p>Support development of plan for Commission engagement and accountability by working with Commission office and Departments and Divisions</p>		<ul style="list-style-type: none"> <li>○ <b>Port Commission meetings:</b> Collaborated to develop language and practices for acknowledging Native lands to be used at the beginning of every commission public meeting.</li> </ul>
<p><b>Objective 3. Port leadership, including Commission, Executive Leadership Team (ELT) and leadership of Departments and Divisions, model equity-mindedness in the work, and actively support and promote Port-wide equity work.</b></p>	<p>2. OEDI will work with Executive Leadership Team (ELT) to:</p> <p>Hold Equity trainings and opportunities to get on the same page with building a vision and understanding for equity</p> <p>Share EDI values with external Port partners. Business partners are made aware of the Port’s focus on EDI values.</p> <p>Include EDI values in individual performance evaluations – first by ELT, then by division and department leaders, then by all staff. <i>(not completed)</i></p> <p>Include EDI values in their annual budget presentation to the Port Commission. As part of this, the ELT will include EDI measurable goals and objectives in their proposed annual plans and progress reports. <i>(not completed)</i></p> <p>Include measurable EDI objectives in Port annual goal setting and performance process. Goals will include but not be limited to meaningful and measurable outreach to communities of color and underrepresented communities</p>	<p>Q1-2020 - Q3-2020</p> <p>Q1-2020</p> <p>Q4-2019 - Q1-2020</p> <p>Q4-2019</p>	<p><b>Equity Training and Leadership Capacity Building</b></p> <ul style="list-style-type: none"> <li>● Offered an 8 hour racial equity training for all members of Executive leadership Team</li> <li>● Analyzed budget cuts and community investments using equity index and disaggregated data on recovery efforts to inform Port Commission strategic discussions.</li> </ul>

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	regarding job opportunities and/or internship opportunities. <i>(not completed)</i>		
<b>Objective 3. Port leadership, including Commission, Executive Leadership Team (ELT) and leadership of Departments and Divisions, model equity-mindedness in the work, and actively support and promote Port-wide equity work.</b>	3. OEDI will work with both Commission and ELT to:  Develop a framework/toolkit for budgeting with an equity lens and disseminate to all Departments. <i>(not completed)</i>  Ensure ongoing progress towards and accountability on equity goals Port-wide including ensuring development of metrics/indicators of progress, regular reporting on progress towards goals, and tying progress to performance evaluations. <i>(not completed)</i>		
<b>Objective 4. The Port is an equitable, inclusive and welcoming place to work.</b>	1. Ensure that Port workforce reflects King County demographics and diversity.  Support and collaborate with HR to complete a Port workforce racial distribution analysis by division and departments. Compare results to the regional population including US-born, immigrant and refugee communities and provide HR with the results.  Encourage equitable approaches to employee participation in Port processes so that all employees, regardless of work schedule or shift, have equal opportunity to participate. <i>(not completed)</i>	Workforce racial distribution analysis: Q1-2020 - Q2-2020	<ul style="list-style-type: none"> <li>• Human Resources hired a staff person and increased their data analysis capacity. The ethnic and racial composition of Port workforce is now posted and open for all to review. OEDI will collaborate with HR in 2021 to continue to review policies and practices to strengthen the Port as a welcoming workplace.</li> <li>• Employees who attended caucusing in 2020 gave input on their top concerns and policies about the Port as a workplace. The summary of these caucuses have been shared with the Port Executive Director, Post Commissioners, and Director of HR. Change Team will continue to assess these areas across the Port and bring recommendations to the Commission by Oct of 2021. The writeups have been posted at:               <ul style="list-style-type: none"> <li>○ <a href="https://compass.portseattle.org/news/caucusing-change-recap-and-upcoming-events">https://compass.portseattle.org/news/caucusing-change-recap-and-upcoming-events</a></li> <li>○ <a href="https://compass.portseattle.org/news/black-lives-matter-caucusing-series-recap">https://compass.portseattle.org/news/black-lives-matter-caucusing-series-recap</a></li> </ul> </li> </ul>

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<p><b>Objective 4. The Port is an equitable, inclusive and welcoming place to work.</b></p>	<p>2. Collaborate with HR:</p> <p>Analyze and begin to address several significant areas with equity impacts on employees. These include examining disparities and barriers in: 1) recruitment , 2) performance evaluation, 3) compensation, and 4) advancement/retention/promotions.</p> <p>Provide ongoing EDI learning strategy, training and professional development to Port staff.</p> <p>Integrate equity into new employee onboarding, including New Employee Orientation. <i>(not completed)</i></p> <p>Support Divisions and Departments in setting goals to increase diversity in every unit. <i>(not completed)</i></p> <p>Add equity questions to annual employee survey to establish baseline data about employee experiences in the workplace. <i>(not completed)</i></p>	<p>HR collaborations: Q4-2019 - Q3-2020 and beyond</p>	<ul style="list-style-type: none"> <li>○ Collaborated with Legal and HR teams to begin to develop a curriculum for racial equity training for managers Port-wide to be offered in Spring 2021.</li> <li>○ Banking RFP: Worked with finance and legal teams to develop questions and criteria to establish diversity issues, social responsibility and equity in the Port’s banking RFP.</li> <li>○ OEDI participated in a number of panels to review existing HR policies and to develop new policies needed due to COVID, including: HR-8, Talent Acquisition policy, HR-18 Corrective Action and Progressive Discipline, and HR 3 Employee Performance Management.</li> <li>○ <b>Recovery Phase One – People Committee:</b> An interdepartmental work group that analyzed the best practices to keep employees safe during COVID-19. This groups reviewed several current policies and practices and looked at ways to better improve them with an equitable lens during COVID-19 and keep Port staff safe.</li> <li>○ <b>Recognition Committee:</b> An interdepartmental work group reviewed and updated HR-13 policy “Employee Recognition Policy and Procedure”. The Port looked at better practices to recognize and exemplify Port values within staff. This workgroup incorporated an equity, diversity, and inclusion statement within the policy.</li> <li>○ <b>Flexible Work Arrangement:</b> An interdepartmental work group reviewed HR-15 policy “Flexible Work Arrangements Benefits”. The work group included an equity, diversity, and inclusion statement within the policy to make sure all removal of bias was incorporated in the Port decisions during COVID-19 telework arrangement.</li> <li>○ <b>AV Maintenance:</b> Provided ongoing racial equity training and support to Senior Managers in this unit with the goal of recognizing why it is</li> </ul>

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			critical to weave EDI into the fabric of their work and day-to-day operations.

**STRATEGY 2. Port, in achieving its mission to create jobs, provides equitable and tangible benefits to impacted communities of color, and immigrant and refugee communities.**

Objective	Key Results	Timing	ACCOMPLISHMENTS
<p><b>Objective 1. Ensure equity in public-facing programs and activities, especially access to Port economic benefits including contracting opportunities and workforce development (WFD) programs.</b></p>	<p>1. Support Airport Dining and Retail and Diversity in Contracting in implementing efforts and plans to overcome barriers to accessing contracting opportunities for WMBEs.</p>	<p>Q2-2020</p>	<p><b>Worker relief efforts at Airport</b> - COVID-19 Port Jobs and Fair Work Center partnered with the Port of Seattle to facilitate webinars, trainings, and information opportunities for impacted tenants and small business partners to understand and take advantage of resources provided by the federal CARES act as well as state and local opportunities.</p> <ul style="list-style-type: none"> <li>• Outcomes: 25,000 individuals reached through over 70,000 website views; 3,800 visits to the employment center; 1,100 job placements; 80 hiring employers at SEA Airport.</li> <li>• Racial Equity trainings were held for individuals working at the Airport.</li> </ul> <p>The Fair Worker Center was also hired to develop and implement a two-year pilot program to operate a Career Support and Advancement (CSAC) center that will educate and assist workers and employers at Sea-Tac International Airport about labor and employment laws.</p> <p><b>Priority Hire Policy Directive</b> – In 2017, the Port Commission established a Priority Hire Policy Directive to provide good family wage jobs to qualified construction workers from economically distressed areas of King County and those historically underrepresented in</p>

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			<p>the construction industry, by increasing access to port projects. The policy directive authorized the Port to develop and implement a Priority Hire program through a project labor agreement (PLA). For covered PLA projects, contractors and dispatch will seek to first hire and dispatch priority workers from economically distressed areas to meet or exceed the 20% requirement and aspirational goal percentages of labor hours to be performed by priority workers. The first Priority Hire projects began summer of 2020.</p> <p>Port partners ANEW, Urban League and Ironworkers Local 86 provide outreach, training, placement and retention services for primarily Priority Hire individuals to enter the construction trades. All partners ceased operations with the threat of COVID. Once the Stop Work order was lifted, these small nonprofits impressively pivoted their entire operations to be virtual, then again to a hybrid-method. Outcomes:</p> <ul style="list-style-type: none"> <li>• ANEW: 50 trained, 38 placed, 31 retained</li> <li>• Urban League: 60 retained</li> <li>• Ironworkers Local 86: 25 retained</li> </ul>
<p><b>Objective 1. Ensure equity in public-facing programs and activities, especially access to Port economic benefits including contracting opportunities and workforce development (WFD) programs.</b></p>	<p>2. Analyze existing Workforce Development (WFD) programs and national best practices in integrating equity into workforce development. Identify potential changes/improvements and implement.</p>	<p>WFD analysis: Q4-2019</p>	<ul style="list-style-type: none"> <li>• On 6/23/20, the Port Commission adopted Resolution 3776 establishing a <a href="#">Workforce Development Policy Directive</a> to guide the increase in the number of skilled employees within the industries necessary for Port development. This policy directive advances the Port’s commitment to workforce development and is intended to: center diversity, equity and inclusion; create equitable access to economic prosperity; leverage partnerships; increase the availability of a skilled workforce for the Port and Port-related industries; demonstrate measurable outcomes. The Policy also resulted in the addition of "green careers" as a port related industry.</li> <li>• National models have been researched and explored to expand on the work of WFD, met with Ports that have WFD teams, and worked with a consultant with local and national expertise to help integrate strategies for incorporating racial equity and Skill-Up strategies into all of the work of the department.</li> </ul>

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			<ul style="list-style-type: none"> <li>• <b>Workforce Development Strategic Plan:</b> The WFD team presented a three year strategic plan to the Port Commission for the years 2021, 2022, 2023. The plan also addresses COVID recovery efforts, as it became clear that impacts to communities were long lasting. The plan includes the continuation of investments in the Airport employment center and career pathways, maritime youth initiatives, construction pre-apprenticeship programs, and an analysis of green careers that could be supported with Port investments.</li> </ul>
<p><b>Objective 1. Ensure equity in public-facing programs and activities, especially access to Port economic benefits including contracting opportunities and workforce development (WFD) programs.</b></p>	<p>3. Explore connecting Career-Connected Learning (CCL) program with Workforce Development (WFD) program to create a continuum that serves students more seamlessly and provides an employee pipeline more effectively and equitably.</p>	<p>CCL: Q1-2020 - Q2-2020</p>	<ul style="list-style-type: none"> <li>• WFD launched <b>new partnerships</b> with the African Chamber of Commerce and El Centro de la Raza to promote port-related careers with Latinx and immigrant and refugee youth by holding webinars with sector partners Youth Maritime Collaborative, Seattle Skills Center, Seattle Goodwill, Port Jobs and ANEW. Outcomes: African Chamber of Commerce – 120 youth participants.</li> <li>• WFD collaborated with External Relations staff and WA Alliance for Better Schools (WABS) to offer <b>teacher webinars</b> focused on maritime, aviation and construction industries and career pathways. Seventy-three teachers participated, impacting 9,700 students. These sessions were recorded and will be available for all WABS educators and faculty in their 12 school districts.</li> <li>• <b>The Aviation Career Pathways Program.</b> The Port hired Port Jobs and South Seattle College EC in January 2020 to form and provide expert instruction to the first cohort in an eleven-week on-ramp program offered at SEA Airport. The airport maintenance technician (AMT) program aims at expanding career options for airport workers and community members into the aviation maintenance technician pathway. The Airframe &amp; Powerplant (A&amp;P), a Federal Aviation Administration (FAA)-certified program, trains future mechanics for work on both the Powerplant &amp; the Airframe of aircraft.             <ul style="list-style-type: none"> <li>○ Outcomes: 1,000 workers reached; 23 enrolled; 17 completed program.</li> </ul> </li> <li>• <b>Youth Maritime Collaborative.</b> The YMC continues to build its network of maritime industry and educational partners to create K-12 maritime education and CCL</li> </ul>

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			<p>opportunities for youth. The YMC placed thirteen interns in seven private sector internships, with an additional ten interns placed through leveraged funding from the City of Seattle. Interns also participated in several virtual educational events.</p> <ul style="list-style-type: none"> <li>• <b>Maritime &amp; Ocean Science High School.</b> In March, the Commission was presented with "Changing Tide", a case statement for a maritime high school in the Puget Sound region. Since then, Seattle Public Schools, Highline Public Schools (HPS), Federal Way Public Schools and the Tukwila School District convened and selected Highline Public Schools to lead the effort in making the high school a reality. With \$50,000 in financial contributions from the Port, Highline is advancing on the goal to create high school credit-earning, project-based learning opportunities for careers in maritime and environmental conservation beginning in Fall of 2021.</li> <li>• <b>Opportunity Initiative</b> – The Port is providing \$1.5 million in funding and support to five local non-profit organizations to save youth jobs. The Port’s Opportunity Initiative aims to provide summer jobs for 220 youth, ages 16 to 24, who have been adversely affected by the COVID-19 pandemic. Youth unemployment tripled during the pandemic. Partners include: Seattle Goodwill, Seattle Parks Foundation, Partners in Employment (PIE), The Aerospace Joint Apprenticeship Committee (AJAC), and Urban League of Metropolitan Seattle.</li> </ul>
<p><b>Objective 1. Ensure equity in public-facing programs and activities, especially access to Port economic benefits including contracting opportunities and workforce development (WFD) programs.</b></p>	<p>4. Collaborate with External Relations to integrate equity lens into design and implementation of \$10M South King County Fund (SKCF) including developing a framework for equitable funding decision making.</p> <p>Build an equity index that informs decisions and processes for South King County Fund</p>	<p>SKCF: Q4-2020 And beyond</p>	<p><b>Environmental &amp; Economic Equity Index Mapping:</b></p> <ul style="list-style-type: none"> <li>○ Established a community advisory board of experts to share knowledge and guide the process of building the Port of Seattle Equity Index</li> <li>○ Developed new Environmental Equity Map based on Washington State Tracking Network’s <a href="#">Environmental Health Disparities Map</a>. It looks at 19 environmental and social indicators to highlight disparities and address injustice issues. This index will continue to disaggregate data and be used for equity-guided decision making of Port investments, commitments, and partnerships.</li> </ul>



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Objective	Key Results	Timing	ACCOMPLISHMENTS
	Adapt/generalize framework developed for South King County Fund for use with other Port Community Investment Funds.	Opportunity Motion Q3 and 4	<p><b>South King County Fund (SKCF)</b> – Designated \$10 Million in resources to near-airport communities for projects that address airport noise, environmental health and sustainability. In April of 2020, Economic Development was added as an approved use of the fund both in response to community input, and in the wake of the COVID-19 pandemic and current economic crises. The Fund awarded \$1.5 Million in 2020 to support nonprofits in South King County that are conducting projects in: Small Business Assistance, Workforce Development, Job Creation and Innovative Economic Recovery Strategies. In addition, the SKCF will support:</p> <p><b>Economic Recovery Grants:</b> Staff across the Port implemented an Economic Recovery Program that in January 2021 will fund 10 projects in a first round of South King County Fund Economic Recovery Grants. They provide new opportunities to invest in equitable partnerships with key constituents and create pathways to engagement in lucrative port industries for some of the area’s most marginalized populations.</p> <p><b>Diversity in Contracting PortGen Program:</b> \$250,000 to expand existing contracts with organizations that support WMBE businesses in South King County.</p>
<b>Objective 1. Ensure equity in public-facing programs and activities, especially access to Port economic benefits including contracting opportunities and workforce development (WFD) programs.</b>	5. Work with External Relations to centralize community partnerships and build strategies for desired outcomes. Support building an effective and transparent strategy to achieve results with cities and community partners.	Community partnerships system: Q1-2020 - Q3-2020	<p><b>COVID-19 Economic Recovery efforts:</b> OEDI developed <a href="#">core principles</a> in our economic recovery framework, so that we are mindful of how some in our community have borne a much more difficult burden during this crisis, and the Port is actively working to include those hit hardest in our recovery efforts.</p> <p><b>Civil Rights Coalition (CRC):</b> organized a Port wide meeting with CRC to update progress against goals, participated in radio program twice.</p> <p><b>Citizenship clinics</b> - The Port partnered with One America to implement locally the national New Americans Campaign to encourage eligible legal permanent residents to apply for citizenship. Ads were placed throughout SEA Airport and showed public service</p>



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			<p>announcements in both English and Spanish on airport video monitors. Viewers are directed to the New Americans Campaign website where they can identify local services and support to help them through the naturalization process. Three clinics were held (the first was at SEA in February 2019, the second was at Pier 69 in November 2019 and the third clinic at SEA in February 2020) These clinics that provided free comprehensive legal assistance to immigrants ready to apply for US citizenship.</p>
<p><b>Objective 2. Implement equitable communications, public outreach and engagement strategies that are conducted in service to equitable community impact.</b></p>	<p>1. Build and launch a tool kit to building effective community partnerships. Introduce guidelines and principles for working with communities that centers transparency, access to Port benefits, and accountability for the Port leadership. <i>(not completed)</i> Include targeted engagement strategies for historically marginalized communities, including indigenous communities.</p> <p>Explore/consider strategies for supporting non-federally-recognized tribes.</p> <p>Assess current and terminated employee engagement programs including the Community Giving Campaign, employee attendance at large events, and airport tours. Refine as part of employee engagement in community (how to scale up, how to be more comprehensive and strategic, etc).</p>	<p>Community partnerships toolkit: Q1-2020 - Q3-2020</p>	<ul style="list-style-type: none"> <li>○ <b>Community Giving Campaign (CGC):</b> OEDI organized 2020 CGC, and in doing so, invited several community-based non-profits (predominately organizations of color and racial justice organizations) to remotely present to Port staff about their work and the importance of supporting their organizations as part of the CGC. The organizations that we worked with and highlighted included: Duwamish Tribe &amp; Real Rent Duwamish; Nakani Native Program; United Indians of All Tribes Foundation; ECOSS; Northwest Immigrant Rights Project; Wa Na Wari; Blacks In Government (National); Powerful Voices; Social Justice Fund; and Na’ah Illahee Fund.</li> <li>○ A group has been meeting in 2020 to connect strategies and priorities for working with Tribes and urban Native populations. A report and recommendations was received by External Relations in 2020. Other priorities and recommendations are being collected from internal teams.</li> </ul>
	<p>2. Ensure that Departments and Divisions across the Port have Language Access Plans</p>		

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	and goals reviewed by EDI Office. <i>(not completed)</i>		
<b>Objective 3. Public accountability is visible and communities of color view the Port as an equitable organization to work for and do business with.</b>	1. Create a Community Advisory Board and empower it with a defined role that is meaningful and influential in decision making.	CAB: Q1-2020	<b>Community advisory board:</b> The Port is establishing a Community Advisory Board to act as a community-driven mechanism to ensure the Port is accountable to the public in its operations, particularly in the integration of equity principles into Port work. A group of advisors were convened to provide feedback to the Port on this concept in Q1 of 2020.
<b>Objective 3. Public accountability is visible and communities of color view the Port as an equitable organization to work for and do business with.</b>	2. Develop external communications plan to share progress on Port equity work (including Port-wide and by Departments/Divisions) and regularly solicit community feedback on ongoing work.	External Comms Plan: Q1-2020 - Q3-2020	<b>Communications:</b> Through multiple channels and to internal and external audiences, we are telling the story of our work, the Port’s commitment to equity, and what we are doing to create transformative, lasting change. <ul style="list-style-type: none"> <li>• Equity in Action: monthly external e-newsletters               <ul style="list-style-type: none"> <li>○ Archive: <a href="https://www.portseattle.org/page/equity-action-e-news">https://www.portseattle.org/page/equity-action-e-news</a></li> <li>○ As of November, we have 1,155 people on the mailing list. Our newsletters have averaged an open rate of 30%, which is double the industry average.</li> </ul> </li> <li>• Earned media               <ul style="list-style-type: none"> <li>○ <a href="#">Opinion piece</a> "We Need to Reverse Institutional Racism" in the <i>Puget Sound Business Journal</i> by Commissioner Sam Cho and Senior Director Bookda Gheisar</li> <li>○ Coverage in multiple outlets – KUOW, Puget Sound Business Journal, New York Business Journal – about the Youth Opportunity Initiative</li> </ul> </li> <li>• Monthly blog posts highlighting the work of OEDI, stories about how individual employees, ERGs, and teams are stepping up to advance equity</li> </ul> <b>OEDI presented at:</b> <ul style="list-style-type: none"> <li>• League of Women Voters 100<sup>th</sup> anniversary of women’s right to vote, Feb 10<sup>th</sup></li> </ul>

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Objective	Key Results	Timing	ACCOMPLISHMENTS
			<ul style="list-style-type: none"> <li>PNW Economic Equity Summit (Seattle Southside Chamber &amp; Renton Chamber), Feb 28<sup>th</sup></li> <li>KidsQuest Children's Museum Biz Quest Event, June 3<sup>rd</sup></li> <li>Washington Public Ports Association on Environmental Justice and the Equity Index on August 5<sup>th</sup></li> <li>Annual <a href="#">Seattle SHRM</a> "2020 Diversity &amp; Inclusion Event" November 19<sup>th</sup> 11:30 am to 1:00pm. 100 attendees.</li> <li>Created a prominent home for OEDI pages on Port's website: <a href="https://www.portseattle.org/about/EDI">https://www.portseattle.org/about/EDI</a>. Made Equity Statement &amp; Vision available to the public : <a href="https://www.portseattle.org/sites/default/files/2020-07/OEDI_Folio_individualPages.pdf">https://www.portseattle.org/sites/default/files/2020-07/OEDI_Folio_individualPages.pdf</a></li> </ul>
<b>Objective 3. Public accountability is visible and communities of color view the Port as an equitable organization to work for and do business with.</b>	3. Conduct six Community Executive Roundtables in 2020, each with a rotating representation of a Department and participation by the Executive of that unit. Focus on equity performance/impact of the department in focus at each Roundtable. <i>(not completed)</i>	Community Roundtables: Q1-2020 - Q4-2020	

**STRATEGY 3. Build a robust OEDI to lead and manage work across the Port that will result in fulfilling Strategies 1 and 2.**

Objective	Key Results	Timing	ACCOMPLISHMENTS
<b>Objective 1. Clarify/delineate key functions of EDI Office</b>	1. Conduct organizational assessment of Workforce Development program and how	WFD analysis: Q4-2019	Workforce Development Department (WFD) was moved to OEDI in 2020. A Director and one Program Manager for the department are in place. One additional staff member will be hired in 2021.

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Objective	Key Results	Timing	ACCOMPLISHMENTS
and fully empower Office to carry out those functions.	<p>it can best be structured under the purview of the Office of EDI.</p> <p>2. Complete analyses of any other offices to come under EDI, as needed.</p>		
<p><b>Objective 1.</b> Clarify/delineate key functions of EDI Office and fully empower Office to carry out those functions.</p>	<p>3. Meet and visit with other Ports nationally who are building and implementing equity initiatives. Identify implications for improving organizational structure of OEDI and implement as appropriate.</p> <p>4. Sponsor a national committee of Ports who can work together on equity strategies and share best practices. Possibly host a convening in year 2.</p>	Peer ports work: Q1-2020 and beyond	<p><b>Developing a Center of Equity Expertise:</b> OEDI served as consultants and equity experts for many departments and teams across the Port, providing research and analysis, communications and writing support, trainings, and facilitation.</p> <ul style="list-style-type: none"> <li>• <b>The Environmental Justice Work Group:</b> A group gathered to engage the Maritime Environment &amp; Sustainability team, both internally and externally in determining focused actions to become a more equitable and anti-racist organization.</li> <li>• <b>Recovery Phase One – People Committee:</b> An interdepartmental work group analyzed best practices with an equity lens to keep employees safe during COVID-19.</li> <li>• <b>Sustainable Airport Master Plan:</b> OEDI helped the SAMP team identify vulnerable communities within King County that would be greatly affected by the updated SAMP. The airport proposed approximately 30 projects identified within the Sustainable Airport Master Plan, known as the Near-Term Projects. Using the Equity Index, OEDI helped the team identify possible communities to invite to the informational presentation and develop an action outreach plan.</li> <li>• <b>Environmental Noise Monitor:</b> Using the Equity Index, helped the Environmental and Maritime team identify and prioritize possible locations to put new noise monitors within South King County.</li> <li>• <b>Biometrics Special Committee:</b> Helped the Port adopt equity-guided principles for the public facing use of biometric technology at various Port facilities.</li> <li>• <b>Airport Transit Operations – Rental Car Group:</b> Connected ATO supervisors with King County Metro staff to learn about ways to support drivers who are on the receiving end of discriminatory comments and actions from passengers/customers. Supported ATO supervisors in creating, editing, and launching a monthly ATO equity, diversity,</li> </ul>

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Objective	Key Results	Timing	ACCOMPLISHMENTS
			<p>and inclusion newsletter. Consulted with group on messaging and signage they put in their staff room to share information about the Port’s EDI efforts.</p> <ul style="list-style-type: none"> <li>• <b>Construction Management:</b> Assisted construction services in creating an EDI-focused development goal for every staff’s performance review. Facilitated an Equity 101 mini-training with team.</li> </ul> <p><u>Port is represented and partnering with these bodies:</u></p> <ul style="list-style-type: none"> <li>• <b>Government Alliance for Racial Equity:</b> Participated in ongoing dialogue with government jurisdictions around the U.S. under the umbrella of GARE. A cohort of Port staff participated in an intensive training program over a period of 9 months starting July 2019.</li> <li>• <b>Transportation Equity Network Group:</b> Participated in a monthly roundtable of Equity senior officers of governments in transportation.</li> <li>• <b>Regional Equity and Inclusion Group:</b> Participated in monthly meetings of all King County Cities and governments with equity efforts</li> <li>• <b>West Coast Port Partners:</b> Convened a group of Ports to come together to share best practices, trends, lessons learned. This group will now meet quarterly.</li> </ul>
<p><b>Objective 2. Ensure a staff cadre in OEDI who can implement, manage and lead Port’s equity work.</b></p>	<ol style="list-style-type: none"> <li>1. Complete an EDI Office team capability assessment. Evaluate team’s skills and strengths in relation to OEDI skills needs and identify gaps.</li> <li>2. Identify and implement mechanisms to fill staffing gaps, including through internal and external recruitment. Where possible, preference internal candidate development.</li> </ol>	<p>Staff analysis: Q4-2019 - Q1-2020</p> <p>Fill staff gaps: Q1-2020 - Q3-2020</p>	<ul style="list-style-type: none"> <li>• Workforce Development Department joined OEDI.</li> <li>• OEDI consulted with and researched models for staffing by meeting with GARE members and City of Seattle and King County</li> <li>• OEDI engaged consultants with expertise in the field of racial equity to support aspects of the work.</li> </ul> <p>OEDI hired four new staff in 2020 to fill the positions of: Engagement and Communications Manager, Policy Analyst, Senior Administrative Assistant, and System Change Program Manager. These positions were advertised widely, and received close to 600 applicants. One of the four new hires is an internal applicant.</p>

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Objective	Key Results	Timing	ACCOMPLISHMENTS
	<p>Additional Accomplishments in response to COVID-19 and/or Black Lives Matter and racial justice efforts in 2020.</p>		<p><b><u>Police Policies and Practices Motion.</u></b> In the aftermath of the tragic killings of George Floyd, Breonna Taylor, Ahmaud Arbery, Manuel Ellis, and Rayshard Brooks, Port leadership pledged to ensure that the Port Police Department is held to the highest nationwide standards achievable for public safety, protection of civil rights, equity, accountability and oversight. On June 23<sup>rd</sup>, 2020, the Port Executive Director announced immediate changes to Port Police Department protocols regarding hiring practices, commitment to diversity, and use of force. He also endorsed a proposal by the Commission for a comprehensive assessment of police policies and practices and recommendations for reforms. The Commission proposal would create a new Task Force on Policing and Civil Rights to oversee a comprehensive police department assessment reviewing critical issues such as recruitment and diversity of new police officers, training, and use of force, with report recommendations to be finalized and shared with the public in October of 2021.</p> <p><b>AAPI Anti-Racism Proclamation &amp; Webinar.</b> In May the Port hosted an online panel attended by 350 internal and external partners on how the COVID-19 pandemic has fueled discrimination against Asian communities. Speakers included Port Commissioner Sam Cho, Executive Director of Asian Counseling and Referral Service Michael Byun, Executive Director of Washington State Commission on Asian Pacific American Affairs Toshiko Hasegawa, and Sameth Mell of the Community Response Alliance. In addition, the Commission issued a <a href="#">Proclamation</a> taking a stand against AAPI racism.</p> <p><b>Martin Luther King and Black history month acknowledgements and proclamation:</b></p> <ul style="list-style-type: none"> <li>○ Celebration event on February 20<sup>th</sup>, 2020 attended by 200 employees.</li> <li>○ Port issued <a href="#">Proclamation</a> to acknowledge and celebrate the leadership of King County Councilmember Larry Gossett.</li> <li>○ Weekly blogs by Black employees of the Port.</li> </ul>