

# Office of Equity, Diversity, and Inclusion 2021 Key Accomplishments



January - December 2021

I am pleased to share our 2021 Annual Report, which highlights the work and accomplishments of the Port of Seattle's Office of Equity, Diversity, and Inclusion's (OEDI) during the past year.

As you will read in the pages that follow, OEDI's 2021 accomplishments are listed next to our 2021 Strategic Plan (found in the columns labeled Objective, Key Result, and Timing). Some aspects of our 2021 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 ongoing response to the COVID-19 pandemic and our work to create a truly equitable, anti-racist port.

After nearly two years, the pandemic persists, disrupting our economy and well-being. This crisis affects us all, but people living on low-incomes, communities of color, and refugees and immigrants feel the effects most deeply and disproportionately. That is why the Port, as one of our region's most impactful economic drivers, continues to play a critical role in helping our communities recover and respond to the pandemic. Through the continued operations of programs like the South King County Fund and Opportunity Youth Initiative, the Port provides funding to communities of color and low-income communities, aiding in economic recovery, supporting environmental sustainability, and training the next generation of workers in Port-related industries.

Additionally in 2021, the Port doubled down on its efforts to imbed equity into all aspects of the organization. Not only did OEDI continue efforts to normalize and organize racial equity, but we also conducted a year-long assessment of the organization's strengths and weaknesses with regards to racial equity. The assessment brought voice and data to several patterns of disparities and inequities within the organization that effect both Port employees and the communities we serve. By including the ideas and experiences of Port stakeholders, especially employees, OEDI developed a robust set of recommendations for addressing the inequities identified in the assessment. Our office will begin to implement these recommendations in 2022, leading the Port's efforts to advance racial equity both internally and externally.

As we continue to invest our time and resources to becoming an anti-racist, equitable organization, we are grateful for your partnership and support.

In unity,



Bookda Gheisar  
Senior Director, Office of Equity, Diversity, and Inclusion

## PORT OF SEATTLE OEDI 2021 Key Accomplishments

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

2021 Strategic Plan			ACCOMPLISHMENTS
Objective	Key Result	Timing	
<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. Organize within and across departments to ensure that racial equity drives behaviors, processes, and decisions at all levels, from staff relationships to policies and practices that impact communities most affected by racism. Continue <b>ongoing</b> activities to deepen internal community building and normalizing of equity work in terms of understanding, engagement, and investment. Activities include required trainings about equity, diversity, and inclusion; trainings for staff to understand the equity framework for the Port; Book Club discussions; and other activities as identified and feasible:</p> <ul style="list-style-type: none"> <li>• 6 book clubs: “Caste and How to be An Anti-Racist”</li> <li>• 3 Podcast clubs including: “Seeing White”, “1619”, “Nice White Parents”</li> <li>• Build new Racial Equity training for all employees and offer 4 sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Book Clubs               <ul style="list-style-type: none"> <li>○ 2 in Q1</li> <li>○ 2 in Q2</li> <li>○ 2 in Q3</li> </ul> </li> <li>• Podcast Clubs               <ul style="list-style-type: none"> <li>○ “Seeing White” – Q1 to Q2</li> <li>○ “1619” – Q2 to Q3</li> <li>○ “Nice White Parents” – Q4</li> </ul> </li> <li>• Equity 101 for all employees: two in Q1; one in Q2; one in Q3</li> </ul>	<p><b>Normalizing Equity Port wide.</b> OEDI organized podcast- clubs, book clubs, and other activities to normalize equity across the Port.</p> <ul style="list-style-type: none"> <li>• <b>Port Reads: An Anti-Racist Book Club:</b> OEDI organized three book club sessions to support employees’ abilities to talk about race and racism, deepen their understanding of the impact of racism, and draw connections to their work. More than 230 employees participated in one or more of the book clubs, reading the following books: <u><a href="#">So You Want to Talk About Race</a></u> by Ijeoma Oluo, <u><a href="#">Caste: The Origins of Our Discontents</a></u> by Isabel Wilkerson, <u><a href="#">American Like Me</a></u> by America Ferrera, <u><a href="#">How to Be an Anti-Racist</a></u> by Ibram Kendi, and <u><a href="#">An Indigenous People’s History of the United States</a></u> by Roxanne Dunbar-Ortiz.</li> <li>• <b>Podcast Clubs:</b> A group of 25 employees, broken into two different groups listened to and discussed “Seeing White.” Additionally, a group of 15 employees listened to and discussed “Nice White Parents.”</li> <li>• <b>Racial Equity Trainings:</b> OEDI conducted a series of trainings including Change Team Foundational Training (10 hours over the course of 5 months), Staff Racial Equity Orientations (3-hour sessions offered 5 times), and Supervisor Racial Equity Training (8 hours over the course of 3 sessions, offered 5 times), with completion by 882 Port employees.</li> <li>• <b>OEDI Quarterly Townhalls:</b> OEDI held three townhalls to update employees on the progress of the Port’s EDI work, highlight examples of employees and teams meaningfully integrating equity into their work, create a space for employees to ask questions and provide feedback, and build a community of learning. Every townhall was attended by at least 250 employees.</li> <li>• <b>Equity Moments:</b> OEDI provided guidance and examples on how to offer equity moments in team meetings. Resources were created and shared through Compass with all employees. OEDI also supported Change Team members in instituting Equity Moments into regular team meetings for all departments. This practice creates space for teams to share resources and learn more about issues related.</li> </ul>

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	<p>2. Convene employees and offer learnings and deeper analysis of anti-Black racism. Support and uplift the Black Lives Matter call to action and engage employees in this work.</p> <ul style="list-style-type: none"> <li>Offer three series of Caucusing to deepen racial equity analysis that will strengthen efforts to implement equity into the work of the Port.</li> </ul>	<p>Communications and/or events for MLK Day, Black History Month, Juneteenth</p> <ul style="list-style-type: none"> <li>Three four-week caucusing series – Q1, Q2, Q3</li> </ul>	<p><b>Black History Month:</b> In partnership with the Port’s Chapter of Blacks In Government, OEDI hosted a panel-style event focused on structural racism and Covid. The panel featured four Black women leaders who work in state government or lead local agencies/non-profits.</p> <p><b>Juneteenth:</b> To celebrate Juneteenth and bring awareness to the significance of the holiday, OEDI partnered with a group of Black women employees to host an employee event entitled “Black Excellence,” dissecting systemic racism and honoring the many ways in which Black Americans demonstrate their strength, resilience, and leadership to overcome oppression.</p> <p><b>Race-based Caucusing:</b> From March-April, OEDI organized a four-session caucusing series called “From Internalized Racism to Allyship” to strengthen employees’ understanding of racial equity and their ability to integrate it into their work. More than 150 employees participated in at least one event, and a cohort of 15 employees worked with OEDI to facilitated small group discussions.</p>
	<p>3. Complete comprehensive internal assessment of the current state of diversity, equity and inclusion across all Port teams led by an internal Change Team.<sup>1</sup></p> <p>To achieve this Key Result, in 2021, OEDI will complete the following tasks:</p> <ul style="list-style-type: none"> <li>Provide training, development and coaching of Change Team Core members and Sponsor members to equip them with the tools</li> </ul>	<p>Change Team Port-wide assessment: Q4-2021</p>	<p><b>Racial Bias &amp; Equity Motion and EDI Assessment:</b> On October 13, 2020, the Port of Seattle Commission adopted Motion 2020-19, known as the Racial Bias &amp; Equity Motion, “[t]o direct the Executive Director 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.” Throughout 2021, OEDI led an equity, diversity, and inclusion (EDI) assessment of the Port of Seattle, specifically examining five areas: workplace culture; operations and processes; hiring, promotions, compensations, and staff development; community engagement; and, contracting and women or minority-owned business enterprises (WMBEs). There were several components of the assessment including:</p> <ul style="list-style-type: none"> <li>Equity Survey: OEDI, the Change Team, and Business Intelligence created an anonymous survey that was completed by 1,306 employees (61% of the Port’s workforce). The survey</li> </ul>

<sup>1</sup> A Change Team is a strategy for successful organizational transformation. 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.

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<p><b>Objective 2. Ensure equitable internal policies, programs, operations, and structures.</b></p>	<p>necessary to lead assessments within their units.</p> <ul style="list-style-type: none"> <li>• Define and conduct an equity assessment of each division, identifying sources of inequity, bias and/or discrimination.                             <ul style="list-style-type: none"> <li>○ The analysis will provide a quantitative and qualitative baseline for Key Performance Indicators and equity metrics that each team will focus on for the following year.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Core members: 4 months of training concludes in Q1; ongoing support, coaching, and technical assistance for</li> </ul>	<p>yielded quantitative and qualitative data about employees’ experiences within the five areas listed above.</p> <ul style="list-style-type: none"> <li>• EDI Assessment Listening Sessions: OEDI hosted 18 sessions from July – September. Nearly 300 employees participated in at least one session to examine specific findings from Equity Survey, to identify root causes of inequities identified in the survey, and to brainstorm solutions. Change Team members and OEDI staff co-facilitated each session.</li> <li>• Equity In Budgeting Survey: Completed by 20 departments in Corporate Division, 24 departments in Aviation Division, and 13 departments in Maritime and Economic Development Divisions. The survey asked each department to identify if and how they are integrating equity into their budgeting process.</li> <li>• Represented Workers Task Force: OEDI and Strategic Initiatives convened a series of interview and meetings with represented and shift workers to better understand the specific barriers these employees face with regards to staff development, workplace culture, and EDI.</li> </ul> <p>From these data sources, OEDI staff identified 15 key issues/deficits. An <a href="#">EDI Assessment Report</a> was compiled and outlined 53 recommended actions to address the identified issues. These recommended actions will be integrated into OEDI’s 2022 Strategic Plan. OEDI will manage and coordinate implementation by various departments, with an aim to report back to the Port Commission at the end of 2022.</p> <p><b>Equity Capacity Building:</b> OEDI engaged all Core members of the Change team in extensive racial equity trainings, training and skill building on applying a root cause analysis, and training and skill building on identifying and creating racial equitable solutions. The intent of these trainings and engagement of the Change Team is to increase the number of champions for equity at the Port and to provide Port staff with the skills necessary to transform their work.</p>

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	<ul style="list-style-type: none"> <li>○ The assessment will be completed by October 30, 2021. Beginning in January 2022, each department or division will submit annual progress reports to OEDI, who will submit a consolidated report to the Commission on progress made toward equity goals on an annual basis.</li> <li>○ The assessment will be conducted by both the Change Team as well as the EDI staff, EDI consultant, and consultant hired by Diversity in Contracting Office.</li> </ul>	<p>remainder of year</p> <ul style="list-style-type: none"> <li>● Sponsors: trainings in Q1 and Q2</li> </ul>	
	<p>4. After the initial assessments, OEDI will work with Change Teams to:</p> <ul style="list-style-type: none"> <li>a. Develop a tool kit for Port employees and teams to use as filter for their processes</li> <li>b. Develop one performance goal evaluation and measure of success for all Change Team members</li> </ul>	<p>Toolkit and performance goals – Q4</p>	<p><b>Equity In Budgeting Tool:</b> a committee of the Port’s Change Team, created an <a href="#">equity in budgeting tool</a>. The tool is modeled after other governments, like Portland and San Antonio, and for the first time in the Port’s history, all departments were encouraged to apply an equity lens to their annual budgeting process. OEDI invited multiple governments to meet with this team to offer support and training and build the expertise of this team. This group will work with OEDI to determine next steps for 2023 budgeting process.</p>

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	<p>5. OEDI will also conduct an assessment looking at policies and issues that have been identified by Port employees and communities as the most challenging barriers to fairly accessing resources and opportunities at the Port. This will include review of:</p> <ul style="list-style-type: none"> <li>a. Employee development, promotion and compensation;</li> <li>b. Recruitment, hiring, retention and promotion of Black, Indigenous, and people of color (BIPOC) port wide;</li> <li>c. Policies and practices impacting BIPOC contractors and WMBEs, with a particular focus on firms owned by Black descendants of slaves;</li> <li>d. Contracting and procurement policies and practices impacting community organizations’ and contractors’ access to Port resources; and</li> </ul>	<p>Assessment of Employee Barriers: Q4-2021</p>	<p><b>Performance Goals:</b></p> <ul style="list-style-type: none"> <li>• OEDI and Change Team Core Members developed a performance goal that was included in the yearly evaluations of all Core Members in 2021. Change Team sponsors also engaged in deep discussion about a universal goal for all Managers at the Port. In 2022, all supervisors at the Port will be required to have an equity performance goal as part of their essential functions.</li> <li>• OEDI, Human Resources, and the Change Team developed EDI performance goals for all supervisors, all staff, and all Change Team members. These performance goals will be required of all staff in 2022.</li> </ul> <p><b>Women of Color Assessment:</b> In addition to conducting a Port-wide EDI Assessment (described above), OEDI and steering committee of employees (comprised of predominately women of color) began conducting an assessment of the experiences, treatment, compensation, and advancement of women of color at the Port. This assessment was commissioned by the Port’s Executive Director Steve Metruck after Blacks in Government and Women’s Initiative Network collaborated to host a panel event about intersectionality and the experiences of women of color at the Port. As part of this assessment, more than 120 women of color (both current and past Port employees) participated in surveys, interviews, and focus groups during the last quarter of 2021. The results of this assessment will be presented to Port leadership and staff in early 2022, and the recommendations from that assessment will be incorporated with the recommendations from the EDI Assessment.</p> <p><b>Port of Seattle Police Assessment:</b> In June 2020, when the nation was mourning and grappling with the murder of George Floyd, the Port’s Executive Director Steve Metruck <a href="#">took immediate action</a> regarding the Port of Seattle Police Department’s hiring practices, commitment to diversity, and use of force. Shortly after these changes, the Port Commission established a <a href="#">Task Force on Port Policing and Civil Rights</a> to conduct a comprehensive assessment of the Port Police Department (POSPD) and make recommendations to ensure that the Port Police Department is</p>

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	<p>e. Other areas identified through OEDI employee engagement.</p> <p>f. The assessment shall be completed by October 30, 2021, and presented to Commission.</p> <p>6. Participate in other relevant efforts across the Port to bring an equity lens and critical analysis to each effort. In 2021, a priority for OEDI engagement will be the Port Police Assessment process.</p> <p>7. Develop a framework/toolkit for budgeting with an equity lens and disseminate to all Departments (potential model to adapt: City of San Antonio).</p>	<p>Guidance and framework - Q3 2021</p> <p>Ongoing</p>	<p>held to the highest nationwide standards for public safety, equity, accountability, and civil rights. In September 2021, the Task Force – co-chaired by Bookda Gheisar (Sr Director, OEDI) and Delmas Whittaker (Director Maritime Maintenance, President of Blacks In Government) – <a href="#">completed the assessment</a>. The Task Force identified over 50 recommendations for improvements (<a href="#">executive summary</a>; <a href="#">full report of recommendations</a>). Three priority areas (listed below) emerged from this process, and staff have begun implementing the recommendations.</p> <ul style="list-style-type: none"> <li>• The need for the POSPD to focus on internal procedural justice to address inequities experienced by many, but particularly employees of color.</li> <li>• The need for increased organizational transparency to improve perceptions about the POSPD and relationships with the communities we serve.</li> <li>• The need for POSPD to move away from a traditional police response on homelessness to provide more holistic support to people experiencing homelessness and reduce disparities in the use of force.</li> </ul> <p><b>Support and Advise Human Resources on Various Processes and Policies:</b> HR-8 defining the hiring process; HR-13 Code of Conduct; Employee Engagement Survey; Compensation Assessment; and Covid procedures.</p> <p><b>Sustainable Century Awards:</b> Formerly the Environment Excellence Awards, these awards are an annual way for the Port to recognize customers, tenants, non-profits, and business partners of all sizes for their outstanding sustainability accomplishments. OEDI helped to reimagine these awards by centering equity, specifically creating two new categories of awards.</p> <ul style="list-style-type: none"> <li>• Equity, Diversity, and Inclusion: Awarded for an activity that results in a direct, measurable benefit to historically marginalized communities (e.g., communities of color and immigrant and refugee communities).</li> </ul>



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			<ul style="list-style-type: none"> <li>Equitable COVID Pandemic Recovery: Awarded for an activity that demonstrates leadership supporting an equitable COVID pandemic recovery while maintaining or advancing sustainability initiatives.</li> </ul> <p><b>Banking RFP:</b> In 2020, OEDI 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. In 2021, OEDI sat on the RFP review panel that evaluated each bank’s experience, knowledge, and impacted related to social responsibility. In 2022, OEDI and Economic Development will work with the awarded bank to fulfill the social responsibility portion of the contract.</p> <p><b>Port’s Resiliency Assessment:</b> After 2020, a year of great disruption, the Port recognized the need to protect critical infrastructure, data, people, equipment, and operations, which could be threatened by myriad types of disruption. OEDI participated on the Port’s Resiliency Assessment Team to identify the Port’s vulnerabilities and ensure that equity was centered in the Port’s resiliency strategies, specifically focusing on providing tangible support and benefits to historically marginalized communities and Port employees.</p> <p><b>Noise Assessment:</b> OEDI worked with the Environmental and Sustainable team to look at how to prioritize and distribute noise monitors within the South King County Area. The team looks at several locations within the area and help identify how to prioritize historically marginalized communities in the assessment using the Equity Index.</p> <p><b>Priority Hire:</b> OEDI Sr Director became the Executive Sponsor of the Priority Hire program. OEDI and Workforce Development worked with Engineering team and appointee for this program to develop a system for reporting and tracking data. This team also worked with the Port to help do a comparative analysis of King Counties Priority Hire Zip Codes and the Port of Seattle Equity Index and joined the King County advisory for Priority Hire.</p>

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<p><b>Objective 3. Port leadership, including Commission, Executive Leadership Team (ELT) and leadership of Departments and Divisions, model and center equity in the work, and actively support and promote Port-wide equity work.</b></p>	<p>Actions to build leadership for equity work:</p> <ul style="list-style-type: none"> <li>OEDI will work with Port Commission and ELT to:                             <ul style="list-style-type: none"> <li>Engage ELT members to attend training offered for supervisors to align on building a vision and understanding for equity</li> <li>Include EDI values in unit performance evaluations for ELT members and lay the foundation for requiring the same from their direct reports, who will also require the same from their teams.</li> </ul> </li> <li>Design specific curriculum for racial equity trainings for supervisors and managers and offer 4 trainings in 2021 for all supervisors to increase capacity for leading for racial equity.</li> <li>Strategic vision/Century Agenda: Collaborate with Strategic Initiatives team on current Port-wide strategic planning process (lean</li> </ul>	<p>EDI values in performance evaluations – Q4</p> <p>Ongoing</p>	<p><b>Supervisors Racial Equity Orientation:</b> OEDI worked with Legal and Human Resources departments to identify core competencies needed in a curriculum for supervisors. OEDI worked with consultants to develop 3-part, 8-hour racial equity training for all Port supervisors. The orientation was offered five times throughout the year and completed by 437 supervisors, including all Port Commissioners and members of the Executive Leadership Team.</p> <p><b>Supervisors EDI Performance Goal:</b> In partnership with Human Resources and Change Team Sponsors, OEDI developed an EDI performance goal for all supervisors. The goal will be required starting in 2022 and measures a supervisor’s efforts to create an inclusive culture and center equity in all hiring processes.</p> <p><b>ED Townhalls:</b> Every quarter, the Executive Director hosted a townhall event for all employees to learn about ongoing organizational efforts and to ask questions of the Executive Leadership Team. The Senior Director of OEDI was featured in these events and given time to update employees about the Port’s EDI work.</p> <p><b>Anti-Racism and Equity as an organizational value:</b> In June, after an 8-month process following a retreat session for all ELT members which included a full day of discussions about racial equity, the Port refreshed its organization-wide values to include Anti-Racism and Equity as a core value. The organization describes this value as “We commit to dismantling institutional racism and ensuring equitable opportunities for all.” In the coming months after announcing the values refresh, several members of the Executive Leadership Team communicated about the importance of the values, including why anti-racism and equity are critical for them personally and for our organization.</p>

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	<p>government and CPI) and embed an equity lens into all facets of the process.</p> <ul style="list-style-type: none"> <li>• 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 regarding job opportunities and/or internship opportunities.</li> <li>• Require racial equity and unconscious bias training for Commissioners, the Executive Director, and the Executive Leadership Team.</li> </ul>		

**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.**

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<p><b>Objective 1. Ensure equity in public-facing programs and activities, especially access to Port economic benefits including granting programs, WMBE contracting opportunities and workforce development (WFD) programs.</b></p>	<p>1. Assessment of barriers and opportunities for WMBEs in construction, Airport Dining and Retail, in implementing efforts and plans to overcome barriers to accessing contracting opportunities for WMBEs.</p>	<p>Publish a user-friendly website – Q2 2021</p>	<p><b>Equity Index:</b> On September 13, 2021, the Port launched its new <a href="#">Equity Index</a>. The Port’s Equity Index is a cutting-edge, interactive map that displays a visual representation of social and environmental disparities in King County. Using 21 indicators within four categories, the Equity Index illustrates the degree to which different communities experience pollution burdens and social inequities. The Port is using the index as a tool to help us direct resources (e.g. South King County Fund) to the communities and areas of greatest need. The tool is available to all Port staff and the public. In early October, OEDI staff held a webinar training on how the index was created and how to use it. It was attended by over 200 people, including staff from local governments in 17 different states.</p> <p><b>South King County Fund:</b> After a successful first year in 2020, the Port of Seattle launched the second cycle of <a href="#">the South King County Fund</a> Economic Recovery &amp; Environmental Program, continuing to lead the region’s economic recovery in communities hardest hit by COVID-19. To inform the SKCF selection and decision-making processes, Port staff partnered with a team of multi-cultural community liaisons, representing the rich diversity of cultures in the South King County region. These trusted community members worked with the Port team to develop application and outreach materials and conduct outreach with their communities.</p> <p>The Economic Recovery Program supports communities most deeply impacted by the current economic crisis through projects connected to Port-related industries, including aviation, maritime, construction trades, and green career industries. The Port has pledged \$10 million dollars in funding between 2020 and 2024 with \$1.5 million available for 2021.</p> <p>The first cycle of the Economic Recovery grants funded 10 organizations with a total of \$981,000. The Environmental Program supports projects that improve the environment in the near-airport communities of Burien, Des Moines, Federal Way, Normandy Park, SeaTac, and Tukwila, and \$385,000 in funding was made available in 2021.</p>
	<p>2. Equity Index:</p> <ul style="list-style-type: none"> <li>• Update the indicators within the draft Equity Index</li> <li>• Publish and share Equity Index website broadly.</li> <li>• Use pilots or case studies from Port departments to begin implementing findings into Port investment decisions.</li> <li>• Integrated into South King County Fund implementation (see below).</li> </ul>	<p>Yearly</p>	
	<p>3. South King County Fund</p> <ul style="list-style-type: none"> <li>• Collaborate with External Relations to launch second round in 2022 of the South King County Fund (SKCF) Economic Recovery &amp; Environmental Grants including continuing to implement a</li> </ul>	<p>Launch Second Round of RFP – Q3 - 2021</p>	

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	<p>framework for equitable funding decision making.</p> <ul style="list-style-type: none"> <li>Adapt/generalize framework developed for South King County Fund for use with other Port Community Investment Funds.</li> </ul>		<p><b>Opportunity Youth Initiative:</b> The Port invested \$2 million to continue the Opportunity Youth Initiative for a second year. The Opportunity Youth Initiative directed resources to communities experiencing the highest rates of youth unemployment, including underserved communities in South King County. The Port partnered with local nonprofits Partner in Employment, Seattle Goodwill, Seattle Parks Foundation, and Urban League of Metropolitan Seattle to provide youth employment, training, and professional development opportunities in Port-related industries. More than 250 youth participated in the 2021 Opportunity Youth Initiative.</p> <p><b>Tribal Policy Group:</b> Sr Director of OEDI joined the tribal policy group and began efforts to build a more comprehensive strategy for addressing tribal policy and relationship with Native communities.</p> <p><b>Afghan Refugee Resettlement workgroup:</b> Sr Director of OEDI and Director of Government Relations convened an internal group of employees to help build a cohesive strategy for welcoming new Afghan refugee arrivals in Washington State.</p>
<p><b>Objective 2. Implement equitable communications, public outreach and engagement strategies that are conducted in service to equitable community impact.</b></p>	<ol style="list-style-type: none"> <li>Support and collaborate with External Relations in building effective community partnerships. Collaborate to develop guidelines and principles for working with communities across the Port that center transparency, access to Port benefits, and accountability for the Port leadership.</li> </ol> <ul style="list-style-type: none"> <li>Collaborate with the Environmental &amp; Sustainability team to implement the</li> </ul>	<p>Q3 - 2021</p>	<p><b>Maritime Community Engagement Playbook:</b> Maritime Sustainability Team, Maritime Environment and Sustainability Environmental Justice Workgroup, External Relations Team, and Office of Equity, Diversity, and Inclusion partnered to create a tool guide the implementation of the Northwest Ports Clean Air Strategy and the Maritime Climate and Air Action Plan. This playbook outlines six steps that can be used at the beginning of a project to design an equitable engagement plan.</p> <p><b>Community Advisors and Liaisons:</b> As part of the SKCF, External Relations and OEDI incorporated a role for community advisors in the procurement and selection process for community capacity building consultants and SKCF contracts.</p> <p><b>Community Giving Campaign:</b> OEDI staff collaborated with External Relations to organize and host the Port’s annual employee giving drive. The campaign featured three events for Port staff, introducing staff</p>

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	<p>Equity index data into their community engagement efforts</p> <ul style="list-style-type: none"> <li>Support development of engagement strategies for indigenous communities and non-federally-recognized tribes.</li> <li>Collaborate with Human Resources and External Relations to increase employees' understanding of organizations in the community led by BIPOC during the Community Giving Campaign.</li> </ul>	Q2 & Q3	<p>to community-based organizations with a focus on BIPOC-led and BIPOC-serving organizations, including Mary's Place, Afghan American Cultural Association, MAPS AMEN, and Chief Seattle Club.</p> <p><b>Duwamish Valley Community Equity Program Executive Champions:</b> In 2021, Senior Director of OEDI joined this team, which included monthly meetings to review the work and possibilities for collaboration. The Senior Director also provided an anti-racism training for the internal Port Duwamish Valley Community Equity Program team, and she started a monthly meeting with community leaders in the Duwamish to increase trust and strengthen relationships.</p> <p><b>Welcoming Afghan Refugees:</b> To help Afghans looking to escape the Taliban, the Port actively coordinated with refugee resettlement nonprofits on the best way to support their airport-based operations. The Port created a dedicated, private welcome and work area where nonprofits were able to connect with arriving refugees. Our dining and retail tenants provided food and products to welcome refugees.</p>
	2. Beginning in 2021 OEDI will file the Port's annual report to meet requirements for Title VI of the Civil Rights Act of 1964. Beginning in 2021, OEDI will make the Port's report more robust. OEDI will also recruit and train Coordinators to file the report.	Q2 - 2021	<p><b>Title VI Plan:</b> OEDI Sr Director became the Executive Sponsor for the Title VI for Port of Seattle and OEDI took over the responsibility from the Legal Department to file the annual plan. OEDI submitted an updated plan, highlighting structural changes and incorporating updated language, including a Language Access plan.</p>
<b>Objective 3. Public accountability is visible and communities of color view the</b>	1. Create a Community Advisory board and empower it with a defined role that is meaningful and influential in decision making. Build this Board to be the	<ul style="list-style-type: none"> <li>Monthly Equity in</li> </ul>	<p><b>Community Equity Board:</b> OEDI laid the groundwork for the formation of a first-time Port Community Equity Board, with the goal of ensuring that community stakeholders can influence Port decision-making that impacts their communities and hold the Port accountable to the public. OEDI developed a draft concept for the Community Equity Board and hosted several meetings with community stakeholders to solicit their input in shaping the formation of a board. Community stakeholders met with the Executive</p>

**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.**

2021 Strategic Plan			ACCOMPLISHMENTS
Objective	Key Result	Timing	
<p><b>Port as an equitable organization to work for and do business with.</b></p>	<p>umbrella for other Port community advisory committees and boards and entities that engage with communities.</p> <ul style="list-style-type: none"> <li>Using the Equity Index, Board will work with OEDI to inform the use of Port resources and investments.</li> <li>Board will inform Change Team equity assessment work and provide policy recommendations to the Port on addressing inequities.</li> <li>Board will advise Port leadership on implementation of internal and external Port Equity efforts.</li> </ul> <p>2. Conduct Community listening sessions and roundtables in 2021 with a focus on soliciting input on Policing assessment motion and Equity Motion.</p> <ul style="list-style-type: none"> <li>Findings and recommendations from Policing and Equity assessments will be presented to the Port Commission in July and October 2021, respectively.</li> <li>Findings will be publicly posted, presented to community for input, and used as baseline for future goals setting.</li> </ul>	<p>Action newsletters</p> <ul style="list-style-type: none"> <li>Q1 – 2020 Report</li> <li>Quarterly Town Halls</li> <li>Theory of Change – Q2/Q3</li> </ul>	<p>Director and Commission several times to give feedback to help create a meaningful way for the community to have input at the Port. In 2022, OEDI will standup and operational the board.</p> <p><b>Port of Seattle Police Assessment:</b> The <a href="#">Task Force</a> that led the assessment was composed of two Commissioners, representatives from the Port’s Blacks in Government chapter, the Port’s Office of Equity, Diversity and Inclusion, Port Police, Legal, Human Resources, Labor Relations, other Port corporate and business divisions, Port employee resource groups, and external subject matter experts, such as community leaders, civil rights advocates, union representatives, members of the Civil Service Commission, and/or experts on criminal justice and law enforcement. As described above, the findings and recommendations of the assessment were shared publicly and implementation has begun.</p> <p><b>External and Internal Communications:</b> OEDI communicated broadly about the Port’s EDI work through monthly external newsletters (Equity in Action), regular posts on the Port’s blog, monthly internal staff newsletters, quarterly OEDI town halls, 2020 Annual Report (<a href="#">Executive Summary</a>, <a href="#">Full Report</a>), and <a href="#">2021 Strategic Plan</a>.</p>

**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.**

2021 Strategic Plan			ACCOMPLISHMENTS
Objective	Key Result	Timing	
	3. Continue to implement external communications plan to share progress on Port equity work (including Port-wide and by Departments/Divisions)		

**STRATEGY 3. Build OEDI capacity and expertise to lead equity change work internally and to be a resource for and thought partner with external peer agencies.**

2021 Strategic Plan			ACCOMPLISHMENTS
Objective	Key Result	Timing	
<b>Objective 1. Build the visibility of OEDI as a local and national center of expertise.</b>	<p>1. Learn and evolve from Port racial equity work and share growth in knowledge and expertise with other racial justice leaders locally and nationally. Specific efforts include:</p> <ul style="list-style-type: none"> <li>• Share work on the Equity Index including developing a case study on use of the Index.</li> <li>• Host a convening of a West coast committee of Ports who</li> </ul>	Q4 - 2021	<p><b>Equity Index Case Studies:</b> In conjunction with the launch of the Equity Index, OEDI and External Relations produced and released <a href="#">four videos</a> of how the index is being used to inform both Port and community work. The videos featured the Manufacturing Employee Retention Program, the Low-Income Housing Institute, Forterra’s Green City Partnerships, and the Northwest Ports Clean Air Strategy.</p> <p><b>Port Partners Quarterly Meetings:</b> OEDI continued to convene a group of primarily West Coast ports to share best practices, trends, and lessons learned. This year’s meetings focused on budgeting, employee engagement and training, the Equity Index, and managing resistance to change.</p> <p><b>Equity Data Nerds:</b> OEDI led a quarterly meeting with various Puget Sound region partners, ranging from academics to local governments. This group meets to coordinate and align efforts on data and equity policies.</p>



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	<p>can work together on equity strategies and share best practices, and possibly host a convening.</p> <ul style="list-style-type: none"> <li>Share equity expertise with Port business partners.</li> </ul>	<p>Ongoing Quarterly Meeting</p> <p>Q3</p>	<p><b>External Presentations:</b> OEDI’s Senior Director, Senior Data and Policy Analyst, and Engagement and Communications Manager delivered presentations at the following groups and at the following conferences: Government Alliance on Race and Equity’s Annual Membership Conference; Airports Going Green Conference; Pacific Maritime Expo; Washington Department of Ecology’s Environmental Justice Seminar; HNTB’s Bellevue Office; Los Angeles Metro; UW Seattle Department of Environmental &amp; Occupational Health Sciences; JustLead Washington; Columbia Hospitality 2021 Leadership Summit; World Trade Center Can We Talk series, Closing the COVID-19 Gender Gap; King County’s Pandemic &amp; Racism Community Advisory Group; Kent Chamber of Commerce Diversity, Equity, and Inclusion Committee; University of Washington Change of Allyship Seminar; Bellevue Chamber of Commerce Women’s Leadership Conference; and, Aerospace Future Alliance Annual Summit.</p> <p><b>Represent the Port of Seattle in the following networks:</b> Transportation Equity Network Group (TEN), Regional Public Owners Group, Northwest Racial Equity Leaders, King County Governing for Racial Equity and Inclusion (GREI), National Governments for Racial Equity, GARE Working Group- Chief Equity Officers.</p> <p><b>Workforce Development Council:</b> Sr Director of OEDI was appointed by King County Executive and Mayor of Seattle as a member of the board to represent the Port of Seattle.</p> <p><b>Media Coverage:</b> The following local outlets published coverage about the South King County Fund, Opportunity Youth Initiative, Port’s Police Assessment, and/or Equity Index: South Seattle Emerald, Seattle Times, KING 5 News, KUOW, The Stranger, The Cascadia Advocate, The Bellevue Reporter, and the Kent Reporter.</p> <p><b>American Association of Port Authorities’ Award of Excellence:</b> In December 2021, OEDI received an AAPA Award of Excellence for the Black Lives Matter Caucusing Series that more than 300 Port employees participated in from June – August 2020.</p>

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2021 Strategic Plan			ACCOMPLISHMENTS
Objective	Key Result	Timing	
<p><b>Objective 2. Continue to execute on key functions of EDI Office and fully empower Office to carry out those functions, including:</b></p> <ol style="list-style-type: none"> <li>1. Leading and managing Port-wide equity efforts</li> <li>2. Port-wide accountability for implementation of equity work</li> <li>3. Organizational learning</li> <li>4. Data and research</li> <li>5. Community engagement and partnership</li> </ol> <p><b>Objective 3. Train and build the capacity of more Port employees to be leaders of EDI work</b></p>	<ol style="list-style-type: none"> <li>1. Ensure a staff cadre in OEDI who can implement, manage, and lead Port’s equity work. <ul style="list-style-type: none"> <li>• Complete periodic EDI Office team capability assessments as needed to evaluate team’s skills and strengths in relation to OEDI skills needs.</li> <li>• Identify and implement mechanisms to fill staffing gaps, including through internal and external recruitment. Where possible, preference internal candidate development.</li> </ul> </li> <li>2. Continually develop, train, and support Port employee’s capacity to advance EDI. <ul style="list-style-type: none"> <li>• Caucus facilitators</li> <li>• Book/podcast club leaders</li> <li>• Change Team members</li> </ul> </li> <li>3. Hold an internal equity summit for Port employees to learn about the Port’s EDI efforts</li> </ol>		<p><b>EDI Systems Change Program Manager:</b> In November, OEDI hired Tania Park to serve in this new position. In this role, Tania will lead the Port’s efforts to create more racially equitable organization policies and practices, will lead the tracking and implementation of the EDI Assessment recommendations, and will play a pivotal role in supporting and staffing the Change Team.</p> <p><b>Community Investments Program Manager:</b> OEDI added another new FTE, and this position will be filled in early 2022. The Community Investments Program Manager will build strategic community outreach programs to support the equitable implementation of the South King County Fund and other possible community funds.</p> <p><b>Equity Capacity Building:</b> As described in various sections above, OEDI continued to provide training, support, and coaching for 20+ caucus facilitators, 20+ book club and podcast leaders, and the entire Change Team (110+ staff). These employees gained experience and skills in facilitating conversations about race, interrupting instances of bias and discrimination, identifying root causes of racial inequities, and creating racial equitable solutions.</p>

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2021 Strategic Plan			ACCOMPLISHMENTS
Objective	Key Result	Timing	
	and hear from local and national experts		