



**OFFICE OF EQUITY, DIVERSITY, AND  
INCLUSION (OEDI)**

**2022 STRATEGIC PLAN**

## OVERVIEW OF PLAN

### History and Background

In 2019, Port leadership created its first equity department, called the Office of Equity, Diversity, and Inclusion (OEDI), charged with ensuring that equity goals are incorporated throughout Port operations and providing strategic and policy direction on equity issues. In creating OEDI, our organization made an initial commitment of time and resources to embed equity, diversity, and inclusion into the fabric of the organization. Also, by creating OEDI, the Port acknowledged that for too long it has benefited from white-dominant culture and comfortably operated in an unjust, racist society. By failing to acknowledge these inequities, the organization realized that it was playing a role in perpetuating them.

Creating a racially equitable organization is critical to our public service mission and it requires commitment and perseverance. We are committed to doing better for our organization and for the communities we serve. We are committed to becoming an equitable, anti-racist organization. The Port aspires to be an organization that mirrors — throughout its breadth of operations and services and within its leadership structure — the diversity of our community, instills principles of equity in its culture, and ensures fair and intentional distribution of opportunities with the goal of expanding economic development and quality of life for all. There is much work ahead of us to truly realize this goal. There will continue to be successes and setbacks, and we are in it for the long haul.

### Our Definition of Equity

We define equity as the fair treatment, access, opportunity, and advancement for all people while striving to identify and eliminate barriers that have prevented the full participation of communities historically oppressed. Improving equity involves increasing justice and fairness with the procedures and processes of institutions or systems and fair, intentional distribution of resources.

To arrive at this definition, we collaborated with Port staff, leadership, and community partners. We conducted interviews with the Port's leadership, key staff members, and national and local equity experts who have made progress in transforming the culture of government and private organizations. In addition, we reviewed multiple Port strategy documents and communication materials to capture and reflect the messages developed thus far on the Port's journey toward becoming an equitable, anti-racist organization. Finally, we incorporated language and feedback from an all-staff survey.

### Terminology

In this Plan, key terms include Strategies, Objectives, and Key Results. Each is defined below.

- **Strategies:** Three overarching strategies that represent multi-year/longer-term goals to be achieved.
- **Objectives:** Medium-term goals/actions that, taken together, will achieve the broader Strategy under which they are grouped.
- **Key Results:** Specific, concrete activities or actions that will be completed to achieve an associated Objective. In this Plan, Key Results span a 1-year implementation timeframe.

The Plan’s three Strategies include: one focused on internal transformation, one encompassing external or public-facing goals, and one describing strategies to build OEDI’s capacity to lead and manage equity work across the enterprise and surrounding region. The Strategies are:

- **STRATEGY 1**  
**Transform Port of Seattle by infusing racial equity principles and practices into all aspects of organizational structure, programs, policies, and processes.**
- **STRATEGY 2**  
**Provide equitable and tangible benefits to impacted communities of color and immigrant and refugee communities.**
- **STRATEGY 3**  
**Build OEDI’s capacity and expertise to lead equity change work internally and to be a resource for and thought partner with external peer agencies.**

## **Key Concepts**

The concept of **Normalize, Organize, and Operationalize** undergirds this plan. The Government Alliance on Race and Equity (GARE) developed this to think about systemic change for equity. These are three stages (though not necessarily linear) that equity activities can fall into, and all are important to achieve comprehensive system change.

**Normalizing** racial equity within an institution means just that – to normalize talking about equity so that over time it becomes an organizational norm and leads to results, such as through modeling and tone setting by leadership, and employee dialogues and learning events.

**Organizing** for equity means building infrastructure and capacity to implement equity practices, such as by creating policy; completing an equity planning process including establishing definitions, vision, and values; and creating or increasing staff capacity.

**Operationalizing** includes all the elements that allow equity principles to be fully integrated into day-to-day operations, including budgeting with an equity lens, creating accountability mechanisms, and ensuring engagement by both Port staff and the public.

In this Plan, each Objective is denoted by Normalize, Organize, or Operationalize. Additionally, the concept of “transactional vs. transformative” underlies this plan. Objectives and key results are a mix of both, but when there are specific transactional activities, the intent is that taken together, they result in transformative change.

## SUMMARY OUTLINE OF STRATEGIES AND OBJECTIVES

<p><b><u>STRATEGY 1</u></b>  <b>Transform Port of Seattle by infusing racial equity principles and practices into all aspects of organizational structure, programs, policies, and processes.</b></p>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Normalize equity</li> <li>2. Internal systems</li> <li>3. Leadership modeling</li> <li>4. Build a culture of belonging and inclusion</li> </ol>
<p><b><u>STRATEGY 2</u></b>  <b>Provide equitable and tangible benefits to impacted vulnerable communities, people of color, immigrants and refugees, and low-income communities.</b></p>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Public programs and support</li> <li>2. Community engagement</li> <li>3. Accountability to the public</li> </ol>
<p><b><u>STRATEGY 3</u></b>  <b>Build OEDI capacity and expertise to lead equity change work internally and to be a resource for and thought partner with external peer agencies.</b></p>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Grow equity expertise</li> <li>2. Engage in local, regional, and national efforts to advance equity in government</li> </ol>

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

Stage of Work	Objective	Key Result	Timing
<p>Normalize</p>	<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. Expand learning opportunities (e.g., book clubs, caucusing, etc.) for all employees to normalize racial equity and create a culture of learning and belonging. OEDI and Strategic Initiatives will work closely with Aviation, Maritime, and the Change Team to offer and facilitate accessible, inclusive EDI training and learning opportunities for represented and shift employees.</p> <ul style="list-style-type: none"> <li>• 3-4 Book Clubs</li> <li>• 1-2 Podcast Clubs</li> <li>• 16-18 Racial Equity 101 for frontline workers/individual contributors (i.e., non-supervisors)</li> <li>• 16 sessions of Racial Equity Training for supervisors; 6-hour advanced course training</li> <li>• Racial Equity 102 for staff who attended Equity 101 in 2021</li> <li>• Develop learning opportunities specifically for shift and represented workers in Aviation and Maritime               <ul style="list-style-type: none"> <li>○ Anti-Racist Caucusing</li> <li>○ Race: The Power of Illusion (RPOI) workshops</li> </ul> </li> <li>• Language and Meaning Initiative to provide training on understanding the racial and historical context for certain terminology and how to use language that is equitable and inclusive</li> </ul>	<ul style="list-style-type: none"> <li>• Book Clubs               <ul style="list-style-type: none"> <li>○ 1 in each quarter</li> </ul> </li> <li>• Podcast Clubs               <ul style="list-style-type: none"> <li>○ 1 in Q2 and Q3</li> </ul> </li> <li>• All Staff Racial Equity Orientations               <ul style="list-style-type: none"> <li>○ 2 per month beginning in March</li> </ul> </li> <li>• Supervisor Racial Equity Orientations in Q3 and Q4</li> <li>• Aviation and Maritime               <ul style="list-style-type: none"> <li>○ RPOI beginning in Q2</li> <li>○ Caucusing beginning in Q2</li> </ul> </li> <li>• Language and Meaning Initiative beginning in Q3</li> </ul>

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Stage of Work	Objective	Key Result	Timing
<p>Normalize &amp; Organize</p>		<p>2. Convene employees and offer workshops to deepen understanding of anti-Black racism. Support and uplift the Black Lives Matter call to action and engage employees in this work. Collaborate with Blacks In Government on these efforts.</p> <ul style="list-style-type: none"> <li>• Offer caucusing opportunities for employees to deepen their racial equity analysis and strengthen efforts to implement equity into the work of the Port.</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and/or events for MLK Day, Black History Month, Juneteenth</li> <li>• Caucusing opportunities beginning in Q2/Q3</li> </ul>
		<p>1. Implement and operationalize the recommendations from the Port-wide equity assessment. To achieve this Key Result, in 2022, OEDI will complete the following tasks:</p> <ul style="list-style-type: none"> <li>• Provide training, development, and coaching to Change Team to equip them with the tools necessary to implement the recommendations of the assessment, to support their teams to budget with an equity lens, to conduct an equity SWOT analysis, and to set department-specific equity goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Equity SWOT analysis               <ul style="list-style-type: none"> <li>○ Training in Jan and Feb</li> <li>○ Conduct SWOT with departments in Feb and Mar</li> <li>○ Implement findings of SWOT in departmental business planning beginning in Q2</li> <li>○ Resource equity goals from SWOT and business plans</li> </ul> </li> </ul>

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

Stage of Work	Objective	Key Result	Timing
Organize & Operationalize	<b>Objective 2. Ensure equitable internal policies, programs, operations, and structures.</b>	<ul style="list-style-type: none"> <li>• Create the following 8 committees of the Change Team to lead and implement several of the recommendations from the EDI Assessment: Community Engagement; Hiring; Data &amp; Equity; Budget &amp; Equity; Training &amp; Facilitation; Represented Workers; Tracking &amp; Reporting Systems; CT Infrastructure, Engagement, &amp; Communications</li> </ul> <p>2. Implement universal goal for evaluating performance based on the EDI Assessment Recommendations.</p> <ul style="list-style-type: none"> <li>• Required: Equity PerformanceLink goals for all staff (including supervisors) who use PerformanceLink for their annual evaluations</li> <li>• Required: all hiring managers to implement new practices in the hiring process related to assessing job evaluations, including EDI questions, and ensuring diverse hiring panels</li> <li>• Required: all departments to set EDI goals in their 2023 business planning process</li> </ul> <p>3. Collaborate with HR, Legal, CPO, DC, External Relations, and other departments to monitor the implementation of the recommendations from Equity Assessment:</p> <ul style="list-style-type: none"> <li>a. Employee development, promotion; and compensation;</li> </ul>	<p>through budgeting in Q3</p> <ul style="list-style-type: none"> <li>• Change Team Committees: form and begin work in Q1; work throughout year on their respective Assessment Recommendations</li> </ul> <p>Ongoing</p> <p>Goals published internal and externally with ongoing reports on implementation</p> <p>Implementation plan in place for 2022. Refer to dashboard.</p>

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		<ul style="list-style-type: none"> <li>b. Policies and practices impacting BIPOC contractors and WMBEs, with a particular focus on firms owned by Black descendants of slaves;</li> <li>c. Contracting and procurement policies and practices impacting the ability of community organizations and contractors to access resources; and</li> <li>d. Improving the process of reporting discrimination and racism;</li> <li>e. Improving the skills and abilities of supervisors to manage diverse teams and advance racial equity within the Port</li> </ul> <p>4. Participate in other relevant efforts across the Port to bring an equity lens and critical analysis to each effort. In 2022, a priority for OEDI engagement will be support for the implementation of the recommendations from the Port Police Assessment process and the Women of Color Assessment</p>	<p>Strategic Initiatives is developing a plan for Policing Assessment Recommendations in 2022. Implementation plan for Women of Color Assessment in place. Refer to dashboard for timeline.</p>
Organize	<p><b>Objective 3. Port leadership, including Commission, Executive Leadership Team (ELT), and leadership of Departments and Divisions, model and center equity in their 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>• Require racial equity and unconscious bias training for Commissioners, the Executive Director, and the Executive Leadership Team.</li> <li>• Engage ELT members to support the implementation of Port-wide equity assessment recommendations.</li> <li>• Implement PLink launched for supervisors at the leadership level and support the process</li> </ul> </li> <li>• OEDI in collaboration with Commissioners finalize Equity Policy Directive to codify equity into the structure of the Port.</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Finalizing in Q2/Q3</p>

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Stage of Work	Objective	Key Result	Timing
		<ul style="list-style-type: none"> <li>Launch curriculum for advanced racial equity trainings for supervisors and managers and offer 4 trainings in 2022 for 390 supervisors to increase capacity for leading for racial equity.</li> </ul>	Ongoing
<p>Normalize, Organize, &amp; Operationalize</p>	<p><b>Objective 4. Create a culture of belonging and inclusion where all Port employees – especially BIPOC employees – are included and valued in decision-making, and feel safe in reporting instances of bias and discrimination</b></p>	<ol style="list-style-type: none"> <li>With Human Resources, build a curriculum and training for supervisors in 2022 that increases supervisors’ comfort with addressing issues of race and gender.</li> <li>With ELT, develop organizational policies, practices, and mechanisms for participation in decision-making tailored to specific groups including indigenous, employees of color, and women of color.</li> <li>Institute a consistent on-site presence at SEA Airport Office Building (AOB) and maritime locations to meet with employees, build relationships with departments in Aviation and Maritime, and improve communication about the Port’s EDI efforts.</li> <li>OEDI and the Change Team identify and implement creative ways to uplift examples of supervisors and employees who are advancing racial equity, modeling inclusiveness, and creating a culture of belonging and learning.</li> </ol>	<p>Q3 and beyond</p> <p>Q3 and beyond</p> <p>Q3 and beyond</p> <p>Q3 and beyond</p>

**STRATEGY 2. Provide equitable and tangible benefits to impacted vulnerable communities, people of color, immigrants and refugees, and low-income communities.**

Stage of Work	Objective	Key Result	Timing
Operationalize	<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>	<ol style="list-style-type: none"> <li>1. Partner with EDD as they assess barriers and opportunities for WMBEs in construction and Airport Dining and Retail in implementing efforts and plans to overcome barriers to accessing contracting opportunities for WMBEs. Support Commission in engagement of businesses in this process.</li> <li>2. Equity Index: <ul style="list-style-type: none"> <li>• Continue to disseminate Equity Index locally, regionally, and nationally.</li> <li>• Use pilots or case studies from Port departments to begin implementing findings into Port investment decisions.</li> <li>• Incorporate story-mapping into the Equity Index</li> </ul> </li> <li>3. South King County Fund <ul style="list-style-type: none"> <li>• Continue to partner with departments internally to look for ways of making SKCF more user friendly and accessible to communities.</li> <li>• More clearly define SKCF theory of change and intended outcomes and begin to move forward with an evaluation of impact. Make recommendations to the Commission about the future of the fund.</li> <li>• Collaborate with External Relations to execute contracts for second round, launch RFP for the third round in 2022 of the South King County Fund (SKCF) Economic Recovery &amp; Environmental Grants including continuing to implement a</li> </ul> </li> </ol>	<p>Present to commission on findings and recommendations in Nov 2022</p> <p>Ongoing</p> <p>Ongoing, Q2</p> <p>Yearly</p> <p>Launch Second Round of RFP – Q1 – 2021</p>

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Stage of Work	Objective	Key Result	Timing
		<p>framework for equitable funding decision making, and convene a table of programs funded by SKCF from year 1 and 2.</p> <p>4. Youth Career Launch Program</p> <ul style="list-style-type: none"> <li>• Launch a youth workforce training and employment program in 2022, build a comprehensive youth training and employment strategy, and move the program to Workforce Development Department.</li> </ul>	<p>RFP out Q2 and program implemented Q3</p>
<p>Operationalize</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. Launch Community Equity Workgroup (CEW), recruit members, and complete work related to Equity Policy Directive and Language Access. 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.</p> <ul style="list-style-type: none"> <li>• Refine and finalize the Port’s Equity Policy Directive, incorporating community input and feedback.</li> <li>• Refine and finalize a Language Access Directive, incorporating community input and feedback.</li> </ul> <p>2. Collaborate with Human Resources and External Relations to increase employees’ understanding of organizations in the community led by BIPOC during the Community Giving Campaign.</p>	<p>Listening sessions in Q2</p> <p>Equity Policy Directive in Q2/Q3</p> <p>Language Access Policy Directive in Q4</p> <p>Q3 &amp; Q4</p>

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Stage of Work	Objective	Key Result	Timing
		3. File the Port’s annual report to meet requirements for Title VI of the Civil Rights Act of 1964. OEDI will also recruit and train Coordinators to file the report.	Hire new Policy and Data Analyst and file report in Q3
Operationalize	<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 Equity Workgroup to assist with community engagement and development of two policy directives.  2. Continue to implement external communications plan to share progress on Port equity work (including Port-wide and by Departments/Divisions)	Q2 -Q4  <ul style="list-style-type: none"> <li>• Monthly Equity in Action newsletters</li> <li>• Q1 – 2021 Report</li> <li>• Quarterly Equity Town Halls open to and recorded for all staff</li> <li>• Theory of Change – Q2/Q3</li> </ul>

**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.**

Stage of Work	Objective	Key Result	Timing
Organize	<p><b>Objective 1. Build the visibility of OEDI as a local and national center of expertise.</b></p>	<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 on-going conversations of Ports who can work together on equity strategies and share best practices, and possibly host a convening.</li> <li>• Share equity expertise with local, regional, and national partners</li> </ul>	<p>Equity Index case studies –Q3</p> <p>Ongoing Quarterly Port Partners Meeting</p> <p>OEDI staff present at local and national conferences and events, including but not limited to GARE Annual Membership Meeting and GREI.</p>
Organize	<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> <p>1. Leading and managing Port-wide equity efforts</p>	<p>1. Ensure a staff cadre in OEDI who can implement, manage and lead Port’s equity work.</p> <ul style="list-style-type: none"> <li>• Complete periodic EDI Office team capability assessments as needed to evaluate team’s</li> </ul>	<p>Ongoing</p> <p>Q2/Q3</p>

**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.**

Stage of Work	Objective	Key Result	Timing
	<p>2. Port-wide accountability for implementation of equity work</p> <p>3. Organizational learning</p> <p>4. Data and research</p> <p>5. Community engagement and partnership</p> <p><b>Objective 3. Train and build the capacity of more Port employees to be leaders of EDI work</b></p>	<p>skills and strengths in relation to OEDI skills needs.</p> <ul style="list-style-type: none"> <li>• Identify and implement mechanisms to fill staffing gaps, including through internal and external recruitment. Where possible, preference internal candidate development.</li> </ul> <p>2. Continually develop, train, and support Port employees' capacity to advance EDI.</p> <ol style="list-style-type: none"> <li>a. Caucus facilitators</li> <li>b. Book/podcast club leaders</li> <li>c. Change Team members</li> </ol>	<p>Veteran Fellows, College Interns, Sea Grant Fellows – ongoing</p> <p>PortAbility – ongoing</p> <p>Ongoing</p>