

Office of Equity, Diversity, and Inclusion 2022 Report



January - December 2022

I am pleased to share our 2022 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 2022 accomplishments are listed next to our 2022 Strategic Plan (found in the columns labeled Objective, Key Result, and Timing). Some aspects of our 2022 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 work to create a truly equitable, anti-racist port.

Nearly four years ago, the Port of Seattle became the first port authority in the country to establish an office of equity. In doing so, our organization committed 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.

While the Port has committed to becoming an equitable, anti-racist organization, racial equity doesn't happen overnight. It takes time, commitment, and perseverance. In many ways, racial equity is both a process and an outcome. It is about transforming our relationships, culture, and institutions. At times, fighting for racial equity can feel like we're falling uncontrollably, battling the bias, discrimination, and injustice that is deeply imbedded in so many aspects of our lives. Against these forces, we can struggle to find our grip and footing.

It is critical that we take time to celebrate our achievements and victories. Let's take a moment to find our footing, so that we can continue to work toward a more equitable, just future — a future where we prioritize the outcomes and well-being of all people.

In this 2022 annual report, we share highlights of our efforts to partner with communities, to build a culture of belonging and inclusion within the Port, and to transform policies and practices to advance equity.

In unity,



Bookda Gheisar

Senior Director, Office of Equity, Diversity, and Inclusion

PORT OF SEATTLE OEDI 2022 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.

2022 Strategic Plan			ACCOMPLISHMENTS
Objective	Key Result	Timing	
<p>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.</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"> • 3-4 Book Clubs • 1-2 Podcast Clubs • 16-18 Racial Equity 101 for frontline workers/individual contributors (i.e., non-supervisors) • 16 sessions of Racial Equity Training for supervisors; 6-hour advanced course training • Racial Equity 102 for staff who attended Equity 101 in 2021 • Develop learning opportunities specifically for shift and represented workers in Aviation and Maritime <ul style="list-style-type: none"> ○ Anti-Racist Caucusing 	<ul style="list-style-type: none"> • Book Clubs <ul style="list-style-type: none"> ○ 1 in each quarter • Podcast Clubs <ul style="list-style-type: none"> ○ 1 in Q2 and Q3 • All Staff Racial Equity Orientations <ul style="list-style-type: none"> ○ 2 per month beginning in March • Supervisor Racial Equity Orientations in Q3 and Q 4 • Aviation and Maritime <ul style="list-style-type: none"> ○ RPOI beginning in Q2 ○ Caucusing beginning in Q2 	<p>Normalizing Equity Port wide. OEDI organized a book clubs, trainings, and other activities to normalize equity across the Port.</p> <ul style="list-style-type: none"> • Port Reads: An Anti-Racist Book Club: OEDI organized one 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 130 employees participated, reading and discussing <u>Race After Technology</u> by Ruha Benjamin. • Racial Equity Trainings: OEDI conducted a series of trainings including Staff Racial Equity Training (2.5-hour sessions offered 32 times), and Supervisor Racial Equity Training (6-hour sessions offered 5 times). More than 850 employees, including 237 supervisors, completed at least one of these workshops. • OEDI Quarterly Townhalls: OEDI held four 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. • Equity Moments: 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. • Race: The Power of an Illusion: With support from a committee of the Change Team, OEDI brought the RPOI content and workshop to Port employees, piloting the first of three sessions with the Port Construction Services team. RPOI will be offered on a quarterly basis in 2023. • EDI Lunch & Learns: During 2022, OEDI began hosting EDI Lunch & Learns, open to any and all Port employees. These 60-to-90-minute workshops focused on building skills and awareness related to equity, diversity, and inclusion. We held the following EDI Lunch & Learns: Tribal

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	<ul style="list-style-type: none"> ○ Race: The Power of Illusion (RPOI) workshops ● 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. <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"> ● Offer caucusing opportunities for employees to deepen their racial equity analysis and strengthen efforts to implement equity into the work of the Port. 	<ul style="list-style-type: none"> ● Language and Meaning Initiative beginning in Q3 ● Communications and/or events for MLK Day, Black History Month, Juneteenth ● Caucusing opportunities beginning in Q2/Q3 	<p>Issues 101; A History of Hip Hop in Seattle; Tangled: Why Your Hair Matters to Society; and Racial Restrictive Covenants. Each event was attended by at least 200 employees, and recordings were made available for employee who were not able to attend in real time.</p> <p>MLK Day: In collaboration with Blacks in Government and the Port Commission, OEDI produced a short video featuring a mash-up of people reciting parts of MLK’s <i>I Have a Dream</i> speech.</p> <p>Black History Month: In partnership with the Port’s Chapter of Blacks In Government, there was a panel-style event featuring local electeds, Commissioners, and former Port-staff. OEDI and BIG spotlight several historical Black leaders on Compass throughout the month.</p> <p>Juneteenth: To celebrate Juneteenth and bring awareness to the significance of the holiday, Blacks in Government – supported by OEDI – held an in-person Juneteenth celebration at Pier 69. The celebration was one of the first in-person events since the beginning of the pandemic, and it included a catered lunch, poets and artists, and external speakers.</p>
Objective 2. Ensure equitable internal policies, programs, operations, and structures.	<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"> ● Provide training, development, and coaching to Change Team to equip them 	<p>Equity SWOT analysis</p> <ul style="list-style-type: none"> ● Training in Jan and Feb ● Conduct SWOT with departments in Feb and Mar 	<p>Equity Capacity Building: During 2022, the Change Team split into eight committees to developed best practices and guidance on many of the recommendations from the 2021 Equity and Women of Color Assessments. In early 2023, OEDI and the Change Team will release an equity handbook, providing tools, guidance, and support for advancing EDI in several areas including budgeting, hiring, data, and community engagement. Additionally, OEDI and the Change Team worked with departments to identify strengths, weaknesses, opportunities, and threats (SWOT) to their team’s ability to advance EDI in their work. The information gathered from that process was used to</p>

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	<p>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.</p> <ul style="list-style-type: none"> • 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 & Equity; Budget & Equity; Training & Facilitation; Represented Workers; Tracking & Reporting Systems; CT Infrastructure, Engagement, & Communications <p>2. Implement universal goal for evaluating performance based on the EDI Assessment Recommendations.</p> <ul style="list-style-type: none"> • Required: Equity PerformanceLink goals for all staff (including supervisors) who use PerformanceLink for their annual evaluations • Required: all hiring managers to implement new practices in the hiring process related to 	<ul style="list-style-type: none"> • Implement findings of SWOT in departmental business planning beginning in Q2 • Resource equity goals from SWOT and business plans through budgeting in Q3 <p>Change Team Committees: form and begin work in Q1; work throughout year on their respective Assessment Recommendations</p> <p>Ongoing</p> <p>Goals published internal and externally with ongoing reports on implementation</p>	<p>create department-specific EDI goals, which beginning in 2023 are an annual requirement for all departments. The status and progress of these goals will be publicly shared annually to improve transparency and accountability inside and outside of our organization.</p> <p>Operationalizing Equity and Systems Change:</p> <p>Equity Performance Goals: For the first time in the Port’s history, all non-represented employees, including leadership and supervisors, were required to have an annual performance goal measuring their work to advance equity, diversity, and inclusion. This requirement is part of recommendations from the 2021 Equity and Women of Color Assessments, and the goals were tailored for employees based on their role — supervisor, frontline or individual contributor, and Change Team member.</p> <p>Compensation Equity project: in 2022 POS launched a multiyear process to implement pay equity and to analyze compensation processes and policies in the organizational systems as well as every single position being evaluated. in 2022 Sr Director of OEDI, Bookda Gheisar, and OEDI Systems</p>

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	<p>assessing job evaluations, including EDI questions, and ensuring diverse hiring panels</p> <ul style="list-style-type: none"> Required: all departments to set EDI goals in their 2023 business planning process <p>3. Collaborate with HR, Legal, CPO, DC, External Relations, and other departments to monitor the implementation of the recommendations from Equity Assessment:</p> <ol style="list-style-type: none"> Employee development, promotion; and compensation; Policies and practices impacting BIPOC contractors and WMBEs, with a particular focus on firms owned by Black descendants of slaves; Contracting and procurement policies and practices impacting the ability of community organizations and contractors to access resources; and Improving the process of reporting discrimination and racism; Improving the skills and abilities of supervisors to manage diverse teams and advance racial equity within the Port <p>4. Participate in other relevant efforts across the Port to bring an equity lens and critical analysis</p>	<p>Implementation plan in place for 2022. Refer to dashboard.</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>	<p>Manager, Tania Park, participated in committees that met all year to develop alternatives, policies and strategies.</p> <p>Equity Hiring Requirements: OEDI and Human Resources partnered to institute new requirements to the Port’s hiring process. The changes were recommendations from the 2021 Equity and Women of Color Assessments and are aimed at creating more fairness and less bias within the hiring processes. The following are part of the implemented changes: including the Port’s vision for equity on all job postings; diversity of race and gender on all hiring panels; watching and discussing an anti-bias video prior to conducting interviews; removing unnecessary minimum qualifications from a position prior to posting it; and providing direct feedback from the hiring manager to internal candidates who did not get the position.</p> <p>Department-Specific EDI Goals: OEDI and the Change Team worked with departments to identify strengths, weaknesses, opportunities, and threats (SWOT) to their team’s ability to advance EDI in their work. The information gathered from that process was used to create department-specific EDI goals, which beginning in 2023 are an annual requirement for all departments. The status and progress of these goals will be publicly shared annually to improve transparency and accountability inside and outside of our organization.</p> <p>Collaboration on Port-wide Efforts: Throughout 2022, OEDI staff collaborate with various departments on a range of projects, including the hiring process of the new Port of Seattle Police Chief, working with CPO to streamline the contracting process for the South King County Community Impact Fund, and serving on HR’s pay equity and leadership development task forces/committees.</p> <p>Budgeting with Equity: to advance our commitment to budgeting with an equity lens the Budgeting Change Team met during 2022 with multiple other jurisdictions who have implemented</p>

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	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>equity in their budgeting process. The Change Team then developed an advanced tool and made a requirement for all teams to use this tool during their budgeting process.</p> <p>Implementation of Policing Assessment Recommendations: in 2022 Sr Director of OEDI worked with the Office of Strategic Initiatives and a multidisciplinary team of representatives from the POSPD and other departments to develop a process and plan for implementation of the recommendations from the policing assessment.</p> <p>Implementation of recommendations from Equity and Women of Color Assessments: The majority of our work in 2022 focused on implementing the 63 recommendations outlines in the 2021 Equity and Women of Color Assessments. Updates on that work are shared throughout this report, and from a very high-level, nearly 70% of those recommendations are either completed, on schedule, or planned out. In 2023, we will continue to focus on and prioritize this work.</p>
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.	<p>Actions to build leadership for equity work:</p> <ul style="list-style-type: none"> OEDI will work with Port Commission and ELT to: <ul style="list-style-type: none"> Require racial equity and unconscious bias training for Commissioners, the Executive Director, and the Executive Leadership Team. Engage ELT members to support the implementation of Port-wide equity assessment recommendations. 	Ongoing	<p>Supervisors Racial Equity Trainings: OEDI worked with consultants to deliver 4 Supervisor Racial Equity 102 workshops and one Supervisors Racial Equity 101 workshop. The five workshops were completed by 237 Port supervisors, including Port Commissioners, the Port’s executive director, and members of the Executive Leadership Team.</p> <p>Supervisors EDI Performance Goal: In partnership with Human Resources and Change Team Sponsors, OEDI developed an EDI performance goal for all supervisors. In 2022, the goal was required for all supervisors, and measures a supervisor’s efforts to create an inclusive culture and center equity in all hiring processes.</p> <p>ED Townhalls: 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.</p>

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<p>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</p>	<ul style="list-style-type: none"> Implement PLink launched for supervisors at the leadership level and support the process. 	Finalizing in Q2/Q3	<p>The Senior Director of OEDI was featured in these events and given time to update employees about the Port’s EDI work.</p> <p>Equity Policy Directive: OEDI worked closely with Commissioners, Commission staff, Executive Leadership Team, and department directors to draft the Port’s first ever Equity Policy Directive, codifying EDI into many aspects of the Port’s work. In early 2023, the Port will hold internal and external listening sessions on the substance of the policy directive with hopes of finalizing and passing it by mid-2023.</p> <p>Communication about Equity Work Throughout 2022, OEDI and the Change Team created monthly spotlights of employees – with a focus on BIPOC leaders in the organization – and teams working to advance EDI. The spotlights were featured in monthly OEDI newsletters, at quarterly OEDI town halls, and in a series of short videos that were featured on Compass.</p>
	<ul style="list-style-type: none"> OEDI in collaboration with Commissioners finalize Equity Policy Directive to codify equity into the structure of the Port. 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. 	Ongoing	
	<ol style="list-style-type: none"> With Human Resources, build a curriculum and training for supervisors in 2022 that increases supervisors’ comfort with addressing issues of race and gender. 	Q3 and beyond	
	<ol style="list-style-type: none"> 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. 	Q3 and beyond	
	<ol style="list-style-type: none"> 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. 	Q3 and beyond	

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	4. 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.	Q3 and beyond	

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

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Objective 1. Ensure equity in public-facing programs and activities, especially access to Port economic benefits including granting programs, WMBE contracting opportunities, and workforce	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.	Present to commission on findings and recommendations in Nov 2022	Equity Index: On September 13, 2021, the Port launched its new Equity Index . 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 October 2022, the Port received the American Association of Port Authorities’ (AAPA) Lighthouse Award in Information Technology for the creation and use of the Port’s Equity Index. OEDI has begun to include a story mapping feature on the index and is in the process of also updating the data and indicators that the index uses.
	2. Equity Index:	Ongoing	

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development (WFD) programs.	<ul style="list-style-type: none"> Continue to disseminate Equity Index locally, regionally, and nationally. Use pilots or case studies from Port departments to begin implementing findings into Port investment decisions. Incorporate story-mapping into the Equity Index 	Ongoing, Q2	<p>South King County Fund: In 2022, the Port invested \$1.6 million in 30 non-profits and community-based organizations that are serving South King County communities to address economic recovery, job training in port-related industries, environmental sustainability and restoration, and capacity-building support for minority-owned business enterprises. Additionally in 2022, the Port reduced barriers for organizations to participate in this program by creating options for multi-year funding, streamlining the application process, and increasing outreach and technical support. The Port has pledged \$10 million dollars in funding between 2020 and 2024.</p> <p>Youth Maritime Career Launch: Created in 2022, YMCL is a pilot program that partners with community organizations and maritime industry employees to train and develop young people between the ages of 16-24. This program advances the Port’s commitment of job placements for young people as well as increasing the visibility of Maritime jobs for BIPOC youth. Youth participants are placed in internships that may lead to full-time employment in entry-level maritime roles. The program is approved for \$4.1 million over the next three years and places an emphasis on training young women and youth of color.</p> <p>Construction Worker Training: In November 2022, the Port Commission approved a \$4.75 million-dollar, multi-year authorization to continue construction worker training. Funding will be used to support pre-apprenticeship training and retention services, youth career launch programming in the trades, and leadership development for women and people of color.</p> <p>Airport Employment Center: The return of passengers at SEA Airport in 2022, resulted in an increased need for workers in all areas. Port Jobs, the Employment Center operator, reported 4,810 visitors to the employment center with 1,479 placements into various jobs with 82 employers. Airlines accounted for 37% of placements, restaurant operations 23%, janitorial/cleaning 21%, warehouse/freight 13% and other 6%. Staff from the employment center participated in 230 job fairs and hiring events.</p>	
	3. South King County Fund	<ul style="list-style-type: none"> Continue to partner with departments internally to look for ways of making SKCF more user friendly and accessible to communities. 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. 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 & Environmental Grants including continuing to implement a framework for equitable funding decision 		Yearly
				Launch Second Round of RFP – Q1 – 2021

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

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	<p>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"> • 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. 	<p>RFP out Q2 and program implemented Q3</p>	<p>Airport Training: in 2022, there were 573 training completions through the SEA Employment Center. In the Airport Maintenance Technician (AMT) pre-college program funded by the Port, 11 individuals completed their training who can now register for the South Seattle College FAA approved two-year program.</p> <p>Anti-Human Trafficking: What began as an airport-specific awareness and training effort for the Port expanded over the years to include partners in the county, other local transportation providers, and now jurisdictions across Washington. In addition to mandated employee training to help spot and stop trafficking, the Port installed 310 signs in the restrooms and passenger loading bridges at Seattle-Tacoma International Airport (SEA), as well as 20 signs at Port parks, and 10 signs at Fisherman’s Terminal to combat human trafficking. The awareness campaign also includes signage at Salmon Bay Marina, Shilshole Bay, Terminal 90/91, Pier 69, and Marine Maintenance. Groups helping survivors find jobs in Port-related industries also received grants through the Port's South King County Community Impact Fund.</p> <p>Support for arrival of Afghan and Ukrainian Refugees: Sr Director of OEDI and Director of Government Relations convened an internal group of employees to build a cohesive strategy for welcoming new Afghan and Ukrainian refugee arrivals in Washington State.</p>

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

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<p>Objective 2. Implement equitable communications, public outreach and engagement strategies that are conducted in service to equitable community impact.</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"> Refine and finalize the Port’s Equity Policy Directive, incorporating community input and feedback. Refine and finalize a Language Access Directive, incorporating community input and feedback. 	<p>Listening sessions in Q2</p> <p>Equity Policy Directive in Q2/Q3</p> <p>Language Access Policy Directive in Q4</p>	<p>Equity Policy Directive: OEDI worked closely with Commissioners, Commission staff, Executive Leadership Team, and department directors to draft the Port’s first ever Equity Policy Directive, codifying EDI into many aspects of the Port’s work. In early 2023, the Port will hold internal and external listening sessions on the substance of the policy directive with hopes of finalizing and passing it by mid-2023.</p> <p>Title VI Plan: 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 hired a new Policy and Data Analyst who submitted an updated plan, highlighting structural changes and incorporating updated language.</p> <p>Job Fair for Afghan Refugees and Residents of South King County: In the Spring 2022, OEDI hosted a job fair with participation from 28 employers, 3 City partners, and 5 community-based organizations (CBOs). The event was attended by 250 job seekers, 47% of whom self-identified as having recently arrived from Afghanistan. Interpreters were on hand to assist those needing language assistance. All marketing and promotional materials were provided in English, Dari, and Pashto.</p> <p>Engagement and Collaboration with Port-impacted Communities: OEDI continues to work on bringing community voices to the table on complex, multi-jurisdictional issues related to Port operations to find ways to work together and co-design solutions that are meaningful for all parties involved.</p>
	<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>Q3 & Q4</p>	
	<p>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.</p>	<p>Hire new Policy and Data Analyst and file report in Q3</p>	

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<p>Objective 3. Public accountability is visible and communities of color view the Port as an equitable organization to work for and do business with.</p>	<ol style="list-style-type: none"> 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) 	<p>Q2 -Q4</p> <ul style="list-style-type: none"> • Monthly Equity in Action newsletters • Q1 – 2021 Report • Quarterly Equity Town Halls open to and recorded for all staff • Theory of Change – Q2/Q3 	<p>External and Internal Communications: 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, 2021 Annual Report, and 2022 Strategic Plan.</p> <p>Tracking and Assessing Our Impact: To track the progress of the Port’s EDI work and the implementation of the recommendations from the Equity and Women of Color Assessments, the Change Team’s Tracking & Reporting Committee built a series of virtual dashboards to monitor the progress of our collective work and provide visibility into the steps being taken to create a more equitable and inclusive workplace. These dashboards will also track each department’s annual EDI goals and the progress they’re making towards them. The dashboards will be updated quarterly and will allow for greater transparency as all employees can quickly see the aggregate progress percentage towards these actions/recommendations, which departments are ahead/behind pace on their departmental EDI goals, and which actions have been completed. In 2023, our goal is to make this information and these dashboards accessible to the community.</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.

2022 Strategic Plan			ACCOMPLISHMENTS
Objective	Key Result	Timing	
<p>Objective 1. Build the visibility of OEDI as a local and national center of expertise.</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"> • Share work on the Equity Index including developing a case study on use of the Index. • Host on-going conversations of Ports who can work together on equity strategies and share best practices, and possibly host a convening. • Share equity expertise with local, regional, and national partners 	<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>	<p>Port Partners Quarterly Meetings: 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>External Presentations: OEDI’s Senior Director, Senior Data and Policy Analyst, Systems Change Program Manager, Community Investments Program Manager, and Engagement and Communications Manager were invited to participate in nearly 20 conferences, forums, and community events as presenters, panelists, or keynotes. The events covered a variety of topics (e.g., workforce development, staff engagement in EDI work, communications) and engaged a diversity of people and professionals (e.g., port employees, lawyers, small businesses, community members seeking jobs in port-related industries). These were welcome opportunities to highlight the Port’s EDI work, share best practices and successes, and build partnerships to advance racial equity.</p> <p>AAPA Lighthouse Award Winner for Information Technology: In October 2022, the Port received the American Association of Port Authorities’ (AAPA) Lighthouse Award in Information Technology for the creation and use of the Port’s Equity Index. This is the second year in a row that the Port has received an AAPA Award for OEDI work. In 2021, we received an Award of Excellence in the Communications category for the Black Lives Matter Caucusing Series that engaged more than 250 Port employees in the wake of the deeply racialized and tragic killings of Ahmaud Arbery, Breonna Taylor, and George Floyd.</p> <p>Airport Council International (ACI) Diversity, Equity and Inclusion Workgroup : ACI is the trade association representing airports in the United States and Canada. SEA’s OEDI office Co-chairs the Tools and Metrics Equity Workgroup. Our office led in the development of the team’s toolkit that includes resources, best practices and guidance for usage of tools and metrics that provide a clear and actionable approach for airports use in their EDI programs.</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.

2022 Strategic Plan			ACCOMPLISHMENTS
Objective	Key Result	Timing	
<p>Objective 2. Continue to execute on key functions of EDI Office and fully empower Office to carry out those functions, including:</p> <ol style="list-style-type: none"> Leading and managing Port-wide equity efforts Port-wide accountability for implementation of equity work Organizational learning Data and research Community engagement and partnership 	<ol style="list-style-type: none"> Ensure a staff cadre in OEDI who can implement, manage and lead Port’s equity work. <ul style="list-style-type: none"> Complete periodic EDI Office team capability assessments as needed to evaluate team’s skills and strengths in relation to OEDI skills needs. Identify and implement mechanisms to fill staffing gaps, including through internal and external recruitment. Where possible, preference internal candidate development. Continually develop, train, and support Port employees’ capacity to advance EDI. <ol style="list-style-type: none"> Caucus facilitators Book/podcast club leaders Change Team members 	<p>Ongoing</p> <p>Q2/Q3</p> <p>Veteran Fellows, College Interns, Sea Grant Fellows – ongoing</p> <p>PortAbility – ongoing</p> <p>Ongoing</p>	<p>Community Investments Program Manager: Guadalupe Torres joined the OEDI team in early 2022. As the Community Investments Program Manager, she is building strategic community outreach programs to support the equitable implementation of the South King County Fund and other possible community funds.</p> <p>Senior Policy and Data Analyst: Vy Nguyen joined the OEDI team in early 2022. As the Sr Policy and Data Analyst, she works closely with Commission staff and the OEDI Sr Director to share policy through and equity lens. She also manages the application of the Equity Index and serves as a resource for teams across the Port who are using data to inform policies and practices.</p> <p>Equity Capacity Building: As described in various sections above, OEDI continued to provide training, support, and coaching for 20+ caucus facilitators, book club leaders, and the entire Change Team (120+ 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>
<p>Objective 3. Train and build the capacity of more Port employees to be leaders of EDI work.</p>			