



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

2023 and 2024 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 to 2-year implementation timeframe.

The Plan's three Strategies include: one focused on internal transformation, one encompassing external or public-facing goals, and one describing ways 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 in all aspects of organizational structure, programs, policies, and processes.
- **STRATEGY 2**
Support the Port of Seattle to create meaningful engagement with near-Port communities and provide equitable and tangible benefits to impacted communities of color, immigrant and refugee and low-income communities.
- **STRATEGY 3**
Build OEDI's capacity and expertise to lead, partner, and collaborate on systems change work with peer agencies – locally and nationally.

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><u>STRATEGY 1</u></p> <p>Transform Port of Seattle by infusing racial equity principles and practices in all aspects of organizational structure, programs, policies, and processes.</p>	<p>Objectives</p> <ol style="list-style-type: none">1. Normalize equity2. Internal systems3. Building leadership for equity4. Build a culture of belonging and inclusion
<p><u>STRATEGY 2</u></p> <p>Support the Port of Seattle to create meaningful engagement with near-Port communities and provide equitable and tangible benefits to impacted communities of color, immigrant and refugee and low-income communities.</p>	<p>Objectives</p> <ol style="list-style-type: none">1. Public programs and support2. Community engagement3. Accountability to the public
<p><u>STRATEGY 3</u></p> <p>Build OEDI’s capacity and expertise to lead, partner, and collaborate on systems change work with peer agencies – locally and nationally.</p>	<p>Objectives</p> <ol style="list-style-type: none">1. Grow, track, and document equity expertise2. Engage in local, regional, and national efforts to advance equity in government

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>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>	<ol style="list-style-type: none"> 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 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. <ul style="list-style-type: none"> • 1-2 Book Clubs • 6+ Racial Equity 101 and 6+ Racial Equity 102 for frontline workers/individual contributors (i.e., non-supervisors) • 6+ sessions of Racial Equity Training for all supervisors at POS; 6-hour advanced course training • Engagement opportunities specifically geared toward shift and represented workers in Aviation and Maritime <ul style="list-style-type: none"> ○ Anti-Racist Caucusing ○ Race: The Power of Illusion (RPOI) workshops • 4 EDI Lunch & Learns – 1-1.5 hour programs featuring both internal and external speakers that will educate employees on EDI topics. • 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 2. Partner with HR, ERGs, and D&D Council to offer equity workshops focused on both growing awareness and building skills. 	<ul style="list-style-type: none"> • Book Clubs <ul style="list-style-type: none"> ○ 1 in each half of year • Racial Equity 101 & 102 <ul style="list-style-type: none"> ○ Monthly, alternating beginning in February • Supervisor Racial Equity Training beginning Q2 • Aviation and Maritime <ul style="list-style-type: none"> ○ RPOI beginning in Q2 ○ Caucusing beginning in Q2 • EDI Lunch & Learns – 1 per quarter • Language and Meaning Initiative beginning in Q3

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	Objective 2. Ensure equitable internal policies, programs, operations, and structures.	<ol style="list-style-type: none"> 1. Finalize and internally publish an equity handbook – <i>Values in Action: Advancing Equity In Our Work</i> – which provides resources, toolkits, and guides for imbedding equity in many different aspects of the Ports work. Throughout 2023, OEDI and the Change Team will offer training on different sections of the handbook. 2. Onboard a new cohort of the Change Team, ensuring adequate representation and diversity from all departments. Train the new cohort and returning members on foundational equity principles and analysis. 3. Implement universal goal for evaluating Port of Seattle employee performances based on the EDI Assessment Recommendations. <ul style="list-style-type: none"> • Required Goal: Equity PerformanceLink goals for all staff (including supervisors) who use PerformanceLink for their annual evaluations • Required Goal: all hiring managers to implement new practices in the hiring process related to assessing job evaluations, including EDI questions, and ensuring diverse hiring panels • Required Goal: all departments successfully complete 2023 Departmental EDI goals and set EDI goals in their 2024 business planning process 4. Collaborate with HR, Legal, CPO, DC, External Relations, and other departments to monitor the implementation of the recommendations from Equity Assessment: <ol style="list-style-type: none"> a) Employee development, promotion; and compensation; b) Policies and practices impacting BIPOC contractors and WMBEs, with a particular focus on firms owned by Black descendants of slaves; c) Contracting and procurement policies and practices impacting the 	<p>Publish handbook – Q1 Training on handbook – throughout 2023</p> <p>Onboard and training of new CT cohort – Q1 and Q2</p> <p>Ongoing</p> <p>Goals published internal and externally with ongoing reports on implementation</p> <p>Refer to dashboard.</p> <p>Continuous improvement and ongoing</p>

		<p>ability of community organizations and contractors to access resources; and</p> <p>d) Improving the process of reporting discrimination and racism.</p> <p>e) Improving the skills and abilities of supervisors to manage diverse teams and advance racial equity within the Port</p> <p>5. In 2023 and 2024, a priority for OEDI engagement will be to develop a framework, process for coordination and collaboration, and operationalization of environmental justice across the Port of Seattle.</p> <p>6. Establish OEDI and the Port as subject matter experts on issues related to environmental justice. We will make progress to accomplish this goal by:</p> <ul style="list-style-type: none"> a. Hiring an OEDI staff member to specifically focus on advancing EJ b. Coordinate efforts internally among departments and externally among other governments and jurisdictions c. Develop a visible presence via conferences, blogs, and other communication mediums d. Work closely with External Relations to incorporate OEDI EJ staff into community-centered work <p>7. Implement an intake system for collecting, tracking, and providing EDI consultation and strategic advice and project-based EDI consultation and strategic advice to Port teams/departments, Change Team members, and individual employees. The goal is to better coordinate our efforts across the OEDI team and to gain a better understanding of the type of request for assistance that we are receiving.</p>	<p>Launch, advertise, and train starting in Q1</p>
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Stage of Work	Objective	Key Result	Timing
Organize	<p>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.</p>	<p>Actions to build leadership for equity work:</p> <ol style="list-style-type: none"> 1. OEDI will work with Port Commission and ELT to: <ol style="list-style-type: none"> a. Require racial equity training for Commissioners, the Executive Director, and the Executive Leadership Team. b. Engage ELT members to support the implementation of Port-wide equity assessment recommendations. c. Implement PLink launched for supervisors at the leadership level and support the process d. Develop a process to highlight and address inclusion gaps in decision-making 2. OEDI in collaboration with Commissioners finalize Equity Policy Directive to codify equity into the structure of the Port. 3. Receive feedback about the Policy Directive from Port employees and community leaders. Incorporate feedback in final policy. 4. Work with internal and external stakeholders to develop a working definition of ‘equity spending’ and a proposal of dedicated Port of Seattle equity spending by the end of Q1 2023 for Commission and ELT consideration, per the Equity Policy Directive. 5. OEDI shall work with the Commission Office, ELT, and Divisions to advance issues and policies that meet the Port’s Century Agenda goals on equity. 6. OEDI shall work with the Commission Office to develop and set agendas for the Equity and Workforce Development Committee to ensure Commissioners are briefed on Port initiatives with significant equity impacts. 	<p>Ongoing</p> <p>Ongoing</p> <p>Q3</p> <p>Finalizing in Q2/Q3</p>

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Stage of Work	Objective	Key Result	Timing
<p>Normalize, Organize, & Operationalize</p>	<p>Objective 4. Create a culture of belonging and inclusion where all Port employees – especially BIPOC employees – are included and valued in decision-making</p>	<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. OEDI and the Change Team identify and implement ways to uplift examples of supervisors and employees who are advancing racial equity, modeling inclusiveness, and creating a culture of belonging and learning. This includes spotlighting employees in monthly newsletters, sharing successes during OEDI quarterly town halls, and other creative ways to share how employees, supervisors, and teams are advancing equity. 	<p>Q1 and beyond</p> <p>Ongoing</p> <p>4 town halls (minimum of 1 per quarter)</p>

STRATEGY 2. Support the Port of Seattle to create meaningful engagement with near-Port communities and Provide equitable and tangible benefits to impacted communities of color, immigrant and refugee and low-income communities.

Stage of Work	Objective	Key Result	Timing
Operationalize	<p>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.</p>	<ol style="list-style-type: none"> 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. 2. Equity Index: <ul style="list-style-type: none"> • Launch a plan for the Equity Index 2.0. Develop new indicators with community input to be added to map, take steps to make map more accessible and user friendly • 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. • Identify and develop trainings, workshops, and other presentations to connect internal and external audiences to use the Equity Index to advance equity regionally. 3. South King County Fund <ul style="list-style-type: none"> • Implement a learning and collaboration cohort meeting model for organizations funded from each cycle . • Develop system for organizations funded to learn more about the Port and to learn about all job training and career pathways options • Work with CPO to improve internal process that ensure a more timely and user friendly process. • Establish a SKCCIF theory of change and intended outcomes. 	<p>Present to commission on findings and recommendations in Q3</p> <p>Ongoing</p> <p>Q2, Ongoing</p> <p>Yearly</p> <p>Complete 3rd cycle of RFP – Q1 – 2023</p>

		<ul style="list-style-type: none">• Understand the findings of the SKCCIF Evaluation and recommendations. Determine which recommendations can be implemented and create a timeline for improvements Make recommendations to the Commission about the future of the fund.• Execute contracts for the third cycle of the South King County Fund (SKCCIF) Economic Recovery & Environmental Grants including continuing to implement a framework for equitable funding decision making.• Develop an internal evaluation method of program process and impact.	RFP out Q2 and program implemented Q3
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Stage of Work	Objective	Key Result	Timing
Operationalize	Objective 2. Implement equitable communications, public outreach and engagement strategies that are conducted in service to equitable community impact.	<ul style="list-style-type: none"> • Initiate the first iteration of the Ad Hoc Community Advisory Board. Recruit members and develop environmental justice framework and criteria in response to the Equity Policy Directive. Collaborate with External Relations and Environmental Sustainability teams in the process. 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. • 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>Title VI:</p> <ul style="list-style-type: none"> • File the Port’s annual report to meet requirements for Title VI of the Civil Rights Act of 1964. OEDI will coordinate with divisions to streamline and collect reporting of relevant activities, train roles with Title VI activities on Title VI compliance, and provide support as needed for departments on required Title VI activities and reporting. OEDI will serve as lead on compiling and submitting Title VI plans to appropriate state and/or federal agencies. • Following up from Equity Assessment: Title VI reporting issues will be clarified in partnership among OEDI, Legal, and External Relations: 1. Clarify Title VI information on current website; 2. Develop a clear process map how internal/external stakeholders should navigate various discrimination claims; 3. Communicate process flow for filing discrimination claims and complaints • FAA Title VI new plan and reporting will be filed in collaboration with the Aviation team 	<p>Community engagement activities:</p> <ul style="list-style-type: none"> • Equity Policy Directive in Q1 2023 • Language Access Directive Q2 2023 <p>Support Aviation in development of SEA Title VI plan to submit to FAA in Q1 2023</p>

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Operationalize	<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. Via community engagement, convene community and equity leaders to provide feedback and gain support of Port policy directives and initiatives that have direct impacts on external and/or near-airport communities. 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 – 2022 Report • Quarterly Equity Town Halls open to and recorded for all staff • Theory of Change – Q1

STRATEGY 3. Build OEDI’s capacity and expertise to lead, partner, and collaborate on equity change work with external peer agencies – locally and nationally.

Stage of Work	Objective	Key Result	Timing
Organize	<p>Objective 1. Build the visibility of OEDI as a local and national center of expertise.</p>	<p>1. Track, document 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. • Lead, learn, and share with the Airports Council International (ACI), a leading trade association for airports 	<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>Airport International Council (ACI) Diversity, Equity and Inclusion Workgroup (newly formed June 2022)</p> <p>OEDI co-leads the Tools and Metrics workgroup. This involves creation of a toolkit for airports to use in their DEI program development and growth.</p>

<p>Organize</p>	<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"> 1. Leading and managing Port-wide equity efforts 2. Port-wide accountability for implementation of equity work 3. Organizational learning 4. Data and research 5. Community engagement and partnership 6. 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. • In 2023 add Environmental Justice staff expertise by bringing on 1FTE, add a Program Asst to support metrics and evaluation work 	<p>Ongoing</p> <p>EJ position Q2 and Program Asst Q3</p>
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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>Objective 3. Train and build the capacity of more Port employees to be leaders of EDI work</p>	<ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> a. Caucus facilitators b. Book/podcast club leaders c. Change Team members 	<p>To add capacity explore: Veteran Fellows, Internal and College Interns, MSW Practicum Student, Sea Grant Fellows – ongoing PortAbility – ongoing</p> <p>Ongoing</p>