

THE PORT OF SEATTLE



OFFICE OF

EQUITY,



DIVERSITY,



& INCLUSION



2019-2024

IMPACT REPORT

# OPENING STATEMENT



The Port of Seattle is committed to promoting respect, understanding, and celebrating diverse perspectives. This means ensuring that people of all races, backgrounds, and beliefs are included and valued in the workplace; everyone receives fair treatment and equal access to opportunities; and all individuals and groups inside the Port as well as external communities feel welcomed and supported.

As one of the largest economic drivers in the Pacific Northwest region, the Port is committed to creating fair access to opportunities for our communities to thrive. When we prioritize fairness and diversity, it improves our culture, operations, and outcomes. That's why we're committed to leading local, regional, and national efforts to achieve equity, diversity, and inclusion.

In 2019, the Port 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 Port. During the first five years of the Office of Equity, Diversity, and Inclusion, our organization navigated multiple challenges and opportunities – an international pandemic, a national racial equity reawakening, federal attacks on diversity, equity, and inclusion, and a cyberattack, to name a few. Throughout these events, we were creative, resourceful, and true to our values.

During the past five years, our work has grown significantly in scope and impact. In collaboration with our partners and local communities, we took meaningful steps to advance equity, diversity, and inclusion inside and outside the Port. This report highlights those achievements and our impact on our organization's systems, culture, and the communities we serve.

However, progress is never linear and rarely happens overnight. Today, in 2025, we are operating in a time of extreme polarization with expansive attacks on many of our values – equity, diversity, inclusion, accessibility, immigration, environmental justice, and the like. Our freedoms are at risk. Our future is in the balance.

Yet, our mission, values, and commitment to fostering an inclusive, thriving, and safe community are unchanged. We remain dedicated to our values of anti-racism and equity. We will continue to foster an inclusive, thriving, and safe community for all in our communities and workforce. We will continue working towards a vision of a Port that reflects the diversity of our community across its operations, services, and leadership.

**Our work embodies love and hope — grounded in reality and paired with action. Together, a brighter future for all is possible.**

A handwritten signature in blue ink, appearing to read 'Bookda'.

**Bookda Gheisar (she/her/hers)**

Senior Director, Office of Equity, Diversity, and Inclusion



## WHAT WE DO

Since 2019, through the development of an organizationally cross-cutting Office of Equity, Diversity, and Inclusion (OEDI), we have transformed policies, practices, and processes to deliver more equitable outcomes for our workforce and communities. OEDI works to remove barriers and ensure structurally excluded communities, particularly communities of color, have access to the resources needed to thrive. This involves creating programs for economic growth, leadership development, community participation in decision-making, and environmental justice.

As one of the region's largest economic drivers, the Port's programs and investments have incredible potential to positively impact the community by supporting access to quality careers, economic development, and an improved quality of life. OEDI provides the Port with guidance and expertise on processes, policies, and operations to create meaningful benefits for Port employees and the communities the Port serves. By prioritizing the needs of structurally excluded communities, OEDI seeks to make the Port more inclusive and equitable for all.

## Workforce Development

The Workforce Development (WFD) department builds external partnerships with community-based organizations and industry employers to support equitable access to well-paying, port-related careers in maritime, construction, aviation, and green jobs. By partnering with local organizations, WFD creates pathways for community members to gain employment in quality, family-wage careers. As port-related industries face employment challenges including an aging workforce, staff shortages, and a lack of access, WFD's outreach strategies focus on communities who have not had visibility into these jobs, as well as those who have been disproportionately impacted by the Port's activities—particularly communities of color, immigrants and refugees, youth, women, and low-income communities.

## Equity, Diversity, and Inclusion at the Port

The Office of Equity, Diversity, and Inclusion is working to transform the Port of Seattle into an organization that embeds equity, diversity, and inclusion into all operations. The team is building the organization's capacity to address inequities, foster a culture of belonging, and develop a collective vision for an anti-racist, equitable organization. Through employee training, policy development, strategic planning, and collaboration, the OEDI team is helping the Port become a regional and national leader in efforts to advance equity.





# EXECUTIVE SUMMARY

Since its establishment five years ago, the Port of Seattle's Office of Equity, Diversity, and Inclusion (OEDI) has reached many major milestones and made notable progress toward our goal of normalizing, organizing, and operationalizing equity both inside and outside the organization. Our accomplishments range broadly, from advancing equity within the Port to creating access to quality, family-wage careers in structurally excluded communities to positioning the Port as a leader in advancing equity, diversity, and inclusion among port authorities.



## OEDI'S FIRST FIVE YEARS

Shortly after the Port established OEDI, we updated our Century Agenda to "Become a Model for Equity, Diversity, and Inclusion." We celebrated this update while simultaneously launching our internal Change Team, a major step towards transforming the Port into an anti-racist, equitable organization. During the Black Lives Matter movement in 2020, OEDI supported employees and launched a New Task Force on Policing and Civil Rights, which assessed and provided recommendations to the Port Police Department. In response to the COVID-19 pandemic that same year, OEDI developed core principles for the Port's COVID-19 economic recovery framework.

In 2021, the Port continued advancing equity by including Anti-Racism and Equity in our organizational values. OEDI conducted several assessments to identify disparities and provide recommendations for improvement, including an Equity, Diversity, and Inclusion and Women of Color assessment. Our Change Team also created the first Equity in Budgeting Playbook, an annual resource for Port staff to incorporate equity into their financial planning.

Check out the next page to see a full timeline of our accomplishments!

We continued producing equity tools in 2022, like the Values in Action equity handbook, which helps Port employees apply equity in their day-to-day work, and new requirements were developed with HR to create more fairness and less bias within the hiring process. The following year, the Port passed the Equity Policy Directive, requiring all departments to set annual equity, diversity, and inclusion goals for the first time in Port history. Paired with the Language Access Order and a new focus on environmental justice, we've made a lot of progress toward our vision of a Port where race is no longer a predictor of outcomes, and everyone feels they belong and have opportunities to thrive.

During this time, the OEDI team has grown from 1 to 13 employees. We've offered 290 EDI trainings, classes, and workshops and helped 8,500+ people secure jobs in port-related industries through Workforce Development programs. A substantial portion of our impact during this time has come from our internal programs and external partnerships, some of which are highlighted below.

## Featured Programs

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The Port is investing in our region by creating access for people of diverse backgrounds to move into quality, family-wage careers in port-related industries. As a result of almost \$17M in Port investments, over 8,500 people secured jobs, 1,200 people have been trained in high-demand, living-wage careers, and over 3,000 job seekers and employees at Seattle-Tacoma International Airport (SEA) received job readiness and career advancement training.

In 2020, we launched the South King County Community Impact Fund (SKCCIF), which has delivered four funding cycles, contracting a total of \$9.25 million to 52 community-based organizations. In the same year, OEDI launched the Change Team — a port-wide cohort that has been a critical driver of our strategy to normalize, organize, and operationalize equity in our organization.

## Community Partnerships

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OEDI has expanded our impact by collaborating with local community partners, like Port Jobs, ANEW, and Washington Maritime Blue. Port Jobs serves our region by helping community members navigate education, careers, and advancement. Since 2019, Port Jobs has created 9,172 job placements at the SEA Airport. ANEW runs a 280-hour construction training program that teaches students essential skills for entering construction trades. Since 2019, the Port has partnered with ANEW to offer more than 330 students free construction training – 165 of those graduates have gained apprenticeships and family-wage jobs.

The Port has also collaborated with Washington Maritime Blue's Youth Maritime Accelerator Project (YMAP) for the past three years. By connecting young people with the knowledge they need to enter the maritime workforce, YMAP empowers youth and reflects the Port's commitment to fostering current and future sustainable economic growth within the maritime industry and local community.

## Industry Leadership

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In the last five years, we've received three Lighthouse Awards of Excellence from the American Association of Port Authorities, have been featured in the International Journal of Airport Management for embedding equity within airport operations and practices, and most recently, were nominated for the Washington State Office of Equity's first annual PEAR (Pro-Equity Anti-Racist) S.T.A.R. (Show, Transform, Act, & Reflect) Award.

We are grateful to our OEDI team for their commitment to equity-driven work, as well as the Port's staff and partners who have contributed along the way. As we move forward in these times of uncertainty, we will continue to strive toward a Port that is recognized and respected for using its position as a regional economic driver to serve as an equitable, anti-racist organization and leader.

# 5 YEARS IN REVIEW

"In my mind, one of the most important things that we need to do in equity work is to have the voices of the people that we're trying to impact at the table."

- Bookda Gheisar, Senior Director  
("Our Vision of Equity at the Port of Seattle")



Watch Video

Port's Century Agenda updated to "Become a Model for Equity, Diversity, and Inclusion."

OEDI provides racial justice resources and opportunities to engage in equity work to employees during the 2020 Black Lives Matter movement

OEDI establishes Change Team to operationalize equity

Port establishes New Task Force on Policing and Civil Rights, including a comprehensive assessment and recommendations for the Port Police Department

Port Commission passes Racial Bias & Equity Motion to advance EDI

OEDI develops core principles in the Port's COVID-19 economic recovery framework

OEDI conducts organization-wide EDI assessment, identifying 15 disparities, and 53 recommendations

OEDI conducts Women of Color Assessment, identifying 11 recommendations

Change Team creates the Port's first Equity in Budgeting Playbook, which has been updated and improved annually

Port establishes OEDI — the first U.S. port authority to create an office of equity

Port Commission passes Equity Motion for an equity pilot program

2018

2019

2020

2021

Port Commission authorizes \$10M over five years to create SKCCIF

OEDI organizes West Coast Port Partners Meeting, convening EDI professionals from other Ports on an ongoing, quarterly basis

Port recognizes Juneteenth as a port-wide holiday, prompting other government agencies to follow

Port partners with Port Jobs and South Seattle College to launch the Aviation Maintenance Technology Program

OEDI receives American Association of Port Authorities' Award of Excellence in Communications for the Black Lives Matter Caucusing Series

OEDI hosts inaugural, annual South King County Symposium to advance sustainability and career pathways in port-related industries

OEDI develops Equity Index to understand social and environmental disparities and inform policy and funding decisions

Port refreshes its organization-wide values to include Anti-Racism and Equity

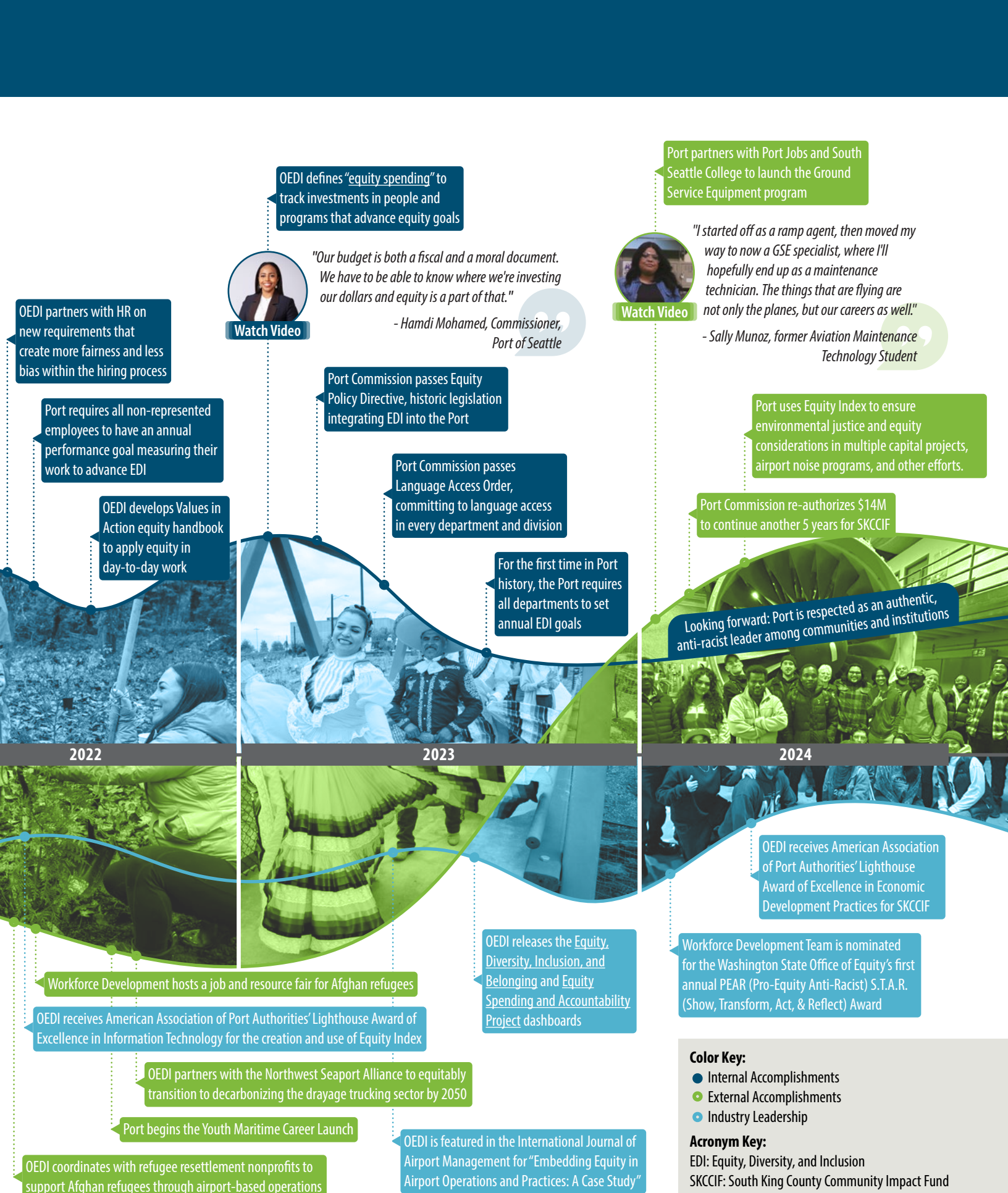


Watch Video

"No matter how different our days may be, our values unite us around a shared purpose to represent the interests of the community through the services of our Port for this generation and for future generations."

- Port of Seattle Staff





# OEDI Equity Roadmap

This roadmap illustrates the three primary strategies that lead to the Office of Equity, Diversity, and Inclusion's (OEDI) vision for equity. The pathways below highlight the objectives of each strategy, followed by tangible examples of OEDI's progress toward advancing equity, diversity, and inclusion (EDI).

## Strategy 1

Internally transform Port of Seattle by infusing racial equity principles and practices in all aspects of organizational structure, programs, policies, and processes



### Normalize Equity

Training  
Equity Moments

### Internal Systems

Equity in Budgeting  
Annual Equity Goals



### Building leadership for equity

Change Team  
Development and Diversity Council



### Fostering a Culture of Belonging and Inclusion

Employee Spotlight  
Employee Resource Groups  
R.A.I.S.E. Values



### Advance Environmental Justice

Environmental Justice Framework



## Strategy 2

Create meaningful, external engagement with near-Port communities and provide equitable and tangible benefits to impacted communities of color, immigrant and refugee, and low-income communities



### Public programs and support

South King County Community Impact Fund  
Workforce Development programs

### Community Engagement

SEA Airport Employment Center career services



### Accountability to the public

EDI and Belonging Dashboard  
Equity Spending and Accountability Dashboard



## Organize

### Our Vision

Race is no longer a predictor of outcomes. Everyone feels they belong and have opportunities to thrive.



## Normalize



## Operationalize

## Strategy 3

Demonstrate leadership in equity, building capacity and expertise to lead, partner, and collaborate on systems change work with peer agencies locally and nationally



### Operationalize Equity

Equity Policy Directive  
Language Access Order  
Workforce Development Policy Directive

### Engage in local, regional, and national efforts to advance equity in government

Annual South King County Symposium  
West Coast Port Partners Meeting  
Government Alliance on Race and Equity



## Our approach: OEDI's Theory of Change

**Normalize** talking about equity so that over time, it becomes an organizational norm

**Organize** to build infrastructure and capacity to implement equity practices

**Operationalize** to fully integrate equity into day-to-day operations



# BY THE NUMBERS

In 2020, the Change Team launched with **75** members



In 2024, the Change Team was composed of **171** employees



**8,500+**

people secured port-related jobs through Workforce Development programs

**9,172**

job placements at SEA through Port Jobs

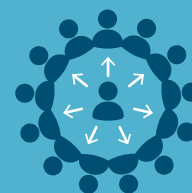
**30+**

OEDI presentations at industry conferences and workshops

**20+** organizations funded by Workforce Development, supporting

**32** programs

From 2019 to 2024, the OEDI team grew from **1** to **13** employees



**\$16,957,826**

went toward Workforce Development community programs:

**\$7,458,971**

in Aviation programming

**\$6,276,763**

in Maritime and Green Jobs programming

**\$3,222,092**

in Construction Programming

**290** equity trainings, classes, and workshops offered, totaling **15,000+** hours

**\$9.25**

million was contracted to community organizations through the South King County Community Impact Fund since 2020

**52** community-based organizations were funded by the South King County Community Impact Fund, which led to:

**1,400+** community members gaining employment, apprenticeships, pre-apprenticeships, or internships

**27** South King County Parks being restored with over **650** trees planted and over **3,000** volunteer hours



## FEATURED PROGRAMS



### Moving from Jobs to Careers

For too long, people of color have not had fair access to the quality, family-wage careers in port-related industries. As a significant economic driver in our region, the Port is well positioned to address this inequity. This is why we are investing in workforce development to move people of diverse backgrounds from jobs that simply pay the bills to careers that provide long-term growth and development. Not only does this work align with our values, but our investment in this work ensures the success and long-term future of port-related industries.

Since 2019, the Port has invested almost

**\$17M**

in regional workforce development in the maritime, construction, and aviation industries and the green jobs in each of those industries.

**1,200+**

People trained in high-demand, living-wage careers like General Carpenter pre-apprenticeship, Aviation Maintenance Technician, and Advanced Logistics.

**3,000+**

Job seekers and employees at SEA Airport received job readiness and career advancement training like Homeland Security, food handlers, Microsoft Office, and badge training.

**8,500+**

People were employed at the airport and in port-related industries thanks to Port investments from 2019 to 2024.



## AVIATION

SEA Airport employs over 21,000 people from across the region and the Port invests significant staff time and resources to ensure the workers who keep the airport open 24/7 are trained and have a safe and welcoming work environment. For example, we fund the Aviation Maintenance Technology and Ground Service Equipment bridge programs that provide SEA Airport workers with the coursework, training, and certifications to start a two-year AA program to gain careers as technicians and mechanics in the aviation field.



## CONSTRUCTION

The Port plans to invest at least \$1 billion in port construction projects over the next five years. To fill the workforce needs, we are developing a regional pathway of skilled construction workers while improving the training rates for people of color and women. In collaboration with community partners, 138 people completed pre-apprenticeship construction training and 71 people were placed in apprenticeships and trades-related jobs in 2023. The hourly wage was \$32.37, a 40% increase from 2022. Among those served since 2021, 77% continued their apprenticeship after one year.



## GREEN JOBS

Green jobs are broadly defined as any job or career focused on the environment, specifically environmental sustainability and solving environmental problems. In 2023, 40 people started apprenticeships focused on clean and renewable energy after completing Port-funded pre-apprenticeship training programs.



## MARITIME

The Youth Maritime Career Launch offers 18-24-year-olds a three-month paid internship at local maritime companies and partners like the Washington State Ferries. In the first two years of the program, more than 40 youth graduated and are now on track to pursue their QMED (qualified member of the engine department) certifications, while others are excited to begin careers as shipyard technicians, crewmates, and underwater welders.

*"The Youth Maritime Career Launch program has shifted my life path because I never thought I would be on a boat working. I am so used to being on land; you don't really get to experience the sea. There's a lot I didn't know about the maritime industry before I joined. Through the program, going on field trips and meeting people and seeing the ins and outs made me more interested. Now, this is what I want to do. Hopefully become a marine engineer."*

*- Matrez Darden, participant of the Youth Maritime Career Launch program*



## South King County Community Impact Fund

In 2019, the Port Commission authorized \$10 million over five years to build partnerships with communities near the airport to advance equity and access to economic opportunity. In 2020, the Port launched the South King County Community Impact Fund (SKCCIF) to support three primary programs – Economic Opportunities for Communities, Environmental Improvements, and Diversity in Contracting. From 2020-2024, the SKCCIF delivered four funding cycles, contracting a total of \$9.25 million to 52 community-based organizations.

### ECONOMIC OPPORTUNITIES FOR COMMUNITIES PROGRAM

SKCCIF's Economic Opportunities for Communities Program funds projects related to workforce development, job creation, and/or economic recovery solutions in the port-related industries of aviation, construction, maritime, and green jobs. Since 2020, more than 1,400 community members have gained employment, apprenticeships, or internships through this program. Port investments in communities close the wage, income, and wealth gap for people and families often excluded from opportunity and contribute to an enhanced quality of life for South King County communities.

*"Through equitable partnerships, the Port is creating economic opportunities for communities that have been systemically excluded from opportunities. The South King County Community Impact Fund Economic [Opportunities for Communities] Program makes quality, family-wage jobs more accessible in these communities and grows a pipeline of workers into port-related industries."*

*- Hamdi Mohamed, Port of Seattle Commissioner*



*"Port funding has allowed us to collectively work with young adults and their families to learn about the knowledge, value, and benefits of livable wages and apprenticeship programs and how they transform families from poverty."*

*- Marie Bravo, Resource Development and Administrative Director of Latino Civic Alliance*

### ENVIRONMENTAL IMPROVEMENTS PROGRAM

The Environmental Improvement Program funds projects to enhance the natural environment in communities near the airport. Neighborhoods in South King County disproportionately experience environmental harm due to a long history of inequitable land use practices and economic displacement that have pushed marginalized communities farther south. Through funding and partnerships with community-based organizations, this program drives the Port's investment in projects within cities around the airport to enhance livability, improve green spaces, and restore forests.

### DIVERSITY IN CONTRACTING

The SKCCIF invests in programs to remove barriers, build and foster the capacity of businesses, and grow WMBE participation in Port contracts. The Port's investment funds Highline College's Smart Business Development Center, the PortGen Business Accelerator (10-Week Mentorship Program), and an annual series of online technical assistance workshops through Advanced PortGen.

# Change Team

In September 2020, OEDI launched the Change Team as part of the [Racial Bias and Equity Motion](#). Today, the Change Team is codified into the Port's structure after the Port Commission passed the [Equity Policy Directive](#) in April 2023.

The Change Team is a Port-wide cohort of employees from all departments, teams, and leadership levels. The team's mission is to engage all levels of the Port in using an equity framework in their daily work and decisions. They work to fulfill this mission by collaborating with leadership to develop Port-wide equity goals and working within their respective teams to develop department-specific equity goals. The Change Team is key to implementing our strategies of normalizing, organizing, and operationalizing equity.

In the four years since its inception, the Change Team has accomplished many milestones that are positively impacting the Port's culture and operations.

"One of the main functions of the Change Team is bring together the collective consciousness of staff here at the Port as it relates to equity concerns and bring that into meaningful formation that we can impact not only little changes for individual people in how we address each other, but also the systemic changes, ways that we can adjust our organization's operations and implementations and policies so that we are better supporting equity, diversity, and inclusion as a part of our everyday work."

-Joanna Hingle, Assistant Engineering Director, Design Services, Port of Seattle

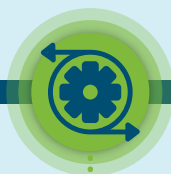
Beginning in 2020, the Change Team implemented Equity Moments into staff meetings: brief opportunities for employees to normalize conversations related to equity, diversity, and inclusion.



In 2023, for the first time in the Port's history, the Change Team led all 42 departments to create department-specific equity goals. The practice is now an annual requirement.



Over a period of four years, the Change Team has grown from nearly 70 members to more than 170, creating more opportunities for Port employees to develop their skills to advance equity and foster a culture of belonging.



Since 2022, the Change Team has created an annual [Equity In Budgeting Playbook](#), guiding departments to integrate explicit considerations of equity into decisions, including policies, practices, programs, and ultimately, departmental budgets.

During 2023, the Change Team finalized [Values in Action: Advancing Equity in Our Work](#) — a guide for employees to embed equity into their work in several areas including budgeting, hiring, data, and community engagement.

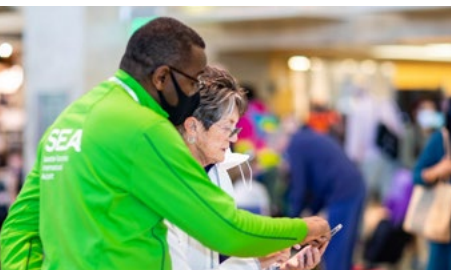






# COMMUNITY PARTNER SPOTLIGHTS

## Port Jobs



Port Jobs introduces pathways to meaningful employment and career advancement opportunities at SEA Airport. They serve exceptionally talented and diverse community members with airport jobs, career navigation, and education and career advancement.

As a workforce intermediary, Port Jobs brings together business, labor, education, and public stakeholders to expand opportunities, support local communities, and build a thriving, competitive economy. They work hard to develop strategies that employ more skilled workers in port-related businesses and create opportunities for those who have typically been underrepresented in such jobs.

### AIRPORT UNIVERSITY

Port Jobs also offers Airport University, a program that provides career exploration, education, and skills-based learning for career advancement. Through partnerships with Highline and South Seattle colleges, they offer free, credit-bearing college classes at SEA Airport with topics and times that fit airport workers' and employers' needs.

Port Jobs doesn't just help students launch their careers – they give them the tools and support to grow in their careers as well.

Skill offerings include:



Customer Service



Business Technology



Leadership and Supervision



College and Career Success



Hospitality & Tourism



Aviation Maintenance





“Airport University is a lifesaver. Something that will change my future and make it possible to support a family... I am really feeling good about the class, and the learning and all the help we are offered – thank you.”

– Ground Service Equipment (GSE) student

These classes help SEA Airport employees and community members build skills in computers, customer service, communications, and math. Airport University’s programs launch people into careers in aviation maintenance technology, air cargo/logistics, pilot training, and homeland security.

Through Port Jobs, Alaska Airlines generously funds the Airport University Scholarships program for SEA Airport employees who are in college studying aviation careers. All SEA Airport employees are eligible to apply and can use awards for programs in aviation maintenance technology, pilot training, aeronautical science, logistics, airline dispatch, and more.

## ANEW

ANEW’s 280-hour construction training program teaches students math, blueprinting, physical fitness, how to handle tools, and other skills that prepare graduates to enter construction trades. Students are exposed to various trades and get hands-on lessons from apprenticeship programs and contractors. Graduates are certified in OSHA 10, Forklift, CPR, and Flagger, and are given preferred entry into the building trades and on the Port’s public construction sites.

Since 2019, the Port has partnered with ANEW to offer more than 330 students free construction training, and 165 graduates have gained apprenticeships and family-wage jobs. In 2023, we updated our partnership with ANEW with a commitment to reach, train, and place at least 200 additional community members into construction and green jobs, supporting them for up to four years or until they get journeyman status; whichever comes first.

Our partnership also focuses on leadership development and career advancement, specifically for women, people of color, and those from structurally excluded zip codes. The Port Commission’s approval of continued investment in the community has made this free, accessible construction training possible.

“Before I discovered ANEW, I was stuck in a job that brought me no joy or fulfillment. I knew I needed a change... Wanting to provide better for my household and three boys, I sought out ANEW as a pathway to higher benefits and pay.

Now, as I work as a Piledriver apprentice, I’m filled with genuine excitement for the future that lies ahead. Completing this program has been a privilege, and I’m thankful to have chosen this path towards a fulfilling career.”

– Christina Vandermeer, 2024 ANEW Graduate



## Washington Maritime Blue

For the past three years, the Port of Seattle's collaboration with Washington Maritime Blue's Youth Maritime Accelerator Project (YMAP) has transformed the lives of young people in our region by providing hands-on training, mentorship, and career development opportunities in the maritime sector. Many participants enter the program with little to no maritime awareness, exposure, or experience, but through YMAP, they gain invaluable technical skills and knowledge essential for maritime careers — like learning how to take the helm of a boat and understanding the requirements for obtaining industry credentials. Beyond technical skills, YMAP graduates develop essential professional abilities, including work etiquette, communication, public speaking, and time management. By bridging the gap between education and employment, YMAP empowers youth and helps build a skilled and diverse maritime workforce, reflecting the Port's commitment to fostering economic growth and sustainability within the local community.

Through YMAP, Washington Maritime Blue has cultivated relationships with maritime industry employers, such as MM-SEAS and Washington State Ferries. These connections provide participants with real-world experience and networking opportunities that are critical for their career development. They also ensure that the training is culturally responsive and aligned with industry needs, giving participants a significant advantage as they enter the maritime workforce. Furthermore, YMAP serves as a preparatory course that lays the foundation for participants to enter the Port's Youth Maritime Career Launch (YMCL) internship program.

"I didn't know a single thing about boats but was very interested and optimistic in learning to boat build because I wanted to use this opportunity to improve my life, be financially stable, and be successful by the time I get old."

- Denis Mundi, Washington Maritime Blue participant

The impact of the Port of Seattle extends beyond the immediate training and job placement. By actively supporting initiatives like YMAP, the Port is investing in the future of the maritime industry and the local economy, which keeps our region competitive and innovative in the global maritime sector. Overall, the Port of Seattle's involvement in YMAP exemplifies how strategic partnerships and dedicated support can create lasting positive outcomes for both individuals and the broader community.





# OUR TEAM



**Robert Brown III**

(he/him)

WFD Program Manager and  
Data Analyst



**Crystal Dome**

(she/her)

WFD Contract and Budget  
Specialist



**Jay Doran**

(he/him)

Policy and Communications  
Program Manager



**Bookda Gheisar**

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Senior Director



**Carl Hugle**

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WFD Program Manager and  
Data Analyst



**Leslie Horton**

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WFD Program Manager and  
Data Analyst



**Nohemi Morones**

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Metrics and Evaluation  
Program Assistant



**Tania Park**

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Systems Change Program  
Manager



**Anna Pavlik**

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Workforce Development  
Director



**Alberto J. Rodríguez**

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Environmental Justice  
Program Manager



**Darrell Thomas**

(he/him)

Training and Engagement  
Program Manager



**Cathy Vue**

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Program Manager



**Bushra Zaman**

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