DATE: January 14, 2020

TO: Stephen P. Metruck, Executive Director

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

SUBJECT: 2020 Strategic Plan for the Office of Equity, Diversity and Inclusion

BACKGROUND AND PURPOSE

In 2019, the Port of Seattle created its first 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.

As one of the first activities of OEDI, in the summer and fall of 2019, OEDI leadership developed a Strategic Plan to guide the office's work on equity. The purpose of this memo is to present an update on the new Strategic Plan for the Office of Equity, Diversity and Inclusion (OEDI) and related work to date.

1.   DEVELOPING THE STRATEGIC PLAN

Development of the draft OEDI Strategic Plan began in summer 2019, led by OEDI Senior Director Bookda Gheisar. Potential strategies were identified through input from existing staff and review of relevant background documents related to issues of equity at the Port. The work also included review of past and current equity efforts.

From August through September 2019, the draft plan was shared for internal and external feedback. Internal feedback came from two rounds of review: an initial review by a targeted group of staff who had provided input during development of the plan, resulting in comments from eleven staff; and a second phase of review by staff-at-large via internal meetings open to any employees, with 53 participating. External review and feedback came from six community roundtables conducted in September 2019. A total of 100 community members attended those meetings. After completion of the initial feedback process, OEDI revised the draft Strategic Plan, included in Appendix A.

Since then, OEDI has continued to solicit internal and external feedback. These have included regular meetings between OEDI leadership and employees (total 200 to date) and with community members (totaling 92 to date), in advance of presenting the final draft Strategic Plan to the Commission.

The following two tables summarize input from the internal and external meetings. The full summaries along with selected comments are in Appendices B and C. A list of organizations that participated in the external meetings is in Appendix D.

Employee Meetings on OEDI and Equity Work
Summary of Comments of employees' perception of Port of Seattle:
Organizational culture • Historically white, male, sexist culture; there are "in" groups that are favored • Lack of tolerance for diversity, including diverse perspectives, need to be more inclusive • Employees who are actively against increasing diversity, tolerance and inclusion
Job mobility, promotions and compensation • Gender disparities in both promotions and pay • Racial disparities in both promotions and pay • Bias against hiring and promoting internally
Structural and system change • Need systemic change • Need long-term commitment • Risk of tokenism or short-term lip service • Need leadership and change from the top • Need to integrate equity in everyday practices and operations • Need to dialog about whether equity frame is primarily focus on race, or multiple forms of inequity
WMBE/Diversity in Contracting • Barriers for small businesses • Needs to be more accessible, less complicated
Community outreach, communication, and partnerships • Port needs more visibility in and engagement with communities • Partner with communities and community organizations • Used to have more opportunities (airport tours, informal meet and greets, employee attendance at community events) that have stopped • Opportunity for Port to have greater community impact by expanding its charter

Community Meetings on OEDI and Equity Work **Summary of Comments**

Small business access and capacity building
- Simplify contracting process
- Contracting barriers (unbundle contracts, bonding requirements)
- Share information widely/to small businesses
- Information gap on bidding and market opportunities

Jobs, career pathways and workforce development
- Increase job opportunities and improve access to them
- Provide career pathways and upward mobility
- Reduce complexity/barriers to programs such as Priority Hire

Community outreach, communication, and partnerships
- More visibility of Port in communities, especially near airport
- Understand diverse communities and reach out in culturally appropriate ways
- Partner with communities and community organizations

Structural and system change and accountability
- Ensure OEDI work is prioritized and resourced to have impact
- Equity efforts should be different, not just business as usual
- Opportunity for communities of color to organize both to support the equity work and to hold Port accountable
- Ensure accountability (performance metrics, community commission)

Inequities for communities and businesses of color
- Cuts across all the issue areas above
- Barriers to job access and career mobility
- Smaller businesses are disproportionately businesses of color
- Scarcity mindset

2. <u>WHAT'S IN THE PLAN</u>

The purpose of the Plan is to guide and describe OEDI's mission and work from its inception. It is a "hybrid" strategic plan/workplan that includes broad strategies that will be relevant over several years, while also laying out concrete actions for the first year.

The Plan is guided by three concepts:

- Evolutionary: Build on previous Port-wide equity work where possible, identify new opportunities to improve, and knit these pieces together to deepen equity practices and catalyze organization-wide and systemic change.
- Revolutionary: Integrate range of implementation activities that **Normalize, Organize, and Operationalize** equity in order to achieve comprehensive system change (from Government Alliance for Racial Equity (GARE).
- Transformative: Include both **Transactional and Transformative** activities and recognize that when there are specific transactional activities, the intent is that taken together, they result in transformative change.

The Plan includes Strategies, Objectives and Key Results. Each is defined below.

- **Strategies**: Three overarching strategies are <u>longer-term</u> goals.
  - one focused on internal transformation
  - one encompassing external or public-facing goals, and
  - one describing strategies to build OEDI's capacity to lead Port-wide equity work and to reach longer term vision for equity.

- **Objectives**: <u>Medium-term</u> goals that taken together will achieve the Strategy under which they are grouped.

- **Key Results**: Specific, concrete actions in <u>the first year</u>, to achieve an associated Objective.

Below are the three Strategies and associated Objectives under each. Key Results for each Objective are in the full plan, included in Appendix A.

<u>STRATEGY 1</u>
Transform Port of Seattle by infusing equity principles and practices into all aspects of organizational structure, programs, policies, and processes.

- <u>Objective 1</u>. 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

- <u>Objective 2</u>. Ensure equitable internal policies, programs, operations, and structures.

- <u>Objective 3</u>. Port leadership, including Commission, Executive Leadership Team (ELT) and leadership of Departments and Divisions, model equity-mindedness in the work, and actively support and promote Port-wide equity work.

- <u>Objective 4</u>. The Port is an equitable, inclusive and welcoming place to work.

<u>STRATEGY 2</u>
In carrying out its mission to create economic opportunity and living wage jobs, provide equitable and tangible benefits to impacted communities of color, and immigrant and refugee communities. This strategy can be interpreted as an external strategy.

- <u>Objective 1</u>. Ensure equity in public-facing programs and activities, especially access to Port economic benefits including contracting opportunities and workforce development (WFD) programs.

- <u>Objective 2</u>. Implement equitable communications, public outreach and engagement strategies that are conducted in service to equitable community impact.

- <u>Objective 3</u>. Public accountability is visible, and communities of color view the Port as an equitable organization to work for and do business with.

<u>STRATEGY 3</u>
Build an EDI Office to capably lead and manage work across the Port that will result in fulfilling Strategies 1 and 2 and manage engagement with communities impacted by operations of the Port to receive input on an on-going basis.

- <u>Objective 1</u>. Clarify/delineate key functions of EDI Office and fully empower Office to carry out those functions.

- <u>Objective 2</u>. Ensure a staff cadre in OEDI who can implement, manage and lead Port's equity work.

3. **EARLY IMPLEMENTATION**

Parallel to developing the plan, OEDI has also carried out a number of early implementation tasks:
- foundational activities to lay the groundwork for implementation, and
- providing equity analysis responding to current or ongoing Port work.

A synopsis of each activity is described below.

Building out office structure. OEDI carried out a set of critical initial tasks to set up the office. These included:
- Conducting national research on best practices in institutionalizing equity from which organizational structure for the office was created (see Organizational Chart in Appendix E). This work was done as a member of Government Alliance for Racial Equity (GARE). We met with several other governments to learn from them and to implement their recommendations in our future work.
- A cohort of Port employees went through a 9-month training program with Government Alliance for Racial Equity (GARE).
- Secured staffing positions, and developed job descriptions, resulting in adding four new positions to the office which are currently being recruited for.

Workforce development. In October 2019, the Executive Director made a decision to transfer Workforce Development (WFD) programs from EDD to OEDI. To align with the timing of this transition, OEDI engaged in several tasks including: analyzing existing WFD programs and national best practices in integrating equity into workforce development, and beginning a process to update the current WFD strategic plan that will end in 2020. That planning process is underway and will be completed in March 2020.

- The best practices research looked at several key questions:
  - Do other ports have an EDI focus (could be an office, staff, functions, policy and/or other)? If so, what are its primary activities, and how is it structured and staffed?
  - Do other ports have a WFD program? If so, what are its primary activities, how is it placed or structured within the organization and how is it staffed?
  - For ports that have both, are there any links between WFD and equity work?

- Key findings of the research included:
  - **Equity, diversity and inclusion (EDI) is an emerging area of effort.** Among the ports analyzed, five have EDI-oriented functions or activities. Four of those five are activity- or project-specific. Only one port - Portland – has a comprehensive equity action plan that takes a systemic approach, much like that of Port of Seattle's OEDI. In this regard, Seattle is among the vanguard of EDI work.
  - **At ports that have both EDI *and* WFD activities**, WFD is always housed within and/or reports to the EDI Office or Office of Social Responsibility office and/or EDI

lead staff. This was the case at six ports in this analysis: Port of Portland, San Francisco Airport, Port of Oakland, Boston/Massport, Dallas Fort Worth Airport, and Houston Airports. At the ports with only WFD and no EDI focus, WFD tends to be either housed with business compliance functions, or as part of external relations/community engagement.

- A full summary report of the findings is in Appendix G.

Communications materials. OEDI hired a communications consulting firm to develop foundational communications materials about equity. This work included developing a message framework that was shared internally for feedback. This piece will be a basis for defining equity at the Port and associated vision and values and a theory of change. Taken together, these products will help convey key messages, create shared vocabulary and language, and promote internal alignment regarding equity work.

Training of Staff. November 2019 – Feb 2020, OEDI organized eight internal workshops with expert presenters as initial learning opportunities for staff. Additional trainings will be ongoing. 350 staff have attended these trainings.

Community Advisory Board. OEDI has developed a draft concept paper for creation of a Community Advisory Board as a way for external stakeholders to engage with the Port on equity work. Commission will be able to review and provide input by April 2020.

Employee Equity Survey. Also as a foundational activity, OEDI partnered with the Port's Link-Leadership Together team to conduct an equity survey of Port employees. The purpose was to gain an understanding of how employees view and define equity both personally and at the Port and to collect data that can serve as a baseline to inform equity activities going forward. The survey yielded 451 responses, a 21 percent response rate across all Port employees.

Themes frequently cited in responses included: equal treatment, fairness, equal opportunity, recognizing inequities, equal outcomes, diversity and representation, and being valued and respected. A full summary report of the findings is in Appendix H.

Data analysis used an inductive process, whereby prevalent themes or key concepts were identified as they emerged from data review, rather than applying a predetermined structure by which the data was organized.

The tables below summarize the most frequently cited themes. Yellow cells indicate the most prevalent themes. Blue responses in question 2 indicate themes that emerged in response to that question that did not surface in responses to question 1.

Question 1. How do you personally define Equity?

	Equal Treatment	Fairness	Equal Opportunity	Recognize Inequities	Equal Outcomes	Inclusion	Diversity, Representation	Valued, respected, safe	Reaching Potential	Other
Count	190	184	121	64	13	9	7	7	3	31

Question 2. How do you define Equity in relation to the Port of Seattle as an organization?

	Equal Treatment	Equal Opportunity	Fairness	Specific Problems	Merit	Recognize Inequities	External, Community	Valued, respected, safe	Pay	Diversity, Representation	Favoritism	Inclusion	Equal Outcomes	Equity	Other
Count	94	92	90	75	44	40	40	37	30	27	27	15	6	4	44

The tables below include a summary of themes respondents frequently commented on.

Across Both Questions
• By far, respondents view equity as fairness, equal treatment and/or equal opportunity. • Many comments recognized historic inequities for specific communities, that people have different starting points, and that equity is about leveling an unequal playing field. • Other prevalent themes across both questions included equity as equal outcomes, diversity, and representation, being valued and respected, and inclusion. • Two themes: equity as being valued and respected and diversity and representation were notably more prevalent in responses to question 2. • Many respondents talked about equity in terms of ownership, such as equity in a house, or investment in a business, rather than equity in a social justice frame. • Some responses also indicated different understandings or meanings for the same terms (e.g. equity, fairness), including some seeming contradictions.

Question 1. How do you personally define Equity?
• Responses to question 1 tended to be more abstract or generalized, whereas responses to question 2 were much more specific. • Even though question 1 asked for personal definitions about equity, a fair number of responses to it were about equity in the workplace and/or at the Port.

Question 2. How do you define Equity in relation to the Port of Seattle as an organization?
• Respondents interpreted this question in two ways. Many described how they would ideally like to see equity at the Port, while others described how they see or experience it today. The latter included many comments identifying problems or challenges with issues of equity at the Port. These tended to be quite specific, and are detailed further below. • Many respondents expressed opposing views about what it means to address inequities. Many who recognized historic inequities commented that equity is about correcting for those inequities while others saw the same actions as favoritism or reverse discrimination and said all should be treated equally in a "colorblind" way. Some of those were opposed to the idea of actions that advantage protected classes. • Answers to question 2 revealed additional themes not prevalent in question 1, including the idea of equity as external or community impact, equal pay, and favoritism. • Responses to question 2 described workplace equity issues as both internal and external. • External equity issues were often described in terms of engaging communities and constituencies, supporting communities disproportionately impacted by Port activities, promoting equitable economic development and having a diverse workforce. • Internal equity issues were often described in terms of hiring, pay, advancement, career growth, work environment, and professional development resources. • A frequent sentiment was that workplace decisions should be based on merit and work performance (e.g. "equal pay for equal work") and not favoritism or "in groups" which many responses commented on. This tied into many comments that equity is seen as employees being valued and respected for their contributions.

Specific Problems or Inequities at the Port Identified in Survey Responses
• Interview panels should use a third-party professional firm, not the hiring department.
• Class structures at TSA checkpoints.
• Racial inequities exist in internal promotions, especially in leadership positions.
• Hiring should not rely on only resume and the interview to fill positions.
• Changes are made based on equality, not equity, for example Diversity in Contracting.
• Grading using the same standards in PLink is not equitable.
• The Port needs to engage craft workers more.
• Pay grades should be consistent across departments.
• One-time bonuses should include hourly employees.
• ELT, senior, and middle management need to be more diverse.
• There are inequities in upgrades to different facilities.
• There are inequities in external hires being preferred over internal promotions.
• Administrative assistants are underpaid and undervalued.
• More support is needed for people of color to gain skills and step into leadership roles.
• There is not enough awareness of the lack of equity in departments.
• There is a perception that airport workers get paid more for less work; pay inequities.
• There is a need for more transparent communication about pay and promotions decisions.

The analysis results provide several implications for implementing equity practices at the Port.

Need for continued dialog, learning and capacity building internally. There is an opportunity to continue the dialog, attempt to further align on what is meant by "equity," and build a shared foundation for putting equity practices into place. The data reflected a wide and diverse range in Port employees' view of equity. Some, such as those who defined equity in a real estate or business sense, may have had little or no exposure to equity in a social justice frame. Others have highly defined views about inequities and strong notions about what needs to be done. This is an opportunity for shared learning and can inform future activities to normalize equity at the Port, including, but not limited to training, peer support, and mentorship.

Working through opposing views. Across Port employees, there are opposing perspectives about equity, in particular, the view among some that all people should be treated equally in a "colorblind" way, vs. the view held by others that structural or historic inequities mean some groups need to be treated differently to correct for those inequities. This is an opportunity for candid dialog and collective growth.

Specific workplace inequities identified. Many employees see equity in terms of specific workplace issues that directly affect them, such as pay and promotions. Many voiced very specific concerns about problems in these areas. These are opportunities to identify and create concrete equity improvements in Port operations.

Equity in external and community impact. Many employees see equity as having external or community dimensions as well as being an internal issue. This is an opportunity to strengthen equity-based actions in the Port's public-facing work.

Equity analyses. In addition to foundational implementation activities, OEDI has also responded to internal requests for bringing equity expertise and analyses to initiatives in other Port divisions. OEDI has participated by engaging in meetings on various efforts, and/or providing strategic analyses and recommendations.

This work has included reviewing and commenting on the Port's public art policy, reviewing and commenting on the Port's 2020 legislative agenda, providing input on banking RFP, integrating equity goals into Port-wide planning efforts including the Century Agenda, and leading the development of an Equity Index to inform decision making throughout the Port including funding decisions on the South King County Fund.

ATTACHMENTS TO THIS BRIEFING

    (1) Presentation slides
    (2) Appendix A. OEDI Strategic Plan 2019 - 2020

APPENDICES included with this MEMORANDUM

Appendix B. Summary of Comments - Employee Meetings
Appendix C. Summary of Comments - Community Meetings
Appendix D. List of Organizations Participating in Community Meetings
Appendix E. OEDI Organizational Chart
Appendix F. OEDI Budget
Appendix G. National Research on Equity Best Practices
Appendix H. Equity Survey Summary and Analysis

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

May 8, 2019 – The Commission approved MOTION 2018-06: A motion of the Port of Seattle
    Commission to develop and implement an equity pilot program.
April 24, 2018 – The Commission was briefed on the Port's efforts to address equity issues
November 28, 2017 – The Commission was briefed on the budget which included a full-time
    employee (FTE) request for an equity manager

Appendix A. OEDI Strategic Plan 2019-2020 (Provided as an attachment)

Appendix B. Summary of Comments - Employee Meetings

Summary below is from four employee meetings held in August and September 2019, and ongoing employee meetings since then to inform OEDI's equity work. To date, a total of 85 employees have attended these meetings.

Issue / Summary of Comments
Organizational culture • Historically white, male, sexist culture; there are "in" groups that are favored • Lack of tolerance for diversity, including diverse perspectives, need to be more inclusive • Employees who are actively against increasing diversity, tolerance and inclusion
Job mobility, promotions and compensation • Gender disparities in both promotions and pay • Racial disparities in both promotions and pay • Bias against hiring and promoting internally
Structural and system change • Need systemic change • Need long-term commitment • Risk of tokenism or short-term lip service • Need leadership and change from the top • Need to integrate equity in everyday practices and operations • Need to dialog about whether equity frame is primarily focus on race, or multiple forms of inequity
WMBE/Diversity in Contracting • Barriers for small businesses • Needs to be more accessible, less complicated

Selected Quotes

Organizational culture

- "Every organization has a culture that should support the mission and goals of that organization. The Port's culture is rooted in white male corporate culture that many organizations are rooted in. But as we try to include people who come from different cultures, how do we evolve Port culture?"
- "First day on the job 27 years ago, I took down a Confederate flag that was up for display… lots of employees bringing guns to work; Playboy magazines around not just in private offices but in public/gathering areas."
- "Those who don't work a traditional shift M-F 9-5, get left out of a lot of conversations."
- "Approximately 46% of workforce are union and who aren't sitting at computers so don't see Compass or LMS, can't participate especially if they're on different schedules e.g. graveyard shift, people working 4-10's."
- "I still go into mtgs where it's me and 40 white guys."
- "When you're outspoken, you don't get listened to. People go with the people that are quieter and agree with them."
- "… opportunities are available to some, and tends to be to those that align, instead of those with different perspectives."
- "That in group is a dynamic in a lot of meetings. 'Are you in that in group?' What is it going to take to get rid of that feeling? It touches people emotionally."
- "There are also people who are anti-anything EDI. We experienced that in the pride group – have had our flags stolen, signs torn down. It's a hidden group. We don't know who's doing it but things like that have happened. It's like silent sabotage."
- "We have leaders in our institution who are not well regarded. Leaders who create fear, who have been in place a long time, that the institution does not control. You have employees who have been marginalized as a result."

Job mobility, promotions and compensation

- "How to break cycle of unfairness in internal promotions and compensation? Especially for women of color, who are disadvantaged. Effects morale and motivation to stay. Port is losing talent."
- "It's about justice. Low hanging fruit is equal pay for equal work."
- "Used to be a cadre of strong, smart women but one by one they've left, feeling like they glass ceilinged out – not that there weren't more places for them to grow but for whatever reason they weren't hired – and were replaced by white men. There's a perception that men are promoted for their potential and women are promoted for their accomplishments. When you go in and apply for a job traditionally held by a man you have to show everything you've done and then you see someone hired who doesn't have near their background based on 'potential.'"

Structural and system change
- "When you talk about institutionalizing it (EDI), need to get to those people who don't see it as a priority. In my time here, I've seen equity as an afterthought or even as tokenism. We have to cover a lot of distance. Maybe it's even about integrating into people's performance goals."
- "If it's going to be institutionalized, it should come from the top."
- "We need change at the top. Otherwise, we are spinning our wheels."
- "I…acknowledge race is important but other ism's are important too."
- "Like the idea of race as an entryway to address other ism's, but how would we define race?"
- "How are we integrating equity into that process so I'm here to understand how we might do that."
- "A centralized and consolidated onboarding process that goes beyond existing New Employee Orientation to include equity, would be great."

WMBE/Diversity in Contracting
- "How will serve community, how to expand circle of awareness on how to do business with Port in Port Diversity in Contracting Office. It is a very long process."
- "Started King County Supplier Registration a few years ago. But it's a mountain of paperwork, a lot of it is online, legal jargon, must submit financials…Port probably loses a lot of potential WMBEs because they won't even take that first step."
- "Creating Diversity in Contracting Office was a huge win but needs to be more operationalized, deepened. For example, more tactical, how to implement day-to-day. The macro-program is in place but operational toolkit doesn't exist yet."

Community outreach, communication, and partnerships
- "Used to have employees go out to large events where Port had a big presence and employees could interact with non-profits, but then stopped."
- "Used to be every charity event had bids for behind-the-scenes tour of the airport that was always a hot item that he would donate. But HR nixed that. Often see police ride-along – if can do that, airport tour should be do-able. Used to have a Tour Program, bringing school groups in. We have something exciting to show and I'm always excited to show it off,but the Port did U-turn due to those public funds gift rules."
- "More conversation on how to achieve mission of economic vitality. Specific charter can be very limiting. Conversation re: what Port is here to do and how to use resources to do more."

Appendix C. Summary of Comments - Community Meetings

Summary below is from six community roundtables held in September 2019, and three community meetings held in January 2020. These meetings were attended by a total of 119 community members and representatives of 70 non-profit organizations.

Issue / Summary of Comments
Small business access and capacity building • Simplify contracting process • Contracting barriers (unbundle contracts, bonding requirements) • Share information widely/to small businesses • Information gap on bidding and market opportunities
Jobs, career pathways and workforce development • Increase job opportunities and improve access to them • Provide career pathways and upward mobility • Reduce complexity/barriers to programs such as Priority Hire
Community outreach, communication, and partnerships • More visibility of Port in communities, especially near airport • Understand diverse communities and reach out in culturally appropriate ways • Partner with communities and community organizations
Structural and system change and accountability • Ensure OEDI work is prioritized and resourced to have impact • Equity efforts should be different, not just business as usual • Opportunity for communities of color to organize both to support the equity work and to hold Port accountable • Ensure accountability (performance metrics, community commission)
Inequities for communities and businesses of color • Cuts across all the issue areas above • Barriers to job access and career mobility • Smaller businesses are disproportionately businesses of color • Scarcity mindset

Selected Quotes

Small business access and capacity building
- "There's a $200M program to transform shoreline. Out of that, we were trying to get together a couple construction contractors. We were invited to bid. But there weren't any Latino construction companies that could bid for a large amount."
- "What is the Port doing/going to do to support African owned businesses?"
- "WMBEs must be mentored and supported so they don't fail."
- "There's wonderful programs that include diversity in contracting and hiring; however, the problem is that it doesn't permeate down …it doesn't reach us, it remains on the higher levels. The usual know about it and keep applying and the rest of us don't. Also issue of smaller organizations or businesses not having capacity to bid for larger contracts and don't have the connections."

Jobs, career pathways and workforce development
- "We get a lot of people jobs at the Port, often their first job, and often then they leave because there is not room for them to grow at the Port."
- "Welcome Bank Center is a major point of contact for people newly arriving. They see many people especially with skills but need help to integrate, learn about the area."
- "Airport has been phenomenal at giving people a first job but what about after that?"
- "I think it's Airport University? Building that upward mobility to go after other opportunities within the port. How can we create different opportunities and career pathways for them?"
- "Highline College collaborates with Airport University and it's one thing to be supported in access to jobs but another thing for them to be supported through career pathways into Port jobs."
- "We do work with Port through Priority Hire Program but in last six years in my role with Urban League have always experienced inaccessibility for the people we work with. I get emails from Portjobs and I often set them aside because I don't want to send our clients there and face barriers."

Community outreach, communication, and partnerships
- "We in this room see Port of Seattle but I don't know if people not in this room see it. To bridge the gap between Port and communities you have to be more visible."
- "Seven years ago, I worked just behind the airport. People there don't understand the connection. Even I don't know what the influence is with the cities, especially SeaTac."
- "Also, partner with others in the community doing the work, for example…schools and Port and employers. Same way kids don't see themselves in space, flight and engineering, I see the same way with Museum of Flight. Do kids see Port as a place they belong? As an institution they can access?"
- "Once these programs or opportunities are created, how is that information provided to us

so that we can give to the people who can have access to those opportunities? Use us (community organizations) because we can help connect/access to community."
- "I second that comment. I'm here on behalf of West African Community Council. We have people who are in fishing industry in Alaska and elsewhere and are always moving so we help get information to them."
- "Many times we are the ones speaking to families, but they don't know about various programs. We can be a channel for sharing information and opportunities."

Structural and system change and accountability
- "We've had a lot of diversity mtgs, blah blah blah, but we also all know this is the system."
- "What is going to be different this time?"
- "People around the table change but meetings feel the same."
- "Really to dig deep into this is going to require a lot of work internally. Are the expectations that the other Directors have, are they also committed to making the changes that will be required? Dismantling institutional racism is structural and really hard work. It's about how do we keep everyone at the Port accountable now that CEO has made the commitment?"
- "Commissoner/ED must provide budget, people to make changes."
- "Port must make visible performance metrics by departments beyond top line for the organization. Departments must reports their results."

Inequities for communities and businesses of color
- "I feel like we've been conditioned to divide and conquer, scarcity mindset, and compete against each other."
- "Reinforcing scarcity mindset. Organizations run by people of color usually are always fighting to compete against each other. Structurally, very difficult to overcome."
- "Communities of color are complex communities. Port must be better at understanding all the complexities."
- "Perfomance plans must include WMBE support/goals to make sure leaders are measured accordingly and be made accountable."
- "How much of Port resources are dedicated to outreach, raising awareness and education for communities of color about what Port is doing?"
- "We have a lot of immigrants and are not understood. We have been doing a lot of work to teach African culture to people who work at airports so that when you interact with a person you understand their culturally-based behaviors."
- "What are the connections to tribes in the area? I'm from Anchorage and its really clear native people are there. In Seattle, it's not visible."
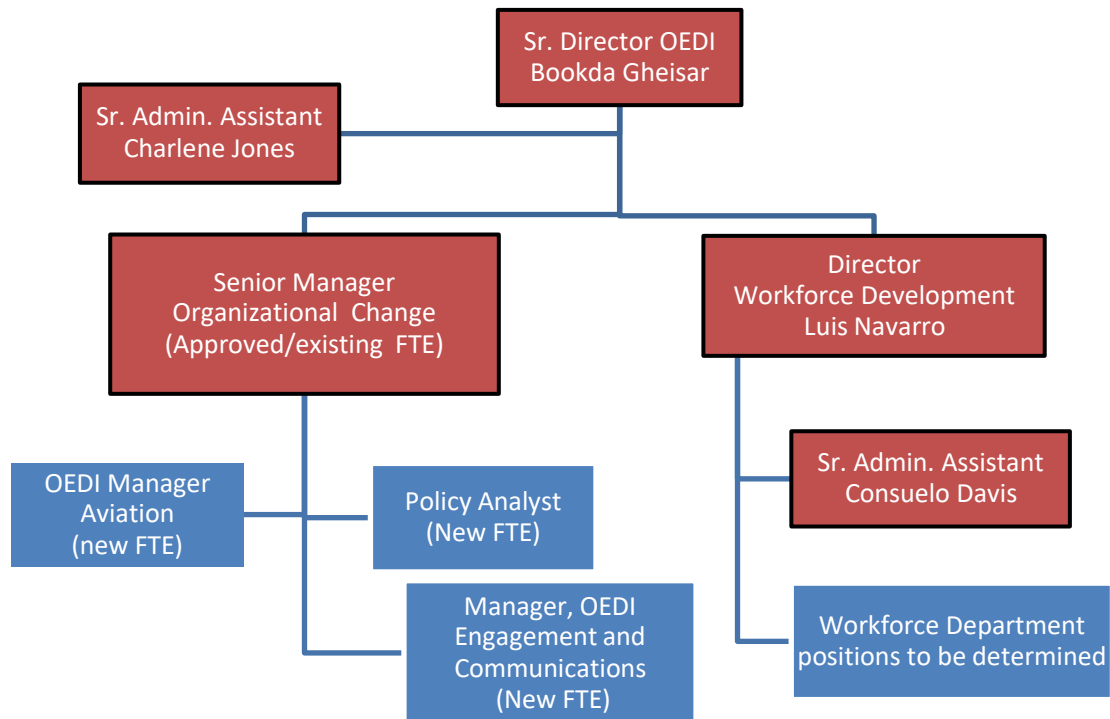
Appendix D. List of Organizations Participating in Community Meetings

Summary below is from three community roundtables held in September 2019, attended by a total of 53 community members, and three community meetings held in January 2020, attended by a total of 39 community members.

African Chamber of Commerce
African Community Housing and Development
Alaska Airlines
Alma Villegas Consulting
API Coalition Working Together for Health
Asian Counseling and Referral Service
Beacon Hill Council
Beacon Hill Council
Beacon Hill Noise Impact Group
Boeing
Casa Latina
Chief Seattle Club
City of Renton
City of Seattle Office of Planning and Community Development
Coalition of Immigrants, Refugees and Communities of Color (CIRCC)
Consulado de Mexico in Seattle
Diverse America Network
El Centro de la Raza
Entre Hermanos
Filipino American Chamber of Commerce
Forterra
Front and Centered
Greater Seattle Chinese Chamber of Commerce
Highline College
Highline College Museum
Kent Chamber of Commerce
King County
King County Communities of Opportunity
Korean Community Service Center
Latino Chamber of Commerce
Latino Northwest Communications
Local 302
Museum of Flight

Northwest Vietnamese News
Omnicure Inc.
OneAmerica
Organization of Chinese Americans Seattle Chapter
Pacific Communications Consultant
Para Los Niños de Highline
PortJobs
Puget Sound Training Center
Puget Sound Welcome Back Center
Refugees Northwest
Renton Chamber of Commerce
Renton Technical College
Seattle Commission for Immigrants and Refugees
Seattle Good Business Network
Seattle Goodwill
Seattle Jobs Initiative
SEIU6 Property Services NW
Siliana Africa
Somali Community
Sound Transit Community Access Board Member
Track International Consulting
Urban Black, LLC
Urban League
Urban Tech Systems
Vietnamese Friendship Association
Washington Alliance for Better Schools (WABS)
Washington State Commission on Hispanic Affairs
Washington Technology Alliance
West African Community Council
Workforce Development Council of Seattle-King County
World Relief Seattle
World Trade Center Seattle
WSDOT Office of Economic Opportunity
Yates Consulting

Appendix E. OEDI Organizational Chart

Appendix F. OEDI and WFD Budgets

2350 - Workforce Development Org					
	2018 ACTUAL	**2019 BUDGET**	**2020 BUDGET**	**2019 to 2020 BUDGET CHANGE**	
OPERATING EXPENSE					
52100 Exempt - Salaries	134,686	139,028	136,923	(2,105)	-1.5%
52200 Exempt - Benefits	47,941	48,297	47,830	(467)	-1.0%
52500 Non Exempt - Salaries	74,285	75,999	79,547	3,548	4.7%
52600 Non Exempt - Benefits	32,708	32,855	33,936	1,081	3.3%
Salaries & Benefits	**289,621**	**296,180**	**298,235**	**2,055**	**0.7%**
59600 OPEB Life Insurance Expense	1,186	1,243	1,047	(196)	-15.8%
59700 DRS Pension Plan True-up Exp	(17,910)	0	0	0	
59710 OPEB Life Insurance True-up	(168)	0	0	0	
Wages & Benefits	**(16,892)**	**1,243**	**1,047**	**(196)**	**-15.8%**
TOTAL SALARIES & BENEFITS	$ 272,728	$ 297,423	$ 299,282	$ 1,859	**0.6%**
61300 Equipment - fuel costs	40	0	0	0	
61600 Furn & Equip Acquisition Exp	613	1,000	1,200	200	20.0%
61760 Computer & Telephone Acquisitn	275	1,500	0	(1,500)	-100.0%
61800 Equipment Rental	0	4,200	2,000	(2,200)	-52.4%
Total Equipment Expense	**928**	**6,700**	**3,200**	**(3,500)**	**-52.2%**
63100 Office Supplies & Expense	159	1,000	500	(500)	-50.0%
63300 General Supplies	0	600	1,000	400	66.7%
Total Supplies & Stock	**159**	**1,600**	**1,500**	**(100)**	**-6.3%**
64150 Personal Services	936,239	2,197,500	1,687,500	(510,000)	-23.2%
64370 Other Contracted Services	5,025	2,200	402,400	400,200	18190.9%
64740 Software Lics & Maint. Agreemt	5,729	10,000	5,900	(4,100)	-41.0%
Total Outside Services	**946,994**	**2,209,700**	**2,095,800**	**(113,900)**	**-5.2%**
65100 Air Fare	482	3,400	1,600	(1,800)	-52.9%
65200 Lodging & Other Travel	751	4,075	4,720	645	15.8%
65300 Employee Food & Beverage	1,357	1,150	1,600	450	39.1%
65400 Local Transportation	2,030	2,800	400	(2,400)	-85.7%
65600 Registration/Seminar Fees	899	7,000	2,648	(4,352)	-62.2%
65700 Membership Dues & Fees	25	1,050	770	(280)	-26.7%
Total Travel & Other Employee Exps	**5,544**	**19,475**	**11,738**	**(7,737)**	**-39.7%**
66100 Promotional Hosting Expense	4,025	5,700	10,450	4,750	83.3%
66400 Trade Business & Community	27,114	19,850	28,300	8,450	42.6%
Total Promotional Expenses	**31,139**	**25,550**	**38,750**	**13,200**	**51.7%**
66500 Telecommunications	1,457	1,800	1,440	(360)	-20.0%
Total Telecommunications	**1,457**	**1,800**	**1,440**	**(360)**	**-20.0%**
66700 Room/Space/Land Rental	302,272	355,842	426,633	70,791	19.9%
Total Property Rentals	**302,272**	**355,842**	**426,633**	**70,791**	**19.9%**
66950 Worker's Comp - Other	473	456	460	5	1.0%
Total Worker's Compensation Expense	**473**	**456**	**460**	**5**	**1.0%**
67200 Advertising	0	1,500	0	(1,500)	-100.0%
67250 Postage & Delivery Charges	6	0	0	0	
67750 Miscellaneous Expense	426	0	300	300	
67850 Concur Advance CC Payment Exp	(1,516)	0	0	0	
Total General Expenses	**(1,085)**	**1,500**	**300**	**(1,200)**	**-80.0%**
TOTAL COSTS BEFORE CAPITAL CHARGES & TRANSFERS	$ 1,560,610	$ 2,920,046	$ 2,879,103	$ (40,942)	**-1.4%**
TOTAL OPERATING EXPENSE ACCOUNTS	$ 1,560,610	$ 2,920,046	$ 2,879,103	$ (40,942)	**-1.4%**

1460 - Equity,Diversity and Inclusion Org

	2018 ACTUAL	2019 BUDGET	2020 BUDGET	2019 to 2020 BUDGET CHANGE	
OPERATING EXPENSE					
52100 Exempt - Salaries	0	248,737	854,339	605,602	243.5%
52200 Exempt - Benefits	0	89,411	294,922	205,511	229.8%
52500 Non Exempt - Salaries	0	0	75,586	75,586	
52600 Non Exempt - Benefits	0	0	32,976	32,976	
Salaries & Benefits	**0**	**338,148**	**1,257,823**	**919,675**	**272.0%**
59600 OPEB Life Insurance Expense	0	0	0	0	
TOTAL SALARIES & BENEFITS	**$ -**	**$ 338,148**	**$ 1,257,823**	**$ 919,675**	**272.0%**
61600 Furn & Equip Acquisition Exp	0	2,400	3,600	1,200	50.0%
61760 Computer & Telephone Acquisitn	0	3,000	6,267	3,267	108.9%
Total Equipment Expense	**0**	**5,400**	**9,867**	**4,467**	**82.7%**
63100 Office Supplies & Expense	0	0	400	400	
Total Supplies & Stock	**0**	**0**	**400**	**400**	**0.0%**
64100 Professional Services	0	0	0	0	
64150 Personal Services	0	0	147,000	147,000	
64350 Outside Temp Clerical/Admin	0	0	5,000	5,000	
64370 Other Contracted Services	0	0	3,630	3,630	
Total Outside Services	**0**	**0**	**155,630**	**155,630**	**0.0%**
65100 Air Fare	0	0	4,925	4,925	
65200 Lodging & Other Travel	0	0	6,850	6,850	
65300 Employee Food & Beverage	0	0	9,934	9,934	
65400 Local Transportation	0	0	1,680	1,680	
65600 Registration/Seminar Fees	0	5,000	4,415	(585)	-11.7%
65700 Membership Dues & Fees	0	1,000	7,331	6,331	633.1%
65800 Subscriptions	0	0	199	199	
Total Travel & Other Employee Exps	**0**	**6,000**	**35,334**	**29,334**	**488.9%**
66100 Promotional Hosting Expense	0	0	3,500	3,500	
66400 Trade Business & Community	0	0	117,800	117,800	
Total Promotional Expenses	**0**	**0**	**121,300**	**121,300**	**0.0%**
66500 Telecommunications	0	1,440	5,460	4,020	279.2%
Total Telecommunications	**0**	**1,440**	**5,460**	**4,020**	**279.2%**
66700 Room/Space/Land Rental	0	0	0	0	
66950 Worker's Comp - Other	0	0	120	120	
Total Worker's Compensation Expense	**0**	**0**	**120**	**120**	**0.0%**
67200 Advertising	0	0	0	0	
67810 Unresolved P-Card Charges	0	0	0	0	
67850 Concur Advance CC Payment Exp	0	0	0	0	
TOTAL COSTS BEFORE CAPITAL CHARGES & TRANSFERS	**$ -**	**$ 350,988**	**$ 1,585,934**	**$ 1,234,946**	**351.8%**
TOTAL OPERATING EXPENSE ACCOUNTS	**$ -**	**$ 350,988**	**$ 1,585,934**	**$ 1,234,946**	**351.8%**

O1460 - Equity,Diversity and Inclusion Org

	2018 ACTUAL	2019 BUDGET	2020 BUDGET	2019 to 2020 BUDGET CHANGE	
OPERATING EXPENSE					
52100 Exempt - Salaries	134,686	387,765	991,262	603,496	155.6%
52200 Exempt - Benefits	47,941	137,708	342,752	205,043	148.9%
52500 Non Exempt - Salaries	74,285	75,999	155,133	79,134	104.1%
52600 Non Exempt - Benefits	32,708	32,855	66,912	34,057	103.7%
Salaries & Benefits	**289,621**	**634,328**	**1,556,058**	**921,730**	**145.3%**
59600 OPEB Life Insurance Expense	1,186	1,243	1,047	(196)	-15.8%
59700 DRS Pension Plan True-up Exp	(17,910)	0	0	0	
59710 OPEB Life Insurance True-up	(168)	0	0	0	
Wages & Benefits	**(16,892)**	**1,243**	**1,047**	**(196)**	**-15.8%**
TOTAL SALARIES & BENEFITS	**$ 272,728**	**$ 635,571**	**$ 1,557,105**	**$ 921,534**	**145.0%**
61300 Equipment - fuel costs	40	0	0	0	
61600 Furn & Equip Acquisition Exp	613	3,400	4,800	1,400	41.2%
61760 Computer & Telephone Acquisitn	275	4,500	6,267	1,767	39.3%
61800 Equipment Rental	0	4,200	2,000	(2,200)	-52.4%
Total Equipment Expense	**928**	**12,100**	**13,067**	**967**	**8.0%**
63100 Office Supplies & Expense	159	1,000	900	(100)	-10.0%
63300 General Supplies	0	600	1,000	400	66.7%
Total Supplies & Stock	**159**	**1,600**	**1,900**	**300**	**18.8%**
64100 Professional Services	0	0	0	0	
64150 Personal Services	936,239	2,197,500	1,834,500	(363,000)	-16.5%
64350 Outside Temp Clerical/Admin	0	0	5,000	5,000	
64370 Other Contracted Services	5,025	2,200	406,030	403,830	18355.9%
64740 Software Lics & Maint. Agreemt	5,729	10,000	5,900	(4,100)	-41.0%
Total Outside Services	**946,994**	**2,209,700**	**2,251,430**	**41,730**	**1.9%**
65100 Air Fare	482	3,400	6,525	3,125	91.9%
65200 Lodging & Other Travel	751	4,075	11,570	7,495	183.9%
65300 Employee Food & Beverage	1,357	1,150	11,534	10,384	903.0%
65400 Local Transportation	2,030	2,800	2,080	(720)	-25.7%
65600 Registration/Seminar Fees	899	12,000	7,063	(4,937)	-41.1%
65700 Membership Dues & Fees	25	2,050	8,101	6,051	295.2%
65800 Subscriptions	0	0	199	199	
Total Travel & Other Employee Exps	**5,544**	**25,475**	**47,072**	**21,597**	**84.8%**
66100 Promotional Hosting Expense	4,025	5,700	13,950	8,250	144.7%
66400 Trade Business & Community	27,114	19,850	146,100	126,250	636.0%
Total Promotional Expenses	**31,139**	**25,550**	**160,050**	**134,500**	**526.4%**
66500 Telecommunications	1,457	3,240	6,900	3,660	113.0%
Total Telecommunications	**1,457**	**3,240**	**6,900**	**3,660**	**113.0%**
66700 Room/Space/Land Rental	302,272	355,842	426,633	70,791	19.9%
Total Property Rentals	**302,272**	**355,842**	**426,633**	**70,791**	**19.9%**
66950 Worker's Comp - Other	473	456	580	125	27.4%
Total Worker's Compensation Expense	**473**	**456**	**580**	**125**	**27.4%**
67200 Advertising	0	1,500	0	(1,500)	-100.0%
67250 Postage & Delivery Charges	6	0	0	0	
67750 Miscellaneous Expense	426	0	300	300	
67810 Unresolved P-Card Charges	0	0	0	0	
67850 Concur Advance CC Payment Exp	(1,516)	0	0	0	
Total General Expenses	**(1,085)**	**1,500**	**300**	**(1,200)**	**-80.0%**
TOTAL COSTS BEFORE CAPITAL CHARGES & TRANSFERS	**$ 1,560,610**	**$ 3,271,034**	**$ 4,465,037**	**$ 1,194,004**	**36.5%**
TOTAL OPERATING EXPENSE ACCOUNTS	**$ 1,560,610**	**$ 3,271,034**	**$ 4,465,037**	**$ 1,194,004**	**36.5%**

Appendix G. National Research on Equity Best Practices

Port of Seattle Office of Equity, Diversity and Inclusion (OEDI)

National Scan of Port Workforce Development Programs and Equity
Summary of Findings

Background and Process

In August 2019, the Port of Seattle Office of Equity, Diversity and Inclusion (OEDI) undertook a scan and analysis of workforce development programs (WFD) at ports across the U.S. OEDI Senior Director Bookda Gheisar guided the work, which was completed by Office of Social Responsibility Director Luis Navarro and consultant Trang Tu. This document summarizes the findings.

The purpose of the analysis was to gain an understanding of workforce development programs at select ports, whether the ports also had an equity, diversity and inclusion (EDI) focus, and if so, whether there were any links with WFD.

Key questions included:
- Does the port have a WFD program? If so, what are its primary activities, how is it placed or structured within the organization and how is it staffed?
- Does the port have an EDI focus (could be an office, staff, functions, policy and/or other)? If so, what are its primary activities, and how is it structured and staffed?
- For ports that have both, are there any links between WFD and equity work?

The process included:
- Online scan of relevant information on the websites of eighteen ports (seaports and airports) in fifteen localities that included fourteen cities and one bi-state area (New York/New Jersey).
- Telephone interviews to augment the web-based data, at five ports (Port of Portland, San Francisco airport, Chicago airports, Dallas Fort Worth Airport, and Port of Oakland).

Data is summarized in the accompanying spreadsheet (see tab 2 "DATA"). Data columns include: Port Name, Port Type, WFD Classification*, WFD Primary Activities, WFD Structure & Staffing, EDI Focus (yes/no), EDI Primary Activities, EDI Structure & Staffing, EDI/WFD Link (yes/no), and Notes on EDI/WFD Link.

*For the purposes of this analysis, WFD activities were grouped into a classification to give an indication of their extent and/or depth. The classifications are defined below (and in tab 2 of the spreadsheet labeled "KEY"). The coded data is in the spreadsheet column labeled "WFD CLASSIFICATION."

<u>**Classification of Workforce Development Activities**</u>
0 = no discernible WFD program or activities
1 = career development for internal Port employees
2 = WFD activities via contractors/vendors (for example, apprentice on-the-job training)
3a = "light touch pipeline" WFD activities (e.g. job fairs, student exposure programs)
3b = "more intense pipeline" WFD activities (e.g. student internships at Port, community grants)
4 = support for Port-related industry sectors (e.g. maritime, construction)
5 = support of local/regional job and economic growth broadly (e.g. tourism, business development)

Findings

Among the ports researched:

1. **There is a wide range of workforce development (WFD) activities across the ports**. Some ports have no discernible WFD programs while others tie it closely to contractor and business compliance activities, and yet others have wide ranging activities that vary from workforce pipeline development to community-based grants.

2. **Port of Seattle has the largest array of WFD programs**. Using our classification, Seattle was the only port that engages in WFD activities across all six categories. Other ports engage in fewer and/or in more narrow ways, if at all.

3. **Equity, diversity and inclusion (EDI) is an emerging area of effort**. Among the ports analyzed, five have EDI-oriented functions or activities. Four of those five are activity- or project-specific. Only one port - Portland – has a comprehensive equity action plan that takes a systemic approach, much like that of Port of Seattle's OEDI. In this regard, Seattle is among the vanguard of EDI work.

4. At the ports with only WFD and no EDI focus, WFD tends to be either housed with business compliance functions, or as part of external relations/community engagement.

5. **At ports that have both EDI *and* WFD activities, WFD is always housed within and/or reports to the EDI Office or Office of Social Responsibility office and/or EDI lead staff.** This was the case at six ports in this analysis: Port of Portland, San Francisco Airport, Port of Oakland, Boston/Massport, Dallas Fort Worth Airport, and Houston Airports.

Caveats

One caveat of this analysis is that it was undertaken in the relatively short timeframe of two weeks. As a result, there are some information gaps with regard to details about equity activities. However, directionally, the findings would remain the same.

If there is a desire to augment or complete the analysis, we would recommend gathering additional information about equity efforts at Houston Airports, Port of Long Beach, Port Authority of New York/New Jersey, and San Francisco Seaport.

Appendix H. Equity Survey Summary and Analysis

Employee Survey on Equity
Summary of Findings
January 2020

Table of Contents

1. **Introduction**
2. **Summary of Data**
3. **Findings**
4. **Implications**

1. **Introduction**

In 2019, the Port of Seattle created its first 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 the fall of 2019, OEDI developed a Strategic Plan to guide its work on equity. One of the three key strategies in the plan focuses on infusing equity practices throughout Port work:

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

One of the first steps in fulfilling this strategy is to normalize the conversation about equity at the Port. Normalizing racial equity within an institution means surfacing and talking about equity so that over time it becomes an organizational norm.

The first Objective within Strategy 1 centers on normalizing the concept of equity at the Port. Specifically, it calls for early and ongoing activities to lay a strong foundation for normalizing equity internally. This will inform critical work to define equity, vision, and values; and develop a case statement about why equity work is critical for the Port. These, in turn, will inform other equity-focused activities such as staff training, learning events, and peer support intended to create internal community-building and deepen staff knowledge of, and engagement in, equity.

To this end, in the fall of 2019, the Port's "Link Leadership-Leading Others" EDI Project team partnered with OEDI to support the initial implementation of "normalizing" activities. The team conducted a Port-wide survey to assess how employees currently define "equity" for themselves and the organization. The effort supported the Port's long-range plan under "High-Performance Organization Strategy #4: Become a model for workplace equity, diversity, and inclusion" and was also part of the Link Leadership curriculum.

The goal of the survey was to help inform OEDI of current perceptions of the definition of equity and/or how employees think it should be defined at the Port. Over a 17-day window, the team implemented a Survey Monkey survey with two key questions:

> 1. *How do you personally define Equity?*
> 2. *How do you define Equity in relation to the Port of Seattle as an organization?*

Additional details about the survey process are in Appendix A. The following sections provide a summary of the survey data, findings of the analysis, and potential implications for equity work at the Port of Seattle.

2. Summary of Data

The survey yielded 451 responses to question 1, and 444 responses to question 2.

Data analysis used an inductive process, whereby prevalent themes or key concepts were identified as they emerged from data review, rather than applying a predetermined structure by which the data was organized.

Themes or concepts frequently cited in responses included: equal treatment, fairness, equal opportunity, recognizing inequities, equal outcomes, diversity and representation, and being valued and respected. The second question also yielded many responses describing specific issues at the Port that respondents viewed as inequities.

The tables below summarize the frequency of key themes among all responses. Yellow cells indicate the most prevalent themes among responses. Blue responses in question 2 indicate themes that emerged in response to that question that did not surface in responses to question 1. The following sections provide additional explanation of the data and findings from the analysis.

Question 1. How do you personally define Equity?

	Equal Treatment	Fairness	Equal Opportunity	Recognize Inequities	Equal Outcomes	Inclusion	Diversity, Representation	Valued, respected, safe	Reaching Potential	Other
Count	190	184	121	64	13	9	7	7	3	31

Question 2. How do you define Equity in relation to the Port of Seattle as an organization?

	Equal Treatment	Equal Opportunity	Fairness	Specific Problems	Merit	Recognize Inequities	External, Community	Valued, respected, safe	Pay	Diversity, Representation	Favoritism	Inclusion	Equal Outcomes	Equity	Other
Count	94	92	90	75	44	40	40	37	30	27	27	15	6	4	44

3. **Findings**

Across Both Questions
• By far, respondents view equity as fairness, equal treatment and/or equal opportunity. • Many comments recognized historic inequities for specific communities, that people have different starting points, and that equity is about leveling an unequal playing field. • Other prevalent themes across both questions included equity as equal outcomes, diversity, and representation, being valued and respected, and inclusion. • Two themes: equity as being valued and respected and diversity and representation were notably more prevalent in responses to question 2. • Many respondents talked about equity in terms of ownership, such as equity in a house, or investment in a business, rather than equity in a social justice frame. • Some responses also indicated different understandings or meanings for the same terms (e.g. equity, fairness), including some seeming contradictions.

Question 1. How do you personally define Equity?
• Responses to question 1 tended to be more abstract or generalized, whereas responses to question 2 were much more specific. • Even though question 1 asked for personal definitions about equity, a fair number of responses to it were about equity in the workplace and/or at the Port.

Question 2. How do you define Equity in relation to the Port of Seattle as an organization?
• Respondents interpreted this question in two ways. Many described how they would ideally like to see equity at the Port, while others described how they see or experience it today. The latter included many comments identifying problems or challenges with issues of equity at the Port. These tended to be quite specific and are detailed further below. • Many respondents expressed opposing views about what it means to address inequities. Many who recognized historic inequities commented that equity is about correcting for those inequities while others saw the same actions as favoritism or reverse discrimination and said all should be treated equally in a "colorblind" way. Some of those were opposed to the idea of actions that advantage protected classes. • Answers to question 2 revealed additional themes not prevalent in question 1, including the idea of equity as external or community impact, equal pay, and favoritism. • Responses to question 2 described workplace equity issues as both internal and external. • External equity issues were often described in terms of engaging communities and constituencies, supporting communities disproportionately impacted by Port activities, promoting equitable economic development and having a diverse workforce. • Internal equity issues were often described in terms of hiring, pay, advancement, career growth, work environment, and professional development resources.

- A frequent sentiment was that workplace decisions should be based on merit and work performance (e.g. "equal pay for equal work") and not favoritism or "in groups" which many responses commented on. This tied into many comments that equity is seen as employees being valued and respected for their contributions.

Specific Problems or Inequities at the Port Identified in Survey Responses

- Interview panels should use a third-party professional firm, not the hiring department.
- Class structures at TSA checkpoints.
- Racial inequities exist in internal promotions, especially in leadership positions.
- Hiring should not rely on only resume and the interview to fill positions.
- Changes are made based on equality, not equity, for example Diversity in Contracting.
- Grading using the same standards in PLink is not equitable.
- The Port needs to engage craft workers more.
- Pay grades should be consistent across departments.
- One-time bonuses should include hourly employees.
- ELT, senior, and middle management need to be more diverse.
- There are inequities in upgrades to different facilities.
- There are inequities in external hires being preferred over internal promotions.
- Administrative assistants are underpaid and undervalued.
- More support is needed for people of color to gain skills and step into leadership roles.
- There is not enough awareness of the lack of equity in departments.
- There is a perception that airport workers get paid more for less work; pay inequities.
- There is a need for more transparent communication about pay and promotions decisions.

4. Implications

The analysis results provide several implications for implementing equity practices at the Port.

Need for continued dialog, learning and capacity building internally. There is an opportunity to continue the dialog, attempt to further align on what is meant by "equity," and build a shared foundation for putting equity practices into place. The data reflected a wide and diverse range in Port employees' view of equity. Some, such as those who defined equity in a real estate or business sense, may have had little or no exposure to equity in a social justice frame. Others have highly defined views about inequities and strong notions about what needs to be done. This is an opportunity for shared learning and can inform future activities to normalize equity at the Port, including, but not limited to training, peer support, and mentorship.

Working through opposing views. Across Port employees, there are opposing perspectives about equity, in particular, the view among some that all people should be treated equally in a "colorblind" way, vs. the view held by others that structural or historic inequities mean some groups need to be treated differently to correct for those inequities. This is an opportunity for candid dialog and collective growth.

Specific workplace inequities identified. Many employees see equity in terms of specific workplace issues that directly affect them, such as pay and promotions. Many voiced very specific concerns about problems in these areas. These are opportunities to identify and create concrete equity improvements in Port operations.

Equity in external and community impact. Many employees see equity as having external or community dimensions as well as being an internal issue. This is an opportunity to strengthen equity-based actions in the Port's public-facing work.