Port
of Seattle®

OFFICE OF EQUITY, DIVERSITY AND INCLUSION
(OEDI)

2019-2020 STRATEGIC PLAN

OVERVIEW OF PLAN

History and Background

The Port of Seattle is committed to joining regional and national efforts to achieve equity and justice for all, and recognizes our essential role is in building a socially just institution by dismantling the structural barriers that have prevented the full participation of our most marginalized communities.
Port leadership recently created its first Office of Equity, Diversity and Inclusion (OEDI). The Office is charged with ensuring that infuse equity[1] practices are infused throughout Port operations and providing strategic and policy direction on equity issues. Since 2017, the Port has stepped up efforts to integrate equity into its work. Major activities have included:

- Leadership deepening understanding about equity and anti-racism through trainings, workshops, and speaker events
- As an agency, joining the Government Alliance on Race and Equity (GARE), a national network of governments working to achieve racial equity
- Employees participating in trainings about equity and institutional racism
- Formation of a cross-functional staff team sponsored by Port's Executive Leadership Team (ELT) to lead equity work across the enterprise
- Creation of a Racial Equity Toolkit with initial implementation through pilot projects
- Creation and implementation of the Duwamish Valley environmental justice project
- Creation of dedicated full-time staff positions, including Equity Program Manager and Senior Director Equity, Diversity and Inclusion

Purpose of Plan

In 2018-19, Port leadership created its first equity department, called the Office of Equity, Diversity and Inclusion (OEDI), charged with ensuring that equity goals are incorporated throughout Port operations and providing strategic and policy direction on equity issues. The Office is led by a Senior Director who is a member of the Executive Leadership Team and reports directly to the Executive Director.

The purpose of this 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 remain relevant over several years, while also laying out associated Key Results, which are concrete actions OEDI will complete during its first year.

Building on previous work

Because of the work on equity to date, a major tenet of this Plan is to leverage and build on that where possible. That means using or updating tools and resources already created, and creating anew only as needed. It also means that rather than conducting a comprehensive equity planning process "from scratch", OEDI will tap an existing Port-wide planning process, CPI/lean government, and collaborate with other Departments to integrate an equity lens into that work. In short, the approach is to tap

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[1] This document uses both the terms "equity" and "racial equity." In the last quarter of 2019 and first quarter of 2010, OEDI will facilitate Port-wide discussion to come to understandings of how equity will be defined going forward.

what's already in place, identify new opportunities to improve, and knit these pieces together to deepen equity practices and thereby further catalyze organization-wide and systemic change.

Terminology

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

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

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

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

- **STRATEGY 2**
  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.

- **STRATEGY 3**
  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.

Key Concepts

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

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

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

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

In this Plan, each Objective is denoted by Normalize, Organize or Operationalize.

Additionally, the concept of "transactional vs. transformative" underlies this plan. Objectives and key results are a mix of both, but when there are specific transactional activities, the intent is that taken together, they result in transformative change.

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SUMMARY OUTLINE OF STRATEGIES AND OBJECTIVES

STRATEGY 1 **Transform Port of Seattle by infusing equity principles and practices into all aspects of organizational structure, programs, policies, and processes.**	**Objectives** 1. Normalize equity 2. Internal systems 3. Leadership modeling 4. Equitable workplace
STRATEGY 2 **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.**	**Objectives** 1. Public programs 2. Community engagement 3. Accountability to the public
STRATEGY 3. **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.**	**Objectives** 1. OEDI functions 2. Staff cadre

STRATEGY 1. Transform Port of Seattle by infusing equity principles and practices into all aspects of organizational structure, programs, policies, and processes.				
Stage of Work	**Objective and Metrics[2]**	**Key Result**	**Timing**	**Budget Need**
Normalize	**Objective 1. Equity work is normalized throughout the enterprise, from leadership including Port Commission and Executive Leadership Team (ELT) to staff at all levels in all Divisions and Departments.** Possible metrics: Creation of case statement, and established/updated definitions of equity for POS # of trainings # of participants who complete trainings # of ongoing equity activities # of participants in ongoing equity activities	1. Complete **initial** activities (in last quarter of 2019) to lay a strong foundation for normalizing equity conversation internally. This work will be in collaboration with HR and will include: • Hold roundtables with POS employees to receive input and vision for OEDI • Collaborate with Link Leadership to deliver a survey to employees to ask widely for a common definition of equity • A case statement about why the equity work is critical for the Port • Define equity, vision and values, theory of change • Convey key messages and tone: leverage and build on previous work while also deepening and making systemic, the process doesn't have to be linear • Create alignment: shared points of view, shared vocabulary and language, how staff can engage Develop an equity 1-pager that includes: equity vision, equity statement, equity theory of change, equity values.	Equity 1-pager: Q4-2019 Q4 2019 Moving into Q1 2020	

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[2] Metrics included in this Plan reflect initial draft and will be further developed and finalized as part of initial implementation of the plan.

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

Stage of Work	Objective and Metrics[2]	Key Result	Timing	Budget Need
	# or % who report greater understanding about equity	Wrap up and analyze pilots of Racial Equity Toolkit Disseminate 1-pager to all employees through multiple channels: website, communications pieces, workshops/forums/meetings, and inter-branch partners sharing with their divisions and departments. Update internal and external website. Finalize and begin to implement equity training strategy (in collaboration with HR) to support employees to gain higher levels of knowledge and skill and to build their capacity to support and lead equity work among their peers/colleagues. (see Appendix A for detailed training strategy)	Equity trainings: Q1-2020 - Q3-2020	Training implementation ($35,000 plus $15,000 transfer from HR)
		2. Continue **ongoing** activities to support internal community building and to ensure normalizing of equity work reaches all staff and is deepened in terms of understanding, engagement and investment. Activities can/will include trainings about equity, diversity and inclusion; trainings for staff to understand the equity framework for POS; equity goals for departments; Book Club discussions; creating a schedule for regular communication; and other activities as identified and feasible.	Ongoing activities: Q2-2020 and beyond	

Organize	**Objective 2. Ensure equitable internal policies, programs, operations, and structures**.
	
	Possible metrics:
	
	Embed equity in 2020 Port wide goals
	
	Formation of Port-wide cohort and change teams
	
	Completion of equity plans and goals for every Department
	
	Application of budget planning tool
	
	Implementation of accountability mechanisms
		1. Collaborate with Strategic Initiatives team on current Port-wide strategic planning process (lean government and CPI) and embed an equity lens into all facets of the process.
		
		As useful/relevant, adapt existing models for equitable planning into the CPI/lean planning process. These include: 7 Principles of Equity-Based Research and Root Cause Analysis (Erika Bernabei); 7-step process for equity planning and results-based accountability (Race Forward), and/or tools or frameworks from other relevant resources.
		
		Plan should include action plans and/or frameworks for integrating an equity lens into:
		
		  a. Re-write of Port goals to infuse equity into all goals at POS
		  b. Governance
		  c. Internal policies, operations and practices, including:
		    i. Business and strategic planning
		    ii. Budget planning
		    iii. Reporting and accountability mechanisms (collecting data, monitoring progress, regular internal and external reporting out, tying to performance evaluations?)
		  d. External/community impact including community funding decision making
		  e. Communications (internal and external) and community engagement
			Port-wide CPI/lean govt planning: Q2-2020 until completion	Possible future budget need: Consulting assistance from sources of models, as needed (Race Forward, Erika Bernabei, etc)($40,000) Environmental justice policy support ($30,000)

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

Stage of Work	Objective and Metrics[2]	Key Result	Timing	Budget Need
		2. Form a Port-wide cohort and change teams in every Department, Division, and Program with different leadership levels. They will work with leadership to develop Port-wide equity goals, and work with their respective units to develop Department-specific equity plans, goals, and results (Racial Equity Toolkit developed by POS staff in 2018 will be heavily relied on). Train these employees on the process of moving EDI forward system-wide.	Create change teams: Q1-2020	
Organize	**Objective 3. 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.** Possible metrics: Key Results for Commission and ELT are completed and	Actions to build leadership for equity work : 1. OEDI will work with Port Commission to: Develop equity tool kit for analysis of all policies, RFPs, Contracts Develop equity guidelines and practices for conducting Port Commission meetings (e.g. acknowledging Native lands) Explore adding an Equity Committee to Commission's existing Committee structure	Meeting guidelines: Q2-2020 Equity Committee: Q1-2020 - Q2-2020 Accountability: Q1-2020 - Q3-2020	

STRATEGY 1. Transform Port of Seattle by infusing equity principles and practices into all aspects of organizational structure, programs, policies, and processes.				
Stage of Work	**Objective and Metrics[2]**	**Key Result**	**Timing**	**Budget Need**
	fully integrated into daily practice/operations # or % of business and community partners who report awareness of Port's EDI efforts	Support development of plan for Commission engagement and accountability by working with Commission office and Departments and Divisions		

		STRATEGY 1. Transform Port of Seattle by infusing equity principles and practices into all aspects of organizational structure, programs, policies, and processes.		
Stage of Work	**Objective and Metrics[2]**	**Key Result**	**Timing**	**Budget Need**
		2. OEDI will work with Executive Leadership Team (ELT) to:	Q1-2020 - Q3-2020	
		Hold Equity trainings and opportunities to get on the same page with building a vision and understanding for equity		
		Include EDI values in their unit performance evaluations and require the same from their direct reports, who will also require the same from their teams.	Q1-2020	
		Include EDI values in individual performance evaluations – first by ELT, then by division and department leaders, then by all staff.	Q4-2019 - Q1-2020	
		Include EDI values in their annual budget presentation to the Port Commission. As part of this, the ELT will include EDI measurable goals and objectives in their proposed annual plans and progress reports.		
		Include measurable EDI objectives in Port annual goal setting and performance process. Goals will include but not be limited to meaningful and measurable outreach to communities of color and underrepresented communities regarding job opportunities and/or internship opportunities.	Q4-2019	

Stage of Work	Objective and Metrics[2]	Key Result	Timing	Budget Need
		Share EDI values with external Port partners. Business partners are made aware of the Port's focus on EDI values.

21st Century Competencies framework may be an existing resource that can be leveraged for this. | | |

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

Stage of Work	Objective and Metrics[2]	Key Result	Timing	Budget Need
		3. OEDI will work with both Commission and ELT to: Develop a framework/toolkit for budgeting with an equity lens and disseminate to all Departments (potential model to adapt: City of San Antonio). Work with Dan Thomas to propose this process in 2020. Ensure ongoing progress towards and accountability on equity goals Port-wide including ensuring development of metrics/indicators of progress, regular reporting on progress towards goals, and tying progress to performance evaluations.	Budgeting tool: Q4-2010 - Q1-2020 Accountability: Q1-2020 - Q3-2020 And beyond	
Operationalize	**Objective 4. The Port is an equitable, inclusive and welcoming place to work.** Possible metrics: Workforce diversity reflects that of general population # or % Port employees who report that the Port is an equitable and inclusive employer	1. Ensure that Port workforce reflects King County demographics and diversity. Support and collaborate with HR to complete a Port workforce racial distribution analysis by division and departments. Compare results to the regional population including US-born, immigrant and refugee communities and provide HR with the results. Encourage equitable approaches to employee participation in Port processes so that all employees regardless of work schedule or shift, have equal opportunity to participate.	Workforce racial distribution analysis: Q1-2020 - Q2-2020	

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

Stage of Work	Objective and Metrics[2]	Key Result	Timing	Budget Need
	% retention of employees of color % employees who report greater understanding of equity and institutional racism % employees who report application of equity principles in their work *(work with HR to develop metrics for recruitment, performance evals, compensation and advancement)* Members of Employee Resource Groups (ERGs) and	2. Collaborate with HR on a number of activities: Analyze and begin to address several significant areas with equity impacts on employees. These include examining disparities and barriers in: 1) recruitment , 2) performance evaluation, 3) compensation, and 4) advancement/retention/promotions. Integrate equity into new employee onboarding, including New Employee Orientation. Support Divisions and Departments in setting goals to increase diversity in every unit. Add equity questions to annual employee survey to establish baseline data about employee experiences in the workplace. Provide ongoing EDI learning strategy, training and professional development to Port staff.	HR collaborations: Q4-2019 - Q3-2020 and beyond	

STRATEGY 1. Transform Port of Seattle by infusing equity principles and practices into all aspects of organizational structure, programs, policies, and processes.				
Stage of Work	Objective and Metrics[2]	Key Result	Timing	Budget Need
	Diversity & Development Council report increased engagement in Port's equity efforts	3. Leverage ERGs and Diversity Development Council (D&D) to participate in Port-wide changes by: Sharing EDI Office workplan, support ERGs to align their workplans, and identifying ways they can collaborate and participate in equity change work. Organizing quarterly gatherings of ERGs and DDC	ERGs and DDC: Q4-2019 - Q3-2020 And beyond	

STRATEGY 2. 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.				
Stage of Work	**Objective**	**Key Result**	**Timing**	**Budget Need**
Operationalize	**Objective 1. Ensure equity in public-facing programs and activities, especially access to Port economic benefits including contracting opportunities and workforce development (WFD) programs.** Possible metrics: # and/or $ value of contracts awarded to WMBE businesses # of job opportunities created that are accessible to underserved communities	1. Support Airport Dinning and Retail and Diversity in Contracting in implementing efforts and plans to overcome barriers to accessing contracting opportunities for WMBEs.	Q2-2020	
		2. Analyze existing Workforce Development (WFD) programs and national best practices in integrating equity into workforce development. Identify potential changes/improvements and implement. 3. Explore connecting Career-Connected Learning (CCL) program with Workforce Development (WFD) program to create a continuum that serves students more seamlessly and provides an employee pipeline more effectively and equitably.	WFD analysis: Q4-2019 CCL: Q1-2020 - Q2-2020	

Stage of Work	Objective	Key Result	Timing	Budget Need
	# or % of individuals from underserved communities who have access to and/or complete WFD programs % or $ from South King County Fund (SKCF) allocated to directly support communities of color	4. Collaborate with External Relations to integrate equity lens into design and implementation of $10M South King County Fund (SKCF) including developing a framework for equitable funding decision making. Build an equity index that informs decisions and processes for South King County Fund Adapt/generalize framework developed for South King County Fund for use with other Port Community Investment Funds. 5. Work with External Relations to centralize community partnerships and build strategies for desired outcomes. Support building an effective and transparent strategy to achieve results with cities and community partners.	SKCF: Q4-2019 And beyond Community partnerships system: Q1-2020 - Q3-2020	
Operationalize	**Objective 2. Implement equitable communications, public outreach and engagement strategies that are conducted in service to equitable community impact.** Possible metrics:	1. Build and launch a tool kit to building effective community partnerships. Introduce guidelines and principles for working with communities that centers transparency, access to Port benefits, and accountability for the Port leadership.	Community partnerships toolkit: Q1-2020 - Q3-2020	

STRATEGY 2. **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.**

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Stage of Work	**Objective**	**Key Result**	**Timing**	**Budget Need**
	Creation of equitable community engagement plan(s) Creation of community partnership toolkit Development of strategy for non-federally-recognized tribes Creation of Language Access Plans by all Departments # of increase in % of community partnerships	Include targeted engagement strategies for historically marginalized communities, including indigenous communities. Explore/consider strategies for supporting non-federally-recognized tribes. Assess current and terminated employee engagement programs including the Community Giving Campaign, employee attendance at large events, and airport tours. Refine as part of employee engagement in community (how to scale up, how to be more comprehensive and strategic, etc).		
		2. Ensure that Departments and Divisions across the Port have Language Access Plans and goals reviewed by EDI Office.	Language Access Plans: Q1-2020 - Q3-2020	
Operationalize	**Objective 3. Public accountability is visible and communities of color view the Port as an equitable**	2. Create a Community Equity Commission (CEC) and empower it with a defined role that is meaningful and influential in decision making.	CAB: Q1-2020 - Q3-2020	Community Equity Commission ($40,000)

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Stage of Work	Objective	Key Result	Timing	Budget Need
	organization to work for and do business with. Possible metrics: Creation of empowered Community Advisory Board % or # of community partners who report awareness of and give feedback on Port equity work	3. Develop external communications plan to share progress on Port equity work (including Port-wide and by Departments/Divisions) and regularly solicit community feedback on ongoing work. 4. Conduct six Community Executive Roundtables in 2020, each with a rotating representation of a Department and participation by the Executive of that unit. Focus on equity performance/impact of the department in focus at each Roundtable.	External Comms Plan: Q1-2020 - Q3-2020 Community Roundtables: Q1-2020 - Q4-2020	

STRATEGY 2. 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.

		STRATEGY 3. 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		

Stage of Work	Objective	Key Result	Timing	Budget Need
Organize	**Objective 1. Clarify/delineate key functions of EDI Office and fully empower Office to carry out those functions, including:** 1. Leading and managing Port-wide equity efforts 2. Port-wide accountability for implementation of equity work 3. Organizational learning 4. Data and research 5. Community engagement and partnership	1. Conduct organizational assessment of Workforce Development program and how it can best be structured under the purview of the Office of EDI. 2. Complete analyses of any other offices to come under EDI, as needed.	WFD analysis: Q4-2019	1FTE to manage a Port-wide cohort for equity, 1 FTE in Aviation, 1 FTE to Manager for Employee Engagement, and 1 Research/Policy Analyst.
		3. Meet and visit with other Ports nationally who are building and implementing equity initiatives. Identify implications for improving organizational structure of OEDI and implement as appropriate. 4. Sponsor a national committee of Ports who can work together on equity strategies and share best practices. Possibly host a convening in year 2.	Peer ports work: Q4-2019 and beyond	
Organize	**Objective 2. Ensure a staff cadre in OEDI who can implement, manage and lead Port's equity work.** Possible metrics: Fully staffed OEDI with appropriate capacity	1. Complete an EDI Office team capability assessment. Evaluate team's skills and strengths in relation to OEDI skills needs and identify gaps. 2. Identify and implement mechanisms to fill staffing gaps, including through internal and external recruitment. Where possible, preference internal candidate development.	Staff analysis: Q4-2019 - Q1-2020 Fill staff gaps: Q1-2020 -	

STRATEGY 3. 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				
Stage of Work	Objective	Key Result	Timing	Budget Need
			Q3-2020	

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

- **Objectives**
  - Normalize equity
  - Internal systems
  - Leadership modeling
  - Equitable workplace

Port of Seattle®

STRATEGY 2 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.

- **Objectives**
  - Public programs
  - Community engagement
  - Accountability to the public

STRATEGY 3 Build a robust 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.

- **Objectives**
  - OEDI functions
  - Staff cadre