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Port of Seattle Equity, Diversity, and Inclusion Organizational Assessment 2021

Port of Seattle

Office of Equity, Diversity, and Inclusion (OEDI)

January 2022

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Welcome Letter

Dear Friends,

In 2019, the Port of Seattle became the first port authority in the country to establish an office of equity. In doing so, our organization made an initial commitment of time and resources to embed equity, diversity, and inclusion into the fabric of the organization. Also, by creating the Office of Equity, Diversity, and Inclusion (OEDI), the Port acknowledged that for too long it has benefited from white-dominant culture and comfortably operated in an unjust, racist society. By failing to acknowledge these inequities, the organization realized that it was playing a role in perpetuating them.

We are committed to doing better for our organization and for the communities we serve. We are committed to becoming an equitable, anti-racist organization. The Port aspires to be an organization that mirrors — throughout its breadth of operations and services and within its leadership structure — the diversity of our community, instills principles of equity in its culture, and ensures a fair and intentional distribution of opportunities with the goal of expanding economic development and quality of life for all. There is much work ahead of us to truly realize this goal. There will continue to be successes and setbacks, and we are in it for the long haul.

This report, and the recommended actions for change that it includes, is a step towards this goal. In the pages that follow, you will read over a year's worth of work to actively advance equity within the Port while building a strong foundation for sustainable change. This report draws on our employees' perceptions and experiences as it relates to our culture, policies, and practices. We have many strengths to build on and many achievements to celebrate. We also have many opportunities for growth and progress.

To address the patterns of disparities and inequities identified by employees, this report puts forward a set of robust recommendations that are both prescriptive and aspirational. Our recommendations include gathering more data and analysis in some cases to identify the specific potential disparities. Any one recommendation by itself may seem insufficient - one piece of a giant puzzle. But together, they complete a picture - a vision for transformational change. Through these recommendations, we will foster a culture of belonging and inclusion; we will build authentic, meaningful relationships with the communities we serve; and we will set a national standard for what a racially equitable government can truly be.

Creating an anti-racist, equitable Port requires commitment and perseverance. We need everyone, Port leadership and staff, community partners, and contractors, to work together to improve our practices and generate lasting, transformative change. Together we will succeed.

In Unity,

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

Acknowledgments

A debt of gratitude is owed to all who contributed to this assessment and report. Equally important is a special thanks to all Port employees who are - in big and small ways - advancing racial equity in our organization, creating a culture of inclusion and belonging, and building bridges with one another in the name of transformational progress.

With the understanding that the full list of acknowledgments and thanks is too long for this report alone, the following individuals and departments deserve specific mention.

Blacks in Government

Business Intelligence team: Michael Drollinger and Bettina Friese

Central Procurement Office: Nora Huey and Sofia Mayo

Consultant to OEDI on this project: Trang Tu

The Change Team (see Appendix B)

Diversity in Contracting team: Mian Rice and Lawrence Coleman

External Relations team: Sally del Fierro, Andy Gregory, Ilays Aden, and Peaches Thomas

Human Resources team: Katie Gerard, Kim DesMarais, Tracy Patterson, Ericka Singh, and Cynthia Alvarez

Legal: Pete Ramels and Ryan Stamper

Office of Equity, Diversity, and Inclusion team: Alison Beason, Jay Doran, Carl Hugle, Luis Navarro, William Walker, Bushra Zaman, and Morayo Kamson

Port of Seattle leadership: Steve Metruck and Commissioner Sam Cho

Strategic Initiatives team: Marin Burnett and Pennie Saum

Executive Summary

The Port of Seattle is committed to working both regionally and nationally to achieve equity and justice for all. The Port recognizes our essential role in building a socially just institution by dismantling the structural barriers that have prevented the full participation of our most marginalized communities.

Since 2017, the Port has stepped up efforts to integrate equity into its work including by creating a standalone Office of Equity, Diversity, and Inclusion (OEDI) in 2019. OEDI's mission is to build capacity across the organization to address institutional oppression and to transform Port policies, practices, and processes. OEDI has used the three-pronged framework outlined in the Port's Equity Strategic Plan to 1) normalize, 2) organize, and 3) operationalize equity Portwide.

Already, OEDI has made major progress in its first few years of existence, from trainings and assessments focused on improving equity within the Port to shaping the implementation of externally facing efforts like the South King County Fund and the development of the Port's Equity Index. However, there is clearly more work to be done, and so, on October 13, 2020, the Port of Seattle Commission adopted Motion 2020-19, known as the Racial Bias & Equity Motion, "[t]o direct the Executive Director to examine Port operations and policies for sources of racial bias and discrimination and to develop programs and policies eliminating inequity in all aspects of the organization." This document reports back on the tasks contained in the Motion.

The findings and recommendations contained in this report draw on input gathered from several employee engagement efforts – ranging from Port-wide initiatives, such as the 2021 Equity Survey, to focused gatherings to solicit feedback from specific groups of employees, like EDI Assessment Listening Sessions. Each of these efforts is described, along with a summary of the results, in the report and its appendices. OEDI also utilized employee feedback to vet and finalize this report document, ensuring that it accurately reflected the inputs received.

The results of this effort are fifteen key issues grouped into six focus areas.

- Workplace Culture
- Operations and Processes
- Employment
- Equity Capacity Building
- Engaging WMBEs and Small Businesses
- Engaging Impacted Communities

Each of these focus areas represent an opportunity to address concerns and make progress in key areas of Port-wide equity. Furthermore, to ensure that the Port turns issues into action, this report lists 50 clear, tangible next steps that can be implemented beginning in 2022, beyond the steps already taken on each of these fronts. The full report contains additional details on each of these recommended actions, including further discussion of the issues and concerns

raised by Port employees on each topic as well as existing progress to date on the issues identified.

Finally, it is critical to note that this report reflects a synthesis of input and key issues expressed by all employees and drawing from multiple sources of evidence as described above. However, the data also indicate that individual experiences of equity, diversity, and inclusion across the Port vary widely.

Specifically, issues and concerns often fall along *racial and gender lines*, with some employees indicating satisfaction with the status quo and/or less concern, while others face greater barriers, have comparatively greater concerns, and/or are more negatively impacted by racism and other inequities. The latter groups include Black, Indigenous, and people of color (BIPOC), women, and represented employees. As one employee noted, "It's a tale of two Ports."

Black, Indigenous and People of Color. A recurrent pattern was that BIPOC employees, especially Black/African American workers, expressed greater concerns about racism and other inequities, across almost all topical issues, whether hiring or compensation or workplace culture. This was especially evidenced in the qualitative data of the Equity Survey.

Women, with a focus on women of color. Women employees also shared gender-based concerns across several of the employee engagement activities. In the Equity Survey, for example, respondents called for consideration of other aspects of equity besides race, with gender equity mentioned most often.

Represented and off-shift workers. This group of employees expressed unique challenges, including lack of access to professional development opportunities, inadequate support for participation in equity activities from their supervisors, and often not being included in or provided meaningful access to Port-wide equity or professional development activities.

Additionally, *intersectionality compounds inequities*. For example, women of color, or Black represented workers, expressed even greater barriers and inequities.

Informed by the experiences of these specific groups, this report intentionally strives to recognize these inequities and take a proactive, racial equity centered approach. In the report, this is done by spotlighting perspectives from these groups, and integrating Recommended Actions specific to these groups throughout the Recommendations.

Table of Issues and Recommendations

Fifteen key issues were identified from the various sources of input previously described. These are grouped into six focus areas: Workplace Culture, Operations and Processes, Employment, Equity Capacity Building, Engaging WMBEs and Small Businesses, and Engaging Impacted Communities. These are shown below along with a Summary of Recommended Actions for each issue.

Table 1. Equity Assessment Focus Areas, Key Issues and Summary of Recommended Actions		
Focus Areas	Key Issues	Summary of Recommended Actions
Workplace Culture	 Inconsistencies in Port-wide vision for and commitment to equity 	 Ongoing racial equity training and development for Port of Seattle's leadership. Policy Directive to codify equity Continue communication efforts to make information accessible OEDI on-site presence at SEA Airport Office Building (AOB) and maritime locations
	2. Lack of open dialogue about equity and racism	 OEDI continues EDI learning opportunities (e.g., book clubs, caucusing, etc.) to normalize racial equity, including accessible training opportunities for represented and shift employees. Language and Meaning Initiative on how to use language that is equitable and inclusive. Uplift examples of supervisors and employees who are advancing racial equity. Targeted caucuses. Strengthen the Change Team's impact. Identify and address equity and anti-racism as central to the Port's Special initiative to address anti-black racism.
	 Lack of BIPOC representation and voice in decision making 	 Each year, ERGs, D&D Council, Change Team, and OEDI review and coordinate annual work plans and priorities including budgeting needs. Develop organizational policies, practices, and mechanisms for participation in decision making tailored to specific groups.

Table 1. Equity Assessment Focus Areas, Key Issues and Summary of Recommended Actions		
Focus Areas	Key Issues	Summary of Recommended Actions
		 13. Town Hall briefing for new Commissioners to discuss potential collaboration and partnership. 14. Set baseline for, track progress on, and publish data on racial and gender diversity in senior level positions and higher.
	 Lack of safety and a fear of retaliation when reporting racism and discrimination 	 15. Curriculum and training for supervisors that increases supervisors' comfort with addressing issues of race and gender. 16. Training to increase supervisors' awareness of what constitutes retaliation. 17. Human Resources to offer training on the fair and consistent application of HR-18 and Code of Conduct policy.
Operations and Processes	5. Unclear discrimination reporting process	 18. Workplace Responsibility and Employee Relations continue process improvement and report back in 2022. 19. Increase communication and clarity about how Workplace Responsibility and Employee Relations processes work. 20. Workplace Responsibility and Employee Relations will publish an annual report. 21. Title VI reporting issues will be clarified by OEDI, Legal, and Employee Relations. 22. Develop a process for consultants and contractors to report issues of discrimination. 23. Additional training for represented workers on reporting discrimination. 24. Port-wide dialogue about reporting discrimination and manager accountability.

Table 1. Equity Assessment Focus Areas, Key Issues and Summary of Recommended Actions		
Focus Areas	Key Issues	Summary of Recommended Actions
	6. Gaps in critical role of supervisors ¹	 25. Executive Director, Commission, Executive Leadership Team lead by example. 26. Consistent and on-going messaging from Port leadership to all supervisors about the importance of leaders' accountability to Port values and EDI. 27. Foundational EDI training for all new supervisors and additional advanced racial equity training for all supervisors. 28. Develop EDI performance goals, competency, and evaluation best practices for all supervisors.
	 Inconsistent integration of equity in key Port-wide processes 	 29. Trainings and technical assistance on how to integrate equity into department budgeting processes. 30. Training and working group to develop skills, expertise, and capacity on using data with an equity lens. 31. Starting in 2022, all departments set annual EDI goals.
	8. Inequities in recruitment, hiring, and qualifications	 32. Integrate equity considerations more deeply into the interview and hiring process. 33. Develop system to track equity indicators in hiring processes. 34. Increase BIPOC representation in leadership positions.
Employment	9. Inequities in compensation	 35. Make salary information more accessible and easier to find. 36. Additional work on compensation equity: complete Port-wide analysis, establish a definition and philosophy for pay equity, determine potential remediation, and implement a new pay program.

 $^{^{1}\}ensuremath{\,{\rm In}}$ this report, "supervisors" includes employees with at least one direct report.

Table 1. Equity Assessment Focus Areas, Key Issues and Summary of Recommended Actions			
Focus Areas Key Issues		Summary of Recommended Actions	
	10. Barriers to advancement for internal candidates	 37. Performance Link goal for all supervisors to provide training and development opportunities to all employees interested in advancing. 38. Assess if certain formal education or credentials are needed to perform the essential functions of open jobs. 39. Develop system to track promotion of internal candidates. 40. Increase staff awareness about the Port's internal mentorship program. 41. Improved supervisor training on how to use coaching and mentoring as a management practice. 	
Equity Capacity Building	11. Barriers to participation – resources and resistance	 42. Expand equity-related training activities. 43. Explore the need to create dedicated funding to support employee participation in EDI efforts, especially for represented workers. 44. Explore development of a policy to allow and support employee participation in equity learning activities. 	
	12. Barriers for WMBEs and small businesses	 45. Assessment of barriers for small businesses and WMBEs to contract with the Port. 46. Strengthen internal communication and training about contracting processes with WMBEs and small businesses. 	
Engaging WMBEs and Small Businesses	13. Barriers in procurement processes	 47. For all new contracts, add provisions for language services, antiharassment language, and integrate anti-bias video review and discussion in contract evaluation panels. 48. Support community partnerships by reducing paperwork, expediting contracts, and creating feedback loops and a dedicated CPO team for CBO engagement. 	

Table 1. Equity Assessment Focus Areas, Key Issues and Summary of Recommended Actions		
Focus Areas	Key Issues	Summary of Recommended Actions
Engaging Impacted Communities	14. Lack of empowered and meaningful ways for external stakeholders to engage with the Port	 49. Continue work to stand up and operationalize the Community Equity Board. 50. Create processes and best practices for how the Port engages communities. 51. Ongoing training and support to develop employees' skills to navigate power dynamics, build authentic relationships, and engage communities in inclusive, meaningful ways. 52. Create dedicated funding to support and remove barriers for community engagement.
	15. Challenging processes for community-based organizations to contract with the Port	53. Continue process and system improvements in Port's community investment programs.

Introduction and Overview

1. History and Background

The Port of Seattle is committed to working both regionally and nationally to achieve equity and justice for all. The Port recognizes our essential role in building a socially just institution by dismantling the structural barriers that have prevented the full participation of our most marginalized communities.

Since 2017, the Port has stepped up efforts to integrate equity into its work including, in 2019, creating its first Office of Equity, Diversity, and Inclusion (OEDI). OEDI's mission is to build capacity across the organization to address institutional oppression and to transform Port policies, practices, and processes. To date, OEDI has led major initiatives to advance equity within the Port of Seattle. Notable accomplishments are highlighted below, organized by the three-pronged framework of the Port's Equity Strategic Plan: normalize, organize, and operationalize equity.

Normalizing Equity

- Deepened employees' understanding about equity and anti-racism through trainings, workshops, and speaker events
- Joined the Government Alliance on Race and Equity (GARE), a national network of governments working to achieve racial equity
- Participated in and organized local and national racial equity efforts, including coordinating an ongoing West Coast Port Partners Meeting to discuss equitable strategies pertaining to COVID-19, budgeting tools, and best practices for advancing equity
- Supported Port employees during the 2020 Black Lives Matter movement and civil unrest, organizing opportunities and providing resources for employees to increase awareness of racial justice and engage in equity work

Organizing for Equity

- Developed the Port's first Equity Strategic Plan in 2020, and updated it in 2021
- Developed and implemented Port-wide policies to integrate equity systemically, including mandatory equity trainings for supervisors and all employees
- In 2020-21, conducted a series of trainings including Change Team Foundational Training, Staff Racial Equity Orientation, and Supervisor Racial Equity Training, with participation by 975 Port employees

- Undertaking or partnering with other departments to conduct major assessments of equity, diversity, and inclusion at the Port, including an EDI Assessment, and Port Police Assessment, Women of Color Assessment
- Laid the groundwork for formation of a first-time Port Community Equity Board to ensure community stakeholders can influence Port decision-making that impacts communities and hold the Port accountable to the public

Operationalizing Equity

- Updated the Port's Century Agenda by adding a goal for the Port to "Become a Model for Equity, Diversity, and Inclusion." Through this goal, the Port of Seattle will ensure that equity is at the core of all our work and the principles the Port embodies
- Supported the Port Commission to establish the Equity and Workforce Development (EWFD) Standing Committee in 2020
- Formed a Port-wide Change Team, an all-departmental cross-functional team of employees to lead equity work across the Port
- Supported creation of the Port's Workforce Development department to lead the Port's efforts to improve wage equity and career development in Port-related industries for port-impacted communities, communities of color, and low-income communities
- Created and implemented of the South King County Fund Economic Recovery Program and the Opportunity Youth Initiative – two Port programs that are leading an equitable economic recovery in our region, particularly in South Seattle
- Developed core principles for the Port's COVID-19 economic recovery framework to account for how some in our community have borne a much more difficult burden during the pandemic as the Port is actively working to include those most impacted in its recovery efforts
- Developed the Port's first Equity Index as a tool for the Port to understand the degree to which different communities experience pollution burdens and social inequities and use that information to direct resources towards the areas of greatest need

2. Purpose and Scope of Report

<u>Port of Seattle Commission Motion</u>. On October 13, 2020, the Port of Seattle Commission adopted Motion 2020-19, known as the Racial Bias & Equity Motion, "To direct the Executive Director to examine Port operations and policies for sources of racial bias and discrimination and to develop programs and policies eliminating inequity in all aspects of the organization."²

The Motion directed the Port to take: "...additional steps beyond what the OEDI Strategic Plan has set out to achieve by directing the Port to align those policies and procedures which will result in the development of a comprehensive policy. This will establish the Port, locally and nationally, as a leader in this work, illustrating our commitment to act, learn, and progress as an organization that values and centers EDI, accountability, and transparency."³

Provisions in the Motion directed the Port's Executive Director, or designee, to complete and report on several key tasks by October 30, 2021. Below is a summary of those tasks. See Appendix A for the full Motion.

- **1.** Convene Port employees and offer learnings and deeper analysis of anti-Black racism.
- **2.** Develop, require, and conduct racial equity and unconscious bias training for Commissioners, the Executive Director, the Executive Leadership Team, supervisors, and employees.
- **3.** Establish an internal Change Team with representatives from each division and department within the Port to assess the current state of equity, diversity, and inclusion for all teams. Conduct and report on assessment.
- **4.** In addition to the Port-wide assessment conducted by the Change Team, OEDI will review the policies and issues...identified by Port employees as the most challenging barriers to fairly accessing resources and opportunities at the Port: employee development, promotion and compensation; recruitment, hiring, retention, and promotion of Black, Indigenous, and people of color (BIPOC) Port-wide; policies and practices impacting BIPOC contractors and WMBEs, with a particular focus on firms owned by Black descendants; contracting and procurement policies and practices impacting community organizations' and contractors' access to Port resources; and other areas identified through OEDI employee engagement.
- **5.** Create a Community Advisory Board to ensure the Port is accountable to the public in the integration of equity principles into the Port's work. ⁴

² Motion 2020-19. Port of Seattle Commission. October 13, 2020.

³ Motion 2020-19. Port of Seattle Commission. October 13, 2020.

⁴ Motion 2020-19. Port of Seattle Commission. October 13, 2020.

Scope of Report. This document reports back on the tasks contained in the Motion. The rest of this Introduction section includes a description of the methodology by which the tasks were completed, issues analyzed, and recommendations developed. It also spotlights three key employee populations that face disproportionate inequities. The main section of the report presents fifteen Key Issues that emerged from the organizational assessment, along with Recommended Actions to address each.

Implementation. Once approved by Port leadership, the Recommended Actions in this report will be translated into implementation actions with associated progress milestones. These will be integrated into OEDI's 2022 Strategic Plan. OEDI will manage and coordinate implementation by various departments, with an aim to report back to the Port Commission at the end of 2022.

3. Process and Methodology

Stakeholder Input. The findings and recommendations contained in this report drew on input gathered from several employee engagement efforts. These ranged from Port-wide initiatives, such as the Equity Survey, which reached out to all employees, to focused gatherings to solicit feedback from specific groups of employees whose voices have often been under-represented and/or who face unique or additional barriers that warrant intentional targeted outreach. The table below lists all the source reports and documents reviewed. The full report for each is included in the Appendices.

Table 2. Employee Input – Source Reports and Documents	
Source and # of Employees Engaged	Focus of Input
 Equity Survey – Quantitative Results 1,306 respondents Port-wide (61 percent of all Port employees) 	 Survey Goal: Examine key aspects of the organization that are relevant to advancing diversity, inclusion, and racial equity. Survey topics: Work Culture Operations and Processes Community Engagement Hiring, Promotions, Compensation and Employee Development Contracting and Use of WMBEs Personal Experiences and Satisfaction
 Equity Survey – Qualitative Results Sub-set of 505 survey respondents 	Qualitative data came from open-ended questions within Equity Survey on each survey topic.

Table 2. Employee Input – Source Reports and Documents		
Source and # of Employees Engaged	Focus of Input	
1,230 total comments		
EDI Assessment Listening Sessions	Participants examined specific findings from Equity Survey to identify root causes and	
• 18 sessions from 7/20/21-9/17/21	brainstorm solutions	
283 participants, duplicated		
 155 participants, unduplicated (49 from Aviation, 17 from Maritime, 85 from Central Services, 8 from EDD) 		
Change Team Formation and Self-Assessment	Ongoing work to create organizational	
 122 Change Team members (47 sponsors, 75 Core members) 	infrastructure for infusing equity into Port-wide operations	
Equity in Budgeting Department Survey	Survey asking each department if and how they	
 Completed by 20 departments in Corporate Division, 24 departments in Aviation Division and 13 departments in Maritime and Economic Development Divisions. 	are integrating equity into budgeting processes.	
Represented Workers Task Force Report Input from 2 sources:	Focused conversations about specific barriers experienced by represented and off-shift workers.	
 Responses to Equity Survey from 393 represented employees responded 		
 Meetings with represented employees hosted by OEDI and Strategic Initiatives 		
Blacks in Government Input and Recommendations	Input and recommendations from convening of Blacks in Government Employee Group.	
Port of Seattle 2020-21 Racial Equity Trainings Final Report	Write-up of participation in, outputs of and learning outcomes from racial equity trainings in 2020-21	
 Change Team Foundational Training: 67 participants, 4 training sessions, 8 training hours, 2 groups 		

	Table 2. Employee Input – Source Reports and Documents		
	Source and # of Employees Engaged	Focus of Input	
•	Staff Racial Equity Orientation: 431 participants, 1 orientation session, 3 orientation hours, 5 groups		
•	Supervisor Racial Equity Training: 384 participants, 3 training sessions, 8 training hours, 5 groups		
Bla	ack Lives Matter Caucusing Series	A series of caucus events in the aftermath of the	
•	7 events from 6/5/2020 – 8/7/2020	killing of George Floyd, Ahmaud Arbery and Breonna Taylor, to offer a space for employees to gather, process, reflect and recommit to fighting racism. This report draws on a summary of participation in and outcomes of these sessions,	
•	1,045 participants (duplicated); 344 participants (unduplicated)		
•	79 participants completed survey	including results of post-session evaluations.	
Port of Seattle South King County Fund 2020: Economic Recovery Grants Program Cycle 1 Report and Recommendations from Consultants		A report from consultants who supported the process of launching the first cycle of the South King County Fund. The report summarizes the implementation of the Fund's first cycle and provides recommendations for improvements. This report also includes surveys and communication with organizations who attended Q&A sessions to learn more about the Fund.	
Non-Represented Employees Compensation Program Review		Several documents describing the Human Resources Department's Non-Represented	
Over 900 survey responses (90% response	Employees Compensation process and timeline:Employee Survey Summary (Sept 2021)		
•	17 focus groups attended by close to 200 employees	 Focus Group and Employee Survey Comment Themes (Sept 2021) 	
•	Group interview/focus group with Port Executive Leadership Team	• Comp Project Employee Survey and Focus Groups Results Summary (10/1/2021)	
		 Comp Program Review Recommendations (ELT Meeting – 10/29/21) 	
		 Comp Project Pre-Read – Consultant Recommendations (10/29/21) 	

OEDI analysis of input and development of recommendations. After gathering employee input from the sources listed above, OEDI undertook an analysis of each source of input to surface key themes, issues, and suggestions for potential solutions or actions. OEDI engaged and worked with external consultant Trang Tu to complete an "analysis of analyses," reviewing across all sources to identify the most prevalent themes, issues and recommendations, and reviewed in concert with the requirements of Motion 2020-19.

In developing the recommendations in this report, OEDI also engaged Port employees and colleagues in several ways. First, OEDI hosted two meetings with Change Team members in early November 2021 and met with two Employee Resource Groups (ERGs) – Blacks in Government, and the Native American Committee – to solicit their review and feedback. Over 200 employees attended sessions and gave input towards the recommendations in this assessment. Second, OEDI consulted with senior employees in key departments including Human Resources, Legal, Diversity in Contracting and the Office of Workplace Responsibility, to share the experience and concerns of Port employees, share draft recommendations developed informed by employees' experiences, and solicit their feedback. The content of this report reflects the results of both the meta-analysis and consultation with internal stakeholders.

OEDI and Strategic Initiatives' Collaboration. EDI and Continuous Process Improvement (CPI), which is led by the Strategic Initiatives department, are two of the most important executive priorities for the organization. Throughout the past year, OEDI and Strategic Initiatives have partnered closely to implement the elements of the Racial Bias and Equity Motion, especially the Equity Survey, EDI Assessment Listening Sessions, Change Team, and Represented Workers Task Force.

The advancement of EDI and CPI are critical to the success of the Port. Both efforts align with and contribute to the goals of the Port's Century agenda, especially Goal 5 (Become a Model of Equity, Diversity, and Inclusion) and Goal 6 (Become a Highly Effective Public Agency). Additionally, when we center and invest in EDI and CPI, we create and sustain a culture of inclusion, belonging, and learning. All levels of the organization – from individual contributors and frontline workers to supervisors to the ELT and Commission – gain more clarity, direction, and purpose. Through EDI and CPI, we can address specific concerns voiced by employees through recent assessments and survey, especially reports of BIPOC employees being undervalued, departments failing to evaluate their work in terms of equity, employees lacking the knowledge and understanding of how EDI and CPI are relevant to their work, and the challenge of fully integrating represented and shift workers into the programming and culture of the organization. The goals and visions for EDI and CPI are similar and intersecting. Integrating these efforts will enable the Port of Seattle to create a diverse culture of equity, inclusion and problem solving.

With this in mind, OEDI and Strategic Initiatives will continue to partner and collaborate to advance EDI and CPI within the organization, and these two departments will work closely to support the implementation of the Recommended Actions detailed in this report.

4. Spotlight: Barriers and Inequities for Specific Groups

This report reflects a synthesis of input and key issues expressed by all employees, drawing from multiple sources of evidence as described in the previous section. However, the data also indicate that individual experiences of equity, diversity and inclusion vary widely.

Specifically, concerns often fall along *racial and gender lines*, with some employees being less concerned or satisfied with the status quo, while others have greater concerns, and/or are more negatively impacted by racism and other inequities. The latter include BIPOC, female and represented employees. As one employee noted, "It's a tale of two Ports."

Black, Indigenous and People of Color (BIPOC). A recurrent pattern was that BIPOC employees, especially Black/African American workers, expressed greater concerns about racial and other inequities, across almost all topical issues, whether hiring or compensation or workplace culture. This was especially evidenced in comments to the Equity Survey. Through an effort of Blacks in Government, Black employees in particular shared feedback and recommendations about pay equity, training and development, barriers in access to contracting for Black businesses, Port policies and procedures, accountability for equity and inclusion, and issues of representation.

<u>Women, with a focus on women of color</u>. Female employees also shared gender-based concerns. In the Equity Survey, for example, respondents called for consideration of other aspects of equity besides race, with gender equity mentioned most often. This was also more likely to be voiced by female respondents compared to male respondents, which was also the case for many other issues in the survey.

Represented and off-shift workers. A third group with additional barriers is represented and off-shift workers. Both the Equity Survey and OEDI Listening Sessions I heard this group of employees express unique challenges including lack of access to professional development, inadequate support from supervisors for participation in equity activities, and often not being included in or provided meaningful access to Port-wide equity or professional development activities. Their recommendations included: organizing meeting opportunities with accessible locations and times, expanding equity training requirements for all represented workers, and holding their supervisors more accountable for supporting their participation in equity activities.

Additionally, *intersectionality compounds inequities*. For example, women of color, or black represented workers, face even greater barriers. This is part of the motivation for a Women of Color assessment OEDI is currently undertaking to examine some of these intersectional patterns of disparity. To date, 131 female employees of color, accounting for nearly half of all female employees of color at the Port, have registered to be part of the assessment.

Informed by learning from these specific groups, this report intentionally strives to recognize these inequities, avoid being race-blind or gender-blind, and takes a pro-active, pro-equity approach. In the report, this is done by spotlighting perspectives from these groups, and integrating Recommended Actions specific to these groups.

Key Issues and Recommended Actions

Fifteen key issues were identified from the input previously described, grouped into six areas: Workplace Culture, Operations and Processes, Employment, Equity Capacity Building, Engaging WMBEs and Small Businesses, and Engaging Impacted Communities.

Table 3. Equity Assessment Focus Areas and Key Issues			
Focus Areas	Key Issues		
	1. Inconsistencies in Port-wide vision for and commitment to equity		
Workplace Culture	2. Lack of open dialogue about equity and racism		
Workplace Culture	3. Lack of BIPOC representation and voice in decision making		
	4. Lack of safety and a fear of retaliation when reporting racism and discrimination		
	5. Unclear discrimination reporting process		
Operations and Processes	6. Gaps in critical role of supervisors ⁵		
	7. Inconsistent integration of equity in key Port-wide processes		
	8. Inequities in recruitment, hiring, and qualifications		
Employment	9. Inequities in compensation		
	10. Barriers to advancement for internal candidates		
Equity Capacity Building	g 11. Barriers to participation – resources and resistance		
Engaging WMBEs and Small	12. Barriers for WMBEs and small businesses		
Businesses	13. Barriers in procurement processes		
Engaging Impacted Communities	14. Lack of empowered and meaningful ways for external stakeholders to engage with the Port		
	15. Challenging processes for community-based organizations to contract with the Port		

For each of the fifteen Key Issues, the following section reports on and summarizes: 1. Key Concerns and Input, 2. Progress to Date, and 3. Recommended Actions. Throughout, the report also highlights intersections with race and gender where there are unique concerns, disproportionate impacts, and/or need for targeted solutions.

⁵ In this report, "supervisors" includes employees with at least one direct report.

Focus Area: Workplace Culture

Issue 1. Inconsistencies in Port-wide vision for and commitment to equity

Key Concerns and Input

Employees responding to the Port's 2021 Equity Survey shared a range of views on the Port's overall commitment to equity. Among those who added comments, nearly 80 characterized the Port's work on equity in *positive terms*, while an additional 90 gave a more *mixed view, recognizing efforts while also acknowledging more work needs to be done*. A smaller number of comments said that *inequities persist at the Port, especially due to an entrenched white male power structure*.⁶

Comments about *Port leadership championing equity were also mixed*. Employees cited Port leaders communicating openly, setting examples, focusing on systemic changes, and creating space for employees to be involved. Others expressed needs for leadership to continue voicing commitments, encouraging employee participation, and ensuring dialogue leads to actual results.⁷

Employees voiced similar comments from the Port's Black Lives Matter Caucusing series, where participants said the Port's goals and vision for EDI are inspiring and ambitious, that leadership support for advancing equity has been critical to creating momentum and energy for change, and that this needs to be sustained.⁸

Integration of equity into day-to-day operations across Port departments remains a work in progress. Most respondents to the Equity Survey who commented on this issue affirmed this need, with a prevailing theme that **there are variations across** *departments in how much EDI is prioritized*. Factors cited include lack of information and knowledge on how to integrate equity into the work, attitude, and willingness of supervisor(s) and/or other team members, and for some employees, the

⁶ Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for the Office of Equity, Diversity and Inclusion. August 2021. ⁷ Ibid.

⁸ Summary Report on Black Lives Matter Caucusing Series. Hosted by the Port of Seattle Office of Equity, Diversity and Inclusion. June - August 2020.

belief that equity considerations are not relevant for their areas of work. Several comments also said it is important to translate dialogue, language, and policy into concrete actions and changes.⁹

Additionally, only 30.9 percent of respondents agreed or strongly agreed that their work-related projects and/or assignments are periodically evaluated in terms of their impact on racial equity. Employees cited numerous reasons for this, including budgeting and resources, fear, lack of BIPOC representation in leadership, organizational structure, and lack of training and skills.¹⁰

Finally, EDI Assessment Listening Sessions, hosted by OEDI from July through September 2021, surfaced other input related to transparency and the *need to better publicize EDI efforts, department EDI goals, and all Port employee's salary information*.¹¹

Progress to Date

Building leadership and champions for racial equity. Recognizing the long-term effort required to integrate equity into all aspects of Port operations, OEDI has put in significant and sustained effort to create a strong foundation for this work. Over the past year, OEDI led the creation of a Port-wide Change Team, in collaboration with all Port departments.

Mandated in September 2020 by the Port Commission's Racial Bias and Equity Motion, the Change Team is a Port-wide cohort of employees from all departments, teams, and leadership levels. Their mission is to engage all levels of the Port in using an equity framework in their daily work and decisions. The Change Team is working to fulfill this mission by working with leadership to develop Port-wide equity goals and working within their respective teams to develop Department-specific equity goals.

Members of the Change Team include sponsors who are directors from each department who provide institutional sponsorship and accountability, and Core Members, who are nominated by Department directors to serve on the team. Members learn to use a systemic and structural lens to inform creative changes to policies and procedures; develop a shared understanding and

⁹ Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021. ¹⁰ EDI Assessment Listening Sessions Report. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021. Port of Seattle Equity Survey

Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

¹¹ EDI Assessment Listening Sessions Report. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021.

vision of equity at the Port and champion that vision; and have the responsibility to continue to deepen their learning and the learning of their department/team around issues of equity, racism, and social justice.

During the first six months of the Change Team, Core Members participated in monthly, in-depth racial equity trainings that taught them foundational terminology and concepts, root cause analysis skills, and tools to evaluate the effectiveness of programs in terms of racial equity impact. After completing their training, Core Members were asked to evaluate their ability to advance racial equity. Results (below) indicate positive impact in their knowledge and capacity to lead integration of equity Port-wide.

Summary of Change Team Self-Assessment Results

- Core Members are growing and pushing themselves to become racial equity champions within the organization.
- Core Members recognize that racial equity is a process and learning is ongoing.
- Core Members are developing abilities to address racism at both interpersonal and institutional levels.
- Core Members are developing abilities to identify patterns of racial disparities (i.e., racial inequities).
- The trainings provided to Core Members have been effective at growing their skills, analysis, and confidence to do racial equity work.¹²

For additional details about the progress of the Change Team's work, see Appendix F.

<u>Strengthening skills and knowledge about racial equity</u>. 882 Port employees participated in racial equity training during the past year, gaining greater knowledge and skills about how to integrate equity into daily operations. In post-training evaluations, participants said that they:

- Gained specific strategies to address racial bias,
- Connected to ideas for individual application of racial equity concepts, and

¹² Change Team Formation and Self-Assessment Report. OEDI. September 2021. Change Team Self-Assessment Data. Compiled by OEDI. March 2021.

• Wished to seek greater institutional and structural changes.¹³

<u>Additional Progress</u>. During 2020 and 2021, the Port also accomplished the following: established Juneteenth as a Port-paid holiday; refreshed organizational values to include anti-racism and equity; updated the Port's Century Agenda to include a goal to "Become a Model of Equity, Diversity, and Inclusion"; passed a Racial Bias and Equity Motion directing OEDI to conduct a Port-wide EDI Assessment; instituted an Indigenous land acknowledgment at the beginning of all public Commission meetings; and produced consistent and ongoing equity-focused communication (internal and external) from the highest levels of the organization (Executive Director and Commission).

With regards to communication about EDI efforts, the Office of Equity, Diversity, and Inclusion implements multiple tools including sharing information on the OEDI webpage and Compass, sending monthly updates internally to employees and externally to community stakeholders, publishing annual reports and conducting annual planning, and hosting quarterly OEDI Town Halls.

Building a sustainable commitment to racial equity. In 2021, multiple existing policies were revised with the support of OEDI and Port employee input. Among these were: HR policies for recruitment, hiring, and code of conduct; Port-wide processes for annual budgeting; and Title VI reporting and planning.

In 2021, new policies were passed to require an assessment of all Port policing practices, and an Equity motion was passed, mandating this organizational assessment and requiring an annual report in future years from all departments.

Recommended Actions

- 1. Commit to ongoing racial equity training and development for Port of Seattle's leadership. (Lead: ELT)
- 2. *Port Commission adopts first time Policy Directive to codify equity* in every aspect of the organization and to build long term sustainable efforts towards organizational transformation. (Lead: Commission and OEDI)

¹³ Port of Seattle 2020-21 Racial Equity Trainings Report. Equity Matters. October 2021.

- 3. **Continue communication efforts to make information accessible** to all stakeholders, including responding to information needs of specific groups like represented and off-shift workers and people without computers (ongoing). OEDI develops new communication materials for employees around the Port to use (such as posters, calendars, placards). (Lead: OEDI)
- 4. **OEDI institutes a consistent on-site presence at SEA Airport Office Building (AOB) and maritime locations** to meet with employees, build relationships with departments in Aviation and Maritime, and improve communication about the Port's EDI efforts. (Lead: OEDI)

Focus Area: Workplace Culture

Issue 2. Lack of open dialogue about equity and racism

Key Concerns and Input

On the topic of workplace culture, employee feedback surfaced needs for improvement in encouraging safe space for open dialogue about equity and racism. The Port Equity Survey data showed that: 71.8 percent of respondents agreed or strongly agreed that BIPOC identities and expressions are respected through words and actions; 66.8 percent of respondents agreed or strongly agreed that leaders encourage and facilitate open dialogue about racial/ethnic issues; and 57.6 percent of respondents agreed or strongly agreed that they feel comfortable talking openly about issues related to diversity, equity, and inclusion at the Port of Seattle.¹⁴

Over 285 survey comments about workplace culture provided additional insight, especially from employees of color, who expressed specific concerns including:

- Fear of backlash and discomfort discussing a sensitive topic like race, and
- The work environment is not welcoming to all cultures, including employees of color, who reported experiencing disrespect and racism.¹⁵

Progress to Date

• The Port's ERGs have focused their events more on systems change by offering learning opportunities, presentations, and panel discussions on racial equity.

¹⁴ Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021.

¹⁵ Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

- OEDI has offered book clubs; podcast clubs; caucuses on racial equity; quarterly OEDI town halls; the creation and integration of Equity Moments in team meetings across the organization; and other ongoing opportunities for employees to learn and engage. In 2021, more than 1,110 employees (duplicate count) participated in OEDI's programming.
- In the aftermath of the killings of George Floyd, Breonna Taylor, and Ahmaud Arbery, from June through August of 2020, OEDI hosted a seven-part Black Lives Matter Caucusing Series. The purpose of this series was to support employees in processing, reflecting, sharing feedback on, and brainstorming how the Port can combat racism in its own work. In 2021, OEDI received an Award of Excellence from the American Association of Port Authorities for this work. Evaluation surveys from these sessions indicated that participants gained:
 - More tools and language for talking about race and racism,
 - o A better understanding of how participants could personally help combat and dismantle systemic racism, and
 - The opportunity to strategize with coworkers about how to transform the Port into an anti-racist organization.¹⁶
- In 2021, OEDI offered multiple racial equity trainings tailored to the Change Team, supervisors, and Port employees as a whole. Outcomes of these trainings across all three groups of participants included:
 - "Deeper understanding of and connection to foundational racial equity concepts and tools,"
 - A greater "sense of hope and community" on racial equity, which was particularly voiced by employees of color, and
 - Stronger "connection to employee's individual responsibility to advance racial equity."¹⁷
- Throughout 2020 and 2021, the Port Executive Director began dedicating a portion of his Port-wide emails to "Equity Resources," providing employees with reading materials, videos, and articles to help employees learn, expand their understanding and analysis of impacts of COVID-19, and create more awareness about the importance of anti-racism and equity.

¹⁶ Summary Report on Black Lives Matter Caucusing Series. Hosted by the Port of Seattle Office of Equity, Diversity and Inclusion. June - August 2020.

¹⁷ Port of Seattle 2020-21 Racial Equity Trainings Report. Equity Matters. October 2021.

•	As a result of these collective activities, employees (especially white employees) are increasing their understanding of why we lead our work with racial equity.
	Recommended Actions
5.	Expand learning opportunities (e.g., book clubs, caucusing, etc.) for all employees to normalize racial equity and create a culture of learning and belonging. OEDI and Strategic Initiatives will work closely with Aviation, Maritime, and the Change Team to offer and facilitate accessible, inclusive EDI training and learning opportunities for represented and shift employees. (Lead: OEDI)
6.	Create a Language and Meaning Initiative that will provide training on understanding the racial and historical context for certain terminology and how to use language that is equitable and inclusive. Segments of this training will also be included in trainings for all supervisors. (Lead: OEDI)
7.	. OEDI and the Change Team <i>identify and implement creative ways to uplift examples of supervisors and employees who are</i> <i>advancing racial equity</i> , modeling inclusiveness, and creating a culture of belonging and learning. (Lead: OEDI)
8.	. OEDI leads targeted caucuses including:
	 An anti-racist white caucus designed for white employees to collectively learn and support one another in being effective allies to employees of color in our efforts to create racial equity.
	 Multiracial and racial caucus spaces to strengthen racial equity analysis, unity, and community building emerging from 2020-21 trainings.¹⁸ (Lead: OEDI)
9.	. Build on the success of the foundational year of the Change Team to <i>strengthen the Change Team's impact</i> on the organization (Lead: OEDI). This could include:
	Case study labs for Change Team members to learn more about institutional and structural racial equity change models

¹⁸ Port of Seattle 2020-21 Racial Equity Trainings Report. Equity Matters. October 2021.

- Creating a Change Team committee to function as racial equity facilitators, coaches, and influencers
- Roundtable sessions with the ELT to build awareness and understanding of equity and racism
- Setting a goal to close the racialized gap for one specific workplace outcome, as detailed in a department equity plan¹⁹
- 10. Port leadership continues to identify and address equity and anti-racism as central to the Port's Special initiative to address anti-black racism. (Lead: ELT)

¹⁹ Port of Seattle 2020-21 Racial Equity Trainings Report. Equity Matters. October 2021.

Focus Area: Workplace Culture

Issue 3. Lack of BIPOC representation and voice in decision making

Key Concerns and Input

The *need for greater racial and gender diversity within departments and across the Port* was voiced in numerous employee engagement efforts. *In particular, the need for more BIPOC representation at the highest levels* – in upper management, executive leadership, and Port Commission roles – was a recurrent theme. This input came out of the Port's Equity Survey, EDI Assessment Listening Sessions, and from Blacks in Government.²⁰

The *lack of BIPOC voice in decision making was also a major concern* raised across multiple sources. Only 58.6 percent of respondents to the Port's Equity Survey agreed or strongly agreed that the opinions of BIPOC are sought out, valued, and fully considered when making decisions.²¹ And almost all comments on this topic expressed concerns, including BIPOC employees' input not being heard and/or valued, especially at the highest levels of decision making and particularly for people who are less proficient in English; and when they do participate, being tokenized. Respondents of color had disproportionately more concerns about this issue – both in the qualitative and quantitative data of the Equity Survey.²²

In the EDI Assessment Listening Sessions, employees underscored the *need for the Executive Leadership Team to regularly hear directly from BIPOC employees*, and Black employees, through Blacks in Government, also expressed the need for Black and Brown employees to have a voice in reviewing, creating, and deciding policies.²³

Port employees identified some of the root causes of this including: lack of BIPOC representation in Port leadership; untrained, apathetic, and/or unsupportive supervisors; lack of opportunities for input and advancement for BIPOC employees; racial bias;

²⁰ Ibid. *EDI Assessment Listening Sessions Report*. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021. *Port of Seattle Equity Survey Analysis of Qualitative Data*. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

²¹ Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021.

²² Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

²³ "What do Blacks In Government need the Port of Seattle to focus on in combatting racial discriminations?" Session Notes. Blacks in Government Employee Group. June 2021.

and structural barriers. These underscore the inter-related nature of many of the issues raised in this report and the need for holistic actions to create long-term, lasting transformation.²⁴ structural barriers. These underscore the inter-related nature of many of the issues raised in this report and the need for holistic actions to create long-term, lasting transformation.²⁵

Progress to Date

- ERGs have reported to OEDI that in recent years their ability to voice concerns, identify inequities, propose policy changes, and celebrate diversity has been more impactful.
- OEDI and steering committee of employees (predominantly women of color) began conducting an assessment of the experiences, treatment, compensation, and advancement of women of color at the Port through a survey, individual interviews, and focus group discussions. This one-of-kind assessment was commissioned by the Port's Executive Director after Blacks in Government and Women's Initiative Network collaborated to host a panel event about intersectionality and the experiences of women of color at the Port. The results of this assessment will be presented to Port leadership and staff in early 2022, and the recommendations from that assessment will be incorporated into the implementation plan of this report's recommendations.
- The Change Team is working with their respective departments to create department-specific EDI goals for 2022. Department-specific EDI goals will be integrated into the annual business planning process.
- Participants in the past year's racial equity trainings, in post-training evaluations, expressed that they felt:
 - More empowered to "speak up and do something,"
 - Connected to more "collective power to influence areas such as data analysis, contracting, relationship building, management role and identifying root causes," and
 - A greater "sense of hope and community" about racial equity at the Port.²⁶

²⁴ *EDI Assessment Listening Sessions Report*. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021.

²⁵ *EDI Assessment Listening Sessions Report*. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021.

²⁶ Port of Seattle 2020-21 Racial Equity Trainings Report. Equity Matters. October 2021.

Recommended Actions

- 11. Each year, ERGs, D&D Council, Change Team, and OEDI review and coordinate annual work plans and priorities including budgeting needs. These groups then engage the ELT in an Annual RoundTable to discuss priorities, needs, and ELT involvement. ELT and OEDI will explore additional opportunities to expand ERGs' involvement and voice in policy development. (Lead: OEDI)
- 12. Develop organizational policies, practices, and mechanisms for participation in decision making tailored to specific groups including indigenous, employees of color and women of color.²⁷ (Lead: OEDI, ELT)
- 13. OEDI, Change Team, and ERGs offer a *Town Hall briefing for new Commissioners to discuss potential collaboration and partnership.* (Lead: OEDI)
- 14. Set baseline for increasing racial diversity in senior level positions and above beginning January of 2022. Human Resources track progress through infographics with the ability to filter data through multiple filters (e.g., racial and gender diversity of director-level positions) and publish this data quarterly. Include in this report the number of BIPOC employees promoted internally and new BIPOC employees in leadership positions. *Publish racial and gender diversity demographics of Port employees by grade and* organizational level. (Lead: HR)

²⁷ Port of Seattle 2020-21 Racial Equity Trainings Report. Equity Matters. October 2021.

Focus Area: Workplace Culture

Issue 4. Lack of safety and a fear of retaliation when reporting racism and discrimination

Key Concerns and Input

As identified in multiple sources, the culture of the Port is such that *employees feel unsafe reporting racism and discrimination*, especially due to fear of retaliation. The Equity Survey showed that only 50.7 percent of respondents agreed or strongly agreed that they are satisfied that any conflicts at the Port of Seattle related to diversity, equity and inclusion issues would be addressed appropriately. Additionally, when employees were asked if they would communicate with their supervisor or a person in leadership if they or someone else were experiencing racial/ethnic discrimination at the Port of Seattle, *BIPOC employees*, *especially Black and Native American employees, were significantly less likely to report discrimination than white employees*. Participants in the Black Lives Matter Caucusing Series shared that employees experience the process of reporting discrimination, bias or inappropriate behavior as lacking transparency and follow-through.²⁸ This suggests that BIPOC employees do not trust the Port's ability to address discrimination and/or fear there will be negative consequences for reporting it.²⁹

The survey comments emphasized the concerns on this issue. Of 108 comments about it, 100 were negative. Prevalent thoughts included: employees not feeling safe reporting discrimination, lack of confidence in the organization's ability to effectively address concerns, and the difficulty of raising issues to supervisors in situations where the supervisor is the source of concern. Further, this concern was disproportionately expressed by BIPOC and women employees.³⁰

Progress to Date

• Anti-Racism and Equity values: In June, after an 8-month process following a retreat session for all ELT members which included a full day of discussions about racial equity, the Port refreshed its organization-wide values to include Anti-Racism and Equity as a core value. The organization describes this value as "We commit to dismantling institutional racism and

²⁸ Summary Report on Black Lives Matter Caucusing Series. Hosted by the Port of Seattle Office of Equity, Diversity and Inclusion. June - August 2020.

²⁹ Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021.

³⁰ Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

ensuring equitable opportunities for all." In the coming months after announcing the values refresh, several members of the Executive Leadership Team communicated about the importance of the values, including why anti-racism and equity are critical for them personally and for our organization.

• Increased communication and collaboration between OEDI, Workplace Responsibility, and Employee Relations to direct concerns to the appropriate processes.

Recommended Actions

- 15. Build a curriculum and training for supervisors in 2022 that increases supervisors' comfort with addressing issues of race and gender. (Lead: OEDI, HR)
- 16. Deliver *training to increase supervisors' awareness of what constitutes retaliation and how it is received by employees*. (Lead: HR and Legal)
- 17. *Human Resources to offer training on the fair and consistent application of HR-18 and Code of Conduct policy*, get feedback from equity champions in the organization, educate managers about their responsibility. (Lead: HR and Legal)

Focus Area: Operations and Processes

Issue 5. Unclear discrimination reporting process

Key Concerns and Input

While the culture of the Port is such that employees feel a lack of safety and a fear of retaliation when reporting racism and discrimination (as described above in Issue 4), there are also issues related to the discrimination reporting process itself.

As described in Issue 4, not only do employees feel unsafe using the Port's reporting process, but the data from the Equity Survey illustrates that there is **not widespread clarity and knowledge across the Port about how complaint investigation processes work**, including the role of supervisors in a complaint.³¹ There is also a lack of confidence in the organization's ability to effectively handle issues related to racism and discrimination, and these sentiments are overwhelmingly represented by employees of color, suggesting that the reporting process does not work as well for employees of color as it does for white employees.

Additionally, in the EDI Assessment Listening Sessions, employees called for fuller investigation of discrimination claims with compensation for injured parties. Blacks in Government called for specific criteria when investigating complaints about racism.³²

Progress to Date

Workplace Responsibility and Employee Relations have been engaged with Strategic Initiatives to assess processes and consider system and process improvements.

Recommended Actions

³¹ Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

³² EDI Assessment Listening Sessions Report. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021. "What do Blacks In Government need the Port of Seattle to focus on in combatting racial discriminations?" Session Notes. Blacks in Government Employee Group. June 2021.

- 18. Workplace Responsibility and Employee Relations continue their process improvement and hold a Town Hall Report Back about systems improvement to all Port employees in 2022. (Lead: Workplace Responsibility and Employee Relations)
- 19. Increase internal communication and clarity about how Workplace Responsibility and Employee Relations processes work and increase employee knowledge about what the roles of each team are, how they operate, and possible outcomes. (Lead: Workplace Responsibility and Employee Relations)
- 20. Workplace Responsibility and Employee Relations *publish an annual report* detailing the number of cases, outcomes, follow-ups, demographics, etc. (Lead: Workplace Responsibility and Employee Relations)
- 21. *Title VI reporting issues will be clarified* in partnership among OEDI, Legal, and External Relations. (Lead: OEDI, Legal, and External Relations)
- 22. In collaboration with CPO, *develop a process for consultants and contractors to report issues of discrimination*. (Lead: Workplace Responsibility and Employee Relations)
- 23. *Represented workers receive more training to understand when and where to report issues of discrimination* to increase accountability of all managers for following through. (Lead: Workplace Responsibility and Employee Relations)
- 24. *Increase deliberate dialogue Port-wide about the critical nature of reporting issues of discrimination and improving our culture reflective of our values*. (Lead: ELT, Workplace Responsibility, Employee Relations)

Focus Area: Operations and Processes

Issue 6. Gaps in critical role of supervisors³³

Key Concerns and Input

Supervisors, which in this report are defined as employees with at least one direct report, play a critical and varied role in advancing equity and anti-racism in the organization. Related to the issue of reporting discrimination, supervisors heavily influence a culture where employees feel unsafe reporting instance of discrimination. Many respondents to the Equity Survey said it is difficult to raise issues to supervisors in situations where the supervisor is the source of concern. Others noted the important role of supervisors in determining whether departments' work is informed by EDI considerations. Some described challenges of department leaders who do not believe in equity efforts, while others said they feel unable to voice concerns about racism or discrimination, especially if the supervisor is the source of concern. Respondents of color and women had a disproportionate share of comments compared to their overall participation in the survey. Additionally, some supervisors expressed needs for more support, resources, information, and capacity building to advance equity in their teams.³⁴

OEDI held Listening Sessions on this topic, which also surfaced concerns including:

- Lack of direction and guidelines for integrating EDI into work
- Lack of support for EDI efforts from some supervisors
- Lack of accountability and consequences when a supervisor says or does something problematic
- Employees fear retaliation if they raise equity-related issues³⁵

Listening Session participants also brainstormed potential solutions:

³³ In this report, "supervisors" includes employees with at least one direct report.

³⁴ Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

³⁵ *EDI Assessment Listening Sessions Report*. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021.

- Include EDI competency in job evaluations for all supervisors, and, in performance evaluations, define how progress is measured.
- In hiring new supervisors, require potential hires to demonstrate commitment to EDI by including EDI interview questions.
- Hold quarterly orientations, with a panel of current supervisors training new supervisors on the role of EDI at the Port and expectations for supervisors in advancing these efforts.
- To ensure accountability of supervisors: continue to require EDI training annually; require EDI Performance Link goals for all supervisors and include in Development, Behaviors, and Essential Functions; require EDI goals at the department-level and hold supervisors accountable to meeting those goals.
- Make department demographic data publicly visible to increase accountability for supervisors to diversify their teams.
- Promote 360 performance evaluations for supervisors in order to receive deeper and broader evaluations of supervisors.
- Provide more time and space for supervisors to develop skills, such as through a community of learning for supervisors.³⁶

Represented workers also expressed concerns about support from supervisors, especially the lack of encouraging open dialogue about racial issues, participation in OEDI programming, and professional development.³⁷ Blacks in Government also called for more training for mid-level supervisors and expressed the need to stop protecting racist supervisors and employees.³⁸

Progress to Date

- Eight hours of racial equity training mandated for all supervisors in 2021. Supervisors who took the training indicated in their evaluations that they:
 - Gained specific strategies and approaches to address racial bias,

³⁶ Ibid.

³⁷ *Employee Listening Session with Represented Workers.* Port of Seattle Office of Equity, Diversity and Inclusion. August 2021.

³⁸ "What do Blacks In Government need the Port of Seattle to focus on in combatting racial discriminations?" Session Notes. Blacks in Government Employee Group. June 2021.

- o "Connected to their role as supervisors in fostering a racial justice learning culture," and
- Would like to gain more individual application ideas, including how to engage reluctant co-workers.³⁹
- In June 2022, the Port refreshed its organization-wide values to include Anti-Racism and Equity as a core value. The organization describes this value as, "We commit to dismantling institutional racism and ensuring equitable opportunities for all." In the coming months after announcing the values refresh, several members of the Executive Leadership Team communicated about the importance of the values, including why anti-racism and equity are critical for them personally and for our organization.
- Every quarter, the Executive Director hosts a town hall event for all employees to learn about ongoing organizational efforts and to ask questions of the Executive Leadership Team. An update on the Port's EDI work is always included in these events The Senior Director of OEDI is given time on the agenda to share about progress, upcoming events, and to answer questions.

- 25. *Executive Director, Commission, Executive Leadership Team lead by example* in living the values of the Port. OEDI and Human Resources highlight these examples. (Lead: Executive Director, Commission, ELT)
- 26. Consistent and on-going messaging from Executive Director, Commission, Executive Leadership Team to all supervisors about the importance of leader's accountability to Port values and Equity, Diversity, and Inclusion. (Lead: Executive Director, Commission, ELT)
- 27. Continue to offer the foundational 8-hour course for all new supervisors entering the Port in 2022. OEDI provides an additional 8 to 10 hours of required advanced racial equity training for all supervisors. After completion of the training, OEDI will host coaching and mentoring for supervisors to develop the skills learned in the training, and supervisors will be asked to sign a commitment/pledge asserting that they have completed the training and will implement the newly learned skills. As recommended from the 2021 supervisor training evaluations, specific topics or modules could include:

³⁹ Port of Seattle 2020-21 Racial Equity Trainings Report. Equity Matters. October 2021.

- Offering follow-up opportunities to engage reluctant co-workers
- Designing supervisors' roles and responsibilities to support sense of belonging by and retention of employees of color (informed by upcoming Women of Color Assessment)⁴⁰ (Lead: OEDI)

28. OEDI and Human Resources develop the following (Lead: HR, OEDI):

- A measurable EDI Performance Link goal for all supervisors
- An *EDI competency integrated into all supervisor job evaluations* and job postings
- Research best practices for evaluating supervisors for future implementation

⁴⁰ Port of Seattle 2020-21 Racial Equity Trainings Report. Equity Matters. October 2021.

Focus Area: Operations and Processes

Issue 7. Inconsistent integration of equity in key Port-wide processes

Key Concerns and Input

Fundamental to advancing equity across the Port is to integrate equity into Port-wide processes. Two key areas for this are 1) budgeting and 2) research. Department budgeting processes is a priority for the Port's equity work, with ongoing efforts across the organization, but *there is much variation across departments in whether and how equity is budgeted for internally*. A September 2021 Port-wide survey on Equity in Budgeting found:

- Seventy percent of Port departments (37 of 53) considered the impact on EDI of programs and activities in their 2022 baseline budgets.
- Sixty percent of Port departments (32 of 53) said there are specific areas or programs they would like to add to their 2022 budget to advance equity considerations.
- Eighty-seven percent of Port departments (46 of 53) said their department would benefit from additional training in how to include consideration of equity in their budgeting process.

For departments that use an equity lens in their budget, the most common activities center on equity in procurement, vending, and contractors; equity in recruitment, hiring, and compensation policies and practices; employee training and education; work with external stakeholders such as through outreach or grant funding; and day-to-day operations such as ensuring accessibility.

The survey also identified several *challenges and areas for potential improvement*:

• Many departments expressed the *need for training on budgeting with an equity lens*, how to determine scope and budget for equity activities of various size and complexity, and what questions to ask when budgeting for equity.

- Some departments said they wish to continue increasing equity in current activities such as diversifying employees, expanding linguistically and culturally competent outreach, increasing equitable grant funding, and engaging more WMBE contractors.
- Some departments do not feel they can use their baseline budget for work with external stakeholders or communities.

The second area, *research, is a critical function* frequently undertaken in service to Port operations, whether to assess needs, formulate policies, or design programs, but is often not examined from an equity lens. *Yet, white culture dominance is embedded in much of traditional research*, including in data collection, analytical methods, or reporting and presentation. As such, it presents a significant opportunity to advance equity.

Examples of inequities in research methods that can lead to decentering, marginalizing or erasing populations of color include: using majority responses where whites/white males are the dominant voice as the norm around which analysis of other groups is centered, requiring minimum sample sizes, not disaggregating, not addressing intersectionality of identities, not contextualizing for specific communities or cultures when inferring or making meaning of data, and inadequate threading of translated input into the analysis process.

Conducting research with a pro-equity approach requires intentionality and reconciling equitable approaches with traditional methods and/or deviating from the latter when rigid adherence to them perpetuates racial inequity.

Progress to Date

Equity in Budgeting: Among departments surveyed in 2021 below are examples of what has been done.

<u>Training</u>, <u>Hiring</u>, and <u>Compensation</u>. Training to develop a discrimination-free work environment, equitable access to the tools and software needed, advertising to reach a broader diverse audience, conducting periodic salary equity reviews, funding for green job development in near-Port communities, providing maritime career experiences to under-represented communities, promoting job to diverse audience with an inclusive hiring panel.

<u>External Outreach and Engagement.</u> Duwamish Valley Community Equity program, Port 101, Boat Tours, Crisis Coordinator supporting homelessness and mental health crisis, joint promotional projects with our airlines' partners, public outreach, and water quality improvements to underserved communities, distribute funds to BIPOC tourism stakeholders.

<u>Procurements & Contracts.</u> Increase the percentage of dollars spent with WMBE and SBE firms, use WMBEs for goods and services where possible

<u>Operations</u>. Accessibility for passengers with functional needs, wheelchair accessible vehicles, accessible languages, Interfaith Prayer and Meditation Room⁴¹

Integrating equity into research:

- OEDI encouraged key staff from the Port to sign up for and attend a course from Stanford Social Innovation Review on applying an equity lens to data collection and reporting.
- Human Resources, Strategic Initiatives, and OEDI are currently working with the Government Alliance for Racial Equity (GARE) to host a training on data and equity in 2022.
- OEDI reported on findings of the equity survey both from a quantitative and qualitative perspective and educated employees and departments about the use of each method.
- OEDI completed and launched the Port's new Equity Index. The Equity Index is a cutting-edge, interactive map that displays a visual representation of social and environmental disparities in King County. Using 21 indicators within four categories, the Equity Index illustrates the degree to which different communities experience pollution burdens and social inequities. The Port is using the index as a tool to help us direct resources (e.g., South King County Fund) to the communities and areas of greatest need. The tool is available to all Port staff and the public.

⁴¹ Equity in Budgeting Tool 2022 Survey Data. Port of Seattle. September 2021. Equity in Budgeting Survey Results PowerPoint Presentation. Prepared by Meridith Fishkin, David Kleiber and Nancy Vuong. Port of Seattle. October 2021.

- 29. OEDI and Budgeting Change Team will continue to grow and deepen budgeting with equity tools at the Port and provide Port-wide trainings, 1-on-1 technical assistance, and cross-department information sharing on how to integrate equity into budgeting. (Lead: OEDI and Budgeting Change Team)
- 30. OEDI, HR, and Strategic Initiatives to offer training in 2022 on the use of data and equity and to host a working group for staff who use data to increase skill, expertise, and capacity in using data with an equity lens. (Lead: OEDI and HR)
- 31. Ensure that the Port's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging. Starting in 2022, all departments, with support from OEDI and Change Team, set and work towards annual department-specific EDI goals. The timing of these goals will be aligned with the budgeting process, ED priorities, and other strategic planning efforts to align as much as possible all efforts. The goals and progress towards meeting them will be shared in the annual report back to the Commission. (Lead: OEDI and Change Team)
 - In the first quarter of every year, the Change Team will lead their respective departments in an equity SWOT analysis. The results of that analysis will inform department-specific EDI goals.
 - In the second quarter of every year, Change Team members will be involved in their department's annual business planning process to ensure that EDI goals are set.

Focus Area: Employment

Issue 8. Inequities in recruitment, hiring, and qualifications

Key Concerns and Input

Port employees shared perspectives and concerns about a range of issues connected to jobs and employment. *One key issue is about recruitment, hiring, and qualifications*.

Regarding the role of racial equity in hiring decisions, 59.5 percent of respondents in the Port's Equity Survey agreed or strongly agreed that in addition to hiring the best qualified candidates, racial equity should be considered in the hiring process. At the same time, among 105 respondents who added comments about qualifications for hiring, 85 stated that hiring decisions should be based primarily or solely on who is most qualified and/or performance, not race. A small number of comments said racial considerations should be part of hiring decisions due to structural/systemic and historic inequities that have created disadvantages for some groups.⁴²

Another significant issue in hiring is that candidates of color are disproportionately ineligible for certain jobs in comparison to white candidates, because they do not meet the education requirement, even though the educational requirement may not be essential to the functions of the job. A candidate's work or life experience may be more relevant than formal education to perform the functions of the job. Because white people graduate from high school, college, and advanced programs at disproportionately higher rates than BIPOC, this creates a pattern of disadvantage for BIPOC job seekers.⁴³In general, comments about racial inequities in recruitment and hiring were more likely to come from employees of color and women.

⁴² Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021. Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

⁴³ Port of Seattle Office of Equity, Diversity and Inclusion.

The Equity Survey found that 54 percent of respondents agreed or strongly agreed that they are aware of efforts to share job announcements with racially and ethnically diverse professional networks, while 62.4 percent of respondents agreed or strongly agreed that they are aware of efforts to partner with Human Resources to advertise open jobs widely.⁴⁴

Additional comments about recruitment and hiring came through survey comments, the EDI Assessment Listening Sessions, the Black Lives Matter Caucus Series, and Blacks in Government.⁴⁵ *Ideas for improving recruitment included*:

- Expanding and diversifying job candidate pools through mentorship programs specifically for BIPOC employees
- Engaging with schools to ensure students know about job opportunities at the Port and in Port-related industries
- Expanding outreach in BIPOC communities
- Expanding the definition of "qualifications" to include relevant lived experience in addition to or in lieu of formal education
- Posting new positions internally first and/or prioritizing internal hires and promotions
- Working to eliminate racial biases in the hiring process by requiring racially diverse hiring panels and requiring hiring panels to watch the bias video and conduct an in-depth discussion about it.

⁴⁴ Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021.

⁴⁵ EDI Assessment Listening Sessions Report. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021. Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021. "What do Blacks in Government need the Port of Seattle to focus on in combatting racial discriminations?" Session Notes. Blacks in Government Employee Group. June 2021. Summary Report on Black Lives Matter Caucusing Series. Hosted by the Port of Seattle Office of Equity, Diversity and Inclusion. June - August 2020.

Progress to Date

- The Port's Human Resources Department began a three-year Program Review of non-represented Compensation that
 involved a survey in 2021 completed by over 900 employees along with focus groups that included close to 200 participants.
 This effort shaped HR's approach to addressing key concerns, which is guided by three concepts: Equity, Transparency, and
 Simplicity, under which a guiding principle is to "Support building a culture of inclusion, belonging and equity."⁴⁶ This project
 will continue with an internal and external market research for each position in the next two years.
- The Port's Human Resources Department currently takes steps to prioritize internal candidates for hiring by offering flexibility on minimum qualifications, adding a development component to the job posting, and offering opportunities for interviews.
- In 2021, for many backfill position requests, Human Resources examined and adjusted, as appropriate, position requirements before posting. Human Resources also started adding in substitutes for educational requirements where appropriate.
- Human Resources' Talent Acquisition Policy (HR-8) was updated in 2021 with broad engagement and socialization of the
 policy with Port employees. This policy advances equity in the recruitment process by utilizing a variety of advertising
 sources, partnering with Port-wide employee resource groups, community, and external resources, and requesting the direct
 assistance of the hiring department to identify additional advertising outlets to create a pipeline of diverse applicants.

- 32. Human Resources Department, in collaboration with OEDI, *integrate equity considerations more deeply into the interview and hiring process (LEAD: HR)*:
 - Ensure *racial and gender diversity on all interview panels, by including specific diversity targets* with employee engagement and share across the Port.
 - All job announcements include a statement on diversity, equity, and inclusion and share Port Values.

⁴⁶ Compensation Program Review Recommendations to ELT. Port of Seattle Human Resources Department. October 29, 2021.

- Enhance recruitment process to more effectively reach BIPOC candidates, address barriers, and reach beyond traditional
 outlets and networks. Develop a top list of languages, ethnic communities, and media channels in communities of color to
 do outreach to with the help of the ERGs, D&D Council, and OEDI. Consider using testimonials and videos to tell the stories
 of current BIPOC employees.
- Include at least one question about EDI in all interviews. The question should require the applicant to demonstrate their understanding of EDI and its applicability to the job.
- Require interview panels to watch anti-bias video, and, as an interview panel, engage in a discussion about the video.
- Create a *committee* of D&D Council and Change Team *to make themselves available to serve on hiring panels and offer support in the hiring processes.*
- Replicate the successes and partnership between Human Resources and Maritime Division in 2021 across the Port: Executive accountability, broader outreach for advertising postings for jobs, system to ensure diverse panels for all interviews, tracking panelists anti-bias video viewing and learning, adding equity questions, systematically examining educational requirements.
- 33. OEDI to work with the Change Team to *develop and implement a system for tracking equity indicators implemented for all hiring panels and processes in 2022*. A final report to be presented to commission in December of 2022. (LEAD: OEDI, Change Team)
- 34. *Increase BIPOC representation in leadership positions.* For leadership positions that become available and open in 2022, revisit all competencies and requirements in job evaluations to ensure that the minimum qualifications accurately reflect the skills and training needed for the position, barriers for BIPOC applicants are reviewed and assessed, and to ensure that EDI is included in the job evaluation. (Lead: HR)

Focus Area: Employment

Issue 9. Inequities in compensation

Key Concerns and Input

Compensation equity is a significant issue of concern expressed by Port employees, particularly by employees of color and women. Among respondents to the Equity Survey, only 51.5 percent agreed or strongly agreed that employee pay is fair and equitable for people with the same or similar jobs who have the same or similar qualifications regardless of race/ethnicity, gender, age, or other diversity characteristics. Employees of color, in comparison to white employees, do not agree that compensation is fair and equitable. Overall, only 56.3 percent of employees agreed or strongly agreed that they understand the Port's compensation structure.⁴⁷ *This theme was echoed in the Human Resources Department's recent Compensation Program Review, which found that women and people of color believe that jobs held mostly by women are undervalued, that women must continually prove themselves, and that women and women of color are underpaid.*⁴⁸

Many survey comments expressed frustration about compensation inequities both within and across departments as well as by race and gender. This view also emerged from the Port's Black Lives Matter Caucusing Series, where participants expressed a strong perception that there are significant disparities in how people with the same position are paid, particularly BIPOC employees.⁴⁹ Other concerns related to pay equity included job classifications/evaluations being outdated, subjective, and not matching pay levels; and pay being tied to seniority rather than performance.⁵⁰

Blacks in Government suggests promoting Black and Brown employees to similar locations on pay brackets and pay distributions as their white counterparts, while participants in the EDI Assessment Listening Sessions called for more benefits for minimum/low

 ⁴⁷ Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021.
 ⁴⁸ Non-represented Employees Compensation Program Review: Focus Group and Employee Survey Comment Themes. Port of Seattle Human Resources Department. September 2021.

⁴⁹ Summary Report on Black Lives Matter Caucusing Series. Hosted by the Port of Seattle Office of Equity, Diversity and Inclusion. June - August 2020.

⁵⁰ Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

wage and frontline workers, and scholarships specifically for women of color, as well as daycare services.⁵¹ Respondents to the Compensation Program Review asked for system changes that prevent pay inequities, and a pay equity analysis with results shared transparently.⁵²Compensation Program Review asked for system changes that prevent pay inequities, and a pay equity analysis with results shared transparently.⁵³

Progress to Date

As noted in the previous section, the Port's Human Resources department recently completed a Program Review of Compensation that includes a survey completed by over 900 employees along with focus groups that included close to 200 participants. This effort marks a milestone in responding to employee concerns about compensation equity and builds a foundation for further and deeper assessment of compensation in 2022.⁵⁴

OEDI collaborated with a Steering Committee to launch an assessment of the experiences and barriers of women of color at the Port of Seattle. The findings of this assessment will be presented in February of 2022.

Recommended Actions

35. Human Resources Department *makes salary information accessible and transparent*. (Lead: HR)

- 36. Human Resources Department, informed by findings from its Compensation Program Review, implements the following Action related to compensation equity:
 - Develop a pay equity definition and philosophy that reflects the Port's values

⁵¹ "What do Blacks In Government need the Port of Seattle to focus on in combatting racial discriminations?" Session Notes. Blacks in Government Employee Group. June 2021.

⁵² Non-represented Employees Compensation Program Review: Focus Group and Employee Survey Comment Themes. Port of Seattle Human Resources Department. September 2021.

⁵³ Non-represented Employees Compensation Program Review: Focus Group and Employee Survey Comment Themes. Port of Seattle Human Resources Department. September 2021.

⁵⁴ Compensation Program Review Recommendations to ELT. Port of Seattle Human Resources Department. October 29, 2021.

- Design and complete a Port-wide pay equity analysis
- Determine *potential remediation strategies*, including special budget for equity adjustments⁵⁵
- Human Resources Department will *design and implement a new pay program* based on the findings of the assessment as well as the findings of the Women of Color assessment. (Lead: HR)

⁵⁵ Compensation Program Review Recommendations to ELT. Port of Seattle Human Resources Department. October 29, 2021.

Focus Area: Employment

Issue 10. Barriers to advancement for internal candidates

Key Concerns and Input

Employees gave input on several issues related to *job advancement*. Comments from the Equity survey were almost all expressions of concern (78 of 80 comments). The *most frequent issue cited was favoritism of white males in promotion decisions,* including longstanding "good old boys' networks" that create barriers for employees of color outside of those networks. Another issue noted was the *perception that external hiring is often prioritized over internal promotions.*⁵⁶

The EDI Assessment Listening Sessions and Black Lives Matter Caucus Series echoed similar sentiments: that in comparison to women and employees of color, white men receive unfair and unearned advantages with regards to job advancement and promotions. Session participants also identified root causes of this inequity including lack of accountability, cultural norms, and white supremacy in the workplace.⁵⁷

The Equity Survey found that 62.8 percent of respondents agreed or strongly agreed that an internal talent pipeline with diverse participants would help to increase BIPOC representation in leadership positions. Additionally, 55.7 percent of respondents agreed or strongly agreed that in addition to focusing on the selection of the best qualified candidate, racial equity should be involved in the promotion process to ensure diverse representation in leadership positions.⁵⁸

Blacks in Government also cited the need to:

• Focus on the advancement of Black employees

⁵⁶ Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

⁵⁷ EDI Assessment Listening Sessions Report. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021. Summary Report on Black Lives Matter Caucusing Series. Hosted by the Port of Seattle Office of Equity, Diversity and Inclusion. June - August 2020.

⁵⁸ Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021.

- Internally post budgeted, unfilled positions (and their job evaluations) that are not yet open but will be in the future so that potential internal candidates can plan, prep, and set goals for advancement
- Attach job evaluations to individual P-Links, because most employees do not have the original job evaluations for their positions and do not know how to get a copy of it
- Create employee and executive shadowing opportunities.⁵⁹

Respondents to the Compensation Program Review called for eliminating bias and favoritism in job performance evaluations and annual pay increases, instead using objective, measurable factors to measure performance.⁶⁰

Related to advancement for internal candidates, *a lack of time is a significant barrier for many employees' professional development*. The Equity Survey found that 76.0 percent of respondents agreed or strongly agreed that they are encouraged to develop themselves professionally through trainings, PortAbility, or other learning opportunities, but only 51.5 percent of respondents agreed or strongly agreed that they have time in their schedule to pursue professional development opportunities that are of interest to them.⁶¹

The survey also illustrated that in comparison to non-represented employees, represented employees are less encouraged to develop professionally. Among these comments, white respondents were a smaller share of these concerns compared with the survey overall, while respondents of color from several racial groups and women were overrepresented.⁶²

Progress to Date

• Human Resources currently takes steps to prioritize internal candidates by offering flexibility on minimum qualifications, adding a development component to the job posting, and offering opportunities for interviews.

⁵⁹ "What do Blacks In Government need the Port of Seattle to focus on in combating racial discriminations?" Session Notes. Blacks in Government Employee Group. June 2021.

⁶⁰ Non-represented Employees Compensation Program Review: Focus Group and Employee Survey Comment Themes. Port of Seattle Human Resources Department. September 2021.

⁶¹Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021.

⁶² Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

- Human Resources operates an internal mentorship and internship program to develop the skills and professional experiences of employees who are seeking to advance in the organization.
- A team in Human Resources is currently analyzing data about internal promotions to better understand the patterns of who applies and who advances within the organization.

- 37. Develop a *Performance Link goal for all supervisors to provide training and development opportunities to all employees interested in advancing*. (Lead: HR)
- 38. To increase job accessibility, *assess, before posting a position, if certain formal education or credentials are needed to perform the essential functions of the jobs*, and, when possible, include development language into the job requirements. (Lead: HR)
- 39. Human Resources to *develop a system for tracking the promotion of internal candidates.* The results will be shared widely in internal and external communications, highlighting stories about employees who have been promoted. (Lead: OEDI, HR, External Relations)
- 40. Increase staff awareness about the Port's internal mentorship program. (Lead: HR)
- 41. In 2022, Human Resources is *improving its supervisor training* to teach supervisors how to use coaching and mentoring as a management practice. (Lead: HR)

Focus Area: Equity Capacity Building

Issue 11. Barriers to participation - resources and resistance

Key Concerns and Input

With the creation of the Office of Equity, Diversity, and Inclusion (OEDI) in 2018-19, the Port has significantly expanded its focus on advancing equity across the organization. OEDI leads this work and continues to organize and host an array of activities and initiatives to support the integration of equity into the Port's work. In this context, the *Equity Survey found that 74.5 percent of respondents agreed or strongly agreed that participation in OEDI programs to normalize racial equity (e.g., Book Clubs, Racial Caucuses) is encouraged*.⁶³ Additionally, participants in the Black Lives Matter Caucusing Series said they view EDI work as valuable and central to improving operations and culture at the Port.⁶⁴

At the same time, *employees also provided feedback on how to further improve this work*. Among Equity Survey respondents who commented on this topic, *the most prevalent issue was lack of time to participate in equity activities.* Some survey takers felt there is too much equity activity, while others said there is lack of support or encouragement from their department leaders to participate. There were also numerous positive comments about equity efforts.⁶⁵

The issue of time constraints was also echoed in the EDI Assessment Listening Sessions, where participants reinforced the need to continue efforts to train, educate, and normalize equity within the Port, while also asking that more time and funding for training be made available for all employees to take EDI training and participate in EDI learning activities.⁶⁶

Similar sentiments were expressed in targeted meetings with *represented workers, who voiced unique needs specific to the nature of their work shifts and job demands.* These issues included the need for more support from supervisors, effective

⁶³ Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021.

⁶⁴ Summary Report on Black Lives Matter Caucusing Series. Hosted by the Port of Seattle Office of Equity, Diversity and Inclusion. June - August 2020.

⁶⁵ Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

⁶⁶ *EDI Assessment Listening Sessions Report*. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021.

advertising of activities, accessible scheduling of activities, and dedicated funding to enable their participation (specifically for shift coverage and overtime).⁶⁷

Represented workers shared recommendations for how to address these needs including adding requirements for EDI training and engagement into collective bargaining agreements with labor unions, establishing mandatory equity goals for all departments, and setting EDI goals for all employees, including supervisors.⁶⁸

Additionally, there are concerns from employees about the work itself. For example, the Equity Survey included a critical mass of comments that the Port's emphasis on racial equity and people of color has created *discomfort, marginalization, and at times, claims of reverse discrimination against white employees*. These comments were disproportionately expressed by white respondents compared to their representation in the survey responses overall.

Some respondents also expressed the need to increase employee participation in equity activities to better reach those who have been more reluctant or less willing to participate. Others suggested that the Port should focus on a *"colorblind" approach of treating all people equally*, instead of a racial equity approach that seeks to address inequities for specific groups.⁶⁹ With regards to this suggestion, it should be noted that *this is not a viable option*, and more education needs to be done to help employees understand why. *The Port leads its equity work with a focus on race because colorblind approaches only further contribute to patterns of racial disparity and reinforce discrimination and bias*.

In particular, Blacks in Government and represented workers have recommended ensuring and/or expanding mandatory equity training for all employees. Represented workers, in Aviation in particular, have also discussed bolstering equity by integrating it into Continuous Process Improvement work, which many departments in Aviation are already familiar with and receive support from Strategic Initiatives to implement.⁷⁰

Progress to Date

⁶⁷ *Employee Listening Session with Represented Workers.* Port of Seattle Office of Equity, Diversity and Inclusion. August 2021.

⁶⁸ Employee Listening Session with Represented Workers. Port of Seattle Office of Equity, Diversity and Inclusion. August 2021.

⁶⁹ Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

⁷⁰ "What do Blacks In Government need the Port of Seattle to focus on in combatting racial discriminations?" Session Notes. Blacks in Government Employee Group. June 2021. Employee Listening Session with Represented Workers. Port of Seattle Office of Equity, Diversity and Inclusion. August 2021.

Addressing the lack of willingness or resistance to participating in racial equity efforts will be long-term work. To date, OEDI and its partners have tackled this in multiple ways.

- With the creation of the Change Team, every department is required to have one Sponsor and at least one Core Member to serve on the Change Team to lead their respective department in advancing and embedding equity into programs and day-to-day operations.
- OEDI and Strategic Initiatives have actively worked to identify creative ways to offer racial equity trainings and other programming to represented and off shift workers.
- OEDI and Human Resources offer coaching and support to leaders on how to manage diverse teams and create a culture of belonging.
- Executive Director town halls always included the Senior Director of OEDI to communicate about the progress and critical nature of EDI work.
- Executive Director email updates to all employees include an Equity Resources section to communicate the importance of EDI for the Port's work.
- All ELT members, Executive Director, and Commissioners attended 8 hours of mandatory racial equity trainings. This group also engaged in a process of refreshing the Port's values, which now include anti-racism and equity.
- Racial equity training has included:
 - Eight hours of racial equity training mandated for all supervisors in 2021. In the past year, 384 supervisors participated in trainings across three sessions totaling eight hours. All participants found the trainings useful or very useful; 91 percent met their goals, and 92 percent were satisfied or extremely satisfied.

- Three hours of racial equity training mandated for all front-line workers and individual contributors. In the past year, trainings included participation by 431 employees in a three-hour foundational training. Of these, 91 percent found the training useful or very useful, 88 percent met their goals, and 90 percent were satisfied or extremely satisfied.⁷¹
- Outcomes of the training as reported in post-training evaluations indicated some progress in addressing this issue. Participant outcomes included:
 - Deeper understanding of foundational racial equity concepts and tools,
 - o Greater sense of "individual responsibility to play a role in normalizing and impacting racial equity",
 - And desire to further deepen understanding and apply knowledge gained to their work and to advance structure and institutional change at the Port.⁷²

Recommended Actions

42. Expand equity training activities. (Lead: OEDI)

- Starting in 2022, OEDI will offer a four-hour foundational racial equity training for all Port employees (in 2021 this was a mandatory three-hour course). OEDI and Labor Relations will gain support for represented workers to participate.
- In 2022, OEDI will add capacity and presence in the Aviation Division and provide in-person trainings when and where possible.
- In 2022, OEDI will develop and facilitate: 1) train-the-trainers training for Change Team members so that they can cofacilitate racial equity trainings and learning opportunities, 2) advanced supervisors training, and 3) opportunities for mentoring for employees to learn together and receive more individualized support in practicing skills.
- Implement recommendations from 2021 trainings to:

⁷¹ Port of Seattle 2020-21 Racial Equity Trainings Report. Equity Matters. October 2021.

⁷² Port of Seattle 2020-21 Racial Equity Trainings Report. Equity Matters. October 2021.

- Deepen understanding of racial concepts, such as by adding sessions on settler colonization, anti-Blackness, and white allyship
- Develop a standardized racial equity orientation curriculum and facilitator team
- 43. In 2022, explore the need to create dedicated funding (starting in 2023) to support employee participation in EDI efforts, especially represented and shift workers. (Lead: OEDI) Funding should cover multiple needs:
 - Funding for overtime, especially for represented workers, to ensure work can still be done while they engage in EDI work.
 - Funding for necessary time/work (including dedicated work orders) and equipment to access and participate in EDI work.
 - Funding for OEDI, Strategic Initiatives, and other employee service-related departments to expand their abilities to serve all shifts and employees.

44. OEDI collaborate with HR to *explore a policy that allows and supports employee participation in equity learning activities*. (Lead: OEDI)

Focus Area: Engaging WMBEs and Small Businesses

Issue 12. Barriers for WMBEs and small businesses

Key Concerns and Input

Both internal and external stakeholders affirmed the Port's efforts in contracting with small and Women and Minority-Owned Businesses (WMBEs), but many have also expressed concerns and identified areas for improvement. Among Equity Survey respondents who work on contracting and use of WMBEs, 64.8 percent agreed or strongly agreed that supplier racial equity and diversity best practices have been implemented and 70.6 percent agreed or strongly agreed that they are aware of and can access a list of WMBEs that can serve as potential business partners. Also, 66.7 percent agreed or strongly agreed that equity goals have been set to assess the efficacy of working with minority and women-owned businesses and 68.4 percent agreed or strongly agreed that a concerted effort is made to procure goods/services from underrepresented suppliers.⁷³

However, the survey also yielded 95 comments about contracting, two-thirds of which described areas needing improvement. These included the *need to: reduce barriers and create more streamlined processes for BIPOC contractors; address the lack of WMBE availability for certain services; and expand outreach to a broader universe of vendors.* Employees of color from some racial groups as well as women were a greater share of comments that expressed concerns about contracting.⁷⁴

Employees who participated in both OEDI's Listening Sessions and Black Lives Matter Caucus Series shared similar concerns about the need to reduce barriers and create a more accessible process by which WMBEs can compete and win Port contracts. They cited some of the root causes of these barriers including unclear or poorly defined commitments regarding WMBEs and the lack of a streamlined outreach process. Additionally, *time pressures in contracting processes often create "incumbency bias", where lack of time to onboard new firms leads to more frequent use of firms that have done work for the Port before and with whom departments are more familiar.*

Listening Session participants identified actions to address these concerns that include:

⁷³ Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021.

⁷⁴ Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

- Increasing support for WMBEs by educating WMBEs on Port practices, creating an onboarding process for new WMBEs, and providing continuous lines of support for WMBEs
- Diversifying firms and contracts by expanding outreach to WMBEs, incentivizing Prime contractors to select new WMBE subcontractors, and researching existing BIPOC non-profits in the area and how the Port can support them
- Increasing internal training and understanding of the contracting process by defining WMBEs' commitments and goals clearly to make external communication effective and providing department trainings for WMBE outreach and services.⁷⁵
- Blacks in Government also called for investing in resources to eliminate barriers for Black businesses to do business with the Port, including funding and partnering with incubator agents and bridge resources.⁷⁶

Progress to Date

In 2018, the Port Commission passed a policy directive establishing the Port's Diversity in Contracting Department to advance equity and address WMBE contracting disparities. The directive also set five-year (2018-2023) benchmark goals: to triple the number of WMBEs doing business with the Port (118 to 354) and to increase to 15% the amount spent on WMBE contracts.

To help the Port fulfill these WMBE goals, Diversity in Contracting has developed and administered internal WMBE training for Port employees and project managers, and external training and outreach to encourage and support WMBEs' ability to do business with the Port (such as PortGen and WMBE & Small Businesses Accelerator). Since 2016, the Port's WMBE utilization - led by Diversity in Contracting's efforts - has increased from 5.3% to 11.2% and from 118 firms to 281 firms.

⁷⁵ EDI Assessment Listening Sessions Report. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021. Summary Report on Black Lives Matter Caucusing Series. Hosted by the Port of Seattle Office of Equity, Diversity and Inclusion. June - August 2020.

⁷⁶ "What do Blacks In Government need the Port of Seattle to focus on in combating racial discriminations?" Session Notes. Blacks in Government Employee Group. June 2021.

- 45. Diversity in Contracting to complete an *assessment of barriers for WMBEs and small businesses* to enter contracts with the Port, as included in the Port Commission Equity Motion of 2020. Diversity in Contracting will report back about the findings and recommendations of this assessment to the full Commission in 2022. (Lead: Diversity in Contracting)
- 46. Diversity in Contracting will *strengthen internal communication and training about the contracting and outreach processes for WMBEs.* (Lead: Diversity in Contracting)

Focus Area: Engaging WMBEs and Small Businesses

Issue 13. Barriers in procurement processes

Key Concerns and Input

In addition to addressing specific barriers faced by WMBEs and small businesses, as discussed above, many employees expressed the need to improve the procurement process for all businesses and community-based organizations that contract with the Port.

Listening Session participants brainstormed actions to address these concerns that include:

- Increasing internal training and understanding of the contracting processes
- Challenges for new organizations to understand the Port and to enter into contracts with the Port
- Complex contracting process that is time consuming
- Requiring anti-bias training for evaluation panels
- Simplifying processes and paperwork.⁷⁷

Progress to Date

- Central Procurement Office (CPO) has begun to address bias and discrimination with evaluation panels, similar to how Human Resources has started a process with hiring panels.
- CPO has taken steps to reduce contracting paperwork and improve the procurement process, including by hiring a Senior Manager to lead a team focused on process improvement, strategic partnerships, and program analysis.

⁷⁷ EDI Assessment Listening Sessions Report. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021. Summary Report on Black Lives Matter Caucusing Series. Hosted by the Port of Seattle Office of Equity, Diversity and Inclusion. June - August 2020.

	Recommended Actions
47. De	evelop and include the following in new and future Port contracts and contracting processes. (Lead: CPO)
•	Businesses and contractors are asked to <i>assess the need for translation and interpretation services</i> in their pricing and contract and when appropriate address this in their scope of work.
•	Similar to the Acceptable Workplace Agreement and Culture of Care language in service agreement contracts, CPO will develop anti-harassment language and an accountability process to be included in future contracts.
•	Prior to reviewing, rating, and selecting proposals, <i>all contract evaluation panels will be required to watch an anti-bias</i> <i>video and engage in a discussion about how to identify biases and account for them</i> . CPO will consider additional training to recognize and address unconscious and implicit bias in contracting processes.
	pport for Community partnerships. CPO will work closely with OEDI and External Relations to help improve processes for mmunity-based organizations.
•	Continue the existing and ongoing work of South King County Fund in revising contract language and reducing paperworl to make contracting more accessible and understandable.
•	Expedite the execution of contracts and amendments.
•	Develop an accessible way for Port employees and non-profit partners to provide feedback to CPO to identify opportunities for process improvement. This may include an annual or semi-annual meeting with non-profit partners.
•	Continue the existing and ongoing work of creating a dedicated group of CPO employees who are trained regarding specific needs for flexibility, timely response, and seeking mutual understanding when working with non- profit/community-based organizations.

Focus Area: Engaging Impacted Communities

Issue 14. Lack of empowered and meaningful ways for external stakeholders to engage with the Port

Key Concerns and Input

Port employees have *mixed assessments on the inclusion and role of external stakeholders in the Port's work and decisionmaking, particularly for communities of color and BIPOC-led organizations.*

Positive aspects of this issue were reflected in the Equity Survey, in which 69.4 percent of respondents who engaged with communities and external stakeholders agreed or strongly agreed that BIPOC-led organizations are treated with respect, dignity and are encouraged to engage as full partners involved in decision-making processes when working on Port issues. Additionally, 75.6 percent agreed or strongly agreed that there is an interest in developing and maintaining strong, authentic, mutually respectful relationships with BIPOC organizations in the region. However, *only 54.3 percent of those respondents agreed or strongly agreed that cultural and linguistic competency is a core component when they do outreach to external communities and only 41.8 percent agreed or strongly agreed that money is allocated for community engagement items such as translations, interpreters, space for community meetings, and compensation of community members for their time.⁷⁸*

Survey comments cited the *need for more equitable opportunities for all key Port stakeholders to engage meaningfully*.⁷⁹ Port employees defined the problem as a *lack of meaningful and impactful roles for external stakeholders, including the lack of ability to vote or have formal authority in Port decision-making*. Respondents also cited the *need for clearer and more fully developed policies and standards for community engagement and consistency across the Port.* This was also reinforced in the EDI Assessment Listening Sessions.⁸⁰

⁷⁸ Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021.

⁷⁹ Port of Seattle Equity Survey Analysis of Quantitative Data. Prepared by Business Intelligence Unit for Office of Equity, Diversity and Inclusion. June 2021.

Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

⁸⁰ Port of Seattle Equity Survey Analysis of Qualitative Data. Prepared by Tu Consulting for Office of Equity, Diversity and Inclusion. August 2021.

Employees who participated in the EDI Assessment Listening Sessions identified underlying causes of this gap including lack of BIPOC representation in leadership, barriers for community partners, and lack of stakeholder analysis.⁸¹

Progress to Date

- OEDI is working to form a Community Equity Board as a formal space to ensure that communities can engage with the Port with power and positionality, and with decision making roles. OEDI has developed a draft concept for the Community Equity Board and hosted several meetings with community stakeholders to solicit their input in shaping the formation of a board. Several community stakeholders have met with the Executive Director and Commission several times to give feedback to help create a meaningful way for the community to have input at the Port.
- Duwamish Valley Community Equity Program continues to grow and serves as models for inclusive, collaborative community engagement and decision-making. A racial equity consultant who was hired to focus on the Duwamish Valley work concluded a year of anti-racist training with the Port Community Action Team and provided recommendations for structural changes.
- The Duwamish River Community Hub was opened to support the Port's Community Benefits Agreement (Resolution 3767) in the areas of community capacity building, environmental health, and economic prosperity.

- 49. *Continue work to stand up and operationalize the Community Equity Board* to create more opportunities and possibilities for community input into decision-making for programmatic and policy decisions and community investments. (Lead: OEDI)
- 50. *OEDI, External Relations, and departments that conduct community engagement create processes and best practices for how the Port engages communities.* (Lead: OEDI and External Relations). These processes will help departments and teams to:
 - Identify and define the communities and people who are impacted by decisions, policies, and programs
 - Determine type and level of engagement for a given project (e.g., informing, consulting, collaborating, empowering, etc.)

⁸¹ *EDI Assessment Listening Sessions Report*. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021.

- Identify and address barriers for meaningful community involvement and inclusion
- 51. External Relations will offer support to develop Port employees' skills to navigate power dynamics, build authentic relationships, and engage communities in inclusive, meaningful ways. (Lead: External Relations)
- 52. *Create dedicated funding to support and remove barriers for community engagement,* including language assistance and stipends for community advisors. (Lead: External Relations)

Focus Area: Engaging Impacted Communities

Issue 15. Challenging processes for community-based organizations to contract with the Port

Key Concerns and Input

In addition to the overall role and power of external stakeholders in the Port's work, employees also identified the need to improve contracting with community-based organizations.

Employees noted that the Port's *community investment programs, such as the South King County Fund, need improvements*. As a recent example, that Fund, which had its first funding cycle in 2020, surfaced several systemic barriers in implementation that present opportunities for improvement. Key challenges include the following, which are further detailed in a separate report.⁸²

- Port's statutory authority as a special-purpose government, as well as the need to demonstrate "benefit to the Port", create direct tension with goals for equity-centered and community-centered work.
- Applying existing procurement processes that were designed primarily for larger and/or for-profit companies, is not effective for and responsive to community-based organizations seeking Port funding, especially smaller or newer organizations from underserved communities that are often the stated priority for Port funding and partnerships.
- The two issues above cascade into a myriad of specific barriers and issues in the implementation of funding opportunities like the South King County Fund. These include very long periods of time between fund award and fund disbursement; difficult access to funding information and process, especially by smaller organizations and/or those whose primary language of operation is not English; and complicated steps and requirements in the application process.

Several commenters noted that their departments or units conduct community engagement with an intentional equity lens, citing examples such as the Port's South King County Fund and Duwamish Valley Community Equity Program. Ideas for improvements included slowing down processes to ensure sufficient time to meaningfully engage impacted communities, requiring project

⁸² Port of Seattle South King County Fund 2020: Economic Recovery Grants Program Cycle 1 Final Report. Aaliyah Gupta and Nanette Fok, South King County Fund Consultants. April 2021.

managers to show evidence of their outreach to underrepresented and impacted communities for contracts, developing an Employee Language Bank, and simplifying procurement processes for community partners, bringing community partners into decision making, and continuing trainings on navigating power dynamics with community partnerships.⁸³

Progress to Date

- South King County Fund completed its first funding cycle in 2020, economic recovery grants and environmental grants supported twenty organizations with a total \$1.5 million. Report from consultants includes recommendations for ongoing and future work. This report includes a survey of all the potential applicants who attended Q&A sessions and made suggestions for systems improvements at the Port.
- The Maritime Sustainability Team, Maritime Environment and Sustainability Environmental Justice Workgroup, External Relations Team, and Office of Equity, Diversity, and Inclusion partnered to create a Community Engagement Playbook to guide the implementation of the Northwest Ports Clean Air Strategy and the Maritime Climate and Air Action Plan. This playbook outlines six steps that can be used at the beginning of a project to design an equitable engagement plan. The Port's Maritime Environmental and Sustainability department is using this tool to help their department make equitable and inclusive decisions about how, when, and who to engage on different projects.
- External Relations and OEDI have incorporated a role for community advisors in the procurement and selection process for community capacity building consultants and SKCF grant awards.
- Starting in 2020, the Port began working with a team of multi-cultural community liaisons in support of the South King County Fund Environmental Grants program. The team represents the rich diversity of cultures in South King County. Trusted community members work with the Port team to develop application and outreach materials and conduct outreach with their communities. This work has resulted in a 43% award rate to BIPOC groups in the first round of Environmental Grants.

⁸³ *EDI Assessment Listening Sessions Report*. Port of Seattle Office of Equity, Diversity and Inclusion. July - September 2021.

- 53. *Continue process and system improvements in Port's community investment programs.* Recommendations below are drawn from the Report on the South King County Fund's First Funding Cycle:⁸⁴ (Lead: OEDI and External Relations)
 - Empower community advisors in funding panels to have voting roles, not just advising roles.
 - Engage community stakeholders meaningfully throughout a processor to make improvements to existing processes by capturing lessons learned, build long-term trust-based relationships, and put in place organizational infrastructure to sustain that work over time.
 - Make all steps in the process more accessible for small organizations and businesses. These could include: modifying
 funding structure to support smaller grants/scopes of work; offering multi-year funding; making all information and
 communication tools more streamlined, easy to understand, and culturally and linguistically accessible; allowing technical
 assistance to be offered to grant applicants; and improving VendorConnect.
 - Significantly reduce the amount of time to negotiate scopes of work/contracts and to disburse funds. Continue to identify and address equity and anti-racism as central to the Port's Special initiative to address anti-black racism in all community outreach efforts.

⁸⁴ Port of Seattle South King County Fund 2020: Economic Recovery Grants Program Cycle 1 Final Report. Aaliyah Gupta and Nanette Fok, South King County Fund Consultants. April 2021.

Appendices

- Appendix A. Port of Seattle Motion 2020-10, Racial Bias and Equity Motion
- Appendix B. Port of Seattle Change Team Members
- Appendix C. Equity Survey Quantitative Analysis Report
- Appendix D. Equity Survey Qualitative Analysis Report
- Appendix E. EDI Assessment Listening Sessions Report
- Appendix F. Change Team Formation and Self-Assessment Report
- Appendix G. Equity in Budgeting Department Survey Results and PowerPoint Summary
- Appendix H. Represented Workers Task Force Report
- Appendix I. Blacks in Government Input and Recommendations
- Appendix J. Port of Seattle 2020-21 Racial Equity Trainings Final Report
- Appendix K. Black Lives Matter Caucusing Series
- Appendix L. Port of Seattle South King County Fund 2020: Economic Recovery Grants Program Cycle 1 Report and Recommendations from Consultants
- Appendix M. Non-represented Employees Compensation Program Review
- Appendix N. Definitions

Appendix A

MOTION 2020-19: A MOTION OF THE PORT OF SEATTLE COMMISSION

To direct the Executive Director to examine Port operations and policies for sources of racial bias and discrimination and to develop programs and policies eliminating inequity in all aspects of the organization.

ADOPTED OCTOBER 13, 2020

INTRODUCTION

The mission of the Port of Seattle is to promote economic opportunities and quality of life in the region by advancing trade, travel, commerce, and job creation in an equitable, accountable, and environmentally responsible manner. The Port of Seattle's Century Agenda reaffirms our commitment to creating opportunities and economic prosperity for all in the region by calling for the Port to be a model for equity, diversity, and inclusion.

The Port of Seattle Commission demonstrated its commitment to non-discrimination with the passage of Motion 2018-06, which called for the Port to develop and implement an equity pilot program in 2018 that would support the development of a portwide equity policy directive. With that guidance, the Port established the Office of Equity, Diversity, and Inclusion (OEDI) in 2019. OEDI's mission is to build capacity across the organization to address institutional oppression and to transform Port policies, practices, and processes. In 2020, to support this effort, OEDI presented their 2019-2020 strategic plan and the Commission established the Equity and Workforce Development (EWFD) Standing Committee.

The Port has made progress and taken important steps to become a more equitable organization and recognizes its shared responsibility and commitment to the fight against racism and discrimination in our society. However, in recent months we have been reminded again about the difficult reality of the deep roots of racism in our culture. The tragic deaths of our Black brothers and sisters around the country have demonstrated that we need to recommit with a sense of urgency moving forward our racial equity work and to center the need to uproot anti-Black racism. The Port will continue to urgently reflect on and tackle structural racism and discrimination faced by our employees and communities.

The Port's commitment to non-discrimination and equity, diversity, and inclusion (EDI) must be supported by aligned policies and procedures throughout the institution. This motion takes additional steps beyond what the OEDI Strategic Plan has set out to achieve by directing the Port to align those policies and procedures which will result in the development of a comprehensive policy. This will establish the Port, locally and nationally, as a leader in this work, illustrating our commitment to act, learn, and progress as an organization that values and centers EDI, accountability, and transparency.

TEXT OF THE MOTION

The Port of Seattle Executive Director and the Office of Equity, Diversity, and Inclusion have responded to the recent national uprisings in a very intentional and impactful way that enabled portwide unity, healing and positive institutional change. This motion is intended to support that work while elevating the work for greater transparency, public accountability, and ensuring Commission engagement and oversight.

To support this work, starting January 2021 the Executive Director, or designee, shall, conduct the following actions:

- 1. Support the efforts of the Office of Equity, Diversity, and Inclusion to convene our employees and offer learnings and deeper analysis of anti-Black racism.
 - a. Support and uplift the Black Lives Matter call to action and engage employees in this work.
- 2. Require racial equity and unconscious bias training for Commissioners, the Executive Director, the Executive Leadership Team,_supervisors, managers, and employees.
 - a. Create curriculum for trainings, tailoring as needed based on different audiences.
 - b. Report to the Commission on staff participation, feedback, and learnings from trainings in October 2021.
- 3. Establish an internal Change Team with representatives from each division and department within the Port to assess the current state of equity, diversity, and inclusion for all teams.
 - a. Define the assessment through portwide engagement. The assessment will be conducted by the Change Team, who are internal stakeholders that represent each division at the Port, as well as representatives from the Development and Diversity Council and employee resource groups (ERG).
 - b. Assessment as a baseline. The assessment shall be the basis for a landscape equity analysis of each division. That analysis would provide a quantitative and qualitative baseline for Key Performance Indicators and equity metrics that each team will focus on for the year ahead.
 - c. The assessment shall be completed by October 30, 2021.
 - d. Beginning January 2022, each department or division will submit an annual report to OEDI who will then provide a consolidated report to the Commission on progress made toward equity goals on an annual basis.
- 4. In addition to the portwide assessment conducted by the Change Team, OEDI will consider the policies and issues that have been identified by Port employees as the most challenging barriers to fairly accessing resources and opportunities at the Port.
 - a. The assessment shall include a review of: (1) employee development, promotion and compensation; (2) recruitment, hiring, retention, and promotion of Black, Indigenous, and people of color (BIPOC) portwide; (3) policies and practices impacting BIPOC contractors and WMBEs, with a particular focus on firms owned by Black descendants

of slaves; (4) contracting and procurement policies and practices impacting community organizations' and contractors' access to Port resources; and (5) other areas identified through OEDI employee engagement.

- b. The assessment shall recommend a set of strategies and measurable outcomes that will address identified barriers.
- c. The assessment shall be completed by October 30, 2021.
- d. The EWFD Committee shall use the assessments conducted by the Change Team and OEDI to inform the development of an Equity, Diversity, and Inclusion Policy Directive per Motion 2018-06.
- 5. Create a Community Advisory Board to ensure the Port is accountable to the public in the integration of equity principles into the Port's work. The Community Advisory Board shall, among other clear deliverables to be developed by OEDI:
 - a. Using the Equity Index, work with OEDI to inform the use of Port resources and investments.
 - b. Inform the assessment process and provide policy recommendations to the Port on addressing inequities.
 - c. Advise Port leadership (Port Commission and Leadership) on implementation of internal and external Port equity efforts.

STATEMENT IN SUPPORT OF THE MOTION

Systemic oppression and institutionalized racism have existed in our country since its founding. Events on a national level propelled by the outrage of the killing of George Floyd by Minneapolis police – one of the most recent murders in a long history of unjust taking of Black lives in our country – and locally actions taken against those protesting against racism and inequality have highlighted the long ignored structural bias and institutional discrimination that is present but not visible to all in our institution. Throughout American history, Black, Indigenous, people of color and immigrants have led the struggle for equity and social justice. From voting rights to civil rights to LGBTQ rights, BIPOC and immigrant communities have fought for generations to strengthen our nation and perfect our democracy. This moment builds upon the immeasurable sacrifice and contributions of those communities while recognizing that we all benefit from the eradication of social injustice.

Bias and oppression are embedded in our society, systems, and our organization. By failing to acknowledge inequities, we play a role in perpetuating them. We can and must do better. It is time for the Port of Seattle to look introspectively and do its part in tackling these systemic inequities. To achieve equitable outcomes for all our communities, we must be accountable for equitable policies that ensure racial, social, environmental, and economic justice are achieved in principles, strategies, practices, and projects. One of the most important steps in becoming a more equitable organization is to provide more opportunities and possibilities for communities to provide input into programmatic, policy, and investment decisions.

OEDI created an Equity, Diversity, and Inclusion strategic plan that includes a robust combination of long-term, short-term, transactional, and transformational strategies. To create this plan, OEDI held a series of six roundtable discussions in 2019 and 2020 with representatives from over 65 organizations. OEDI captured input from more than 800 Port staff.

The Port of Seattle Executive Director and the OEDI have begun to implement the recommendations as outlined in the EDI 2019-2020 Strategic Plan by employing a framework developed by the Government Alliance on Race and Equity (GARE) – Normalize, Organize, and Operationalize:

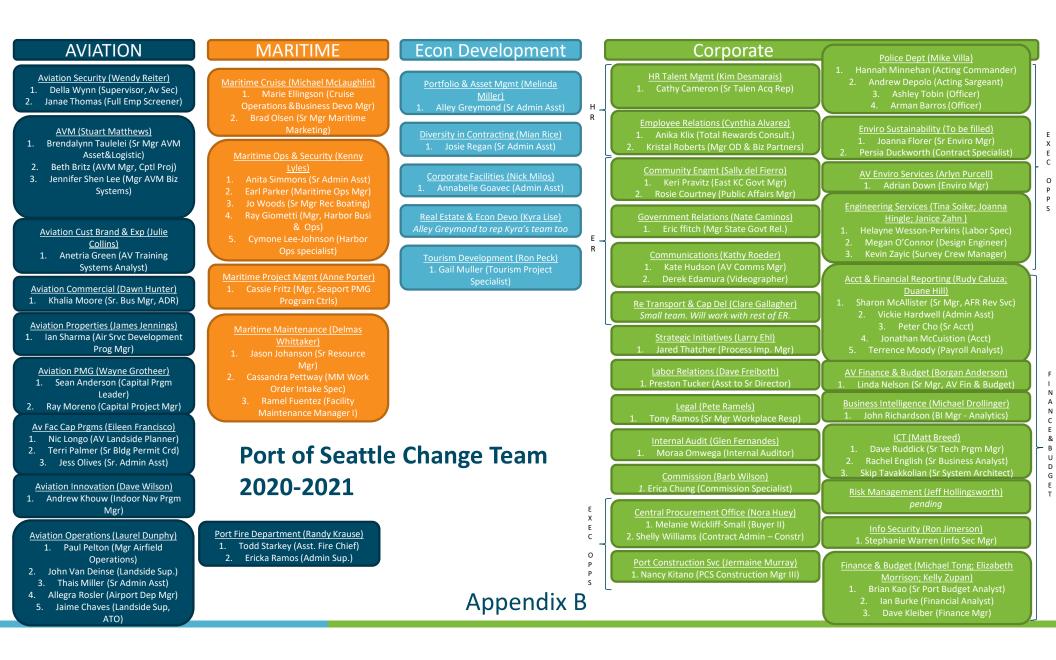
- 1. Normalize: Foster discussions about race and equity at the Port by having leadership, management, and all staff model behavior, hosting learning events, and setting the tone for leadership and employee dialogues.
- 2. Organize: Build infrastructure and capacity to implement equity practices by creating policy and completing an equity planning process. This process will include establishing definitions, vision and values and creating staff capacity, and strengthening relationships with community partners.
- 3. Operationalize: Develop 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.

This approach has positioned the Port to effectively respond to the recent national uprisings in a very intentional and impactful way that enabled portwide unity, healing and positive institutional change, and underscored the significant progress made toward becoming a more equitable and inclusive organization.

The direction of this motion builds upon the EDI Strategic Plan, the 2018 Equity Motion, and input by Port staff, including the Port's Development and Diversity Council, Employee Resource Groups, and external stakeholders. Additionally, ERGs, the Development and Diversity Council, and employee caucusing groups have been instrumental in providing input and working to build a culture of inclusion throughout the Port.

This motion acknowledges that the fight against racism and oppression is a horizontal issue and should be taken into account in all areas of our policies and practices. This motion also recalls that all employees and community members must be entitled to protection from these inequities, both as individuals and as a group, including positive measures for the promotion and the full and equal enjoyment of their rights and benefits.

Despite our current economic, health, and racial justice crises, the Port maintains its commitment to identifying and dismantling structural barriers to ensure that historically oppressed communities, particularly communities of color, have access to the resources they need to thrive. Together, we will get through these trying times; and if we center the needs of those most impacted by these crises, we will emerge with a deeper understanding of why our social justice efforts are so critical and with stronger conviction to keep them driving forward.



Appendix C

OEDI Survey

June 2021



Prepared for OEDI by Bettina Friese, Ph.D., Business Intelligence

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Executive Summary

The survey was conducted between April 29 – May 27, 2021. The purpose of this survey was to learn about Port employees' perceptions concerning equity, diversity and inclusion related to Port work culture, operations and processes, engagement with external stakeholders and WMBE, hiring, promotion, compensation, staff development and personal experiences. The survey consisted of structured questions for each of these topics, plus one open-ended question per topic area that provided respondents an opportunity to share their thoughts. The survey was developed by OEDI with input from Business Intelligence. Data collection, analysis and reporting were completed by Business Intelligence.

The survey was disseminated across the Port to be completed online using Qualtrics. For those with limited computer access, paper surveys were provided. A total of 50 paper surveys were completed and sent back to OEDI. Responses from the paper surveys were entered into Qualtrics. Note: two of the paper surveys were received after the deadline. The open-ended comments from these surveys were included in this report. However, as the quantitative analysis had already begun, the quantitative data from these 2 surveys was not included in this report. A total of 1,306 Port employees completed the survey at least partially (approx. 60% response rate).

Respondent characteristics

When compared to overall Port employee characteristics, some groups are underrepresented in this study: males, more recent hires (0 - 5 years), non-supervisors, and represented individuals.

What is your Division?

	Survey Responses		Overall Port*
	%	n	%
Aviation	51.4	586	52.4%
Corporate/Central Services	33.2	379	34.8%
Maritime	12.8	146	11.5%
Economic Development	2.6	30	1.3%

*Note: numbers vary by day.

		Survey	Overall
	Responses		Port
	%	n	%
American Indian/Alaskan Native**	1.1	14	.9
Asian American	9.8	128	10.3
Black/African American	7.6	99	8.3
Hispanic/Latinx	3.4	44	5.6
MENA- Middle Eastern North African**	.8	11	n/a
Native Hawaiian/Other Pacific Islander	2.5	32	2.5
White	49.3	644	51.4
Not reported	19.3	253	16.6
Multi-racial	6.1	80	4.3
Other*,**	.08	1	n/a

What is your racial group? Check all that apply.

*Whenever possible "other" were recoded into the above categories.

**These groups were too small for further analysis.

What is your gender identity?

		Survey	Overall
	R	esponses	Port
	%	n	%
Male	57.4	643	67.1
Female	37.4	419	32.9
Non-binary	1.4	16*	
Other	3.8	42**	

*Respondents who identified as non-binary were excluded from further analyses as the number was too small.

**Respondents who identified as other were excluded from further analyses as this group represents primarily individuals who did not want to answer this question.

Do you identify as transgender?*

	Survey	
	Responses	
	%	n
Yes	.6	7
No	92.9	1056
Prefer not to answer	6.5	74

*The number of respondents who identified as transgender is too small for further analysis.

How long have you worked at the Port?

	Survey		Overall
	Re	sponses	Port
	%	n	%
0 – 5 years	40.8	466	47.1
6 – 10 years	17.9	205	16.8
11 – 15 years	15.4	176	12.9
16 – 20 years	10.0	114	10.4
More than 20 years	15.9	182	12.7

Do you manage or supervise people?

	Survey		Overall
		Responses	Port
	%	n	%
Yes	36.6	418	17.0
No	63.4	725	83.0

Are you ...?

	Survey		Overall
	Responses		Port
	%	n*	%
Full-time	99.0	1134	95.7
Part-time	1.0	11	4.3

*Note: The number of respondents who reported working part-time is too small for further analysis.

Are you...?

	Survey		Overall
		Responses	Port
	%	n*	%
Represented	30.1	155	47.0
Non-represented	69.9	360	53.0

*Note: only 515 respondents provided a response.

Are you...?

	%	n
Off-shift	1.9	25

*Note: The number of respondents who reported working off-shift is too small for further analysis.

<u>Analysis</u>

All responses (except demographics and personal characteristics) were measured on a scale of strongly disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and strongly agree (5). Thus, scores range from 1 - 5, with higher scores indicating greater agreement with the question item.

T-tests and one-way ANOVAs were conducted to assess whether the differences in mean scores between groups were statistically significant. These tests were conducted to assess differences between racial groups, males and females, supervisors and non-supervisors, represented and non-represented employees, employees in different divisions, and based on employees' length of time with the Port. These tests tell us whether there are statistically significant differences between groups. For example, differences in mean scores between males and females, differences between racial/ethnic groups, and differences between supervisors and nonsupervisors.

The short-coming of t-tests and one-way ANOVAs is that they only consider one variable at a time, such as gender. What these tests do not consider is how other variables interact with each other. For example, if we find a difference between males and females, we do not know whether this is due solely due to gender or whether the make-up of the two groups (males and females) played a significant role. For example, if there are a large number of represented employees among the men, but only a few represented employees among the women, then it could be that differences between males and females may not be due to gender but due to represented status.

To answer the question which variables, after controlling for other factors, are statistically significant, we need to conduct regression analysis. Regression analysis identifies which variables have the greatest impact on a question of interest. Regression tells us whether there is a positive or negative correlation between the independent variables (race, gender, time at Port, representation and other factors that we hypothesize have an impact on our dependent variable) and the dependent variable (the main factor that we are trying to understand or predict) when all independent variables are considered at the same time.

The independent variables that were included in the analysis were gender, race, representation, supervisor status, and length of time employed at the Port.

Note: Representation differs significantly by division with a very small number of represented employees in Corporate/Central Services and Economic Development. As a result, division was dropped as an independent variable from the regression models.

Findings below show the following:

- 1) Percentage of respondents who agreed or strongly agreed with the survey question.
- 2) Statistically significant differences between groups based on t-tests and ANOVAs.
- 3) Statistically significant findings from the regression analysis that controlled for gender, race, representation, supervisor status, and length of time employed at the Port.

Scores range from 1 - 5, with higher scores indicating greater agreement with the question item. Only statistically significant differences (p value <.05) are reported.

Work culture:

71.8% of respondents agreed or strongly agreed that Black, Indigenous and People of Color cultural (BIPOC) identities and expressions are respected through words and actions.

Statistically significant differences:

- Asians Americans agreed more strongly with this statement when compared to African Americans (3.8 vs. 3.4; p=.002).
- Multi-racial respondents agreed more strongly with this statement when compared to African Americans (3.9 vs. 3.4; p=.001) and Native Hawaiians/Pacific Islanders (3.9 vs. 3.4; p=.031).
- Whites agreed more strongly with this statement when compared to Asian Americans (4.3 vs. 3.8; p<.001), African Americans (4.3 vs. 3.4; p<.001), Hispanic/Latinx (4.3 vs. 3.7; p<.001), Native Hawaiians/Pacific Islanders (4.3 vs. 3.4; p=.001) and multi-racial respondents (4.3 vs. 3.9; p=.002).
- Males agreed more strongly with this statement when compared to females (4.2 vs. 3.9; p<.001).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (4.2 vs. 4.0; p=.025).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.4 vs. 4.0; p=.031).

- African Americans, Hispanic/Latinx and Asian Americans, compared to whites, disagreed more strongly with this statement.
- Males, compared to females, agreed more strongly.

58.6% of respondents agreed or strongly agreed that the opinions of BIPOC are sought out, valued and fully considered when making decisions.

Statistically significant differences:

- Asian Americans agreed more strongly with this statement when compared to African Americans (3.5 vs. 3.1; p=.004).
- Multi-racial respondents agreed more strongly with this statement when compared to African Americans (3.6 vs. 3.1; p=.003).
- Whites agreed more strongly with this statement when compared to Asian Americans (4.0 vs. 3.5; p<.001), African Americans (4.0 vs. 3.1; p<.001), Hispanic/Latinx (4.0 vs. 3.4; p<.001), Native Hawaiians/Pacific Islanders (4.0 vs. 3.3; p=.001), and multi-racial respondents (4.0 vs. 3.6; p=.002).
- Males agreed more strongly with this statement when compared to females (3.9 vs. 3.6; p<.001).

Regression analysis indicates that the following variables have the strongest impact on this question after controlling for other independent variables in the model:

- African Americans and Asian Americans, compared to whites, disagreed more strongly.
- Males, compared to females, agreed more strongly.

66.8% of respondents agreed or strongly agreed that leaders encourage and facilitate open dialogue about racial/ethnic issues.

- Asian Americans agreed more strongly with this statement when compared to African Americans (3.8 vs. 3.1; p<.001).
- Hispanic/Latinx agreed more strongly with this statement when compared to African Americans (3.6 vs. 3.1; p=.040).
- Multi-racial respondents agreed more strongly with this statement when compared to African Americans (3.6 vs. 3.1; p=.007).
- Whites agreed more strongly with this statement when compared to Asian Americans (4.1 vs. 3.8; p=.004), African Americans (4.1 vs. 3.1;

p<.001), Hispanics/Latinos (4.0 vs. 3.6; p=.006), Native Hawaiians/Pacific Islanders (4.1 vs. 3.3; p<.001), and multi-racial respondents (4.1 vs. 3.6; p<.001).

- Supervisors agreed more strongly with this statement when compared to non-supervisors (4.0 vs. 3.8; p=.048).
- Non-represented employees agreed more strongly with this statement when compared to represented employees (3.9 vs. 3.6; p=.007).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (4.1 vs. 3.7; p<.001).

Regression analysis indicates that the following variables have the strongest impact on this question after controlling for other independent variables in the model:

- African Americans, compared to whites, disagreed more strongly.
- Males, compared to females, agreed more strongly.
- Represented employees, compared to non-represented employees, disagreed more strongly.

Operations and processes:

74.5% of respondents agreed or strongly agreed that participation in Office of Equity, Diversity and Inclusion programs to normalize racial equity (e.g., Book Clubs, Racial Caucuses) is encouraged.

- Asian Americans agreed more strongly with this statement when compared to Native Hawaiians/Pacific Islanders (4.1 vs. 3.5; p=.008).
- Whites agreed more strongly with this statement when compared to Asian Americans (4.3 vs. 4.1; p=.012), African Americans (4.3 vs. 3.9; p<.001), Hispanic/Latinx (4.3 vs. 3.9; p=.007), Native Hawaiians/Pacific Islanders (4.3 vs. 3.5; p<.001), and multi-racial respondents (4.3 vs. 3.9; p<.001).
- Females agreed more strongly with this statement when compared to males (4.3 vs. 4.1; p=.007).

- Non-represented employees agreed more strongly with this statement when compared to represented employees (4.4 vs. 3.7; p<.001).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (4.5 vs. 4.0; p<.001) and Maritime (4.5 vs. 4.2; p=.012).
- Respondents from Maritime agreed more strongly with this statement when compared to respondents from Aviation (4.2 vs. 4.0; p=.004).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.4 vs. 4.0; p=.012).

- African Americans, compared to whites, disagreed more strongly.
- Represented employees, compared to non-represented employees, disagreed more strongly.

30.9% of respondents agreed or strongly agreed that their work-related projects and/or assignments are periodically evaluated in terms of their impact on racial equity.

- Whites agreed more strongly with this statement when compared to African Americans (3.2 vs. 2.7; p=.001) and multi-racial respondents (3.2 vs. 2.8; p=.006).
- Non-represented employees agreed more strongly with this statement when compared to represented employees (3.1 vs. 2.8; p=.030).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (3.3 vs. 2.9; p<.001) and Maritime (3.3 vs. 2.9; p=.004).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (3.7 vs. 2.9; p=.002) and Maritime (3.7 vs. 2.9; p=.004).

 Represented employees, compared to non-represented employees, disagreed more strongly.

Engagement with communities and external stakeholders:

55.3% of respondents engaged with communities and external stakeholders.

75.6% of respondents who engaged with communities and external stakeholders agreed or strongly agreed that there is an interest in developing and maintaining strong, authentic, mutually respectful relationships with Black, Indigenous, and people of color (BIPOC) organizations in the region.

- Asian Americans agreed more strongly with this statement when compared to African Americans (4.2 vs. 3.5; p<.001).
- Hispanic/Latinx agreed more strongly with this statement when compared to African Americans (4.1 vs. 3.5; p=.004).
- Multi-racial respondents agreed more strongly with this statement when compared to African Americans (3.9 vs. 3.5; p=.033).
- Whites agreed more strongly with this statement when compared to African Americans (4.4 vs. 3.5; p<.001), Native Hawaiian/Pacific Islanders (4.4 vs. 3.9; p=.034) and multi-racial respondents (4.4 vs. 3.9; p<.001).
- Supervisors agreed more strongly with this statement when compared to non-supervisors (4.3 vs. 4.1; p=.028).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (4.4 vs. 4.1; p<.001) and Maritime (4.4 vs. 4.1; p=.027).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.6 vs. 4.1; p=.027) and Maritime (4.6 vs. 4.1; p=.046).

 African Americans and multi-racial respondents, compared to whites, disagreed more strongly.

69.4% of respondents who engaged with communities and external stakeholders agreed or strongly agreed that BIPOC-led organizations are treated with respect, dignity and are encouraged to engage as full partners involved in decision-making processes when working on Port issues.

Statistically significant differences:

- Asian Americans agreed more strongly with this statement when compared to African Americans (3.8 vs. 3.2; p=.002).
- Hispanic/Latinx agreed more strongly with this statement when compared to African Americans (4.0 vs. 3.2; p=.002).
- Multi-racial respondents agreed more strongly with this statement when compared to African Americans (3.9 vs. 3.2; p=.001).
- Whites agreed more strongly with this statement when compared to Asian Americans (4.3 vs. 3.8; p<.001), African Americans (4.3 vs. 3.2; p<.001), Native Hawaiian/Pacific Islanders (4.3 vs. 3.6; p=.006) and multiracial respondents (4.3 vs. 3.9; p=.005).
- Males agreed more strongly with this statement when compared to females (4.2 vs. 3.9; p=.006).

- African Americans, Asian Americans and multi-racial respondents, compared to whites, disagreed more strongly.
- Males, compared to females, agreed more strongly.

54.3% of respondents who engaged with communities and external stakeholders agreed or strongly agreed that cultural and linguistic competency is a core component when they do outreach to external communities.

Statistically significant differences:

- Asian Americans agreed more strongly with this statement when compared to African Americans (4.0 vs. 3.5; p=.011) and multi-racial respondents (4.0 vs. 3.5; p=.028).
- Whites agreed more strongly with this statement when compared to African Americans (4.0 vs. 3.5; p<.001) and multi-racial respondents (4.0 vs. 3.5; p=.005).

Regression analysis indicates that the following variables have the strongest impact on this question after controlling for other independent variables in the model:

 African Americans and multi-racial respondents, compared to whites, disagreed more strongly.

41.8% of respondents who engaged with communities and external stakeholders agreed or strongly agreed that money is allocated to engage with racially diverse communities (i.e., translations, interpreters, space for community meetings, compensation of community members for their time).

- Whites agreed more strongly with this statement when compared to African Americans (3.9 vs. 3.2; p<.001), Hispanic/Latinx (3.9 vs. 3.3; p=.031), Native Hawaiian/Pacific Islanders (3.9 vs. 3.1; p=.020) and multiracial respondents (3.9 vs. 3.2; p<.001).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (3.8 vs. 3.5; p=.001).
- Respondents from Maritime agreed more strongly with this statement when compared to respondents from Aviation (3.8 vs. 3.5; p=.043).

 Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.0 vs. 3.5; p=.032).

Regression analysis indicates that the following variables have the strongest impact on this question after controlling for other independent variables in the model:

• African Americans, compared to whites, disagreed more strongly.

<u>Hiring:</u>

62.4% of respondents agreed or strongly agreed that they are aware of efforts to partner with HR to advertise open jobs widely.

Statistically significant differences:

- Whites agreed more strongly with this statement when compared to African Americans (3.9 vs. 3.5; p<.001) and multi-racial respondents (3.9 vs. 3.6; p=.019).
- Supervisors agreed more strongly with this statement when compared to non-supervisors (4.0 vs. 3.7; p<.001).

Regression analysis indicates that the following variables have the strongest impact on this question after controlling for other independent variables in the model:

Supervisors, compared to non-supervisors, agreed more strongly.

54.0% of respondents agreed or strongly agreed that they are aware of efforts to share job announcements with racially and ethnically diverse professional networks.

Statistically significant differences:

 Whites agreed more strongly with this statement when compared to African Americans (3.8 vs. 3.5; p=.027) and multi-racial respondents (3.8 vs. 3.4; p=.007).

Supervisors, compared to non-supervisors, agreed more strongly.

59.5% of respondents agreed or strongly agreed that in addition to hiring the best qualified candidates, racial equity should be considered in the hiring process.

Statistically significant differences:

- African Americans agreed more strongly with this statement when compared to Asian Americans (4.2 vs. 3.8; p=.024) and whites (4.2 vs. 3.7; p=.002).
- Females agreed more strongly with this statement when compared to males (4.1 vs. 3.6; p<.001).
- Non-represented employees agreed more strongly with this statement when compared to represented employees (4.0 vs. 3.2; p<.001).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (3.9 vs. 3.5; p<.001).
- Respondents from Maritime agreed more strongly with this statement when compared to respondents from Aviation (3.9 vs. 3.5; p<.001).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.3 vs. 3.5; p<.001).

- African Americans, compared to whites, agreed more strongly.
- Males, compared to females, disagreed more strongly.
- Supervisors, compared to non-supervisors, agreed more strongly.
- Represented employees, compared to non-represented employees, disagreed more strongly.

Promotions:

62.8% of respondents agreed or strongly agreed that an internal talent pipeline with diverse participants would help to increase Black, Indigenous and People of Color representation in leadership positions.

Statistically significant differences:

- African Americans agreed more strongly with this statement when compared to whites (4.3 vs. 4.0; p=.018).
- Females agreed more strongly with this statement when compared to males (4.2 vs. 3.9; p<.001).
- Non-represented employees agreed more strongly with this statement when compared to represented employees (4.2 vs. 3.5; p<.001).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (4.2 vs. 3.8; p<.001).
- Respondents from Maritime agreed more strongly with this statement when compared to respondents from Aviation (4.0 vs. 3.8; p=.041).
- Respondents who had been at the Port between 0 5 years agreed more strongly with this statement when compared to respondents who had been with the Port between 16 – 20 years (4.0 vs. 3.7; p=.003).
- Respondents who had been at the Port between 6 10 years agreed more strongly with this statement when compared to respondents who had been with the Port between 16 – 20 years (4.0 vs. 3.7; p=.028).

- African Americans, compared to whites, agreed more strongly.
- Represented employees, compared to non-represented employees, disagreed more strongly.
- Longer employment at the Port is related to stronger disagreement on this issue.

55.7% of respondents agreed or strongly agreed that in addition to focusing on the selection of the best qualified candidate, racial equity should be involved in the promotion process to ensure diverse representation in leadership positions.

Statistically significant differences:

- African Americans agreed more strongly with this statement when compared to whites (4.2 vs. 3.7; p<.001).
- Females agreed more strongly with this statement when compared to males (4.0 vs. 3.6; p<.001).
- Non-represented employees agreed more strongly with this statement when compared to represented employees (3.9 vs. 3.2; p<.001).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (3.9 vs. 3.5; p<.001).
- Respondents from Maritime agreed more strongly with this statement when compared to respondents from Aviation (3.8 vs. 3.5; p=.004).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.1 vs. 3.5; p=.010).

- African Americans, compared to whites, agreed more strongly.
- Represented employees, compared to non-represented employees, disagreed more strongly.

Compensation:

51.5% of respondents agreed or strongly agreed that employee pay is fair and equitable for people with the same or similar jobs who have the same or similar qualifications regardless of race/ethnicity, gender, age or other diversity characteristics.

Statistically significant differences:

- Whites agreed more strongly with this statement when compared to Asian Americans (3.9 vs. 3.3; p<.001), African Americans (3.9 vs. 3.0; p<.001), Hispanic/Latinx (3.9 vs. 3.2; p=.002), Native Hawaiians/Pacific Islanders (3.9 vs. 3.3; p=.027), and multi-racial respondents (3.9 vs. 3.0; p<.001).
- Males agreed more strongly with this statement when compared to females (4.0 vs. 3.1; p<.001).
- Represented employees agreed more strongly with this statement when compared to non-represented employees (4.4 vs. 3.3; p<.001).
- Respondents from Aviation agreed more strongly with this statement when compared to respondents from Corporate/Central Services (3.7 vs. 3.5; p=.004) and Maritime (3.7 vs. 3.3; p=.007).

- African Americans, compared to whites, disagreed more strongly.
- Males, compared to females, agreed more strongly.
- Represented employees, compared to non-represented employees, agreed more strongly.

56.3% of respondents agreed or strongly agreed that they understand the Port's compensation structure.

Statistically significant differences:

- Whites agreed more strongly with this statement when compared to Asian Americans (3.7 vs. 3.5; p=.045), Native Hawaiians/Pacific Islanders (3.7 vs. 3.0; p=.009), and multi-racial respondents (3.7 vs. 3.3; p=.003).
- Hispanic/Latinx agreed more strongly with this statement when compared to Native Hawaiians/Pacific Islanders (3.9 vs. 3.0; p=.004), and multi-racial respondents (3.9 vs. 3.3; p=.009).
- Males agreed more strongly with this statement when compared to females (3.8 vs. 3.3; p<.001).
- Supervisors agreed more strongly with this statement when compared to non-supervisors (3.7 vs. 3.5; p=.013).
- Represented employees agreed more strongly with this statement when compared to non-represented employees (3.7 vs. 3.5; p=.044).
- Respondents who had been at the Port between 16 20 years agreed more strongly with this statement when compared to respondents who had been with the Port between 0 – 5 years (3.8 vs. 3.5; p=.028).
- Respondents who had been at the Port more than 20 years agreed more strongly with this statement when compared to respondents who had been with the Port between 0 5 years (3.8 vs. 3.6; p=.013) and 6 10 years (3.8 vs. 3.5; p=.049).

Regression analysis indicates that the following variables have the strongest impact on this question after controlling for other independent variables in the model:

Males, compared to females, agreed more strongly.

Staff Development:

76.0% of respondents agreed or strongly agreed that they are encouraged to develop themselves professionally through trainings, PortAbility, or other learning opportunities.

Statistically significant differences:

- Whites agreed more strongly with this statement when compared to African Americans (4.2 vs. 4.0; p=.032), and multi-racial respondents (4.2 vs. 3.9; p=.002).
- Supervisors agreed more strongly with this statement when compared to non-supervisors (4.2 vs. 4.1; p=.034).
- Non-represented employees agreed more strongly with this statement when compared to represented employees (4.2 vs. 3.8; p<.001).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (4.2 vs. 4.0; p=.003).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.6 vs. 4.0; p=.004).

Regression analysis indicates that the following variables have the strongest impact on this question after controlling for other independent variables in the model:

 Represented employees, compared to non-represented employees, disagreed more strongly. 51.5% of respondents agreed or strongly agreed that they have time in their schedule to pursue professional development opportunities that are of interest to them.

Statistically significant differences:

- Males agreed more strongly with this statement when compared to females (3.5 vs. 3.3; p=.020).
- Non-supervisors agreed more strongly with this statement when compared to supervisors (3.5 vs. 3.2; p<.001).
- Non-represented employees agreed more strongly with this statement when compared to represented employees (3.1 vs. 3.3; p=.045).

Regression analysis indicates that the following variables have the strongest impact on this question after controlling for other independent variables in the model:

• Supervisors, compared to non-supervisors, disagreed more strongly.

Contracting and use of Women and Minority-Owned Businesses:

29.6% of respondents worked on contracting and use of Women and Minority-Owned Businesses.

64.8% of respondents who work on contracting and use of Women and Minority-Owned Businesses agreed or strongly agreed that supplier racial equity and diversity best practices have been implemented.

- Whites agreed more strongly with this statement when compared to African Americans (4.0 vs. 3.1; p<.001).
- Asian Americans agreed more strongly with this statement when compared to African Americans (3.7 vs. 3.1; p=.028).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.4 vs. 3.9; p=.038) and Maritime (4.4 vs. 3.5; p=.002).

- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Maritime (3.9 vs. 3.5; p=.016).
- Respondents from Aviation agreed more strongly with this statement when compared to respondents from Maritime (3.9 vs. 3.5; p=.047).

• African Americans, compared to whites, disagreed more strongly.

70.6% of respondents who work on contracting and use of Women and Minority-Owned Businesses agreed or strongly agreed that they are aware of and can access a list of minority and women-owned businesses that can serve as potential business partners.

Statistically significant differences:

- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.5 vs. 3.9; p=.034) and Maritime (4.5 vs. 3.6; p=.007).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Maritime (4.1 vs. 3.6; p=.008).

- Asian Americans, compared to whites, disagreed more strongly.
- Represented employees, compared to non-represented employees, disagreed more strongly.

66.7% of respondents who work on contracting and use of Women and Minority-Owned Businesses agreed or strongly agreed that equity goals have been set to assess the efficacy of working with minority and women-owned businesses.

Statistically significant differences:

- Whites agreed more strongly with this statement when compared to African Americans (4.2 vs. 3.6; p=.022) and Asian Americans (4.2 vs. 3.7; p=.009).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (4.3 vs. 3.8; p<.001) and Maritime (4.3 vs. 3.6; p<.001).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.5 vs. 3.8; p<.001) and Maritime (4.5 vs. 3.6; p=.005).

Regression analysis indicates that the following variables have the strongest impact on this question after controlling for other independent variables in the model:

 Represented employees, compared to non-represented employees, disagreed more strongly.

68.4% of respondents who work on contracting and use of Women and Minority-Owned Businesses agreed or strongly agreed that a concerted effort is made to procure goods/services from underrepresented suppliers.

- Whites agreed more strongly with this statement when compared to African Americans (4.2 vs. 3.1; p<.001), Asian Americans (4.2 vs. 3.7; p=.011) and multi-racial respondents (4.2 vs. 3.7; p=.020).
- Asian Americans agreed more strongly with this statement when compared to African Americans (3.7 vs. 3.1; p=.041).
- Hispanic/Latinx agreed more strongly with this statement when compared to African Americans 4.3 vs. 3.1; p=.003).
- Respondents from Aviation agreed more strongly with this statement when compared to respondents from Maritime (4.0 vs. 3.5; p=.014).

- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.5 vs. 4.0; p=.043) and Maritime (4.5 vs. 3.5; p<.001).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Maritime (4.2 vs. 3.5; p<.001).

• African Americans, compared to whites, disagreed more strongly.

Personal experiences and satisfaction:

57.6% of respondents agreed or strongly agreed that they feel comfortable talking openly about issues related to diversity, equity and inclusion at the Port of Seattle.

Statistically significant differences:

- Whites agreed more strongly with this statement when compared to multi-racial respondents (3.6 vs. 3.3; p=.021).
- Females agreed more strongly with this statement when compared to males (3.7 vs. 3.5; p=.030).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.3 vs. 3.3; p<.001), Corporate/Central Services (4.3 vs. 3.7; p=.015) and Maritime (4.3 vs. 3.6; p=.014).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (3.7 vs. 3.3; p<.001).
- Respondents from Maritime agreed more strongly with this statement when compared to respondents from Aviation (3.6 vs. 3.3; p=.020).

- African Americans and Asian Americans, compared to whites, disagreed more strongly.
- Supervisors, compared to non-supervisors, agreed more strongly.
- Represented employees, compared to non-represented employees, disagreed more strongly.

50.7% of respondents agreed or strongly agreed that they are satisfied that any conflicts at the Port of Seattle related to diversity, equity and inclusion issues would be addressed appropriately.

Statistically significant differences:

- Whites agreed more strongly with this statement when compared to African Americans (3.6 vs. 3.0; p<.001) and multi-racial respondents (3.6 vs. 3.1; p=.002).
- Asian Americans agreed more strongly with this statement when compared to African Americans (3.5 vs. 3.0; p=.003).
- Males agreed more strongly with this statement when compared to females (3.6 vs. 3.3; p=.007).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.2 vs. 3.3; p<.001), Corporate/Central Services (4.2 vs. 3.5; p=.004) and Maritime (4.2 vs. 3.3; p<.001).
- Respondents who had been at the Port 0 5 years agreed more strongly with this statement when compared to respondents who had been with the Port between 11 15 years (3.6 vs. 3.3; p=.013) and 16 20 years (3.6 vs. 3.2; p=.018).

- African Americans, compared to whites, disagreed more strongly.
- Males, compared to females, agreed more strongly.
- Longer employment at the Port is related to stronger disagreement on this issue.

80.0% of respondents agreed or strongly agreed that if they or someone else were experiencing racial/ethnic discrimination at the Port of Seattle, they would communicate to their supervisor or a person in leadership.

Statistically significant differences:

- Whites agreed more strongly with this statement when compared to Asian Americans (4.5 vs. 4.1; p<.001), African Americans (4.5 vs. 3.9; p<.001), Hispanic/Latinx (4.5 vs. 4.1; p=.037), Native Hawaiian/Pacific Islander (4.5 vs. 3.9; p=.004) and multi-racial respondents (4.5 vs. 3.9; p<.001).
- Supervisors agreed more strongly with this statement when compared to non-supervisors (4.4 vs. 4.2; p=.002).
- Non-represented employees more strongly agreed with this statement when compared to represented employees (4.3 vs. 4.1; p=.023).
- Respondents from Economic Development agreed more strongly with this statement when compared to respondents from Aviation (4.7 vs. 4.1; p=.010).
- Respondents from Corporate/Central Services agreed more strongly with this statement when compared to respondents from Aviation (4.4 vs. 4.1; p=.001).

- African Americans and Asians, compared to whites, disagreed more strongly.
- Supervisors, compared to non-supervisors, agreed more strongly.
- Represented employees, compared to non-represented employees, disagreed more strongly.

Asian American ↓ ↓ African American ↓ ↓ African American ↓ ↓ Hispanic/Latinx ↓ ↓ Native Hawaiian/Pacific ↓ ↓ Islander ↓ ↓ White (reference group) ✓ ↓ Male ↑ ↑ Female (reference group) ✓ ↓ Supervisor ✓ ✓ Non-Supervisor (reference group) ✓ ✓ Represented ✓ ✓	Work Culture ↑ indicates stronger agreement ↓ indicates stronger disagreement (compared to reference group)	Black, Indigenous and People of Color cultural (BIPOC) identities and expressions are respected through words and actions.	The opinions of BIPOC are sought out, valued and fully considered when making decisions.	Leaders encourage and facilitate open dialogue about racial/ethnic issues.
Female (reference group) Supervisor Non-Supervisor (reference group) Represented ↓	African American Hispanic/Latinx Native Hawaiian/Pacific Islander White (reference group)	\downarrow \downarrow	\downarrow	\checkmark
Non-Supervisor (reference group) Represented \checkmark		ſ	Ť	Ť
	Non-Supervisor (reference			
(reference group) More years at Port	Non-Represented (reference group)			\checkmark

Operations and Processes ↑ indicates stronger agreement ↓ indicates stronger disagreement	Participation in Office of Equity, Diversity and Inclusion programs to normalize racial equity (e.g., Book Clubs, Racial	Work-related projects and/or assignments are periodically evaluated in terms of their impact on racial equity.
(compared to reference group)	Caucuses) is encouraged.	racial equity.
Asian American		
African American	\checkmark	
Hispanic/Latinx	·	
Native Hawaiian/Pacific Islander		
White (reference group)		
Multi-Racial		
Male		
Female (reference group)		
Supervisor		
Non-Supervisor (reference group)		
Depresented		
Represented	\checkmark	\checkmark
Non-Represented (reference group)		
More years at Port		

Engagement with communities and external stakeholders ↑ indicates stronger agreement ↓ indicates stronger disagreement (compared to reference group)	There is an interest in developing and maintaining strong, authentic, mutually respectful relationships with Black, Indigenous, and people of color (BIPOC) organizations in	BIPOC-led organizations are treated with respect, dignity and are encouraged to engage as full partners involved in decision-making processes when working on Port issues.	Cultural and linguistic competency is a core component when they do outreach to external communities.	Money is allocated to engage with racially diverse communities (i.e., translations, interpreters, space for community meetings, compensation of community members for their time).
Asian American African American Hispanic/Latinx Native Hawaiian/Pacific Islander White (reference	the region. ↓	\downarrow	\downarrow	\checkmark
group) Multi-Racial	\checkmark	\downarrow	\checkmark	
Male Female (reference group)		\uparrow		
Supervisor Non-Supervisor (reference group)				
Represented Non-Represented (reference group)				
More years at Port				

Hiring	Aware of efforts to partner with	Aware of efforts to share job	In addition to hiring the best
 ↑ indicates stronger agreement ↓ indicates stronger disagreement (compared to reference group) 	HR to advertise open jobs widely.	announcements with racially and ethnically diverse professional networks.	qualified candidates, racial equity should be considered in the hiring process.
Asian American			
African American			\uparrow
Hispanic/Latinx			
Native Hawaiian/Pacific			
Islander			
White (reference group)			
Multi-Racial			
Male			4
Female (reference group)			·
Supervisor	\uparrow	\uparrow	\uparrow
Non-Supervisor (reference			
group)			
Represented			\downarrow
Non-Represented			-
(reference group)			
More years at Port			

Promotions ↑ indicates stronger agreement ↓ indicates stronger disagreement (compared to reference group)	An internal talent pipeline with diverse participants would help to increase Black, Indigenous and People of Color representation in leadership positions.	In addition to focusing on the selection of the best qualified candidate, racial equity should be involved in the promotion process to ensure diverse representation in leadership positions.
Asian American		
African American	\uparrow	\uparrow
Hispanic/Latinx		
Native Hawaiian/Pacific Islander		
White (reference group)		
Multi-Racial		
Male		
Female (reference group)		
Supervisor		
Non-Supervisor (reference group)		
Represented	\checkmark	\checkmark
Non-Represented (reference group)		
More years at Port	↓	

Compensation ↑ indicates stronger agreement ↓ indicates stronger disagreement (compared to reference group)	Employee pay is fair and equitable for people with the same or similar jobs who have the same or similar qualifications regardless of race/ethnicity, gender, age or other diversity characteristics.	Understand the Port's compensation structure.
Asian American		
African American	\checkmark	
Hispanic/Latinx		
Native Hawaiian/Pacific Islander		
White (reference group)		
Multi-Racial		
Male	\uparrow	\uparrow
Female (reference group)		
Supervisor		
Non-Supervisor (reference group)		
Non-Supervisor (reference group)		
Represented	\uparrow	
Non-Represented (reference group)		
More years at Port		

Staff Development	Encouraged to develop themselves professionally	Have time in their schedule to pursue
 ↑ indicates stronger agreement ↓ indicates stronger 	through trainings, PortAbility, or other	professional development opportunities that are of
disagreement	learning opportunities.	interest to them.
(compared to reference group)		
Asian American		
African American		
Hispanic/Latinx		
Native Hawaiian/Pacific Islander		
White (reference group)		
Multi-Racial		
Male		
Female (reference group)		
Supervisor		\checkmark
Non-Supervisor (reference group)		
Represented	\checkmark	
Non-Represented (reference group)		
More years at Port		

Contracting and use of Women and Minority-Owned Businesses ↑ indicates stronger agreement ↓ indicates stronger disagreement (compared to reference group)	Supplier racial equity and diversity best practices have been implemented.	Aware of and can access a list of minority and women- owned businesses that can serve as potential business partners.	Equity goals have been set to assess the efficacy of working with minority and women-owned businesses.	A concerted effort is made to procure goods/services from underrepresented suppliers.
Asian American African American	I	\checkmark		¥
Hispanic/Latinx	\checkmark			\checkmark
Native				
Hawaiian/Pacific				
Islander				
White (reference				
group)				
Multi-Racial				
Male				
Female (reference				
group)				
Supervisor				
Non-Supervisor				
(reference group)				
(0·				
Represented		\checkmark	\checkmark	
Non-Represented				
(reference group)				
More years at Port				

Personal experiences and satisfaction ↑ indicates stronger agreement ↓ indicates stronger disagreement (compared to reference group)	Feel comfortable talking openly about issues related to diversity, equity and inclusion at the Port of Seattle.	Are satisfied that any conflicts at the Port of Seattle related to diversity, equity and inclusion issues would be addressed appropriately.	If they or someone else were experiencing racial/ethnic discrimination at the Port of Seattle, they would communicate to their supervisor or a person in leadership.
Asian American African American Hispanic/Latinx Native Hawaiian/Pacific Islander White (reference group) Multi-Racial	\downarrow \downarrow	Ŷ	↓ ↓
Male Female (reference group)		Ŷ	
Supervisor Non-Supervisor (reference group)	Υ		\uparrow
Represented Non-Represented (reference group)	\checkmark		\checkmark
More years at Port		\downarrow	

Findings from regression analysis by group (in alphabetical order)

African Americans (compared to whites)

- More strongly disagreed that BIPOC identities and expressions are respected through words and actions.
- More strongly disagreed that opinions of BIPOC are sought out, valued and fully considered when making decisions.
- More strongly disagreed that leaders encourage and facilitate open dialogue about racial/ethnic issues.
- More strongly disagreed that participation in Office of Equity, Diversity and Inclusion programs to normalize racial equity is encouraged.
- More strongly disagreed that there is an interest in developing and maintaining strong, authentic, mutually respectful relationships with BIPOC organizations in the region.
- More strongly disagreed that BIPOC-led organizations are treated with respect, dignity and encouraged to engage as full partners involved in decision-making processes when working on Port issues.
- More strongly disagreed that cultural and linguistic competency is a core component when they do outreach to external communities.
- More strongly disagreed that money is allocated to engage with racially diverse communities.
- More strongly agreed that in addition to hiring the best qualified candidates, racial equity should be considered in the hiring process.
- More strongly agreed that an internal talent pipeline with diverse participants would help to increase BIPOC representation in leadership positions.
- More strongly agreed that in addition to focusing on the selection of the best qualified candidate, racial equity should be involved in the promotion process to ensure diverse representation in leadership positions.
- More strongly disagreed that employee pay is fair and equitable for people with the same or similar jobs who have the same or similar qualifications regardless of race/ethnicity, gender, age, or other diversity characteristics.
- More strongly disagreed that supplier racial equity and diversity best practices have been implemented.

- More strongly disagreed that a concerted effort has been made to procure goods/services from underrepresented suppliers.
- More strongly disagreed that they feel comfortable talking openly about issues related to diversity, equity and inclusion at the Port of Seattle.
- More strongly disagreed that they are satisfied that any conflicts at the Port of Seattle related to diversity, equity and inclusion issues would be addressed appropriately.
- More strongly disagreed that if they or someone else were experiencing racial/ethnic discrimination at the Port of Seattle, they would communicate to their supervisor or a person in leadership.

Asian Americans (compared to whites)

- More strongly disagreed that BIPOC identities and expressions are respected through words and actions.
- More strongly disagreed that opinions of BIPOC are sought out, valued and fully considered when making decisions.
- More strongly disagreed that BIPOC-led organizations are treated with respect, dignity and encouraged to engage as full partners involved in decision-making processes when working on Port issues.
- More strongly disagreed that they are aware of and can access a list of minority and women-owned businesses that can serve as potential business partners.
- More strongly disagreed that they feel comfortable talking openly about issues related to diversity, equity and inclusion at the Port of Seattle.
- More strongly disagreed that if they or someone else were experiencing racial/ethnic discrimination at the Port of Seattle, they would communicate to their supervisor or a person in leadership.

Hispanic/Latinx (compared to whites)

• More strongly disagreed that BIPOC identities and expressions are respected through words and actions.

Males (compared to females)

- More strongly agreed that BIPOC identities and expressions are respected through words and actions.
- More strongly agreed that opinions of BIPOC are sought out, valued and fully considered when making decisions.
- More strongly agreed that leaders encourage and facilitate open dialogue about racial/ethnic issues.
- More strongly agreed that BIPOC-led organizations are treated with respect, dignity and encouraged to engage as full partners involved in decision-making processes when working on Port issues.
- More strongly disagreed that in addition to hiring the best qualified candidates, racial equity should be considered in the hiring process.
- More strongly agreed that employee pay is fair and equitable for people with the same or similar jobs who have the same or similar qualifications regardless of race/ethnicity, gender, age, or other diversity characteristics.
- More strongly agreed that they understand the Port's compensation structure.
- More strongly agreed that they are satisfied that any conflicts at the Port of Seattle related to diversity, equity and inclusion issues would be addressed appropriately.

Represented employees (compared to non-represented employees)

- More strongly disagreed that leaders encourage and facilitate open dialogue about racial/ethnic issues.
- More strongly disagreed that participation in Office of Equity, Diversity and Inclusion programs to normalize racial equity is encouraged.
- More strongly disagreed that work-related projects and/or assignments are periodically evaluated in terms of their impact on racial equity.
- More strongly disagreed that in addition to hiring the best qualified candidates, racial equity should be considered in the hiring process.
- More strongly disagreed that an internal talent pipeline with diverse participants would help to increase BIPOC representation in leadership positions.

- More strongly disagreed that in addition to focusing on the selection of the best qualified candidate, racial equity should be involved in the promotion process to ensure diverse representation in leadership positions.
- More strongly agreed that employee pay is fair and equitable for people with the same or similar jobs who have the same or similar qualifications regardless of race/ethnicity, gender, age, or other diversity characteristics.
- More strongly disagreed that they are encouraged to develop themselves professionally through trainings, PortAbility or other learning opportunities.
- More strongly disagreed that they are aware of and can access a list of minority and women-owned businesses that can serve as potential business partners.
- More strongly disagreed that equity goals have been set to assess the efficacy of working with minority and women-owned businesses.
- More strongly disagreed that they feel comfortable talking openly about issues related to diversity, equity and inclusion at the Port of Seattle.
- More strongly disagreed that if they or someone else were experiencing racial/ethnic discrimination at the Port of Seattle, they would communicate to their supervisor or a person in leadership.

Supervisors (compared to non-supervisors)

- More strongly agreed that they are aware of efforts to partner with HR to advertise open jobs widely.
- More strongly agreed that they are aware of efforts to share job announcements with racially and ethnically diverse professional networks.
- More strongly agreed that in addition to hiring the best qualified candidates, racial equity should be considered in the hiring process.
- More strongly disagreed that they have time in their schedule to pursue professional development opportunities that are of interest to them.
- More strongly agreed that they feel comfortable talking openly about issues related to diversity, equity and inclusion at the Port of Seattle.
- More strongly agreed that if they or someone else were experiencing racial/ethnic discrimination at the Port of Seattle, they would communicate to their supervisor or a person in leadership.

Years at the Port of Seattle

- Disagreement that an internal talent pipeline with diverse participants would help to increase BIPOC representation in leadership positions increases with years at the Port.
- Disagreement that they are satisfied that any conflicts at the Port of Seattle related to diversity, equity and inclusion issues would be addressed appropriately increases with years at the Port.

Methodology

The survey was conducted between April 29 – May 27th, 2021. The purpose of this survey was to learn about Port employees' perceptions concerning equity, diversity and inclusion related to Port work culture, operations and processes, engagement with external stakeholders and WMBE, hiring, promotion, compensation, staff development and personal experiences. The survey was developed by OEDI with feedback from Business Intelligence.

The survey was disseminated across the Port to be completed online using Qualtrics and, for those with limited computer access, as a paper survey. A total of 50 paper surveys were completed and sent back to OEDI. Responses from the paper surveys were entered into Qualtrics. Note: Two of the paper surveys were received after the deadline. The open-ended comments from these surveys were included in this report. However, as the quantitative analysis had already begun, the quantitative data from these two surveys was not included in this report.

A total of 1,306 Port employees completed the survey at least partially (approx. 60% response rate).

<u>Analysis</u>

All responses were measured on a scale of strongly disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and strongly agree (5). Thus, scores range from 1 - 5, with higher scores indicating greater agreement with the question.

T-tests and one-way ANOVAs were conducted to assess whether the differences in mean scores between groups were statistically significant. These tests were conducted to assess differences between racial groups, males and females, supervisors and non-supervisors, represented and non-represented employees, employees in different divisions, and based on employees' years at the Port.

Regression analysis was conducted to examine which variables have the greatest impact on questions of interest. The independent variables that were included in the analysis were gender, race, representation, supervisor, and years at the Port.

Limitations

One of the limitations of the study is that, even though the study achieved a 60% response rate, the respondents may not be representative of Port employees. Employees with more favorable views of diversity, equity and inclusion and the topic and purpose of the survey may have been

more likely to take the survey or complete the survey in its entirety. When compared to overall Port employee characteristics, the following groups are underrepresented in this study: males, more recent hires (0 – 5 years), non-supervisors, and represented individuals.

It is also noteworthy that there was attrition when it came to the completion of questions about demographics and personal characteristics at the end of the survey. A total of 1,296 respondents answered the first set of survey questions about work culture, compared to 1,120 who reported their gender, and 1,053 who reported their race/ethnicity. One potential explanation may be that respondents dropped out of the survey prior to getting to these questions or they perceived these questions to be sensitive and did not want to respond.

Some groups were too small for in-depth analysis, including off-shift employees, part-time employees, and employees who identified as non-binary (gender), Middle Eastern/North African, and American Indian/Alaskan Native.

Respondent Characteristics

What is your Division?

		Survey	Overall Port*	
	Res	ponses	Overail Fort	
	%	n	%	
Aviation	51.4	586	52.4%	
Corporate/Central Services	33.2	379	34.8%	
Maritime	12.8	146	11.5%	
Economic Development	2.6	30	1.3%	

*Note: numbers vary by day.

What is your racial group? Check all that apply.

Note: Out of 1,306 respondents, 1053 reported on their race.

		Survey	Overall
	Responses		Port
	%	n	%
American Indian/Alaskan Native**	1.1	14	.9
Asian American	9.8	128	10.3
Black/African American	7.6	99	8.3
Hispanic/Latinx	3.4	44	5.6
MENA- Middle Eastern North African**	.8	11	n/a
Native Hawaiian/Other Pacific Islander	2.5	32	2.5
White	49.3	644	51.4
Not reported	19.3	253	16.6
Multi-racial	6.1	80	4.3
Other*,**	.08	1	n/a

*Whenever possible "other" were recoded into the above categories.

**These groups were too small for further analysis.

What is your gender identity?

	Survey		Overall
	Re	Responses	
	%	n	%
Male	57.4	643	67.1
Female	37.4	419	32.9
Non-binary	1.4	16*	
Other	3.8	42**	

*Respondents who identified as non-binary were excluded from further analyses as the number was too small.

**Respondents who identified as other were excluded from further analyses as this group represents primarily individuals who did not want to answer this question.

Other included:

- Cis Gender Male
- Does it matter? or my color? Don't judge.
- Doesn't matter (n=3)
- Gender Fluid They/She
- Human
- In transition M to F
- It shouldn't matter
- n/a
- None
- Not germane (n=2)
- Not your business, stop asking.
- Please stop asking.
- Prefer not to answer (n=3)
- Unspecified
- Vaccinated
- What difference does it make?
- You are born either male or female. That is how God made us.

Do you identify as transgender?*

	Survey	
	Re	sponses
	%	n
Yes	.6	7
No	92.9	1056
Prefer not to answer	6.5	74

*The number of respondents who identified as transgender is too small for further analysis.

Are there any other ways that you identify that you would like to share?

- Human male
- 50 years old
- 60 years of age and a Vet.
- A human being
- African American
- Again, I cannot believe you are asking this transgender question. Do you realize out of 326,000,000 Million Americans only 1.2 million of them claim to be transgender in 2020? Why are even asking when 99.997% of Americans DO NOT have this Transgender designation?
- Age
- Age and position seem to matter a little too much at the Port for a public agency.
- American
- AMERICAN!!!!!
- Another unimportant inquiry
- As an American slave descendant.
- Bisexual
- Bisexual. Non Neurotypical.
- Cat Mom.
- Child-free by choice
- Christian and Baby Boomer
- Cisgender LGBTQ Ally
- Disabled
- Disabled veteran (n=2)
- Equitable compensations and equal opportunities to get promoted to the leadership positions. People of color faced skepticism, retaliation, and harassment from the manager(s). HR needs to prevent these bad behaviors, resolve conflicts, and support the people of color. In the past, they gave up fighting for their rights and justice. It's time to change.
- Father, Provider, Veteran,
- First generation

- Gay (n=2)
- Gay with kids
- Gay, first generation Asian-American, child of refugees.
- Gay, white, cis male
- Generally, surveys at the Port of the Seattle take way to long for post survey feedback/follow up. If you want to affect change get information to groups quicker. After this survey is over get information to groups within one month or you will start to lose your audience. Participants will forget how they answered, what this was even about, or doubt management really cares.
- Hard worker, underrepresented, unspoken majority, silenced by work.
- Hetero Male and LGBTQIA+
- History has been written by conquerors not the conquered, refusing to acknowledge an entire people of their hereditary rights only adds to further discrimination against people. Drawing lines in the sand only creates division. We Are All Human
- Human
- Human with red blood. Nice to most people.
- Human, I don't believe in labeling. We are all human. Everyone should be treated equal regardless of their race, color, religious beliefs, gender or how they identify. Pay should be based strictly on that individual's performance, nothing else.
- Human, plain and simple . . .
- Human, religious, caring, honest, fair, equitable, realistic, objective
- I am a disabled gay man
- I am a female, and find the gender pronoun sharing to be a very egregious and uncomfortable practice. For some this is a religious issue and I would not want to see this a mandatory practice. Please ensure that it remains voluntary.
- I am a human being.
- I AM A PERSON THAT WORKS WELL AND PROFESSIONAL WITH EACH OTHERS..
- I am an enrolled member of the Yakama Nation; however, from outward appearances, I look like your average Caucasian male. My struggle is real.
- I am human, a spouse, a parent, a family member, and a friend...these are my most important identities.
- I am part of the LGBTQ community and I don't see a lot of representation around that in the Port.
- I believe in biology. There are only two genders: Male and Female. I respect, accept and am willing to work alongside with those that choose otherwise but I cannot accept them as a gender other than previously stated.
- I do not share my gender, race, or sexual identity because I think it further fuels the checklist approach to diversity the Port is investing in.
- I don't want to be labeled using arbitrary physical or mental characteristics.
- I find it disturbing how much emphasis is placed on skin color. Most of the Port employees I know believe that places people into caucuses and segregating people based on skin color only servers to perpetuate the problem. Can someone explain to me what it means to be Black or

Indigenous or be a Person of Color? There is no pure black race or indigenous race. There is one race--the human race.

- I identify as an American with disabilities.
- I like how you have African American, Asian, and so on but then just "white" no Caucasian or indigenous European or Anglo Saxon? Shows something to me.
- I prefer privacy.
- I think it is a tough time and rage bating on social media and the press are making it worse. The best way forward is not to participate in either. Cooler heads usually get things done and not listening because you disagree helps no one.
- I was undocumented most of my life, I only became a citizen last year. When I graduated high school, I was accepted to 5 universities, and was awarded a full ride scholarship to the school I wanted to attend. The university took it away when they found out I was undocumented, I was crushed and could not afford school. I have no college degree. Being able to reach those better positions is so much harder for us. Taking into consideration equity, diversity, and inclusion to hiring roles and pay is crucial to this organization's success.
- I would like to identify as a human being on the planet earth with the hope that when we see we are all one we will do the work to build a sustainable future.
- I'd suggest considering immigration/refugee status, since it is another label that often gets attached to people.
- I'm good, appreciate the preservation of anonymity in the survey.
- I'm not offering statistics about my identity because I don't want my comments to be potentially discounted because I belong to a select group of people.
- I'm old. 57
- I'm proud of my Anglo-Saxon heritage and it should be celebrated here at the Port like any other heritage. Or celebrate no heritages at all.
- Identity is socially negotiated and infinitely complex. The identify that matters most at work is
 your professional identity, how you treat your colleagues, the substance of your work, your
 ideas and how you share them, etc. I don't walk around wondering what I am or whether I'd be
 more comfortable or powerful if I was known as an X. I find that kind of thinking an indication of
 neurosis and deeply seated narcissism.
- It's clear where the issues are when you look at the food chain at the Port. A white gay man can still be prejudged when it comes to woman and non-white people. Hiring a white gay woman and not interviewing a black man for a job that he had in the past for over 2 decades... and HR says nothing. That's the same problem we have always had. Managers that are not held accountable to any of their actions and HR (another white male) not doing anything. Look into WHO applied and WHO was interviewed for the NOISE INSULATION MANAGER position that was just posted THIS FEB!!
- Jewish
- LBGTQ (n=2)
- Lesbian
- LGBT

- LGBTQ, Veteran
- Military Veteran
- Mixed race marriage with mixed race children, multiple protected classes. Multiple cultural backgrounds, college educated, At least 15 foreign country experiences at the lower economic scale, as well as upper scales. I have slept on dirt floors in many countries as well as 5 star hotels. Son of hard-working divorced parents. I have seen the good and bad in the world. I have worked as a Nurse in nursing homes and as an EMT and Firefighter, I have seen people at their worst and their best. Lately I have seen a lot of the worst.
- Most of these questions are private and have NOTHING to do with work.
- Muslim
- My Name.
- Old timer 28 yrs at the Port we have lots of baggage to offload and not hinder our experience.
- Over 20+ years of working at the Port.
- Over 60, passed over on emergency schedule of 2020 putting 3 probationary employees on the schedule and effectively using up all 12 weeks of FMLA in 3 months that had to last for a full year. Being asked repeatedly "when are you retire ring?" After 9+ years working here I'm looking at where my next job will be.
- Pansexual/non-monogamous
- Person of color w/handicap.
- Pronoun "per"
- Queer
- Queer Woman
- Queer, Jewish, invisibly disabled
- Really Old
- Russian
- She/Her
- She/Her but gender non-conforming. I present masculine of center and frequently people are confused as to my gender. Which makes for uncomfortable interactions with some and outright discrimination from a few.
- Small woman owned business who is contracted with port.
- Some port-wide initiatives don't necessarily reach departmental level, past compass and surveys.
- Stop asking dumb questions.
- Thank you for allowing us to comment and share our opinions.
- The "white" box doesn't really say anything. And so many people nowadays don't know their background. example is white German? is it Swedish? I think we should all say "human"
- There is no such thing as race. There is only the human species. Race is a fictional idea used to divide the specie. Only by having mixed children can we destroy racism. Anything else is a band-aid. Time to date someone of another color. Anything else is lip-service. Blacks marry Asians, Asians marry Whites, Whites marry Blacks. Only when all features and skin tones become universal, will we be free of this. Signed The Mulatto Guy.

- There is ONLY 2 Genders by the bible....Male and Female. To even ask the transgender question is astonishing. You are trying to create change for 0.6% of the united states. Yes Only 1 million of the 320,000,00 million Americans identified as Transgender in 2020. WHY DO YOU FORCE THIS ON US?
- There is only two genders per genetics and the bible.
- There's no room for a conservative Black man to state his opinion without getting cancelled. It's just not safe.
- There're people with degrees and people without degrees, (educated, uneducated) there's rich people and poor people do we identify them? Seems we are breaking down people too much.
- This is not a college campus. We facilitate air and sea operations. Anything else is background noise that should be ignored to maintain focus on our mission.
- US Veteran
- Verbal Picasso
- Veteran
- White, heterosexual, male
- With the Port for 15+ years. Been there, done that, seen that and nothing has changed for the better for BIPOC's employees. The Port talks a really good talk but in practice is severely lacking. The Port uses images of BIPOC's to brag about diversity however, the true transparent images would show how much work the port needs to do in order to really accomplish its EDI goals and it starts internally.
- Working in what used to be a man's field, but over the years more women are CDL holders. There is still discrimination in recognizing experience level. I have experienced leadership seeking a male driver's opinion about professional driving issues who has a couple years of driving experience, yet I've held a CDL for bus driving for over 30 years. I felt like the assumption was because it was a man, he knew more than me as a woman about the equipment and road experience. Just saying.....
- Yes, tons. But no, not right now.
- Yes. I identify as an individual, and not as a 'this, that, or any other.' This is a workplace environment. For me, it is not an appropriate place to express my 'personal' anything. That is for me. I respect others' views and perspectives and they are entitled to them.
- n/a (n=3)
- No (n=15)

How long have you worked at the Port?

	Res	Survey Responses	
	%	n	%
0 – 5 years	40.8	466	47.1
6 – 10 years	17.9	205	16.8
11 – 15 years	15.4	176	12.9
16 – 20 years	10.0	114	10.4
More than 20 years	15.9	182	12.7

Do you manage or supervise people?

		Survey	Overall	
		Responses		
	%	n	%	
Yes	36.6	418	17.0	
No	63.4	725	83.0	

Are you...?

	Survey		Overall
	F	Responses	
	%	n*	%
Full-time	99.0	1134	95.7
Part-time	1.0	11	4.3

*Note: The number of respondents who reported working part-time is too small for further analysis.

Are you ...?

		Survey	Overall	
	I	Responses	Port	
	%	n*	%	
Represented	30.1	155	47.0	
Non-represented	69.9	360	53.0	

*Note: only 515 respondents provided a response.

Are you?		
	%	n
Off-shift	1.9	25

*Note: The number of respondents who reported working off-shift is too small for further analysis.

176 respondents provided their name/email address at the end of the survey.

Work Culture

Thinking about where you work at the Port, how strongly do you agree or disagree with the following statements?

			Neither				
			agree				
	Strongly	Somewhat	nor	Somewhat	Strongly		
	disagree	disagree	disagree	agree	agree	Don't	Overal
	(1)	(2)	(3)	(4)	(5)	know*	mean
Black, Indigenous and People of							
Color cultural (BIPOC) identities	4 50/	C 20/	13.7%	27.7%	44.1%	3.9%	1 1
and expressions are respected	4.5%	6.2%					4.1
through words and actions.							
The opinions of BIPOC are							
sought out, valued and fully	F 20/	0.0%		.		6 7 0/	2.0
considered when making	5.2%	9.0%	20.5%	24.4%	34.2%	6.7%	3.8
decisions.							
Leaders encourage and facilitate							
open dialogue about	7.0%	7.9%	16.5%	26.4%	40.4%	1.8%	3.9
racial/ethnic issues.							

*Don't know responses were excluded from the mean.

Work culture by Division

		Corporate/		
		Central		Economic
	Aviation	Services	Maritime	Development
		Me	an	
Black, Indigenous and People of Color cultural				
(BIPOC) identities and expressions are respected	4.0	4.2	4.0	4.4
through words and actions.				
The opinions of BIPOC are sought out, valued and	3.8	3.8	3.8	4.0
fully considered when making decisions.	5.0	5.0	5.0	4.0
Leaders encourage and facilitate open dialogue	3.7	4.1	3.9	4.1
about racial/ethnic issues.	5.7	4.1	5.9	4.1

	American Indian/Alaskan Native	Asian American	Black/ African American	Hispanic Latinx	Middle Eastern North African	Native Hawaiian/ Other Pacific Islander	White	Multi Racia
				Mean				
Black, Indigenous and People of Color cultural (BIPOC) identities and expressions are respected through words and actions.	4.1	3.8	3.4	3.7	4.0	3.4	4.3	3.9
The opinions of BIPOC are sought out, valued and fully considered when making decisions.	3.8	3.5	3.1	3.4	3.3	3.3	4.0	3.
Leaders encourage and facilitate open dialogue about racial/ethnic issues.	3.8	3.8	3.1	3.6	3.5	3.3	4.1	3.0

*The "other" category consisted of 1 respondent after recoding and was not included in the analysis.

Work culture by gender

	Male	Female
	Mea	in
Black, Indigenous and People of Color cultural (BIPOC) identities and expressions are respected through words and actions.	4.2	3.9
The opinions of BIPOC are sought out, valued and fully considered when making decisions.	3.9	3.6
Leaders encourage and facilitate open dialogue about racial/ethnic issues.	3.9	3.9

Work culture by years at Port					
					More
	0 – 5	6 - 10	11 – 15	16 — 20	than 20
	years	years	years	years	years
			Mean		
Black, Indigenous and People of Color					
cultural (BIPOC) identities and expressions	4.0	4.1	4.1	4.2	3.9
are respected through words and actions.					
The opinions of BIPOC are sought out, valued	3.8	3.9	3.9	3.9	3.6
and fully considered when making decisions.	5.0	3.9	5.5	5.5	5.0
Leaders encourage and facilitate open	3.9	3.9	3.9	3.8	3.9
dialogue about racial/ethnic issues.	5.5	3.9	5.5	5.0	5.5

Work culture by supervisory status

	Supervisor	Non- Supervisor
	Me	an
Black, Indigenous and People of Color cultural (BIPOC) identities and expressions are respected through words and actions.	4.1	4.0
The opinions of BIPOC are sought out, valued and fully considered when making decisions.	3.9	3.8
Leaders encourage and facilitate open dialogue about racial/ethnic issues.	4.0	3.8

Work culture by representation

	Represented	Non- Represented
Black, Indigenous and People of Color cultural (BIPOC) identities and expressions are respected through words and actions.	4.1	4.1
The opinions of BIPOC are sought out, valued and fully considered when making decisions.	3.8	3.8
Leaders encourage and facilitate open dialogue about racial/ethnic issues.	3.6	3.9

Operations and Processes

Thinking about where you work at the Port, how strongly do you agree or disagree with the following statements?

			Neither				
			agree				
	Strongly	Somewhat	nor	Somewhat	Strongly		
	disagree	disagree	disagree	agree	agree	Don't	
	(1)	(2)	(3)	(4)	(5)	know*	Mean
Participation in Office of							
Equity, Diversity and							
Inclusion programs to	3.7%	3.7%	15.1%	23.9%	50.6%	3.1%	4.3
normalize racial equity	5.7%					3.1%	4.5
(e.g., Book Clubs, Racial							
Caucuses) is encouraged.							
My work-related projects							
and/or assignments are							
periodically evaluated in	14.5%	9.3%	32.7%	15.0%	15.9%	12.6%	3.8
terms of their impact on							
racial equity.							

*Don't know responses were excluded from the mean.

Operations and processes by Division

		Corporate/		
		Central		Economic
	Aviation	Services	Maritime	Development
		Me	an	
Participation in Office of Equity, Diversity and Inclusion programs to normalize racial equity (e.g., Book Clubs, Racial Caucuses) is encouraged.	4.0	4.5	4.2	4.4
My work-related projects and/or assignments are periodically evaluated in terms of their impact on racial equity.	2.9	3.3	2.9	3.7

Participation in Office of Equity, Diversity and Inclusion programs to normalize racial equity (e.g., Book	American Indian/Alaskan Native 4.3	Asian American 4.1	Black/ African American 3.9	Hispanic Latinx Mean 3.9	Middle Eastern North African	Native Hawaiian/ Other Pacific Islander 3.5	White 4.3	Multi Racia
Clubs, Racial Caucuses) is encouraged. My work- related projects and/or assignments are periodically evaluated in terms of their impact on racial equity.	3.7	3.0	2.7	3.0	3.2	2.8	3.2	2.8

Operations and processes by race*

*The "other" category consisted of 1 respondent after recoding and was not included in the analysis.

Operations and processes by gender

	Male	Female
	Mear	า
Participation in Office of Equity, Diversity and Inclusion programs to	4.1	4.2
normalize racial equity (e.g., Book Clubs, Racial Caucuses) is encouraged.	4.1	4.3
My work-related projects and/or assignments are periodically evaluated	2.1	
in terms of their impact on racial equity.	3.1	3.1

Operations and processes by years at Port

					More
	0 – 5	6 - 10	11 – 15	16 – 20	than 20
	years	years	years	years	years
			Mean		
Participation in Office of Equity, Diversity and Inclusion programs to normalize racial equity (e.g., Book Clubs, Racial Caucuses) is encouraged.	4.2	4.2	4.3	4.2	4.1
My work-related projects and/or assignments are periodically evaluated in terms of their impact on racial equity.	3.2	3.2	3.0	3.0	3.0

Operations and processes by supervisory status

	Supervisor	Non- Supervisor
	Me	•
Participation in Office of Equity, Diversity and Inclusion programs to normalize racial equity (e.g., Book Clubs, Racial Caucuses) is encouraged.	4.3	4.2
My work-related projects and/or assignments are periodically evaluated in terms of their impact on racial equity.	3.1	3.1

	Represented	Non- represented
	Me	an
Participation in Office of Equity, Diversity and Inclusion programs to normalize racial equity (e.g., Book Clubs, Racial Caucuses) is encouraged.	3.7	4.4
My work-related projects and/or assignments are periodically evaluated in terms of their impact on racial equity.	2.8	3.1

Engagement with Communities and External Stakeholders

	%	n
Yes	55.3	685
No*	44.7	553

As part of your work, do you engage with communities and external stakeholders?

*Respondents who answered 'no' skipped to the next section of the questionnaire.

Thinking about where you work at the Port, how strongly do you agree or disagree with the following statements?

			Neither				
			agree				
	Strongly	Somewhat	nor	Somewhat	Strongly		
	disagree	disagree	disagree	agree	agree	Don't	
	(1)	(2)	(3)	(4)	(5)	know*	Mean
There is an interest in							
developing and							
maintaining strong,							
authentic, mutually							
respectful relationships	3.7%	2.5%	13.9%	26.0%	49.6%	4.3%	4.2
with Black, Indigenous,							
and people of color							
(BIPOC) organizations in							
the region.							
BIPOC-led organizations						-	
are treated with respect,							
dignity and are							
encouraged to engage as	4.00/	2.69/		26.40/	42.20/	7 40/	
full partners involved in	4.0%	3.6%	15.7%	26.1%	43.3%	7.4%	4.1
decision-making							
processes when working							
on Port issues.							
Cultural and linguistic						-	
competency is a core							
component when we do	3.7%	5.1%	20.5%	24.4%	29.9%	16.4%	3.9
outreach to external							
communities.							
Money is allocated to	4.8%	4 00/	23.7%	19.7%	22.1%	24.8%	3.7
engage with racially	4.8%	4.9%	23.1%	19.7%	22.1%	24.ð%	5./

an	erse communities (i.e.,
tra	nslations, interpreters,
sp	ce for community
m	etings, compensation
of	community members
fo	their time).
*Da	n't know responses were excluded from the mean

*Don't know responses were excluded from the mean.

Corporate/ Economic Central Aviation Services Maritime Development Mean There is an interest in developing and maintaining strong, authentic, mutually respectful relationships with Black, 4.1 4.4 4.1 4.6 Indigenous, and people of color (BIPOC) organizations in the region. BIPOC-led organizations are treated with respect, dignity and are encouraged to engage as full partners involved in 4.0 4.2 4.0 4.3 decision-making processes when working on Port issues. Cultural and linguistic competency is a core component when we do outreach to 4.0 3.7 4.0 3.8 external communities. Money is allocated to engage with racially diverse communities (i.e., translations, interpreters, space for community 3.5 3.8 3.8 4.0 meetings, compensation of community members for their time).

Engagement with communities and external stakeholders by Division

Engagement with o	communities	and externa	al stakeholde	ers by race [*]				
						Native		
	American				Middle	Hawaiian/		
	Indian		Black/		Eastern	Other		
	/Alaskan	Asian	African	Hispanic	North	Pacific		Multi-
	Native	American	American	Latinx	African	Islander	White	Racial
				Mean				
There is an								
interest in								
developing and								
maintaining								
strong, authentic,								
mutually								
respectful	4.3	4.2	3.5	4.1	4.6	3.9	4.4	3.9
relationships	ч.5	۲،۲	5.5	7.1	7.0	5.5	7.7	5.5
with Black,								
Indigenous, and								
people of color								
(BIPOC)								
organizations in								
the region.								
BIPOC-led								
organizations are								
treated with								
respect, dignity								
and are								
encouraged to	4.3	3.8	3.2	4.0	4.4	3.6	4.3	3.9
engage as full	1.5	5.0	5.2	1.0		5.0	1.5	5.5
partners involved								
in decision-								
making processes								
when working on								
Port issues.								
Cultural and								
linguistic								
competency is a								
core component	4.7	4.0	3.5	3.8	4.0	3.7	4.0	3.5
when we do	/		5.5	5.5		5.7		5.5
outreach to								
external								
communities.								

Engagement with communities and external stakeholders by race*

Money is allocated to engage with racially diverse communities (i.e., translations, interpreters, space for	4.0	3.5	3.2	3.3	4.3	3.1	3.9	3.2
community meetings,								
compensation of								
community								
members for								
their time).								

*The "other" category consisted of 1 respondent after recoding and was not included in the analysis.

Engagement with communities and external stakeholders by gender

	Male	Female
	Mean	
There is an interest in developing and maintaining strong, authentic,		
mutually respectful relationships with Black, Indigenous, and people of	4.2	4.2
color (BIPOC) organizations in the region.		
BIPOC-led organizations are treated with respect, dignity and are		
encouraged to engage as full partners involved in decision-making	4.2	3.9
processes when working on Port issues.		
Cultural and linguistic competency is a core component when we do	3.9	3.8
outreach to external communities.	5.9	5.0
Money is allocated to engage with racially diverse communities (i.e.,		
translations, interpreters, space for community meetings,	3.6	3.6
compensation of community members for their time).		

					More
	0 – 5	6 - 10	11 – 15	16 - 20	than 20
	years	years	years	years	years
			Mean		
There is an interest in developing and					
maintaining strong, authentic, mutually					
respectful relationships with Black,	4.2	4.2	4.4	4.0	4.2
Indigenous, and people of color (BIPOC)					
organizations in the region.					
BIPOC-led organizations are treated with					
respect, dignity and are encouraged to					
engage as full partners involved in decision-	4.1	4.0	4.3	3.9	4.0
making processes when working on Port					
issues.					
Cultural and linguistic competency is a core					
component when we do outreach to	4.0	3.6	3.9	3.8	3.8
external communities.					
Money is allocated to engage with racially					
diverse communities (i.e., translations,					
interpreters, space for community	3.8	3.4	3.6	3.6	3.7
meetings, compensation of community					
members for their time).					

Engagement with communities and external stakeholders by years at Port

Engagement with communities and external stakeholders by supervisory status

		Non-
	Supervisor	Supervisor
	Mea	n
There is an interest in developing and maintaining strong, authentic,		
mutually respectful relationships with Black, Indigenous, and people of	4.3	4.1
color (BIPOC) organizations in the region.		
BIPOC-led organizations are treated with respect, dignity and are		
encouraged to engage as full partners involved in decision-making	4.1	4.1
processes when working on Port issues.		
Cultural and linguistic competency is a core component when we do	3.9	3.9
outreach to external communities.	5.9	5.9
Money is allocated to engage with racially diverse communities (i.e.,		
translations, interpreters, space for community meetings,	3.7	3.6
compensation of community members for their time).		

Engagement with communities and external stakeholders by representation	۱
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	Represented	Non- Represented	
	Mean		
There is an interest in developing and maintaining strong, authentic,			
mutually respectful relationships with Black, Indigenous, and people of	4.1	4.2	
color (BIPOC) organizations in the region.			
BIPOC-led organizations are treated with respect, dignity and are			
encouraged to engage as full partners involved in decision-making	4.1	4.0	
processes when working on Port issues.			
Cultural and linguistic competency is a core component when we do	3.7	3.8	
outreach to external communities.	5.7	5.0	
Money is allocated to engage with racially diverse communities (i.e.,			
translations, interpreters, space for community meetings,	3.7	3.5	
compensation of community members for their time).			

Hiring

Thinking about where you work at the Port, how strongly do you agree or disagree with the following statements?

	Neither					
Hiring	Strongly	Somewhat	agree nor	Somewhat	Strongly	
пшв	disagree	disagree	disagree	agree	agree	
	(1)	(2)	(3)	(4)	(5)	Mean
I am aware of efforts to						
partner with HR to	5.3%	7.7%	24.6%	26.8%	35.6%	3.8
advertise open jobs widely.						
I am aware of efforts to						
share job announcements						
with racially and ethnically	6.0%	9.4%	30.7%	23.4%	30.6%	3.6
diverse professional						
networks.						
In addition to hiring the						
best qualified candidates,						
racial equity should be	12.3%	7.6%	20.7%	20.2%	39.3%	3.7
considered in the hiring						
process.						

Hiring by Division

		Corporate/				
		Economic				
	Aviation	Services	Maritime	Development		
	Mean					
I am aware of efforts to partner with HR	3.7	3.9	3.8	4.0		
to advertise open jobs widely.	5.7	5.5				
I am aware of efforts to share job						
announcements with racially and	3.6	3.8	3.6	3.9		
ethnically diverse professional networks.						
In addition to hiring the best qualified						
candidates, racial equity should be	3.5	3.9	3.9	4.3		
considered in the hiring process.						

Hiring by race*						Native		
	American				Middle	Hawaiian/		
	Indian/		Black/		Eastern	Other		
	Alaskan	Asian	African	Hispanic	North	Pacific		Multi-
	Native	American	American	Latinx	African	Islander	White	Racial
				Mean				
I am aware of								
efforts to partner								
with HR to	4.3	3.8	3.5	3.8	3.7	3.7	3.9	3.6
advertise open								
jobs widely.								
I am aware of								
efforts to share								
job								
announcements	4.1	3.6	3.5	3.8	3.4	3.5	3.8	3.4
with racially and								
ethnically diverse								
professional networks.								
In addition to								
hiring the best								
qualified								
candidates, racial	2.5	3.8	4.2	3.7	4.0	3.7	3.7	3.9
equity should be	2.5	0.0		0.7		5.7	0.7	0.5
considered in the								
hiring process.								

*The "other" category consisted of 1 respondent after recoding and was not included in the analysis.

Hiring by gender

	Male	Female
	Mear	ו
I am aware of efforts to partner with HR to advertise open jobs widely.	3.9	3.8
I am aware of efforts to share job announcements with racially and ethnically diverse professional networks.	3.7	3.6
In addition to hiring the best qualified candidates, racial equity should be considered in the hiring process.	3.6	4.1

Hiring by years at Port

					More
	0 – 5	6 - 10	11 – 15	16 – 20	than 20
	years	years	years	years	years
			Mean		
I am aware of efforts to partner with HR to	3.7	3.9	3.9	3.9	3.8
advertise open jobs widely.	5.7	5.5	5.5	5.5	5.0
I am aware of efforts to share job					
announcements with racially and ethnically	3.6	3.6	3.6	3.7	3.7
diverse professional networks.					
In addition to hiring the best qualified					
candidates, racial equity should be	3.8	3.7	3.7	3.5	3.7
considered in the hiring process.					

Hiring by supervisory status

	Supervisor	Non- Supervisor
	Mea	an
I am aware of efforts to partner with HR to advertise open jobs widely.	4.0	3.7
I am aware of efforts to share job announcements with racially and ethnically diverse professional networks.	3.7	3.6
In addition to hiring the best qualified candidates, racial equity should be considered in the hiring process.	3.8	3.7

Hiring by representation

	Represented	Non- Represented
	Me	ean
I am aware of efforts to partner with HR to advertise open jobs widely.	3.7	3.8
I am aware of efforts to share job announcements with racially and ethnically diverse professional networks.	3.6	3.6
In addition to hiring the best qualified candidates, racial equity should be considered in the hiring process.	3.2	4.0

Promotions

			Neither agree				
Promotions	Strongly	Somewhat	nor	Somewhat	Strongly		
	disagree	disagree	disagree	agree	agree	Don't	
	(1)	(2)	(3)	(4)	(5)	know*	Mear
An internal talent							
pipeline with diverse							
participants would help							
to increase Black,	5.5%	2.4%	22.3%	25.7%	37.1%	7.0%	3.9
Indigenous and People of							
Color representation in							
leadership positions.							
In addition to focusing on							
the selection of the best							
qualified candidate, racial							
equity should be involved	11.3%	7.4%	21.3%	21.5%	34.2%	4.3%	3.0
in the promotion process	11.370	7.470	21.3/0	21.370	34.270	4.370	5.0
to ensure diverse							
representation in							
leadership positions.							

*Don't know responses were excluded from the mean.

Promotion by Division

		Corporate/		
		Central		Economic
	Aviation	Services	Maritime	Development
		Me	an	
An internal talent pipeline with diverse participants would help to increase Black, Indigenous and People of Color representation in leadership positions.	3.8	4.2	4.0	4.1
In addition to focusing on the selection of the best qualified candidate, racial equity should be involved in the promotion process to ensure diverse representation in leadership positions.	3.5	3.9	3.8	4.1

						Native		
	American				Middle	Hawaiian/		
	Indian/		Black/		Eastern	Other		
	Alaskan	Asian	African	Hispanic	North	Pacific		Multi-
	Native	American	American	Latinx	African	Islander	White	Racial
				Mean				
An internal talent pipeline with diverse participants would help to increase								
Black, Indigenous and People of Color representation in leadership positions.	3.0	4.1	4.3	4.0	4.5	3.9	4.0	4.0
In addition to focusing on the selection of the best qualified candidate, racial equity should be involved in the promotion process to ensure diverse representation in leadership positions.	2.6	3.9	4.2	3.7	3.9	3.8	3.7	3.9

*The "other" category consisted of 1 respondent after recoding and was not included in the analysis.

Promotion by gender

	Male	Female
	Mear	า
An internal talent pipeline with diverse participants would help to increase		
Black, Indigenous and People of Color representation in leadership positions.	3.9	4.2
In addition to focusing on the selection of the best qualified candidate,		
racial equity should be involved in the promotion process to ensure diverse representation in leadership positions.	3.6	4.0

					More
	0 – 5	6 - 10	11 – 15	16 – 20	than 20
	years	years	years	years	years
			Mean		
An internal talent pipeline with diverse					
participants would help to increase Black,	4.0	4.0	2.0	3.7	4.0
Indigenous and People of Color	4.0	4.0	3.9	5.7	4.0
representation in leadership positions.					
In addition to focusing on the selection of					
the best qualified candidate, racial equity					
should be involved in the promotion process	3.7	3.6	3.7	3.4	3.8
to ensure diverse representation in					
leadership positions.					

Promotion by supervisory status

		Non-
	Supervisor	Supervisor
	Mea	n
An internal talent pipeline with diverse participants would help to		
increase Black, Indigenous and People of Color representation in	4.0	4.0
leadership positions.		
In addition to focusing on the selection of the best qualified candidate,		
racial equity should be involved in the promotion process to ensure	3.7	3.7
diverse representation in leadership positions.		

Promotion by representation

		Non-
	Represented	Represented
	Me	ean
An internal talent pipeline with diverse participants would help to		
increase Black, Indigenous and People of Color representation in	3.5	4.2
leadership positions.		
In addition to focusing on the selection of the best qualified candidate,		
racial equity should be involved in the promotion process to ensure	3.2	3.9
diverse representation in leadership positions.		

Compensation

			Neither				
			agree				
Compensation	Strongly	Somewhat	nor	Somewhat	Strongly		
	disagree	disagree	disagree	agree	agree	Don't	
	(1)	(2)	(3)	(4)	(5)	know*	Mean
Employee pay is fair and equitable for people with the same or similar jobs who have the same or similar qualifications	11.6%	10.7%	13.2%	15.6%	35.9%	13.0%	3.6
regardless of race/ethnicity, gender, age or other diversity characteristics.	11.070	10.770	13.270	15.070	33.570	13.070	5.0
I understand the Port's compensation structure.	8.3%	10.5%	18.4%	28.5%	27.8%	6.4%	3.6

*Don't know responses were excluded from the mean.

Compensation by Division

		Corporate/		
		Central		Economic
	Aviation	Services	Maritime	Development
		Me	an	
Employee pay is fair and equitable for people with the same or similar jobs who have the same or similar qualifications regardless of race/ethnicity, gender, age or other diversity characteristics.	3.7	3.5	3.3	3.7
I understand the Port's compensation structure.	3.6	3.6	3.4	3.8

Compensation by ra	ce*					Nation		
	American				Middle	Native Hawaiian/		
	Indian/		Black/		Eastern	Other		
	Alaskan	Asian	African	Hispanic	North	Pacific		Multi-
	Native	American	American	Latinx	African	Islander	White	Racial
				Mean				
Employee pay is fair and equitable for people with the same or similar jobs who have the same or similar qualifications regardless of race/ethnicity, gender, age or other diversity characteristics.	4.1	3.3	3.0	3.2	3.7	3.3	3.9	3.0
I understand the Port's compensation structure.	4.4	3.5	3.5	3.9	3.5	3.0	3.7	3.3

*The "other" category consisted of 1 respondent after recoding and was not included in the analysis.

Compensation by gender

	Male	Female
	Mean	
Employee pay is fair and equitable for people with the same or similar jobs who have the same or similar gualifications regardless of	4.0	3.1
race/ethnicity, gender, age or other diversity characteristics.		
I understand the Port's compensation structure.	3.8	3.3

Compensation by years at Port

					More
	0 – 5	6 – 10	11 – 15	16 – 20	than 20
	years	years	years	years	years
			Mean		
Employee pay is fair and equitable for people with the same or similar jobs who have the same or similar qualifications regardless of race/ethnicity, gender, age or other diversity characteristics.	3.7	3.5	3.6	3.8	3.6
I understand the Port's compensation structure.	3.5	3.6	3.6	3.8	3.8

Compensation by supervisory status

		Non-
	Supervisor	Supervisor
	Mea	an
Employee pay is fair and equitable for people with the same or similar		
jobs who have the same or similar qualifications regardless of	3.7	3.5
race/ethnicity, gender, age or other diversity characteristics.		
I understand the Port's compensation structure.	4.2	4.1

Compensation by representation

	Represented	Non- Represented
	•	ean
Employee pay is fair and equitable for people with the same or similar jobs who have the same or similar qualifications regardless of race/ethnicity, gender, age or other diversity characteristics.	4.4	3.3
I understand the Port's compensation structure.	3.7	3.5

Staff Development

			Neither agree			
Staff Development	Strongly	Somewhat	nor	Somewhat	Strongly	
	disagree	disagree	disagree	agree	agree	
	(1)	(2)	(3)	(4)	(5)	Mean
I am encouraged to develop myself professionally through trainings, PortAbility, or other learning opportunities.	3.2%	7.0%	13.8%	27.5%	48.5%	4.1
I have time in my schedule to pursue professional development opportunities that are of interest to me.	11.8%	18.4%	18.3%	28.0%	23.5%	3.3

Staff development by Division

		Corporate/			
		Central		Economic	
	Aviation	Services	Maritime	Development	
	Mean				
I am encouraged to develop myself					
professionally through trainings, PortAbility, or	4.0	4.2	4.2	4.6	
other learning opportunities.					
I have time in my schedule to pursue					
professional development opportunities that	3.3	3.4	3.2	3.7	
are of interest to me.					

Staff development by race*

						Native		
	American				Middle	Hawaiian/		
	Indian/		Black/		Eastern	Other		
	Alaskan	Asian	African	Hispanic	North	Pacific		Multi-
	Native	American	American	Latinx	African	Islander	White	Racial
				Mean				
I am encouraged								
to develop myself								
professionally								
through trainings,	3.7	4.1	4.0	4.0	4.5	4.0	4.2	3.9
PortAbility, or								
other learning								
opportunities.								
I have time in my								
schedule to								
pursue								
professional	3.5	3.5	3.5	3.4	3.9	3.7	3.3	3.3
development	5.5	5.5	5.5	5.4	5.5	5.7	5.5	5.5
opportunities that								
are of interest to								
me.								

*The "other" category consisted of 1 respondent after recoding and was not included in the analysis.

Staff development by gender

	Male	Female
	Mean	
I am encouraged to develop myself professionally through trainings,	4.2	4.1
PortAbility, or other learning opportunities.	4.2	4.1
I have time in my schedule to pursue professional development	2 5	2.2
opportunities that are of interest to me.	3.5	3.3

Staff development by years at Port

					More
	0 – 5	6 - 10	11 – 15	16 – 20	than 20
	years	years	years	years	years
			Mean		
I am encouraged to develop myself					
professionally through trainings, PortAbility, or	4.1	4.2	4.2	4.1	4.2
other learning opportunities.					
I have time in my schedule to pursue					
professional development opportunities that are	3.4	3.4	3.3	3.3	3.3
of interest to me.					

Staff development by supervisory status

		Non-
	Supervisor	Supervisor
	Me	ean
I am encouraged to develop myself professionally through trainings,	3.2	3.5
PortAbility, or other learning opportunities.	5.2	5.5
I have time in my schedule to pursue professional development	3.8	3.9
opportunities that are of interest to me.	5.8	3.9

Staff development by representation

		Non-
	Represented	Represented
	Me	ean
I am encouraged to develop myself professionally through trainings,	3.8	4.2
PortAbility, or other learning opportunities.	5.0	4.2
I have time in my schedule to pursue professional development	3.1	2.2
opportunities that are of interest to me.	3.1	3.3

Contracting and Use of Women and Minority-Owned Businesses

Do you work on contracting and the use of women and minority-owned businesses?

	%	n
Yes	29.6	355
No*	70.4	844

*Respondents who answered 'no' skipped to the next section of the questionnaire.

Thinking about where you work at the Port, how strongly do you agree or disagree with the following statements?

			Neither				
			agree				
	Strongly	Somewhat	nor	Somewhat	Strongly		
	disagree	disagree	disagree	agree	agree	Don't	
	(1)	(2)	(3)	(4)	(5)	know*	Mean
Supplier racial equity and							
diversity best practices	4.4%	6.2%	15.2%	37.2%	27.6%	9.4%	3.9
have been implemented.							
I am aware of and can access a list of minority and women-owned businesses that can serve as potential business partners.	4.4%	6.2%	12.6%	32.8%	37.8%	6.2%	4.0
Equity goals have been set to assess the efficacy of working with minority and women-owned businesses.	3.7%	4.6%	16.1%	27.6%	39.1%	8.9%	4.0
A concerted effort is made to procure goods/services from underrepresented suppliers.	3.2%	5.5%	14.4%	29.6%	38.8%	8.6%	4.0

*Don't know responses were excluded from the mean.

WMBE by Division

		Corporate/			
		Central		Economic	
	Aviation	Services	Maritime	Development	
	Mean				
Supplier racial equity and diversity best practices have been implemented.	3.9	3.9	3.5	4.4	
I am aware of and can access a list of minority and women-owned businesses that can serve as potential business partners.	3.9	4.1	3.6	4.5	
Equity goals have been set to assess the efficacy of working with minority and women-owned businesses.	3.8	4.3	3.6	4.5	
A concerted effort is made to procure goods/services from underrepresented suppliers.	4.0	4.2	3.5	4.5	

						Native		
	American				Middle	Hawaiian/		
	Indian/		Black/		Eastern	Other		
	Alaskan	Asian	African	Hispanic	North	Pacific		Multi
	Native	American	American	Latinx	African	Islander	White	Racia
				Mean				
Supplier racial								
equity and								
diversity best	4.7	3.7	3.1	2 5	4.4	3.5	4.0	2.0
practices have	4.7	5.7	5.1	3.5	4.4	5.5	4.0	3.6
been								
implemented.								
I am aware of and								
can access a list of								
minority and								
women-owned		2.6						
businesses that	3.0	3.6	3.9	4.2	4.6	4.3	4.1	3.8
can serve as								
potential business								
partners.								
Equity goals have								
been set to assess								
the efficacy of								
, working with	3.3	3.7	3.6	3.8	4.6	3.8	4.2	3.8
minority and								
, women-owned								
businesses.								
A concerted effort								
is made to								
procure								
goods/services	4.0	3.7	3.1	4.3	4.4	3.5	4.2	3.7
from								
underrepresented								
suppliers.								

WMBE by race*

*The "other" category consisted of 1 respondent after recoding and was not included in the analysis.

WMBE by gender

	Male	Female
	Mea	in
Supplier racial equity and diversity best practices have been implemented.	3.9	3.7
I am aware of and can access a list of minority and women-owned businesses that can serve as potential business partners.	3.9	4.1
Equity goals have been set to assess the efficacy of working with minority and women-owned businesses.	4.0	4.0
A concerted effort is made to procure goods/services from underrepresented suppliers.	4.1	4.0

WMBE by years at Port

					More
	0 – 5	6 - 10	11 – 15	16 – 20	than 20
	years	years	years	years	years
			Mean		
Supplier racial equity and diversity best practices have been implemented.	3.9	3.9	3.9	3.9	3.7
I am aware of and can access a list of minority and women-owned businesses that can serve as potential business partners.	3.8	4.0	4.2	4.0	4.2
Equity goals have been set to assess the efficacy of working with minority and women-owned businesses.	3.9	4.1	4.1	4.0	4.1
A concerted effort is made to procure goods/services from underrepresented suppliers.	3.9	4.2	4.2	4.1	3.9

WMBE by supervisory status

		Non-
	Supervisor	Supervisor
	Me	ean
Supplier racial equity and diversity best practices have been implemented.	3.8	3.9
I am aware of and can access a list of minority and women-owned businesses that can serve as potential business partners.	4.0	4.0
Equity goals have been set to assess the efficacy of working with minority and women-owned businesses.	4.0	4.0
A concerted effort is made to procure goods/services from underrepresented suppliers.	4.0	4.0

WMBE by representation

	Represented	Non- Represented
	Me	ean
Supplier racial equity and diversity best practices have been implemented.	3.7	3.7
I am aware of and can access a list of minority and women-owned businesses that can serve as potential business partners.	3.5	4.0
Equity goals have been set to assess the efficacy of working with minority and women-owned businesses.	3.4	4.0
A concerted effort is made to procure goods/services from underrepresented suppliers.	3.8	4.1

Personal Experiences and Satisfaction

			Neither			
	Strongly	Somewhat	agree nor	Somewhat	Strongly	
	disagree	disagree	disagree	agree	agree	
	(1)	(2)	(3)	(4)	(5)	Mean
I feel comfortable talking						
openly about issues related						
to diversity, equity and	11.9%	13.9%	16.5%	29.9%	27.7%	3.5
inclusion at the Port of						
Seattle.						
I am satisfied that any						
conflicts at the Port of Seattle						
related to diversity, equity	11.5%	13.6%	24.2%	25.8%	24.9%	3.4
and inclusion issues would be						
addressed appropriately.						
If I or someone else were						
experiencing racial/ethnic						
discrimination at the Port of	4.9%	3.9%	11.3%	21.5%	58.5%	4.2
Seattle, I would communicate	4.9%	5.9%	11.5%	21.5%	56.5%	4.3
to my supervisor or a person						
in leadership.						

How strongly do you agree or disagree with the following statements?

Personal experiences and satisfaction by Division

		Corporate/		
		Central		Economic
	Aviation	Services	Maritime	Development
		Me	ean	
I feel comfortable talking openly about issues				
related to diversity, equity and inclusion at the	3.3	3.7	3.6	4.3
Port of Seattle.				
I am satisfied that any conflicts at the Port of				
Seattle related to diversity, equity and	2.2	3.5	3.3	4.2
inclusion issues would be addressed	3.3	5.5	5.5	4.2
appropriately.				
If I or someone else were experiencing				
racial/ethnic discrimination at the Port of	4.1	4.4	4.3	4.7
Seattle, I would communicate to my	4.1	4.4	4.5	4.7
supervisor or a person in leadership.				

						Native		
	American				Middle	Hawaiian/		
	Indian/		Black/		Eastern	Other		
	Alaskan	Asian	African	Hispanic	North	Pacific		Multi-
	Native	American	American	Latinx	African	Islander	White	Racial
				Mean				
I feel comfortable								
talking openly								
about issues								
related to	2 7	2 5	2.0	2.0	2.4	2.4	2.0	2 2
diversity, equity	2.7	3.5	3.6	3.6	3.4	3.4	3.6	3.3
and inclusion at								
the Port of								
Seattle.								
I am satisfied that								
any conflicts at								
the Port of Seattle								
related to								
diversity, equity	2.7	3.5	3.0	3.3	3.4	3.4	3.6	3.1
and inclusion								
issues would be								
addressed								
appropriately.								
If I or someone								
else were								
experiencing								
racial/ethnic								
discrimination at								
the Port of	3.1	4.1	3.9	4.1	4.5	3.9	4.5	3.9
Seattle, I would								
communicate to								
my supervisor or a								
person in								
leadership.								

Personal experiences and satisfaction by race*

*The "other" category consisted of 1 respondent after recoding and was not included in the analysis.

Personal experiences and satisfaction by gender

	Male	Female
	Mean	
I feel comfortable talking openly about issues related to diversity, equity and inclusion at the Port of Seattle.	3.5	3.7
I am satisfied that any conflicts at the Port of Seattle related to diversity, equity and inclusion issues would be addressed appropriately.	3.6	3.3
If I or someone else were experiencing racial/ethnic discrimination at the Port of Seattle, I would communicate to my supervisor or a person in leadership.	4.3	4.2

Personal experiences and satisfaction by years at Port

	0 – 5 years	6 – 10 years	11 – 15 years	16 – 20 years	More than 20 years
			Mean		
I feel comfortable talking openly about issues					
related to diversity, equity and inclusion at the	3.5	3.4	3.4	3.3	3.7
Port of Seattle.					
I am satisfied that any conflicts at the Port of					
Seattle related to diversity, equity and inclusion	3.6	3.4	3.3	3.2	3.3
issues would be addressed appropriately.					
If I or someone else were experiencing					
racial/ethnic discrimination at the Port of	4.3	4.3	4.2	4.1	4.2
Seattle, I would communicate to my supervisor	4.5	4.5	4.2	4.1	4.2
or a person in leadership.					

Personal experiences and satisfaction by supervisory status

	Supervisor	Non- Supervisor Mean
I feel comfortable talking openly about issues related to diversity, equity and inclusion at the Port of Seattle.	3.5	3.5
I am satisfied that any conflicts at the Port of Seattle related to diversity, equity and inclusion issues would be addressed appropriately.	3.4	3.4
If I or someone else were experiencing racial/ethnic discrimination at the Port of Seattle, I would communicate to my supervisor or a person in leadership.	4.4	4.2

Personal experiences and satisfaction by representation

		Non-
	Represented	Represented
	Me	an
I feel comfortable talking openly about issues related to diversity, equity and inclusion at the Port of Seattle.	3.4	3.6
I am satisfied that any conflicts at the Port of Seattle related to diversity, equity and inclusion issues would be addressed appropriately.	3.3	3.4
If I or someone else were experiencing racial/ethnic discrimination at the Port of Seattle, I would communicate to my supervisor or a person in leadership.	4.1	4.3

Appendix D



Prepared by Tu Consulting

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1. Executive Summary

Survey Overview and Methodology

This analysis is based on an internal survey conducted by the Port's Office of Equity, Diversity and Inclusion (OEDI) from April 29 – May 27, 2021, with input from the Port's Business Intelligence unit.

The purpose of the survey was to learn about Port employees' perspectives on equity, diversity and inclusion in a number of areas: Port Work Culture; Operations and Processes; Engagement with External Stakeholders; Hiring, Promotion, Compensation, and Staff Development; Contracting and Use of WMBE; and Personal Experiences.¹

The survey also included an open-ended question at the end of each of the six topical sections inviting any additional comments. OEDI engaged external consultant Trang Tu of Tu Consulting to conduct an analysis of that qualitative data, which is the subject of this report.

The open-ended comments, which in this report are also referred to as "data" or "qualitative data", were analyzed using a thematic approach. Analysis was completed for all comments and by race and gender, using a hybrid deductive and inductive process that resulted in twenty-seven themes grouped into thirteen sub-topics and five broader topics.

Limitations of the data may include negativity bias, role and influence of formal survey questions on respondent choice to add comments, and complexities of coding comments.

About the Data

Overall, 1,230 comments were submitted by 505 unique respondents, or 38.7 percent of the 1,306 overall survey respondents.

Among the five broad topic areas in the survey, three yielded the largest volume of comments: Workplace and Organizational Culture, Employment, and Operations and Processes, with 750+, 475, and 275 comments, respectively.

Summary of Findings

Cross-cutting Findings. Analyzing comments across all topics surfaced several noteworthy findings.

- Overall, the *majority of comments expressed concerns, constructive feedback, and/or calls for change* or improvement on a specific issue.
- Several themes surfaced that were not asked about in the formal survey questions. These included the role and impact of managers, unfairness and reverse discrimination toward white employees, and consideration of gender and other dimensions of equity.
- For many of the themes that emerged, *employees of color and in some cases, women, were more likely to comment, especially regarding concerns or challenges*.

¹ OEDI Survey. Analysis of Quantitative Survey Data. Port of Seattle Business Intelligence. June 2021.

Topic-specific Findings. Below are key findings grouped by the five topics and corresponding sub-topics.

Topic 1. Workplace and Organizational Culture elicited 752 comments spanning four sub-topics: Overall Vision, Commitment and Progress on Equity; Leadership and Accountability; Workplace Culture; and Equity Learning and Capacity Building. Prevalent themes are summarized below.

Sub-topic: Overall Vision, Commitment and Progress on Equity

This sub-topic included comments about Portwide vision for, prioritization of, commitment to and progress on diversity, equity and inclusion.

- *Nearly 80 comments* characterized the Port's efforts on equity in *positive terms*.
- An additional 90 comments, the largest share in this sub-topic, gave a more mixed view, recognizing the Port's efforts, while also acknowledging more work needs to be done.
- A smaller number of comments said that inequities exist and/or persist at the Port, especially due to an entrenched white male power structure.
- Among respondents who identified their race, *a greater share of whites described equity efforts in positive terms and a smaller share commented that inequities exist or remain* than compared with their representation in survey responses overall, while *respondents of color were more likely to comment that inequities exist or remain and/or that more work needs to be done.*
- By gender, *females were also less likely to comment positively and more likely to comment that more work needs to be done,* compared with their of survey responses overall.

Sub-topic: Leadership and Accountability

This sub-topic included comments about several themes: whether Port leaders are seen as champions for equity across the organization, including ensuring diversity at senior or executive levels; and whether respondents feel that employees can voice concerns about racism and inequity and have those concerns addressed.

- The largest share of comments in this sub-topic was about voicing concerns regarding racism, discrimination or inequity. Almost all of the comments were negative (100 out of 108). Prevalent thoughts included: employees not feeling safe speaking up and remaining silent for fear of retaliation, lack of confidence that the Human Resource Department can effectively address concerns, and the difficulty of raising issues to managers in situations where the manager is the source of concern.
- Among the 100 comments of concern regarding voicing concerns about racism, discrimination or inequity, respondents who identified as Black/African American and multi-racial were a greater share of comments compared to their share of survey responses, while respondents who identified as white were roughly on par with their share of all survey responses.
- By gender, females were also a greater share of these concerns while males were a smaller share.

Sub-topic: Workplace Culture

This sub-topic included several inter-related themes related to workplace culture and equity: whether there are opportunities for safe and open dialog about diversity, equity and inclusion; whether the work

environment feels welcoming to employees of different backgrounds and cultures; and whether input from employees of color inform decision making.

- *Most comments about open dialog expressed concerns* including *fear of backlash*, discomfort discussing a sensitive topic like race, and fundamental disagreements with equity values.
- Comments about the work environment being welcoming to all cultures were mostly negative. A recurrent concern was employees of color experiencing disrespect, racism, and/or lacking voice.
- Almost all comments about BIPOC input into decision making were concerns.
- A critical mass of comments said that the Port's emphasis on racial equity and non-white groups has created discomfort, marginalization, and at times amounts to reverse discrimination against whites.
- There were also *numerous comments suggesting that the focus should be on a "colorblind" approach of treating all people equally*, instead of a racial equity approach that seeks to address inequities for specific groups.
- Among the comments of concern about open dialog, welcoming cultures, and BIPOC input into decision making, *there was a general pattern of white respondents being a smaller share of the comments and respondents of color comprising a larger share,* compared with their share of survey responses overall.
- In contrast, *the comments about marginalization of whites were more commonly expressed by white respondents* compared to their representation in the survey responses overall.

Sub-topic: Equity Learning and Capacity Building

This theme centered on Portwide equity learning and capacity building, especially activities led by the Office of Equity, Diversity and Inclusion (OEDI). Comments in this grouping are about quality, quantity and impact of Portwide equity efforts.

- About two-thirds of the comments on this sub-topic shared concerns or suggestions for how to improve the work, in some cases along with positive feedback. By far, the most prevalent issue was the lack of time to participate in equity activities.
- Other respondents felt there is *too much equity activity*, while others said there is *lack of support or encouragement* from their department leaders to participate.
- There were also numerous positive comments about equity efforts.
- Among the comments that shared concerns or suggestions for improvements in the Port's equity efforts, *most groups of employees of color were overrepresented* compared to their share in the survey overall.
- By gender, females were a greater share of comments on this theme compared with their representation in the survey overall, while males were a smaller share.

Topic 2. Operations and Processes included 275 comments across three sub-topics: General Integration of DEI in Operations; Role of Managers; and Specific Operational Areas. Prevalent themes are summarized below.

Sub-topic: General Integration of DEI in Operations

This sub-topic included comments on the extent to which diversity, equity and inclusion principles have been integrated into the operations of departments or teams.

- Most of the comments about DEI in operations described a *need for more work to build equity into dayto-day operations. The prevailing theme was that there are variations across departments in how much DEI is prioritized.*
- Among the 100+ comments citing a need for more or better integration of DEI in departmental work, white, Black/African American and Asian American respondents were overrepresented compared to their representation the survey overall.
- A number of comments said *it's important to translate dialog, language and policy into concrete actions and changes.*

Sub-topic: Role of Managers

- A significant theme across multiple topics was the critical role of managers. Among the comments that specifically referenced managers, most cited concerns.
- Many noted the important role of managers in determining whether departments' work is informed by DEI considerations. Some described *challenges of department leaders who don't believe in equity efforts* while others *said they feel unable to voice concerns about racism or discrimination*.
- Some comments were from managers who expressed needs for more support to advance equity.
- Among comments that noted concerns with manager roles, respondents of color in some racial groups were overrepresented as were female respondents.

Topic 3. Community Engagement included 61 comments.

- **Comments about community engagement were a mix** of about half expressing needs for improvement, and one-third noting positive aspects of community engagement.
- Areas for improvement cited included the need for *clearer and more fully developed policies and standards for community engagement; consistency in community engagement across the Port; and culturally competent and equitable opportunities* for all key Port stakeholders to engage.

<u>Topic 4. Employment</u> included 472 comments across four sub-topics: Recruitment and Hiring; Department Diversity; Professional Development, Advancement and Compensation; and Gender and Other Equity Considerations. Prevalent themes are summarized below.

Sub-topic: Recruitment and Hiring

This sub-topic included inter-connected themes about recruitment, hiring, qualifications and the role of racial equity goals in these.

- Among 105 comments about qualifications for hiring, 85 stated that hiring decisions should be based primarily or solely on who is most qualified and/or performance, not race.
- A small number of comments said racial considerations should be part of hiring decisions due to structural/systemic and historic inequities that have created disadvantages for some groups.

- Among the comments that hiring decisions should be based on qualifications or performance and not race, white respondents made up about the same proportion as in the survey overall, while respondents of color and females were a smaller share compared with their share in the survey overall.
- Among comments expressing concerns about hiring, employees of color in some racial groups were overrepresented, notably Black/African American and Asian American.

Sub-topic: Department Diversity

- Among comments about diversity in departments, *the majority described a lack of diversity in specific teams*, while a minority expressed the existence of diversity.
- Among these comments, *respondents identifying as white had similar representation as in the survey overall.*

Sub-topic: Professional Development, Advancement and Compensation

This sub-topic included comments on inter-related themes of job advancement/promotions, professional development, and compensation.

- On job advancement, almost all comments expressed concerns or needs for improvement. The most prevalent issue cited was *favoritism of white males in promotion decisions*.
- Almost all of the comments about professional development also cited need for improvement. The most frequent concern was heavy workloads significantly limiting time for trainings.
- Regarding compensation, many comments expressed *frustration about pay inequities both within and across departments as well as by* race and gender. Other concerns included *job classifications/evaluations* being outdated, subjective and not matching pay levels; and *pay being tied to seniority rather than performance*.
- Among the comments expressing concerns about job advancement, professional development and compensation, *white respondents were underrepresented* compared with the survey overall, *while respondents of color from several racial groups and female respondents were overrepresented*.

Sub-topic: Gender and Other Equity Considerations

- A number of comments called for *consideration of other aspects of equity besides race, with gender equity mentioned most often. Other groups who face inequities* were also mentioned including *people with disabilities, and the LGBTQ+ community*.
- The gender composition for these *comments was overwhelmingly female.*

Topic 5. Contracting included 95 comments. Prevalent themes are summarized below.

- Among comments about contracting, two-thirds shared concerns and/or ideas for improvements.
- Concerns mentioned included the need for: *reduced barriers and more streamlined processes* for BIPOC contractors; addressing *lack of WMBE availability*; and *expanding outreach*.
- Respondents of color from some racial groups as well as female respondents were a greater share of comments expressing concerns about contracting than their share in the survey overall.

2. Summary of Process

2a. Survey Administration and Data Source

This analysis is based on an internal survey conducted by the Port's Office of Equity, Diversity and Inclusion (OEDI) from April 29 – May 27, 2021, with input from the Port's Business Intelligence unit.

The purpose of the survey was to learn about Port employees' perspectives on equity, diversity and inclusion in a number of areas. Survey questions were grouped into six topics: Port Work Culture; Operations and Processes; Engagement with External Stakeholders; Hiring, Promotion, Compensation, and Staff Development; Contracting and Use of WMBE; and Personal Experiences.²

The survey included structured questions for each of the six areas and was administered Portwide in two formats: online using Qualtrics, and via paper surveys. A total of 1,306 Port employees submitted survey responses. Fifty paper surveys were completed and entered into Qualtrics. Data collection, quantitative analysis and reporting were completed by Business Intelligence.³

The survey also included an open-ended question at the end of each of the six topical sections inviting any additional comments. This resulted in a total 1,230 comments submitted by 505 participants out of the 1,306 who responded to the survey overall. OEDI engaged external consultant Trang Tu of Tu Consulting to conduct an analysis of that qualitative data, which is the subject of this report.

2b. Analysis Process - Overall

The open-ended comments, which in this report are also referred to as "data" or "qualitative data", were analyzed using a thematic approach, which focuses on examining the data to identify prevalent themes. The table below describes the steps taken in this analysis, which used a hybrid deductive and inductive approach.

	Table 1. Methodology/Process Steps					
1. Preparing data	 Initial review of data for familiarization Converted data in Microsoft Word format to Excel spreadsheet Established initial coding structure based on OEDI Equity Assessment Framework from February 2021 that formed the basis for the survey design. The framework included five topics⁴: Work and Organizational Culture Operations and Processes Community Engagement Employment Contracting 					

² *OEDI Survey*. Analysis of Quantitative Survey Data. Port of Seattle Business Intelligence. June 2021. ³ Ibid.

⁴ Originally called "domains" in OEDI Equity Assessment Framework.

Table 1. Methodology/Process Steps						
2. Coding	Round 1: reviewed data and coded by the five topics (deductive analysis)					
	• Round 2: reviewed data and created fourteen sub-topics ⁵ (deductive analysis)					
	Based on first two rounds of data review, adjusted coding structure to include					
	thirteen sub-topics below (inductive analysis):					
	1. Work and Organizational Culture					
	 Overall Vision, Commitment, Progress 					
	 Leadership and Accountability 					
	 Workplace Culture 					
	 Equity Learning and Capacity Building 					
	2. Operations and Processes					
	 General Integration in Operations 					
	 Role of Managers 					
	 Specific Areas 					
	3. Community Engagement					
	 Community Engagement 					
	4. Employment					
	 Recruitment and Hiring 					
	 Department Diversity 					
	 Professional Development, Advancement and Compensation 					
	 Gender and Other Equity Considerations 					
	5. Contracting					
	 WMBE and Supplier Diversity 					
3. Generating themes	Round 3: reviewed data and coded into twenty-seven themes distributed					
	across the five topics and thirteen sub-topics (see Section 3a. for full listing of					
	the twenty-seven themes).					
	Finalized structure and wording of topics, sub-topics, and themes					
	After third round of data review and coding, re-reviewed coding across all					
	three levels (topic, sub-topic, theme) for consistency					
4. Analysis of themes	Tabulated counts for topics, sub-topics and themes, to identify prevalent					
	themes					
	Round 4: reviewed and analyzed data by theme					
5. Write up of findings	Drafted report including summary of findings for each theme, grouped by					
	sub-topic. Level of detail in narrative summary in each sub-topic is generally					
	proportionate to each theme's prevalence.					
	Added selected quotes to illustrate each theme. Quotes were selected to					
	reflect a mix of race and gender. Volume of quotes is roughly proportionate					
	to the prevalence of a theme.					
6. Sub-analyses by race	Completed additional analyses by racial group and gender (see process					
and gender	description in the following section).					

⁵ Originally called "sub-domains" in OEDI Equity Assessment Framework.

2c. Analysis Process – Sub-analyses by Race and Gender

Given the focus on equity by the Port of Seattle overall, and the focus of this survey in particular, OEDI also requested analysis of the data by race and gender. The purpose was to complement both the quantitative analysis and the overall qualitative analysis, and surface any notable differences in perspectives when examined by racial and gender groups.

The process for these sub-analyses generally paralleled that for the overall analysis. An additional round of data review was completed that involved several steps:

- Comments for each of the twenty-seven themes were tabulated by racial group and gender
- Counts were compared to identify prevalence by racial group and gender
- Sub-groupings of comments were reviewed
- Notable differences among groups were integrated into write-up of findings.

For the sub-analyses, the reference point used was all survey responses, shown in the table below by race and gender. These are used as comparators throughout the summary of findings in Section 3 of this report.

Table 2. Composition of Survey Respondents ⁶					
# %					
Total # of respondents	1,306	100.0%			
Race					
American Indian/Alaskan Native	14	1.1%			
Asian American	128	9.8%			
Black/African American	99	7.6%			
Hispanic/Latinx	44	3.4%			
MENA - Middle Eastern North African	11	0.8%			
Multi-racial	80	6.1%			
Native Hawaiian/Other Pacific					
Islander	32	2.5%			
White	644	49.3%			
Not reported	253	19.3%			
Conder					
Gender	440	27.40/			
Female	419	37.4%			
Male	643	57.4%			
Non-binary	16	1.4%			
Other	42	3.80%			

⁶ OEDI Survey. Analysis of Quantitative Survey Data. Port of Seattle Business Intelligence. June 2021.

2d. Limitations of Data

Introduction. Surveys and questionnaires often contain open-ended questions, as was done in this survey, for a variety of reasons that can include: providing an opportunity for respondents to elaborate on a particular issue, especially when the survey topic is sensitive; inviting additional perspectives unconstrained by the structure of the formal survey questions; and surfacing feedback about the design of the survey itself.⁷

Yet sometimes the diversity and complexity of qualitative feedback creates methodological challenges for analysis, and the literature on best practices for analyzing open-ended feedback is fairly scarce. That further underscores the importance of being transparent about limitations of this dataset, explained below.

Negativity bias. Some research literature suggests that participants who have concerns, dissatisfaction or negative feedback may be more likely to provide open-ended comments. Respondents who do not feel they have other avenues to voice concerns may also be more inclined to comment. However, there could also be other reasons that may make a respondent less likely to comment, such as sensitive topics, survey fatigue and/or fear of backlash. For this survey, some or all of these considerations may be at play for different respondents, and are important to consider while also recognizing they cannot be factored out of the analysis.

Content of and bias in open-ended comments. Respondents may be influenced by the formal survey questions (also called "closed questions"). For some, closed questions can act as "thought prompts" that influence respondents' comments, especially when the open-ended questions come after the formal questions. On the other hand, respondents may also choose to provide comments on a topic different from the topic area for the survey section in which they are commenting. Both of these occurred in this dataset. To address some of these complexities, coding involved both deductive and inductive analysis, and included tagging and redistributing comments by topic, sub-topic and theme, according to the coding framework.

Coding and redistributing comments and duplication. The issue discussed above also leads to another limitation of the data. Each of the six survey sections included an open-ended question, leading to six "groupings" of comments. However, because not all comments were about the section topic in which they were made, they were redistributed as needed during coding. As a result, this led to a small amount of duplication when tabulating comments. To help mitigate this, especially when filtered for race and gender, the analysis discussed themes with larger samples sizes in comparative greater detail; and in highlighting significant differences, focused on those that were relatively larger or particularly notable (for example, greater than 1 percentage point difference from reference point).

Despite the complexities and limitations, having the open-ended survey data brought several benefits. It enabled participants to share thoughts not specifically contained in the survey's closed questions. It provided an additional breadth of perspectives, including candid views and personal accounts that might not otherwise be captured. It allowed for an additional level of analysis by race and gender. And it added a depth of dimension to the quantitative data that hopefully "brings to life" the critical issues of diversity, equity and inclusion that the Port is advancing.

⁷ Tom Decorte, Aili Malm, Sharon R Sznitman. "The challenges and benefits of analyzing feedback comments in surveys: Lessons from a cross-national online survey of small-scale cannabis growers." First Published February 11, 2019 https://journals.sagepub.com/doi/full/10.1177/2059799119825606

3. Respondent Characteristics

The survey overall had a response rate of 60 percent, with a total 1,306 responses. Within this, 505 respondents also added at least one open-ended comment. The total number of unique open-ended comments was 1,230.

Overall, 38.7 percent of all survey respondents submitted at least one open-ended comment. It should be noted that this is a relatively high response rate for comments, especially in a survey with sensitive topics. This could indicate a high level of trust in the anonymity of the survey.

Response also varied by race and gender. The table below shows that two racial groups – respondents who identified as Black/African American and multi-racial – were most likely to add open-ended comments, at 50.5 percent and 50 percent, respectively. Half of participants identifying as American Indian/Alaskan Native also submitted comments, but the sample size for that group is smaller. Other racial groups had smaller percentages of respondents add comments, ranging from 27.3 percent to 39.8 percent.

By gender, 43 percent of respondents who identified as female and 37.8 percent who identified as males chose to submit comments.

Table 3. Respondent Characteristics					
	All Survey Respondents	Respondents with Comments	% of Respondents in Group who Added Comment(s)		
	#	#	%		
Total # of respondents	1,306	505	38.7%		
Race					
American Indian/Alaskan Native	14	7	50.0%		
Asian American	128	47	36.7%		
Black/African American	99	50	50.5%		
Hispanic/Latinx	44	13	29.5%		
MENA - Middle Eastern North African	11	3	27.3%		
Multi-racial	80	40	50.0%		
Native Hawaiian/Other Pacific					
Islander	32	9	28.1%		
White	644	256	39.8%		
Gender					
Female	419	180	43.0%		
Male	643	243	37.8%		
Non-binary	16	0	0.0%		

4. Summary of Findings

4a. Code Counts/Prevalence of Themes

The table below shows prevalence of topics, sub-topics and themes using "counts" from the data coding. Note that while the survey included 1,230 comments, the code count in the table below totals 1,655. This is because a given comment could – and often did – touch on more than one theme, and as a result would be tagged with multiple codes.

At the Topic level, two areas - Workplace and Organizational Culture, and Employment – had the largest volume of comments, with over 750 and 475, respectively. Operations and Processes included 275 comments, and Community Engagement and Contracting each had smaller numbers of comments. Some of these differences may reflect varying levels of interest or concern among respondents, and/or may also be due to attrition – that survey fatigue resulted in fewer comments later in the survey. Additionally, the smaller number of comments for Community Engagement and Contracting may have been because only a sub-set of respondents may have been more likely to comments – those whose roles involve external engagement or contracting.

These numbers should be taken as indications of general orders of magnitude or prevalence, not as precise counts, because the number of comments may also reflect some of the limitations of the data as discussed in the previous section of this report.

Table 4. Topics, Sub-topics, Themes and Code Counts					
ΤΟΡΙϹ	SUB-TOPIC	ТНЕМЕ	CODE COUNT		
OVERALL VISION, COMMITMENT,	inequities exist/remain	23			
	PROGRESS	priority/making progress on equity	77		
1. WORKPLACE		making progress/more work to be done	90		
AND		voicing concerns/accountability	108		
	LEADERSHIP AND ACCOUNTABILITY	Port leaders as equity champions	28		
ORGANIZATIONAL		leadership diversity	21		
CULTURE		open dialog	59		
	WORKPLACE CULTURE	welcoming cultures	31		
		BIPOC input in decision making	38		

Table 4. Topics, Sub-topics, Themes and Code Counts			
ТОРІС	SUB-TOPIC	THEME	CODE COUNT
		white concerns and discomfort	81
		all people are equal/should be colorblind	77
	EQUITY LEARNING AND CAPACITY BUILDING	quality, quantity, and impact of equity activities	119
		TOTAL	752
2. OPERATIONS AND PROCESSES	GENERAL INTEGRATION IN	general integration in operations	138
	OPERATIONS	translating policy into action	27
	ROLE OF MANAGERS	role and impact of managers	79
	SPECIFIC AREAS	assessing and evaluating for equity	19
		communications	12
		TOTAL	275
3. COMMUNITY	COMMUNITY ENGAGEMENT	community engagement and partnerships	60
ENGAGEMENT		TOTAL	60
4. EMPLOYMENT	RECRUITMENT AND HIRING	recruitment	11
		hiring	74
		qualifications and racial equity	105
	DEPARTMENT DIVERSITY	department diversity	40
	PROFESSIONAL DEVELOPMENT, ADVANCEMENT AND COMPENSATION	advancement	80
		job classification and compensation	72
		professional development	56
	GENDER AND OTHER EQUITY	gender and other equity considerations	34
		TOTAL	472
5. CONTRACTING	CONTRACTING	WMBE and supplier diversity	96
		TOTAL	96

4b. Narrative Summary by Themes

This section includes a series of "Dashboards", one for each of the thirteen Sub-topics. Each Dashboard contains findings for the twenty-seven Themes, code counts, and a selection of related quotes.

The findings are grouped into two sections: a Summary of Findings Overall, based on analysis of all comments for each sub-topic and theme, and Sub-analyses by Race and Gender. The latter highlights notable differences or contrasts when themes were analyzed by race and gender. It should be noted that those findings do not discuss race and gender for every theme, as in some cases comments reflected a racial or gender composition similar to that for the survey overall, and in other cases the sample size was too small to be able to compare differences meaningfully.

Finally, in presenting the findings, the level of detail both in the narrative summary and volume of illustrative quotes is generally proportionate to each Theme's prevalence among all comments. Themes with the largest number of comments are discussed in relatively greater detail and have the largest number of quotes. Quotes were also selected to reflect respondents across diverse races and gender. Finally, to preserve authenticity, quotes are included without modification or notation for typos or grammar.

TOPIC

1. WORKPLACE AND ORGANIZATIONAL CULTURE

Workplace and Organizational Culture elicited 752 comments spanning four sub-topics: Overall Vision, Commitment and Progress on Equity; Leadership and Accountability; Workplace Culture; and Equity Learning and Capacity Building. The Dashboards below include summaries of key themes for each of the sub-topics, along with selected quotes and code counts.

DASHBOARD 1.		
SUB-TOPIC	THEMES	CODE COUNT
	inequities exist/remain	23
OVERALL VISION, COMMITMENT, PROGRESS	priority/making progress on equity	77
	making progress/more work to be done	90

Introduction

This sub-topic includes comments about Portwide vision for, prioritization of, commitment to and progress on diversity, equity and inclusion.

Summary of Findings Overall

- *Nearly 80 comments characterized the Port's efforts on equity in positive terms*, including perceptions that equity is a clearly stated priority, that equity efforts have been positive, and/or that there has been good progress.
- An additional 90 comments, the largest share in this sub-topic, gave a more mixed view, recognizing the Port's efforts, while also acknowledging more work needs to be done. Numerous comments cited the need to expand who is involved in the Port's equity efforts, particularly employees who have been least accepting or most resistant to equity efforts.
- Twenty-three comments said that inequities exist and/or persist at the Port, especially due to an entrenched white male power structure. Some of these comments also recounted personal experiences of racial discrimination.

Sub-analyses by Race and Gender

• Among respondents who provided comments on this sub-topic, and identified their race, *a greater percentage of whites described equity efforts in positive terms (58 percent) and a smaller percentage commented that inequities exist or remain (26*

DASHBOARD 1.

percent) than compared with their representation in survey responses overall (49 percent).

- In contrast, respondents of color with comments on this sub-topic were more likely to comment that inequities exist or remain and/or that more work needs to be done (17 percent of comments were from respondents identifying as Black/African American and 18 and 22 percent as Asian American) compared with their representation in the survey overall (8 percent and 9 percent, respectively).
- By gender, *females were also less likely to comment positively (21 percent) and more likely to comment that more work needs to be done (47 percent)* compared with their share of survey responses overall at 37 percent. In comparison, those who identified as *males were 47 percent of positive comments and 51 percent of comments that more works needs to be done,* while being 57 percent of survey responses.

Selected Quotes

"Its forcing people to address it and talk about all of it. Proud that the Port executives and leaders are making room for change."

"the Port of Seattle has been taking huge strides at improving the diversity, equity, and inclusion. As a person of color I can remember being asked by a manager if I did windows. At the time I was bringing in coffee to a meeting that my department was hosting. I also remember being passed over for consideration for internal promotion in order to promote whites."

"I know the Port of Seattle is not perfect, but I believe they are truly working to make a more equitable organization for all. The Port is leaps and bounds ahead of my last employer and I really respect this work. I am proud to work for the Port and appreciate the continued focus on equity!"

"Given that much of the leadership is from the dominant culture (i.e. white), it will take time for them and others to exercise their equity muscles so these conversations and considerations are more front and centered than they already are. I believe there's an honest effort happening here from leadership, but we still have some way to go until this becomes the default/ norm."

"Many organizations within the Port on DEI and/or change has a mindset of 'IT TAKES TIME.' My question 'how much time.'"

"I think a lot more work needs to be done, but I think we are on the right track."

DASHBOARD 1.

"Recently, sense forming OEDI, the Port has conducted many caucusing; encouraged dialogue about BIPOC experiences. This is good--BIPOC can express this openly without retaliation; however, non BIPOC leaders are good to hear but uncomfortable to speak up or take a real stand."

"You see the same people self select and participate in equity and diversity events and the same people sit out. It felt as though people were continually joining but it does seem to have plateaued it feels like."

"The Port is trying but I am concerned about those who aren't engaged. Why?"

"There are pockets that inclusion, discussion and embracing black and bipoc people is not happening at all. Actually quite the opposite. I think that we are seeing some great progress - where its visible...but the negative and the bad behavior is there and in some areas getting worse."

"I think we are moving towards a better understanding of these things, but I still feel like everyone, including myself, is learning how this is relevant and integral at the Port of Seattle. I think white employees still struggle with how to recognize inequities and respond to them."

"Appreciate all the learning options and experiences with other Port employees. Wonder about the folks who refused to turn on their screens and participate in break out rooms during the required equity trainings. Hoping we can get folks of differing opinions a voice and hope they don't just stay silent, arms crossed, and faceless."

"When I first was hired to the port I received comments about being 'spicy' or how a coworker was hiring 'my kind' to do work on their house. I have been told multiple times to speak English because they can't understand Spanish. The Port of Seattle has a long way to go concerning equity, diversity, and inclusion."

"The work culture tells BIPOC employees to keep your head down, do not complain, ask for anything or expect forward advancement. It also screams that BIPOC's cannot be emotional, have a bad day or make a mistake. The work culture lacks racial diversity in nearly every grade above 25."

DASHBOARD 2.		
SUB-TOPIC	THEMES	CODE COUNT
	voicing concerns/accountability	108
LEADERSHIP AND ACCOUNTABILITY	Port leaders as equity champions	28
	leadership diversity	21

Introduction

This sub-topic includes comments about several themes: whether Port leaders are seen as champions for equity across the organization, including ensuring diversity at senior or executive levels; and whether respondents feel that employees can voice concerns about racism and inequity and have those concerns addressed.

Summary of Findings Overall

- The largest share of comments in this sub-topic was about voicing concerns regarding racism, discrimination or inequity. Almost all of the comments were negative (100 out of 108). Prevalent thoughts included: employees not feeling safe speaking up and remaining silent for fear of retaliation, lack of confidence that the Human Resource Department can effectively address concerns, and the difficulty of raising issues to managers in situations where the manager is the source of concern.
- **Comments about Port leadership championing equity were a mix of views**, with 40 percent affirmative. Comments cited Port leaders communicating openly, setting examples, focusing on systemic changes, and creating space for employees to be involved. The remaining comments were more critical, expressing the need for leadership to continue voicing commitments, encouraging more widespread employee participation, and ensuring dialog leads to real results.
- There were also a number of comments about leadership diversity. *Almost all of these (18 of 21 comments) expressed a need for more diversity at the highest levels* the Executive Leadership Team and Commissioners.

Sub-analyses by Race and Gender

- Among the 100 comments of concern regarding voicing concerns about racism, discrimination or inequity, respondents who identified as Black/African American and multi-racial were a greater share of these comments (13 percent and 10 percent, respectively), compared to their share of survey responses overall (8 percent and 6 percent, respectively).
- **Respondents who reported identifying as white** comprised fifty percent of the same group of comments, **roughly on par with** their 49 percent share of survey responses.
- By gender, females were also a greater share of these concerns (55 percent compared to 37 percent in the survey overall),

DASHBOARD 2.

while males were a smaller share (32 percent of these comments, compared to 57 percent in the survey overall).

Selected Quotes

"Many BIPOC may feel less inclined to speak up and speak out for fear of blackballed by managers and fellow employees, as well as lose their positions."

"If you raise a concern about your manager/director/chief, it could impact your promotional opportunities, performance evaluation and pay. Until there is a zero tolerance/no retaliation policy applied to senior leaders, employees will not feel comfortable bringing issues forward."

"Even though I would and have reported bias and discrimination, I am 100% confident that NOTHING would be done about it. Our values are a JOKE! They are not even worth the paper they are written on. This is NOT a safe place to work for women or BIPOC people and if you happen to be both a woman and a BIPOC person then this is a terrible culture to work in."

"I've been impressed that at the executive and leadership level the Port is engaged a quest to epically reframe, grow and adapt its culture."

"I don't believe I would be heard if I were to bring up equity issues in my department without retaliation. Management is smart enough to retaliate without anyone being able to prove it."

"How is issues with diversity, equity and inclusion going to get addressed if there is no accountability? There is a genuine fear of retaliation or of not wanting to cause problems. If you speak up, you are a trouble maker. You can say that rules are in place against all of this but everyone knows that these rules only apply to certain people and not everyone. Maintaining the status quo is a big deal. There are people who are just waiting out their retirement and want to not do anything whatsoever that could potentially jeopardize their retirement. Because of this, issues just get swept under the rug or heads get buried in the sand."

"When people came from different cultures/countries, they are not always comfortable talking about how they truly feel openly. It can be due to that is part of their cultures (being reserved). Just because they are quiet, that doesn't mean that they have their own

DASHBOARD 2.

concerns. Who will the Port address this kind of situation? We can't just say, 'if you have concerns, speak up.' That can give them a lot of pressure, and have them be quieter."

"Who knows if i say some things, they will never let me to interview for any position. I don't wanna loose my job."

"I think the Port's leadership like Steve and Lance and some ELT and directors are advocating for better inclusion, creating space in news. And I love it. There are also colleagues who are anti-change. We need to think about how to face neutrality and tolerance head on. I am no longer comfortable with "tolerance" as a standard."

"With mostly white males in high positions, the question about BIPOC adding to the decision making is impossible, since the ones that hold the most power and do the decision making, are not BIPOC. Even if BIPOC opinions are sought out, in the end, it's the white males making the decisions."

DASHBOARD 3.		
SUB-TOPIC	THEMES	CODE COUNT
	open dialog	59
	welcoming cultures	31
WORKPLACE CULTURE	BIPOC input in decision making	38
	white concerns and discomfort	81
	all people are equal/should be colorblind	77

Introduction

This sub-topic includes several inter-related themes related to workplace culture and equity, including whether there are opportunities for safe and open dialog about diversity, equity and inclusion; whether the work environment feels welcoming to employees of different backgrounds and cultures; and whether input from employees of color inform decision making.

Summary of Findings Overall

- *Most comments about open dialog expressed concerns* (46 of 59 comments) including *fear of backlash*, discomfort discussing a sensitive topic like race, and fundamental disagreements with equity values.
- Similarly, comments about the work environment being welcoming to all cultures were mostly negative (29 out of 31 comments). A recurrent concern expressed was employees of color experiencing disrespect, racism, and/or lacking voice.
- Related to the previous point, *almost all comments about BIPOC input into decision making were concerns* (31 out of 38 comments). Comments described BIPOC employees' *input not being heard and/or valued, especially at the highest levels of decision making and particularly for people who are less proficient in English*; and when they do participate, being tokenized.
- 80+ comments said that the Port's emphasis on racial equity and non-white groups has created discomfort, marginalization, and at times amounts to reverse discrimination against whites. Many comments shared concern about the lack of affinity groups for white employees, while others said they felt being white is undervalued, or even a liability such as when it comes to hiring or promotions. Others felt the Port's equity efforts are identity politics and should not be part of operations, while others believe too much time is spent on it.
- Related to the above, there were also *numerous comments suggesting that the focus should be on a "colorblind" approach of treating all people equally*, instead of a racial equity approach that seeks to address inequities for specific groups.

DASHBOARD 3.

Sub-analyses by Race and Gender

- Among the comments of concern about open dialog, welcoming cultures, and BIPOC input into decision making, there was a *general pattern of white respondents being a smaller share of the comments and respondents of color comprising a larger share,* compared with their share of survey responses overall.
- In contrast, the comments that the Port's emphasis on racial equity and non-white groups has created discomfort and reverse discrimination against whites, were more commonly expressed by white respondents (62 percent) compared to their representation in survey responses overall (49 percent).

Selected Quotes

"I believe that in the broad sense, issues related to EDI can be openly spoken about, but on a team to team basis I feel like there is a less open channel of open conversations."

"For many at the Port, equity, diversity and inclusion are new topics that are we are wary of discussing openly for fear of personal or professional backlash. It is hard to know what level of discussion is generally acceptable in day to day conversation with fellow employees."

"I think an attempt is made within my organization to include POC and minority groups, however there are still quite a few inappropriate things said, often tacitly approved by supervisors, and there is minimal to no effort made to help bridge the gap. All attempts are "come do what we do" and not "let's do what you do", and when one doesn't participate they are no longer asked to participate with no conversation as to why. Minimal attempts are made to make people feel included. Bringing issues up almost always backfires on the individual raising the concern and very few of the majority crowd are ever disciplined for their actions."

"This topic makes people nervous, so they avoid opportunities and/or conversations. I think it is important to continue encouraging people and make them feel safe that it is OK to talk about race."

"BIPOC employees feel under-valued, under-compensated, under-promoted and that they have to work 10x harder/more than white employees. Often the BIPOCS are more educated and experienced yet WE receive less than favorable ratings/raises and

DASHBOARD 3.

opportunities. When WE express these concerns we are often considered "problem" employees. Culturally speaking some cultures particularly the AAPI community some are taught to never ask for anything. So if a manager/supervisor doesn't insist on training, development and opportunities then it likely will never happen for those employees."

"For the most part, BIPOC individuals are respected and valued, but voices are often silenced because they operate in a culture that is dominated by other voices and systems."

"It very much depends on which department you work in. There is a Port culture, and there are also mini-cultures in departments. Some are more or less supportive and respectful in words and actions to BIPoC employees and communities."

"As far as the actual daily work, the opinions of employees of the BIPOC community are not taken seriously, ignored, not even asked, and patronized at best. I find this to be insulting and hypocritical. It feels that you are only on the team to fill a department mandate to have a BIPOC employee on your team, however, they are not invited to contribute to solutions or even discussions."

"Inclusion indicated visibly but there is a sense of exclusion deeply felt without saying words or actions."

"It's difficult for diversity, equity, and inclusion to be a part of the work culture when most managers, directors, and executives are white males. Most of the Port's diversity comes from low level positions and is not spread out evenly amongst all pay scales."

"The Port has a long way to go and I am glad to have the oppotunity to answer the survey questions truthfully. As an Asian woman at the Port, in my years at the Port, there have been time, my ideas are not listened to unless it is presented by a men. And yes, there have been time where I asked a white men to carry my opinion and idea forward. A man and woman can say the exact same thing, but how the message is received is different; how the person receives the message depends on their race, gender and listening skills, which all have its on biases. So, I am happy that the Port is having this honest conversation."

"With mostly white males in high positions, the question about BIPOC adding to the decision making is impossible, since the ones that hold the most power and do the decision making, are not BIPOC. Even if BIPOC opinions are sought out, in the end, it's the white males making the decisions."

"As a caucasian person working at the Port, I feel as if the Commission and leadership has placed so much emphasis on EDI that it's

DASHBOARD 3.

starting to creep into 'reverse discrimination.'"

"As a white male who has worked at the Port for more than 20 years, I feel left out. There are social groups for everyone except white males. There are situations and events, and even jobs, where it seems that white males need not apply. I don't seem to belong anywhere. Do I belong at the Port? For the most part, I ignore the culture-oriented events and programs and let others do their thing. I remain at the Port because my job works out ok, and my commute is actually quite favorable. I definitely don't feel included."

"I feel like its almost going to far the other way. I was always taught to take people for who they are not what color they are or how they identify."

"I think there needs to be a group for white males to belong to - Hispanics, Blacks, Asian, Pacific Islander, LGBTQ, Women, they all have groups to support and advocate for each other in the work place. I feel it can be a disadvantage to be a white male that works at the Port. And no one, regardless of heritage, should feel that way here. We are not celebrated in Port culture."

"Is their a such thing as over-equity?"

"The Port has created a somewhat hostile environment towards white people, especially men. Definitely a feeling of white men not having a voice."

"Equity does not equal Equality. Treat all people equally, be a truly color blind organization."

"I don't believe racial equality needs to be considered. I have never felt like any certain race has had a disadvantage here. I feel like the moment you start breaking things down by race you are building a racial divide."

"I feel these views are being pushed down our throats too much. I understand there are current issues that need to be addressed. However enough is enough, people need to treat people equally regardless."

It's hard to concentrate on your job when constantly worrying about offending someone! This has been shoved in our face to the point where it's almost reverse discrimination! Equal treatment can be achieved without putting any one group on a pedistle!"

DASHBOARD 4.		
		CODE
SUB-TOPIC	THEMES	COUNT
EQUITY LEARNING AND CAPACITY BUILDING	quality, quantity, and impact of equity activities	119

Introduction

This theme centers on Portwide equity learning and capacity building, especially activities led by the Office of Equity, Diversity and Inclusion (OEDI). Comments in this grouping are about quality, quantity and impact of Portwide equity efforts.

Summary of Findings Overall

- About two-thirds of the comments on this sub-topic shared concerns or suggestions for how to improve the work, in some cases along with positive feedback. By far, the most prevalent issue was the lack of time to participate in equity activities, especially in the context of heavy day-to-day workloads and/or for employees who work off-shift hours.
- Other respondents felt there is too much equity activity such as trainings, events and caucuses, while others said there is lack of support or encouragement from their department leaders to participate. Finally, some felt that employees should not be required to participate in equity activities.
- There were also numerous positive comments about equity efforts, specifically citing book clubs, caucuses and special events as important spaces for the Port as a whole to engage in this work.

Sub-analyses by Race and Gender

- Among the comments that shared concerns or suggestions for improvements in the Port's equity efforts, *most groups of employees of color were overrepresented* compared to their share in the survey overall. This included those who identified as Black/African Americans (11 percent vs. 8 percent), Asian American (15 percent vs. 9 percent), and multi-racial (15 percent vs. 6 percent). In contrast, respondents who identified as white were underrepresented (43 percent vs. 49 percent).
- Females were a greater share of comments on this theme compared with their representation in the survey overall (46 percent vs. 37 percent), while males were a smaller share (43 percent vs. 57 percent).

Selected Quotes

"Better conversations have started about diversity and racial issues in general. Change Team has really helped to start these

DASHBOARD 4. conversations to help people learn about each other." "Finding time to attend any Equity sessions is difficult due to my workload. Port management can scream all they want about providing this education, but if you don't allow for your employees to attend then I you are screaming into deaf ears." "I am never prevented from participating in OEDI trainings and events as long as it doesn't impact my other work, however I don't think my supervisors/managers have openly encouraged or shared information on these events." "While I support the efforts of the Port on equity and inclusion it can be awkward or uncomfortable to express anything but unwavering support for any of these initiatives brought forward. It can feel like there is no space for critical examination of them, or to bring up potential unintended consequences. Due to this I believe most questions or concerns go unsaid. This is a risk that could undermine the effort in the long run." "I feel that leadership could do more to encourage participation. Making the caucuses and trainings mandatory would demonstrate the value and importance that Port leadership places on advancing these issues and would also provide dedicated time within the work day for staff to participate." "I really appreciate the efforts of the OEDI team and our CEO to continually highlight opportunities to learn more about EDI at the Port, especially related to the book clubs and other events. Learning about institutional & structural racism is the first step to becoming a good ally." "Maybe having equity and inclusion in p-links would help promote the dialog. Also, for represented employees, there are not too many opportunities to take trainings." "Sometimes there are an extreme amount of conversation(s) about this topic that really distracts from normal job duties."

TOPIC

2. OPERATIONS AND PROCESSES

Operations and Processes includes 275 comments across three sub-topics: General Integration of DEI in Operations; Role of Managers; and Specific Operational Areas. The following Dashboards include summaries of key themes for each of the sub-topics, along with selected quotes and code counts.

DASHBOARD 5.		
		CODE
SUB-TOPIC	THEMES	COUNT
	general integration in operations	138
GENERAL INTEGRATION IN OPERATIONS	translating policy into action	27

Introduction

This sub-topic included comments on the extent to which diversity, equity and inclusion principles have been integrated into the operations of departments or teams.

Summary of Findings Overall

- Most of the comments about DEI in operations (109 of 138), described a *need for more work to build equity into day-to-day operations*. *The prevailing theme was that there are variations across departments in how much DEI is prioritized*. Factors cited include lack of information and know-how on how to integrate equity into the work, attitude and willingness of manager(s) and/or other team members, and for some the belief that equity considerations are not relevant for their areas of work.
- A smaller number of commenters (29 of 138) noted that their *departments or teams have effectively integrated DEI* into their work and/or are actively working to do so.
- A number of comments said *it's important to translate dialog, language and policy into concrete actions and changes.* Some said this is a gap or concern, while others acknowledged that system change takes time.

Sub-analyses by Race and Gender

• Among the 100+ comments citing a need for more or better integration of DEI in departmental work, *white, Black/African American and Asian American respondents were overrepresented* compared to their representation in the survey overall.

DASHBOARD 5.

Percentages were 56 percent vs. 49 percent, 13 percent vs. 8 percent, and 11 percent vs. 10 percent, respectively.

• Among the same group of comments, the composition **by gender was roughly the inverse of that for the survey overall.** Respondents reporting as female comprised 54 percent of these comments (vs. 37 percent in the survey overall), while males were 36 percent of comments and 57 percent of surveys overall.

Selected Quotes

"I am fortunate to work in a department whereby the Director fully embraces equity and diversity and is actively involved in supporting our commitment to equity. We are beginning this journey and are ready to make changes within our sphere of influence and informing the broader port wide initiative."

"I regularly think about whether or not our department's work has undiagnosed racial inequities - and have discussed it with my supervisor - and we cannot come-up with any areas where we are not being inclusive. The only thing I can think of is - potentially - past hiring decisions. It would be helpful to hear about operations and processes that are doing well on the DEI front as additional comparison points, because a lot of the areas we hear about are those that are problematic."

"I work in a department that there is mainly all white men. The comments I have heard about races, color, and sexes are not inline with EDI."

"I'm not sure I understand how diversity, equity, & inclusion has a part in operations or processes! Operations & processes are outlined steps to be followed! Diversity, Equity, & Inclusion shouldn't be a concern in operations & processes if qualified individuals are handling their operations & processes!"

"It very much depends on which department you work in. There is a Port culture, and there are also mini-cultures in departments. Some are more or less supportive and respectful in words and actions to BIPoC employees and communities."

"More broadly, there is inconsistency among leaders at the Port toward fostering an inclusive and equitable work culture thereby, creating the challenges for the Port to achieve "A work culture" that embraces equity, diversity and inclusion. When speaking with cohorts including at recent caucuses, it is surprising to hear about the challenges some employees at other Port operations are

DASHBOARD 5.

experiencing but are with apprehension to speak out for fear of retribution or retaliation. Continued work is needed to make the Port EDI priority "credible" in the eyes of all employees, make "visible" how Port leaders are held accountable to act and behave in ways that embrace this Port priority to reshape our work culture, to seamlessly incorporate EDI within our "core" leadership responsibilities and job performance expectations, and that all leaders visibly demonstrate the "passion" to make this happen."

"There are deep differences between teams, departments and divisions. Some are good at this, some are horrible."

"There is resistance to dealing with the genuinely systemic issues embedded on many of our more formal processes. To speak of change at the level of revision of processes is clearly discouraged, particularly any processes that are seen as closely tied to CPO, or are presumed to have a legal basis. That is just a 3rd rail around here and this really is at the heart of the matter in my opinion."

"There's always room for improvement -- the Port's focus on equity is still in its earlier phases and so it has yet to be a fully integrated priority throughout every department, team, etc. But change doesn't happen over night."

"We are just starting this process but again, aren't sure of what we are doing."

"Countless words fly around about diversity, equity and inclusion but an equitable amount of action has yet to be included"

"I appreciate all the events the Port has been hosting to have difficult conversations and highlight the importance for equity and diversity. But again, we need to see the results of those events in acts of equity and inclusion."

"I hear a lot of equity lip service that is not backed up by accountability and action."

DASHBOARD 6.		
	TUENAEC	CODE
SUB-TOPIC	THEMES	COUNT
ROLE OF MANAGERS	role and impact of managers	79

Summary of Findings Overall

- A significant theme across multiple topics was the critical role of managers. Among the comments that specifically referenced managers, most (68 of 79 comments) cited concerns.
- Many noted the important role of managers in determining whether departments' work is informed by DEI considerations. Some comments described *challenges of department leaders who don't believe in equity efforts* and/or show tepid support for it as significant barriers to advancing DEI.
- Some commenters said they feel unable to voice concerns about racism or discrimination because of unsupportive supervisors, or because the managers are the source of the concern, and they fear retaliation if they were to speak up.
- Some comments were from managers who expressed needs for more support, resources, information and capacity building in order to advance equity in their teams.

Sub-analyses by Race and Gender

- Among the 68 comments that noted concerns with manager roles in relation to DEI efforts, respondents identifying as white were slightly underrepresented compared with the survey overall (46 percent vs. 49 percent, respectively).
- In contrast, respondents of color in some racial groups were overrepresented. This included: Black/African Americans (13 percent of comments vs 8 percent survey overall), Asian Americans (13 percent vs. 10 percent), and multi-racial (10 percent vs. 6 percent).
- By gender, the proportion of female respondents who shared comments of concern about managers/manager roles was significantly greater than their representation in the survey overall (60 percent vs 37 percent, respectively), while the inverse was the case for male respondents (29 percent vs. 57 percent).

Selected Quotes

"I think that some managers and leaders are on board with promoting equity and racial justice and some are not. I think it is really key for managers and leaders to openly encourage discussions of equity and inclusion in order for their group to really openly

DASHBOARD 6.

embrace it."

"My leader is a fraud. My leader is not open or tolerant of others. My leader is a hostile, passive-aggressive bully and tyrant. My leader constantly lies and blames others for shortcomings and bad action. I do not trust my leader. I do not respect my leader."

"Well-meaning leaders are still at a loss for how to integrate DEI into our operations and processes. They are only starting to approach it and it's currently treated as a separate matter, addressed in a 10 minute equity moment at a meeting."

"I think a lot of words are given toward the idea of inclusion, but day-to-day most managers don't make it priority or actually think anything needs to be changed. Especially managers that have been here any length of time. They're very happy to collect a paycheck and keep operating under the 'good 'ol boys' club mentality as long as it doesn't affect their position or pay. And HR does nothing to hold them accountable when complaints are brought, especially if it's a female employee experiencing harassment or marginalization from a male manager."

"I don't believe I would be heard if I were to bring up equity issues in my department without retaliation. Management is smart enough to retaliate without anyone being able to prove it."

"I feel as if those managers who are in the pool of older Caucasian men need more diversity training for how to respect women and BIPOC people. It's often not a thought in their head and can be a toxic role as they are in a position of power and lack the awareness."

"I want to lead a more diverse, equitable, and inclusive team. But the people I have are the people I have. As a manager with limited opportunities for hiring I struggle to figure out how to make my team more diverse, equitable, and inclusive with the resources we have and the hours in the day. Speaking of, we are trying to bolt diversity, equity and inclusion into the existing expectations of our work. If I were to say let's build an anti racist organization you'd need to stop doing everything and build back up. We haven't stopped a thing. Still racing at a million miles an hour."

DASHBOARD 7.		
		CODE
SUB-TOPIC	THEMES	COUNT
	assessing and evaluating for equity	19
SPECIFIC AREAS	communications	12

Summary of Findings Overall

- A small number of comments touched on whether teams' work are evaluated for equity impacts. Most commenters said that their teams do not, with the most common reason noted being lack of knowledge and tools.
- A number of comments also referenced communications. Some noted *appreciation for specific communications tools used to disseminate information about equity across the Port, while others were more critical.*

Sub-analyses by Race and Gender

• Sub-analysis by race and gender on these two themes was not undertaken because the number of comments in each was too small for meaningful analysis.

Selected Quotes

"I think many staff are unclear about how to assess their work and processes in terms of equity, diversity and inclusion."

"I really appreciate the efforts by OEDI to normalize equity in our work. I think there's still a lot of work to do to make sure everyone is operating under a similar baseline of knowledge around equity principles and practices. The trainings help tremendously. Personally for me, the equity sessions are one meeting out of several in any given day, so sometimes it is hard to retain the information (more of a me problem, not a OEDI problem). Therefore, having access to the information, the newsletter, SharePoint, and teams channel has been very helpful. For many of us, this is an added layer of responsibility in our work, so the resources and guidance is very helpful."

"The big problem is English as a second language. I feel like, your intelligence, experience, and knowledge is weighted by your English speaking proficiency. There are employees who have a ton of knowledge and experience, but with English as a second language, it takes longer time to pass it to others. We should really work on it. Even in the interview process, it is sometimes harder for those, for whom, English is second language."

TOPIC

3. COMMUNITY ENGAGEMENT

Community Engagement includes 60 comments. The following Dashboard includes summary of key themes related to community engagement, along with selected quotes and code counts.

DASHBOARD 8.		
		CODE
SUB-TOPIC	THEMES	COUNT
COMMUNITY ENGAGEMENT	community engagement and partnerships	60

Summary of Findings Overall

- **Comments about community engagement were a mix** of about half expressing needs for improvement, and one-third noting positive aspects of community engagement.
- Areas for improvement cited included the need for *clearer and more fully developed policies and standards for community engagement; consistency in community engagement across the Port; and culturally competent and equitable opportunities* for all key Port stakeholders to engage.
- A number of commenters noted their department or unit conducts community engagement with an intentional equity lens, including citing of *good examples such as the South King County Fund and Duwamish Valley Community Equity Program*.

Sub-analyses by Race and Gender

- Among the comments for this theme, *the racial composition reflected a mix of under- and overrepresentation* compared with the survey overall.
- **Respondents who reported gender had an equal share between male and female of 47 percent each.** This compares with overall survey representation of 37 percent females and 57 percent males.

Selected Quotes

"Across the port, we need stronger and clearer guidance on best practices for engaging community groups overall and for specific

DASHBOARD 8.

projects. This means support for understanding the history and existing relationships, key issues, and the best groups, people, ways to get new and broad perspectives on issues."

"External Relations has made some great efforts to include BIPOC voices in certain conversations and input processes but there are still many stakeholder groups and public processes that continue to be dominated by voices that are not representative of the broader community."

"For the programs I work on, racial equity and access are top priorities for community engagement."

"I think the Port is a community leader in external out reach. However, more employees should be encouraged to assist in this area."

"It's tough work. Many disadvantaged communities have been left on the outside for so long that it will take a long, concerted effort to incorporate them into Port decision-making.".

"Take it seriously. If you plan on dislocating or effecting a community, any community, the Port has a responsibility to clearly communicate those effects (and predict them) and minimize disruptions to their economic and social life. Do not engage communities for some sort of moral cover or absolution; it is insulting and undermines your position."

"The Port would benefit from a clear policy/standard around compensation for external communities/stakeholders that participate in Port-led community engagement or outreach efforts."

"There is a strong desire and support for robust and culturally relevant engagement in theory, but in practice I don't see that happening. There's a lack of guidance about what equitable engagement means or policy for how to do it. For example, how long should you put out a document for comment? Which communities do you reach out to? When do you need to translate something? How much should you budget annually for translation? Do you need to translate the draft for comment or the final document? How do we pay people for their time to participate? Which department should budget for those payments? How do you set up a contract? etc. There is an effort going on to figure these questions out, but I think to really do engagement equitably and in a way that recognizes BIPOC communities, we need port-wide policies and more centralized budgets...."

TOPIC

4. EMPLOYMENT

Employment included 472 comments across four sub-topics: Recruitment and Hiring; Department Diversity; Professional Development, Advancement and Compensation; and Gender and Other Equity Considerations. The Dashboards below include summaries of key themes for each sub-topic, along with selected quotes and code counts.

DASHBOARD 9.		
		CODE
SUB-TOPIC	THEMES	COUNT
	recruitment	11
RECRUITMENT AND HIRING	hiring	74
	qualifications and racial equity	105

Introduction

This sub-topic includes inter-connected themes about recruitment, hiring, qualifications and the role of racial equity goals in these.

Summary of Findings Overall

- Among 105 comments about qualifications for hiring, 85 stated that hiring decisions should be based primarily or solely on who is most qualified and/or performance, not race. Some commented that factoring in race can result in problems including reverse discrimination, hiring underqualified people, and doing harm to people of color who are hired.
- A small number of comments (11) said racial considerations should be part of hiring decisions due to structural/systemic and historic inequities that have created disadvantages for some groups.
- Some said that racial equity should be supported in other aspects of hiring. Ideas included creating diverse candidate pools during recruitment, including through mentorship programs and career pipelines; expanding the definition of "qualifications"; and working to eliminate racial bias from hiring processes.

Sub-analyses by Race and Gender

• Among the 85 comments that hiring decisions should be based on qualifications or performance and not race, white respondents made up about the same proportion as in the survey overall (49 percent). In contrast, employees of color in most

DASHBOARD 9.

racial groups were a smaller share compared with their share in the survey overall. Black/African American (2 percent vs. 8 percent), Asian American (1 percent vs. 8 percent), Hispanic/Latinx (1 percent vs. 3 percent), multi-racial (1 percent vs. 6 percent), and Native Hawaiian/Other Pacific Islander (2 percent vs. 3 percent).

- Females were also underrepresented in this viewpoint, comprising 15 percent of comments compared with 37 percent of all *survey*, whereas males comprised 55 percent of these comments compared with 57 percent of the survey.
- Among the 73 comments expressing concerns about hiring, white respondents were slightly underrepresented compared to the survey overall (47 percent vs. 49 percent), while employees of color in some racial groups were overrepresented, notably Black/African American (14 percent vs. 8 percent) and Asian American (10 percent vs. 8 percent).

Selected Quotes

"I feel like it is unfair to bring race into a hiring process or a promotion. I should not matter what race you are and if you are pushing to hire or promote someone of color over a white person even though the white person is more qualified that would be racist. The most qualified person no matter what race should be the one for the job."

"I have been involved in at least 10 hiring processes at the port. NEVER ONCE have I looked at color or gender to help me determine if I think someone should be hired or promoted. The most qualified candidate should get the job always."

"I just want qualified good people in positions regardless of race, sexual orientation, politics, or religion. I think it is great that the Port wants to be sure that everyone has equity of opportunity and that no one is discriminated against. That is a good and noble goal that I stand behind. That being said, it is starting to feel like the discrimination is going to go the other way. I have come to the conclusion that, as a white male, my long term opportunities at the Port have been artificially capped. It leaves me thinking that I have progressed in my career as far as I can. That may be ok with the Port and if that is the case I understand, but I don't think there is transparency around this. I think if this is the new policy, I would just like the courtesy of knowing. Like everyone else here, I am just trying to support my family as best I can."

"In fair hiring practices, it seems to me that if the KSA's, general qualifications, and the interview process are the same across the board regardless of background, it could potentially put some groups at a disadvantage as we are not all starting with the same level of opportunity or advantages/disadvantages. How can we make sure the hiring practice is "fair", but also takes into account systemic

DASHBOARD 9.

issues such as lack of funding, education, and job opportunity disparity?"

"The hiring and promotional process should only be based only on merit. To factor in diversity in any way would be a mistake that could lead to injury or death. I would not feel safe at work if a less qualified or less capable person was hired or promoted over a more experienced, skilled, and competent person."

"Ultimately, the most qualified candidate with the best experience and skill set should get a position or promotion. I do think that equity needs to be considered, but I don't think that someone should be promoted or hired mostly for equity consideration, if they aren't the strongest candidate as it related to being effective in that role."

"I disagree that you can both work to hire the most qualified and according to racial diversity. You can do one or the other. I support hiring for racial equity."

"Diversity and inclusion is a very good words and good initiative. but it must be achieved by hiring, training and giving chance to the minority within."

"when it come to hiring even in labor job. race is very important. being white is always privilege. even when asks HR what is the reason I was not selected? they even not really care to respond to your Email. if your not white"

"The Port should considering hiring more junior level positions or recent college grads to provided opportunities to people from diverse backgrounds who may not have experience. I believe this would help the Port develop a pipeline of diverse talent and be more inclusive."

"Words should come with actions. As stated before, the way job descriptions are written exclude people of color. Do you need a degree for everything. You have people qualified to do the job but hire from the outside and ask the person who you didn't give the job to train the new person. I've seen non-people of color have opportunities and are groomed for positions. Job sharing and internships don't lead to any type of promotion or opportunity to move up."

DASHBOARD 10.		
CODE		CODE
SUB-TOPIC	THEMES	COUNT
DEPARTMENT DIVERSITY	department diversity	40

Summary of Findings Overall

• Among comments about diversity in departments, *the majority described a lack of diversity in specific teams*, while a minority expressed the existence of diversity.

Sub-analyses by Race and Gender

• Among these comments, respondents identifying as white had similar representation as in the survey overall (55 percent).

Selected Quotes

"1)We need more women in the trades. 2) We need more BIPOC in the trades."

"It's difficult for diversity, equity, and inclusion to be a part of the work culture when most managers, directors, and executives are white males. Most of the Port's diversity comes from low level positions and is not spread out evenly amongst all pay scales."

"The Fire Department has had a strong emphasis on diversity, equity, and inclusion for many years. We consider it in our recruiting and promotional processes as well as many other functions of the fire department."

"It does feel as thought the Port is finally addressing EDI, but the Fire Department has been doing so for quite some time."

"There is an obvious and noticeable lack of BIPOC representation in leadership positions in the Sea Port and those departments that support the Sea Port. ZERO in Real Estate, ZERO in Environmental, only one in PMG, etc."

"We need an airport team that resembles the communities around the airport."

DASHBOARD 11.		
		CODE
SUB-TOPIC	THEMES	COUNT
PROFESSIONAL DEVELOPMENT ADVANCEMENT AND	advancement	80
	job classification and compensation	72
	professional development	56

Introduction

This sub-topic includes comments on inter-related themes of job advancement/promotions, professional development, and compensation.

Summary of Findings Overall

- On the theme of *job advancement, almost all comments were about concerns or needs for improvement* (78 out of 80). *The most prevalent issue cited was favoritism of white males in promotion decisions, including longstanding "good old boys networks"* that create barriers for employees of color outside of those networks. Another issue noted was the perception that *external hiring is often prioritized over internal promotions.*
- Similar to job advancement, *almost all of the comments about professional development cited need for improvement (50 out of 56).* The most frequent concern was *heavy workloads significantly limiting time available* to attend trainings, though there was also acknowledgment that professional development opportunities are offered, in some units quite plentifully. Others commented on difficulties obtaining manager approval for trainings, limited training budgets, and lack of mentorship resources.
- Regarding compensation, *many comments expressed frustration about pay inequities both within and across departments as well as by* race and gender. Other concerns included *job classifications/evaluations* being outdated, subjective and not matching pay levels; *pay being tied to seniority rather than performance*; and lack of compensation for language skills.

Sub-analyses by Race and Gender

- Among the 78 comments expressing concerns about job advancement, white respondents were underrepresented compared with the survey overall (37 percent vs. 49 percent), while respondents of color from some racial groups were overrepresented, notably: Black/African American (18 percent of comments vs. 8 percent in survey overall) and Asian American (18 percent vs. 8 percent). Employees reporting as Hispanic/Latinx, Middle Eastern North African (MENA), and American Indian/Alaskan Native were also overrepresented but had small sample sizes.
- By gender, respondents identifying as female were also overrepresented (45 percent vs. 37 percent) while male respondents

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were underrepresented (42 percent vs. 57 percent).

- Similar to job advancement, the comments about professional development needing improvements were slightly
 underrepresented in white respondents compared to the survey overall (48 percent vs. 49 percent), while respondents of color
 from some racial groups were overrepresented including Black/African American (14 percent vs. 8 percent) and Asian American
 (14 percent vs. 8 percent).
- Comments about compensation and job classification followed a similar pattern. White respondents were underrepresented (36 percent vs. 49 percent of survey overall), while several employee groups of color were overrepresented: Black/African American (10 percent vs. 8 percent), Asian American (18 percent vs. 8 percent), and multi-racial (14 percent vs. 6 percent).

Selected Quotes

"Leadership knows there is a problem but chooses to turn a blind eye. If you are white, you will promote. You do not have to prove yourself, you are given a chance to prove yourself. If you are a white man, you come first. Period. We call it favoritism. It hurts moral and sets up no confidence in leadership."

"I can go to training but there isn't always TIME to go or time to take on an entire series of training. I am a white female. I understand there is an importance for non-white to have more equal rights, over due by decades but I hope you realize that the GOOD OL' BOYS are alive and well at the Port. I've been in the same position for over 20 years with white males getting promoted, and hired above me. Yet they are not required to know the job or know/learn the technology to do their job. That is left up to me by my white male manager"

"This is a good 'good ol'boys' club' at the Port of Seattle or CROYNISM when it comes to hiring or getting promoted. Merritt or experience does not matter - what matters is if you are 'connected.""

"The Port promotes old white men to management positions and expects the company to be diverse, inclusive, and respectful? These men are given huge incomes with little accountability, and little regard to their effective or ineffective management performance. Our managers kiss up to our directors and paint rosy images of their direct reports or respective departments and their responsibilities, but don't actually do anything themselves. Port's HR doesn't hold managers accountable or cultivate their leadership further and this is where all the problems stem from....Everyone knows that the Port will not fire an individual unless they absolutely

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must or it's as a reaction to something easily documentable. "Bad Managers" don't get fired; the company has to wait for them to retire, move on, or hopefully become a good manager at some point. If the Port is going to continue to promote old white men to positions of power: HOLD THEM ACCOUNTABLE...."

"There is a ton of training at the Port, but my job and all of the people that work at Fishermen's Terminal are in operations, which means we have customers calling and stopping by the office and support work to do. It is very difficult to be in all of the training and do the type of job that I expect from myself."

"My interest in memberships and training has been denied every year but I have seen managers in the same department below my grade were being developed with memberships and certification that I was not approved for."

"Sometimes, I have to beg for the training opportunities before being granted."

"Does not feel like there is parity in compensation, ability to negotiate on salary, or positions across departments. Feels like some departments work harder, have higher expectations, very specific goals to meet, and get paid less. and others work less, no goal setting or accountability, were able to negotiate entrance salary, and get paid more."

"I am glad that we have a third party evaluating compensation because I think the current system is flawed."

"It doesn't matter how much training or education you have when managers are bias towards you. You get excuses like 'I didn't know you had those skills', 'We can only look at how you did in the interview and we are not allowed to look at anything outside of that, regardless of your skills, abilities and previous work performance' When it comes to pay we get told that we cannot do anything unless we conduct a review and that could take a while. Then no review is ever done and each year the pay gap gets wider."

"I've seen unfairness in compensations. It doesn't make any sense when HR comes with the pay grades for certain group members higher than another group members who do the same types of work. I feel like whoever has louder voices get paid more." "Minorities been getting the short end of the rope for a long time. Taking survey like we don't already know this crap. Really is a waste of time. Somebody getting paid way to much to keep re-inventing the wheel. You can google these questions. Everyone knows minorities don't get treated the same as their white counter-parts. The white just look the other way as long as they can stay ahead of the game. Two years from now we will be taking the same survey. We don't need surveys, we need to go after the Supervisor and

DASHBOARD 11.

Managers who gives us low scoring when it comes to a raise. The port is a joke."

"The Port HR Dept job assessment process is flawed and needs to reflect jobs under a common platform. Why are Aviation jobs measured higher than Non Aviation. The work is the same but I make less than my Aviation functional areas. This also includes my staff."

"The Port is a great place to work. That said, I believe we have to strongly improve our focus on pay equity for actual work performed and equity regarding promotions; esp. for women and people of color. Since the Port operates primarily on a white male dominant hierarchy for decision-making with HR as support, women and BIPOC are often overlooked, paid less than their white male counterparts, ignored, or not inclusively acknowledged, heard or respected."

"The Port places a high value on employee longevity in determining compensation, which has the effect of discriminating against high performing younger workers on the basis of their age. Because years of experience are a factor in setting initial compensation and ad hoc raises are generally disfavored, high performing younger employees are generally compensated in alignment with older employees who have lower quality work. This also applies to other areas of equity - because most people with longevity in technical fields are white men, their compensation is then necessarily higher than that of other groups, even if they're performing at the same level."

"Women of color at the Port, in particular, Black women, are not compensated as they should or could be. I have heard first hand accounts of BIPOC women who are highly qualified, experienced and high performing and yet, they are unable to advance or get paid what their white counterparts are paid. Black women must "perform" for their advancement to unbelievable high standards while more "middle of the road" performers who happen to be white males are promoted and pursued with far less need to "perform" their way into their advancing roles."

DASHBOARD 12.		
CODE		CODE
SUB-TOPIC	THEMES	COUNT
GENDER AND OTHER EQUITY	gender and other equity considerations	34

Summary of Findings Overall

- A number of comments called for consideration of other aspects of equity besides race, with gender equity mentioned most often. Gender inequity was cited in several areas from hiring to advancement to compensation.
- Other groups who face inequities were also mentioned including *people with disabilities, and the LGBTQ+ community*.

Sub-analyses by Race and Gender

- Among this group of comments, 65 percent of respondents who reported race identified as white. Another 18 percent identified as multi-racial (vs. 6 percent in the survey overall), while 12 percent identified as Asian American.
- The gender composition for these comments also was *overwhelmingly female (74 percent), compared with 37 percent in the survey overall.* In contrast, respondents identifying as male were 15 percent of these comments and 57 percent in the survey.

Selected Quotes

"....it would be nice if the Port wanted to be equitable for ALL genders and all diversity characteristics. Systemic racism and sexism (and other forms of discrimination) are intersectional and rooted in the hierarchal system in place at the Port."

"I can't speak about racial equity and pay, but I can tell you there is pay inequity between genders. I do the same work as three male colleagues and I am three pay grades below them. This is because the job title my work is given is different. I do not have the time or the energy to put into getting my job re-evaluated or get the promotion to be fairly compensated by comparison. It's not enough to just look at job titles and look at pay of people in the same job title and then say it's equitable. It's not."

"I know the focus on EDI right now is on race - but I just want to call out that diversity and inclusion also includes people with disabilities, religion, LGBTQ+, etc..."

"I wish we could include gender equity in the conversation more often."

TOPIC

5. CONTRACTING

Contracting includes 95 comments. The following Dashboard includes a summary of key themes related to contracting, along with selected quotes and code counts.

DASHBOARD 13.				
		CODE		
SUB-TOPIC	THEMES	COUNT		
CONTRACTING	WMBE and supplier diversity	96		

Summary of Findings Overall

- Among comments about contracting, including efforts to support WMBE and supplier diversity, two-thirds shared concerns and/or ideas for improvements, and about one-third were positive, neutral or stated that their department or team is able to achieve WMBE or supplier diversity goals.
- Concerns mentioned included the need for: *reduced barriers and more streamlined processes* for BIPOC contractors; addressing *lack of WMBE availability* for certain services; and *expanding outreach* to a broader universe of suppliers and vendors.
- Similar to thoughts expressed about diversity goals in hiring and advancements, *some comments questioned whether WMBE goals should take precedence over quality goals*.
- A number of commenters also said that the Port's Diversity in Contracting team does a good job.

Sub-analyses by Race and Gender

- Respondents of color from some racial groups were a greater share of comments expressing concerns on this theme, compared with their share in the survey overall, including: Black/African American (18 percent vs. 8 percent) and Asian American (13 percent vs. 8 percent). Respondents identifying as Hispanic/Latinx and multi-racial also had a greater share of these comments but based on small sample sizes.
- **The gender composition** for these comments **included 55 percent from respondents identifying as** female (compared with 37 percent for the survey overall), **and 47 percent males** (compared with 57 percent of the survey overall).

DASHBOARD 13.

Selected Quotes

"Again, Why are you asking us to look at color. We want quality vendors, we do not care what color people are. Color has zero effect on who I choose to do business with."

"Black Contractors are not used at the port equally"

"current Port Contracts and specifications make it difficult for small businesses and WMBEs to win contracts. Contracts and specifications are complex, requirements can be expensive and there are language barriers. Legal language can make it very difficult for WMBE to understand and may deter businesses from bidding on contracts"

"It is far too easy to game the contracting system here at the Port and allow for repeated use of big business versus contracting with small and WMBEs. It is also much too complicated for WMBEs and small businesses to get to do business with us in the first place and it places significant barriers to them even trying."

"Diversity in Contracting does a good job balancing WMBE availability and inclusion goals."

"I really like that the Port of Seattle supports small business, but I don't understand how it's legal to require contracting with a group of service/good suppliers that exclude white men only. When I think about supporting small businesses owned by women & minorities, it feels really good. I support it. But then when I think about supporting small businesses owned by everyone except for 'white men,' it doesn't feel as good."

"State laws need to change in order to provide equitable opportunities for WMBEs. Culturally, Port employees need to be trained to understand WMBEs are just as capable as white owned, large firms. Many times Port employees score WMBEs harder as they are unknown and need more mentoring--and port employees are consistently tasked with delivering faster so nobody has time to train/mentor new vendors."

"In my opinion we need to extend our outreach and budget more funds to increase our WMBE and DBE partnerships."

EDI Assessment Listening Sessions/Conversations

Overview

From July 20 to September 17, the Office of Equity, Diversity, and Inclusion organized and held 18 "EDI Assessment Conversations." These 90-minute sessions, which were open to all staff, were designed to achieve the following: to share data from the Equity Survey with staff; to increase our understanding of data from the Equity Survey; and, to create opportunities for staff to brainstorm creative solutions to disparities and inequities identified in the Equity Survey.

Every week of the EDI Assessment Conversations had a different theme or focus. For the first five weeks, the sessions focused on data from one of the five domains of the Equity Survey - workplace culture; operations and processes; community/external stakeholder engagement and partnerships; hiring, promotion, and compensation; and, contracting and WMBEs. For example, the first week's sessions discussed data regarding workplace culture, the second week discussed data related to operations and processes, and so on. For the sixth week, the sessions focused on the role that supervisors play in leading us to become a more equitable and anti-racist Port. The sixth week focused on the role of supervisors, because it was a prominent theme that emerged from both the qualitative data of the Equity Survey and from the first five weeks of EDI Assessment Conversations.

In total, there were 283 people (including repeats) who participated in the EDI Assessment Conversations. Deduplicating that number, a total of 155 individual staff participated in at least one EDI Assessment Conversation. Of those 155, 49 were from Aviation, 17 from Maritime, 85 from Central Services, and 8 from Economic Development.

Process

The EDI Assessment Conversations were announced and advertised to staff through Port-wide emails from Executive Director Metruck and Senior Director Gheisar, Compass, and What's Happening. Additionally, at the department-level, members of the Change Team informed their colleagues of the events and encouraged participation.

All sessions were held on Microsoft Teams, and they were facilitated by members of the Change Team and OEDI staff. Each week, staff had three options for participation – early morning (6-730am), daytime (between 9am-330pm), and early evening (5-730pm). Early morning and early evening session were offered so that employees who work non-traditional hours or off-shifts had opportunities to participate. While the early morning and early evening sessions were not as well attended as the daytime sessions, there were employees from Aviation and Maritime who reported being able to participate because the sessions were held during non-traditional work hours.

Every session was 90 minutes. During the first 30 minutes, OEDI staff reviewed the agenda, established group expectations for participation, and presented a set of data from the Equity Survey that illustrated an inequity or pattern of disparity. Instead of viewing the totality of the survey data at one time, each session focused on a specific issue and set of data in order to target and focus the discussion. As a result, the recommendations for improvements are specifically related to the data and issues of the sessions. For instance, during the sessions that focused on workplace culture, participants were shown quantitative and qualitative data that identified the following pattern of racial disparity: "The opinions of BIPOC employees are not sought out, valued, and fully considered in decision making." Then, facilitators walked participants through a process and conversation to assess the root causes of the inequity, or pattern of disparity, and to brainstorm ideas for addressing the inequity. Mural, a web-

based interactive white board, was used during the discussions so that participants could write their ideas and see the ideas of their fellow participants. This allowed for both written and verbal participation, and Mural served as a tool to capture notes from each session while preserving the anonymity of respondents.

Appendix E

Findings

After the conclusion of the EDI Assessment Conversations, the Mural comments and notes from each week were consolidated and sorted for common themes and ideas. Below is a summary of the notes and recommendations from the sessions. These recommendations came directly from the feedback and perspective of Port employees who attended the sessions.

Domain	Inequity	Root Causes	Ideas for Change
Workplace Culture	The opinions of BIPOC employees are not sought out, valued, and fully considered in decision making.	 Lack of BIPOC representation in leadership Untrained, apathetic, and/or unsupportive supervisors and managers Lack of opportunities for input and advancement for BIPOC employees Bias Structure 	 Job Outreach to BIPOC Communities: Invest in more targeted outreach to BIPOC communities Position Descriptions: add development language to all position descriptions Mentorship program specifically for BIPOC staff Hiring and Promotions: require new positions to be posted internally first and prioritize internal hires/promotions; require racial diverse hiring panels; require every panel watch and discuss bias video Accountability of supervisors: require more EDI training; include EDI plink goals; make department demographic data publicly visible (focus on demographics of supervisors, individual contributors/front line staff, and new hires); staff evaluations of supervisors

Appendix E

Operations & Processes	The Port's work, programs, and processes are not evaluated in terms of their impact on racial equity.	 Budgeting and resources Fear Lack of BIPOC representation in log double 	 ELT: create an ELT position elected by ERGs; ELT needs to regularly hear directly from BIPOC employees Training: Make time and funding available for ALL employees to take EDI training and participate in EDI learning activities (require a set number of hours per year); community-of-practice groups for white supervisors to train and receive support about how to be an anti- racist, inclusive supervisor Budget: have a budget for specifically evaluating the environmental impact of project on communities of
	equity.	 in leadership Structure Lack of training and skills 	 Community engagement: slow down our processes and timelines so that we have sufficient time to meaningfully engage impacted communities and staff Accountability of leadership Accountability: Project Managers required to show evidence of their outreach to underrepresented communities for construction

Appendix E

			 and goods and services contracts. Goal Setting: Mandatory equity goals for all departments; EDI plink goals for all employees; supervisor goals that trickle down to employees Transparency: publicly share department EDI goals and progress toward them; make salaries (and who is receiving what salary) more public; centralized and more communication re EDI efforts Normalize equity: continue efforts to train, educate, and normalize racial equity (e.g. book clubs, caucusing, lunch and learns, etc.)
Promotions	In comparison to women and employees of color, white men receive unfair and unearned advantages with regards to job advancement and promotions.	 Lack of accountability Cultural Norms White supremacy in the Workplace Changing hiring practices/networking 	 New standards for hiring: Lower the minimum education requirement, or make it clear that xx years experience is equal to x years of education More benefits for minimum/low wage and front line workers: Give hourly workers more of the benefits that salaried workers get, and ensure

			 that our minimum wage is a living wage. Provide different Services: Having scholarships specifically for women of color, as well as daycare services. Accountability: HR involvement in hiring processes, fuller investigation of claims of discrimination with compensation for the injured parties.
Community Engagement	Across race, Port employees have mixed assessments of the treatment and inclusion of BIPOC-led organizations in the Port's work and decision-making. There is a need for stronger guidance and consistency in how the Port engages BIPOC communities.	 Lack of BIPOC representation in leadership Barriers for community partners Stakeholder analysis Lack of clear guidance and structure for navigating community partnerships 	 Language accessibility: Develop an Employee Language Bank to use for community engagement; give Port employees the tools they need to communicate with community partners with various language needs. Remove obstacles for community partners: Create simplified CPO and paperwork processes for community partners, develop a "Best Practices" toolkit to use as a community engagement resource; bring partners into decision-making process

			 Employee representation: Diversify staff at all levels at the Port – more BIPOC staff in upper management and executive roles; continue trainings on navigating power dynamics with community engagement projects and partnerships
Contracting & WMBEs	Across race, Port employees have mixed assessments of the Port's efforts to contract with WMBEs. There is a need to reduce barriers and create a more accessible process by which WMBEs can compete and win Port contracts.	 Complicated contracting process for WMBEs Commitments regarding WMBEs are unclear or poorly defined Lack of streamlined outreach process Simplify process, especially for smaller projects 	 Increase support for WMBEs: Educate WMBEs on Port practices; complete thorough onboarding processes; provide continuous lines of support for WMBEs Diversify firms and contracts: Expand outreach to WMBEs; incentivize Prime contractors to select new WMBE sub-contractors, research existing BIPOC NPs in the area and how the Port can support them Increase internal training and understanding of contracting process: Define WMBE commitments and goals clearly to make external

			communication clear; provide department trainings for WMBE outreach and services • Simplify Process, especially for smaller projects: Tailor language (and expectations) differently for smaller WMBEs. Reduce overall amount of paperwork required.
The Role of Supervisors in Advancing Equity	To become an equitable organization, we need the support and commitment of leadership, supervisors, and managers.	 Lack of direction and guidelines for integrating EDI into work Lack of support for EDI efforts from some supervisors Lack of standardization of what equity and diversity looks like. Lack of accountability and consequences when a supervisor says or does something problematic Staff fear retaliation if they raise equity-related issues/concerns 	 360 reviews of supervisors: anonymous staff evaluations of their supervisors to be included in their annual review Include EDI in job descriptions of all supervisors: If potential hires (including those internally) were required to demonstrate commitment to equity and strategies around EDI, we could better support and institutionalize these efforts. Require EDI Performance Link goals for all supervisors: include in

	Development, Behaviors,
	and Essential Functions
	New supervisor
	orientations: monthly, a
	panel of current
	supervisors deliver an
	orientation for new
	supervisors about the
	role of EDI at the Port
	and expectation for
	supervisors in advancing
	these efforts
	More time and space for
	supervisors to develop
	skills: a community of
	learning for managers
	(strengthen what Tracy
	Patterson is already
	doing)
	• Require EDI goals at the
	department-level, and
	hold supervisors
	accountable to meeting
	those goals

The Port of Seattle Change Team Formation and Self-Assessment

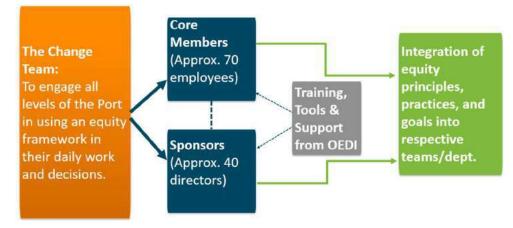
What is a Change Team?

A <u>Change Team</u> is a proven strategy for successful organizational transformation. Change Teams are used by local governments and municipalities around the country, including in <u>King County</u> and the City of Seattle. They take different forms depending on the needs of the organization, but there are many similar elements.

A Change Team brings together a diverse group of people from across the organization who work collectively to achieve equitable outcomes. It creates a structure for employees to be continuously trained and developed as leaders in this movement. And it helps us organize and operationalize racial equity, moving us toward a Port where equity is central to every employee's work.

The Port of Seattle Change Team was mandated by the <u>Racial Bias and Equity Motion</u> and created in <u>September 2020</u>. The Change Team is a Port-wide cohort of employees from all departments, teams,

and leadership levels. The mission of the Change Team is to engage all levels of the Port in using an equity framework in their daily work and decisions. The Change Team will fulfill this mission by working with leadership to develop Port-wide equity goals, and by working within their respective teams to



develop Department-specific equity goals. The Change Team is working toward a vision of a Port that mirrors — throughout its breadth of operations and services and within its leadership hierarchy — the diversity of our community, instills principles of equity in its culture, and ensures a fair and intentional distribution of opportunities with the goal of expanding economic development and quality of life for all.

How Was the Change Team Developed?

There are many ways to form a Change Team and many structures for such a group. During the summer of 2020, OEDI has worked closely with representatives from Human Resources, Organizational Development, Strategic Initiatives, Aviation, Maritime, and several other departments to brainstorm ideas about how to develop and structure our Change Team. OEDI identified departments in every line of business to be a part of the first iteration of this group. (Note: not all departments have members of the Change Team at this moment, but that is one of our goals for the future.)

Next, OEDI reached out to the directors of the identified departments and made two requests. One, please serve on the Change Team as a Sponsor, and two, please work with OEDI to identify one to five members of your department to serve as Core Members of the Change Team. OEDI worked with the identified directors to ensure that the composition of Core Members is diverse in many senses, including identities (e.g. race and gender), leadership levels, job functions, and tenure at the Port.

Who are the Members of the Change Team?

There are two types of members and each have different roles and responsibilities.

1. Sponsors – directors from each department are a part of the Change Team; initially, this will not be every director, but we hope to build to that. Sponsors provide institutional sponsorship and accountability. They work closely with their staff who are designated as Core Members to implement equity principles and practices into their departments. The responsibilities and expectations of Sponsors include:

- Attend monthly Change Team meetings
- Ensure that Core Members have the necessary support and resources to carry out the work of the Change Team, including the incorporation of the Change Team into their work plan
- Represent their department at leadership meetings and communicate messages from the Change Team to their own department
- Continually support department learning and education
- Coordinate, track, and report department racial equity action plans, successes, and improvements
- Collaborate and build work plans across departments to advance equity goals

2. Core Members – staff from each department serve as the Core Members of the Change Team. Department directors nominate members of their staff to serve in this capacity. OEDI will review and finalize nominations to ensure diverse representations of Core Members. The responsibilities of the Core Members include:

- Serve one 2-year term
- Work approximately 1 2 hours per week on Change Team activities
- Attend monthly Change Team meetings
- Champion and advocate for racial justice and model the organizational values
- Work with respective Sponsor to implement strategies and plans to advance racial equity and social justice across all areas of work within the department
- Provide leadership, facilitation, coaching, and technical assistance within the respective department to develop goals, plans, and implement strategies for achieving results
- Provide leadership, facilitation, coaching, and technical assistance for Port-wide initiatives
- Continually support department learning and education

Members of the Change Team are trained and supported equity leaders within the Port. They learn to use a systemic and structural lens to inform creative changes to policies and procedures; they develop a shared understanding and vision of equity at the Port and champion that vision; and, they have the responsibility to continue to deepen their learning and the learning of their department/team around issues of equity, racism, and social justice.

A snapshot of the demographics of the Core Members of the Change Team are as follows:

Division

- Aviation: 24 members
- Corporate: 32 members
- Economic Development: 5
- Maritime: 13

Tenure

- 0-3 years: 24
- 3-5 years: 12
- 5-10 years: 9
- 10-15 years: 11
- 15+ years: 18

Supervisor?

- Yes: 29
- No: 45

Race

- Native America/Alaska Native: 3
- Asian/Asian American: 12
- Black/African American: 18
- Latinx: 4
- MENA: 1
- Native Hawaiian/Pacific Islander: 2
- White: 41

Core Team Self-Assessment

During the first 6 months of the Change Team, the Core Member participated in monthly, in-depth racial equity trainings that taught them foundational terminology and concepts, root cause analysis skills, and tools to evaluate the effectiveness of programs in terms of racial equity impact. After completing their training, the Core Members were asked to evaluate their ability to advance racial equity. They were given a series of statements to rate in the following format.

As a result of the Change Team work thus far please rate the below using the following scale. Green = "I believe I am making good progress in learning this ability." Yellow = "I've made some progress on this ability, but I think I have more to learn."

Red = "I don't believe I have learned this ability."

	Red	Yellow	Green
Initiate more valuable conversations about the impacts of race with	5.4%	36.5%	58.1%
my team/colleagues (outside the Change Team) than I did prior to			
joining the Change Team.			
Identify examples of institutional racism at POS (programs or policies	9.5%	45.9%	44.6%
that work better for white people than for people of color, regardless			
of intention).			
Articulate to my team(s) the case for why we must commit to racial	8.1%	29.7%	62.2%
equity at POS.			
Identify one or more concrete actions that POS has taken to address	9.5%	33.8%	56.8%
racial inequities.			
Disrupt situations in which interpersonal racism is present and	10.8%	54.1%	35.1%
marginalizes team members.			

Articulate to my team(s) the case for why the POS leads its equity	5.4%	39.2%	55.4%
work with race.			

Based on this simple self-evaluation, the time and development of this group of employees is meaningful and several conclusions can be drawn.

- Core Members are growing and pushing themselves to become racial equity champions within the organization.
- Core Members recognize that racial equity is a process and learning is ongoing.
- Core Members are developing abilities to address racism at both interpersonal and institutional levels.
- Core Members are developing abilities to identify patterns of racial disparities (i.e., racial inequities).
- The trainings provided to Core Members have been effective at growing their skills, analysis, and confidence to do racial equity work.

For this first cohort of Core Members, and for future cohorts, OEDI will continue to evaluate the group's progress and development and make adjustments, as needed.

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Common Theme by Division | Corporate

Workforce Development TRAINING, HIRING, and SALARY

Training to develop a discrimination-free work environment, equitable access to the tools and software needed, advertising to reach a broader diverse audience, and conduct periodic salary equity reviews.

Community Engagement:

EXTERNAL AFFAIRS

Duwamish Valley Community Equity program, Port 101, Boat Tours, and Crisis Coordinator program supporting homelessness and mental health crisis.

Procurements & Contracts:

with **BIPOC** groups

Increase the percentage of the dollar spent with WMBE and SBE firms.



3

Common Theme by Division | Aviation

Stakeholders/Customers: ACCESSIBILITY

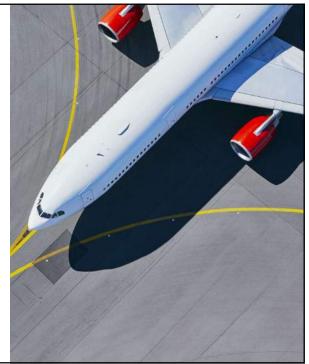
for passengers with functional needs, wheelchair accessible vehicles, accessible languages.

Community Engagement:

OUTREACH ACTIVITIES that reach diverse communities joint promotional projects with our airline's partners, Interfaith Prayer & Meditation Room, Language Line.

Procurements & Contracts:

with **MINORITY** groups Maximize the participation of WMBE, DBE, and small businesses.



Common Theme by Division | Maritime

Community Engagement: PUBLIC OUTREACH

public outreach and water quality improvements to underserved communities, funds for DIRT Corps to fund green job development in near-Port communities.

Procurements & Contracts:

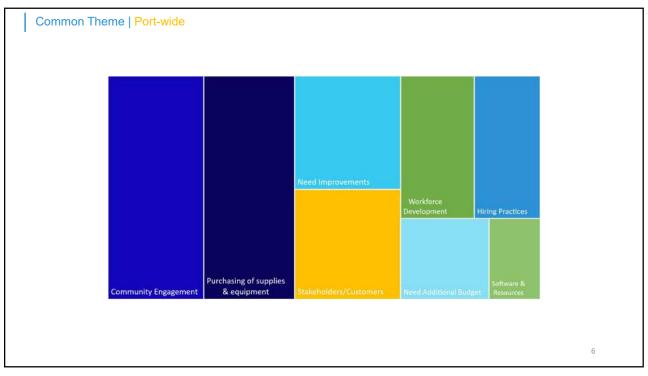
WMBE suppliers and BIPOC communities

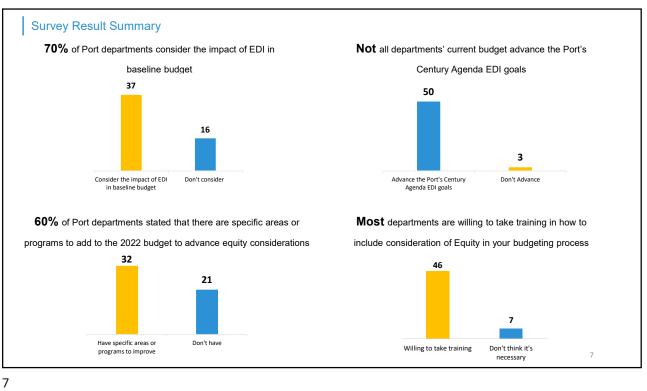
use WMBE businesses for goods and services where possible, distribute grant funds to market to BIPOC communities, and distribute funds to BIPOC tourism stakeholders.

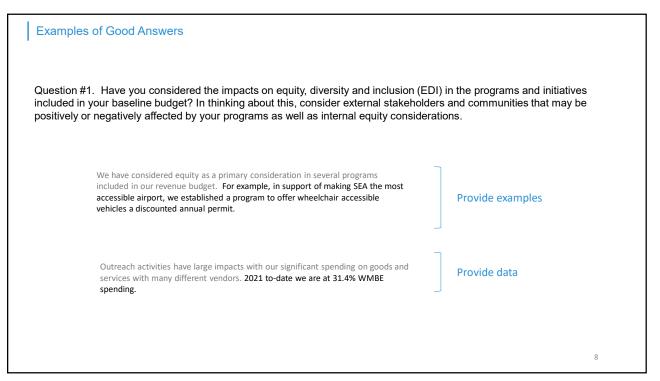
Workforce Development:

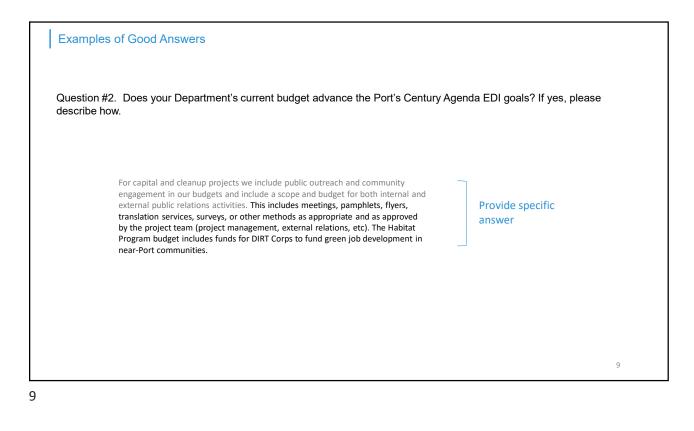
Focus on UNDER-REPRESENTED groups

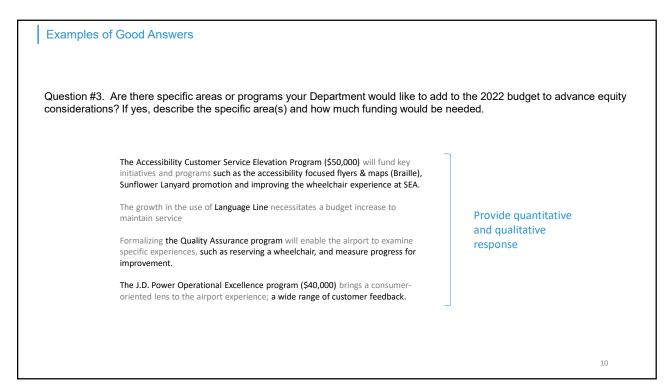
provide maritime career experiences to under-represented communities, promote job to diverse audience with an inclusive hiring panel, and roll out equity toolkit.

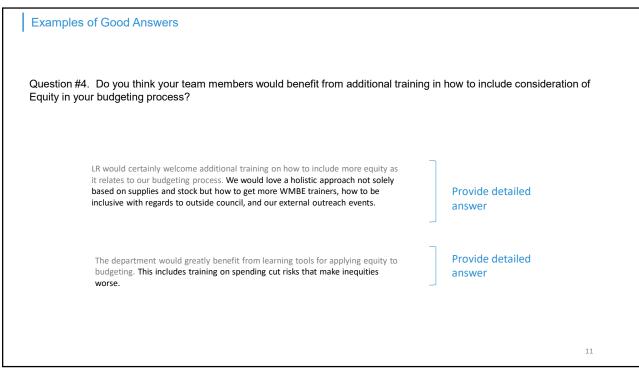


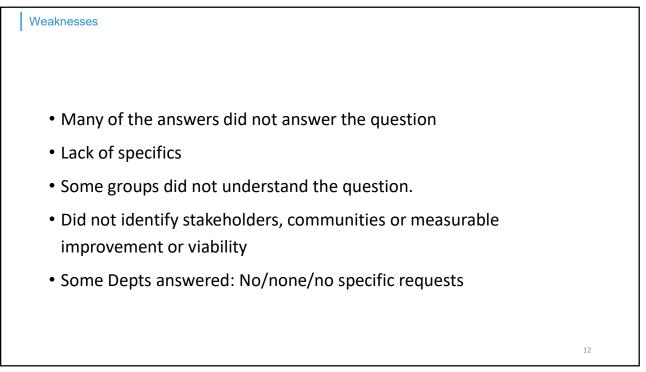












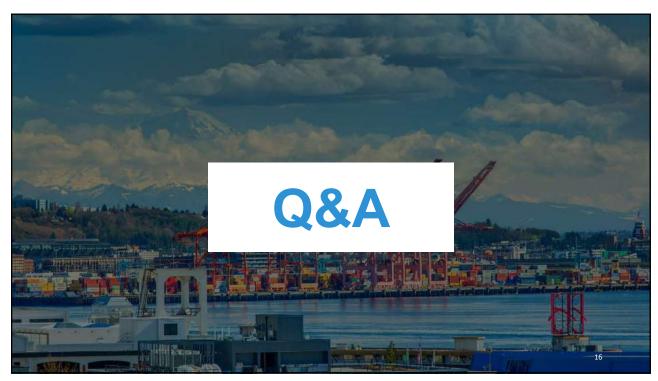
Weaknesses

- Some Depts answered: No on needing training
- Training: Need help determine how much scope and budget to include for projects of various size and complexity and to understand what questions to ask when during the process.
- Depts don't feel like they can use baseline budget for external stakeholders or communities
- Some divisions focus more on external stakeholders than internal stakeholders.
- For external stakeholders, many divisions are focusing on limited number of minority groups, mainly WMBE.
- Legal: this Dept has areas for improvement given their lack of diversity in companies that they have contracts with, but they claimed that there is no specific areas or programs they would like to add to the budget to advance equity considerations.
- Internal Depts expressed level of impact to EDI low due to small budget
- Less focus on hiring practices

13

Strengths	
 Most Dept's willing to take training and learn 	
• Legal are experts EDI with an eye on ensuring that the Port's efforts remain within the boundaries of Washington law.	
 BI Survey and Analysis on Equity 	
• IA: Applying an equity lens in our audit plan. Specifically, an IAF Capital audit, an Eastside for Hire Operational Audit and a WMBE Program audit.	
• Risk Service: expert at risk management to support the Century Agenda objectives	
	14
14	

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The Inclusion of Represented and Shift Workers in the Port's EDI Efforts

Overview

Since the creation of the Office of Equity, Diversity, and Inclusion in 2019, one of the ever-present barriers and challenges to advancing equity within the Port has been the inclusion of represented staff and shift workers. This is not an obstacle that is specific to OEDI, but rather, an ongoing, chronic challenge for the Port.

As of September 7, 2021, the Port employs 2,158 people, which includes interns, Veteran Fellows, Commissioners, on-call employees, and the Executive Directive. Of those employees, 980 (or 45.4%) are represented by a labor union. Of those 980 represented employees, 709 work in Aviation (62.9% of the Aviation division), 166 work in Central Services (21.7% of the Central Services division), and 105 work in Maritime (44.1% of the Maritime division). While this group of employees represents almost half of the Port's entire workforce, including nearly two-thirds of the Port's largest division, represented employees and shift workers participate in EDI trainings, learning opportunities, and events at disproportionately lower rates than non-represented employees and employees who work during traditional hours.

This is a significant barrier to the Port's efforts to become a model for equity, diversity, and inclusion, and this barrier is further illustrated in both the quantitative and qualitative data of the Equity Survey. Of the 1,306 employees that completed the Equity Survey, 30.1% identified as represented in comparison to 45.4% of the organization that is represented. Within the survey data, in comparison to non-represented employees, represented staff reported the following, which is not an exhaustive list.

- Their leaders and supervisors do not encourage and facilitate open dialogue about racial issues.
- They are not encouraged to participate in OEDI programming.
- Their work and projects are not evaluated in terms of their impact on racial equity.
- They do not believe that racial equity should be a consideration in hiring and promotions.
- They are not encouraged to develop themselves professionally through training and learning opportunities.

In addition to the insight and data from the Equity Survey, OEDI and Strategic Initiative coordinated a series of conversations and interviews with represented staff and shift works, supervisors of represented staff, and Labor Relations staff. The intention of these meetings was to learn about the barriers and challenges that represented and shift workers experience with regards to participation in EDI programming and implementing EDI frameworks into their work. From these meetings, several themes, many of them already known, emerged.

- Lack of support from managers and supervisors: staff reported that when they are interested in participating in EDI programming, they often cannot get approval from their direct supervisor, and/or their supervisor is unwilling to take a few additional steps (e.g., finding staffing coverage and securing equipment and private space) to encourage their participation. This is consistent with what was reported in the Equity Survey.
- **Goals:** staff reported some areas with no P-link goals committed to equity, diversity or inclusion. Also represented staff not included in the P-link process, so lack of directive or goal that this is the work that needs to happen and is a commitment of all at the Port.
- **Funding:** staff and supervisors reported funding as an issue to participation, saying that because programming often happens outside of staff's shifts then they would be required to pay overtime. Or, in the case of programming occurring during staff's shift, supervisors would need to pay for additional staff to ensure necessary coverage. In addition to funding, represented

Appendix H

staff charge their time to work orders, and if a supervisor does not create a work order to EDI programming, then they are unable to get paid for their engagement.

- **Timing, advertising, and accessibility:** staff reported that almost all programming is offered during traditional work hours, and because of the issues listed above, if they wanted to participate, they would have to do so on their own time. Programming is almost always advertised and announced via email and Compass. For many represented and shift workers, they do not regularly access their email and/or computers, so they often miss announcements. Finally, many events and trainings are offered back-to-back or in successive weeks, which can make it difficult for represented and shift staff to participate because it requires a prolonged adjustment of their schedule. The suggestion was to have more time between programming so that schedule adjustments were more manageable and easier to plan for.
- Every department is unique: while there are commonalities among different teams of represented and shift workers, every department and team are unique, with unique business needs and are often faced with unique challenges. For instance, the Pathfinders at SEA are subject to the flow and fluctuations of airport passenger counts/traffic, while Aviation Maintenance if operating many 24-hour teams that do not have much availability for time in front a computer.

Again, without the full inclusion and involvement of the Port's represented staff and shift workers in its EDI efforts, the organization will always struggle to fulfill its goal of becoming a model of equity, diversity, and inclusion.

Recommendations

- 1. Goals and direction
 - a. Collective Bargaining Agreements/Labor include EDI training and engagement requirements (# of hours or percentage of time?)
 - b. Performance Goals
 - i. For represented and shift workers (including foreman and general foreman)
 - ii. Supervisors of represented and shift workers (non-represented supervisors, managers, and directors)
- 2. Funding/budget
 - a. Dedicated funding for employees to participate in training and EDI efforts, covering time/work and equipment.
 - b. Dedicated funding for overtime to ensure the work is done while making time and space for training and engagement for EDI efforts.
 - c. Dedicate funding for OEDI, Strategic Initiatives, and other employee service-related departments to expand our abilities to serve all shifts and employees
- 3. Aviation Engagement Strategy for 2022
 - a. All Aviation leadership complete mandatory equity training
 - b. Foremen of all represented shops complete mandatory equity training
 - c. All represented and off-shift employees complete mandatory equity training
 - d. EDI/Continuous Process Improvement collaboration
 - i. Work with represented and off-shift teams
 - 1. EDI/CPI a priority item for 2022
 - 2. Identify waste due to inequities

- a. Underutilized employee talent when employees are unable to be authentic selves at work
- b. Resistance fear and push back due to lack of understanding and engagement
- 3. Improvement efforts for systemic change
- 4. Maritime Engagement Strategy for 2022



2

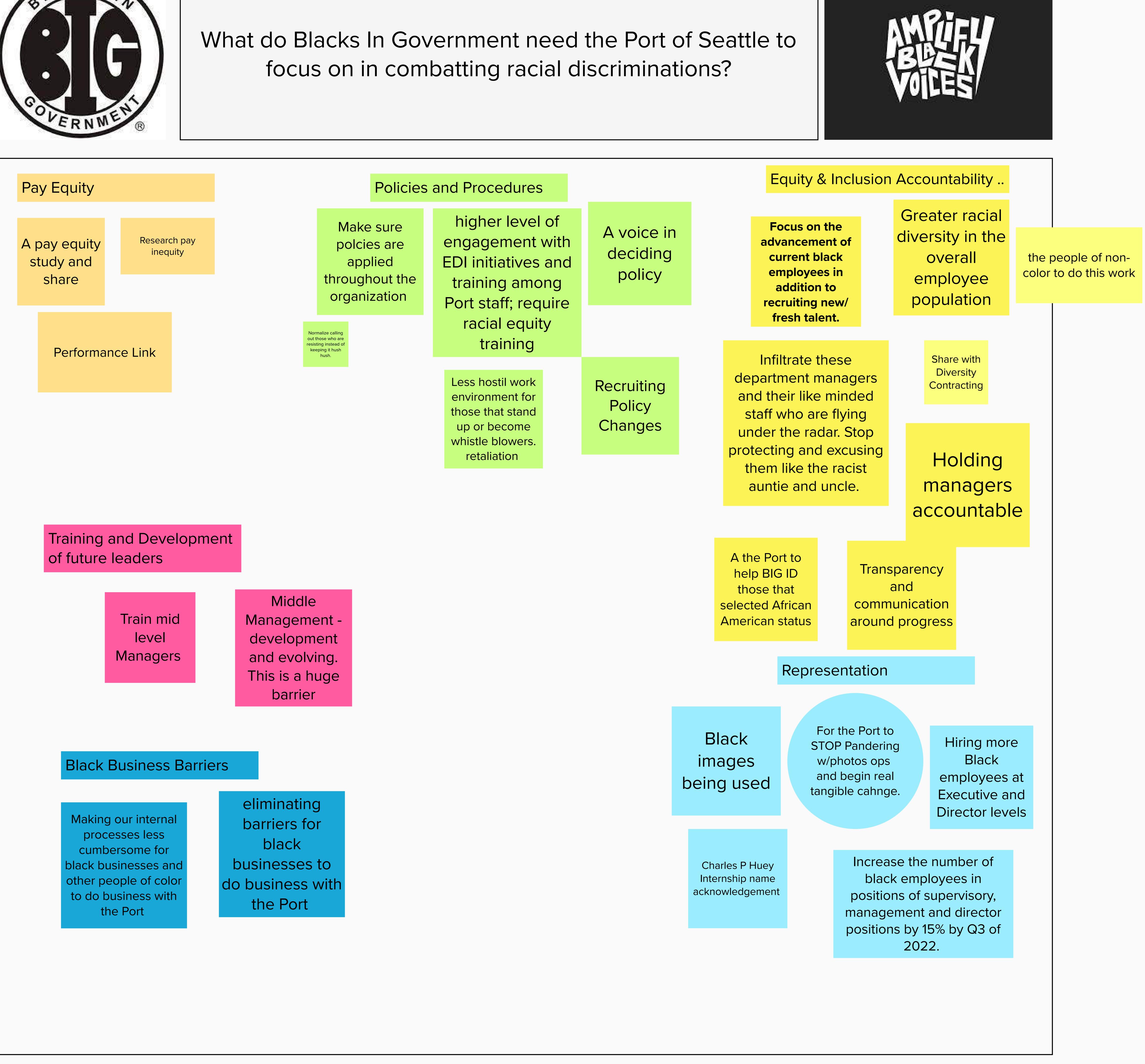
- Make a sticky note:
- o Double click in a white space that you would like a note. o Then just type your comment
- Edit Text of an existing note o Click on the note one time and wait to see the curser, o Then just type
- To move a sticky note o Click on the note and drag it to where you would like it to be Duplicate a note
- o Right click on the note and left click on "Duplicate" Change the color of a note
 - o Left click on the note
 - o View the menu and select the colored box to change the color

Practice here:

Pay Equity 7%) on the pay bracket as their white counterparts. We expect black and brown employees to have a similar distribution for pay at the port as their white counterparts in similar roles. We expect that black and brown employees that are promoted are not always brought in at the bottom of the pay scale. We expect links to Job descriptions to be attached to individual PLinks and all other Job Training and Development description be made available for reference. We expect budgeted unfilled positions to be made visible. We expect Black and Brown employees in all levels of the organization to have a voice in reviewing, creating and editing Port policies. We expect links to Job Black Business Barriers descriptions to be attached to individual PLinks and all other Job description be made available for reference. We expect budgeted unfilled positions to be made visible. We expect that the Port invests resources to overcome barriers in that WMBE firms have in doing work with the Port. The Port should fund and partner with incubation agents and **Policies and Procedures** bridge resources like airport bonding access and things of that nature. We expect that the Port puts "teeth" behind the effort of increasing WMBE numbers. Create meaningful and successive opportunities for black employees to have access and Equity & Inclusion Accountability ... interaction to ELT and director level people. Executive shadows and follows the front line worker and the employee gets to shadow and see the ELT member. Min- 1 day a month split between ELT shadowing employee and employee shadowing ELT. Create specific criteria when investigating employee complaints about racism. Employees

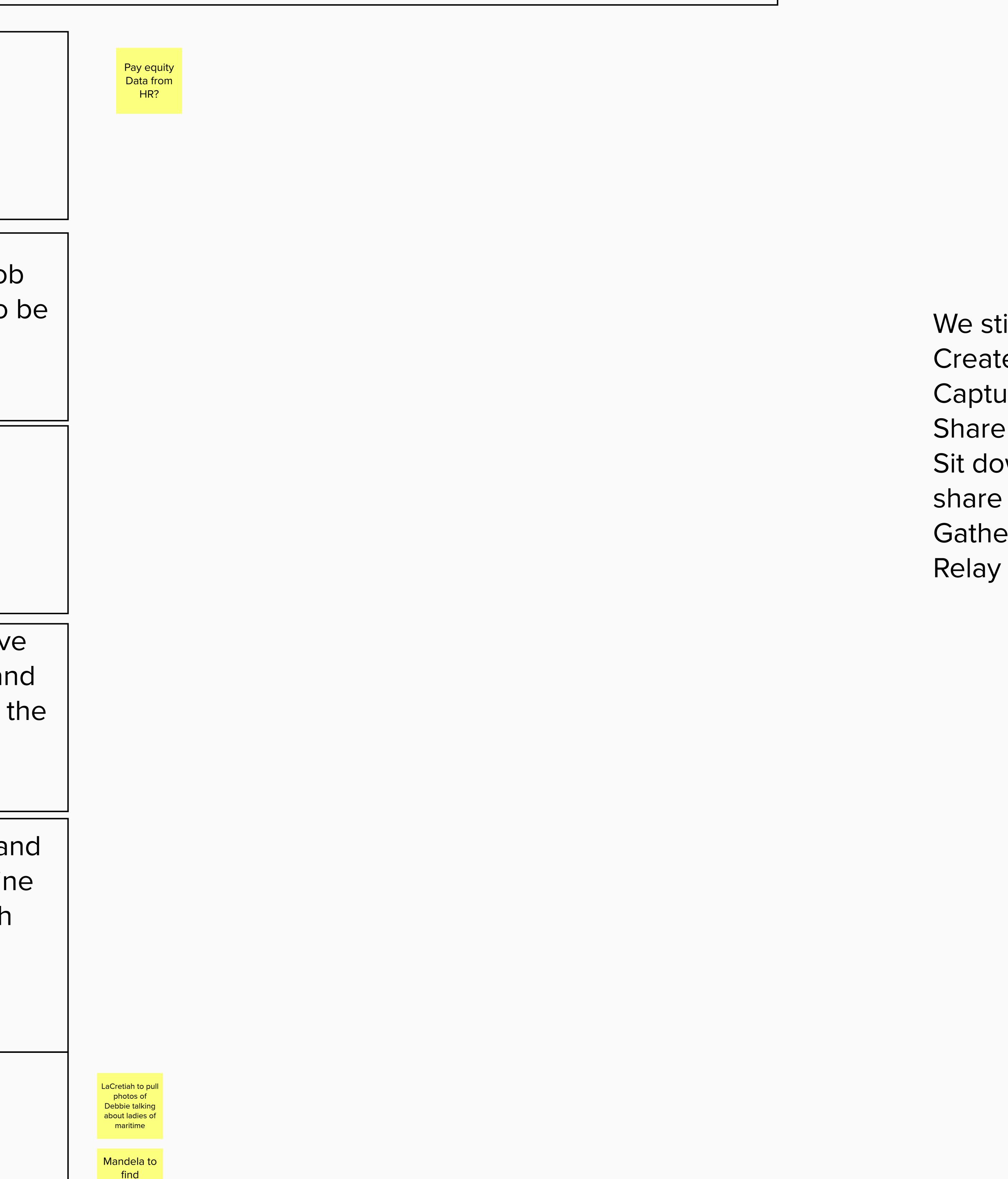
Representation

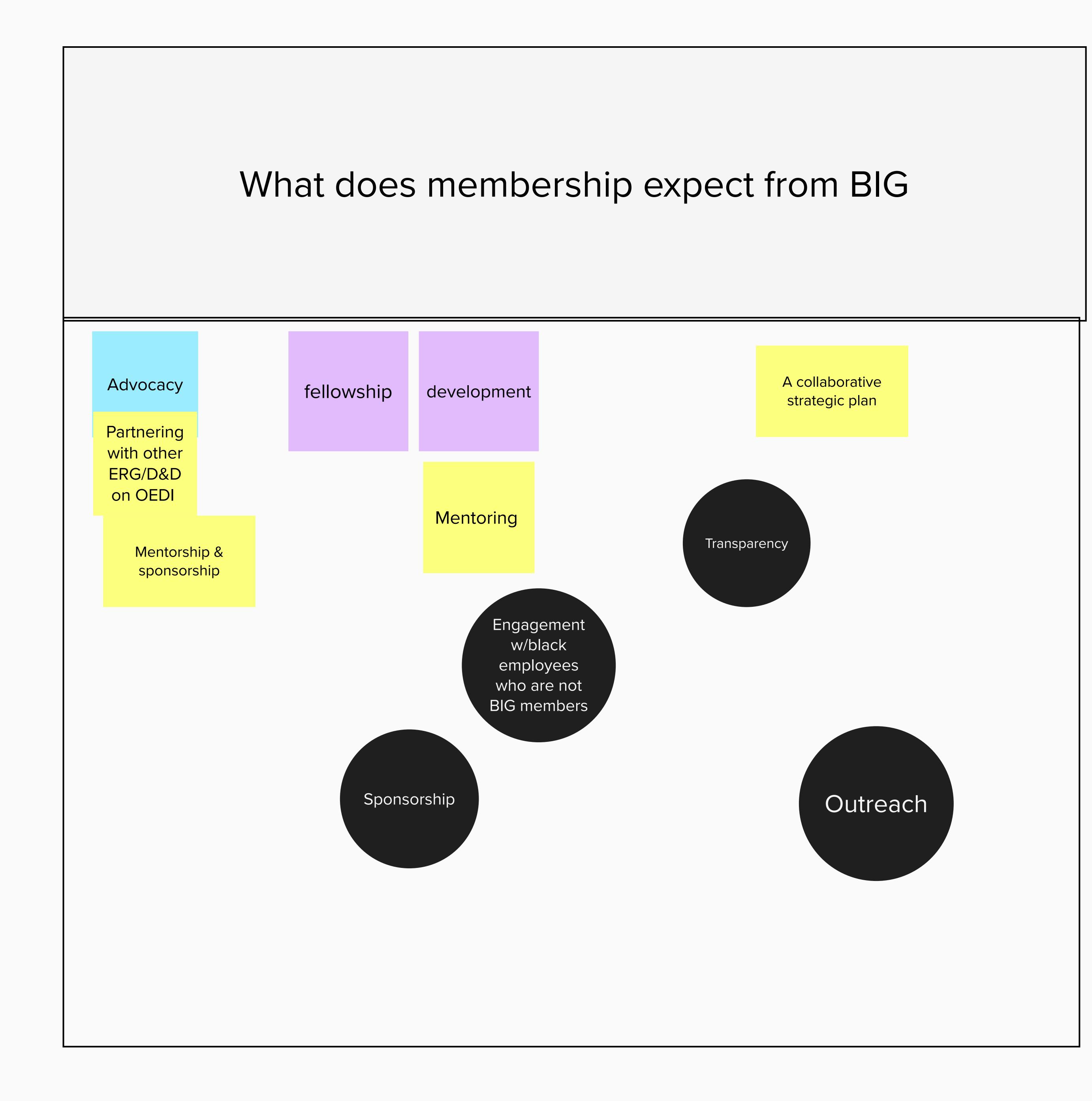
Engage with community groups and school districts to ensure that Black students know the role of and the work opportunities at the Port of Seattle. Recruit Black students (HBCU's, PWI's)

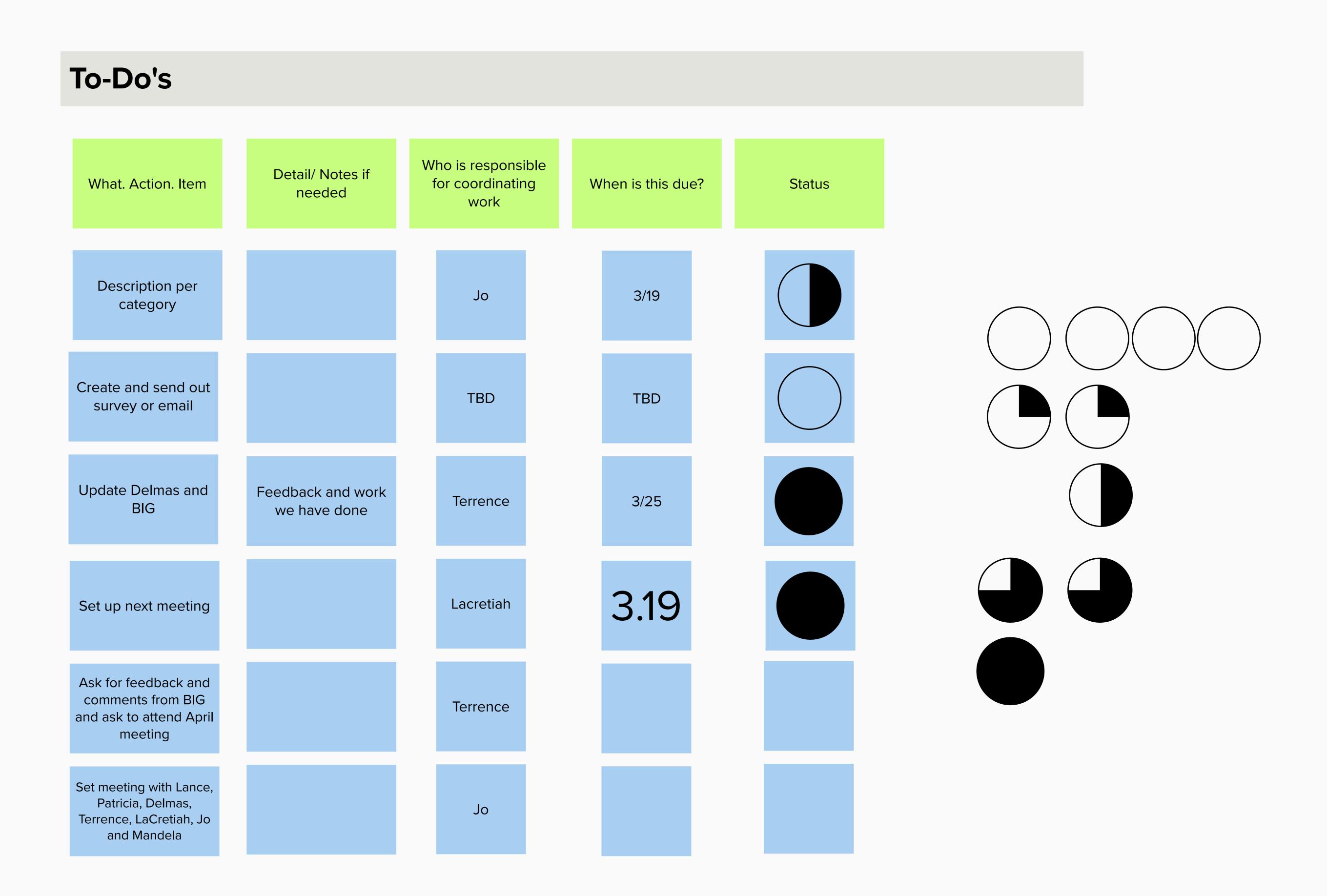


We expect that the Port promotes black and brown employees to similar location (3-









We still need to:

Create and send out survey

Capture and create recaps of each topic

Share these topics with members to edit

Sit down with _____ (Lance or Steve or D&D or OEDI or HR or Labor) to share expectations and primary requests from the black voice

Gather what is happening in these areas Relay efforts completed, underway and planned for the future

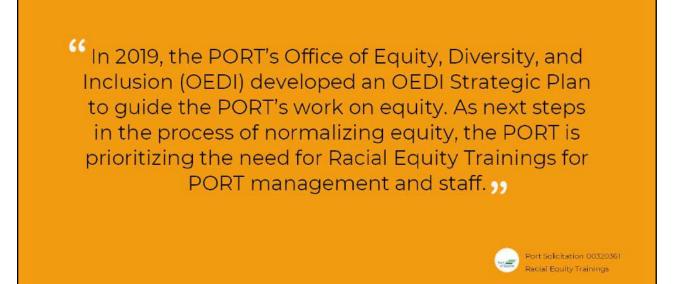


This land has a story. What role will you play?



Land Acknowledgement

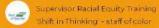
Equity Matters would like to acknowledge that we are working on the traditional land of the Coast Salish People, specifically the Duwamish, Suquamish, Puyallup, and Muckleshoot Tribes, past and present. And honor with gratitude the land itself and the Coast Salish Nations. We pay 'Real Rent' to the Duwamish Tribe as one small way to put our words into action.







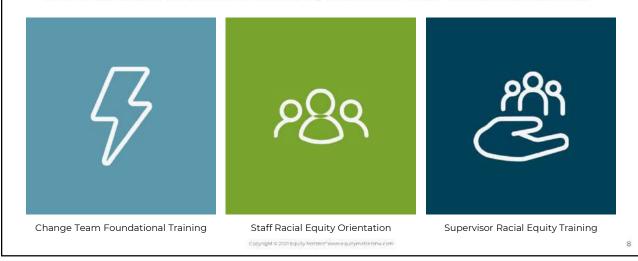


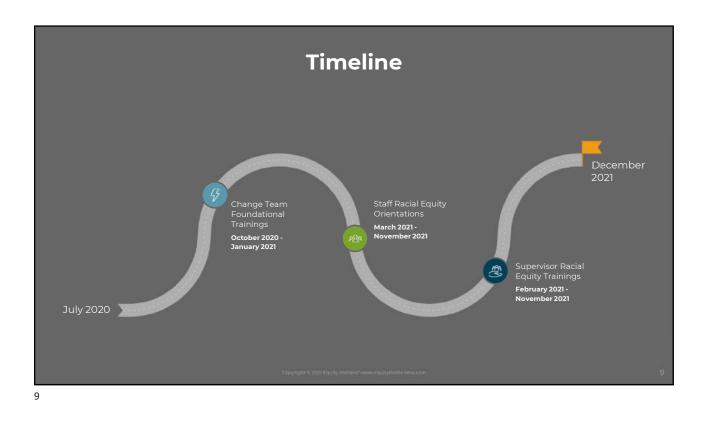


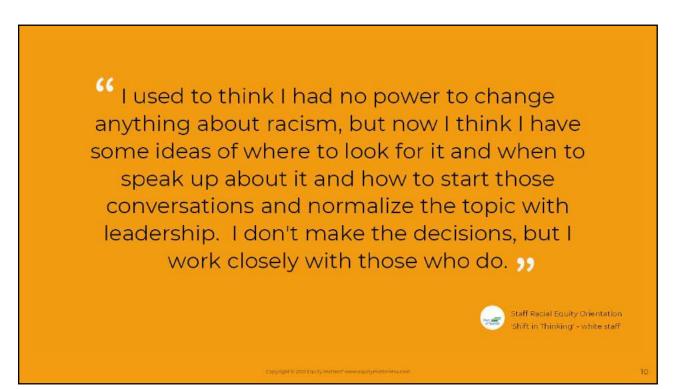


Project Objective: Plan & Lead Racial Equity Trainings

"In 2019, the PORT's Office of Equity, Diversity, and Inclusion (OEDI) developed an OEDI Strategic Plan to guide the PORT's work on equity. As next steps in the process of normalizing equity, the PORT is prioritizing the need for Racial Equity Trainings for PORT management and staff."









⁶⁶ I used to think that I am alone and now I think we are in this together to lead change at the Port.,







Training Learning Outcomes



Change Team Foundational Training

See Race: Collect "People-Centric" & Race Conscious Data

See Systemic Racism: Identify Patterns of Racial Disparities

Diagnose Racial Disparities: Analyze Root Causes (Historical Legacy, Practices, Narratives)

Apply Racially Just Solutions: Distribute Power & Transform Structures 289

Staff Racial Equity Orientation

Acknowledge Why We Lead with Race

Gain Foundational Terminology, Language, & Frameworks

Connect to Strategies for Identifying Racial Inequity & Creating Racial Equity



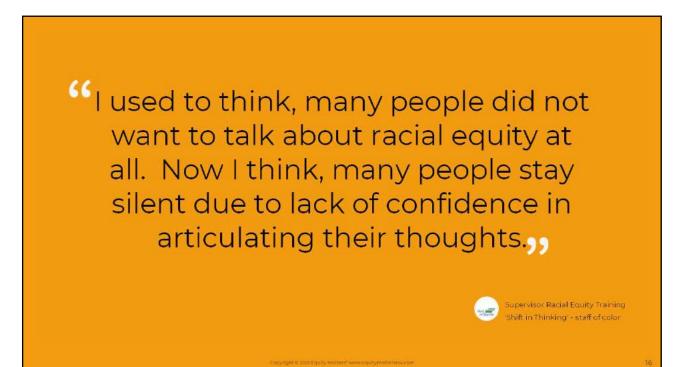
Supervisor Racial Equity Training

Connect to the Port's Racial Equity Values (learning, cultural safety, & inclusion)

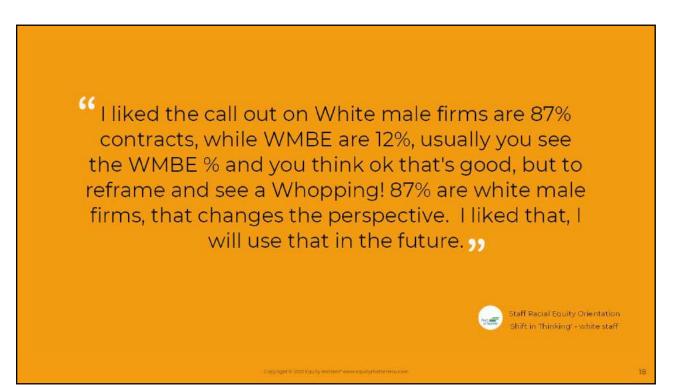
Increased Knowledge of an Approach to Normalize Talking about Race & Racial Bias

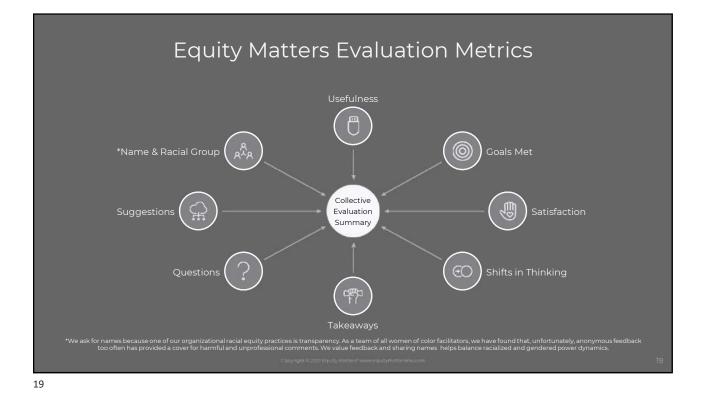
Practice Using the Heart, Head, Hand Approach to Address Racial Bias in Real Work Scenarios



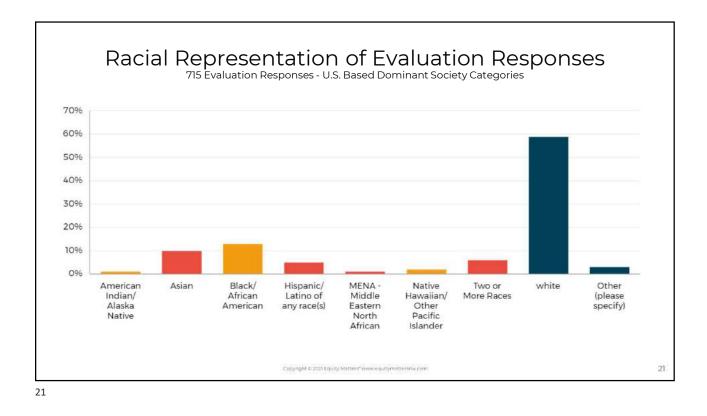


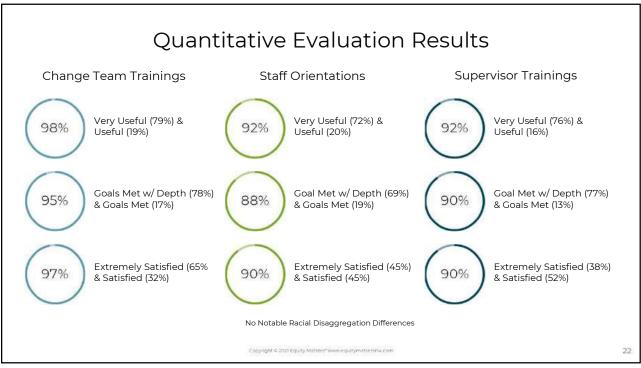


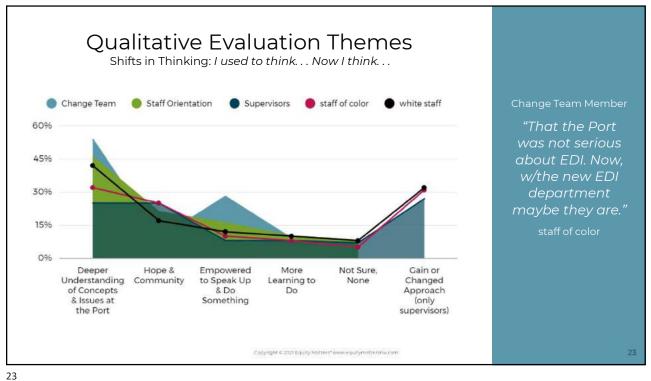


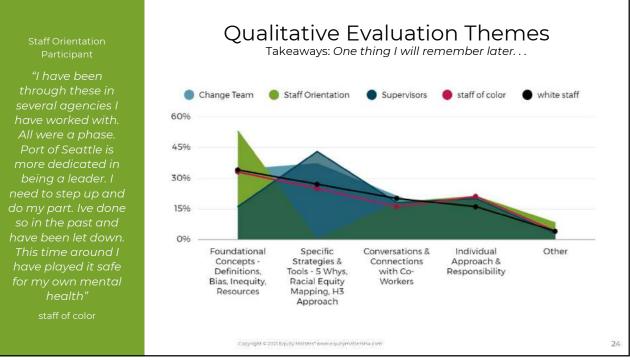


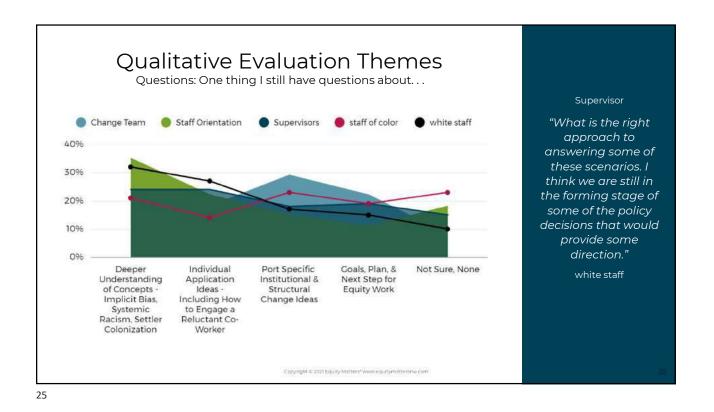


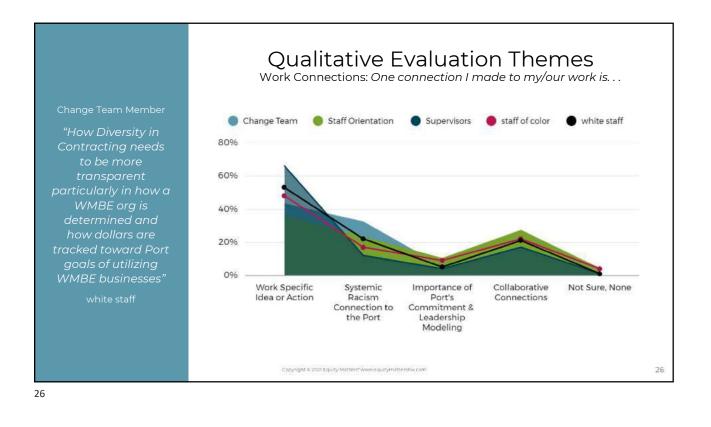


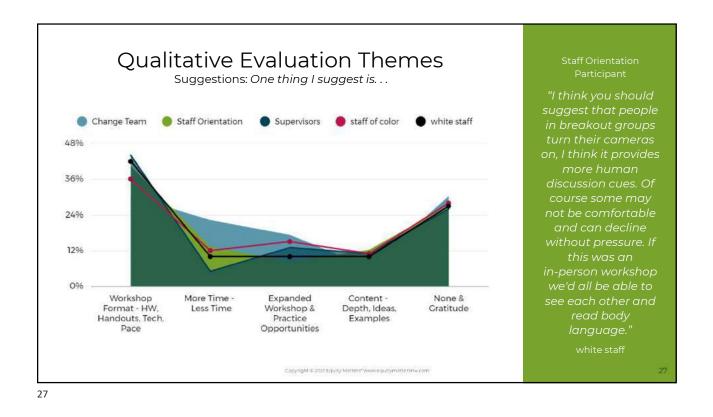












Lesson Learned Highlights Top Takeaways, Work Connections, & Questions					
Change Team Trainings	Staff Orientations	Supervisor Trainings	staff of color	white staff	
Gained a Deeper Understanding of Foundational Racial Equity CONCEPTS & TOOLS - 5 Why's & Racial Equity Mapping Tool	Gained a Deeper Understanding of Foundational Racial Equity CONCEPTS & RESOURCES	Gained Specific STRATECIES & APPROACHES to Address Racial Bias, Especially 'Heart, Head Hand' Approach	Gained a Greater Sense of HOPE and COMMUNITY from the Training Spaces	Gained a Deeper Understanding of Foundational Racial Equity CONCEPTS	
Connected to Change Team's COLLECTIVE POWER to Influence Areas Such as Data Analysis, Contracting, Relationship Building, Management Role, & Identifying Root Causes	Connected to Staffs INDIVIDUAL RESPONSIBILITY to Play a Role in Normalizing and Impacting Racial Equity	Connected to Supervisor's ROLE in Fostering a Racial Justice Learning Culture	Connected More to Individual APPLICATION Ideas	Connected More to Foundational CONCEPTS, Especially Examples of Individual Racial Bias & Systemic Racism at the Port	
Seeking More INSTITUTIONAL & STRUCTURAL Change Models	Seeking Even Deeper Understanding of Racial Equity Foundational CONCEPTS, Especially about Settler Colonization, Decolonization, Institutional vs. Structural Racism, and Equality vs Equity	Seeking More INDIVIDUAL Application Ideas, Including How to Engage Reluctant Co- Workers & Deeper Understanding of Racial Equity CONCEPTS	Supervisors of Color are Seeking Port Specific INSTITUTIONAL & STRUCTURAL Changes	Seeking Even Deeper Understanding of Racial Equity Foundational CONCEPTS, Across All Three Groups	

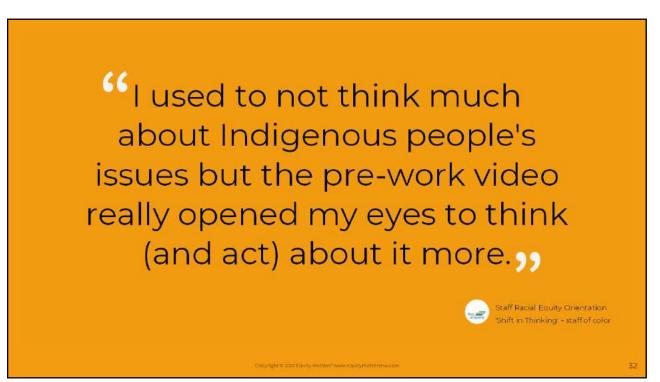
"I used to think that as a Black woman I was well versed in these topics, but now I think there is still room for learning and unlearning for other BIPOC groups.,,

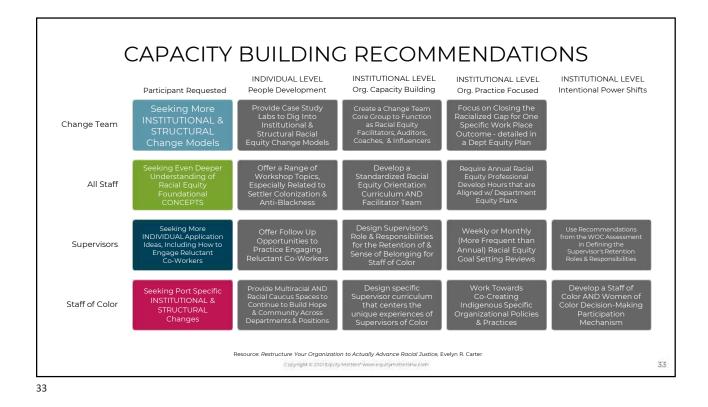




	Where are y	ou focusing most of your organizational power (resources & attention)?	
Levels of Racism			
Individual &			
Interpersonal		Racial Relationship Building	
Racism Level		areness & Knowledge of Race, Systemic Racism & Racial Equity	
	Develop Shai	red Definitions, Frameworks, Analysis, & Tools	
	0		
Institutional Racism L	evel T	ransform Policies & Practices to Close Racialized Outcome Gaps	
Shift		hift Systemic Power to Communities of Color; Dismantle the white acial Hierarchy	
	3	ORGANIZATIONAL POWER IS USED TO:	
Societal-Cultural Raci	sm Level	Acknowledge of Legacy of Racialized Policies & Practices	
Societal-Cultural Racisi i Level		Shift Societal Narratives to Amplify the Collective Voices of Communities of Color	
Structural Racism Level		ORGANIZATIONAL POWER IS USED TO:	
		Enact Reparations (Repair) for Black Americans	
		Establish 'Land Back' Policies & Practices for Indigenous Communities	







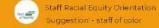


Thank You & Dig In!

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- (f) www.facebook.com/equitymatters



⁶⁶CiKeithia is an amazing facilitator/trainer. Three hours went by so quickly and I was engaged throughout the training. Just thank you.,,

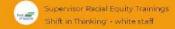


35

"I used to think it was important to not ruffle anyone's feathers, but now I think it's more important to demonstrate an intolerance of racism in the workplace.,



⁶⁶ I used to think I could take an easy exit from engaging with racial biases. Now I thinking I can be more effective by thoughtfully addressing the situations.

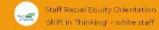


37

I used to think that there wouldn't be a way to facilitate this conversation in the workplace. Now I think that these types of conversations should happen more frequently.



⁴⁴ I used to think equity training would not be embraced at such a large entity such as the Port, now I think it is becoming a vital part of workplace training which is awesome.



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Appendix K

Black Lives Matter Caucusing Series A Tool to Advance Racial Equity at the Port Hosted by the Office of Equity, Diversity, and Inclusion

Series Recap June - August 2020

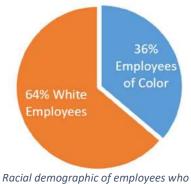
On Friday, June 5th, 250 Port employees gathered for a community conversation focused on the impacts of the deeply racialized and tragic killings of Ahmaud Arbery, Breonna Taylor, and George Floyd. Their deaths are some of the most recent in a long history of unjust systemic racism and violence against African Americans in our country. During this event, we broke into <u>caucuses</u> to process our feelings, build solidarity with one another, and begin a conversation about how the Port can create meaningful, lasting change. In July and August, we continued caucusing to strengthen our commitment to equity work and build our capacity to undo racism. Below is a summary of the seven-part caucusing series, and to learn more about caucusing as an effective racial equity tool, please visit the <u>OEDI Resources page on Compass</u>.

Goals of Caucusing Series

- To normalize conversations about race and racism
- To build partnerships with one another as we work together to combat racism
- To create a space for employees to share feelings and thoughts
- To strategize how we create an equitable, anti-racist organization

Participants

- Total participants (duplicated): 1,045
- Deduplicated participants: 344
- Average participant attended 3 events
- Employees who facilitated caucuses: 27



participated in the caucusing series.

High-Level Themes

One of the main focuses of this series was to brainstorm and identify changes that the Port could make in order to become a more equitable, anti-racist organization. In a post-series survey, participants were asked to expand on these ideas. Both areas for improvement and existing strengths were identified. Here are a few predominate themes.

Employees Identified These Areas for Improvement Internally

- Compensation Equity: There is a strong perception that we have significant disparities in how people with the same position are paid, namely Black, Indigenous, and people of color (BIPOC) and women are compensated at lower rates that white men.
- Performance Evaluations: Employees perceive the process of for performance evaluations as not being consistent across the organization, and it requires employees to write their own evaluations. This relies too heavily on the discretion of supervisors, which leads to bias.
- Hiring & Promotions: Employees are concerned about how and to what communities the Port advertises in and recruits for open positions. Additionally, many employees named a history of

women and BIPOC serving in the same position for long periods of time without opportunities for development, advancement, and promotion.

• Workplace Responsibility: Employees experience the process of reporting discrimination, bias, or inappropriate behavior as not transparent, and to many, it feels like there is not follow through or consequences associated with problematic behavior.

Externally

- Stakeholder Engagement & Outreach: There is an opportunity to create more meaningful relationships with community partners, especially with those communities who are directly impacted by our work.
- Contracting: Employees expressed the need for greater utilization of women- and minorityowed businesses. Many expressed the need to help decision makers have access to WMBE vendor options/contracts, and hope managers and supervisors are held accountable to this in their performance reviews.

Strengths

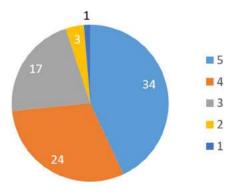
- Time & Space for EDI Work: Employees view EDI work as valuable and central to improving the operations and culture of the organization.
- Support & Investment in OEDI: The Port's goals and vision for EDI are inspiring and ambitious. This is everyone's responsibility, and there needs to be continue and increased investment in OEDI to help lead this work forward.
- Commitment & Interest for EDI from Commission and Leadership: The support of EDI from the Commission and Leadership to-date has been critical to the momentum and energy for change. Employees expressed the need to sustain this, because without leadership actively communicating support, these efforts will lose traction.

Summary of Survey Responses

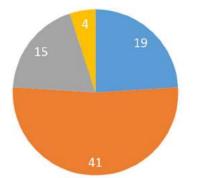
Over 20% (79 people) of caucus participants submitted comments and feedback in a post-series survey. Of the survey respondents, 34 identified as Black, Indigenous, and people of color (BIPOC) and 45 identified as white. For several survey questions, people were asked to rate a statement on a scale of 1 to 5 (1 being "I completely disagree with the statement" and 5 being "I completely agree with the statement". Below is a summary of the responses.

Statement: After caucusing, I have more tools and language for talking about race and racism.

As you see in the pie chart to the right, 75 out of 79 people answered with a 3, 4, or 5, and 58 out of those 75 answered with a 4 or 5. This suggests that we made progress toward our goal of normalizing conversations about race.



Appendix K



Statement: After caucusing, I have a better understanding of how I can personally help combat and dismantle systemic **5** racism.

3 All but 4 of the participants answered with a 3 or above, and

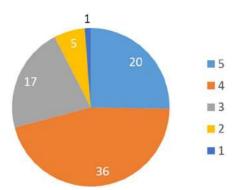
2 none of the participants answered with a 1. While our work is

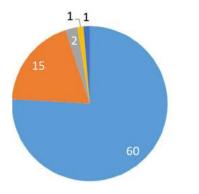
far from over, this suggests that caucusing helped employees 1 strategize about how to dismantle systemic racism.

Statement: These caucuses allowed me the opportunity to strategize with my coworkers about how we can transform the Port into an antiracist organization.

4

All but six participants posted a 3 or above, suggesting we made progress at both facilitating partnerships between colleagues and providing a space for people to strategize about how we, as an organization, can become anti-racist.



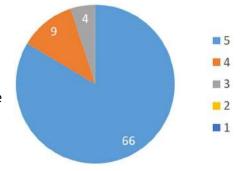


Statement: The weekly guest speakers deepened my understanding of systemic racism.

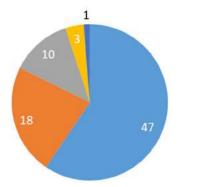
- At the beginning of each event, participants heard from a local, 5
- experienced racial equity leader, including Benita Horn (Equity 4
- Consultant, City of Renton), Michele Storms (ED, ACLU of 3
 - Washington), Eric K. Ward (ED, Western States Center), Ericka Cox
- 2 (King County Office of Equity & Social Justice), Scot Nakagawa
- Isotor Partner at Change Lab & Senior Advisor with Race Forward), and Anita Whitfield (Director, King County Office of Equity & Social Justice). The speaker overwhelming resonated with participants.

Statement: My facilitator(s) created a space where I was respected and heard.

One of the goals for this series was to create a space for employees to share feelings and thoughts and to process the most instances of violence against Black Americans. This response indicates that caucus facilitators were very effective in meeting that goal.



Appendix K



5

Statement: I think caucusing is helpful in both transforming the Port's culture and improving the Port's ability to dismantle racism.

This suggests that caucusing is an effective tool for the Port,
 helping us normalizing conversations of race and racism and to
 infuse equity principles and practices into all aspects of Port
 operations and culture.

Racial equity work is difficult, uncomfortable, and emotional, and the success of this caucusing series speaks volumes to employee's commitment and energy for transformational change. Based on the level of engagement, informal feedback, and survey responses, it is clear that Port employees benefitted from caucusing, and we benefited organizationally as we made clear progress toward the first goal of the Port's EDI Strategic Plan – to infuse principles and practice of equity into all aspects of the Port's operations and culture. OEDI will offer more opportunities to caucus during the last quarter of the year. Please be on the lookout, and if you have any questions, please contact Jay Doran.

Appendix L

Port of Seattle SOUTH KING COUNTY FUND 2020

ECONOMIC RECOVERY GRANTS PROGRAM Cycle 1 Final Report April 2021

Aaliyah Gupta and Nanette Fok South King County Fund Consultants

PART I: DEVELOPMENT AND IMPLEMENTATION OF CYCLE 1

OVERVIEW

Port of Seattle established the South King County (SKC) Fund in 2018 to develop equity-based partnerships and provide resources and support in historically underserved near-airport communities. These communities – including Burien, Des Moines, Federal Way, Normandy Park, SeaTac and Tukwila – are some of the most culturally and ethnically diverse in King County, with over 95 spoken languages. Established by a Port of Seattle Commission motion (Motion 2019-10, amended and adopted in June 2019), South King County Fund has been designated \$10 million for distribution between 2019 and 2023. The fund's program priorities are airport noise, environmental health and sustainability in near-airport communities. It is managed as a joint project of two Port of Seattle departments: Office of Equity, Diversity and Inclusion (OEDI) and External Relations.

The first full cycle of South King County Fund was launched in 2020. Initial plans were to run two cycles in 2020, with the first request for proposals (RFP) released in early summer and awards made by fall, and the second released in the fall with awards in early 2021. With the onset of the coronavirus pandemic – which had risen to an all-encompassing level by March 2020, affecting every corner of every community – departments across Port of Seattle worked actively to create and refine policies and programs to respond to the vast pandemic-related disruptions and economic needs that were emerging in all communities.

To help address the devastating impact of the Covid-19 pandemic on communities located around Port operations, the Port Commission added economic development as an additional focus for SKC Fund (Motion 2020-10, adopted in April 2020) as part of the Port's regional recovery strategy. Through SKC Fund, the Port is prioritizing support for communities most deeply impacted by the current economic crisis by making awards to projects connected to Port-related industries, including aviation, maritime, construction trades and green career industries. In this first cycle, \$1,000,000 was available to be awarded.

Note: As part of SKC Fund's 2020 work, an additional \$500,000 of South King County Fund's dollars were distributed to other Port programs in 2020: \$250,000 was allocated to Diversity in Contracting's PortGen program to expand existing contracts with organizations that support women- and minority-owned businesses and \$250,000 to External Relations for implementation of the new SKC Fund Environmental Grants Program, which expands the reach of the successful Airport Community Ecology (ACE) program into more communities that surround Seattle-Tacoma International Airport.

PLANNING

In 2019, OEDI and External Relations created an internal working group to think through the development of the Fund. Participants included: Bookda Gheisar from OEDI; Pearse Edwards, Sally del Fierro, Andy Gregory, Dave Kaplan, Clare Gallagher, Marco Milanese and Nate Caminos from External Relations; Marie Quasius from Legal; Aaron Pritchard and Pete Mills from the Commission Office; and Michael Tong from Budget and Finance.

By March 2020, when consultants came on board and RFP development began in earnest, several characteristics of the Fund had been determined:

- The Fund would be *centered in equity* and exist as an opportunity for the Port to build equity-based relationships with communities that have been historically underserved by community resources, including those whose community members have low incomes, are immigrants and refugees and have limited English proficiency.
- The Fund would focus on *near-airport cities*, with an emphasis on Burien, Des Moines, Federal Way, Normandy Park, SeaTac and Tukwila.
- SKC Fund's program pillars would be *airport noise, environmental health and sustainability in nearairport communities*.
- The Equity Index, produced by OEDI, would help inform decision-making about how the Fund's dollars would be prioritized. Based on the Washington Environmental Health Disparities Map, the Index provides data that demonstrates how people living in Washington State experience environmental risks and how related health effects differ depending on where they live. The Index shows which communities face the greatest impacts due to historical disparities based on numerous sociodemographic factors (education, economy, environmental pollutants, linguistic isolation and many more). Research for it was conducted by a team from University of Washington: two graduate students Hanna Navarro (UW Masters in Public Administration student) and Claire Schollaert (UW PhD in Environmental and Occupational Health Sciences student) who worked under the direction of Edmund Seto, University of Washington Environmental and Occupational Health Sciences associate professor and Esther Min, School of Public Health doctoral student.
- The statutory authority in which South King County Fund is rooted (RCW 35.21.278) is the same one that dictates the parameters of the (sunsetting) Airport Community Ecology (ACE) program and ACE's new iteration, the SKC Fund Environmental Grants Program. A core feature in this statute is a 3:1 match requirement where awardees must provide cash, volunteer hours and/or in-kind resources valued at three times the award amount.

While this provided some foundational characteristics for the Fund, many important questions were outstanding:

- What entities would be eligible to apply? Nonprofit organizations? For-profit small businesses? Municipalities?
- What would be the maximum amount for each award?
- Would these be one-year or multi-year awards?
- What types of projects and activities can be supported by SKC Fund?
- How would community members engage in the process? As members of a community advisory panel that informs design of the RFP? Through participation in the grant review process?
- Would it be possible to provide technical assistance to prospective applicants?

The Commission's decision in April to add economic development to SKC Fund's program priorities as part of its overall response to the impact of Covid-19 opened up the opportunity to establish a grant cycle focused on economic recovery. To learn how existing Port grant programs are designed and to understand what practices or parameters could be incorporated into SKC Fund's process, SKC Fund consultants met with staff from different departments: Mian Rice, Diversity in Contracting; Christina Billingsley, Port Community Engagement, Public Affairs; Joe Meyer and Dave McFadden, Economic Development; and Luis Navarro, Consuelo Davis and Gail Muller, Workforce Development. Consultants also met with two local workforce development experts to hear and understand what they were seeing as current and emerging needs.

To get an understanding about how this Fund could add value to the many Covid-response funds that were quickly emerging across the region, the consultants conducted research to see what other efforts were being launched by public and private entities. They found that, while federal relief is critical in the long term for recovery, local efforts hold an important role for being able to respond quickly to emergent needs and to help community members navigate confusing and challenging processes for accessing relief funds. There was a spectrum of support being offered to help constituents, including small businesses, gig workers, artists, hospitality workers, nonprofit organizations and more.

Concerningly, however, many response funds being established in our region were targeted to the Seattle area, and many South King County residents were feeling like their needs were not being noticed. In late March, External Relations' community engagement consultant team reached out to the South King County community liaisons that were working with the Port and asked them how Covid-19 was impacting their communities. They talked about job loss and resulting economic strains. While many of the needs they identified were things that are outside of the Port's funding purview – things like child care; mental health/grief support; loans and other direct financial support to both individuals and small businesses; technology assistance to access Covid-19 information; and basic-needs resources – this information was important for understanding the breadth and depth of impact that the pandemic was already having on South King County communities.

The research the consultants conducted of emerging response funds and evolving conversations within the Port led to a recommendation of a two-pronged approach for SKC Fund: an economic stimulus fund to support the resiliency and sustainability of small businesses to help them overcome barriers to accessing relief funds; and an economic recovery fund to support nonprofit organizations, community mutual-aid groups and faith-based organizations to strengthen their ability to quickly serve individual community members and help them navigate the current crisis. This was then further narrowed down to focus on particular aspects of economic recovery: workforce development, job creation and the development of new, innovative economic recovery strategies.

Unfortunately, the need to move swiftly to get the fund established (to meet an original launch date of June 1) meant that it was not possible to activate a community engagement process to inform planning and development of the guidelines. By the time it became clear that the launch date would not occur until later into the summer, the community engagement work (through the External Relations consultants) had been put on temporary pause. It was subsequently reactivated for the Environmental Grants cycle in summer 2020. Ultimately, the design of the SKC Fund guidelines was conducted by the OEDI/External Relations team, Central Procurement Office (CPO), Legal and consultants.

Relevant Document

SKCF - COVID-19 final (03.26.20)

TIMELINE

The original timeline of SKC Fund (established pre-Covid) became unrealistic in light of shifting circumstances due to the impact of the pandemic. The proposed launch date for SKC Fund's first RFP cycle was June 1, 2020, which was ambitious, but could have been achievable for an existing program (such as the Environmental Grants Program). Once SKC Fund shifted to focus on economic recovery, however, this timeline became impossible. Creating a new grant program and related materials required

the involvement of many Port departments, the staff of which were also stretched by other duties and priorities. New systems had to be developed with input and guidance from other departments and there were many rounds of review required.

The timeline below covers all activities related to the Economic Recovery Grants Program RFP process.

RFP Process (May 2020 – March 2021)

May 1-July 30, 2020: Developed RFP guidelines and application. May 13-20: Planned for outreach and communications. May 21-July 27: Developed outreach and communications materials. June 2-July 29: Translated outreach and communications materials. July 10-24: Recruited evaluation panel. July 31: Released request for proposals. October 5: Completed evaluation panel orientation. September 30: Submission deadline for proposals. October 8-14: Evaluation panel reviewed proposals. October 14-21: Evaluation panel conducted oral presentations. October 21-22: Consensus meetings with community advisors. October 23-November 2: Consensus meetings with Port evaluators. November 6: Submitted Executive Summary with funding recommendations. November 12-17: Legal review of funding recommendations. November 25: Notice of intent to award sent to successful applicants. December 3: Drafts of scopes of work sent to successful applicants. December 8: Submitted Action Memo to Commission with details on funding recommendations. December 15: Commissioners approved funding recommendations. December 15-March 13: Legal review of draft scopes of work. December 17: Milestone schedule and company information form sent to successful applicants. January 25-28, 2021: Debriefs with unsuccessful applicants. February 8-April: Executed contracts.

Project implementation begins upon execution of contracts.

COMMUNITY ENGAGEMENT AND OUTREACH

While the original intent was to engage community members to help shape design and implementation of the Fund, this did not happen in this first cycle. Community engagement efforts wound up being extraordinarily limited, and little of it actually influenced the development of the 2020 Economic Recovery round.

Prior to the active development of this first cycle of SKC Fund, some outreach and community engagement efforts had taken place: Several community meetings and town halls were hosted in 2019 to introduce OEDI to the community and hear from them about their priorities, but these were not sessions that focused on SKC Fund explicitly. External Relations contracted with AV Consulting in July 2019 to launch multicultural and multilingual community engagement work for SKC Fund, including: developing a comprehensive community engagement plan; beginning engagement and relationshipbuilding efforts; exploring the feasibility of a community advisory panel; and facilitating relationship building between community and the Port. At the time the work began, the primary focus of the Fund was environmental health and sustainability. A community liaison model was developed, and 10 liaisons were recruited and trained. These liaisons were poised to begin in-person engagement with communities when the pandemic hit and engagement was then halted. In March 2020, AV Consulting reached out to these liaisons to gain a better understanding of how Covid was impacting their lives and the lives of others in their communities. They described hardships being faced by their communities, with financial insecurity being the greatest concern.

With the flurry of work involved in the shift to and development of the Economic Recovery Grants cycle, the lack of opportunity to meaningfully engage liaisons in the process, unpredictability related to conducting in-person engagement during a growing pandemic, and the urgency to launch the RFP in June, AV Consulting felt it best to shift liaisons' engagement to the Environmental Grants Program process. The liaisons worked during the summer and engaged community prior to the September launch of the Environmental Grants RFP.

As the Port embarks on the second year of the Fund, it needs to be intentional and strategic about engagement and the critical role it plays in moving the Fund closer to its intent of being community-centered.

Relevant Document

Community-Centered Grantmaking Model

LANGUAGE ACCESS

Language access was a key element in ensuring accessibility to the Fund's information and materials. In an effort to share information about the Fund as widely as possible, messaging was translated into multiple languages for distribution across several platforms, including social media, email, ethnic media publications and the South King County Fund website. Interpretation was also offered at information sessions and oral presentations. SKC Fund consultants managed the language access process with support from the External Relations team.

Planning was key to ensuring that language access was embedded into the RFP process. Deep discussions tackled the following questions:

- Which languages should materials be translated into?
- Should the RFP guidelines and application be translated?
- Should applicants be offered the opportunity to submit in-language? Did the Port have the infrastructure to review proposals in-language?
- Should social media posts be in-language?
- Should the website be translated?
- How would interpretation work on virtual platforms? How can interpretation requests be handled?

Languages. In consultation with External Relations, the decision was made to translate materials into the top two tiers of King County languages: Amharic, Arabic, Chinese (simplified), Russian, Somali, Spanish, Vietnamese and Russian.

All of the communications materials were translated in these eight languages. Translations of the website were included as linked pdfs on the South King County Fund website. Because the Port did not have existing infrastructure to respond to questions and review written proposals in languages other than English, the decision was made not to translate the RFP documents. Even though community groups and organizations often have access to a grantwriter or volunteer to write their applications in English, in-language informational materials are good practice. And so, it was important to promote this opportunity in-language to more broadly reach immigrant and refugee communities, even if proposals had to be received in English.

The External Relations team and consultants worked together to draft messaging content with the goal of keeping language simple and understandable so that it would be more easily translated. Final edits were made by Communications Director Kathy Roeder.

Interpretation. Applicants were offered interpretation to assist with their participation at information sessions and oral presentations. There was one request for interpretation in Spanish for an information session and none for oral presentations. Consultants drew from an interpreter pool they had an established relationship with.

Translation. Translation services were provided by Universal Language Service, External Relations' preferred translation vendor, and consultants worked closely with Kelly Schimelfenig (from External Relations) to submit content to them. Consultants provided to Universal a translation template for their translators to use. This template facilitates ease of editing by community reviewers and formatting of final versions of documents, which the consultants coordinated.

The translations were reviewed for context and accuracy by independent community reviewers (community members who are professional translators). Because language is cultural, translations of terms that are well understood in English (like "communities of color") can be difficult to translate into another language. These reviewers provided important feedback that was incorporated into the final versions to make the content more natural in-language. This was a critical step in the process, as the community reviewers identified problems with some of Universal's translations and, in some cases, made substantive changes in some of the materials.

The consultants utilized the Language Access Toolkit developed by Seattle Office of Immigrant and Refugee Affairs to inform this process and to identify community reviewers.

Budget. Translation expenses (for work conducted by Universal) were covered through the External Relations budget, while community review and interpretation expenses were covered through the consultants' budget.

Relevant Documents

Communications Package (all translations)

- . press release (all translations)
- . website (all translations)
- . email announcement (all translations)
- . Facebook post (all translations)

Language Access Implementation Plan

Language Access Plan

OIRA Interpreter and Translator Directory

OIRA Language Access Toolkit Translation Template

COMMUNICATIONS

External Relations led the charge on communications. Consultants worked with the External Relations team, in particular Omie Drawhorn, to develop a communications timeline and plan.

Collateral. The communications package for announcing the SKC Fund RFP included:

- a dedicated South King County Fund website (<u>https://www.portseattle.org/programs/south-king-county-fund</u>).
- an email announcement.
- social media posts.
 - o https://www.facebook.com/portseattle/posts/10157535673691463
 - <u>https://www.linkedin.com/posts/port-of-seattle_south-king-county-fund-activity-6696195311452372992-LUoc</u>
 - o https://twitter.com/PortofSeattle/status/1290429473536409600
- a press release.
 - <u>https://www.portseattle.org/news/south-king-county-fund-launches-first-grant-cycle-focused-regional-recovery-projects</u>
- ads in ethnic and community media.
- a blog post on the Port website. <u>https://www.portseattle.org/blog/data-drives-equity-economic-development</u>

Language access. In order to more effectively reach immigrant refugee communities, some materials were translated into the following top tier languages: Amharic, Arabic, Chinese, Russian, Somali, Spanish, Ukrainian and Vietnamese. Materials that were translated included:

- a portion of the website information about the purpose of the Fund, details about this first grant cycle and the most pertinent of the FAQ questions and answers.
- the email announcement.
- the social media post.
- the press release.

Strategies: An email announcement was sent out to OEDI's and External Relations' mailing lists and newsletters as well as forwarded through team members' community and professional networks. There were multiple social media posts throughout the application period on the Port's Facebook, Instagram, LinkedIn and Twitter accounts. The press release was sent to the Port's media distribution list.

Ads were purchased and placed in ethnic and community media:

- Joy Seattle.
- Northwest Asian Weekly.
- Northwest Vietnamese News (NV Northwest).
- Runta Somali / African News.
- South King Media.
- South Seattle Emerald.

- The Skanner.
- tú Decides.

At the completion of this cycle, after the Port of Seattle Commission approved the list of organizations recommended for funding at its December 15 meeting, a press release was sent out to announce the 10 awardees (with a note that these awards are contingent upon final contract negotiation).

Relevant Documents

Communications Package (all translations)

- . press release (all translations)
- . website (all translations)
- . email announcement (all translations)
- . Facebook post (all translations)

Ethnic Media Advertising Summary SKCF Communications Implementation Plan

SKCF Ethnic Media Implementation Plan

EVALUATION PANEL

Recruitment. To hold up South King County Fund's intent to elevate community voices, two community members were invited to join three Port staff on the grants evaluation panel. The role of the community members was purely advisory: They reviewed all written proposals, participated in all oral presentations and provided feedback, but did not vote on funding recommendations. The CPO contract administrator facilitated all evaluation-related activities and the consultants were present to observe and support with documenting the process.

Several factors were taken into consideration in determining the composition of the evaluation panel. It was important that all members have knowledge, experience and perspectives that would inform and advance the goals of the Fund. Additionally, to uphold the equity focus of the Fund, it was important that evaluators – both Port and non-Port members – were practiced in utilizing an equity lens for decision-making and to keep the process focused on achieving equitable outcomes. Because of the tight timeline of this first round of the Fund, it was also essential that panelists brought skills to contribute to the grantmaking process without the need for coaching and/or mentoring.

Recruitment of evaluators took place in July in order to complete recruitment before the RFP launch on July 31. OEDI developed a list of potential evaluators for establishing a panel of five to seven members. OEDI reached out to nine community members to inquire about their interest in participating and two responded with enthusiasm. In addition to the two SKC Fund program managers – one each from OEDI and External Relations – a third Port staffperson was invited to join the panel.

CPO then took over the onboarding process and reached out to evaluators on July 24 with a summary of key dates and asked them to review the Confidentiality and Conflict of Interest agreement as well as the Conflict of Interest policy. Signatures were not required until after the list of applicants became available.

Evaluation Panelists. Port staff on the panel included representatives from the Office of Equity, Diversity and Inclusion, External Relations (the two departments that co-manage the Fund) as well as Aviation. All three Port staff are engaged in equity-based work at the Port, know the intent and values of the Fund and are deeply committed to building partnerships with community.

Community advisors brought their lived experiences as members of near-airport communities, their deep community connections, professional expertise and meaningful knowledge about community needs and solutions. One advisor has professional grantmaking experience in these communities; the other is a workforce development professional. They were provided stipends of \$50/hour for their participation in the process, which entailed a great deal of work: Panelists spent approximately 75 hours reading and reviewing proposals and participating in oral presentations, consensus review and other activities.

The 2020 South King County Fund Economic Recovery evaluation panel comprised:

- Alison Beason (SKC Fund co-program manager), Senior Data and Policy Analyst, Port of Seattle Office
 of Equity, Diversity and Inclusion. Alison's work focuses on South King County Fund and reviewing
 data through an equity framework. During her tenure at City of Tacoma, she oversaw the immigrant
 and refugee portfolio, resulting in the creation of the city's first Commission on Immigrant and
 Refugee Affairs. In addition to forming the Commission, she developed Tacoma's Equity Index. The
 Index evaluates the city by census-block groups and looks at obstacles and barriers which prevent
 the success of residents. She previously worked at United State Office of Management and Budget,
 National Science Foundation, National Institutes of Health, and U.S. Department of Health and
 Human Services. Her passion for diversity and equity started early in her career, and her internship
 at the American Association for the Advancement of Science in Washington, D.C., and overall life
 experiences helped shape her understanding of representation in the sciences. Alison is the lead for
 South King County Fund's Economic Recovery Grants Program.
- Andy Gregory (SKC Fund co-program manager), Senior Program Manager, Environmental Engagement, Port of Seattle External Relations. Andy works at the nexus of equity and the environment, supporting nonprofit organizations and community groups to access Port resources. He has a background in nonprofit program management, with prior work at Puget Soundkeeper Alliance. There, he launched a paid jobs training program for at-risk youth of color to learn water quality monitoring, riparian restoration and community education. His work at the Port supports both internal and external equity goals by advocating for policy and process improvements and providing hands-on technical support to community partners. Andy is the lead for South King County Fund's Environmental Grants Program.
- Abdirahman Hashi (community advisor), City of SeaTac Advisory Board Member. Abdirahman works with King County as a project/program manager. He is a veteran workforce development and human services professional with an extensive background in employment, training, housing, public health, translation services and community development. He has managed the operations of government-funded employment, training and language programs. Abdirahman has been active in addressing socio-economic barriers, health disparities and racial equity in the greater King County region. He offers technical assistance to grassroot organizations, facilitates community focus discussions for policies and for equity and social justice priorities, and participates in evaluations for community development grants. Abdirahman is an award winner and certified facilitation practitioner.
- Dawn Hunter, Director, Port of Seattle Aviation Commercial Management. As director, Dawn is responsible for generating non-aeronautical revenue and leading a team of skilled managers. Her scope includes concessions, parking, ground transportation and airport building facilities management. Joining the airport team in 2017, Dawn was originally recruited to serve as the senior manager over the Airport Dining and Retail Program. In this role, she successfully managed the

program through a concessions master plan and construction challenges. Prior to joining the Port, Dawn spent more than 10 years at Los Angeles World Airports in the Commercial Management Group on the Concessions Team. She holds dual master's degrees in Public Administration and Policy.

• *Ruel Olanday Jr.* (community advisor), Burien resident and Community Impact Manager for Youth, United Way of King County. Ruel has held various roles in the public sector in support of youth: community organizer, teacher, social worker, philanthropic advisor and executive director. He is recognized for being an innovative, purpose-driven leader with a steadfast commitment to the empowerment of youth and communities impacted by racial inequity, and is a sought-after expert on youth development and systems change. He has a proven history of building bridges across sectors, community organizations, philanthropy and the education system.

Evaluators were expected to be in attendance at all meetings and oral presentations and to uphold the confidentiality guidelines provided by the Port.

Orientation. An orientation for panelists was conducted on October 5. Materials were not shared in advance of the meeting, but at the meeting itself. The first section of the orientation focused on ensuring that the Port of Seattle maintained "fair, competitive, and transparent processes for its competitive opportunities." This section was led by CPO Manager Sofia Mayo, CPO Contract Administrator Carol Hassard and Senior Port Counsel Ryan Stamper. They provided guidance to evaluators regarding conflict of interest, guidelines on communication with the public on matters related to the RFP and the risks and consequences that could arise from diverging from communication guidelines.

This was followed by an overview of the South King County Fund Economic Recovery grant process, which was led by OEDI Project Lead Alison Beason. This included the mission and intent of the Fund, highlights of the RFP guidelines, evaluation criteria and the Equity Index.

The next section, led by Carol Hassard, covered the evaluation guidelines, schedule, evaluation criteria and rating, and the consensus process. She also provided guidance on reviewing and notetaking and provided references to evaluation tools. Evaluators asked questions throughout the orientation.

Relevant Documents

Community Grant Review Process (06.04.20) Community Grant Review Process_ Hybrid Model (06.25.20) CPO Conflict of Interest Materials

- . Attachment A CC-O2 Consultant Ethics and Conflict of Interest
- . Attachment B List of Proposers
- . Confidentiality and Conflict of Interest Agreement

CPO Orientation Materials

- . Evaluation Guidance
- . Guidance for Decision Makers
- . Guidance for Evaluators and Decision Makers
- . Orientation Oct 2020

CPO Review Materials

- . ACE 1. Interview Evaluation Team Guidance 00320148
- . Draft Evaluation Notes template

RFP DEVELOPMENT

Many meetings took place between late March and July involving varying combinations of staff from OEDI, External Relations, CPO and Legal as well as SKC Fund consultants to work through the RFP details and resolve numerous sticking points, mostly related to the equity intent of the Fund:

- Who would be eligible to apply? Nonprofit organizations? (Large ones? Grassroots ones?) Municipalities? Small businesses? Which of these entities had deeper need for resources to help them become better positioned to serve their constituents and support their communities' economic recovery?
- Under the umbrella of economic recovery, what types of programs would be prioritized for funding? Job creation, workforce training, etc.?
- What were examples of the types of projects that might be funded? (This was a bit of a chicken-oregg conversation. Until program priorities were solidified, it was challenging to imagine the types of projects that could be funded. But, this information was important to Legal for determining the fund's parameters.)
- Is a match required and, if so, how much? 3:1? 1:1? 0.5:1?
- Could cash assistance be provided to individuals, small businesses and/or nonprofit organizations?
- What types of wraparound supports for community organizations' program participants can be funded?
- Can funds be disbursed as grants (where dollars are distributed at the start of the award period) as opposed to through a reimbursement process so that awardees do not have to carry a financial burden as they are implementing their projects?
- How can the Port's typical procurement process be adapted to include practices that are rooted in access and equity so that organizations that have little or no previous experience interacting with the Port including those that serve immigrant and refugee populations and that serve people with low incomes can compete for Port funding?
- Could the application phase the time period between the RFP launch and the proposal deadline include provision of technical assistance to help prospective applicants better understand the expectations of the funding program and prepare more competitive proposals?
- How can community members contribute to RFP development and/or implementation?
- Who can serve on the grant review panel? Can community members (that is, non-Port staff) serve and, if so, can they hold decision-making power equal to Port staff's? If not, can community members serve as advisors by participating in every step except for the final step of taking a vote on funding recommendations?

Ultimately, several components were able to be implemented to create more equity and access for community-based groups to compete for funding:

The application process would include both submission of a written proposal (in English) as well as
participation in oral presentations to the grant review panel. For applicants whose primary language
is not English and/or those who have limited grantseeking experience, including both of these steps
as part of the proposal process means that applicants have more than one way – written and spoken
– to tell their stories. The written application would comprise a set series of questions and the oral
presentations would be more open-ended, where applicants are provided a certain amount of time
to talk about their project and grant review panelists can ask questions for clarification. This
collectively creates a more equitable ground on which applicants can compete.

- Once the decision was made to focus on economic recovery for this first round of the Fund, the match requirement was lifted because the economic development statute that serves as the foundation for this cycle does not require a match. This was a significant step towards equity. Match requirements particularly for large grant awards and/or when the match is set at a large ratio place a burden on the awardee. For example, a 3:1 match for a \$100,000 grant would mean that the organization must secure \$300,000 for the project in order to receive the \$100,000 funding award. For smaller organizations and during an extended economic crisis, this type of requirement can be impossible to meet.
- Interpretation would be offered at all the information sessions and for the oral presentations.
- While the review process would include assessment of a project's strength in five evaluation
 categories, no one category would be weighted more than any other. This creates a more equal
 playing field where an organization that has deep experience in a given program but is new to
 serving a particular population can be considered alongside an organization that has deep roots
 serving a specific immigrant community but is expanding a program to include a new scope of work.

Once the consultants developed a draft of the RFP, CPO took over ownership of RFP development and significantly re-worked and re-formatted the draft to be in compliance with CPO's personal services procurement documents and practices.

On July 31, 2020, the South King County Fund RFP was released as solicitation #00320376. Parameters included the following:

- Projects must support economic recovery from the Covid-19 pandemic. The fund's focus was to increase equitable access for small businesses and workers and to provide opportunities for workers to acquire the skills, experience and education they need to secure increasingly complex and better compensated jobs and careers, all to the benefit of Port industries and economic activities.
- Project outcomes must be related to: workforce development, job creation programs and/or economic recovery solutions in Port-related industries.
- Projects must serve near-airport communities, defined as the group of people and organizations that live, work, play, study, or worship in the near-airport communities and that have been historically impacted by economic, racial and environmental injustices.
- Applicants should demonstrate experience serving populations in near-airport communities that are
 most economically vulnerable and that disproportionately face greater challenges: people of color,
 Native people, immigrants and refugees, those with less English proficiency, veterans, seniors, youth
 and/or people with disabilities; and those who occupy the lowest tiers of pay, have little to no
 savings and/or have disproportionately greater financial challenges.
- Projects must be related to Port industries: aviation, maritime, construction trades and/or green career industries.
- Applicants must be a nonprofit organization or an organization that has a nonprofit fiscal sponsor. Nonprofit organizations must have an established 501(c)3 or 501(c)6 tax-exempt status.
- An organization serving as a fiscal sponsor was permitted to submit its own proposal in addition to a proposal submitted on behalf of its sponsored organization.
- Nonprofit collaboratives could apply, but one group in the collaborative had to submit the proposal on behalf of the group.

Activities not eligible for funding included the following:

- Direct cash assistance, such as payment for rent, food, healthcare, etc.
- Equipment.

- Projects or parts of projects that have already been completed prior to executing an agreement.
- Projects that directly fund for-profit entities.
- Projects that don't engage with Port-related industries (aviation, maritime, construction trades and green career industries).
- Projects on airport property.
- Activities that would violate federal, state, or local laws or are outside of the Port's authority.

Relevant Documents

Addenda 1-7 Exhibits 1-7 Info Session PowerPoint Presentation Proposal Checklist Question & Answer Publications 1-3 SKC Fund Economic Recovery RFP 00320376

INFORMATION SESSIONS

As part of the outreach effort, three sessions were held to provide information about the RFP to prospective applicants. Participation was not mandatory. Attendees registered through a link accessible through the electronic version of the RFP, on the SKC Fund website and through the applicant's VendorConnect account. The External Relations administrative support staff managed the registrations. All sessions were held as video meetings on Microsoft Teams.

Sessions took place:

- Wednesday, August 12, 12:00pm 1:30pm
- Thursday, September 3, 12:00pm 1:30pm
- Tuesday, September 15, 10:00am 11:30am

Although 1.5 hours was allotted for each session, they all concluded in no more than one hour's time.

Language Access. Participants had the option to request an interpreter. One person requested one for Spanish. Both the attendee and the interpreter logged into the Teams meeting from their respective locations. At the same time, they were on a phone call together, which was where the interpretation took place.

Presentation. All three sessions were led by Carol Hassard (CPO) and Alison Beason (OEDI). The information they shared ranged from the background and purpose of South King County Fund to selection criteria to an overview about award contracts.

While attendees were able to post questions using the video call's chat feature, these sessions were not intended to be a venue for providing technical assistance, and only questions directly related to information published in the RFP were answered. People who asked other questions were instructed to post their questions through VendorConnect. (People posted questions about eligibility, fiscal sponsorship, project types, etc.; many, many questions were about VendorConnect itself.)

Participation. In all, 118 people registered for these information sessions, and 90 attended. These included multiple people from single organizations as well as individuals who attended two or all three sessions:

- Session 1 (August 12) 39 registrants, 23 attended.
- Session 2 (September 3) 63 registrants, 40 attended.
- Session 3 (September 15) 16 registrants, 11 attended.

Feedback. OEDI administered a survey to all those who had registered for information sessions to get feedback to help improve future sessions. Twenty participants responded.

- 47% (n=17) found it difficult-very difficult to use Vendor Connect.
- 25% (n=20) reported that the information did not provide them with what they needed to prepare a proposal.
- 25% (n=16) did not get a response to their question submitted through Vendor Connect.
- Improvements suggested by survey respondents included:
 - Tutorials for Vendor Connect.
 - Sample monthly reporting requirements.
 - Longer question and answer period.
 - Host in-language info sessions.
 - Have a more community friendly process.
 - "run a focus group on how to improve this type of process and then implement the ideas being open to them running differently."
 - o Contract info sessions presentations out to a communications firm.
 - Use a platform other than Microsoft Teams.
 - "Look to funding processes from King County Waterworks for ideas on implementing equity in grant making OR talk with The Nature Conservancy about their grant from Boeing to then run the grant making process using accessible technology and in-person coaching that the Port is just not set up to do."
 - "Do not keep answering questions and posting new answers and more addendums right up to almost the deadline. RFP's usually stick to the question and answer cut off dates, and I was surprised to see so many addendums posted in Vendor Connect. If we had not been checking it daily we easily could have missed some of the addendums that were posted later in the proposal process."
 - We also wished we had more than 6 pages to present our narrative request for such a big and complicated project. It's hard to explain your organization, your project, and your plan in just six pages.
- Reasons for not applying (8 out of 16 respondents) included the following:
 - "We ultimately did not apply, even though we felt we had a good program to help South King County residents most affected by Covid-19. There were two things that kept us from applying:
 1) That any materials we created would become the property of the Port. We would like to share the intellectual property; and 2) Given staff cuts, we didn't know if we could support the monthly reporting requirements. By the time we realized the issue with intellectual property ownership, it was too late to ask any questions."
 - "The organization that I work with was not sure about how to apply. Spanish is also their first language and they were intimidated about responding in English."
 - "We didn't know if there would be a perceived 'conflict of interest' until 3 days before the due date and many of our other questions were not answered before then. I would suggest the Port contract out their community grant making to lower the barriers to participation."

- o "too many administrative requirements."
- "We felt we needed more time to work on our partnership plan in order to propose a fullybaked proposal."
- "Not a good fit."
- "Not a good fit based on our current project."

Relevant Documents

Grants Communication Plan Info Session PowerPoint Presentation Question & Answer Publications 1-3

PROPOSAL REVIEW

Proposals were submitted to e-submittals-sa@portseattle.org and received by CPO. They were then reviewed for completeness by Carole Hassard. Evaluators received the list of applicants along with a Conflict of Interest form on October 5. Once all the signed forms were received by CPO, evaluators were sent their copies of proposals on October 8, along with a template for making evaluation notes, as well as the Evaluation Team Guidance and the Guidance for Evaluators and Decision Makers that was shared at the orientation. Evaluators had one week to review 27 proposals prior to the start of oral presentations on October 14.

Oral Presentations. Applicants were required to submit both a written proposal and participate in oral presentations with the grant review panel. Although the ACE Fund process also includes face-to-face meetings with applicants, this oral presentation process differed in two ways:

- Oral presentations were not scored on their own. Instead, they were considered a supplement to the written proposal and the combination of the two were evaluated together.
- Because the oral presentations served as a supplement to the written proposal together, the two
 components told the applicant's whole story there was not a single set of questions that were
 posed to every applicant. Instead, applicants were invited to choose what they wanted to present
 and discussions were open-ended.

Applicants were invited to bring as many people as they wanted whom they felt relevant to their project. On average, two to three people from each organization participated.

South King County Fund had the benefit of a loaned administrative staffperson, Bushra Zaman, from OEDI who managed all the logistics of scheduling each of the 27 oral presentations. She used Doodle to manage the registration for the appointments. This year, logistics had the additional challenge of having to be virtual because of Covid-lockdown restrictions. Each applicant was assigned a unique Microsoft Teams meeting link for their scheduled presentation time. Sessions were facilitated by CPO's Carol Hassard.

All applicants were offered the opportunity for interpretation during the oral presentation. None of the organizations requested this support.

Each oral presentation was scheduled for one hour. The first 15 minutes were for the review panelists to prepare for the upcoming conversation. Once the applicant joined the call at the 15-minute mark, Carol

led introductions of all the people on the call and reviewed the process for the session. The organization then had 20 minutes to make its presentation. There were no stated requirements of them. They could present a PowerPoint, have an open-ended conversation, etc. This segment was up to them to design as befitted them. The following 10 minutes were for the review panelists to ask questions of the applicant organization. At the end of the session, Carol informed the applicant organization about next steps in the process. After these 30 minutes, the applicant left the call and the review panelists had 15 minutes to de-brief.

Oral presentations occurred over six days' time and evaluators were scheduled as follows: Wednesday, October 14, 8:45am – 1:00pm Thursday, October 15, 12:45pm – 4:30pm Friday, October 16, 8:45am – 1:30pm Monday, October 19, 8:45am – 1:30pm Tuesday, October 20, 11:45am – 4:30pm Wednesday, October 21, 8:45am – 1:30pm

Consensus meetings. Consensus meetings began right after oral presentations were completed. During the first two meetings, community advisors provided their feedback on strengths and weaknesses of all the proposed projects. Their combined knowledge of community needs and priorities, nonprofit organizations serving South King County, workforce development and personal lived experience was critically important at this stage of proposal review. Port evaluators then convened separately and deliberated at length over each proposal over the course of six meetings, reviewing strengths and weaknesses, discussing the intersections of proposed projects with Port-related industries and assigning adjectival ratings as laid out in the RFP guidelines.

Consensus evaluation meetings were scheduled over eight days' time: Wednesday, October 21, 3:00pm – 5:00pm (all evaluators) Thursday, October 22, 8:00am – 1:00pm (all evaluators) Friday, October 23, 9:00am – 2:00pm (Port evaluators) Tuesday, October 27, 9:00am – 1:00pm (Port evaluators) Wednesday, October 28, 8:00am – 1:00pm (Port evaluators) Thursday, October 29, 8:00am – 10:30am (Port evaluators) Friday, October 30, 8:00am – 1:00pm (Port evaluators) Monday, November 2, 8:00am –10:00am (Port evaluators)

Carol Hassard facilitated the process and recorded the strengths and weaknesses and adjectival ratings while consultants observed and documented the process. An executive summary with funding recommendations was submitted for review to the Legal department on November 12. Each recommended project was reviewed by Legal for its perspective on project alignment with Port parameters, including its connection to Port industries and benefit to the Port, and Port evaluators met with Legal to respond to questions. Ultimately, 10 projects were forwarded for Commission approval at its December 15 public meeting.

Briefings. In advance of the December 15 Commission meeting where award recommendations were up for approval, the two SKC Fund program managers prepared an Action Memo and conducted meetings with nearly all of the Port Commissioners to brief them on the 10 projects being recommended for funding. The presentation at the December 15 Commission meeting included an overview of the Fund and the Equity Index, brief descriptions of the 10 projects being recommended for approval and

testimony by SKC Fund community advisors Ruel Olanday and Abdirahman Hashi. The presentation and testimony were well-received and Commissioners asked questions about the possibility of multi-year funding for future cycles, funding for organizations new to the Port, clear deliverables and metrics. All 10 projects were approved for funding.

Relevant Documents

Dec 15 Commission Meeting . slide deck Oral Presentation Invitation

CONTRACT NEGOTIATION

Note: Consultants were not directly involved in this part of the process, but were kept updated on progress by OEDI. This section reflects information gathered by consultants at meetings with Alison Beason and emails sent to applicants by OEDI and CPO.

CPO and OEDI worked together to implement the contract negotiation process. Notices of intent to award were sent by email to successful applicants on November 25 by OEDI's Assistant to Senior Director Bushra Zaman. Successful applicants were notified that their organizations were selected to move forward into the negotiation process and were asked to select a meeting date and to submit the following:

- Certificate of Insurance and Insurance Endorsement fulfilling the requirements identified in the Terms & Conditions of the RFP.
- Form W-9 (Taxpayer Identification and Certification).

Notifications to unsuccessful applicants were emailed by Carol Hassard on November 25. This communication included an offer for a debrief of their RFP submittals during the last week of January.

Scopes of work. A summary of each awardee's scope of work was developed by Alison Beason to serve as a starting point for contract negotiation. Scopes of work and milestone schedules were kept simple and easy to understand, and would serve as reference points for reporting. These were emailed by Carol Hassard on December 3, in advance of the first negotiation meeting. The negotiation meetings were intended to further develop project descriptions and tasks as well as verify project expenses and identify expenses that were outside of the Port's authority to fund, including wraparound services and other direct costs.

On December 17, Carol reached out to successful applicants to inform them that scopes of work were undergoing an internal review by the Legal department in order to move forward on contract execution, and shared the following documents:

- Milestone Schedule Applicants were asked to itemize each deliverable from their scope's tasks and provide the lump sum amount for each deliverable and a brief explanation justifying the costs.
- Company Information Form Applicants were asked to complete the form and include project partners (subconsultants, subcontractors, etc.) to be paid through their contract.

Legal's review of scopes of work continued into March. The last contract negotiation is expected to be completed in April.

Debriefs. Applicants who did not receive funding were offered the opportunity to debrief with OEDI and CPO. Seven organizations expressed interest. Each received an email that offered the following agenda items: the Port's evaluation of significant weaknesses or deficiencies in the proposal, the overall evaluated cost or price of successful proposals, technical ratings of the successful proposals, a summary of the rationale for awards, and discussion on adherence to the established procurement process. These debriefs did not include a point-by-point comparison of proposals.

Debrief meetings were conducted between January 25-28.

Relevant Documents

Company Information Form Milestone Schedule Sample

SUMMARY OF APPROVED PROJECTS

Proposals were received by 27 King County organizations that proposed a spectrum of projects to support a range of communities. These proposals totaled \$2,350,775 in requests. The evaluation panel recommended 10 projects for Commission approval. A brief summary of Commission-approved projects were written up by the OEDI program manager:

African Chamber of Commerce of the Pacific North West

Request Amount: \$100,000 Award Amount: \$100,000

African Chamber of Commerce-PNW will work with highly impacted Black-owned businesses to support them on both technical assistance for compliance with the Clean Truck Program and provide Small Business Covid-19 Recovery and Resiliency Program workshops to youth and adults. This project supports maritime transportation through small-business assistance.

African Community Housing & Development

Request Amount: \$99,902 Award Amount: \$99,902

African Community Housing & Development will support the African Diaspora immigrant communities in South King County with a pilot program to provide workforce development in the form of education and job application assistance in technical Port-related industries such as construction and aviation. This project falls under the Port's workforce development authority.

Asian Counseling and Referral Service

Request Amount: \$100,000 Award Amount: \$70,000

Asian Counseling and Referral Service will partner with UFCW Local 21, which represents workers from Hudson News who have been heavily impacted by the Covid-19 pandemic. They will be connected to ACRS employment case management services for culturally-competent job search assistance in Port-related industries. This project provides workforce development assistance to aviation retail workers.

Businesses Ending Slavery & Trafficking (BEST)

Request Amount: \$100,000 *Award Amount:* \$100,000

Businesses Ending Slavery and Trafficking (BEST) will serve human trafficking survivors and at-risk youth living in the near-airport communities of Burien, Des Moines, Federal Way, Normandy Park, SeaTac, and Tukwila. This project will further economic recovery in South King County by delivering employment

readiness training, supporting employers in Port-related industries, and creating paid internships and job opportunities for human trafficking survivors and at-risk youth in Port-related industries.

Cares of Washington

Request Amount: \$91,160 Award Amount: \$91,160

CARES of Washington supports people with disabilities and low incomes to realize their purpose, potential, and strength. The Connect for Success project will support BIPOC communities living around Port of Seattle's facilities to enter and successfully complete pre-apprenticeship programs in Port related industries such as construction, green industries, manufacturing and aerospace. This project falls under the Port's workforce development authority.

Chief Seattle Club

Request Amount: \$100,000 Award Amount: \$100,000

Chief Seattle Club's mission is to provide a sacred space to nurture, affirm and renew the spirit of Urban Native people. In December 2020, Chief Seattle Club's trauma-informed indigenous-designed job training program, Native Works, launched Sovereignty Farm. Sovereignty Farm is a new urban Indian farm located in Tukwila, with green jobs for homeless American Indian/Alaska Native apprentices. These apprentices will learn about land and water stewardship, garden design and planning, and invasive species removal, preparing them for green jobs at Port habitat sites on the Duwamish River.

El Centro de la Raza

Request Amount: \$99,985 Award Amount: \$99,985

El Centro de la Raza will provide extensive outreach, education, and referrals for Latinos and other multi-cultural program participants to relevant pre-apprenticeship programs in Port-related industries, such as the construction trades, in order to obtain permanent employment. This project will focus on communities surrounding El Centro de la Raza's new Federal Way office. This falls under the Port's workforce development authority and will primarily focus on construction industries.

Partners in Employment

Request Amount: \$100,000 Award Amount: \$100,000

Partners in Employment guarantees economic security and mentorship to newly-arrived refugees and immigrants in South King County. This project will have two tracks, one that provides support services for immigrant job seekers impacted by Covid-19 in the aviation industry, and the other continuing the youth green jobs training program started in summer 2020 under the Port's opportunity motion.

Puget Sound Welcome Back Center

Request Amount: \$90,839 Award Amount: \$90,839

Puget Sound Welcome Back Center will prepare 30 internationally educated engineers for jobs in construction related fields near Port of Seattle. Even though many have college degrees, they lack proper credentials to work in the U.S. in their chosen profession. This project removes those barriers by providing resources in Port-related industries, including test preparation courses as part of the licensure process for construction related fields, and strategic training and certifications such as concrete field technician, CAD training and construction management courses.

Washington Maritime Blue

Request Amount: \$99,995 *Award Amount:* \$99,995

Washington Maritime Blue will operate the Maritime Youth Accelerator Project, which aims to provide culturally-relevant skills-based learning to prepare young people for livable-wage jobs in the maritime

field. The project is specifically designed for youth of color and opportunity youth from underserved communities who have an interest in learning about the maritime sector and in designing/developing an entrepreneurial project. Washington Maritime Blue has a mission to carry out Washington State's Strategy for the Blue Economy delivered by Governor Jay Inslee's Maritime Innovation Advisory Council.

FEEDBACK FROM COMMUNITY ADVISORS ON EVALUATION PANEL

Shortly after the completion of the evaluation process, the two community advisors were asked for their feedback on the process, with the goal of utilizing this information to strengthen future processes.

Each advisor was asked these questions:

- Please tell us about your experience participating on the grantmaking committee.
- What would you change?
- Did you have enough time to review proposals? How much time would be ideal?
- Were the oral presentations useful? Why?
- How could the grantmaking process be improved next time?
- What else would you like to share with us?

Please tell us about your experience participating on the grantmaking committee.

- Both advisors found this to be a great experience overall.
- The impact of Covid-19 is real and [for the Port] to initiate a funding process like this was remarkable.
- This program is a great milestone and provides needed funding resources for the region. It is a great example for other philanthropies in the region.
- Institutional barriers exist in the Port's current systems and practices. But, what made this process successful was that the Port staff who were engaged in this cycle possessed some understanding of racial equity, were community-minded, wanted to be supportive of communities, know how the Port operates and wanted to do the right thing within the institutional limitations that exist.
- Having community advisors helped provide external feedback and ensure a balance to the process. We were able to keep a community perspective anchored in questions being raised and issues being discussed. I worry that, if, in the future, community advisors do not have community connections that are as deep as this year's advisors', that could risk the strength of the program results. This year's advisors were the result of relationships of OEDI leadership. It will be important to continue building an ongoing network of prospective community advisors.
- The analysis framework and evaluation procedures were magnificent. The cities that are prioritized for the fund are cities that need support the most.
- Proud to support immigrants, refugees, Native people and others through this program.
- We [all the review panelists] come from different backgrounds. Having community input and experience is essential. We each have different thought processes and thinking. This adds value to the team.
- It was key to have had someone like me with a personal background of immigrant and refugee experience, an understanding of calamities experienced by workers in South King County and professional experience in the workforce field. My first job here was at the airport. From there, I built up experience working with community organizations that support airport employees and

could bring my knowledge about workforce training, working with labor, working with frontline workers, etc.

- Twenty-seven proposals was a lot a lot of information. But, I learned a lot and was grateful for that.
- This experience added value to my professional growth.

What would you change?

- Wished there was an opportunity to do some community centered racial equity training at the beginning of the grant review process. Communities of Opportunity and Best Starts for Kids do this. This provides opportunities for peer-to-peer conversations and also brings Port in line with grantmaking that is going on in the broader community.
- Didn't know that this was a paid [stipended] opportunity. That was a gift.
- Would have loved, in the beginning, some sort of what-do-you-hope-to-accomplish-with-thesefunds conversation. Not what is written in the RFP, but more about what the strategic direction / bigger picture is.
- Thought it went well. There were some missed emails in the beginning (because of a mix-up about email addresses) but, overall it was smooth.
- Provide more time during the overall process.

Did you have enough time to review proposals? How much time would be ideal?

- It would have been good to have a few days' break in between. There was a lot of information and material to read. Need more space [in the schedule] so that the information can be absorbed.
- Yes, there was enough time. (But that may be because I do this for a living.)
- It would have been great to have gone all the way digitally. SharePoint is a great way for reviewing documents. (GoogleDocs is riskier.)

Were the oral presentations useful? Why?

- Both advisors said that, yes, these were very useful.
- It was helpful to hear the [applicants'] needs.
- Appreciate seeing people in person. Like that they take the time to present their proposals and talk with the review panel about why their work is important. In these presentations, applicants can talk more personally about why their work makes an impact. This helps us [all the review committee members] in decision-making.
- Technology is always a headache and could have been better. Would have recommended a more stable platform [instead of Microsoft Teams] as well as a guide on how to use the technology so that applicants can show up as their best selves. Would recommend Zoom: a lot of people are using it now, so have familiarity with it, and one doesn't need a license to use it. If you [the Port] pay for a premium [Zoom] subscription, you get a phone number that can be used as a back-up.

How could the grantmaking process be improved next time?

- It was helpful to have had opportunities to discuss things as often as possible. There were good backs and forths. This helped with understanding how information landed.
- Relationships and people make a good RFP process.
- Overall, the thoughts and support I received as a community advisor was wonderful. Thank you from my heart.

What else would you like to share with us?

- Had a really good time.
- For someone who is new to government processes, orientation and on-boarding can be helpful. This can include guidelines about relevant topics like the workforce field, economic development, etc.
- The orientation went well.
- Suggest working more time into the schedule to give more space for taking in information.
- Worry that the micro-moments of discussion about equity will be lost when it gets to the Commissioners. Hope this will be lifted up at the Commission meeting [on December 15].
- Minneapolis has a [city] commission with appointments that include an airport employee who is a refugee. The city sees the value of engaging someone who might not otherwise have the opportunity to serve at this level. This gave me confidence that I was able to participate meaningfully in a process like this. This helped me develop a new skillset.
- There is a lot of bureaucracy that can delay processes like this. Would like to see some sort of public testimony connected to the process.

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PART 2: LEARNINGS AND RECOMMENDATIONS

With Port of Seattle's first South King County Fund cycle completed and close to \$1 million in grants awarded to 10 community-based organizations serving South King County's near-airport communities, there is much to applaud. A new program was designed and launched in a matter of months to support economic recovery efforts in a region economically devastated by the Covid-19 pandemic. Port leadership, interdepartmental collaborations and committed, hard-working staff all contributed to getting this new program off the ground. Now, as we look towards the next program cycle, there is also much to act on in order to more fully realize the intent of the Fund. The many learnings and observations from this first cycle as well as accompanying recommendations for strengthening this program are documented in this section of the report. These learnings, observations and recommendations are all rooted in the question: How can South King County Fund most effectively fulfill its vision of being an equity-driven, community-centered program for developing equity-based partnerships and providing resources and support in historically underserved near-airport communities?

The Port committed boldly to equity with the creation of the Office of Equity, Diversity and Inclusion to lead the charge on transforming Port policies, practices and processes and operationalizing equity. OEDI's work is helping to create a culture within the Port to strengthen its ability to take a lead role in regional and national efforts to achieve equity and social justice. South King County Fund is a concrete articulation of the Port's vision to build equitable partnerships and meaningfully engage with community. Its desire to be a better neighbor, as demonstrated through this expansion of opportunities for near-airport communities that experience the greatest inequities and disparities, is welcomed by those communities.

This focus on equitable partnerships with community is also welcomed by staff, who are working hard to make Port systems more equitable and to identify ways to more meaningfully engage with community members. But, as the Port has moved through this first year of implementing SKC Fund – of working to realize its intent to advance equity, prioritize community input and increase access for underrepresented communities – several tensions have come to light that make the path to achieving equity challenging. Some of these tensions arise as a result of the Port's charter as a special-purpose government, others because of policies and practices that were not originally designed with community members in mind. We raise the issues of these tensions here within the context of the South King County Fund program to encourage deeper conversations and to find solutions to them. But, it should be noted that other Port programs also interact with external communities and have sought different ways to work with community partners. For example, in Duwamish Valley, a creative approach has been engaged, and the Port is developing robust community partnerships through its work with the Duwamish Valley Port Community Action Team (PCAT).

To start, as a special-purpose government, the Port's work is dictated by statutes which are, by their nature, restrictive in scope. In practice, the Port can only conduct work that is dictated by existing statutes and does not necessarily have freedom to step beyond them. Although the Port Commission approved principles for South King County Fund that include prioritizing community input to inform Port decision-making (Motion 2019-10; June 25, 2019), the Fund's foundational statue (RCW 35.21.278) does not explicitly authorize the Port to step fully into the space of community-centered work. This surfaces the Port's deep worries about possible statutory violations, and cautious adherence to this interpretation pushes against the Fund's ability to bring community members in to work alongside Port staff to shape the design and implementation of the Fund.

Similarly, work that the Port engages in must demonstrate a benefit to the Port. This extends to funding that it provides to external entities. While the statute that defines port economic development programs (RCW 53.08.245) calls for contracted programs to report on "tangible benefits realized by the port, the workers, businesses, and the public," adhering to the approach of primarily prioritizing benefits to the Port ensures that the Port is protected and that statutory requirements are not violated. But, this is at odds with the desire to implement a community-centered process because, from an external perspective, this approach indicates that the Port as a beneficiary is more important than the community as a beneficiary. In this way, the community's needs are seen as less vital, which undermines a process that wants to be community-centered.

Additionally, the policies and practices that have successfully established the Port as a major economic engine of the region do not align well with its desire to be community-focused. With the type of work the Port typically undertakes, its procurement processes are, understandably, geared towards large contracts with large companies – companies that likely have experience bidding on projects at the Port or elsewhere. In its procurement work, the Port has worked hard to create processes that meet its definition of "fair and equal," but equal is not the same as equitable. This tension can place entities new to the Port – such as nonprofit agencies and smaller organizations that are the constituencies of South King County Fund – at a significant disadvantage because they lack the experience, resources and capacity to navigate the Port's complex procurement system, a system that is unlike grantseeking processes they are more familiar with.

Lastly, there is an inherent tension between the Port's desire to engage with community and the perceived risks around engagement – most specifically, related to expansive worries about current and future conflicts of interest, decision-making authority and accountability – which limits its ability to work inclusively and in meaningful partnership. In any setting, engagement must be anchored in trust. The Port must trust that community members will be thoughtful and mindful, conscientiously embrace their role as an advisor or partner, want to represent their community well, and hold their responsibility seriously. Embedded in this must be an allowance for community members to have the freedom and space to make recommendations, to have deep conversations and to work alongside Port staff as equals. Issues like conflicts of interest are real matters that should be addressed, but this can be accomplished through open conversations, clear expectations and established processes for acknowledging and addressing them if and when they arise. Worries in and of themselves should not stand as barriers to engagement.

Ultimately, all of these issues can be addressed through policy solutions and systems changes. But, first, the Port must weigh existing practices against the perceived risks of new processes and systems. It must build internal agreement about which risks are worth taking in the interest of moving the Port forward in its pursuit of equity. What most benefits the Port and what most benefits community are, in all likelihood, not one and the same. But, these goals should not be held as inherently contradictory to one another. Authentically engaging and centering community in all aspects of South King County Fund will, certainly, feel like new and unchartered territory to the Port. But, the Port is filled with creative staff with great capacity to think openly about solutions. Certainly, there are opportunities within the parameters of the Port's statutes for work that lets SKC Fund meet its intent to build community partnerships without fully sacrificing benefits to Port operations.

* * * * *

The recommendations that follow are organized by category/theme. Some are quick fixes, easily implementable in the next cycle. Others will require more work and internal agreement on how to go about implementation. We hope that these learnings and recommendations help further inform the development of SKC Fund's strategic direction and policy goals as well as the planning and implementation of future cycles.

POLICY, STRATEGY AND SYSTEMS CHANGES

Create better access for small organizations and businesses. Because South King County Fund is a program that has been developed to build equity-based partnerships and provide resources and support in historically underserved near-airport communities, there is sensitivity to ensuring that community members and groups that historically sit farthest away from resources not only learn about South King County Fund, but also feel welcomed to apply. Continuing to think creatively and expansively about how SKC Fund could increase access to best serve its communities will help to better position it as a tool for strengthening communities.

Recommendations

- Consideration of both a minimum and maximum amount for example, "We invite requests between \$20,000 and \$100,000" would signal that both smaller and larger projects are welcomed and equally competitive. In the evaluation process, grants panelists should be mindful that funding requests for a smaller amount should not be valued any less than a request for the maximum amount. A well-thought-through \$30,000 project can be as impactful as a well-thought-through \$100,000 project.
- Creating two categories of funding for example, a \$10,000 to \$50,000 seed-funding category and a \$20,000 to \$100,000 general-project category could open up opportunities for investing in organizations to develop new work. Seed funding could be focused on pilot projects and would give community groups the resources they need to get a new idea off the ground. It should be noted that this approach should not be exercised as a way to limit small groups to the smaller fund category. Rather, this tiered approach can create an entry point into SKC Fund and support community capacity building so that groups can develop projects and collect learnings, and then, in a subsequent year, apply for the larger amount of funding when they are ready to more confidently expand their work.
- Expand applicant categories. Decision-makers should have a conversation at the policy level to determine the way(s) in which the Port wants to contribute to regional economic recovery. As a program rooted in equity, South King County Fund can serve as a vehicle to bridge existing gaps for communities that are struggling to regain economic stability, which could mean inviting applicants beyond those in the nonprofit sector. If the decision is made to include sectors such as small businesses, new SKC Fund guidelines specific to the eligibility and expectations of that sector will need to be developed. The addition of one or more sectors may also require separate timelines and/or evaluation processes.
- Simpler award contracts can be used for smaller award amounts to make the contracting less arduous for awardees.

Get the money out more quickly. If the focus of the Fund continues, at least for the foreseeable future, to be on economic recovery, there should be consideration of moving dollars out into the community

more quickly. Our region's economy has suffered deeply since the arrival of Covid-19, and it will take time and significant resources to get it back on its feet. Entities, like Port of Seattle, that have resources that can strengthen community stability can make an important difference in how quickly communities – particularly those that were already far from economic justice even before the pandemic – rebound.

Recommendation

 Consider frontloading the dollars and spending down the majority of the balance of the \$10 million sooner than later so that funds can contribute meaningfully to regional economic recovery.

Consider multi-year funding in the next five-year phase of the SKC Fund. Although the 2020 cycle was developed to provide awards that would be expended over a one-year period, questions have arisen about the possibility of providing awards that would be distributed over two or three years' time. This would offer more stability to awardees in implementing their projects and give them time to secure continued funding once their Port award runs out.

However, implementing a multi-year funding process requires thoughtful strategic planning, adequate infrastructure and staff capacity, and a consistent funding stream. Because a move in this direction should not be rushed, multi-year funding should be considered for the next five-year phase of SKC Fund, assuming that there will be dollars available beyond this first \$10 million. Deliberations should be focused on the following questions: What is the strategic longer-term direction of the Fund? Will economic recovery continue to be a priority? Will it revert back to the three environmental pillars and, if so, when?

There is no one-size-fits-all approach to multi-year funding. Some funders give grantees the choice to receive the award over one, two or three years' time so that the organization can have the flexibility of allocating the dollars in the timeframe when they need them most. Others distribute monies on a set schedule: for example, 50% each in Years 1 and 2 or a descending percentage of funding (50% in Year 1, 30% in Year 2 and 20% in Year 3) to guide the grantee in having to secure additional resources as the grant period moves forward.

Recommendations

- Work strategically now to determine what the next five-year phase will look like and, assuming that there will be a continuation of the Fund, plan for implementing a multi-year funding approach in the next five-year cycle.
- Talk to other funders that do multi-year funding to identify best practices and assess viability. Best Starts for Kids, Group Health Foundation, Murdock Trust, Satterberg Foundation and Washington Women's Foundation are among local funders committed to multi-year support.

Clarify geographical parameters: "Near-airport communities" is not a term clearly understood by all. Generalized or vague terms about geography can be confusing. The SKC Fund guidelines publicly noted that it supports "near-airport communities," and, internally, there was an understanding that six cities (Burien, Des Moines, Federal Way, Normandy Park, SeaTac and Tukwila) were prioritized. But, community members who live in cities or neighborhoods that are impacted by the airport also self-identify as being in a near-airport community. This also holds true for the term "South King County," an area that is not specifically defined by cities or borders. The Port now has its Equity Index as a tool for helping to bring more of a shared understanding about community members' lives in the South King County region. Using the Index as the launch-point for articulating South King County Fund's priorities would help applicants determine if their work fits within the Fund's framework. For example, when talking about the SKC Fund's focus on near-airport communities in South King County, it would be a clearer message to say that the Fund supports the South King County communities near the airport where data shows that those communities experience the greatest inequities and disparities. Rooting the Index in this way would also better center equity as the driver for what the Fund supports.

Recommendation

- Use language like this: "Near-airport communities with Index rankings between seven and ten will be prioritized for funding."
- Think about "community" not only from a geographical perspective, but also from a perspective that acknowledges the populations most important to the Port. For example, in addition to using the Index to prioritize the cities and neighborhoods with the greatest needs, also identify specific groups like drayage truck drivers, service workers, small businesses or other workers or businesses associated with the airport that are among the target constituencies for SKC Fund. Providing examples of types of projects related to these populations would help applicants have more clarity about whether their own projects are eligible for funding.

Clarify Port-related terms. It was not clear to all applicants what was meant by "benefit to the Port" and "Port industries." The narrowness of this focus ensures that South King County Fund dollars are invested in projects that bolster the Port's mission and operations, but SKC Fund applicants, even experienced grantseekers, struggled with defining how their projects benefit the Port because, typically, grant applicants are not asked to propose projects that benefit the funder.

Because the Port's procurement practices prohibit provision of technical assistance to applicants, it is critical that such terms and requirements are clearly understood by prospective applicants so that they can determine whether their project meets SKC Fund's parameters.

Recommendations

- Better articulate these two terms, and extend a hand to applicants to make sure they understand how to correctly respond to questions about how their projects align with Port interests and priorities.
- Consider removing the "benefit to the Port" term from the narrative questions entirely, and instead list a set of broad, predetermined benefits that applicants can choose from.
- Convene community members to work with the Port to brainstorm examples of projects that both benefit the community and benefit the Port, and then include these examples in the RFP.

Address inequities inherent in the RFP process by moving to a grantmaking framework. The RFP process for SKC Fund is a procurement process that is geared towards business contracts and designed to solicit proposals from for-profit entities. These practices are not relevant within a grantmaking framework and not appropriate in working with nonprofit organizations. A nonprofit group applying for Port funding for the first time will likely not understand Port terminology or practices, which puts them

at a disadvantage in competing for awards. Ways in which a procurement process is not at all like a grantseeking process include the following:

- Guidance and support for applicants, such as technical assistance as well as direct communication with program managers, are not allowed in the Port's procurement practices.
- CPO practices are rooted in its definition of "fair" and "equal," where, for example, communications must be shared uniformly, with either everyone or no one. But, practices designed to be equal are not the same as those designed to be equitable.
- The contract negotiation process is complex and not appropriate for the size of grants being awarded through SKC Fund.

Requiring nonprofits to, essentially, bid for a contract rather than apply for a grant opportunity demonstrates that the Port does not understand the world in which nonprofit organizations operate and is not meeting community groups where they are.

Recommendations

- Establish a grantmaking process. Inequities in the RFP process are referenced throughout this document in the context of multiple recommendations. Implementing these recommendations as a whole would lead the Port to creating a grantmaking process that is accessible and more suited to reaching and engaging the underrepresented communities that are the intended audience of South King County Fund.
- Communities should be engaged in co-designing this process to ensure that it is equitable and accessible.
- Hire a consultant with expertise in community grantmaking to work collaboratively with the community and the Port to establish this process.

PROGRAM INFRASTRUCTURE

Maintain regular communications within the core team. The early weeks of the development of the 2020 cycle were hectic, with many people involved in myriad conversations – combinations of OEDI staff, External Relations staff, SKC Fund consultants, CPO staff, Legal counsel and, for a short time, External Relations' community engagement consultants. These conversations focused on brainstorming, program design, decision-making and updates important to the evolution of the design of the RFP and related materials.

Eventually, a schedule of weekly meetings was established with the two program managers (from OEDI and External Relations) and the two SKC Fund consultants. Other people, such as the marketing and communications program officer, joined in when relevant.

Recommendations

Keep up the practice of weekly meetings with the core program team. These were frequent enough to keep abreast of updates, yet allowed time for action items to be executed in between. These sessions were helpful for thinking through issues and solving problems. And, as the year progressed and the External Relations SKC Fund program manager moved towards launching the SKC Fund Environmental Grants Program, these weekly meetings helped the two program managers ensure consistency across the full South King County Fund program.

Because Sharepoint was a new platform for OEDI, there were technical issues around permissions for the consultants to access documents, which made providing feedback much more complicated and slowed things down. Everyone involved in development of materials should have access to the document being crafted so that there is confidence that everyone is reviewing the most current draft. Making folder-specific allowances for external team members (like the consultants) to access and edit documents would facilitate greater efficiencies.

Maintain administrative continuity to support program growth and development. In these early cycles of the Fund, it is important to have continuity so that work does not start over again each round. There is continuity on the program management side, but this continuity needs to also extend to administrative oversight, specifically CPO. The SKC Fund's CPO contract administrator, Carol Hassard, understood and was committed to the intent of the Fund and worked supportively and flexibly with the team to help achieve the Fund's goals. This was a new type of program for the Port, with new processes that needed to be folded into existing Port practices. Carol was patient and helpful, and navigated the newness of this fund very well. She handled everything with grace and did a good job making room both for flexibility and for protecting Port practices.

Recommendation

 Having Carol remain in her role as the CPO contract administrator assigned to South King County Fund would help maintain continuity and support the growth of SKC Fund as it evolves.

If, in the future, consultants are engaged, include them at the table throughout. Having so many people involved in different aspects of program development necessarily meant that there were many meetings involving some, but not all, team members, and much time was spent getting caught up on the outcomes of a recent conversation. For the SKC Fund consultants, this meant that they were often not included in key conversations where, for example, Legal was providing feedback about drafts of the RFP that the consultants had earlier drawn up for review. As a result, the consultants needed staff to catch them up and talk them through all of Legal's comments and concerns so that they could then make needed updates. Ultimately, this was resolved and the consultants were invited to sit in on key meetings, which streamlined work and allowed the consultants to respond to questions in real time.

Recommendation

 Consultants need to be integrated into all relevant work groups right at the start and be engaged throughout. Consultants should be given access to Sharepoint documents that are relevant to their work so that feedback and editing processes are efficient.

TIMELINE

Establish role-clarity and plan for the next cycle well in advance. Many Port stakeholders – most actively, OEDI, External Relations, CPO and Legal – were invested in the successful creation and launch of this first cycle of SKC Fund. As would be expected for any startup process, many things moved in

many directions at the same time. There was lack of clarity in the early weeks related to communications and about the division of responsibilities, but these resolved as work became more streamlined. For example, even though the consultants' scope of work covered all the phases of the cycle, including the application process, it became clear that management of the applications would fall within CPO's purview and run through CPO's existing procurement structure.

Working with departments that are specific to a singular aspect of program implementation requires coordination because, often, their schedules need to be accommodated and delays can have a ripple effect. For example, the press release needed quotes from Commissioners and approval from Commission communications staff, and this took longer than anticipated. This impacted translations of press materials as changes were made to copy after translations had already been completed. This meant that translators needed to update materials several times and resulted in extra coordination efforts.

With the completion of the first cycle and the learnings that emerge from it, practices will necessarily iron out. Schedules and responsibilities for all the phases of the process – from community engagement through contracting – should be articulated in advance to ensure time-efficiency and smooth implementation.

Recommendations

- All relevant parties should be engaged as early as possible (at least four to six months prior to launch) to begin planning for the next RFP: CPO, to identify its application-process requirements and timeline; External Relations, to develop a robust outreach and community engagement plan that includes multifaceted strategies to reach target communities; and OEDI and External Relations to secure resources needed for the work to be successful.
- Establish an internal working schedule that everyone agrees to and collectively sticks to. Clarify roles (who owns what) and tighten workgroups (does everyone need to be involved in everything?). Coordinate on items that need advance attention.

Make space for community engagement. Because of the unexpected shift of SKC Fund's funding priorities, the need to move quickly to get dollars out to communities that needed them and the challenges of implementing engagement strategies for a new program in a pandemic environment, the decision was made to forgo community engagement for this cycle.

Recommendation

The timeline should be adjusted to incorporate the time needed for community engagement. Planning for engagement should begin at least four to six months prior to the RFP launch, and implementation should start as early as possible to allow for sufficient time to inform, prepare and support communities to apply for funding.

RFP PLANNING AND DEVELOPMENT

Begin policy updates and refinements for the next cycle as early as possible. Moving thoughtfully and intentionally from planning through evaluation of each cycle will help the Fund be better positioned to more effectively and efficiently reach its goals. This is important for short-term updates, but especially

important for larger-scale policy changes, which could require time for moving through series of internal conversations with different departmental stakeholders, from OEDI and External Relations to Legal and CPO to Commission.

Recommendation

 Discussions about the policy direction of each subsequent cycle of the Fund should begin early to allow the greatest amount of time possible to identify lessons learned from the previous round and to design and advocate for policy refinements before the next cycle launches.

Invite community input as part of the RFP development process. The original plans for development of the South King County Fund RFP included convening a community advisory panel to co-design the program parameters and guidelines. This committee would have comprised community members from South King County who collectively bring diverse lived, community and professional experiences. Because the arrival of the pandemic resulted in a shift of the focus and timeline of the first cycle of South King County Fund, it was decided that a community advisory panel or other similar community engagement would not be activated for this economic recovery cycle.

Recommendation

 Going forward, returning to the original intent to engage community members to co-design and partner in the implementation of South King County Fund would contribute to holding up the Fund's commitment to equity-based community partnerships.

COMMUNITY ENGAGEMENT AND OUTREACH

Build upon the learnings from this first year, expand the framework of engagement and operationalize its strategies. Engagement for the first SKC Fund cycle was interrupted because of the pandemic, and the External Relations team had to pivot to an alternate plan, focusing community engagement solely on the Environmental Grants program later in 2020. But, the important work of building relationships and developing trust in the community should continue to be a priority. As we embark on the second year of the Fund, the Port needs to be intentional and strategic about a holistic approach to community engagement and the critical role it plays in moving the Fund closer to its intent of being community-centered.

It would be helpful for the team to develop a shared understanding of community engagement, its continuum and how to authentically engage community members. Developing a relational approach takes time, expertise and intentionality, and strategies and approaches need to integrate language, culture and experience. Time needs to be invested in getting to know communities, recognizing their strengths and understanding their experiences. Trust can be built when communities are invited to co-create, co-design, define needs and propose solutions. Expectations around engagement must be clear. Above all, it is crucial to remember that no single strategy can effectively serve all communities, or even all members of one particular community.

Recommendations

- Build infrastructure for community engagement. In the shorter term, the Fund could continue drawing on expertise from external consultants as internal staffing and resources are solidified. The goal should be to fully transition the program internally so that, ultimately, the Port holds community relationships.
- Engagement should be for SKC Fund as a whole and integrated across both the Economic Recovery Grants and Environmental Grants Programs. Planning should take into account the needs and timelines of both programs. While activities and strategies may need to be customized for each program, there should be consistency in approach.
- Engagement should be meaningful, consistent and continuous throughout the year. Activities that provide value to both communities and the Port should be scheduled year-round, not just around grantmaking deadlines. This would help the Port build the relationships it needs to be a true community partner.
- Community should be engaged in shaping program priorities and fund design. While the SKC Fund grantmaking focus areas are established for the next three years economic recovery and environment the Port would benefit by engaging with community to learn more about community needs in this unique pandemic environment. This would help shape the priorities within each focus area. Input from community could help the Port achieve a more community-centered process.
- Expectations of community members' involvement must be clearly understood by the Port and community together. If all the work the Port does has to tie back to benefit the Port, then it's not an authentic way of engaging community members. Community members can easily see it as their being asked to be involved only to serve the Port, not to also strengthen their communities.

LANGUAGE ACCESS

Look at language access in its entirety. At its essence, language access means that our communities understand what we are saying, that we understand what they are saying and that they are able to participate in the fullest possible way. There must be commitments not only to translate materials and provide interpretation, but also to understand how communities prefer to receive information.

Recommendation

Each of our immigrant and refugee communities is unique, and language access, outreach and engagement strategies need to be customized to best suit their needs.

Reflect communities in materials and processes. Communities need to see themselves reflected in the Port's materials and included in its processes. It is important to know the depth and breadth of immigrant and refugee communities in South King County so that appropriate strategies are developed to meet their needs. Translating top tier languages alone may not address the significant barriers faced by smaller communities. And, sometimes it is important to translate materials not because there is going to be significant utilization of those translated materials, but because having materials translated into a specific language is an indication that that community is seen and acknowledged and that those

community members matter. These are important considerations in a commitment to inclusion, especially for communities that have been overlooked and underserved for a long time.

Recommendation

Look beyond the top tier languages when translating materials. While the top tier languages are a good place to start, it is important to consider the needs of smaller cultural communities and newer immigrant/refugee groups in South King County who face considerable language barriers. Talking to community members and analyzing demographic data to better understand the community landscape would help inform language access planning.

Build a language access infrastructure. For effective language access implementation, the Port needs to build in systems, processes and intentional planning. This includes dedicated staff time, budget and a consistent approach.

Recommendations

- Identify staff who can manage all aspects of language access, including translation, community review and interpretation.
- Grow the budget to allow for providing language access in more languages than currently provided for all SKC Fund activities, from informing communities to providing technical assistance to engaging with communities.
- Utilize the Language Access Toolkit as a guide. This toolkit, created by Seattle Office of Immigrant and Refugee Affairs, is a very useful resource. It makes the process of finding translators and community reviewers much easier and also provides translation templates, tips on process and useful guidance on other aspects of the provision of language access.

Plan ahead. Time needs to be built in for a process that ensures good quality translation and interpretation. For translations, there are multiple steps involved: identifying translators and community reviewers; preparing the document for translation; completing the translation; integrating feedback from community reviewers; and formatting the final document. This process can take anywhere from four to eight weeks. For interpretation, this includes identifying interpreters, scheduling them and preparing them for their assignment.

For the first cycle of SKC Fund, Universal Language Service, a company that was already contracted with External Relations, was able to provide translators in all of the languages we needed. What took more time than expected was multiple changes to copy. When one sentence changes in a document, all translated materials need to be updated. Many changes in copy after translations were initially completed made the translation process more complicated and coordination challenging.

Thorough planning is essential not only to accommodate the time needed for translation and related community review, but also to make space for unanticipated delays. Operationalizing language access, becoming fluent in the process and having ongoing relationships with translators and interpreters will allow the Port to be more able to implement a quality language access program.

Recommendation

 Build in enough cushion in the language access timeline to allow for turnaround for each step and for unanticipated delays. At a minimum, allow four to eight weeks for the translation process. For interpretation, plan one month ahead to secure interpreters.

Messaging should be simple and easy for communities to understand and for translators to translate. Language is cultural, and not all words and terms are easily translated across languages.

Recommendation

 Use plain language when creating communications materials. Plain language is communication your audience can understand the first time they read or hear it. Avoid using jargon and bureaucratic language.

Use a skilled translation company to save time and resources. While Universal Language Service was able to deliver translations on time for everything but Arabic, the quality of translations was not satisfactory and major edits were needed in Arabic, Russian, Spanish and Ukrainian. This meant increased coordination time and additional money for expedited services.

Recommendation

 Identify another translation company that provides quality translations across all languages. The Language Access Toolkit created by the Seattle Office of Immigrant and Refugee Affairs offers a list of translation companies to explore. (Consultants have had good experience working with NWI Global.)

Use community reviewers to ensure that the translation is contextual and relevant. Translators sometimes default to literal or academic translations, and community reviewers (professional translators who are also steeped in community work) are able to correct for that and ensure that the words being used have appropriate cultural meaning and context. Some terms that we use commonly in English cannot be translated literally and maintain the same linguistic intention as its English counterpart. For example, "open house" can become literally translated as "vacant house." The SKC Fund community reviewers worked hard to address nuances and get the contextual translation right. They were very responsive and patient with all the changes, and delivered their reviews on time.

Recommendation

 Continue utilizing community reviewers to check for accuracy, tone and syntax in translated materials, even though it requires an investment in time and resources.

Offer interpretation for all engagement activities. Even though interpretation was not heavily utilized in this cycle, it must continue to be offered. Interpretation at information sessions ensures that information is accessible to everyone, regardless of English proficiency. Community groups and organizations often rely on a grantwriter or volunteer to write their applications in English, but may be able to better articulate their project in a language other than English during the oral presentations.

Recommendation

Embed language access in all community engagement processes and activities. As the Port continues to grow its engagement with diverse communities, offering interpretation and communicating in-language will demonstrate its commitment to access.

Build a pool of community-based interpreters and translators. While it is certainly easier to work with one representative from a large translation company, working with local, community-based translators and interpreters who are steeped in community has many benefits. It draws on skills within the community, builds community capacity and lifts up opportunities for community members who are invested in ensuring that communications are relevant and contextual.

In this cycle, payments for community-based interpreters and community reviewers were administered by consultants. Looking ahead, the Port should set up processes to pay these vendors directly on a per-transaction basis.

Recommendation

 Consider utilizing local, community-based translators and interpreters and build a list for ongoing use. Working with community reviewers is time-intensive and involves dedicated coordination and logistics, but the results are well worth it.

COMMUNICATIONS

Develop greater synergy related to communications. Having both program managers and consultants work together with the External Relations communications team on communications messages and materials meant that the work was integrated. Marketing and Communications Project Manager Omie Drawhorn was great to work with and was very responsive to all the requests made of her. At the same time, because SKC Fund is a partnership of OEDI and External Relations, having OEDI's Engagement and Communications Program Manager Jay Doran participate in these conversations would create more synergy and contribute to growing this collaboration.

Recommendation

 OEDI and External Relations communications teams should work together to refine the SKC Fund brand and develop communications materials together to ensure that the voices of both departments are well-reflected.

More attention is needed in thinking about branding. SKC Fund is a new program and needs to develop a vision for how it wants to present itself externally. Its website was developed while the RFP was being developed, which did not allow for sufficient time to be spent on thinking strategically about branding. For a period, there were a lot of people touching the communications content, and it wasn't clear who owned the voice of the Fund.

Recommendation

SKC Fund would benefit from the OEDI and External Relations teams setting aside time to think strategically about the overall branding of SKC Fund as well as the individual brandings of the Economic Recovery Grants and the Environmental Grants programs. Formulating an identity of the overall Fund while articulating the voices of the two programs within it would help community members better understand how this work fits in together and how it aligns with the Port's mission. **Public-facing information should be oriented towards the user.** Most people accustomed to searching for information on the internet have an expectation that relevant information is found on an organization's or program's website. As such, from the typical user's perspective, the SKC Fund website would be expected to serve as the hub for all information related to its programs. At the Port, this is complicated by the fact that CPO houses all information related to its procurements in VendorConnect and considers that portal the only official home for an RFP. In this first cycle, potential applicants went to the SKC Fund website for context about the program – about its history and vision – and view the guidelines. They then had to use the VendorConnect link available on the website to download the full set of RFP documents. Requiring the user to toggle between two sites in order to gather all the information needed creates an awkward experience.

Recommendation

• All public-facing information should be designed to be user-friendly, practical and accessible. All information posted to VendorConnect should be mirrored on the SKC Fund website in real time to ensure easy access to information for all interested applicants. Because these two systems are managed by two bodies – VendorConnect by CPO and the program website by OEDI and External Relations – a seamless process needs to be developed to ensure that release of new information and documents is coordinated so that they appear at the same time in both systems.

Communications need to be tailored to different audiences. There is a certain language that the Port uses to talk about itself that may be appropriate for the business sector, but which is intimidating and inaccessible to community members. All communications should always be tailored to its target audience, and communications with community members should be clear and direct, devoid of jargon.

Recommendations

- Rewrite existing copy that is currently used to describe the Port and its work to be more user-friendly to people unfamiliar with Port terminology or with the Port's operations.
- Simplifying the language will make translations easier. Many of the terms used in describing the Port are difficult to translate into non-English languages.

Stakeholder lists need to be grown and diversified and communications strategies expanded. OEDI and External Relations must build on their existing communications mailing lists to reflect the breadth and diversity of South King County. Communities receive information and news in a variety of ways, not just through traditional sources, and communications strategies should be based on their preferences. Ethnic media outlets play a very important role in disseminating in-language information through print and online publications, radio, television and social media. But, strategies should expand beyond ethnic print media to also include faith groups and religious institutions, social and cultural networks and trusted messengers.

Recommendation

- Conduct a thorough mapping of South King County to identify community-based organizations and groups, faith leaders and religious institutions, leaders from new and emerging communities, and community connectors. Reach out to leaders and organizations to ask if they would like to be added to the SKC Fund email list.
- Expand ethnic media strategies to include television, radio and online channels, in addition to print media, to broaden reach into South King County communities.

EVALUATION PANEL

Evaluators must bring diverse perspectives and equity focus. The five people who sat on the review committee were personally committed to equity and brought a meld of professional, community and personal experiences. This combination helped to put equity front and center.

Port staff brought their knowledge of Port parameters and industries, helped shape the discussion about what types of projects were viable for funding and helped clarify how the Port could benefit from a given project. The community advisors helped Port staff expand their understanding about community needs, priorities and organizations, and provided insights about the impact proposed projects would have in the community. One community advisor brought his experience in community grantmaking to provide context about what was valuable and important right now for community members. The other community advisor brought his experience in workforce development and in working with immigrant and refugee communities to help Port staff understand what types of projects are workable, practical or extraneous. One Port staffperson brought deep experience with and knowledge about airport workers (many of whom are immigrants, refugees and people of color) as well as vendors and retailers (in particular, small businesses). There was deep respect within the group for each individual's contributions and perspectives. These diverse views and experiences combined with each committee member's individual commitment to equity kept the Fund rooted in its equity intent.

It should be noted that having community advisors sitting alongside Port staff brought the community into the room, and centered and elevated community voice throughout the process.

Recommendations

- To support SKC Fund's equity intent, it is critical that all evaluators be practiced in using an equity lens and apply it in their grant evaluation work.
- When recruiting Port evaluators, think strategically about the perspectives they bring from their Port work – knowledge of airport business, direct experience with Port employees and vendors who are from airport communities, etc. – and how their experience intersects with the parameters and priorities of the Fund.

A committee size of five to seven people is ideal. Five members was a good size for the evaluation panel. Large enough to have diversity of perspectives and experiences, small enough to be able to effectively make decisions.

Recommendations

- Adding two additional community advisors for a total of seven evaluators would further expand the diversity, perspectives and knowledge base of the group while maintaining the efficiency of the process.
- Build a list of potential community advisors for SKC Fund. Ask advisors from the 2020 cycle for recommendations.

Community advisors' participation should continue to be compensated. Both community advisors played an invaluable role in the review process, and it was important to recognize their time and contributions by compensating them. Committee members put a great deal of work into reviewing 27

proposals and attending 27 oral presentations. As SKC Fund becomes better known, future cycles could draw larger numbers of applicants and entail even more time spent in review.

Recommendation

Find a vehicle for providing stipends to community advisors that are not tied to a consultant contract. For example, partner with a private foundation to act as a fiscal sponsor to pass through funds for stipends.

Community advisors should be able to participate fully. Inviting community members to participate on the evaluation panel, but not giving them an official vote on recommendations disrespects their contributions. They are providing their insight and expertise, and should be awarded the opportunity to carry their contributions all the way through to making recommendations to the Commission. If the Port is interested in deeper engagement with community members, it needs to trust that people who participate on an evaluation panel will conduct their work with integrity and hold themselves accountable to the process, the Port and the community.

Recommendation

Give all members of the evaluation panel – Port staff and community members alike – equal votes.

Sufficiently informing and equipping community advisors respects their time and participation.

Community advisors would have benefited from receiving the Evaluation Guidance documents in advance of the orientation. Community advisors were not informed by CPO about stipends until October 13, almost two-and-a-half months after they confirmed their interest in participation. It was understood that stipends would be disbursed from the consultant budget (consultants made recommendations regarding stipend amounts) and that CPO would be the main point of contact after the initial recruitment by OEDI. However, OEDI's responsibility for communicating with advisors about stipends was not clarified until fairly late in the process.

Recommendations

- All orientation materials should be sent in advance of the orientation meeting to allow advisors the opportunity to review them.
- CPO and OEDI roles regarding community advisors need to be better delineated. The confirmation email to community advisors should include all details regarding their role, including stipends.

Use a strengths perspective – rather than a deficit perspective – to talk about the nuances of the program when orienting community advisors. The orientation focused on risks related to conflict of interest and guidance on what evaluators should not do, and missed some essential discussion about the values of SKC Fund and what equity means in the context of the Fund. Having a values conversation with the whole panel at the orientation would help set the foundation and create alignment around the mission of the Fund and inspire evaluators to think thoughtfully and critically as they go through the review process.

Instead, much of the orientation was focused on how to be aware of legal concerns that might arise related to community members' participation on the panel – for example, if a grant evaluation panelist is serving on the board of directors of an applicant organization. But, this concern also extended into the

future, to potential conflicts of interest: Perhaps a community member sitting on the evaluation panel doesn't have any current conflicts of interest, but is actively involved with an organization that might possibly apply to SKC Fund or for other Port funding in the near future. Panelists were cautioned to think about this from the most conservative angle: Even if there was no expectation that this might happen, panelists should speak up to avoid putting the Port in a situation of possibly being compromised. Evaluators were also cautioned against bringing their existing knowledge of organizations to the evaluation process to avoid real or perceived conflicts of interest. This is counterintuitive. Evaluators with a deep knowledge of organizations in their communities are valuable because they can provide insights that the Port may not have.

An orientation is best used for bringing all the panelists together to begin building a working relationship around the goals of the program. And, while panelists must be made aware of issues like maintaining confidentiality and possible conflicts of interest, a strengths-based approach to the conversation is more constructive: Not what is it that we shouldn't or can't do, but what we can do together to reach our collective goal. Encouraging conversation – What is the vision of the work we are here to achieve? How do we each approach equity work and how will we bring our respective knowledge and expertise to this group effort to inform decision-making? How can we work together to identify and overcome bias? etc. – would inspire the panelists and support them in beginning to nurture relationships with each other.

Recommendations

- Program managers should begin the orientation by inviting evaluators to establish a shared vision: why they wanted to participate, what they hope for, etc.
- Orientation should include a deeper discussion on SKC Fund goals and intent. Engaging in a high-level discussion around funding priorities, what equity means within the context of the Fund, what types of projects and which communities the Fund is intended to serve, etc. would inform and inspire evaluators and create alignment as they embark on this process.
- Help the reviewers know what to expect through each step of the review process. With one cycle now completed, there is more information to draw from about how the process might unfold.
- Humanize the language used in the presentation: Legal and technical language should be avoided wherever possible.
- Have more concrete examples to illustrate what conflict of interest looks like in real life.
 Provide examples for instructions like "Document any questionable interactions with a quick note or memo."

TECHNICAL ASSISTANCE AND INFORMATION SESSIONS

Prohibiting technical assistance limits the ability of applicants to submit quality, competitive

proposals. The Port has a policy that organizations interested in responding to an RFP cannot contact Port staff during the application process. This no-contact period begins on the day that the RFP is publicly released. The two exceptions to interactions with Port staff are the information sessions and questions submitted through VendorConnect. This practice is rooted in the Port's idea of fairness: Information cannot be provided to a single individual because that could put that person at an advantage over other applicants, if those other applicants are not privy to that same information. So, therefore, contact with all prospective applicants is, essentially, non-existent. This approach is flawed, and can result in poorer quality proposals. By not providing individualized information to any one organization – for example, helping an organization correctly understand what types of expenses are allowed to be supported by Port dollars or understand how the Port defines "benefit to the Port" – that applicant is left on its own to make assumptions about whether its project actually aligns with Port priorities and, as a result, could wind up proposing a project that is not competitive for funding. This is a waste of time for both the applicant (who has to pull the proposal package together) and the evaluators (who have to review and assess a project that isn't actually viable for funding).

Recommendation

Technical assistance services can be designed without creating unfair advantage to applicants. It is common practice for grants program officers to answer questions to help clarify applicants' understanding about fund priorities and proposal questions. Providing this information to applicants helps them design projects and write proposals that are aligned appropriately to the guidelines, or realize that their scopes of work do not align well and decide to not submit a proposal after all. Some funders will also review proposals drafts, with the same intent to make sure that everyone's understandings about expectations are in sync. In this approach, the idea of fairness is rooted in lifting up each applicant so that each can meaningfully compete for funding. The Port can offer such technical assistance – help organizations understand application and budget questions, talk through proposal ideas, etc. – while making it clear that the Port will not write proposals for applicants. The former is not equivalent to the latter.

Use a more user-friendly platform for virtual community meetings. The Port uses Microsoft Teams for internal meetings, but Teams creates barriers to participation for external stakeholders: It is not intuitive, can be difficult for many people to log on to, it routinely bumps people off, and continues to have technical problems.

Recommendation

A more commonly-used video-meeting platform like Zoom would make it easier for community members to participate in things like information sessions and oral presentations. While there were security concerns about Zoom in earlier 2020, these have been addressed. So, SKC Fund should consider using Zoom for all of its remote external stakeholder meetings because of its familiarity to most community members, its ease of use and its stability.

Address inequities in VendorConnect. The Port has invested significantly in VendorConnect and uses it as the hub where all funding opportunities are held. If this is the system that community-based organizations are required to interface with, then the Port must acknowledge and remedy the built-in inequities that exist within this system.

The VendorConnect user interface and requirements are extremely challenging. Prospective applicants need to go through multiple steps in order to ask a question during the application period. They must establish a VendorConnect account and additionally become a plan holder to the solicitation (a process that SKC Fund consultants found confusing and complex). VendorConnect administrators need to approve the plan holder request which can take up to 48 hours. Finally, at that point, applicants may ask questions. Responses can be received only through VendorConnect. These steps are a lot to ask of

prospective applicants that might ultimately decide, after getting their questions answered, that they are not eligible or their project doesn't fit well with the Fund's guidelines.

There was visible frustration on the part of attendees at all of the information sessions as they struggled to register with VendorConnect, and a significant amount of time was spent explaining the system to attendees. The Information Session Feedback survey responses reflected that 47% of the respondents found the system "difficult-very difficult" to use. For example, the solicitation page is poorly organized with tabs that need to be more visible. SKC Fund's VendorConnect page has an overwhelming 25 documents, which include nine exhibit documents, seven amendments, three question-and-answer publications, information session recordings and documentation, etc.

Insisting that prospective applicants interact with the Port only through VendorConnect for official materials creates an immense barrier for applicants and undermines the Fund's vision to create greater access. This issue goes back to what has been discussed earlier – in the interest of being "fair and equal," the Port has systems that are inequitable.

Recommendation

 Address inequities inherent in the VendorConnect system. Convene a focus group of community members experienced in grantseeking to inform and guide its design.

Information sessions should have a welcoming feeling. Information sessions are the first experience with the Port for many community members – their first experience with the processes and the people of the Port. These sessions should be designed not only to provide information about the RFP, but also to set a tone for welcoming participants and presenting the Port as an accessible entity. While Carol Hassard and Alison Beason were warm presenters, the content itself was formal and dry.

Recommendation

 Information sessions should be considered an engagement opportunity and structured with an eye to relationship-building, with messaging that communicates to participants the Port's interest in engaging and partnering with communities.

Information sessions should supplement and not simply mimic the written RFP. Information sessions that only talk through that which is written in the guidelines are not helpful to participants. There is no point to attending an information session if participants are presented with information that they already learned by reading through the guidelines. What prospective applicants look for when attending an RFP information session is deeper understanding about the grant program. For example, more detailed information about Port industries would have provided more context for applicants and helped them better understand what types of projects the Port is looking to fund. One quarter (25%) of respondents to the Information Session Feedback survey reported that "the information did not provide them with what they needed to prepare a proposal."

Participants also often come with their own questions, but CPO's restrictions about how questions can be received – that they must be officially submitted through VendorConnect, which is a complex process to navigate – limits the dynamic conversation that can help participants get the information they need to decide whether and how to move forward.

Recommendations

- Information sessions should be more dynamic, and should include a deeper dive into the intent of the Fund, a fuller explanation of Port industries and a clearer articulation of what is meant by "benefit to the Port."
- Port staff should have the agency to respond to all questions not just the simple, straightforward ones – that are posed during the information sessions, and not require participants to have to post them later through VendorConnect.

Improve response times to application questions. Responses to questions submitted by prospective applicants had to undergo multiple layers of reviews – by CPO, OEDI, External Relations and consultants – before they could be approved by Legal and then posted by CPO. These multiple steps resulted in delays that upended the timeline published in the guidelines that stated that questions received prior to each Friday at 5:00pm would generally be answered and published in VendorConnect by the following Friday. The first set of questions took over two weeks from compilation to response to approval to publication. Turnaround time improved with the next two question-and-answer publications, although the third (and last) document was released on September 25, just days before the September 30 deadline. Information Session Feedback survey responses spoke directly to these delays: 25% of respondents said they "did not get a response to their question submitted through Vendor Connect."

Recommendations

- It would be most helpful to applicants for questions to be answered and posted as they come in. When that is not possible, the Port should adhere to a commitment to respond within five business days out of respect to the applicants.
- Directly email the response to the list of registered plan holders in addition to post the question-and-answer publications on VendorConnect. This could be done within a day or two of the question being asked and would save prospective applicants the work of having to go to VendorConnect each time to look for the response.
- The CPO, OEDI and External Relations team needs to be entrusted with the authority to respond to most questions because this is the core team that knows the program best. Legal should be engaged only when needed. Communications efficiencies across these departments need to be established to ensure that applicants' questions are addressed in a timely manner.

Unsuccessful applicants should be offered debriefs soon after the review process is completed. For applicants that are unsuccessful in receiving a grant, receiving a debrief from the funder helps them become better at submitting proposals in the future. At the Port, these debriefs are informed by the strengths and weaknesses articulated by the evaluators during consensus meetings and could contribute to helping community organizations strengthen their grantseeking skills.

Recommendation

 These debriefs are best held soon after the award decisions have been made (concurrent to contract negotiations with successful applicants) so that information is fresh on everyone's minds, applicants and funders alike. This should be seen as a capacity building exercise that supports unsuccessful applicants to improve their ability to craft strong, competitive proposals.

PROPOSAL REVIEW

Allow time for proposal review. After proposals were submitted and CPO processed the applications, evaluators had approximately one week to review 27 proposals before the oral presentations began. The schedule in those following weeks was very tight, packed with long days. Oral presentations took place over six days' time and consensus meetings over eight days' time – all within a span that stretched less than four weeks. All evaluators were dedicated to supporting the Fund and had made room in their schedules for the work. Nevertheless, it would have been beneficial to have permitted them more time to read and review proposals. Evaluators could have used breaks between the long days of presentations and consensus meetings to give them a chance to step back and process information.

Recommendations

- Allow at least two weeks' time for proposal review.
- Space meetings out more to allow for breaks.

Oral presentations need logistical support and a user-friendly meeting platform. Oral presentations were a required step of the application process, and were conducted virtually because of the pandemic. Conducting these meetings virtually offered more flexibility in terms of scheduling because no one had to worry about travel-time. Interpretation support was offered to all applicants. OEDI's Bushra Zaman provided great administrative support by scheduling each applicant's oral presentation. Bushra was extremely organized and her assistance was deeply valued by the team.

But, as was noted earlier about the information sessions, using Microsoft Teams was not ideal for this process: It is not intuitive, it can be difficult for many people to log on to and it continues to have technical problems. Some members of applicant organizations had trouble logging into their meeting and, at first, there was no call-in number assigned to the meetings. This wasted precious time – and, undoubtedly, created anxiety for the applicants – as members of the applicant team tried to get onto the video call. (All applicants were granted their full 30 minutes after everyone logged on.) As soon as this oversight was realized, Bushra set up call-in numbers to accompany the video-links and sent out updated meeting links.

Recommendations

- Identify a staffperson to manage all aspects of logistics related to coordinating the oral presentations, including scheduling, relevant communications with applicants and requests by applicants for interpretation during the oral presentations.
- When in-person meetings become possible again, continue to offer virtual meetings as an option.
- Call-in options should always be included for video calls.

Maintain the open-ended structure of the oral presentations. The goal of the oral presentations was to be a complement to the written proposal, to help evaluators gain a deeper understanding of the project and the organization. Oral presentations should be viewed as an equity tool: Some organizations, such as those that serve immigrant or refugee communities and which are led by people for whom English is not a primary language, may feel limited by having to tell their story only through written English. Oral presentations that are supported by interpretation (if it is requested) allow applicants an additional opportunity to tell their stories in their own words.

In this first round of SKC Fund, applicant organizations could use their 20 minutes any way they wished, which gave them room to focus on what was important to them. Some prepared slides; some had each team member do a mini-presentation; some wanted to simply engage in conversation. Having organizations determine what they present, rather than requiring them to respond to set questions that are asked to every applicant, allowed for the organization's personality and culture to come through and for clearer insight into how the organization demonstrates the values they say they are committed to. Applicants were happy for the opportunity to engage in a dialogue with evaluators, and the evaluators appreciated the opportunity to ask clarifying questions. Some applicants had written proposals that were not especially strong, but they were able to shine in their oral presentation. These conversations humanized the process for both applicants and evaluators alike.

Recommendations

- Continue the practice of conducting oral presentations to ensure equity for all applicants.
- Keep oral presentations open-ended, rather than prescriptive, as an approach to encourage people to more fully tell their stories.

Evaluation criteria should be reviewed and, if needed, updated. Now that the first round of the SKC Fund Economic Recovery Grants Program has been implemented, program managers should review the evaluation criteria to see if refinements need to be made to the categories to ensure that they guide evaluators to identify the strongest projects. The current five categories – organization; target audience; project scope, funding and impact; project implementation; and connection to Port-related industries – could logically be consolidated to four, or even three, categories. This consolidation could make the evaluation consensus process more efficient.

When assessing this, however, it is important that the practice of not weighting one category more than another should continue to stay in place as a tool to ensuring equity: Keeping all categories equally weighted creates a more equal playing field where an organization that has deep experience in a given program but is new to serving a particular population can be considered alongside an organization that has deep roots serving a specific immigrant community but is expanding a program to include a new scope of work.

Recommendations

- Review existing criteria categories, assess for more logical groupings and consolidate them, if appropriate.
- Continue the practice of weighting each evaluation category equally.

Streamline evaluation practices. Conversations during the consensus phase were rich, as the evaluators talked through strengths and weaknesses of the projects. These meetings were held in two parts: the first set of consensus meetings included all five members of the grant review committee, with community advisors providing feedback (but not official recommendations) about each project, proposal by proposal; the second set included only the three Port staff, who also went proposal by proposal to voice their adjectival scores (outstanding, good, acceptable, marginal and unacceptable) for each of the five evaluation categories. This demarcation of meetings was because only the Port staff were allowed to vote on recommendations for awards.

While this appeared to be an appropriate hybrid model that brought together the Port's traditional evaluation process (that typically involves only Port staff) with a review process that includes

participation from community advisors, in practice it was awkward and time-inefficient. Discussion about each proposal during the second set of meetings (with only Port staff) recalled and repeated the respective discussion from the first set of meetings, and the most distinctive way that the second set of meetings differed from the first set was that the Port staff articulated their adjectival scores. Collectively, this was time consuming.

Recommendations

- Consolidating the two sets of meetings would prevent repetition and redundancy. Going proposal by proposal, the community advisors could provide their feedback, the entire group could talk about strengths and weaknesses and then the Port staff could vote their adjectival scores. Although the community members don't have a vote, having the evaluation discussions occur with everyone all at once is more efficient.
- On occasion, there will be a project where evaluators unanimously agree that it excels in all review categories or one that it is unacceptable in all categories. If there is clear unanimity, there does not need to be lengthy conversation about these proposals: For the record (and to protect against protests and audits), there should be a short discussion that leads to each evaluator's scores being documented (all outstanding or all unacceptable) with summary notes to justify these scores. Substantive conversations can, instead, be reserved for the majority of proposals where there is less uniformity across the evaluator's scores so that evaluators can be thoughtful about coming to consensus.
- It was revealed during the consensus conversations that different Port grant or award programs have different decision-making processes. There should be a review of evaluation processes conducted by other similar Port programs to see if there are best practices that can be gleaned to strengthen SKC Fund's processes.

CONTRACT NEGOTIATION

Make improvements to the contract negotiation process. The contract negotiation process is complex and, while that might be suitable for large contracts, it is overly long and not appropriate for the size of grants being awarded through South King County Fund. Contract negotiations began right after the recommended projects were approved by the Port Commission on December 15, 2020 and evolved into a drawn-out process that extended for months. Getting through contract negotiations is, necessarily, time-intensive: each negotiation has to occur individually, and the Port's current process for SKC Fund awards actively involves the awardee, the program manager, CPO and Legal. Even in the best cases, this required multiple backs and forths of communications between all of these people. That it took time to negotiate all of the contracts was in part related to staff capacity: Both the SKC Fund program manager and the CPO contract administrator have full loads of work that prevented them from being able to focus solely on quickly negotiating and executing these contracts.

But, these delays were also the result of the Port's concerns about project activities, concerns that centered largely on projects' direct connections to Port operations and whether they fit within Port parameters. In some cases, there were specific project budget line items that could not be paid for with Port dollars, and the SKC Fund program manager supported the awardee organization as it made budget refinements to align with Port allowances. In all cases, the Legal department took a critical and conservative eye to reviewing all scopes of work, assessing risk and interpreting how it saw a project

supporting Port industries and/or benefiting the Port. From there, Legal made recommendations on changes to scopes of work, which, concerningly, borders on program design. The more appropriate approach would be for the SKC Fund program manager to work with the organization to refine its own program design.

After the December Commission meeting where awards were approved, a press release was sent out announcing the awardees, and successful applicants were informed that they would be receiving a grant. This, reasonably, set up an expectation that organizations would soon be able to start their projects. But, by the beginning of April 2021 – more than three months after Commission approval – most, but not quite all, contracts had been signed. In addition to simply being time-consuming and inefficient, this delay in contract execution has meant that partners were on hold – some for three months – after they had been informed that they would be receiving awards.

Recommendations

- Contract negotiations should begin right after the review process is completed and awards have been approved. The SKC Fund program manager and CPO contract administrator should be supported in prioritizing this work so that contracts can be signed within six weeks' time.
- SKC Fund program managers, working in partnership with the CPO contract administrator, need to be empowered to negotiate the contracts, and Legal should intervene only where there is a legal issue in question. For instance, where budget or project adjustments need to be made perhaps a workforce training program had proposed to include some dollars for child care while participants are in a training workshop the SKC Fund program manager is well-positioned to identify these items and work directly and iteratively with the organization to make adjustments. If there is uncertainty about whether an expense is allowable, Legal can be consulted to clarify the issue.
- Legal's active involvement in SKC Fund's contract negotiation phase is rooted not in an intention to push against community, but in its duties to protect the Port. The Port's work is dictated by statute, and what most benefits the Port and what most benefits community are often not one and the same. But, these goals should not be held as inherently contradictory to one another. If the Fund is to realize its equity-centered vision, policies need to be developed that establish ways to support the Port's purpose through an approach that centers and benefits community.

CONCLUSION

South King County Fund is a significant new opportunity for Port of Seattle and a new way for the Port to forge equity-based partnerships with neighboring communities. Thanks to the vision of the Port Commission and the hard work of Port staff, this first year of the SKC Fund Economic Recovery Grants Program is now supporting 10 organizations to implement projects that will impact the lives of many people from communities that have been historically underserved.

Even with the successes of this first cycle, though, the learnings reflect that there is much to be done to strengthen and build up the program. This is to be expected because no program is perfect from the start. Programs become strong and achieve their full potential because the people dedicated to it practice reflection and continue to refine and improve the work. As noted earlier, the recommendations

made in this report are not all quick fixes; some will require long-term planning, if not systems changes. But, the staff dedicated to South King County Fund have the thoughtfulness and the drive to push this program to its full potential. As this first cycle is wrapping up, they are already working hard to make the next round stronger: Even as this report was being drafted, some of the recommendations are being discussed and strategies are being developed. It will be exciting to follow the Fund as it continues to grow and evolve, to see where it will go.





Non-represented Employees Compensation Program Review Employee Survey Summary September 2021

Appendix M



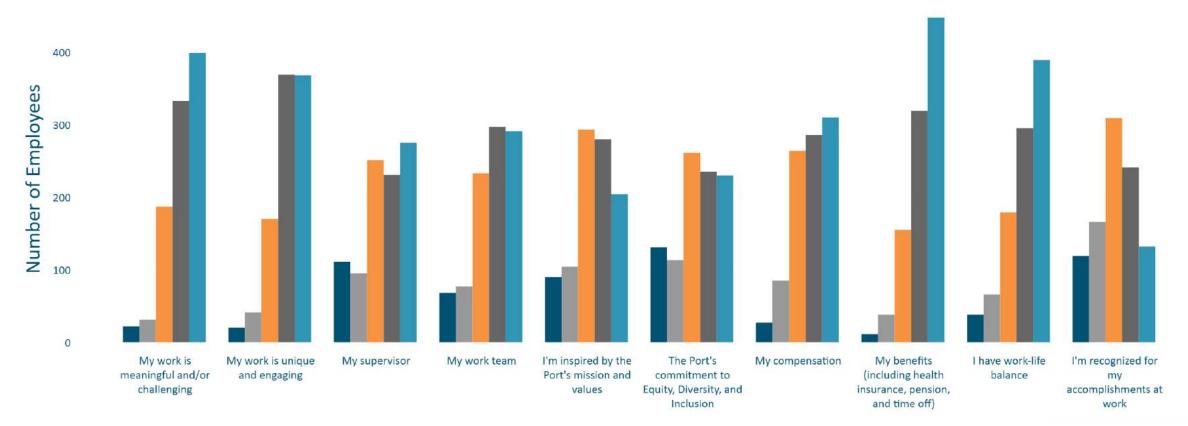
EMPLOYEE SURVEY

The following pages highlight key responses from the employee survey and participant demographics.



WHY DO YOU WORK AT THE PORT?

No Impact Very Little Impact Some Impact Definite Impact Significant Impact



Employees like their benefits, type of work, and work-life balance most.

EFFECTIVENESS OF THE COMPENSATION PROGRAM

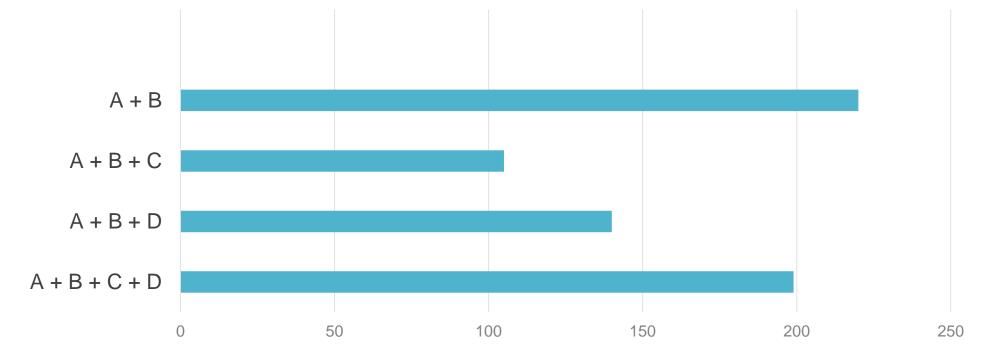
Compensation Program Element	Highly Effective	Somewhat Effective	Neutral	Somewhat Ineffective	Highly Ineffective
Pay for Performance Matrix	11.1%	32.5%	16.2%	22.3%	17.9%
Job Evaluation Process – Internal Evaluation	6.2%	27.3%	21.3%	24.8%	20.4%
Job Evaluation Process – Market Pricing	9.3%	28.4%	26.3%	20.9%	15.2%
Using Pay Grades to Link to Pay Ranges	9.0%	37.4%	26.0%	17.4%	10.2%
Updating Pay Grades Annually to Reflect Changes to Pay Rates in the Market	13.6%	34.9%	22.8%	16.8%	12.0%
Other Pay Adjustments, including equity & retention	8.0%	24.5%	30.8%	18.7%	18.0%

WHAT SHOULD ANNUAL PAY ADJUSTMENTS BE BASED ON?

Options

(A) Cost of Living (B) Employee Performance (C) Job Tenure (D) POS Financial Performance

Employees could select 1, 2, 3 or all 4 options



TRANSPARENCY IN THE COMPENSATION PROGRAM

- Most participants think program guidelines and decision-making processes should be posted on Compass, individual salaries should not
 - Responses for Women, People of Color, and Women of Color were consistent with all participant responses

QUESTIONS FOR PEOPLE MANAGERS

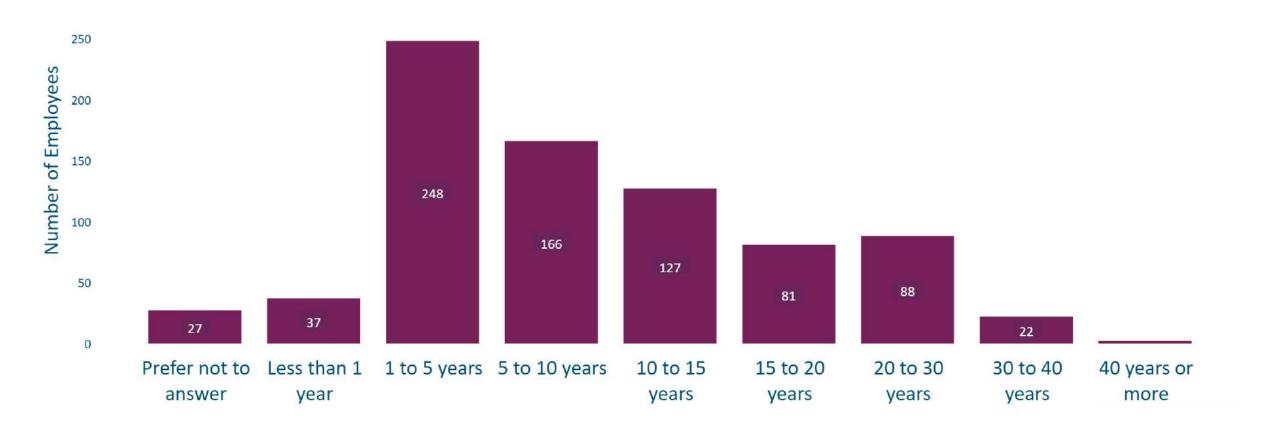
Question							
I understand what's expected of me regarding staff compensation	Fully 53.0%	Mostly 33.0%	Unsure 9.0%	Not Really 3.0%	Not at All 2.0%		
I have tools and resources to meet my responsibilities related to staff compensation	Yes 26.0%	Most 38.5%	Some 23.5%	Not Many 7.0%	None 5.0%		
I understand the compensation program	Fully 15.0%	Most 50.0%	-	Some 29.0%	I Don't Understand 6.0%		
How often am I asked about the compensation program	Rarely 76.0%	Monthly 15.5%	-	Weekly 6.5%	Daily 2.0%		



300

SURVEY PARTICIPANT DEMOGRAPHICS

How long have you worked at the Port?

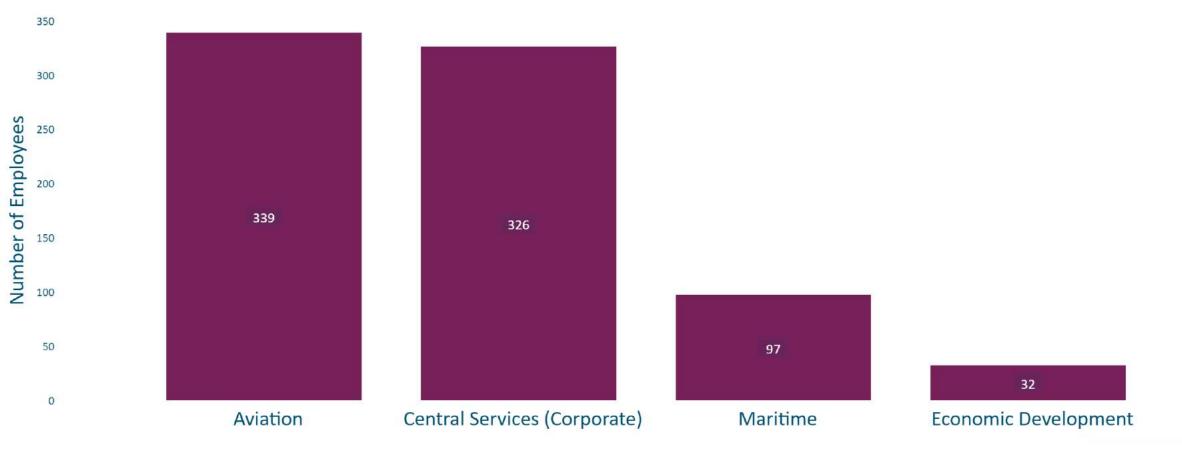


Strong representation across different levels of tenure.



SURVEY PARTICIPANT DEMOGRAPHICS

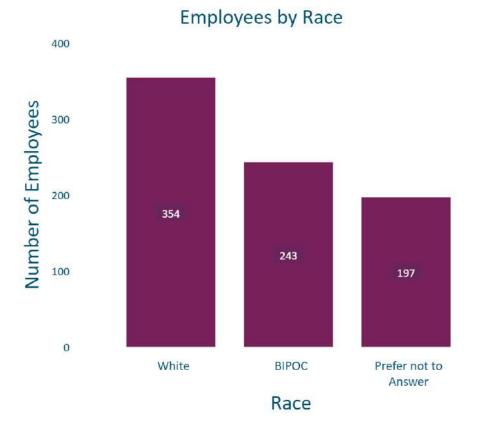
In what division do you work at the Port?



Strong representation across divisions.

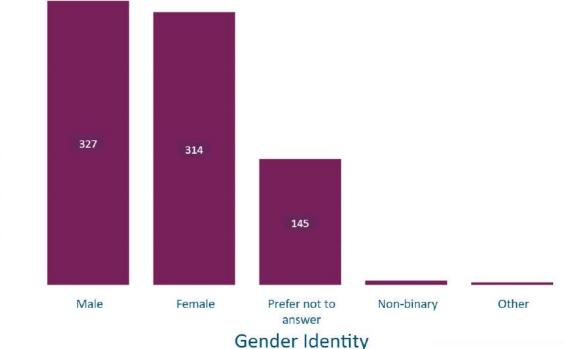


SURVEY PARTICIPANT DEMOGRAPHICS

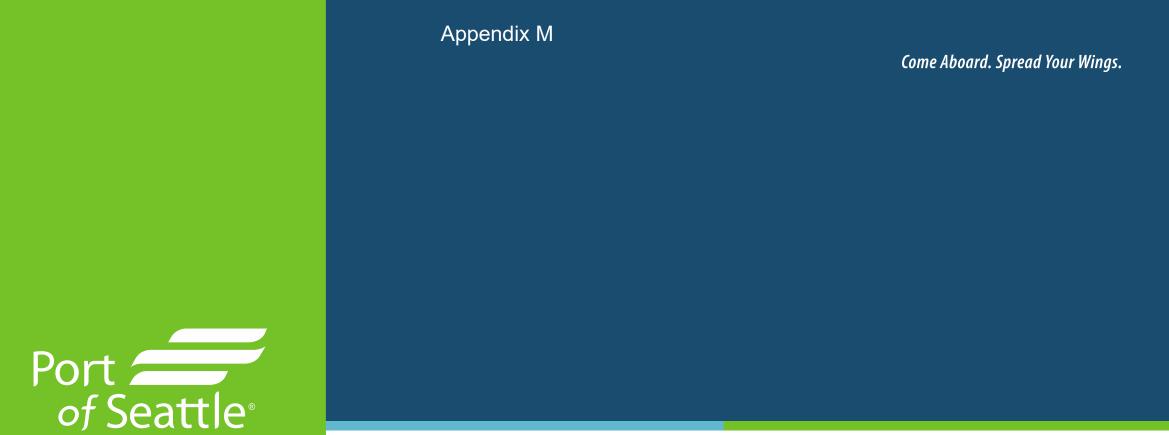




Employees by Gender Identity



A significant number of people elected not to share their Race or Gender.



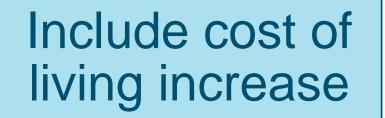
Non-represented Employees Compensation Program Review Focus Group and Employee Survey Comment Themes September 2021



THEMES FROM **FOCUS GROUPS** AND EMPLOYEE SURVEY COMMENTS

The following graphics highlight key themes from the focus group sessions and employee survey comments.

Annual Pay Increase



Use objective, measurable factors for performance

Separate pay for performance and cost of living

Tie cost of living to Consumer Price Index

Define and reward good job performance

Re-think performance ratings

Eliminate bias and favoritism



Pay Equity

Women and people of color believe...

Jobs held mostly by women are undervalued

Women must continually prove themselves

Women and women of color are underpaid

Everyone ...

Believes pay for new hires is close to or greater than pay for existing staff

Wants system changes that prevent pay inequities

Wants pay equity analysis done and results transparent



Manager Training & Accountability



360° review with employee feedback

Training on goal setting

Training on employee coaching & development

People management is a review factor People managers feel powerless Trust managers to make decisions Appendix N



OFFICE OF EQUITY, DIVERSITY, AND INCLUSION (OEDI)

Terminology

Equity refers to the fair treatment, access, opportunity, and advancement for all people while striving to identify and eliminate barriers that have prevented the full participation of communities historically oppressed. Improving equity involves increasing justice and fairness with the procedures and processes of institutions or systems and a fair, intentional distribution of resources.

Diversity: human differences, including but not limited to those based on race, culture, color, sex, gender identity, national origin, nationality, geography, age, ability or disability, sexual orientation, military or veteran status, socio-economic status, faith, political beliefs or other identities. Our definition also includes diversity of thought, ideas, perspectives and values.

Inclusion: The act of fostering environments in which any individual or group can be and feel welcomed, respected, supported and valued to fully participate—an inclusive, inviting and welcoming climate that offers respect in words and actions for all people.

Equality: The same amount of power, opportunities and resources are distributed to everyone with the assumption that everyone starts in the same place and has the same needs.

Bias Prejudice toward one group and its members relative to another group.

Community Indicator The means by which we can measure socioeconomic conditions in the community. All community indicators should be disaggregated by race, income, languages and foreign-born populations, if possible.

Contracting Equity Investments in contracting, consulting, and procurement should benefit the communities a jurisdiction serves, proportionate to the jurisdiction's demographics.

Explicit Bias Biases that people are aware of and that operate consciously. They are expressed directly.

Implicit Bias Biases people are usually unaware of and that operate at the subconscious level. Implicit bias is usually expressed indirectly.

Individual Racism Pre-judgment, bias, or discrimination based on race by an individual.

Institutional Racism Policies, practices, and procedures that work better for white people than for people of color.

Performance Measure Performance measures are at the county, department, or program level. Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. Performance measures respond to three different levels: 1) Quantity—how much did we do? 2) Quality—how well did we do it? and 3) Is anyone better off? A mix of these types of performance measures is contained within the recommendations.

Racial Equity Race is no longer a predictor of life outcomes and outcomes for all groups are improved.

Racial Inequity Race is a predictor of life outcomes, e.g., disproportionality in education (high school graduation rates), jobs (unemployment rate), criminal justice (arrest and incarceration rates), etc.

Structural Racism A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

Workforce Equity The workforce of a jurisdiction reflects the diversity of its residents, including across the breadth (functions and departments) and depth (hierarchy) of government.

