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Item Number: 10d\_reso  
Meeting Date: March 28, 2023

1 PORT OF SEATTLE  
2 RESOLUTION NO. 3812  
3

4 A RESOLUTION of the Port of Seattle Commission establishing an Equity  
5 Directive to guide the integration of equity, diversity,  
6 inclusion, and belonging into the Port's practices and  
7 policies, and to move our work beyond compliance and  
8 mandates towards long-term commitment and sustainable  
9 systems change.

10  
11 WHEREAS, the voters of King County authorized and approved the formation of a port  
12 district coterminous with King County to be known as the Port of Seattle in a special election on  
13 September 5, 1911; and

14  
15 WHEREAS, the mission of the Port of Seattle is to promote economic opportunities and  
16 quality of life in the region which includes building an inclusive economy and public agency that  
17 values and advances equity, diversity, inclusion, and belonging; and

18  
19 WHEREAS, the Port of Seattle Commission adopted Order No. 2018-06 on May 8, 2018,  
20 which created an equity pilot program which recognized equity as critical to the Port's core values  
21 as an organization and called for the creation of an Equity Policy Directive; and

22  
23 WHEREAS, the Port of Seattle Commission adopted Motion 2020-19 on October 13,  
24 2020, which directed the Executive Director to examine Port operations and policies for sources  
25 of racial bias and discrimination and to develop programs and policies to eliminate inequity in all  
26 aspects of the organization; and

27  
28 WHEREAS, the Port's Office of Equity, Diversity, and Inclusion was created in 2019,  
29 the first of its kind for a port nationally, with a mission to build capacity across the organization  
30 to address institutional oppression and to transform Port policies, practices, and processes; and

31  
32 WHEREAS, Order 2018-06 and Motion 2020-19 have both informed development of an  
33 Equity Policy Directive that would apply Portwide and incorporate equity into the Port's  
34 structural, operational, and external practices, and would help to achieve the Century Agenda  
35 goal of becoming a more equitable, diverse, and inclusive organization; and

36  
37 WHEREAS, environmental justice is a distinct and critical component of equity, the  
38 Port's long history of and ongoing engagement with communities along the Duwamish, Elliott  
39 Bay, and surrounding the airport will be vital to deepening the Port's expertise on environmental  
40 justice as directed by the Equity Policy Directive; and

41

Resolution No. 3812, Equity Policy Directive Page 1 of 12

42 WHEREAS, the Port of Seattle has continuously worked to put our equity values into  
43 action by re-building the Port into a national leader and as an inclusive employer where  
44 employees feel they belong and are valued; and by pro-actively working to ensure our programs,  
45 policies, and initiatives incorporate equity best practices to the greatest extent possible in order  
46 to reach our anti-racist goals.

47

48 NOW, THEREFORE, BE IT RESOLVED by the Port of Seattle Commission as  
49 follows:

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51 SECTION 1. The Equity Policy Directive as shown in the attached Exhibit A is hereby  
52 established with the following goals:

53

54 Goal 1: Identifying and eliminating disparities in access to working with and for the Port of Seattle.

55

56 Goal 2: Ensuring that all internal and external initiatives, programs, structures, and practices have

57 Equity, Diversity, Inclusion, and Belonging at their core.

58

59 Goal 3: Developing leadership accountability for reaching Equity, Diversity, Inclusion, and

60 Belonging goals in our work across the Port and in port-related industries.

61

62 Goal 4: Deepening our collective analysis of anti-Black racism in order to improve our policies,

63 programming, and practices to positively impact Black employees and community members.

64

65 Goal 5: Strengthening our community partnerships in Port-related work through authentic

66 relationship building and engagement with Port-impacted communities.

67

68 Goal 6: Proactively seeking community input to inform and influence decision-making related to

69 Port of Seattle projects, programs, and initiatives.

70

71 Goal 7: Working to infuse recommendations from the Port's Equity Assessment and Women of

72 Color Assessment and any future assessments into practice and policy as well as working towards

73 culture and system shifts to strengthen equity at the Port of Seattle.

74

75 SECTION 2. The Policy Directive contained in Exhibit A and attached to this Resolution

76 shall be labeled and catalogued as appropriate, together with other Commission Policy Directives,

77 and shall be made readily available for use by Port staff and members of the public as a governance

78 document of the Port of Seattle.

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Resolution No. 3812, Equity Policy Directive Page 2 of 12

89 ADOPTED by the Port of Seattle Commission at a duly noticed public meeting thereof,

90 held this \_\_\_\_ day of \_\_\_\_\_, 2023, and duly authenticated in open session by the

91 signatures of the commissioners voting in favor thereof and the seal of the Commission.

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103 Port of Seattle Commission

Resolution No. 3812, Equity Policy Directive Page 3 of 12

104 EXHIBIT A to Resolution 3812 –  
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106  
107  
108  
109 Port of Seattle Commission  
110  
111 Equity Policy Directive

112

113 As Adopted

114 XXXX XX, 2023  
115

Resolution No. 3812, Equity Policy Directive Page 4 of 12

116 SECTION 1. Purpose.  
117

118 The Port of Seattle is committed to being a regional and national leader in equity and social  
119 justice.  
120

121 At the Port of Seattle, we center racial equity because of the role that government, as an  
122 institution, has and continues to have in perpetuating racial inequities. Racial oppression is  
123 foundational to our country's origins; it forms the language and structure for all types of  
124 discrimination. Centering racial equity at the Port of Seattle sets a specific, strategic focus that  
125 will allow us to develop structural approaches to address all forms of oppression and to advance  
126 our inclusion and belonging values as a public agency.  
127

128 Our vision is to develop a Port that mirrors — throughout its breadth of operations and services  
129 and within its leadership structure — the diversity of our community, instills principles of equity  
130 in its culture, and ensures a fair and intentional distribution of opportunities with the goal of  
131 expanding economic development and quality of life for all.  
132

133 The purpose of this policy directive is to guide the integration of equity, diversity, inclusion, and  
134 belonging into the Port's practices and policies, and to move our work beyond compliance and  
135 mandates towards long-term commitment and sustainable systems change. The Port has already  
136 taken the critical step of recognizing the need to center equity in the work of the organization.

137 The Port of Seattle Commission has centered equity in several ways, such as: adding a goal to  
138 become a model for equity, diversity, inclusion, and belonging to the Century Agenda; creating  
139 the first in the nation Port Office of Equity, Diversity, and Inclusion (OEDI); conducting a Port  
140 Policing Equity Assessment; adopting the Duwamish Valley Community Benefits Commitment  
141 Policy Directive; recognizing Juneteenth as a Port-paid holiday; and passing the 2020 Racial Bias  
142 and Equity Motion.  
143

144 To further this work, this directive will advance equity, diversity, inclusion, and belonging by:  
145 A. Identifying and eliminating disparities in access to working with and for the Port of  
146 Seattle.  
147 B. Ensuring that all internal and external initiatives, programs, structures, and practices  
148 have Equity, Diversity, Inclusion, and Belonging at their core.  
149 C. Developing leadership accountability for reaching Equity, Diversity, Inclusion, and  
150 Belonging goals in our work across the Port and in port-related industries.  
151 D. Deepening our collective analysis of anti-Black racism in order to improve our policies,  
152 programming, and practices to positively impact Black employees and community  
153 members.  
154 E. Strengthening our community partnerships in Port-related work through authentic  
155 relationship building and engagement with Port-impacted communities.  
156 F. Proactively seeking community input to inform and influence decision-making related to  
157 Port of Seattle projects, programs, and initiatives.  
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Resolution No. 3812, Equity Policy Directive Page 5 of 12

160 G. Working to infuse recommendations from the Port's Equity Assessment and Women of  
161 Color Assessment and any future assessments into practice and policy as well as working  
162 towards culture and system shifts to strengthen equity at the Port of Seattle.  
163  
164 SECTION 2. Definitions.  
165  
166 When used in this policy directive, the following words and phrases shall have the meanings given  
167 below, unless the context in which they are included clearly indicates otherwise:  
168  
169 "Anti-Black Racism" means policies and practices rooted in institutions and systems that  
170 reinforce beliefs, attitudes, prejudice, stereotyping, and/or discrimination towards Black people.  
171 While many racial and ethnic groups experience racism or prejudice, the term anti-Black racism  
172 underscores the unique experiences of racism for Black people.  
173  
174 "Belonging" means having a meaningful voice and the opportunity to participate in the design of  
175 initiatives, programs, and team/cultural norms. At its core, belonging is not just about inclusion,  
176 but also about sharing power, access, and opportunities among all groups and individuals within  
177 an organization.  
178  
179 "Business Planning Efforts" mean Port-wide strategic planning efforts, executed on a quarterly  
180 cadence by all divisions and Centers of Expertise across the organization. Quarterly efforts are as  
181 follows: Q1 - Analysis of prior year's performance; Q2 - Strategic Business; Q3 - Budget  
182 development; and Q4 - Finalizing Budget, Business Plans and goals for the following year.  
183  
184 "Century Agenda" means the Port's directional compass that guides the vision of the entire  
185 organization.  
186  
187 "Change Team" means a Port-wide cohort of employees from all departments and lines of  
188 business, working to engage all levels of the Port in using a racial equity framework in their daily  
189 work, decisions, programming, and policies.  
190  
191 "Department" means any Port of Seattle organizational structure that has a director that reports  
192 to a Managing Director who serves on the Executive Leadership Team.  
193  
194 "Economic Development Programs" means occupational job training and placement, job  
195 advancement and job retention, pre-apprenticeship training, or occupational education  
196 programs associated with port tenants, customers; local economic development programs  
197 related to port tenants or port-related economic activities that are sponsored by a port and  
198 operated by a nonprofit, private, or public entity; small business development; and other  
199 programs as authorized by RCW 53.08.245.

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Resolution No. 3812, Equity Policy Directive Page 6 of 12

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205 "Equity" means fair treatment, access, opportunity, and advancement for all people while  
206 striving to identify and eliminate barriers that have prevented the full participation of historically  
207 oppressed communities. Improving equity involves increasing justice and fairness within the  
208 procedures and processes of institutions or systems and a fair, intentional distribution of  
209 resources.

210

211 "EDI" means equity, diversity, and inclusion. "Equity, diversity, and inclusion" and "equity,  
212 diversity, inclusion, and belonging" will be used interchangeably to reflect the growing language  
213 of equity-focused work to create a culture and environment of belonging.

214

215 "Equity Directive Implementation Guide" means the reference guide developed to capture the  
216 Port's emerging equity protocols and processes to operationalize equity motions and directives  
217 passed by the Commission. As a guide, it is intended to provide a road map on internal systems  
218 changes led by OEDI. The Equity Directive Implementation Guide will be updated at the direction  
219 of the Senior Director of OEDI. Updates will be developed in consultation with Change Team  
220 members, the Executive Director, Executive Leadership Team (ELT), and the Commission  
221 committee responsible for oversight of OEDI.

222

223 "Environmental Justice" is the principle that all people and communities have a right to a healthy  
224 environment and a right to equal protection and equal enforcement of environmental laws and  
225 regulations, and recognizes that vulnerable communities are subjected to disproportionate  
226 burdens of pollution.

227

228 "Equity in Budgeting" is the integration of an equity lens into the budgeting process and decision-  
229 making, including policies, practices, programs, and ultimately, departmental budgets, to  
230 develop strategies and actions that reduce inequities, with a particular focus on racial inequities.

231

232 "Executive Director's Protocol on Port-wide Goal Establishment and Reporting" refers to  
233 protocols issued by the Executive Director's Office which provide guidance and direction on how  
234 all new goals, objectives and reporting requirements that impact a majority of divisions, DOEs or  
235 staff will be reviewed and adopted by the Executive Director and the ELT.

236

237 "Port Assessments" is in reference to two prior Port assessments: the Equity Assessment and the  
238 Women of Color Assessment. In 2021, these two organizational assessments surveyed employee  
239 perceptions of the state of equity and conditions for women of color at the Port of Seattle. The  
240 findings of each report identify issues and contain recommendations that will move the Port  
241 towards its Century Agenda goals and address systemic and/or cultural issues.

242

243 "Port-impacted communities" includes both internal and external stakeholders impacted by Port  
244 activities. Internal stakeholders include employees, and external stakeholders include small  
245 businesses, vendors, contractors, airport workers, and vulnerable communities impacted by  
246 port-related activities.

247

Resolution No. 3812, Equity Policy Directive Page 7 of 12

248 "Port-related industries" means aviation, maritime, construction trades, and green career  
249 industries.

250

251 "Social Justice" means equal rights and equitable opportunities for all.

252

253 "Women or Minority-Owned Business" (WMBE) means a business that is at least 51 percent  
254 owned and controlled by women and/or minority (including, but not limited to African  
255 Americans, Native Americans, Asians, and Latino) group members.

256

257 "Workforce Development" means the composite of strategies and services, including career  
258 connected learning, K-12 education, worker and employer training and job matching that help  
259 connect and retain workers to careers within the Port and port-related economic activities, and  
260 that help ensure area businesses have access to the skilled workforce they need to thrive and

261 grow. RCW 53.08.245(1) provides that "[i]t shall be in the public purpose for all port districts to  
262 engage in economic development programs." RCW 53.08.245(2)(a) provides that such economic  
263 development programs may include "[o]ccupational job training and placement, job  
264 advancement and job retention, pre-apprenticeship training, or occupational education  
265 programs associated with port tenants, customers, and local economic development related to  
266 port tenants or port-related economic activities that are sponsored by a port and operated by a  
267 nonprofit, private, or public entity."

268

269 SECTION 3. Scope and Applicability.

270

271 This directive pertains to all Port of Seattle employees and related business units. Activities to  
272 implement this directive must be feasible, under the Port's legal authority, and within the Port's  
273 policies. Port contractors are outside the scope of this policy directive.

274

275 SECTION 4. Responsibilities.

276

277 The Executive Director, or delegate, shall engage in the following activities in pursuit of this policy  
278 directive:

279

280 1. Develop and implement initiatives, programs, practices, and policies to foster and grow  
281 a culture of belonging and inclusion within the Port consistent with this policy directive,  
282 including but not limited to: contracting, business opportunities for women or minority-  
283 owned businesses, workforce development, creating and supporting internal pathways  
284 for employees of color and women to advance within the organization to be successful  
285 in their work, and other relevant Port directives and activities.

286 a. For additional guidance on implementation of this directive, the Port shall refer  
287 to the Equity Policy Directive Implementation Guide and/or consult with OEDI.

288

289 2. Use the Port's influence to advance equity as part of the Port's mission to promote  
290 economic development and enhance quality of life via programs and strategies across  
291 King County and the region.

Resolution No. 3812, Equity Policy Directive Page 8 of 12

292

293 SECTION 5. Policy.

294

295 As part of the Port's comprehensive Century Agenda Strategic Plan, the Port will strive to  
296 "Become a Model for Equity, Diversity, Inclusion." In doing so, the Port will ensure that internal  
297 and external initiatives, programs, structures, and practices will be implemented using an equity  
298 lens. To achieve this Century Agenda goal, the Executive Director, or designee, shall implement  
299 the following structural, operational, and external-facing policies, and develop the Port's  
300 environmental justice policies:

301

302 A. Structural

303

304 1. OEDI shall be a permanent department at the Port of Seattle and reside within  
305 Corporate/Central Services.

306 a. The leader of OEDI shall serve on the Port's Executive Leadership Team.

307 b. The mission of OEDI shall be to work with departments to lead and/or support  
308 the Port's efforts to advance equity and inclusion across the Port.

309

310 2. The Executive Director, or delegate, shall establish and empower a permanent internal  
311 Change Team at the Port. The Change Team shall be empowered to collaborate with  
312 managers, directors, senior leadership, and other stakeholders to integrate equity and  
313 anti-racism practices and advance Port and department EDI goals

314 3. Change Team activities and methods will be reviewed and approved by the Executive  
315 Director or their delegate.

316 4. In cases where these activities or methods would impact the majority of divisions,  
317 departments, or staff, the Change Team or OEDI shall submit plans for these efforts to  
318 the Executive Director, delegate, and ELT for review and approval prior to adoption.

319

320 B. Operational

321

322 1. As part of annual business planning efforts, each Port department shall set its own  
323 annual equity, diversity, and inclusion goals, and work towards achieving these goals.  
324 The Executive Director, or delegate, shall designate Port staff to assist departments in  
325 the creation and revision of their EDI goals. Departmental EDI goals shall be informed by  
326 broad engagement of employees across the department, including Port assessments.  
327 a. Any equity goal set for a department shall be developed collaboratively with the  
328 respective manager or director of that department and reviewed during the  
329 business planning period prior to adoption and implementation.  
330 b. Any proposed new goals or reporting requirements shall be brought to regularly  
331 scheduled business planning meetings, events, or efforts (annually in Q2), to be  
332 included into the standard business planning process conducted by all  
333 departments.  
334 c. Any goal creation by the ED, delegate or Change Team member shall follow the  
335 Executive Director's Protocol on Port-wide Goal Establishment and Reporting.

Resolution No. 3812, Equity Policy Directive Page 9 of 12

336 2. Progress towards setting and achieving departmental equity goals shall be considered in  
337 the annual performance reviews of the Executive Director and members of the ELT.  
338 3. The Port shall use an equity in budgeting toolkit, or equivalent mechanism, in the  
339 business planning and budgeting process for every department.  
340 4. The Executive Director, or a delegate, shall:  
341 a. Develop a definition for "equity-related resources" The proposed definition shall  
342 be reviewed by Commissioner Mohamed, Commissioner Cho, and the Equity and  
343 Workforce Development Committee.  
344 b. Calculate and summarize all such equity-related resources in the 2019-2022 Port  
345 budgets. These resources shall be calculated as a percent of the total operating  
346 budget.  
347 c. Propose a structure for communicating and executing a pilot for "equity-related  
348 resources" in the 2024 budget to Commissioner Mohamed, Commissioner Cho,  
349 and the Equity and Workforce Development Committee before the adoption of  
350 the 2024 budget. The results of this pilot shall be considered for further action.  
351 5. All Port departments shall utilize trainings and tools created by the Port's Change Team  
352 committees and OEDI to the greatest extent feasible to incorporate equity into their  
353 respective programming and strategic planning.  
354 a. Change Team members shall work with their manager and respective ELT  
355 members to create alignment between training opportunities, tools, and new  
356 programs with existing business and strategic planning processes and protocols  
357 to the greatest extent possible.  
358 6. OEDI shall support the growth of equity culture and practice among Port employees  
359 through training and programming to deepen Port staff understanding, analysis and  
360 awareness of systemic and institutionalized racism and anti-Black racism.  
361 a. These trainings shall consist, at a minimum, of a mandatory annual racial equity  
362 training for all Port employees.  
363 b. Individuals in leadership or supervisory roles shall undertake at least one  
364 training, orientation, or other learning opportunity to advance a culture of  
365 belonging and inclusion per year in addition to the mandatory annual equity  
366 training requirement.  
367  
368 C. External  
369  
370 1. The Port, with the approval of the Executive Director and Commission President, will  
371 convene cohorts of community advisors as needed to provide opportunities for dialogue  
372 to increase equity in Port policies, programs, and initiatives that directly affect advisors'  
373 communities.  
374 a. External Relations and OEDI shall increase opportunities for community  
375 participation by including language access plans and/or stipends for community  
376 advisory activities as appropriate.

Resolution No. 3812, Equity Policy Directive Page 10 of 12

377 b. These advisors shall reflect the interests of communities most directly affected



378 by Port operations and programs and shall include representatives from these  
379 Port-impacted communities.

380 2. The Executive Director and the ELT, with support from OEDI, shall identify programs that  
381 will undergo a closer review and analysis in order to advance Century Agenda equity  
382 goals.

383 3. The Port shall pursue opportunities and partnerships to expand its portfolio of  
384 community-based equity programs and investments that support quality of life,  
385 workforce development, and/or economic development enhancements.

386 4. The Port shall pursue opportunities to partner with other governments to advance  
387 equity initiatives. In particular, the Port shall seek opportunities to establish a leadership  
388 role in the equity space in our relationships with other ports. This may include sharing  
389 lessons learned, equity best practices, and other efforts.

390

391 D. Environmental Justice

392 1. To develop and implement expertise in environmental justice, the Executive Director and OEDI  
393 shall:

394 Coordinate environmental justice efforts between the Port of Seattle Commission, External  
395 Relations, Environment and Sustainability staff, and various Port environmental programs.

396 Convene a stakeholder group including representatives of near-Port communities to discuss  
397 environmental justice principles.

398 Develop a draft set of environmental justice principles informed by this engagement.

399 Deliver an update to the Commission no later than Q1 of 2024 on the Port's environmental justice  
400 work.

401

402 SECTION 6. Program Evaluation.

403

404 The Executive Director, or a delegate, shall monitor and evaluate progress towards departmental  
405 equity goals, equity objectives, and areas of emphasis outlined in the Port's Century Agenda  
406 Strategic Plan and resultant from prior Port assessments. This monitoring and evaluation shall  
407 include but not be limited to the following:

408 1. In alignment with the Port's business planning, a report to the Commission on an annual  
409 basis, at a minimum including:

410 a. A summary of each department's equity goals and progress made towards  
411 achieving these equity goals.

412 b. Identification of the most significant emergent and/or ongoing barriers Port  
413 employees face in fairly accessing resources and opportunities at the Port as  
414 determined via OEDI and/or HR engagement.

415 c. Identification of continuous process improvement opportunities in contracting  
416 with Community Based Organizations. This identification shall be informed by  
417 engagement with community-based organizations, including at least one  
418 listening session conducted by OEDI and/or External Relations.

419

420

Resolution No. 3812, Equity Policy Directive Page 11 of 12

421 2. Regular Port-wide data-gathering regarding progress towards equity outcomes and  
422 implementing the equity practices identified in Port assessments.

423 a. Any data-gathering or reporting shall follow the Executive Director's Protocol on  
424 Port-wide Goal Establishment and Reporting.

425 b. Progress towards equity outcomes shall be measured by in-depth, qualitative  
426 assessments (similar to the 2021 Equity Assessment) every four years, as well as  
427 annual quantitative surveys of Port employee sentiment regarding equity  
428 progress.

429 c. The results of these annual equity surveys and assessments shall be made public.

430 d. Progress towards implementing equity practices shall be monitored by OEDI  
431 staff, who will gather information on the implementation of these practices  
432 across the Port.

433 3. Internal Audit shall conduct an audit of the policy requirements outlined in this directive  
434 on a periodic basis.

435 a. Internal Audit shall present the results of this audit to the Audit Committee as  
436 well as the Commission Committee responsible for oversight of OEDI.

437 4. The Commission directs the Executive Director, or delegate, to review current and



438 proposed policies for equity impacts and to consult with the Commission to ensure  
439 inclusive, open, and fair access by stakeholders in decision processes that impact  
440 community.

441

442

Resolution No. 3812, Equity Policy Directive Page 12 of 12