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**PORT OF SEATTLE
RESOLUTION NO. 3812**

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

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

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

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

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

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

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

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

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:

50
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.

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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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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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Port of Seattle Commission

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EXHIBIT A to Resolution 3812 –



Port of Seattle Commission
Equity Policy Directive

As Adopted
XXXX XX, 2023

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.

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.

204
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

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.**

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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.

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SECTION 5. Policy.

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

A. Structural

1. OEDI shall be a permanent department at the Port of Seattle and reside within Corporate/Central Services.
 - a. The leader of OEDI shall serve on the Port’s Executive Leadership Team.
 - b. The mission of OEDI shall be to work with departments to lead and/or support the Port’s efforts to advance equity and inclusion across the Port.
2. The Executive Director, or delegate, shall establish and empower a permanent internal Change Team at the Port. The Change Team shall be empowered to collaborate with managers, directors, senior leadership, and other stakeholders to integrate equity and anti-racism practices and advance Port and department EDI goals
3. Change Team activities and methods will be reviewed and approved by the Executive Director or their delegate.
4. In cases where these activities or methods would impact the majority of divisions, departments, or staff, the Change Team or OEDI shall submit plans for these efforts to the Executive Director, delegate, and ELT for review and approval prior to adoption.

B. Operational

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

- 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.

- 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.

- 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