



# OFFICE OF EQUITY, DIVERSITY AND INCLUSION (OEDI)

## 2021 STRATEGIC PLAN

## OVERVIEW OF PLAN

### 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. In 2019, Port leadership created its first Office of Equity, Diversity and Inclusion (OEDI). The Office is charged with infusing equity<sup>1</sup> practices throughout Port operations and providing strategic and policy direction on equity issues. Since 2017, the Port has stepped up efforts to integrate equity into its work. Major activities have included:

- Leadership deepening understanding about equity and anti-racism through trainings, workshops, and speaker events;
- As an agency, joining the Government Alliance on Race and Equity (GARE), a national network of governments working to achieve racial equity;
- Employees participating in trainings about equity and institutional racism;
- Formation of a cross-functional staff team (the Change Team) to lead equity work across the enterprise;
- Creation of a Racial Equity Toolkit, in collaboration with GARE, with initial implementation through pilot projects;
- Creation and implementation of Port of Seattle adopts Resolution 3767, the Duwamish Valley Community Benefits Commitment and Duwamish Valley Community Equity Program

### Purpose of Plan

In 2019, Port leadership created its first equity department, called the Office of Equity, Diversity and Inclusion (OEDI), charged with ensuring that equity goals are incorporated throughout Port operations and providing strategic and policy direction on equity issues. The Office is led by a Senior Director who is a member of the Executive Leadership Team and reports directly to the Executive Director.

Over the course of summer and fall of 2019, OEDI developed its first Strategic Plan, to guide and describe OEDI's mission and work going forward. The plan was a "hybrid" strategic plan/workplan with three broad strategies intended to remain relevant over several years, along with associated Key Results for each, which were concrete actions for OEDI to complete during its first year.

Going into 2021, OEDI has reviewed its work outcomes against the 2019-20 Strategic Plan in order to plan for continuing work in 2021. This plan reflects that review. It uses the 2019-20 Strategic Plan as a foundation, including the same framework of three broad strategies, and includes updated Objectives and Key Results for 2021.

---

<sup>1</sup> This document uses both the terms "equity" and "racial equity" interchangeably. Unless noted otherwise, equity implies racial equity as we, both OEDI and the Port at large, lead our equity efforts with a focus on race and racism.

## Terminology

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

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

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

- **STRATEGY 1**  
**Transform Port of Seattle by infusing racial equity principles and practices into all aspects of organizational structure, programs, policies and processes.**
- **STRATEGY 2**  
**Provide equitable and tangible benefits to impacted communities of color and immigrant and refugee communities.**
- **STRATEGY 3**  
**Build OEDI capacity and expertise to lead equity change work internally and to be a resource for and thought partner with external peer agencies.**

## Key Concepts

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

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

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

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

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

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

## SUMMARY OUTLINE OF STRATEGIES AND OBJECTIVES

<p><b><u>STRATEGY 1</u></b>  <b>Transform Port of Seattle by infusing racial equity principles and practices into all aspects of organizational structure, programs, policies, and processes.</b></p>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Normalize equity</li> <li>2. Internal systems</li> <li>3. Leadership modeling</li> <li>4. Equitable workplace</li> </ol>
<p><b><u>STRATEGY 2</u></b>  <b>Provide equitable and tangible benefits to impacted vulnerable communities, people of color immigrant and refugee, financial challenged communities.</b></p>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Public programs and support</li> <li>2. Community engagement</li> <li>3. Accountability to the public</li> </ol>
<p><b><u>STRATEGY 3</u></b>  <b>Build OEDI capacity and expertise to lead equity change work internally and to be a resource for and thought partner with external peer agencies.</b></p>	<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Grow equity expertise</li> <li>2. Lead Port wide equity work</li> </ol>



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

Stage of Work	Objective	Key Result	Timing
<p>Normalize</p>	<p><b>Objective 1. Equity work is normalized throughout the enterprise from leadership, including Port Commission and Executive Leadership Team (ELT), to staff at all levels in all Divisions and Departments.</b></p>	<p>1. Organize within and across departments to ensure that racial equity drives behaviors, processes, and decisions at all levels, from staff relationships to policies and practices that impact communities most affected by racism. Continue <b>ongoing</b> activities to deepen internal community building and normalizing of equity work in terms of understanding, engagement, and investment. Activities include required trainings about equity, diversity and inclusion; trainings for staff to understand the equity framework for the Port; Book Club discussions; and other activities as identified and feasible:</p> <ul style="list-style-type: none"> <li>• 6 book clubs: “Caste and How to be An Anti-Racist”</li> <li>• 3 Podcast clubs including: “Seeing White”, “1619”, “Nice White Parents”</li> <li>• Build new Racial Equity training for all employees and offer 4 sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Book Clubs               <ul style="list-style-type: none"> <li>○ 2 in Q1</li> <li>○ 2 in Q2</li> <li>○ 2 in Q3</li> </ul> </li> <li>• Podcast Clubs               <ul style="list-style-type: none"> <li>○ “Seeing White” – Q1 to Q2</li> <li>○ “1619” – Q2 to Q3</li> <li>○ “Nice White Parents” – Q4</li> </ul> </li> <li>• Equity 101 for all employees: two in Q1; one in Q2; one in Q3</li> </ul>
<p>Normalize &amp; Organize</p>		<p>2. Convene employees and offer learnings and deeper analysis of anti-Black racism. Support and uplift the Black Lives Matter call to action and engage employees in this work.</p> <ul style="list-style-type: none"> <li>• Offer three series of Caucusing to deepen racial equity analysis that will strengthen efforts to implement equity into the work of the Port.</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and/or events for MLK Day, Black History Month, Juneteenth</li> <li>• Three four-week caucusing series – Q1, Q2, Q3</li> </ul>

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

Stage of Work	Objective	Key Result	Timing
Organize & Operationalize	<b>Objective 2. Ensure equitable internal policies, programs, operations, and structures.</b>	<p>3. Complete comprehensive internal assessment of the current state of diversity, equity and inclusion across all Port teams led by an internal Change Team.<sup>2</sup></p> <p>To achieve this Key Result, in 2021, OEDI will complete the following tasks:</p> <ul style="list-style-type: none"> <li>• Provide training, development and coaching of Change Team Core members and Sponsor members to equip them with the tools necessary to lead assessments within their units.</li> <li>• Define and conduct an equity assessment of each division, identifying sources of inequity, bias and/or discrimination.               <ul style="list-style-type: none"> <li>○ The analysis will provide a quantitative and qualitative baseline for Key Performance Indicators and equity metrics that each team will focus on for the following year.</li> <li>○ The assessment will be completed by October 30, 2021. Beginning in January 2022, each department or division will submit annual progress reports to OEDI, who will submit a consolidated report to the Commission on</li> </ul> </li> </ul>	<p>Change Team Port-wide assessment: Q4-2021</p> <ul style="list-style-type: none"> <li>• Core members: 4 months of training concludes in Q1; ongoing support, coaching, and technical assistance for remainder of year</li> <li>• Sponsors: trainings in Q1 and Q2</li> </ul>

<sup>2</sup> A Change Team is a strategy for successful organizational transformation. 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.

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

Stage of Work	Objective	Key Result	Timing
		<p>progress made toward equity goals on an annual basis.</p> <ul style="list-style-type: none"> <li>○ The assessment will be conducted by both the Change Team as well as the EDI staff, EDI consultant, and consultant hired by Diversity in Contracting Office.</li> </ul>	
		<p>4. After the initial assessments, OEDI will work with Change Teams to:</p> <ul style="list-style-type: none"> <li>a. Develop a tool kit for Port employees and teams to use as filter for their processes</li> <li>b. Develop one performance goal evaluation and measure of success for all Change Team members</li> </ul> <p>5. OEDI will also conduct an assessment looking at policies and issues that have been identified by Port employees and communities as the most challenging barriers to fairly accessing resources and opportunities at the Port. This will include review of:</p> <ul style="list-style-type: none"> <li>a. Employee development, promotion and compensation;</li> <li>b. Recruitment, hiring, retention and promotion of Black, Indigenous, and people of color (BIPOC) port wide;</li> <li>c. Policies and practices impacting BIPOC contractors and WMBEs, with a particular focus on firms owned by Black descendants of slaves;</li> </ul>	<p>Toolkit and performance goals – Q4</p> <p>Assessment of Employee Barriers: Q4-2021</p>



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

Stage of Work	Objective	Key Result	Timing
		<ul style="list-style-type: none"> <li>d. Contracting and procurement policies and practices impacting community organizations’ and contractors’ access to Port resources; and</li> <li>e. Other areas identified through OEDI employee engagement.</li> <li>f. The assessment shall be completed by October 30, 2021 and presented to Commission.</li> </ul> <p>6. Participate in other relevant efforts across the Port to bring an equity lens and critical analysis to each effort. In 2021, a priority for OEDI engagement will be the Port Police Assessment process.</p> <p>7. Develop a framework/toolkit for budgeting with an equity lens and disseminate to all Departments (potential model to adapt: City of San Antonio).</p>	<p>Guidance and framework - Q3 2021</p> <p>Ongoing</p>
Organize	<p><b>Objective 3. Port leadership, including Commission, Executive Leadership Team (ELT) and leadership of Departments and Divisions, model and center equity in the work, and actively support and promote Port-wide equity work.</b></p>	<p>Actions to build leadership for equity work :</p> <ul style="list-style-type: none"> <li>• OEDI will work with Port Commission and ELT to: <ul style="list-style-type: none"> <li>• Engage ELT members to attend training offered for supervisors to align on building a vision and understanding for equity</li> <li>• Include EDI values in unit performance evaluations for ELT members and lay the foundation for requiring the same from their direct reports, who will also require the same from their teams.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• EDI values in performance evaluations – Q4</li> </ul>

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

Stage of Work	Objective	Key Result	Timing
		<ul style="list-style-type: none"> <li>• Design specific curriculum for racial equity trainings for supervisors and managers and offer 4 trainings in 2021 for all 220 supervisors to increase capacity for leading for racial equity.</li> <li>• Strategic vision/Century Agenda: Collaborate with Strategic Initiatives team on current Port-wide strategic planning process (lean government and CPI) and embed an equity lens into all facets of the process.</li> <li>• Include measurable EDI objectives in Port annual goal setting and performance process. Goals will include but not be limited to meaningful and measurable outreach to communities of color and underrepresented communities regarding job opportunities and/or internship opportunities.</li> <li>• Require racial equity and unconscious bias training for Commissioners, the Executive Director, and the Executive Leadership Team.</li> </ul>	Ongoing

**STRATEGY 2. Port, in achieving its mission to create jobs, provides equitable and tangible benefits to impacted communities of color, and immigrant and refugee communities.**

Stage of Work	Objective	Key Result	Timing
Operationalize	<p><b>Objective 1. Ensure equity in public-facing programs and activities, especially access to Port economic benefits including granting programs, WMBE contracting opportunities and workforce development (WFD) programs.</b></p>	<ol style="list-style-type: none"> <li>1. Assessment of barriers and opportunities for WMBEs in construction, Airport Dining and Retail, in implementing efforts and plans to overcome barriers to accessing contracting opportunities for WMBEs.</li> <li>2. Equity Index: <ul style="list-style-type: none"> <li>• Update the indicators within the draft Equity Index</li> <li>• Publish and share Equity Index website broadly.</li> <li>• Use pilots or case studies from Port departments to begin implementing findings into Port investment decisions.</li> <li>• Integrated into South King County Fund implementation (see below).</li> </ul> </li> <li>3. South King County Fund <ul style="list-style-type: none"> <li>• Collaborate with External Relations to launch second round in 2022 of the South King County Fund (SKCF) Economic Recovery &amp; Environmental Grants including continuing to implement a framework for equitable funding decision making.</li> <li>• Adapt/generalize framework developed for South King County Fund for use with other Port Community Investment Funds.</li> </ul> </li> </ol>	<p>Publish a user-friendly website – Q2 2021</p> <p>Yearly</p> <p>Launch Second Round of RFP – Q3 - 2021</p>

**STRATEGY 2. Port, in achieving its mission to create jobs, provides equitable and tangible benefits to impacted communities of color, and immigrant and refugee communities.**

Stage of Work	Objective	Key Result	Timing
Operationalize	<p><b>Objective 2. Implement equitable communications, public outreach and engagement strategies that are conducted in service to equitable community impact.</b></p>	<p>1. Support and collaborate with External Relations in building effective community partnerships. Collaborate to develop guidelines and principles for working with communities across the Port that center transparency, access to Port benefits, and accountability for the Port leadership.</p> <ul style="list-style-type: none"> <li>• Collaborate with the Environmental &amp; Sustainability team to implement the Equity index data into their community engagement efforts</li> <li>• Support development of engagement strategies for indigenous communities and non-federally-recognized tribes.</li> <li>• Collaborate with Human Resources and External Relations to increase employees' understanding of organizations in the community led by BIPOC during the Community Giving Campaign.</li> </ul>	<p>Q3 - 2021</p> <p>Q2 &amp; Q3</p>
		<p>2. Beginning in 2021 OEDI will file the Port's annual report to meet requirements for Title VI of the Civil Rights Act of 1964. Beginning in 2021, OEDI will make the Port's report more robust. OEDI will also recruit and train Coordinators to file the report.</p>	<p>Q2 - 2021</p>

**STRATEGY 2. Port, in achieving its mission to create jobs, provides equitable and tangible benefits to impacted communities of color, and immigrant and refugee communities.**

Stage of Work	Objective	Key Result	Timing
Operationalize	<p><b>Objective 3. Public accountability is visible and communities of color view the Port as an equitable organization to work for and do business with.</b></p>	<ol style="list-style-type: none"> <li>1. Create a Community Advisory board and empower it with a defined role that is meaningful and influential in decision making. Build this Board to be the umbrella for other Port community advisory committees and boards and entities that engage with communities.               <ul style="list-style-type: none"> <li>• Using the Equity Index, Board will work with OEDI to inform the use of Port resources and investments.</li> <li>• Board will inform Change Team equity assessment work and provide policy recommendations to the Port on addressing inequities.</li> <li>• Board will advise Port leadership on implementation of internal and external Port Equity efforts.</li> </ul> </li> <li>2. Conduct Community listening sessions and roundtables in 2021 with a focus on soliciting input on Policing assessment motion and Equity Motion.               <ul style="list-style-type: none"> <li>• Findings and recommendations from Policing and Equity assessments will be presented to the Port Commission in July and October 2021, respectively.</li> <li>• Findings will be publicly posted, presented to community for input, and used as baseline for future goals setting.</li> </ul> </li> <li>3. Continue to implement external communications plan to share progress on Port equity work (including Port-wide and by Departments/Divisions)</li> </ol>	<ul style="list-style-type: none"> <li>• Monthly Equity in Action newsletters</li> <li>• Q1 – 2020 Report</li> <li>• Quarterly Town Halls</li> <li>• Theory of Change – Q2/Q3</li> </ul>

**STRATEGY 3. Build OEDI capacity and expertise to lead equity change work internally and to be a resource for and thought partner with external peer agencies.**

Stage of Work	Objective	Key Result	Timing
Organize	<b>Objective 1. Build the visibility of OEDI as a local and national center of expertise.</b>	1. Learn and evolve from Port racial equity work and share growth in knowledge and expertise with other racial justice leaders locally and nationally. Specific efforts include: <ul style="list-style-type: none"> <li>• Share work on the Equity Index including developing a case study on use of the Index.</li> <li>• Host a convening of a West coast committee of Ports who can work together on equity strategies and share best practices, and possibly host a convening.</li> <li>• Share equity expertise with Port business partners.</li> </ul>	Q4 - 2021  Ongoing Quarterly Meeting  Q3
Organize	<b>Objective 2. Continue to execute on key functions of EDI Office and fully</b>	1. Ensure a staff cadre in OEDI who can implement, manage and lead Port’s equity work.	

	<p><b>empower Office to carry out those functions, including:</b></p> <ol style="list-style-type: none"> <li>1. Leading and managing Port-wide equity efforts</li> <li>2. Port-wide accountability for implementation of equity work</li> <li>3. Organizational learning</li> <li>4. Data and research</li> <li>5. Community engagement and partnership</li> </ol> <p><b>Objective 3. Train and build the capacity of more Port employees to be leaders of EDI work</b></p>	<ul style="list-style-type: none"> <li>• Complete periodic EDI Office team capability assessments as needed to evaluate team’s skills and strengths in relation to OEDI skills needs.</li> <li>• Identify and implement mechanisms to fill staffing gaps, including through internal and external recruitment. Where possible, preference internal candidate development.</li> </ul> <ol style="list-style-type: none"> <li>1. Continually develop, train, and support Port employee’s capacity to advance EDI. <ol style="list-style-type: none"> <li>a. Caucus facilitators</li> <li>b. Book/podcast club leaders</li> <li>c. Change Team members</li> </ol> </li> </ol> <ul style="list-style-type: none"> <li>• Hold an internal equity summit for Port employees to learn about the Port’s EDI efforts and hear from local and national experts</li> </ul>	
--	---	---	--