

RESOLUTION NO. 3767

A RESOLUTION of the Port of Seattle Commission establishing a Duwamish Valley Community Benefits Commitment Policy Directive to guide the implementation of the Duwamish Valley Community Equity Program and other Port operations that impact the Duwamish Valley Community.

WHEREAS, the Port of Seattle is committed to creating economic opportunity for all, stewarding our environment responsibly, partnering with surrounding communities, promoting equity and social responsibility, and being transparent and accountable; and

WHEREAS, the Port's Century Agenda states the Port will use its influence as an institution to promote Women and Minority Business Enterprise (WMBE) growth, small business growth, and workforce development to include increasing workforce training, job and business opportunities for local communities in trade, travel and logistics; and

WHEREAS, the Century Agenda also states the Port will be the greenest and most energy-efficient port in North America by reducing air pollutants and carbon emission, and restoring, creating and enhancing 40 additional acres of habitat in the Green/Duwamish watershed and Elliott Bay; and

WHEREAS, the Port recognizes that institutional racism has contributed to both inequities in the distribution of the Port's economic prosperity benefits and to environmental degradation amongst near-Port communities compared to others, particularly those experiencing socio-economic challenges; and

WHEREAS, in 2017 the Port Commission adopted Resolution No. 3736, which was amended by Resolution 3746, establishing a Priority Hire Policy Directive to provide good family wage jobs to qualified construction workers from economically distressed areas of King County, including Georgetown and South Park, by increasing access to port projects; and

WHEREAS, in 2018 the Port Commission adopted Resolution No. 3747 establishing a Welcoming Port Policy Directive to increase engagement with, and support for, immigrant and refugee communities; and

WHEREAS, in 2018 the Port Commission adopted Resolution No. 3737 establishing a Diversity in Contracting Policy Directive to provide the maximum practicable opportunity for increased participation by WMBE in Port contracting for public works, consulting services, supplies, material, equipment, and other services; and

WHEREAS, in 2019 the Port established an Office of Equity, Diversity, and Inclusion to address institutional racism and increase equity, diversity, and inclusion in Port policies, processes, and programs; and

WHEREAS, the Duwamish Valley Community (Community) consists of a group of people and organizations that live, work, play, study, or worship in the near-Port neighborhoods of South Park and Georgetown along the Duwamish River and have been historically or are currently impacted by economic, racial, and environmental injustices, including the Duwamish People, the first people of Seattle; and

WHEREAS, the 2013 Cumulative Health Impacts Analysis published by Just Health Action and the Duwamish River Cleanup Coalition/Technical Advisory Group characterizes the Duwamish Valley Community as experiencing environmental justice issues such as disproportionate exposure to air pollution, lack of greenspace, and high poverty rates contributing to a life expectancy in South Park and Georgetown that is 13 years lower than wealthier communities in Seattle; and

WHEREAS, the City of Seattle's 2017 Preparing for Climate Change Strategy Report identifies this community as one of the communities that will be most impacted by climate change conditions such as extreme heat, rising sea levels, and flooding; and

WHEREAS, the Port seeks alignment with the City of Seattle Resolution 31567 and King County Motion 2015-0167 related to the Duwamish Waterway Cleanup and the health of communities adjacent to the Lower Duwamish Waterway, and other public agencies who have recognized historic and present inequities experienced by the Community, and have launched long-term initiatives within their own operations, such as the City of Seattle's Duwamish Valley Action Plan that addresses environmental justice and equitable development in the community; and

WHEREAS, the Port has historic involvement in the Duwamish Valley through Superfund cleanup and remediation as part of the Lower Duwamish Waterway Group (LDWG) along with the City of Seattle, King County, and Boeing., and LDWG has collectively invested approximately \$50 million in investigating contamination in the Lower Duwamish waterway, developed approaches for cleanup of the waterway and means to prevent recontamination through source control; and the Port of Seattle has individually already invested nearly \$13 million into the cleanup of Terminal 117 Early Action Area; and

WHEREAS, the Northwest Seaport Alliance (NWSA) and the Port of Seattle have partnered on several initiatives to improve air quality and reduce greenhouse gases such as the Clean Truck Program, air quality education projects, and the adoption of the Northwest Ports Clean Air Strategy to reduce air emissions from shipping and port operations in the Georgia Basin and Puget Sound airsheds from cargo-handling equipment, rail, harbor craft, ships, and trucks; and

WHEREAS, in January 2017 the Port and Duwamish Valley community were selected by the United States Environmental Protection Agency's Ports Initiative to receive a technical assistance grant to pilot a project (pilot project) that facilitated dialogue and engagement with communities experiencing environmental justice issues; and

WHEREAS, the pilot project enabled the Port to identify three areas of collaboration and mutual benefit with the Community: capacity building, environmental stewardship, and economic development to prevent continued community displacement; and these three areas, as well as community-based organizations such as the Port Community Action Team (PCAT), are key pillars for sustaining the ongoing partnership; and the Port and has expended over \$450,000 on targeted community programs such as shoreline improvements, increased access to public educational events, and green career pathways; and

WHEREAS, the PCAT is a Community-convened advisory group established in 2017 as part of the pilot project consisting of Duwamish Valley community members that engage the Port in collaborative action and strategic planning in order to address historical and current disproportionate, cumulative impacts affecting the Duwamish Valley community; and the PCAT provides training and coaching to Port staff on inclusive engagement practices and cultural competency that ensures the effectiveness of achieving the Century Agenda; and


WHEREAS, in May 2019, the Port of Seattle Commission authorized the creation of the Duwamish Valley Community Equity Program and directed staff to collaborate with community partners to establish a Community Benefits Commitment that provides shared goals and definitions, a strategy and workplan with actionable items, and an evaluation framework;


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


SECTION 1. The Duwamish Valley Community Benefits Commitment as shown in Exhibit A is hereby established.


SECTION 2. The Duwamish Valley Community Benefits Commitment shall be labeled and catalogued as appropriate, together with other Commission Policy Directives, and shall be made readily available for use by Port staff and members of the public as a governance document of the Port of Seattle.


ADOPTED by the Port of Seattle Commission at a duly noticed meeting thereof, held this 10th day of December, 2019, and duly authenticated in open session by the signatures of the Commissioners voting in favor thereof and the seal of the commission.

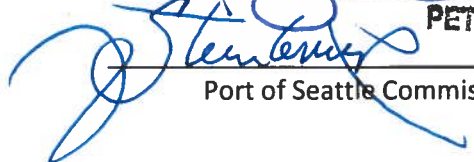



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EXHIBIT A to Resolution 3767
DUWAMISH VALLEY COMMUNITY BENEFITS COMMITMENT POLICY DIRECTIVE

SECTION 1. Purpose.

The purpose of the Duwamish Valley Community Benefits Commitment Policy Directive (commitment) is to guide the implementation of the Duwamish Valley Community Equity Program (DVCEP) and other port operations that impact the Duwamish Valley Community (community). The commitment enables the Port of Seattle to advance its mission to promote economic opportunity 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's partnership with the community's advisory group, the Port Community Action Team (PCAT) will ensure the DVCEP achieves three shared goals:

- A. Goal 1: community and port capacity building for ongoing collaboration
- B. Goal 2: healthy environment and communities
- C. Goal 3: economic prosperity in place

SECTION 2. Definitions.

When used in this commitment, the following words and phrases shall have the meanings given below, unless the context in which they are included clearly indicates otherwise:

“Allyship” means an active, consistent, and arduous practice of unlearning and re-evaluating in which a person or institution holding systemic power seeks to end oppressions in solidarity with a group of people who are systemically disempowered.

“Anti-Displacement” means policies, strategies, and practices that prevent displacement, such as building community capacity to manage neighborhood change, increasing access to jobs and careers, and supporting community spaces to create cultural anchorage.

“Climate Resilience” means the ability for communities and local environments to recover and flourish after extreme climate events and withstand the long-term impacts of climate change. It consists of addressing the root causes of the climate crisis and developing a socio-economic system with the ability to absorb stresses and maintain function in the face of challenges enabling communities most impacted to thrive in place.

“Community Capacity Building” means the process by which community members and community organizations obtain, improve, and retain the skills, knowledge, tools, equipment, and other resources needed to engage effectively in planning and decision-making processes and advocate for self-determination in both policy and project decisions.

“Community Engagement” means an inclusive, democratic process through which community members and port staff are empowered to work together in making decisions. It consists of

improved community-port relations, community empowerment, capacity building and partnerships, equitable uses of resources, respect and cultural competency, and recognition of the value of diverse perspectives and experiences.

“Community Science” means a form of community-based participatory research that helps participants understand, analyze, share information, and take action on issues impacting the community.

“Cultural competence” means the skills, behaviors, and principles that guide respectful, effective, and successful engagement with people representing different cultures, socio-economic backgrounds, and lived experiences.

“Disaggregated data” means data that has been broken down by detailed sub-categories, such as race, gender, or census-tract-level findings. Disaggregated data can reveal disproportionalities that may not be fully reflected in aggregated data.

“Displacement” means the involuntary relocation of current residents or businesses from their current residence. This is a different phenomenon than when property owners voluntarily sell their interests to capture an increase in value. Physical (direct) displacement is the result of eviction, condemnation, rehabilitation, or demolition of property, or the expiration of covenants on rent- or income-restricted housing. Economic (indirect) displacement occurs when residents and businesses can no longer afford escalating rents or property taxes. Cultural displacement occurs when people choose to move because their neighbors and culturally related businesses have left the area.

“Duwamish Valley Community” (community) means the group of people and organizations that live, work, play, study, or worship in the near-port neighborhoods of South Park and Georgetown along the Duwamish River and have been historically or are currently impacted by economic, racial, and environmental injustices, including the Duwamish People, the first people of Seattle. Revisions of this definition must be approved by community partners.

“Duwamish Valley Community Equity Program” (DVCEP) means the Port of Seattle program focused on ensuring that the Duwamish Valley Community Benefits Commitment is implemented through targeted investments and in collaboration with the Duwamish Valley Community. The program includes actions the port will take to achieve mutually beneficial goals agreed upon between the port and the community.

“Environmental Justice” means a term that reflects the reality that vulnerable communities are unfairly subjected to historic and current, disproportionate burdens of pollution and contamination. Environmental justice embraces the principle that all people and communities have a right to a healthy environment and a right to equal protection and equal enforcement of environmental laws and regulations.

“Equitable engagement” means community engagement processes that ensure that the most impacted stakeholders (e.g., people of color and low-income families) can meaningfully participate in decision-making processes. This type of engagement is proactive, responsive, inclusive, and culturally appropriate.

“Equity” means the fair treatment, access, opportunity, and advancement for all people while striving to identify and eliminate barriers that have prevented the full participation of some groups. Improving equity involves (1) increasing justice and fairness with the procedures and processes of institutions or systems and (2) a fair, intentional distribution of resources. For example, racial equity considers root causes of inequities and results in the elimination of racism in all policies, practices, attitudes, and cultural messages at the structural, institutional, and individual levels.

“Green economy” means an economy that aims to reduce environmental risks and resource scarcities and promotes sustainable development without degrading the environment that results in improved human well-being and equity.

“Greenspace” means port properties that are designated to provide public access to outdoor environmental recreational experiences and are at least partially, if not completely, covered in vegetation.

“Institutional racism” means the ways that institutional practices, policies, and procedures create disparate outcomes for different racial groups, namely, the advantages experienced by people classified as white and the disadvantages experienced by people classified as non-white. For example, disparity can be experienced directly through a person’s lack of access to gainful employment due to discrimination or indirectly through a person’s inability to influence decision-making due to a lack of appropriate representation in government.

“LGBTQAI” is an acronym that means lesbian, gay, bisexual, transgender, queer, asexual, and intersex people. These sex, gender, and sexual orientation identities are often marginalized in society.

“Northwest Ports Clean Air Inventory and Strategy” means the collaborative effort between the Port of Seattle, Port of Tacoma, The Northwest Seaport Alliance (NWSA), and Vancouver Fraser Port Authority (Canada) to reduce air emissions from shipping and port operations in the Georgia Basin-Puget Sound airshed.

“Northwest Seaport Alliance (NWSA)” means the marine cargo operating partnership of the ports of Tacoma and Seattle, which together represent the fourth-largest container gateway in the United States.

“Port Capacity Building” means the process by which port leaders, staff, and other representatives obtain, improve, and retain knowledge, tools, and skills, such as allyship and

cultural competency. It includes incorporating equity, diversity, and inclusion principles in decision-making and community engagement.

“Port Community Action Team” (PCAT) means the community-convened advisory group established in 2017 and consists of Duwamish Valley Community members that engage the port in collaborative action and strategic planning in order to address historical and current disproportionate, cumulative impacts affecting the Duwamish Valley Community.

“Priority Hire Policy” means the Port of Seattle Policy Directive on Priority Hire established by Resolution No. 3736 as may be subsequently amended or restated. This policy strives to increase access to jobs for qualified construction workers from economically distressed areas of King County to Port of Seattle projects.

“Welcoming Port Policy” means the Port of Seattle Welcoming Port Policy Directive established by Resolution No. 3747 as may be subsequently amended or restated that establishes goals to increase engagement with, and support for, immigrant and refugee communities.

SECTION 3. Scope and Applicability.

This commitment pertains to all activities of Port of Seattle employees and related business units that impact the community. These activities must be feasible, under the port’s legal authority, and within the port’s policies. Port staff will also consider how this commitment may apply to port contractors and port vendors. Nothing in this commitment shall be interpreted to prohibit port employees, contractors, vendors, and related business units from engaging productively with partners in the normal course of port-related business.

To ensure equity, actions outlined in the commitment shall strive to address the concerns of underserved and disproportionately impacted community members, especially communities of color, Native Americans, low-income workers and residents, refugees and immigrants, undocumented individuals, veterans, youth and elders, formerly incarcerated individuals, LGBTQAI people, people with disabilities, limited English proficient populations, women and minority-owned business enterprises (WMBE), and women- and people-of-color-led organizations.

SECTION 4. Responsibilities.

- A. The Executive Director, or a delegate, shall be accountable to ensure the implementation and adequate annual funding of the DVCEP.
- B. The Executive Director, or a delegate, shall develop a Strategic Plan every three years that will include strategies and actions to ensure program success. The Strategic Plan will include an annual work plan. The work plan will be developed in partnership with the formalized community advisory group, the PCAT. Port staff

will work with the community to develop program priorities, actions, benchmarks, and metrics for success.

- C. The Executive Director, or a delegate, shall ensure port divisions' participation in a Duwamish Valley Inter-Departmental Team (IDT) including, but not limited to: External Relations; Environment and Sustainability; Maritime; Human Resources; Economic Development; Office of Equity, Diversity, and Inclusion; the Northwest Seaport Alliance (NWSA); Office of the Commission; and other work groups as needed to achieve goals in consultation with the Legal Department.

SECTION 5. Policy.

- A. **Introduction.** The Duwamish Valley Community Benefits Commitment will guide ongoing and future relations between the Port of Seattle and the Duwamish Valley Community. The commitment shall be upheld through the port's long-term investment and staffing of the DVCEP. The DVCEP works to achieve three goals:

- B. **Goal 1: Community and Port Capacity Building for Ongoing Collaboration**

In alignment with the port's equity initiatives to address institutional racism and recognizing that the most effective methods for solving inequities come from communities themselves, the DVCEP shall build port and community capacity to ensure meaningful, equitable engagement and partnership. To this end, the DVCEP will foster shared decision making, support existing and upcoming community leaders, and collaborate with the community on activities that advance mutually beneficial outcomes. The port's action areas include, but are not limited to:

- (1) Inclusion. Increase access to and equitable delivery of port programs, activities, and use of public facilities. Keep the community informed about general port updates and news. Adjust port communication strategies to proactively include the community such as advertising events or news in ethnic news outlets, providing translation and interpretation services for port events, and increasing multimedia storytelling to demonstrate impact and opportunities through multicultural social media, radio, video, and online platforms to reach new audiences. Engage the community in outreach for the Welcoming Port Policy, Anti-Human Trafficking Policy, and other Port programs that better serve refugees and immigrants.
- (2) Training and Education.
 - (a) Port employees. Develop port staff skills, knowledge, and practice of equity, diversity, and inclusion, especially members of the IDT, to reduce the impacts that port operations have on the community. Train port staff on best practices related to community engagement and equitable engagement, cultural competence, and allyship in the context of the Duwamish Valley Community.

- (b) Community. Provide regular trainings for the community on the port’s mission, operations, programs, and on other topics related to capacity building, shared decision-making, public comment procedures, project timelines, and public review processes. Host interactive workshops that support DVCEP activities, such as facilitation, project management, and leadership development.
- (3) Community Engagement. Review port policies, practices, and operations to ensure equitable engagement. Provide engagement opportunities for the community that facilitate shared decision-making and participation in port processes. Organize accessible public events that enable the community to gain knowledge, experience, and understanding of port processes and governance, such as the Multilingual Duwamish River Boat Tour. Support port-related events organized by the community, such as the annual Duwamish River Festival. Host open houses at port properties and have commission meetings in community venues. Involve the port’s maintenance, security, and police departments in programming that builds relationship and trust with the community to improve safety at port properties.
- (4) Community Feedback. Maintain PCAT as the environmental justice-oriented advisory group representing the community voice and funded through the DVCEP. Equitably engage the community early and often regarding any port-led projects or property improvements and changes affecting the community. Solicit and incorporate community feedback using equitable engagement best practices.
- (5) Inter-agency Collaboration. Collaborate with other public agencies, institutions, and industrial partners as needed to address community concerns and create opportunities that support the port’s Century Agenda. Work with external stakeholders including Duwamish Valley-focused inter-departmental teams to identify opportunities for coordination and leveraging of resources. In alignment with City of Seattle Resolution 31567 and King County Motion 2015-0167, explore the feasibility of an interagency fund to support the community’s equitable participation in the regional economy.
- (6) Data-Driven Results. Conduct a root cause analysis to understand DVCEP needs and opportunities. Work with the community to collect and evaluate quantitative and qualitative data to inform DVCEP decisions. Provide trainings for port staff to gain skills in collecting and analyzing disaggregated data to understand challenges, develop solutions and track progress. Consider latest data and research on equity issues to inform program decisions, such as the Washington Environmental Health Disparities Map.

C. Goal 2: Healthy Environment and Communities

The port shall proactively address climate change and other environmental factors that affect the health of the community. The DVCEP will foster collaboration with community on

activities that advance mutually beneficial outcomes. The port's action areas include, but are not limited to:

- (1) Climate Change. Collaborate with other public agencies, industrial partners, institutions, and the community to participate in local plans to address impacts from climate change. Work with the community to raise awareness and implement climate resilience solutions related to port industries such as maritime, aviation, trade, tourism, and transportation. Continue Port of Seattle efforts to reduce greenhouse gases (GHG). Leverage Port of Seattle and NWSA GHG reduction targets to develop a set of recommendations to reduce operational greenhouse gases. Collaborate with other public agencies and institutions to secure investments promoting climate resilience and greenhouse gas reductions. Work with the community on fostering innovation in areas like carbon sequestration and renewable energy projects across port-related industries and properties, such as the Blue Carbon Project and solar panel installation at port facilities.
- (2) Air Quality. In coordination with the NWSA, implement programs to reduce air emissions from port and tenant activities that affect community health outcomes, such as the NWSA Clean Truck Program and its future expansion at domestic terminals. Collaborate with the NWSA and other public agencies, stakeholders, and institutions to invest in the equitable distribution of air quality improvements. Collaborate with stakeholders to provide education, training, and resources that build capacity for the community to take action on air quality. Promote community science projects that help identify community-based solutions to address port-related air quality impacts. Equitably engage the community in regular Northwest Ports Clean Air Inventory and Strategy updates and its ongoing implementation. Work with industry partners, the community, and other public agencies to normalize equity best practices, use of disaggregated data, and shared decision-making processes regarding air quality issues.
- (3) Truck Traffic. In advancement of the NWSA's efforts, collaborate with the community, port tenants, truck drivers, businesses, and other public agencies to reduce impacts from the movement of goods. Use an equity framework to explore modifications to drayage trucking policies and practices regarding movement of goods, public infrastructure and systems, truck routing, driver training, truck parking, road maintenance, and enforcement of traffic rules. Work with public agencies, including the NWSA, and other key stakeholders, such as those most impacted, to commit to a process to address trucking issues locally and involve the community in decision-making related to roadway and infrastructure improvements, truck parking, queuing, idling, and other trucking impacts.
- (4) Noise Impacts. In coordination with the NWSA, collaborate with the community, other public agencies, and other key stakeholders on reducing the impacts of

noise related to port activities. Work with other public agencies to explore the equitable distribution of programs and investments.

- (5) Public Parks and Greenspace. Improve port properties along the Duwamish River to create and maintain robust river habitat, safe greenspaces, recreational amenities, and river access. Support the community's ongoing work to improve and maintain greenspaces, such as Gateway Park North and 12th Avenue South/South Elmgrove Street End and collaborate with the community to increase utilization of port greenspaces. Improve and maintain trail infrastructure for bike and pedestrian connectivity and safety at port properties. Encourage port-related industries and other public agencies to improve pedestrian and bicycle safety on corridors frequented by port traffic. Install green infrastructure, such as green walls, on port properties.
- (6) Water Quality. Continue seeking Salmon Safe certification at all port parks and public access areas. Promote community science projects that help identify community-based solutions to address port-related water quality impacts. Partner with the community, other public agencies, and key stakeholders on Duwamish watershed education and restoration programs. Implement green stormwater infrastructure on port properties. Partner with the NWSA to develop solutions to improve water quality. Conduct outreach with maritime and fishing industry partners to support sustainable and healthy seafood economies.

D. Goal 3: Economic Prosperity in Place

The port shall support anti-displacement solutions that enable the Duwamish Valley Community to thrive in place through equitable access to training, jobs, career pathways, and port-related economic opportunities. The DVCEP will foster collaboration with the community on economic development activities that advance mutually beneficial outcomes. The port's action areas include, but are not limited to:

- (1) Recruiting and Retention. Increase equitable access for employment and jobs at the port. Provide outreach about career opportunities at the port and in port-related industries. Continue the port's Priority Hire Policy to increase access to jobs, training, and apprenticeships. Foster a safe and inclusive work environment that ensures the retention, professional development, and career advancement of employees of color and other under-represented groups at the port. Explore the establishment of an inter-agency job information and training center to promote port-related careers.
- (2) Youth Workforce Development. Invest in youth workforce development programs that prepare youth in the community for opportunities in port-related career pathways. Provide outreach and career building trainings to youth, such as resume workshops. Support professional development in port-related industries, such as mentorship programs. Identify opportunities for youth to participate in port-

related trades and experiential learning activities. Partner with educational programs that link youth to career connected learning opportunities across all port-related industries. Promote youth-led community engagement activities. Sustain high-quality paid internship programs for youth at the port.

- (3) Adult Workforce Development. Invest in adult workforce development and training programs that prepare community members for opportunities in port-related career pathways. Expand educational opportunities and compensated, on-the-job training. Support the community's ongoing efforts to improve career pathways at the port and across port-related industries, such as the maritime habitat stewardship program. Promote recruitment for veteran fellows and other hiring and training opportunities through career fairs.
- (4) Economic Development. Assist the community in defining and executing their economic development priorities by facilitating community-led economic development strategic planning and community organization capacity building. Assist in implementing an economic development plan with the community leading the process. Promote inter-agency and business community collaborations to increase economic and workforce opportunities for the community. Build a network of resources for existing businesses and entrepreneurs that could support resilience against displacement. Cultivate new business ventures by supporting ownership and empowerment of aspiring entrepreneurs in the community. Provide information on port contracting and vendor opportunities to businesses.
- (5) Support for an Equitable, Diverse and Green Economy. Encourage port-related industries along the Duwamish River to support improved environmental health and community equity outcomes. Ensure that the port's strategic objective to preserve industrial lands includes the promotion of sustainability and economic prosperity for the community. Continue research and market development of new technologies and renewable resources, such as sustainable aviation fuel, to reduce the region's dependence on fossil fuels. Innovate workforce training and career pathways that prepare port-related industries to advance the region's green economy.

SECTION 6. Program Evaluation.

- A. The Executive Director, or a delegate, shall establish benchmarks and metrics in collaboration with the IDT and the PCAT, to evaluate the DVCEP. Benchmarks and metrics, as defined in the strategic plan, shall include both quantitative and qualitative indicators that reflect the goals set forth in this commitment. For example:

- (1) Quantitative indicators may include, but are not limited to project costs, project completion times, completion rates of Duwamish Valley youth in internships, and hours spent conducting port recruitment events in the community.
 - (2) Qualitative indicators may include but are not limited to incorporation of the community and PCAT feedback into port decisions, experiences of improved engagement by port staff, and increased knowledge of equity, diversity, and inclusion efforts by port staff and the community.
 - (3) Program evaluation will consider relevant demographic data to better identify those currently benefiting from, or lacking access to, port programs and resources. Staff are tasked to collect disaggregated data when feasible.
- B. The Executive Director, or a delegate, in collaboration with the PCAT, shall provide an evaluation plan, which will describe how the DVCEP will be monitored and evaluated as well as how the evaluation results will be used for DVCEP improvement and decision making.
- C. The Executive Director, or a delegate, in collaboration with the PCAT, shall provide an annual report to update the port commission on the implementation of the DVCEP for the prior year.

The report shall include, but is not limited to, the following:

- (1) A description of activities implemented;
 - (2) A description of the annual goals and accomplishments of the DVCEP;
 - (3) A description of problems and barriers encountered by participating stakeholders and steps taken to address the issues;
 - (4) A description of lessons learned and new best practices;
 - (5) A description of strategies and tools utilized;
 - (6) An analysis of resources and partnerships required to advance strategies; and
 - (7) Recommendations for new strategies to achieve DVCEP goals.
- D. The Executive Director, or a delegate, shall direct key port staff, in collaboration with the PCAT, to provide an annual update to the community using equitable engagement best practices.
- E. The Executive Director, or a delegate, will review DVCEP results annually to determine if the DVCEP is meeting the goals set forth in this commitment.
- F. The Executive Director, or a delegate, shall empower key port staff to revise actions to ensure that port staff continue to fully adhere with this commitment.

ATTACHMENT A: SAMPLE 2020 WORK PLAN

A. Introduction

In July 2019, the PCAT convened to identify priorities that will serve as the basis for all DVCEP activities for 2020. The below outline serves as a model for the development of annual work plans, and dates listed are subject to change.

B. Responsibilities and Resources

The IDT consists of multiple port departments whose work plans align with the below priority areas. Represented departments in 2020 include: External Relations, Environment and Sustainability, Maritime Division/Marine Maintenance, NWSA, Economic Development, Human Resources, and the Office of Equity, Diversity, and Inclusion.

C. Community Benefits Commitment Implementation

Upon commission adoption of the commitment, staff will administer the DVCEP at three levels:

(1) Duwamish Valley Community Equity Program Development

Key strategy: Institutionalize structures for shared decision-making, transparency, leadership, and influence on design and evaluation of the DVCEP and relevant port policies and practices.

- (a) By end of Q1, train the port's IDT.
- (b) By end of Q2, help coordinate meetings of external Duwamish Valley-focused IDTs.
- (c) Continue ongoing programming (such as, but not limited to: high school internship outreach, Duwamish River Festival, Duwamish Alive).
- (d) By end of Q3, work with PCAT in design of 3-year strategic plan, annual work plan, and evaluation plan to include benchmarks and metrics.

(2) PCAT Development

Key strategy: Support formalization of PCAT structure, leadership development, and collaboration with the port.

- (a) By end of Q1, support PCAT to recruit membership and gain capacity and skills through trainings.
- (b) By end of Q2, support increased community understanding of the program budget, governance procedures, and contracting processes.
- (c) By end of Q2, support PCAT to finalize bylaws and structure, determine roles/subcommittees, and discuss needs for additional partnerships and agreements.
- (d) By end of Q4, work with PCAT to implement PCAT-prioritized projects.

(3) PCAT-Prioritized Projects

Key strategy: Implementation of activities that achieve program outcomes. Creatively and proactively address historic and ongoing inequities in access to port benefits while minimizing community displacement.

Goal 1: Community and Port Capacity Building for Ongoing Collaboration

- (a) By end of Q2, work with external Duwamish Valley-focused IDTs to identify opportunities for coordination and leveraging of resources.
- (b) By end of Q4, host the third annual Multilingual Duwamish River Boat Tour.

Goal 2: Healthy Environment and Communities

- (a) By end of Q1, continue the port's maritime habitat stewardship program.
- (b) By end of Q3, continue NWSA air quality education projects in coordination with the Northwest Ports Clean Air Strategy and the Duwamish River Cleanup Coalition's Clean Air Program.
- (c) By end of Q3, complete a ground-truthing study to assess conditions of sidewalks and bike lanes on port properties.
- (d) By end of Q4, complete construction of shoreline restoration at 8th Avenue North/Gateway Park North.
- (e) By end of Q4, provide design progress on 12th Ave. South/South Elmgrove Street shoreline restoration.

Goal 3: Economic Prosperity in Place

- (a) By end of Q2, begin a community-led economic development strategy.
- (b) By end of Q4, work with external Duwamish Valley-focused IDTs to explore the feasibility of an inter-agency job information and training center to promote port-related careers.
- (c) By end of Q4, study and define the opportunities within the port's legal authority to address anti-displacement. Begin design of an anti-displacement workshop that will help train the IDT and the community on program strategies and activities.

ATTACHMENT B: SAMPLE EVALUATION PLAN

A. Introduction

The evaluation plan is a roadmap that identifies the steps needed to assess the processes and or outcomes of the DVCEP. The evaluation plan: (1) describes the DVCEP and how its activities contribute to the intended effects; (2) clarifies the DVCEP's purpose and anticipated outcomes; and (3) outlines the processes for implementing the DVCEP and provides information about whether the DVCEP is operating as planned and achieving the intended goals or highlighting whether changes to the DVCEP need to be made.

B. Evaluation Plan Contents

The document includes, but is not limited to, the following:

- (1) A description of the DVCEP;
- (2) A logic model or graphic representation of the relationship between DVCEP activities and intended effects;
- (3) An evaluation focus or a series of overarching evaluation questions that drives the criteria for prioritizing benchmarks and metrics;
- (4) The method in which the evaluation will be implemented, including evaluation indicators and performance measures, data sources and data collected methods, and roles and responsibilities;
- (5) An explanation of how information will be analyzed and interpreted, the audience for results, and when results will be delivered;
- (6) The method in which the results will be disseminated to stakeholders.

SAMPLE EVALUATION PLAN MATRIX – WHAT IS THE IMPACT ON THE COMMUNITY OF IMPLEMENTING ACTIONS?								
Duwamish Valley CBC Goal	Key Actions	Indicators / Performance Measures	Methods	Data Sources	Frequency	Lead	Century Agenda Alignment - Objectives	Century Agenda Alignment - Key Metrics
<u>Goal 1: Capacity Building for Ongoing Collaboration Between the Community & Port</u>	Port outreach event targeting Limited English proficient population	<ul style="list-style-type: none"> # of community members with increased knowledge of opportunities to collaborate with the Port 	Survey	Participant survey data	Data collected pre and post Q4	Port of Seattle External Relations Department	Objective 12: Increase workforce training, job, and business opportunities for local communities in trade, travel, and logistics.	<ul style="list-style-type: none"> Job / Apprenticeship Placements Retention / Advancement Priority Hire Utilization Career Connected Learning Participation (Employers and Students)
<u>Goal 2: Healthy Environment & Communities</u>	Air quality education programs	<ul style="list-style-type: none"> # of community members who participated in education programs Increased understanding of Port-related emissions 	Survey & qualitative data collection	Participant interview and survey data	Data collected by end of Q3	NWSA	Objective 15: Reduce air pollutants and carbon emissions	<ul style="list-style-type: none"> Particulate Matter (PM) 2.5 Emissions (metric tons)/(% reduced) Diesel PM Emissions (metric tons)/(% reduced) Port GHG Emissions (metric tons)/(% reduced)
<u>Goal 3: Economic Prosperity in Place</u>	Cultivate new business ventures through outreach	<ul style="list-style-type: none"> # of participants in trainings Increased awareness of contract opportunities with the Port 	Survey & qualitative data collection	Business owner interviews	Data collected by end of Q4	Port of Seattle Economic Development Department	Objective 10: Triple the number of WMBE firms that contract with the Port and increase to 15% the % of dollars spent on WMBE contracts within five years, 2018-2023.	<ul style="list-style-type: none"> Number of WMBE both aggregated and disaggregated Percent of Port spend on WMBE businesses both aggregated and disaggregated