

1 **EXHIBIT A: DUWAMISH VALLEY COMMUNITY BENEFITS COMMITMENT POLICY DIRECTIVE**

2
3 **SECTION 1. Purpose.**

4
5 The purpose of the Duwamish Valley Community Benefits Commitment Policy Directive
6 (Commitment) is to guide the implementation of the Duwamish Valley Community Equity Program
7 (DVCEP) and other Port operations that impact the Duwamish Valley Community (Community). The
8 Commitment enables the Port of Seattle to advance its mission to promote economic opportunity
9 and quality of life in the region by advancing trade, travel, commerce and job creation in an equitable,
10 accountable, and environmentally responsible manner. The Port’s partnership with the Community’s
11 advisory group, the Port Community Action Team (PCAT) will ensure the DVCEP achieves three
12 shared goals:

- 13
14 A. Goal 1: Community and Port Capacity Building for Ongoing Collaboration
15 B. Goal 2: Healthy Environment and Communities
16 C. Goal 3: Economic Prosperity in Place

17
18 **SECTION 2. Definitions.**

19
20 When used in this Commitment, the following words and phrases shall have the meanings given
21 below, unless the context in which they are included clearly indicates otherwise:

22
23 “Allyship” means an active, consistent, and arduous practice of unlearning and re-evaluating, in
24 which a person or institution holding systemic power seeks to end oppressions in solidarity with a
25 group of people who are systemically disempowered.

26
27 “Anti-Displacement” means policies, strategies, and practices that prevent displacement, such as to
28 building community capacity to manage neighborhood change, increasing access to jobs and careers,
29 and supporting community spaces to create cultural anchorage (included in Section 2. Definitions).

30
31 “Climate Resilience” means the ability for communities and local environments to recover and
32 flourish after extreme climate events and withstand the long-term impacts of climate change. It
33 consists of addressing the root causes of the climate crisis and developing a socio-economic system
34 with the ability to absorb stresses and maintain function in the face of challenges enabling
35 communities most impacted to thrive in place.

36
37 “Community Capacity Building” means the process by which community members and community
38 organizations obtain, improve, and retain the skills, knowledge, tools, equipment, and other
39 resources needed to engage effectively in planning and decision-making processes and advocate for
40 self-determination in both policy and project decisions.

42 “Community Engagement” means an inclusive, democratic process through which community
43 members and Port staff are empowered to work together in making decisions. It consists of improved
44 community-Port relations, community empowerment, capacity building and partnerships, equitable
45 uses of resources, respect and cultural competency, and recognition of the value of diverse
46 perspectives and experiences.

47
48 “Community Science” means a form of community-based participatory research that helps
49 participants understand, analyze, share information, and take action on environmental issues
50 impacting the community.

51
52 “Cultural competence” means the skills, behaviors and principles that guide respectful, effective, and
53 successful engagement with people representing different cultures, socio-economic backgrounds,
54 and lived experiences.

55
56 “Disaggregated data” means data that has been broken down by detailed sub-categories, such as
57 race, gender, or census tract level findings. Disaggregated data can reveal deprivations and
58 inequalities that may not be fully reflected in aggregated data.

59
60 “Displacement” means the involuntary relocation of current residents or businesses from their
61 current residence. This is a different phenomenon than when property owners voluntarily sell their
62 interests to capture an increase in value. Physical (direct) displacement is the result of eviction,
63 condemnation, rehabilitation, or demolition of property, or the expiration of covenants on rent- or
64 income-restricted housing. Economic (indirect) displacement occurs when residents and businesses
65 can no longer afford escalating rents or property taxes. Cultural displacement occurs when people
66 choose to move because their neighbors and culturally related businesses have left the area.

67
68 “Duwamish Valley Community” (Community) means groups and individuals that both (1) collectively
69 live, work, play, study, and worship in the near-Port neighborhoods of South Park and Georgetown
70 along the Duwamish River, and (2) have been historically or currently are impacted by economic,
71 racial, and environmental injustices, including the Duwamish People, the first people of Seattle; and
72 experience disproportionately high environmental health and socio-economic burdens and risks.
73 Revisions of this definition must be approved by Community partners.

74
75 “Duwamish Valley Community Equity Program” (DVCEP) means the Port of Seattle program focused
76 on ensuring that the Duwamish Valley Community Benefits Commitment is implemented through
77 targeted investments and in collaboration with the Duwamish Valley Community. The program
78 includes actions the Port will take to achieve mutually beneficial goals agreed upon between the Port
79 and the Community.

80
81 “Equitable engagement” means community engagement processes that ensure that the most
82 impacted stakeholders (i.e. people of color and low-income families) can meaningfully participate in
83 decision-making processes. This type of engagement is proactive, responsive, inclusive, and culturally
84 appropriate.

85

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

92
93 “Environmental Justice” means a term that reflects the reality that vulnerable communities are
94 unfairly subjected to historic and current, disproportionate burdens of pollution and contamination.
95 Environmental justice embraces the principle that all people and communities have a right to a
96 healthy environment and a right to equal protection and equal enforcement of environmental laws
97 and regulations.

98
99 “Green economy” means an economy that aims to reduce environmental risks and resource
100 scarcities, improves environmental health and builds regional and community prosperity and growth
101 in ways that center equity and sustainable development.

102
103 “Greenspace” means Port properties that are designated to provide public access to outdoor
104 environmental recreational experiences and are at least partially, if not completely, covered in
105 vegetation.

106
107 “Institutional racism” means the ways that institutional practices, policies and procedures create
108 disparate outcomes for different racial groups, namely, the advantages experienced by people
109 classified as white and the disadvantages experienced by people classified as non-white. For
110 example, disparity can be experienced directly through a person’s lack of access to gainful
111 employment due to discrimination or indirectly through a person’s inability to influence decision-
112 making due to a lack of appropriate representation in government.

113
114 “LGBTQAI” means an acronym commonly used to describe various sexual and gender minorities
115 including those that identify as lesbian, gay, bisexual, transgender, queer, asexual, and intersex.

116
117 “Northwest Ports Clean Air Inventory and Strategy” means the collaborative effort between the Port
118 of Seattle, Port of Tacoma, The Northwest Seaport Alliance (NWSA), and Vancouver Fraser Port
119 Authority (Canada) to reduce air emissions from shipping and port operations in the Georgia Basin-
120 Puget Sound airshed.

121
122 “The Northwest Seaport Alliance (NWSA)” means the marine cargo operating partnership of the
123 ports of Tacoma and Seattle, which together represent the fourth-largest container gateway in the
124 United States.

125
126 “Port Capacity Building” means the process by which Port leaders, staff, and other representatives
127 obtain, improve, and retain the knowledge, tools, and skills, such as allyship and cultural
128 competency. It includes incorporating equity, diversity, and inclusion principles in decision-making
129 and community engagement.

130
131 “Port Community Action Team” (PCAT) means the advisory group established in 2017 and consists
132 of Duwamish Valley community members that engage the Port in collaborative action and strategic
133 planning in order to address historical and current disproportionate, cumulative impacts affecting
134 the Duwamish Valley community.

135
136 “Priority Hire Policy” means the Port of Seattle Resolution No. 3736 and amended by Resolution No.
137 3746 adopted by the Port of Seattle Commission which strives to increase access to jobs for qualified
138 construction workers from economically distressed areas of King County to Port of Seattle projects.

139
140 “Welcoming Port Policy” means the Port of Seattle Resolution No. 3747 that establishes goals to
141 increase engagement with, and support for, immigrant and refugee communities.

142

143 **SECTION 3. Scope and Applicability.**

144

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

151

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

158

159 **SECTION 4. Responsibilities.**

160

161 A. The Executive Director, or a delegate, shall be accountable to ensure the
162 implementation and adequate annual funding of the DVCEP.

163

164 B. The Executive Director, or a delegate, shall develop a Strategic Plan every three years
165 that will include strategies and actions to ensure program success. The Strategic Plan
166 will include an annual work plan. The work plan will be developed in partnership with
167 the formalized community advisory group, the PCAT. Port staff will work with
168 Community to develop program priorities, actions, benchmarks, and metrics for
169 success.

170

171 C. The Executive Director, or a delegate, shall ensure Port divisions’ participation in a
172 Duwamish Valley Inter-departmental Team (IDT) including, but not limited to:
173 External Relations, Environment and Sustainability, Maritime, Human Resources,

174 Economic Development, Office of Equity, Diversity and Inclusion, The Northwest
175 Seaport Alliance (NWSA), Commission representative, and other work groups as
176 needed to achieve goals in consultation with the Legal Department.
177

178 **SECTION 5. Policy.**
179

180 A. **Introduction.** The Duwamish Valley Community Benefits Commitment will guide ongoing and
181 future relations between the Port of Seattle and the Duwamish Valley Community. The
182 Commitment shall be upheld through the Port’s long-term investment and staffing of the
183 DVCEP. The DVCEP works to achieve three goals:
184

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

186 In alignment with the Port’s equity initiatives to address institutional racism and recognizing
187 that the most effective methods for solving inequities come from communities themselves,
188 the DVCEP shall build Port and Community capacity to ensure meaningful, equitable
189 engagement and partnership. To this end, the DVCEP will foster shared decision making,
190 support existing and upcoming community leaders, and collaborate with Community on
191 activities that advance mutually beneficial outcomes. The Port’s action areas include, but are
192 not limited to:
193

194 (1) Inclusion. Increase access to and equitable delivery of Port programs, activities, and
195 use of public facilities. Keep Community informed about general Port updates and
196 news. Adjust Port communication strategies to proactively include Community such
197 as advertising events or news in ethnic news outlets, providing translation and
198 interpretation services for Port events, and increasing multimedia storytelling to
199 demonstrate impact and opportunities through multicultural social media, radio,
200 video, and online platforms to reach new audiences. Engage Community in outreach
201 for the Welcoming Port Policy, Anti-Human Trafficking Policy, and other Port
202 programs that better serve refugees and immigrants.
203

204 (2) Training and Education.

205 (a) Port employees. Develop Port staff skills, knowledge, and practice of equity,
206 diversity, and inclusion, especially members of the IDT, to reduce the impacts Port
207 operations have on Community. Train Port staff on best practices related to
208 community engagement and equitable engagement, cultural competence, and
209 allyship in the context of the Duwamish Valley community.

210 (b) Community. Provide regular trainings for Community on the Port’s mission,
211 operations, programs, and on other topics related to capacity building, shared
212 decision-making, public comment procedures, project timelines, and public
213 review processes. Host interactive workshops that support DVCEP activities, such
214 as facilitation, project management, and leadership development.
215

216 (3) Community Engagement. Review Port policies, practices, and operations to ensure
217 equitable engagement. Provide engagement opportunities for the Community that

218 facilitate shared decision-making and participation in Port processes. Organize
219 accessible public events that enable the Community to gain knowledge, experience,
220 and understanding of Port processes and governance, such as the Multilingual
221 Duwamish River Boat Tour. Support Port-related events organized by Community,
222 such as the annual Duwamish River Festival. Host open houses at Port properties and
223 have Commission meetings in community venues. Involve the Port’s maintenance,
224 security, and police departments in programming that builds relationship and trust
225 with Community to improve safety at Port properties.

226
227 (4) Community Feedback. Maintain PCAT as the environmental justice-oriented advisory
228 group representing Community voice and funded through the DVCEP. Equitably
229 engage the Community early and often regarding any Port-led projects or property
230 improvements and changes affecting the Community. Solicit and incorporate
231 Community feedback using equitable engagement best practices.

232
233 (5) Inter-agency Collaboration. Collaborate with other public agencies, institutions, and
234 industrial partners as needed to address community concerns and create
235 opportunities that support the Port’s Century Agenda. Work with external
236 stakeholders including Duwamish Valley-focused inter-departmental teams to
237 identify opportunities for coordination and leveraging of resources. In alignment with
238 City of Seattle Resolution 31567 and King County Motion 2015-0167, explore the
239 feasibility of an interagency fund to support Community’s equitable participation in
240 the regional economy.

241
242 (6) Data-Driven Results. Conduct a root cause analysis to understand DVCEP needs and
243 opportunities. Work with Community to collect and evaluate quantitative and
244 qualitative data to inform DVCEP decisions. Provide trainings for Port staff to gain skills
245 in collecting and analyzing disaggregated data to understand challenges, develop
246 solutions and track progress. Consider latest data and research on equity issues to
247 inform program decisions, such as the Washington Environmental Health Disparities
248 Map.

249
250 **C. Goal 2: Healthy Environment and Communities**
251 The Port shall proactively address climate change and other environmental factors that affect the
252 health of the Community. The Port’s action areas include, but are not limited to:

253
254 (1) Climate Change. Collaborate with other public agencies, industrial partners,
255 institutions, and Community to participate in local plans to address impacts from
256 climate change. Work with Community to raise awareness and implement climate
257 resilience solutions related to Port industries such as maritime, aviation, trade,
258 tourism, and transportation. Continue Port of Seattle efforts to reduce Greenhouse
259 Gases (GHG). Leverage Port of Seattle and NWSA GHG Reduction Targets to develop
260 a set of recommendations to reduce operational greenhouse gases. Collaborate with
261 other public agencies and institutions to secure investments promoting climate

262 resilience and greenhouse gas reductions. Work with Community on fostering
263 innovation in areas like carbon sequestration and renewable energy projects across
264 Port-related industries and properties, such as the Blue Carbon Project and solar panel
265 installation at Port facilities.

266
267 (2) Air Quality. In coordination with NWSA, implement programs to reduce air emissions
268 from Port and tenant activities that affect Community health outcomes, such as the
269 NWSA Clean Truck Program and its future expansion at domestic terminals.
270 Collaborate with NWSA and other public agencies, stakeholders, and institutions to
271 invest in the equitable distribution of air quality improvements. Collaborate with
272 stakeholders to provide education, training, and resources that build capacity for the
273 Community to take action on air quality. Promote community science projects that
274 help identify community-based solutions to address Port-related air quality impacts.
275 Equitably engage Community in regular Northwest Ports Clean Air Inventory and
276 Strategy updates and its ongoing implementation. Work with industry partners,
277 Community, and other public agencies to normalize equity best practices, use of
278 disaggregated data, and shared decision-making processes regarding air quality
279 issues.

280
281 (3) Truck Traffic. In coordination with the NWSA, collaborate with the Community, Port
282 tenants, truck drivers, businesses, and other public agencies, to reduce impacts from
283 the movement of goods. Use an equity framework to explore modifications to drayage
284 trucking policies and practices regarding movement of goods, public infrastructure
285 and systems, truck routing, driver training, truck parking, road maintenance, and
286 enforcement of traffic rules. Work with public agencies, including NWSA, and other
287 key stakeholders, such as those most impacted, to commit to a process to address
288 trucking issues locally and involve the Community in decision-making related to
289 roadway and infrastructure improvements, truck parking, queuing, idling, and other
290 trucking impacts.

291
292 (4) Noise Impacts. In coordination with the NWSA, collaborate with the Community,
293 other public agencies, and other key stakeholders, on reducing the impacts of noise
294 related to Port activities. Work with other public agencies to explore the equitable
295 distribution of programs and investments.

296
297 (5) Public Parks and Greenspace. Improve Port properties along the Duwamish River to
298 create and maintain robust river habitat, safe greenspaces, recreational amenities,
299 and river access. Support the Community's ongoing work to improve and maintain
300 greenspaces, such as Gateway Park North and 12th Ave South/South Elmgrove Street
301 end and collaborate with Community to increase utilization of Port greenspaces.
302 Improve and maintain trail infrastructure for bike and pedestrian connectivity and
303 safety at Port properties. Encourage Port-related industries and other public agencies

304 to improve pedestrian and bicycle safety on corridors frequented by Port traffic.
305 Install green infrastructure, such as green walls, on Port properties.
306

307 (6) Water Quality. Continue seeking Salmon Safe certification at all Port parks and public
308 access areas. Promote community science projects that help identify community-
309 based solutions to address Port-related water quality impacts. Partner with
310 Community, other public agencies, and key stakeholders on Duwamish watershed
311 education and restoration programs. Implement green stormwater infrastructure on
312 Port properties. Partner with NWSA to develop solutions to improve water quality.
313 Conduct outreach with maritime and fishing industry partners to support sustainable
314 and healthy seafood economies.
315

316 **D. Goal 3: Economic Prosperity in Place**

317 The Port shall support anti-displacement solutions that enable the Duwamish Valley
318 Community to thrive in place through equitable access to training, jobs, career pathways, and
319 Port-related economic opportunities. The Port's action areas include, but are not limited to:
320

321 (1) Recruiting and Retention. Increase equitable access for employment and jobs at the
322 Port. Provide outreach about career opportunities at the Port and in Port-related
323 industries. Continue the Port's Priority Hire Policy to increase access to jobs, training,
324 and apprenticeships. Foster a safe and inclusive work environment that ensures the
325 retention, professional development, and career advancement of employees of color
326 and other under-represented groups at the Port. Explore the establishment of an
327 inter-agency job information and training center to promote Port-related careers.
328

329 (2) Youth Workforce Development. Invest in youth workforce development programs
330 that prepare youth in the Community for opportunities in Port-related career
331 pathways. Provide outreach and career building trainings to youth, such as resume
332 workshops. Support professional development in Port-related industries, such as
333 mentorship programs. Identify opportunities for youth to participate in Port-related
334 trades and experiential learning activities. Partner with educational programs that link
335 youth to career connected learning opportunities across all Port-related industries.
336 Promote youth-led community engagement activities. Sustain high-quality paid
337 internship programs for youth at the Port.
338

339 (3) Adult Workforce Development. Invest in adult workforce development and training
340 programs that prepare Community members for opportunities in Port-related career
341 pathways. Expand educational opportunities and compensated, on-the-job training.
342 Support the Community's ongoing efforts to improve career pathways at the Port and
343 across Port-related industries, such as the maritime habitat stewardship program.
344 Promote recruitment for Veteran Fellows and other hiring and training opportunities
345 through career fairs.
346

- 347 (4) Economic Development. Assist the Community in defining and executing their
348 economic development priorities by facilitating community-led economic
349 development strategic planning and community organization capacity building. Assist
350 in implementing an economic development plan with the Community leading the
351 process. Promote inter-agency and business community collaborations to increase
352 economic and workforce opportunities for the Community. Build a network of
353 resources for existing businesses and entrepreneurs that could support resilience
354 against displacement. Cultivate new business ventures. Support ownership and
355 empowerment of aspiring entrepreneurs. Provide information on Port contracting
356 and vendor opportunities to businesses.
357
- 358 (5) Support for an Equitable, Diverse and Green Economy. Encourage Port-related
359 industries along the Duwamish River to support improved environmental health and
360 community equity outcomes. Ensure that the Port’s strategic objective to preserve
361 industrial lands includes the promotion of sustainability and economic prosperity for
362 the Community. Continue research and market development of new technologies and
363 renewable resources, such as Sustainable Aviation Fuel, to reduce the region’s
364 dependence on fossil fuels. Innovate workforce training and career pathways that
365 prepare Port-related industries to advance the region’s green economy.
366

367 **SECTION 6. Program Evaluation.**
368

- 369 A. The Executive Director, or a delegate, shall establish benchmarks and metrics in collaboration
370 with the IDT and the Community, such as the PCAT, to evaluate the DVCEP. Benchmarks and
371 metrics, as defined in the Strategic Plan, shall include both quantitative and qualitative
372 indicators that reflect the goals set forth in this Commitment. For example:
373
- 374 (1) Quantitative indicators may include, but are not limited to: project costs, project
375 completion times, completion rates of Duwamish Valley youth in internships, and
376 hours spent conducting Port recruitment events in Community.
377
- 378 (2) Qualitative indicators may include but are not limited to: incorporation of the
379 Community and PCAT feedback into Port decisions, experiences of improved
380 engagement by Port staff, increased knowledge of equity, diversity, and inclusion
381 efforts by Port staff and the Community.
382
- 383 (3) Program evaluation will consider relevant demographic data to better identify those
384 currently benefiting from, or lacking access to, Port programs and resources. Staff are
385 tasked to collect disaggregated data when feasible.
386
- 387 B. The Executive Director, or a delegate, in collaboration with the Community, such as the PCAT,
388 shall provide an Evaluation Plan, which will describe how the DVCEP will be monitored and
389 evaluated as well as how the evaluation results will be used for DVCEP improvement and
390 decision making.

- 391
392 C. The Executive Director, or a delegate, in collaboration with the Community, such as the PCAT,
393 shall provide an annual report to update the Port Commission on the implementation of the
394 DVCEP for the prior year.
395
396 The report shall include, but is not limited to, the following:
397
398 (1) A description of activities implemented;
399 (2) A description of the annual goals and accomplishments of the DVCEP;
400 (3) A description of problems and barriers encountered by participating stakeholders and
401 steps taken to address the issues;
402 (4) A description of lessons learned and new best practices;
403 (5) A description of strategies and tools utilized;
404 (6) An analysis of resources and partnerships required to advance strategies; and
405 (7) Recommendations for new strategies to achieve DVCEP goals.
406
407 D. The Executive Director, or a delegate, shall direct key Port staff, in collaboration with the
408 Community, such as the PCAT, to provide an annual update to Community using equitable
409 engagement best practices.
410
411 E. The Executive Director, or a delegate, will review DVCEP results annually to determine if the
412 DVCEP is meeting the goals set forth in this Commitment.
413
414 F. The Executive Director, or a delegate, shall empower key Port staff to revise actions to ensure
415 that Port staff continue to fully adhere with this Commitment.
416

417 **ATTACHMENT A: SAMPLE 2020 WORK PLAN**

418 **A. Introduction**

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

422
423 **B. Responsibilities and Resources**

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

428
429 **C. Community Benefits Commitment Implementation**

430 Upon Commission adoption of the Commitment, staff will administer the DVCEP at three levels:

431
432 (1) Duwamish Valley Community Equity Program Development

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

436 (a) By end of Q1, train the Port’s IDT.

437 (b) By end of Q2, help coordinate meetings of external Duwamish Valley-focused
438 IDTs.

439 (c) Continue ongoing programming (such as, but not limited to: high school
440 internship outreach, Duwamish River Festival, Duwamish Alive).

441 (d) By end of Q3, work with PCAT in design of 3-year Strategic Plan, annual work
442 plan, and Evaluation Plan to include benchmarks and metrics.

443
444 (2) PCAT Development

445 *Key strategy:* Support formalization of PCAT structure, leadership development, and
446 collaboration with the Port.

447 (a) By end of Q1, support PCAT to recruit membership, gain capacity and skills
448 through trainings.

449 (b) By end of Q2, support increased Community understanding of the program
450 budget, governance procedures, and contracting processes.

451 (c) By end of Q2, support PCAT to finalize bylaws and structure, determine
452 roles/sub-committees, and discuss needs for additional partnerships and
453 agreements.

454 (d) By end of Q4, work with PCAT to implement PCAT-prioritized projects.

455
456 (3) PCAT-Prioritized Projects

457 *Key strategy:* Implementation of activities that achieve program outcomes. Creatively
458 and proactively address historic and ongoing inequities in access to Port benefits while
459 minimizing Community displacement.

460

- 461 Goal 1: Community and Port Capacity Building for Ongoing Collaboration
- 462 (a) By end of Q2, work with external Duwamish Valley-focused IDTs to identify
- 463 opportunities for coordination and leveraging of resources.
- 464 (b) By end of Q4, host the third annual Multilingual Duwamish River Boat Tour.
- 465
- 466 Goal 2: Healthy Environment and Communities
- 467 (a) By end of Q1, continue the Port’s maritime habitat stewardship program.
- 468 (b) By end of Q3, continue NWSA air quality education projects in coordination with
- 469 the Northwest Ports Clean Air Strategy and the Duwamish River Cleanup
- 470 Coalition’s Clean Air Program.
- 471 (c) By end of Q3, complete a ground-truthing study to assess conditions of
- 472 sidewalks and bike lanes on Port properties.
- 473 (d) By end of Q4, complete construction of shoreline restoration at 8th Ave
- 474 N/Gateway Park North.
- 475 (e) By end of Q4, provide design progress on 12th Ave. South/South Elmgrove Street
- 476 shoreline restoration.
- 477
- 478 Goal 3: Economic Prosperity in Place
- 479 (a) By end of Q2, begin a community-led economic development strategy.
- 480 (b) By end of Q4, work with external Duwamish Valley-focused IDTs to explore the
- 481 feasibility of an inter-agency job information and training center to promote
- 482 Port-related careers.
- 483 (c) By end of Q4, study and define the opportunities within Port’s legal authority to
- 484 address anti-displacement. Begin design of an anti-displacement workshop that
- 485 will help train the IDT and the Community on program strategies and activities.
- 486

487 **ATTACHMENT B: SAMPLE EVALUATION PLAN**

488 **A. Introduction**

489 The Evaluation Plan is a roadmap that identifies the steps needed to assess the processes and
490 or outcomes of the DVCEP. The Evaluation Plan: (1) Describes the DCVEP and how its activities
491 contribute to the intended effects; (2) Clarifies the DVCEP’s purpose and anticipated outcomes;
492 (3) Outlines the processes for implementing the DVCEP and provides information about
493 whether the DVCEP is operating as planned and achieving the intended goals or highlighting
494 whether changes to the DVCEP need to be made.

495
496 **B. Evaluation Plan Contents**

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

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

SAMPLE EVALUATION PLAN MATRIX								
Evaluation Question by Duwamish Valley CBC Goal ¹	Key Actions / Activities	Indicators / Performance Measures	Methods	Data Sources	Frequency	Responsibility	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)/(percentage reduced) Diesel PM Emissions (metric tons)/(percentage reduced) Port GHG Emissions (metric tons)/(percentage reduced)

¹ What is the impact on the Community of implementing actions?

SAMPLE EVALUATION PLAN MATRIX								
Evaluation Question by Duwamish Valley CBC Goal ¹	Key Actions / Activities	Indicators / Performance Measures	Methods	Data Sources	Frequency	Responsibility	Century Agenda Alignment - Objectives	Century Agenda Alignment - Key Metrics
<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 percent the percentage 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

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