

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**  
58 **disproportionalities** **and 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)the group of~~  
69 ~~people and organizations that collectively~~ live, work, play, study, ~~and-or~~ worship in the near-Port  
70 neighborhoods of South Park and Georgetown along the Duwamish River and ~~(2)~~ have been historically  
71 or ~~are~~ currently ~~are~~ impacted by economic, racial, and environmental injustices, including the  
72 Duwamish People, the first people of Seattle; ~~and experience disproportionately high environmental~~  
73 ~~health and socio-economic burdens and risks~~. Revisions of this definition must be approved by  
74 Community partners.

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

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

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

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

99  
100 “Green economy” means an economy that aims to reduce environmental risks and resource  
101 scarcities, ~~improves environmental health and builds regional and community prosperity and growth~~  
102 ~~in ways that center equity and sustainable development—and promotes sustainable development~~  
103 ~~without degrading the environment that results in improved human well-being and equity.~~

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

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

115  
116 “LGBTQAI” ~~means is an acronym that means commonly used to describe various sexual and gender~~  
117 ~~minorities including those that identify as~~ lesbian, gay, bisexual, transgender, queer, asexual, and  
118 intersex ~~people. These sex, gender, and sexual orientation identities are often marginalized in society.~~

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

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

128

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

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

138  
139 “Priority Hire Policy” means the Port of Seattle Resolution No. 3736 and amended by Resolution No.  
140 3746 adopted by the Port of Seattle Commission which strives to increase access to jobs for qualified  
141 construction workers from economically distressed areas of King County to Port of Seattle projects.

142  
143 “Welcoming Port Policy” means the Port of Seattle Resolution No. 3747 that establishes goals to  
144 increase engagement with, and support for, immigrant and refugee communities.

145

146 **SECTION 3. Scope and Applicability.**

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

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

161

162 **SECTION 4. Responsibilities.**

163

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

166

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

173  
174 C. The Executive Director, or a delegate, shall ensure Port divisions’ participation in a  
175 Duwamish Valley Inter-departmental Team (IDT) including, but not limited to:  
176 External Relations, Environment and Sustainability, Maritime, Human Resources,  
177 Economic Development, Office of Equity, Diversity and Inclusion, The Northwest  
178 Seaport Alliance (NWSA), Commission representative, and other work groups as  
179 needed to achieve goals in consultation with the Legal Department.  
180

181 **SECTION 5. Policy.**  
182

183 A. **Introduction.** The Duwamish Valley Community Benefits Commitment will guide ongoing and  
184 future relations between the Port of Seattle and the Duwamish Valley Community. The  
185 Commitment shall be upheld through the Port’s long-term investment and staffing of the  
186 DVCEP. The DVCEP works to achieve three goals:  
187

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

189 In alignment with the Port’s equity initiatives to address institutional racism and recognizing  
190 that the most effective methods for solving inequities come from communities themselves,  
191 the DVCEP shall build Port and Community capacity to ensure meaningful, equitable  
192 engagement and partnership. To this end, the DVCEP will foster shared decision making,  
193 support existing and upcoming community leaders, and collaborate with Community on  
194 activities that advance mutually beneficial outcomes. The Port’s action areas include, but are  
195 not limited to:  
196

197 (1) Inclusion. Increase access to and equitable delivery of Port programs, activities, and  
198 use of public facilities. Keep Community informed about general Port updates and  
199 news. Adjust Port communication strategies to proactively include Community such  
200 as advertising events or news in ethnic news outlets, providing translation and  
201 interpretation services for Port events, and increasing multimedia storytelling to  
202 demonstrate impact and opportunities through multicultural social media, radio,  
203 video, and online platforms to reach new audiences. Engage Community in outreach  
204 for the Welcoming Port Policy, Anti-Human Trafficking Policy, and other Port  
205 programs that better serve refugees and immigrants.  
206

207 (2) Training and Education.

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

213 (b) Community. Provide regular trainings for Community on the Port’s mission,  
214 operations, programs, and on other topics related to capacity building, shared  
215 decision-making, public comment procedures, project timelines, and public

216 review processes. Host interactive workshops that support DVCEP activities, such  
217 as facilitation, project management, and leadership development.

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

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

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

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

252  
253 **C. Goal 2: Healthy Environment and Communities**

254 The Port shall proactively address climate change and other environmental factors that affect the  
255 health of the Community. *The DVCEP will foster collaboration with Community on activities that*  
256 *advance mutually beneficial outcomes.* The Port’s action areas include, but are not limited to:

257  
258 (1) Climate Change. Collaborate with other public agencies, industrial partners,  
259 institutions, and Community to participate in local plans to address impacts from

260 climate change. Work with Community to raise awareness and implement climate  
261 resilience solutions related to Port industries such as maritime, aviation, trade,  
262 tourism, and transportation. Continue Port of Seattle efforts to reduce Greenhouse  
263 Gases (GHG). Leverage Port of Seattle and NWSA GHG Reduction Targets to develop  
264 a set of recommendations to reduce operational greenhouse gases. Collaborate with  
265 other public agencies and institutions to secure investments promoting climate  
266 resilience and greenhouse gas reductions. Work with Community on fostering  
267 innovation in areas like carbon sequestration and renewable energy projects across  
268 Port-related industries and properties, such as the Blue Carbon Project and solar panel  
269 installation at Port facilities.

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

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

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

300  
301 (5) Public Parks and Greenspace. Improve Port properties along the Duwamish River to  
302 create and maintain robust river habitat, safe greenspaces, recreational amenities,

303 and river access. Support the Community’s ongoing work to improve and maintain  
304 greenspaces, such as Gateway Park North and 12<sup>th</sup> Ave South/South Elmgrove Street  
305 end and collaborate with Community to increase utilization of Port greenspaces.  
306 Improve and maintain trail infrastructure for bike and pedestrian connectivity and  
307 safety at Port properties. Encourage Port-related industries and other public agencies  
308 to improve pedestrian and bicycle safety on corridors frequented by Port traffic.  
309 Install green infrastructure, such as green walls, on Port properties.

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

319  
320 **D. Goal 3: Economic Prosperity in Place**  
321 The Port shall support anti-displacement solutions that enable the Duwamish Valley  
322 Community to thrive in place through equitable access to training, jobs, career pathways, and  
323 Port-related economic opportunities. *The DVCEP will foster collaboration with Community on*  
324 *economic development activities that advance mutually beneficial outcomes.* The Port’s  
325 action areas include, but are not limited to:

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

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

344  
345 (3) Adult Workforce Development. Invest in adult workforce development and training  
346 programs that prepare Community members for opportunities in Port-related career

347 pathways. Expand educational opportunities and compensated, on-the-job training.  
348 Support the Community’s ongoing efforts to improve career pathways at the Port and  
349 across Port-related industries, such as the maritime habitat stewardship program.  
350 Promote recruitment for Veteran Fellows and other hiring and training opportunities  
351 through career fairs.

352  
353 (4) Economic Development. Assist the Community in defining and executing their  
354 economic development priorities by facilitating community-led economic  
355 development strategic planning and community organization capacity building. Assist  
356 in implementing an economic development plan with the Community leading the  
357 process. Promote inter-agency and business community collaborations to increase  
358 economic and workforce opportunities for the Community. Build a network of  
359 resources for existing businesses and entrepreneurs that could support resilience  
360 against displacement. Cultivate new business ventures *by supporting ~~Support~~*  
361 ownership and empowerment of aspiring entrepreneurs *in the Community*. Provide  
362 information on Port contracting and vendor opportunities to businesses.

363  
364 (5) Support for an Equitable, Diverse and Green Economy. Encourage Port-related  
365 industries along the Duwamish River to support improved environmental health and  
366 community equity outcomes. Ensure that the Port’s strategic objective to preserve  
367 industrial lands includes the promotion of sustainability and economic prosperity for  
368 the Community. Continue research and market development of new technologies and  
369 renewable resources, such as Sustainable Aviation Fuel, to reduce the region’s  
370 dependence on fossil fuels. Innovate workforce training and career pathways that  
371 prepare Port-related industries to advance the region’s green economy.

372  
373 **SECTION 6. Program Evaluation.**

374  
375 A. The Executive Director, or a delegate, shall establish benchmarks and metrics in collaboration  
376 with the IDT and ~~the Community, such as~~ the PCAT, to evaluate the DVCEP. Benchmarks and  
377 metrics, as defined in the Strategic Plan, shall include both quantitative and qualitative  
378 indicators that reflect the goals set forth in this Commitment. For example:

379  
380 (1) Quantitative indicators may include, but are not limited to: project costs, project  
381 completion times, completion rates of Duwamish Valley youth in internships, and  
382 hours spent conducting Port recruitment events in Community.

383  
384 (2) Qualitative indicators may include but are not limited to: incorporation of the  
385 Community and PCAT feedback into Port decisions, experiences of improved  
386 engagement by Port staff, increased knowledge of equity, diversity, and inclusion  
387 efforts by Port staff and the Community.

388

389 (3) Program evaluation will consider relevant demographic data to better identify those  
390 currently benefiting from, or lacking access to, Port programs and resources. Staff are  
391 tasked to collect disaggregated data when feasible.  
392

393 B. The Executive Director, or a delegate, in collaboration with ~~the Community, such as~~ the PCAT,  
394 shall provide an Evaluation Plan, which will describe how the DVCEP will be monitored and  
395 evaluated as well as how the evaluation results will be used for DVCEP improvement and  
396 decision making.  
397

398 C. The Executive Director, or a delegate, in collaboration with ~~the Community, such as~~ the PCAT,  
399 shall provide an annual report to update the Port Commission on the implementation of the  
400 DVCEP for the prior year.  
401

402 The report shall include, but is not limited to, the following:  
403

- 404 (1) A description of activities implemented;
- 405 (2) A description of the annual goals and accomplishments of the DVCEP;
- 406 (3) A description of problems and barriers encountered by participating stakeholders and  
407 steps taken to address the issues;
- 408 (4) A description of lessons learned and new best practices;
- 409 (5) A description of strategies and tools utilized;
- 410 (6) An analysis of resources and partnerships required to advance strategies; and
- 411 (7) Recommendations for new strategies to achieve DVCEP goals.  
412

413 D. The Executive Director, or a delegate, shall direct key Port staff, in collaboration with ~~the~~  
414 ~~Community, such as~~ the PCAT, to provide an annual update to Community using equitable  
415 engagement best practices.  
416

417 E. The Executive Director, or a delegate, will review DVCEP results annually to determine if the  
418 DVCEP is meeting the goals set forth in this Commitment.  
419

420 F. The Executive Director, or a delegate, shall empower key Port staff to revise actions to ensure  
421 that Port staff continue to fully adhere with this Commitment.  
422

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

424 **A. Introduction**

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

428  
429 **B. Responsibilities and Resources**

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

434  
435 **C. Community Benefits Commitment Implementation**

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

437  
438 (1) Duwamish Valley Community Equity Program Development

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

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

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

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

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

449  
450 (2) PCAT Development

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

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

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

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

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

461  
462 (3) PCAT-Prioritized Projects

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

466

- 467 Goal 1: Community and Port Capacity Building for Ongoing Collaboration
- 468 (a) By end of Q2, work with external Duwamish Valley-focused IDTs to identify
- 469 opportunities for coordination and leveraging of resources.
- 470 (b) By end of Q4, host the third annual Multilingual Duwamish River Boat Tour.
- 471
- 472 Goal 2: Healthy Environment and Communities
- 473 (a) By end of Q1, continue the Port’s maritime habitat stewardship program.
- 474 (b) By end of Q3, continue NWSA air quality education projects in coordination with
- 475 the Northwest Ports Clean Air Strategy and the Duwamish River Cleanup
- 476 Coalition’s Clean Air Program.
- 477 (c) By end of Q3, complete a ground-truthing study to assess conditions of
- 478 sidewalks and bike lanes on Port properties.
- 479 (d) By end of Q4, complete construction of shoreline restoration at 8th Ave
- 480 N/Gateway Park North.
- 481 (e) By end of Q4, provide design progress on 12<sup>th</sup> Ave. South/South Elmgrove Street
- 482 shoreline restoration.
- 483
- 484 Goal 3: Economic Prosperity in Place
- 485 (a) By end of Q2, begin a community-led economic development strategy.
- 486 (b) By end of Q4, work with external Duwamish Valley-focused IDTs to explore the
- 487 feasibility of an inter-agency job information and training center to promote
- 488 Port-related careers.
- 489 (c) By end of Q4, study and define the opportunities within Port’s legal authority to
- 490 address anti-displacement. Begin design of an anti-displacement workshop that
- 491 will help train the IDT and the Community on program strategies and activities.
- 492

493 **ATTACHMENT B: SAMPLE EVALUATION PLAN**

494 **A. Introduction**

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

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502 **B. Evaluation Plan Contents**

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

- 504 (1) A description of the DVCEP;
- 505 (2) A logic model or graphic representation of the relationship between DVCEP activities  
506 and intended effects;
- 507 (3) An evaluation focus or a series of overarching evaluation questions that drives the  
508 criteria for prioritizing benchmarks and metrics;
- 509 (4) The method in which the evaluation will be implemented, including evaluation  
510 indicators and performance measures, data sources and data collected methods, and  
511 roles and responsibilities;
- 512 (5) An explanation of how information will be analyzed and interpreted, the audience for  
513 results, and when results will be delivered;
- 514 (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?								
Evaluation Question by Duwamish Valley CBC Goal <sup>‡</sup>	Key Actions /Activities	Indicators / Performance Measures	Methods	Data Sources	Frequency	Responsibility Lead	Century Agenda Alignment -Objectives	Century Agenda Alignment - Key Metrics
Goal 1: Capacity Building for Ongoing Collaboration Between the Community & Port	Port outreach event targeting Limited English proficient population	<ul style="list-style-type: none"> <li># of community members with increased knowledge of opportunities to collaborate with the Port</li> </ul>	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"> <li>Job / Apprenticeship Placements</li> <li>Retention / Advancement</li> <li>Priority Hire Utilization</li> <li>Career Connected Learning Participation (Employers and Students)</li> </ul>
Goal 2: Healthy Environment & Communities	Air quality education programs	<ul style="list-style-type: none"> <li># of community members who participated in education programs</li> <li>Increased understanding of Port-related emissions</li> </ul>	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"> <li>Particulate Matter (PM) 2.5 Emissions (metric tons)/ (percentage reduced)</li> <li>Diesel PM Emissions (metric tons)/(percentage reduced)</li> <li>Port GHG Emissions (metric tons)/ (percentage reduced)</li> </ul>
Goal 3: Economic Prosperity in Place	Cultivate new business ventures through outreach	<ul style="list-style-type: none"> <li># of participants in trainings</li> <li>Increased awareness of contract opportunities with the Port</li> </ul>	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% <del>percent</del> the <del>percentage</del> of dollars spent on WMBE contracts within five years, 2018-2023.	<ul style="list-style-type: none"> <li>Number of WMBE both aggregated and disaggregated</li> <li>Percent of Port spend on WMBE businesses both aggregated and disaggregated</li> </ul>

<sup>‡</sup> What is the impact on the Community of implementing actions?