



## **January 24/25 Commission Retreat**

The intended outcomes of the retreat are for Commissioners and the Executive to gain clarity on 2019 Port-wide goals; identify leadership on each of the goals, and understand the timelines and workflow for the year.

### **January 24**

#### **6:30 – 8:30 pm Commissioner and Executive Dinner**

- Hyatt Regency Lake Washington, Water Table Restaurant, 3<sup>rd</sup> Floor, Private Dining Room
- Please check in with the host and they will direct you to the Private Dining Room.
- Commissioners discuss the Executive Director's 2019 goals

### **January 25**

#### **7:45 Breakfast Buffet Rainier Room**

#### **8:00 – 12:00: Commission Organization**

#### **8:30 – 9:00: Commission Office Staff Organization**

*Attendees: Commissioners, Merritt, Pritchard*

**Outcome:** Gain clarity and agreement about the roles, responsibilities & work of Commission Staff

#### **9:05 – 10:00: Commission Work in 2019**

*Attendees: Commissioners, Merritt, Pritchard, Edwards, Commission Specialists*

##### **9:05 – 9:15      Boards & Commissions**

**Outcome:** Determine Board and Commission Membership, and assign staff support

##### **9:15 – 9:40      2019 Scheduling**

**Outcome:** Clarify 2019 Commission Port and Personal travel; secure 2019 PoS retreat dates.

##### **9:40 – 10:00      Commissioner Email Protocols**

**Outcome:** Resolve how to address constituent email

#### **10:00 – 10:15: Break**

#### **10:15 – 12:00: 2019 Issues Prioritization and Leads**

*Attendees: Commissioners, Metruck, Soike, Ehl, Ramels, Edwards, Merritt, Pritchard, Specialists*

##### **10:15 – 10:40      Executive Metruck: 2019 Port-wide goals and workplan**

**Outcome:** Consider 2019 Port-wide goals and work-flow

##### **10:30 – 11:40      Commissioner Priority Setting (10 minute per Commissioner)**

**Outcome:** Clarify individual Commissioner Goals and allocate resources to achieve those goals

##### **11:40 – 12:00      2019 Committees**

**Outcome:** Determine 2019 committees, their scope of work & membership (Audit; Energy & Sustainability; Aviation, Art, Others?)

**12:00 – 12:45 Lunch Break**

**12:45 – 2:30: External Affairs: Community Engagement**

*Attendees: Commissioners, Metruck, Soike, Ehl, Ramels, Edwards, Merritt, Pritchard, Specialists*

**Outcomes:** Create a proactive community engagement strategy to achieve 2019 goals that leverages Commission / Executive involvement; gain clarity and about the roles of public affairs and Commission staff in community engagement

- **Review and discuss external affairs calendar**
- **Review communications vehicles**
- **Discuss community engagement staffing**

**2:30 – 3:00: Next Steps / Additional Business / Wrap-Up**

Executive Director 2019 Goals  
Commission Actions

**I. Manage Growth and Assets and Deliver Capital Program.**

**A. Airport**

**1. Capital Construction.**

- a. Achieve substantial progress on the Capital Construction Projects underway: IAF, North Satellite, Baggage.
  - i. Q2: Commission Authorization – Phase 2 Construction Baggage Optimization.

**2. Sustainable Aviation Master Plan (SAMP).**

- a. Begin Environmental Review for the (SAMP).
- b. Expand external support for SAMP.
- c. Obtain Commission support and begin design on early action SAMP projects.
  - i. Q1: Obtain Commission approval and commence Widen Airport Arrivals Road design.
  - ii. Q2: Request commission authorization for design of Glide Slope Antenna Relocation (this is also tied to V. 3. StART Working Group).
  - iii. Q4: Request Commission authorization for design of Westside Maintenance Campus site planning and PDD.
  - iv. Q4: Request commission authorization for design of Northeast Ground Transportation Center.

**3. Ground Transportation.**

- a. Execute next Taxi program.
  - i. Q1: Commission briefing, subsequent authorization of contract.
  - ii. Q4: Execute new on-demand taxi contract.
- b. Develop a forward-looking comprehensive Ground Transportation Plan.
  - i. Q2: Planning – Express Bus Service/Remote Check-in study draft results.
  - ii. Q4: Operational – Reduce “Stop and Go” conditions on roadway.

**4. Employee Parking.**

## Executive Director 2019 Goals Commission Actions

- a. Create plan for addressing employee parking.
  - i. Q1: Issue employee bus fleet replacement RFP Q1 2019 (option to acquire additional buses for expanded employee parking included in bus purchase commission authorization in Q1 2019).

### 5. Air Cargo.

- a. Develop strategic plan for future of Air Cargo.
  - i. Q2: Brief Executive and Commission on ongoing implementation of existing strategic plan as approved in the Long-Range Plan.

## B. Seaport

### 1. Waterfront Strategy.

- a. Implement waterfront strategy CIP including new cruise terminal/berth in partnership with NWSA and third party, Fishermen's Terminal Capital Projects and other capital projects.

#### i. 4th Berth and New Cruise Terminal

- a) Q1: Authorize Design Fund.
- b) Q1: Request for Qualifications issued.
- c) Q2: Request for Proposals Issued.
- d) Q4/Q1-2020: Award contract.

#### i. Fishermen's Terminal, FT Docks 3/4/5

- a) Q1: Construction Funds Authorized.

#### ii. FT Gateway

- a) Q1: Authorize Design Funds.
- b) Q4: 90% design completed.

#### iii. Maritime Innovation Center

- a) Q1: Authorize Design Funds.
- b) Q4: finish 60% design.

#### iv. Salmon Bay D & E

- a) Q1: Design Funds Authorized.

#### v. Terminal 91

- a) Q1: T91 Uplands Development – Authorize Design Funds.
- b) Q3: Procure design firm.

#### vi. Central Waterfront

## Executive Director 2019 Goals Commission Actions

- a) Q2: BHCC Modernization – Authorize construction Funds.
- b) Q3: T91 Berths 6&8 – Authorize design Funds

### **vii. Pier 66 HVAC Systems Upgrade**

- a) Q3: Authorize design.

### **viii. Waterfront Energy.**

- a) Create a strategic plan in collaboration with the NWSA, City of Seattle, Seattle City Light, the State, and other stakeholders.
  - i. Q4 Review agreement with partners on goals, objectives and principles.
- b) Pier 66 Shorepower
  - i. Q3 evaluation of alternatives.
  - ii. Q4 Design Funding Authorization.

- ix. **Sound Transit 3.** Continue to collaborate with NWSA, the City of Seattle, Sound Transit and other stakeholders on compatible land use and transportation policies, particularly ST3.

### **x. Pier 86.**

- a) Q3: Present draft MOU with Expedia and the State.

- xi. **Regional Waterborne Transportation.** Evaluate and determine Port's role in regional passenger ferry transportation.

- a) Q4 Report out to Commission.

## **C. Capital Development Capacity**

- 1. Improve quarterly reporting to Commission and public.
  - a. Q1: Employ revised format for quarterly capital projects briefing to Commission. Continue quarterly briefings on IAF, North STAR and Baggage programs.
  - b. Q2-Q4: As necessary revise and continue to adjust quarterly capital projects briefing and report.
- 2. Confirm Port's capability and capacity to deliver on the five-year CIP.
  - a. Q2: Prepare draft ERP report for Executive Director.

## Executive Director 2019 Goals Commission Actions

- b. Q3: Final report to Commission recommendations for any reorganization and improvement.
  - 3. Manage and report on the Port's assets through gap, cost and feasibility assessments Port-wide to ensure accountability and viability.
    - a. Q2: With business divisions, report to Commission how asset management identifies renew/replace projects and feeds project programming.
    - b. Q2: Report to Commission how project costs and schedules are formulated and managed, identifying systemic risks.
- D. **Resiliency and Preparedness.** Enhance Resiliency of Port facilities and preparedness of staff to respond to a large-scale event by increasing training of staff at all levels, including focusing on: individual preparedness, ELT participation in tabletop exercise, and a Resiliency informational briefing to Commissioners.
  - a. Q2: Resiliency informational briefing to Commission.
  - b. Q3: Incorporate Puget Sound Harbor Safety Committee Standards into Maritime Safety & Preparedness Plans; And develop Security Awareness guide for Corporate, Real Estate and Maritime Employees.
- E. **Cyber Security.** Enhance Cyber Security across all Port functions by creating a working group, developing a road map for closing cyber gaps, and implementing near-term recommendations.
  - a. Q3: Cyber Security briefing to Commission.

## II. Advance Regional and State Economic Vitality

- A. **Innovation.** Continue developing a maritime-based innovation center/district in collaboration with State's maritime blue initiative. Develop and implement virtual innovation program.
  - 1. Q1: Authorize Design for Historic Ship Supply building.
  - 2. Q1: Refresh business plan for innovation center.
  - 3. Q1: Form advisory committee.
  - 4. Q2: Finalize MOU with WA State re: Maritime Blue roles and responsibilities.
  - 5. Q4: Finish 60% design.
  - 6. Q4: Determine location for Maritime Innovation Center.

## Executive Director 2019 Goals Commission Actions

7. Q4: Launch accelerator initiative as part of virtual incubator program.

**B. South King County Improvement Fund.** Develop and implement South King County Improvement Fund.

1. Q1: formulate; legal review and program specifics prepared for Commission review.
2. Q2: Commission approval.
3. Q3: Begin implementation.

**C. Airport Dining and Retail.** Deliver the Airport's Dining and Retail Lease Group 5 project.

1. Q2: Receive Commission approval to solicit proposals for the opportunities in ADR Lease Group 5.

### III. Advance Environmental Sustainability including the protection of air and water quality

**A. SAF.** Continue advancing bringing Sustainable Aviation Fuels to market.

1. Q2: Develop workplan per MOU and brief Commission.
2. Q3/4: Implement recommendations

**B. Carbon Sequestration.** Continue piloting the innovative carbon sequestration project at Smith Cove.

- a. Q4: Complete project and continue monitoring.

**C. Storm water.** Continue enhancements to storm water infrastructure to improve the health of Puget Sound.

- (1) Q4: Complete 100% of maritime storm water system assessment.

**D. Renewable Natural Gas.** Develop and issue Request for Proposals for a Renewable Natural Gas program.

- (1) Q2: Review submitted RFP proposals and decide on next steps.

**E. Sustainable Project Framework.** Finalize and present recommendations for Sustainable Project Framework.

- a. Q2: Develop and present briefing to Commission Environment and Sustainability Committee.

## Executive Director 2019 Goals Commission Actions

**F. Commute Trip Reduction.** Finalize and present recommendations for enhanced Commute Trip Reduction Strategies and Goals Setting.

(1) Q1/2: Conduct employee surveys.

(2) Q4: Finalize strategic plan for Aviation and Maritime.

**G. GHG Reduction.** Complete the Green House Gas Reduction Strategy including a completed Green Fleet Plan.

a. Q3: Final draft GHG Strategy published.

b. Q4: Commission briefing and adoption of Northwest Ports Clean Air Strategy.

### IV. Increase Equity, Diversity and Inclusion and Workforce Development

**1. Women and Minority Owned Business Enterprises/Priority Hire.** Increase opportunities at the Port for women and minority owned businesses, and individuals from economically distressed areas throughout King County by implementing the Diversity in Contracting Resolution and the Priority Hire program.

a. Q1: Commission briefing on annual Diversity in Contracting results and plan.

b. Q2: Commission adoption of interlocal agreement supporting Priority Hire and Collaborative Agency Workforce Initiatives.

**2. Equity, Diversity, and Inclusion.** Hire a Senior Director of Equity, Diversity, and Inclusion. Stand up the EDI Division. Establish a work program and create a cross-organizational integrated equity policy. Increase the diversity of the Port's workforce at all levels.

a. Q2: Receive briefing on EDI Director hire.

b. Q3: Establish the EDI Division.

c. Q4: Implement an Equity policy.

**3. Workforce Development.** Develop and implement a five-year strategic plan for improving workforce development in Port-related employment, for expanding workforce training, jobs and career pathways in port-related industries (maritime, trade, construction, airport/aerospace) to meet the skill and workforce needs of employers and expand opportunities for communities of color, women and other underrepresented populations to enter employment and advance within targeted sectors towards higher

## Executive Director 2019 Goals Commission Actions

wage, higher skill jobs. Use Port leadership, influence, policies and support to increase racial equity in employment and opportunities in Port sectors. Including the high school and college internship program and youth engagement program.

- a. Q2: Commission authorization request to support Maritime Youth Collaborative RFP.
- b. Q2: Commission adoption of interlocal agreement supporting Priority Hire and Collaborative Agency Workforce Initiatives.
- c. Q2: Update Commission workforce policy.
- d. Q3: Commission briefings/adoption of new workforce policy.
- e. Q3: Commission authorization to support jointly funded Career Connected Learning RFP.
  - a) Q4: Strategic plan created and reviewed by commission.

### **V. Strengthen and Expand Community Engagement, including relationships with external stakeholders, and increase Increase public awareness and support for the Port**

- 1. Community Engagement.** Continue a pilot project on community engagement with near-port communities in the Duwamish Valley. Explore and present recommendation for continuation of pilot, and expansion to other communities.
  - a. Q2: Commission briefing on progress and next steps on Duwamish Valley (DV) Environmental Justice (EJ) Pilot
  - b. Q4: Request Commission adoption of Port-DV Community Action/Benefits Plan.
- 2. External Outreach.** Create and deliver on an Executive Director external outreach plan for the year touching on organizations and individuals in the minority, labor, environment, business, government and tribal communities. Develop and implement relationship agreement with the Muckleshoot Tribe.
  - a. Q1: Deliver to Commission an external communications plan that identifies tentative topics, and methods by month.
  - b. Q4: Seek Commission (and Managing Member) adoption for both Muckleshoot Tribe agreements.

## Executive Director 2019 Goals Commission Actions

**3. Airport Community Engagement.** Finalize and implement Airport's StART Working Group Actions.

- a. Q1: Commission briefing on StART's progress to date.
- b. Q2-Q4: Continue StART's Near-term Aviation Noise Action Agenda.

### Outcomes/Milestones

- Q2: Implement initiatives for Runway Use Plan Agreement and Late Night Noise Limitation Program.
- Q3: Timeline established for Glide Slope Analysis.
- Q4: Scope and funding source established for Airfield Noise Assessment.

## VI. Sustain and Strengthen a High Performing Organization

**1. Increasing Workforce Engagement.** Establish strategies to build and sustain a cohesive, engaged workforce that is proud of its work for the community by increasing employee communications and interaction through ELT and Executive outreach.

- a. Q1: Deliver to Commission a quarterly calendar that identifies month-by-month calendar tentative topics, methods, and communicators.
- b. Q2-Q4: Provide quarterly updated calendar to Commissioners.

**2. Strategic Alignment.** Create cross-Port project timelines for all major internal initiatives, and non-port (e.g., Sound Transit 3) which will require action or engagement.

- a. Q1: Deliver this document to Commission.
- b. Q2-4: Deliver quarterly progress reports to Commission.

**3. Planning/Budgeting Enhancement.** Synchronize and simplify the Strategic Planning and Budget Process: Review existing strategic and business plans. Implement simplified planning process that aligns vertically with Commission priorities and will lead into 2020 budget build process.

- a. Q2: Commission approval of revised Planning and Budget process and key 2019 dates.

**4. Innovation/Process Improvement.** Expand Innovation and Continuous

## Executive Director 2019 Goals Commission Actions

Process Improvement by expanding the Airport's "Shark Tank" to the rest of the Port, increasing the number of Lean Specialists and increasing the number of Process Improvement projects across the Port.

- a. Q1: Deliver to Commission a plan identifying expanded opportunities for employees to learn and practice Continuous Process Improvement.
- b. Q1: Deliver to Commission a plan for expanding the airport's "Innovation Shark Tank" to the rest of the port in 2019.
- c. Q2: Deliver to Commission a plan for implementing "Idea Shop", a program to spur innovative thinking and projects.

**5. Port Culture.** Develop and implement program to enhance Port's values and culture of transparency, integrity, respect, accountability, collaboration, equity, diversity, safety and innovation.

- a. Q2: Brief Commission on way ahead.

**6. Organizational Capability and Capacity.** Complete review of organizational structure for capability and capacity and undertake adjustments as necessary.

- a. Q2: Brief Commission on way ahead.

**7. Safety and Security.** Improve the safety and security of staff and customers on Port properties by implementing advanced worker safety training, increasing Port police presence, and incorporating additional cutting-edge security technologies and processes into Port operations.

- a. **Q4:** Brief Commission on outcome of efforts.



# **Port of Seattle Commission**

## **AUDIT COMMITTEE Charter**

**Adopted  
December 11, 2012**

**Amended  
June 28, 2016**

*Document last updated October 25, 2016*

## Port of Seattle Audit Committee Charter

### Section I: Purpose and Authority.

- A. The Audit Committee is a standing committee created by the Seattle Port Commission. Its general purpose is to represent the Commission and have review and oversight authority on matters relating to the Port of Seattle auditing process and procedures. It will assist the Port of Seattle Commission in fulfilling its oversight responsibilities for:
  - (1) The integrity of the Port's financial statements;
  - (2) The effectiveness of the Port's internal control system over financial reporting, compliance, and operations;
  - (3) The periodic performance audits to be conducted on Port of Seattle operations, programs, activities, and business processes;
  - (4) The independent auditor's qualifications and independence; and
  - (5) The performance of the Port's internal audit function and external auditors.
- B. In carrying out these responsibilities, the Audit Committee shall determine that all internal audits are conducted under the United States Government Accountability Office's Government Auditing Standard and the Institute of Internal Auditing standards.
- C. The Audit Committee is empowered to seek any information it requires from Port of Seattle employees on audit matters, all of whom are directed to cooperate with the Committee's requests. The Committee shall keep the CEO apprised of all such requests.
- D. If the Committee determines that in order to meet its responsibilities it requires the independent services of an outside advisor or consultant having expertise in financial reporting, auditing, and internal controls, it may propose the retention of such advisor or consultant to the Commission for approval.

### Section II: Duties.

The Audit Committee will:

- A. Inform the Commission of the independent auditors selected, based on an open competitive process, to audit the financial statements and the federal grant and passenger facilities charge programs of the Port of Seattle and other audit services.<sup>1</sup>
- B. Oversee the Director of Internal Audit's plans and activities and review with the Director the staffing and organizational structure of the internal audit function, including coordination of audit effort with the external auditors. Audit Committee responsibilities will include:
  - (1) Formally approve the Director of Internal Audit's annual audit plan. The annual plan will include which operations, departments, vendors, agreements, and

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<sup>1</sup> Section II(A) was amended June 28, 2016, for clarity.

leases are to be audited by the Director of Internal Audit and audit staff during the course of the year.

- (2) Review the Internal Audit Department staffing needs.
- (3) Review and recommend to the full Commission the Internal Audit Department annual budget.
- (4) Make recommendations to the Commission on the appointment, replacement, or dismissal of the Internal Audit Director or any external auditors.
- (5) Review the findings and recommendations of internal audits conducted at the Port of Seattle, in regards to financial compliance, internal controls, performance, and efficiency.
- (6) Elicit any recommendations of the improvement of such internal controls or particular areas where new or more detailed controls or procedures are desirable. Schedule and hear reviews of these improvements presented by Port of Seattle staff as deemed necessary.

C. Review with the Port's external auditors:

- (1) The independent auditors' annual audit of the Port's financial statements, as well as related notes and management's discussion and analysis.
- (2) The management letter and the schedule of unadjusted differences.
- (3) The independent auditors' annual audit of the passenger facility charges.
- (4) The independent auditors' single audit of the federal grant awards administered by the Port.
- (5) The independent auditors' judgments about the quality of the Port's accounting principles as applied in its financial reporting.
- (6) Any performance or accountability audits performed on the Port of Seattle. This will include a review of final audit findings and recommendations including management's response and analysis.

D. Review other external audits conducted on Port of Seattle operations, programs, activities, and business processes. In carrying out these responsibilities, the Audit Committee shall:

- (1) Encourage discussion between management, the Commission, and other stakeholders in order to identify future potential areas of performance audit focus.
- (2) Provide recommendations to the Commission regarding specific audit areas for consideration, including suggested audit objectives, scope, and evaluation criteria.

- (3) Review and recommend the external auditing firms for approval by the Commission.
  - (4) Report the results of such audits to the Commission when completed.
- E. Discuss with management the Port's policies with respect to risk assessment and risk management.

### **Section III: Internal Responsibilities.**

- A. The Audit Committee will:
- (1) Assess as necessary the goals and objectives of the Audit Committee and monitor progress in achieving those goals and objectives.
  - (2) Provide an annual report to the Commission that describes how the Audit Committee has discharged its duties and met its responsibilities.

### **Section IV: Composition.**

- A. The Audit Committee will consist of at least two (2) members of the Port of Seattle Commission and one (1) public member approved by the Commission. Commission members of the Audit Committee, as well as the Committee Chair, will be selected by the Commission President at the beginning of each calendar year.
- B. The public member will be recommended by the Audit Committee for appointment and confirmation by the Commission. The public member may be removed during his or her term by the Commission President.

Each Committee member will be independent of Port management and any external audit firm currently employed by the Port or subcontracted by any auditor employed by the Port. The public member must have the following qualifications:

- (1) Experience with generally accepted accounting principles (GAAP) and generally accepted auditing standards (GAAS).
- (2) Experience in the preparation or auditing of the financial statements of public entities.
- (3) Experience in the application of GAAP in regards to estimates, accruals, and reserves.
- (4) Experience in the assessment and evaluation of internal controls, including risk assessment.
- (5) An understanding of or experience with a public sector Audit Committee.
- (6) An understanding of or experience with performance audits.
- (7) Can make a commitment to serve a three-year term.

The public member will serve as an advisor to the Audit Committee and is not considered a voting member of the Committee for the purposes of quorum determination or voting on any official business of the Committee.

**Section V: Meetings.**

- A. The Committee will meet at least four times a year, with authority to convene additional meetings as circumstances require.
- B. All Committee meetings are open public meetings.
- C. A quorum of the Committee is required to conduct official Committee business. A quorum is defined as a majority of voting members.
- D. The Committee will invite members of management, auditors, or others to attend meetings and provide pertinent information, as necessary.
- E. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes will be prepared and approved by the Audit Committee.

ORGANIZATION/ISSUE	RECOMMENDED COMMISSIONER	EXEC./STAFF	MEETING FREQUENCY AND Notes
Puget Sound Partnership Ecosystem Coordination Board	Felleman participates (Currently Port of Bellingham)	Stephanie Jones Stebbins	The Ecosystem Coordination Board's main role is to advise the Puget Sound Partnership's Leadership Council on carrying out its responsibilities. The Board is made up of 27 members representing specific interests around the Sound. Meets Quarterly.
Seattle Regional Partnership	Bowman	Marie Kurose	Chamber led group to inspire action by providing tangible examples of various employer-led pathway initiatives; discuss lessons learned, transferability, opportunities for replication. Chamber Has met a few times, expected to meet in 2018
Sound Transit Elected Leadership Group	<b>Bowman</b>	Wolpa/Poor	The West Seattle and Ballard Elected Leadership Group (ELG) will be comprised of Sound Transit Board members and other local elected officials in the corridor. The purpose of this ELG is to build consensus around key decisions and work through project issues as needed. Amongst other duties, the ELG will appoint Stakeholder Advisory Group members and identify a preferred alternative for recommendation to the Sound Transit Board .The ELG will likely meet about every three months in 2018 and more often in early 2019. Bowman assigned Dec. 2017.
Economic Development Council Board and Executive Committee	<b>Bowman (Steinbrueck)</b>	Dave McFadden	Expand and diversify the economy throughout King County by retaining and recruiting jobs, growing strong and sustainable industry clusters, and promoting global competitiveness for Washington State . Monthly Meetings

Transportation Policy Board (PSRC)	<b>Calkins</b>	<b>Pritchard</b>	The Transportation Policy Board (TPB) includes representatives of the PSRC’s member jurisdictions and regional business, labor, civic and environmental groups. The TPB meets monthly to advise the Executive Board on key transportation issues.
Washington State China Relations Council (WSCRC)	Calkins	Karin Zaugg Black	The leading statewide organization dedicated to strengthening commercial, educational, and cultural ties with the People’s Republic of China. Port is a founding member in 1979. Board meetings are quarterly. Bowman has agreed to serve on the board; she'll be voted in at the Feb 2018 meeting (doesn't attend); and attend subsequent meetings; board meets quarterly
Economic Development District Board (PSRC)	Calkins	Schirato	The regional Economic Development Board is the federally designated economic development district for the central Puget Sound region covering King, Kitsap, Pierce and Snohomish counties. Meets quarterly, beginning in March, on the first Wednesday of the month from 1-3 p.m
Washington Council on International Trade (WCIT)	Calkins	Eric Schinfeld	WCIT advocates on federal trade policy issues on behalf of Washington state employers. The Board meets quarterly.
Soundside Alliance	Calkins/Steinbrueck	Marco Milanese/Dave	The Soundside Alliance is a partnership of different types of local governments (cities, port, community college, chamber of commerce).
WPPA Board of Trustees	Felleman	Eric ffitch	Spring and Fall meetings provide the trustee with a chance to represent the port and at the fall meeting take a vote on the WPPA legislative agenda for the upcoming session.

Tribal Liaison

Felleman

Kurt Beckett/Lindsay Overdue for a meeting  
Wolpa

Joint Advisory Committee (SeaTac)

Felleman/Calkins

Clare Gallagher

Comprised of 3 City Councilmembers and 2 Port Commissioners, the JAC provides policy direction regarding the Interlocal Agreement (ILA), including review and recommendation for all major amendments to the Meets every other month.

Highline Forum

**Felleman/Steinbruck**

Marco Milanese

UW Air Quality Study Advisory Panel

Gregoire

Stephanie Meyn

Ultrafine particulate emissions related to aircraft study funded by state legislature and Port of Seattle. Meetings to be decided.

Interbay Public Development Advisory Board

**Gregoire**

ffitch/Gellings

Puget Sound Regional Council Executive Board (PSRC)

Gregoire

Schirato

Executive Board members are appointed by their General Assembly constituents to represent the member governments. The board is chaired by PSRC's president, meets monthly and carries out delegated powers and responsibilities between meetings of the General Assembly.

Visit Seattle Advisory Board - ex-officio	Gregoire	Ron Peck	Non-voting member of board, meets monthly to review business plan and understand convention and tourism business market
Alaskan Way Viaduct Oversight Committee	Steinbrueck	Geri Poor	Meets occasionally (not in 2017) with governor, mayor and top electeds of partnership. Adhoc/ president designee
Industrial Lands Committee (City of Seattle)	Steinbrueck	Lindsay Wolpa	A group of approximately 30 members including stakeholder representatives from a variety of industrial groups and real estate developers. This group was formed at the direction of former Mayor Ed Murray mid-2016 and will likely shift somewhat under the new administration. Previously met once a month, not set at this time.
PSRC Growth Management Policy Board	Steinbrueck	<b>Pete Mills</b>	The Growth Management Policy Board (GMPB) includes representatives of the PSRC's member jurisdictions, regional business, labor, civic and environmental groups. The GMPB meets monthly to advise the Executive Board on key growth management issues.
SR 509 Executive Committee	Steinbrueck	Geri Poor	Meets quarterly with other electeds from Puget Sound Gateway (SR509/SR167) partnership cities. Currently a funding subcmte is also mtg. Fabulich Center/City of SeaTac

To: Commission  
FROM: Aaron Pritchard  
RE: Boards and Commissions Recommendations  
DATE: 1.23.19

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### **Bowman**

- **Economic Development Council Board and Executive Committee/Greater Seattle Partnership**
  - Workforce Development and Industry development
  - Monthly meetings
  - Promotion of Global Competitiveness
  - Dave McFadden and LeeAnne Schirato
  
- **Sound Transit Elected Leadership Group**
  - Advising on West Seattle to Ballard Route
  - Five meetings in 2018
  - Geri Poor, Charla Skaggs (consultant 20 hrs a week), Veronica Valdez
  
- **Seattle Regional Partnership**
  - Chamber Workforce Development initiative
  - No currently scheduled meetings
  - Supports Employer-led pathway initiatives
  - Marie Kurose, LeeAnne Schirato

### **Calkins**

- **Washington State China Relations Council**
  - Statewide organization on China culture and commercial
  - Quarterly meetings
  - Karin Zaugg Black
  
- **Washington Council on International Trade (WCIT)**
  - Meets quarterly
  - Advocates federal trade policy
  - Schinfeld
  
- **Transportation Policy Board (PSRC)**
  - Includes representatives of the PSRC's member jurisdictions and regional business, labor, civic and environmental groups.
  - Meets monthly to advise the Executive Board on key transportation issues
  - Pritchard
  
- **Economic Development District Board (PSRC)**
  - Federally designated

- Meets Quarterly
- King, Kitsap, Pierce and Snohomish Counties
- Schirato
  
- **Soundside Alliance**
  - Meets Quarterly
  - Local Government Partnership
  - Promotes Economic Development in Southwest King County
  - Marco Milanese
  
- **Joint Advisory Committee (SeaTac)**
  - Meets Quarterly
  - Comprised of 3 Councilmembers & 2 Commissioners
  - Focuses on issues affecting Airport and SeaTac
  - Clare Gallagher

## **Felleman**

- **Tribal Liaison**
  - Works on issues between Tribes, POS and NWSA
  - Meetings set as needed, no meetings last year
  - Wolpa
  
- **Maritime Blue**
  - Meets as needed
  - Deliver strategic plan to Governor on Maritime greening
  - McFadden, Mills
  
- **WPPA Board of Trustees**
  - Authorizes six-member Executive Committee that oversees administration and management
  - Hires Executive Director
  - ffitch
  
- **Highline Forum**
  - Meets every other month
  - Two co-chairs, one from POS, one from one elected community member
  - Airport Managing Director serves on committee
  - Marco Milanese
  
- **King County Cities Climate Collaborative**
  - Brings together elected officials once or twice a year for presentations on work

- Creating collaboration around regional GHG reduction
- Leavitt

- **Puget Sound Partnership Ecosystem Coordination Board**

- Meets quarterly
- Port of Bellingham sponsored
- No Staff

### Gregoire

- **Puget Sound Regional Council Executive Board (PSRC)**

- Meets monthly
- Board members appointed by general assembly constituents
- Schirato

- **WPPA Executive Committee**

- Non-voting position, meets every other month
- One year pilot as a non-voting member. Oversees the general administration and management of the Association and provides the Executive Director with guidance
- ffitich

- **Visit Seattle Advisory Board - ex-officio**

- Non-voting member of board, meets monthly
- Reviews business plan and understand convention and tourism business market
- Peck, Mills

- **Interbay Development Advisory Committee**

- Commerce convened collaboration with the Military Department to explore the uses of a state-owned property located in Seattle's Ballard-Interbay manufacturing industrial center
- Monthly meetings
- ffitich, Gellings

- **UW Air Quality Study Advisory Panel**

- Meetings to be decided
- Funded by POS and state legislature
- Stephanie Meyn

- **UW School of Law Global Business Law Institute's Industry Advisory Board (not on Commission list)**

- Quarterly Board Meetings
- No financial commitment

- **FIFA World Cup 2026 Seattle Bid Committee Advisory Member (not on Commission list)**
  - Meetings to be decided
  - No financial commitment
  - ffitch

### Steinbrueck

- **Joint Advisory Committee (SeaTac)**
  - Meets Quarterly
  - Comprised of 3 Councilmembers & 2 Commissioners
  - Focuses on issues affecting Airport and SeaTac
  - Gallagher
- **Highline Forum (alternate)**
  - Meets every other month
  - Two co-chairs, one from POS, one from one elected community member
  - Airport Managing Director serves on committee
  - Milanese
- **Alaskan Way Viaduct Oversight Committee**
  - Meets occasionally
  - Ad-hoc/president designee
  - Geri Poor
- **Industrial Lands Committee (City of Seattle)**
  - Previously met once a month, not set at this time
  - Approximately 30 members
  - Gov Relations if needed, Mills
- **Growth Management Policy Board (PSRC)**
  - Meets monthly
  - Mills
- **SR 509 Executive Committee**
  - Meets quarterly
  - Puget Sound Gateway (SR509/SR167) partnership cities
  - Poor

**PORT OF SEATTLE COMMISSION  
2018 ENERGY AND SUSTAINABILITY  
SPECIAL COMMITTEE CHARTER**

**Adopted March 27, 2018**

**I. INTRODUCTION**

The Port of Seattle's Century Agenda outlines a strategic objective to become the greenest and most energy efficient port in North America and sets specific greenhouse gas reduction targets.

An Energy and Sustainability Committee was originally chartered by the Port of Seattle Commission on January 26, 2016. On October 24, 2017, the commission passed a motion supporting the committee's recommendation to align the port's greenhouse gas reduction goals with those of King County and the City of Seattle and instructing port staff to develop a Sustainability Evaluation Framework to assist the Port in meeting its greenhouse gas reduction and sustainability goals.

Pursuant to the 2017 motion, the framework was to be developed over the course of 2018 through a series of pilot projects to be identified. The pilot projects will help determine how to incorporate environmental and social considerations and create transparency for the Commission's review of project proposals. Adoption of the 2017 motion concluded the work outlined in the 2016 Energy and Sustainability Committee Charter.

The purpose of this new committee, which shall be called the 2018 Energy and Sustainability Special Committee, is to develop policy recommendations and provide oversight in pursuit of the port's Century Agenda environmental and sustainability goals. The committee shall conduct its work in the context of other Century Agenda goals, the 2017 motion, and continued commitment to fiscal responsibility and social equity and justice.

**II. COMPOSITION**

The 2018 Energy and Sustainability Special Committee will consist of two Port of Seattle Commissioners appointed by the President after consultation with the full commission at the beginning of each calendar year in which the committee is active. Non-voting members from within and outside the port may be invited to participate at the discretion of the committee.

**III. SCOPE OF WORK**

The work of the 2018 Energy and Sustainability Special Committee shall include the following:

- A. Oversee the development of a Sustainability Evaluation Framework and pilot projects, including:

1. Review and recommend to the commission a port-wide Sustainability Evaluation Framework to assist the port in meeting its greenhouse gas reduction and sustainability goals.
  2. Review the selection of four pilot projects, divided between the airport and maritime, beginning with a solar project on Pier 69, to test and validate the framework and determine how to incorporate the following environmental and societal components into the framework to be used to better inform the commission of project proposals that:
    - a. Reduce greenhouse gas emissions
    - b. Increase energy resilience
    - c. Protect public health and the environment
    - d. Support local economic development
    - e. Advance racial and social equity
    - f. Leverage partnerships
    - g. Advance innovation
- B. Sustainable Aviation Fuels (SAF) strategy development and implementation oversight, including:
1. Review and recommend to the commission the final strategic plan as directed by the commission's December 19, 2017, motion and informed by the "Port of Seattle and (Airlines)" memorandum of understanding agreed to in the Airline Signatory Lease and Operating Agreement IV (SAF MOU) and work with the Sustainable Aviation Biofuels Workgroup established by the Office of Clean Technology at Washington State University to share progress.
  2. Oversee the development of the strategic plan agreed to in the SAF MOU to reduce carbon emissions and air pollutants, and the community and environmental impacts from existing and forecasted aviation growth at Seattle-Tacoma International Airport.
  3. Track efforts to establish a regional source of SAF at a commercially competitive rate and ensure a commitment from the airlines that they will use SAF preferentially to meet goals specified in the commission's December 19, 2017, motion.

4. Track initiatives to ensure cost-competitiveness for SAF through a variety of methods that are not mutually exclusive, and as stated in the December 19, 2017, motion, to include:
  - a. Work with airlines to support state and federal legislation establishing a cost-effective low carbon fuel standard (LCFS) consistent with bills, executive orders, policies, and regulations implemented in the states of California and Oregon and the province of British Columbia; or similar provision that includes options for aviation tax credits as well as tax credits for use of marine and on-road renewable diesel.
  - b. Work with airlines to advocate to the Federal Aviation Administration (FAA), federal and state legislators, regulatory agencies, industry groups, and other partners for use of airport revenues to offset costs of SAF through their co-benefits to human health and the environment.
  - c. Work with airlines to advocate to the FAA for new grant programs, or to adjust existing Voluntary Airport Low Emissions (VALE) grant programs to support SAF through their co-benefits.
  - d. Seek mutual financial investments with the port and its partners.
5. Work with port staff and local, state, and federal decision-makers to develop a comprehensive, coordinated series of events to engage interested stakeholders along the value chain including but not limited to: farmers, financiers, bio-refiners, logistics operators, as well as end-users such as Washington state ferries, cruise lines, tug boat operators, other harbor craft, truck operators, fishing boats, the United States Coast Guard, and the Department of Defense.
6. Work with Public Affairs to develop a strategic communications plan tailored to the commission's SAF goals that positions the Port of Seattle as a leader in the SAF industry locally, nationally, and internationally.
7. Review and recommend sustainability certification standards for SAF.

C. Blue Carbon Policy Development, including:

1. Develop a blue carbon policy in collaboration with the University of Washington for incorporation into the port's aquatic habitat restoration work. Blue carbon is the carbon stored and sequestered in coastal ecosystems such as wetlands, seagrass meadows, or intertidal saltmarshes. These valuable ecosystems hold vast carbon reservoirs; they sequester atmospheric CO<sub>2</sub> through primary production and then deposit it in sediments.

- a. Oversee and support the port's progress on its pilot project that includes planting eelgrass, kelp, and potentially developing clam beds near Terminal 91 to capture carbon and improve water quality. The results to assess the efficacy of the carbon sequestration pilot program will take several years, after which potential applications for Port of Seattle mitigation efforts and innovative uses of mitigation will be the focus of the committee's work.
- b. Work with the University of Washington to engage graduate students in the studies and review of the scientific literature to inform future policy development.

D. Environmental Awards Update, including:

1. Review and recommend to the commission an updated approach to the Port of Seattle's environmental awards to:
  - a. Create a rigorously vetted environmental award in collaboration with port stakeholders in the maritime, aviation, labor, and environmental justice sectors; and
  - b. Elevate the public's awareness of the port's support for environmental innovation by generating media attention to the awards.

#### **IV. AUTHORITY**

In pursuit of its purposes and scope, the committee is authorized to conduct the following activities:

- A. Review and recommend a Sustainable Framework Policy Directive and
- B. Conduct oversight of framework pilot projects.
- C. Review and recommend to the commission the SAF strategy as required by the commission motion of December 19, 2017.
- D. Review and recommend a blue carbon strategy to the Port of Seattle Commission and oversee the marine habitat creation pilot project near Terminal 91.
- E. Review and recommend an environmental awards program for the Port of Seattle.

The committee is authorized to seek public engagement by way of community meetings, workgroups, and testimony as part of regular or special Port of Seattle Commission meetings as deemed necessary.

The committee may seek commission approval to retain a consultant if it determines one is needed to meet aforementioned responsibilities.

The committee is not authorized to take final action on adoption of policy directives, approval of project authorizations, or other matters for which final action is reserved to the Port of Seattle Commission.

## **V. DURATION**

The committee shall meet as necessary until completion of the outcomes described in its purposes and scope and the conclusion of pilot projects for which the committee is responsible for oversight.

## **VI. RESPONSIBILITY**

A. The role of committee chair(s) shall be to:

1. Preside at meetings and serve as committee sponsor
2. Ensure that the committee is addressing the purposes described in this charter
3. Set committee meeting agendas

B. The Commission Policy Manager is the committee liaison, and commission specialists will support the work of the committee as assigned. The role of the committee liaison shall be to:

1. Regularly update the commission in memos, individual briefings, and public session.
2. Support the work of the committee.
3. Help develop, manage, and distribute meeting materials.
4. Provide logistical support including procuring meeting rooms, scheduling, creating meeting records, and providing technical assistance.

C. The Port of Seattle Environment and Sustainability Center of Expertise Director will support the committee as the primary executive staff contact. The role of the executive staff contact shall be to:

1. Support the committee with timely and responsive information.
2. Serve as a resource for committee deliberations.

## **VII. MEETINGS**

- A. The committee will meet at least quarterly and will subsequently report out to the full commission in public session to provide transparency and update on progress in meeting the charter.
- B. Workgroups may be formed by the committee and are expected to meet more frequently as needed.
- C. A quorum of the committee is required to conduct official committee business. A quorum is defined as the presence of both commissioners assigned to the committee. Committee members are welcome to attend workgroup meetings but a quorum is not needed to conduct the business of a workgroup.
- D. Meetings of the 2018 Energy and Sustainability Special Committee shall be open to the public when required by applicable law or the bylaws of the Port of Seattle Commission.
- E. Agendas will be prepared and made available to the committee and workgroup members in advance of meetings.
- F. Agendas for updates to the full commission will be presented in public session and will be published as part of regular or special commission meeting notices.
- G. Minutes will be prepared and retained for all meetings associated with the work of the 2018 Energy and Sustainability Special Committee.
- H. Records of committee meetings, including any meeting minutes, shall be provided to the commission clerk for appropriate retention in accordance with applicable law.

# New Cruise Terminal Communications and Outreach 2019



	Q1			Q2			Q3			Q4		
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>KEY DATES</b>		2/5: Public T5 Vote w/cruise location 2/26: T5 Announcement 2/26: Commission Briefing (Principles, RFQ Process, design funding)	3/12: Commission Request for Design Funds 3/13 RFQ Released	April 8 -11: Seatrade Conference. April 15: 20 <sup>th</sup> Year Celebration Launch Event	RFQ Partner Shortlist Announced RFP Released		Partner Negotiation				Q4 Partner Announcement	
<b>OUTREACH</b>	1/16: Propeller Club (SJS) 1/18: Alliance for Pioneer Sq. 1/24: Seahawks/1 <sup>st</sup> & Goal 1/30: Seattle Rotary (SPM)	2/8: Seattle Chamber Alaska Committee (SPM) 2/22: NSIA (CG) 2/26: NSIA (SJS)					Q3: Business & Resident Town Halls (SODO, Pioneer Square, Downtown) Q3: Working Waterfront Tour (SODO, Pioneer Square, Downtown) Q3/4: On-board Cruise Ship Community Events				Q3/Q4: Environmental Review Public Online Open House Q3/Q4: Environmental Review Public Outreach	
<b>GOVERNMENT RELATIONS</b>	1/24: Senator Murray Meeting (SPM & Bowman)	Q1: Mayor Durkan Meeting (Bowman) Q1: King County Executive & Key Councilmember Q1: Suquamish & Muckleshoot Tribes Q1: Key Washington Legislators and Governors staff		Q2: MARAD Q2: King County Council remaining members Q2: Other state legislators and general updates during session wrap-up Q2: Elected leadership briefings to communities who benefit (Sea-Tac, Bellevue, Renton, Woodinville)							Q4: Elected leadership briefings to communities who benefit (Sea-Tac, Bellevue, Renton, Woodinville) Q4: Updates to all elected officials as appropriate	
<b>COMMS</b>		Q1: Develop Project Fact Sheet Q1: Develop Project Web Page	3/13 Targeted media outreach for RFQ (local community/business media and cruise trades)	4/15 Press Release Launch of Cruise Season & 20 <sup>th</sup> Year Celebration	Press Release Announcing RFQ Shortlist	Q2/Q3 20 <sup>th</sup> Year Celebration. Cruise paid & earned media (environmental & econ impact stories)	Q3: Cruise Storytelling highlighting Sm. Biz.			Q3/Q4: Cruise Storytelling highlighting Cruise Connections		
<b>COMMISSION/ EXECUTIVE</b>		2/5: Public T5 Vote w/cruise location 2/26 T5 Announcement 2/26: Commission Briefing (Principles, RFQ Process, design funding)	3/12: Review request for design funds 3/12: Adoption of Principles								Q4 Partner Announcement	

Dates subject to change

# Additional Cruise Outreach Events

- **Labor Local 19 and 52** Q1, Q2, Q3, Q4
- **ILWU Puget Sound Council** Q1, Q2, Q3, Q4
- **MLK Labor** Q1, Q2, Q3, Q4
- **Other Construction Trades** Q1, Q2, Q3, Q4
- **Sailors Union of the Pacific** Q1, Q2, Q3, Q4
- **Suquamish & Muckleshoot Tribes** Q1, Q2, Q3, Q4
- **Alliance For Pioneer Square** Q1, Q2, Q3, Q4
- **SODO BIA** Q1, Q2, Q3, Q4
- **Chinatown International District BIA** Q1, Q2, Q3, Q4
- **NAC** Q1, Q2, Q3, Q4
- **NSIA** Q2, Q3, Q4
- **BNSF** Q1, Q2, Q3, Q4
- **Seattle Marine Business Coalition** Q1, Q2, Q3, Q4
- **US Coast Guard** Q1, Q2, Q3, Q4
- **PMSA** Q1, Q2, Q3, Q4
- **WPPA** Q1, Q2, Q3, Q4
- **Manufacturing Industrial Council (MIC)** Q1, Q2, Q3, Q4
- **Seattle Propeller Club** Q2, Q3, Q4
- **Puget Sound Pilots** Q1, Q2, Q3, Q4
- **WA Maritime Federation** Q1, Q2, Q3, Q4
- **Seattle Transportation Club** Q1, Q2, Q3, Q4
- **Visit Seattle Board** Q1, Q2, Q3, Q4
- **Downtown Seattle Association** Q1, Q2, Q3, Q4
- **Waterfront Business Group** Q1, Q2, Q3, Q4
- **Friends of the Waterfront** Q1, Q2, Q3, Q4
- **CDRT** Q2, Q4
- **Seattle Mariners** Q1, Q2, Q3, Q4
- **Seattle Sounders** Q1, Q2, Q3, Q4
- **Puget Sound Attractions Council** Q1, Q2, Q3, Q4
- **South Seattle Tourism Alliance** Q1, Q2, Q3, Q4
- **Hotel Association** Q1, Q2, Q3, Q4
- **Seattle Regional Partners EDC** Q1, Q2, Q3, Q4
- **Pike Place Market** Q1, Q2, Q3, Q4
- **City of Seattle** (Q1, Q2, Q3, Q4
  - City Light, OPCD, Design Commission, Planning Commission, Environment, SDOT)
- **King County Department of Natural Resources** Q1, Q2, Q3, Q4
- **WA Dept. of Ecology** Q1, Q2, Q3, Q4
- **Puget Sound Clean Air Agency** Q1, Q2, Q3, Q4
- **Puget Sound Keeper Alliance** Q1, Q2, Q3, Q4
- **WA Environmental Council** Q1, Q2, Q3, Q4
- **WA State Ferries** Q1, Q2, Q3, Q4
- **Chamber leadership** (Sea-Tac, Bellevue, Renton, Woodinville) Q1, Q2, Q3, Q4

## Major Proposed Waterfront Projects

*Community Engagement Planning – WORKING DRAFT (to be redeveloped into a 2019 master document w/waterfront as a part of that)*

### The Port of Seattle’s vision for a working waterfront:

- Jobs and entrepreneurship opportunities for the next generation
- Cleaner sources of energy
- Benefits for healthy habitats and communities

### Stakeholder Outreach Overview

This document begins to identify community engagement to support the Maritime Capital Investment Plan adopted by the Port Commission in November 2019. Each of these capital projects will require tailored community outreach planning and execution depending on the impact, interest, and spectrum of stakeholder influence (from informing to consulting to empowering stakeholders with decisions on elements of the projects). The Port conducted stakeholder outreach and communications prior to the Port Commission’s budget decisions on the 5-year plan of finance. A public open house was held on November 19, 2018 for stakeholders to learn more before the budget was adopted on November 27, 2018.

Early in 2019, staff proposes to conduct additional broad reaching outreach to gain stakeholder input on the overall plan using **Town Halls** format in key areas of King County. This document will be kept up-to-date as additional information is gathered on timing and elements for each project. In addition, CIP projects and key messages will be delivered through the Port’s annual outreach programs such as **38 Cities** presentations, annual Chamber of Commerce “**State of the Ports**”, **Mayors’/Elected Officials Breakfast**, **Port U Adult Education Series** (Unplugged and 101s), **Working Waterfront boat tours**, **Community Festivals** (Seattle Maritime, Duwamish River and Fishermen’s Fall Festival), **Maritime and Seafood 101 Industry Promotions**, and **Connect@Amazon tour series**.

## TIER ONE PROJECTS

NEW CRUISE TERMINAL	
<b>Description</b>	Develop a new cruise berth and passenger terminal to leverage the global demand for cruise and customer demand for Alaska and Pacific Northwest itineraries. Investment supports an increased economic benefit for the region, while maintaining our deep-water facilities for maritime use.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• Provide a new fourth cruise berth with mega ship capacity alongside continuing container operations to support an efficient and productive use of our working waterfront and remain consistent with NWSA goals.</li> </ul>

	<ul style="list-style-type: none"> <li>• Work with partners/key stakeholders to ensure a facility that provides strong public benefits including increased tourism revenue and connectivity to the redeveloped waterfront.</li> <li>• Support deep water facilities and industrial lands serving maritime uses and preserving family wage jobs.</li> </ul>
<b>Total Cost</b>	\$100 Million (Port cost). Assumes 50% cost share with private investment towards an approximate \$200 million development.
<b>Audiences</b>	<ul style="list-style-type: none"> <li>• Near-Port residents who might experience construction impacts (Pioneer Square, West Seattle, Duwamish Valley) as well as commuters worried about traffic</li> <li>• Business and cultural leaders who might be interested in opportunities (Tourism, provisioning)</li> <li>• Economic development leaders looking to generate new revenue for region</li> </ul>
<b>Outreach and Communications Goals</b>	<ul style="list-style-type: none"> <li>• Keep stakeholders informed about the development process including site selection, private partnership selection process, design scope, consultant selection, construction impacts, as well as during operation.</li> <li>• Educate audiences that are new to cruise operations its economic value to the community.</li> <li>• Manage and minimize opposition and complaints about design, construction and operational impacts.</li> <li>• Support the environmental review process and prescribed public comment process.</li> <li>• Give stakeholders a way to comment on design scope and construction impacts.</li> <li>• Let stakeholders know their comments are heard, and to the extent possible, acted upon.</li> <li>• Gain informed consent for the project from a wide range of stakeholders.</li> <li>• Build support of cruise business with community and local business.</li> <li>• Gain support &amp; buy-in for the project by local, state and federal stakeholders – including those necessary to approve key regulatory and funding decisions impacting the project, including: <ul style="list-style-type: none"> <li>○ City of Seattle: Mayor &amp; Council support for the project specifically as well as the overall SODO (and Pioneer Square) impacts more broadly</li> <li>○ City of Seattle: Timely and supportive Departmental action on necessary permits and regulatory decisions</li> <li>○ King County: Executive &amp; Council support for the project specifically as well as the overall SODO (and Pioneer Square) impacts more broadly</li> <li>○ Tribal: Suquamish and Muckleshoot Tribal support for the</li> </ul> </li> </ul>

	<p>project, including in-water work and required tribal consultation as well as broader engagement by tribal elected officials to seek cultural representation of the tribes at the new facility.</p> <ul style="list-style-type: none"> <li>○ State Legislature: Support for the project by Legislative leadership, especially those considered to have an interest in the maritime sector and the working waterfront; it will be important to ensure awareness and support from those legislators who were signatories of the letter to the Seattle City Council expressing concerns related to SODO development</li> <li>○ Federal Government: Congressional and MARAD support for the project generally, as well as specific understanding of the impact related to the T46 TIGER grant project</li> </ul>
<p><b>Project Milestones</b></p> <p><i>(that will drive outreach and communications)</i></p> <p>Note: this project is dependent on the successful completion of T5 deal. In addition, the project actively working through the exact approach to seeking a partner, so this will likely change</p>	<ul style="list-style-type: none"> <li>● Early design funding request to Commission likely Q1 2019</li> <li>● Request for Qualifications to identify potential development partner likely targeted for February 2019 (depending on Commission feedback at early January 2:2:1s)</li> <li>● Cruise Briefing for Commission in public session TBD</li> <li>● Kick off environmental review process Q2, 2019 (13-month process regardless of review path)</li> <li>● Announcement of private partner targeting Q3, 2019</li> <li>● Construction commences, target Q4 2020</li> <li>● Opening Q2 2022</li> </ul>
<p><b>Stakeholders</b></p>	<ul style="list-style-type: none"> <li>● <b>Industry:</b> BNSF, Seattle Marine Business Coalition, PMSA, WPPA, Manufacturing Industrial Council (MIC), Washington Maritime Federation, Seattle Propeller Club, Seattle Transportation Club, Puget Sound Pilots, NSIA.</li> <li>● <b>Business:</b> Waterfront Business Group, DSA, Seattle Chamber including CDRT, Visit Seattle, Hotel Association, Puget Sound Attractions Council, KING 5, Seahawks, Mariners, Sounders, the Mariner’s development authority, Public Facilities District (PFD), the Seahawks and Sounders’ development authority, 1<sup>st</sup> and Goal, South Seattle Tourism Alliance, SODO Coalition</li> <li>● <b>Labor:</b> ILWU Local 19 and 52, ILWU Puget Sound Council, Sailor’s Union of the Pacific, various construction trades, MLK Labor</li> <li>● <b>Community:</b> Pioneer Square Alliance, SODO BIA, Chinatown International District BIA, St. Martin de Porres Shelter, Seattle Regional Partners (EDC), T91 NAC, Friends of the Waterfront, Pike Place Market, Duwamish Valley stakeholders</li> <li>● <b>Environment:</b> Seattle City Light, Seattle Office of Planning and Community Development, Seattle Office of Environment and</li> </ul>

	<p>Sustainability, King County Department of Natural Resources, Washington Department of Ecology, Puget Sound Clean Air Agency, Puget Soundkeeper Alliance, Washington Environmental Council</p> <ul style="list-style-type: none"> <li>• <b>Elected Officials and public agencies</b> including Washington State Ferries, City of Seattle (SDOT, SDCI, OPCD, Seattle Design Commission, Seattle Planning Commission, King County, USCG, tribes</li> <li>• Pioneer Square and Stadium district residents</li> </ul>
<p><b>Partners / 3<sup>rd</sup> Party Support/Influencers</b></p>	<ul style="list-style-type: none"> <li>• NWSA</li> <li>• Cargo/container terminal industry</li> <li>• Visit Seattle, Southside Tourism Alliance</li> <li>• Alliance for Pioneer Square</li> <li>• DSA</li> <li>• Seattle Metro Chamber</li> <li>• Friends of the Waterfront</li> <li>• ILWU and construction trades</li> </ul>
<p><b>Outreach Timeline and Vehicles</b></p>	<ul style="list-style-type: none"> <li>• Early outreach occurred in December 2018 with Mariners. We have a meeting scheduled in late January with the Seahawks and 1<sup>st</sup> and Goal. We will be scheduling a meeting with the Alliance for Pioneer Square shortly.</li> <li>• Broader Outreach timeline TBD</li> <li>• Outreach tools and vehicles include: <ul style="list-style-type: none"> <li>○ Project fact sheet</li> <li>○ Project web page and project email, including an online open house during the EIS process.</li> <li>○ Public comment process as required by identified environmental review.</li> <li>○ Quarterly construction newsletter</li> <li>○ “Meet the private partner and contractor” reception for Pioneer Square residents and businesses</li> <li>○ News releases, social media.</li> <li>○ Media outreach to Puget Sound Business Journal (includes site visit), Seattle Times, Pacific Maritime Magazine, cruise trade press.</li> <li>○ Project updates at all stakeholder meetings, plus updates to: MIC, NSIA, Seattle Propeller Club, CDRT, Ballard Alliance, DSA Committees, Rotary #4, T91 tenant meeting.</li> <li>○ Press events at key project milestones</li> <li>○ Inclusion in DSA Annual Meeting Deck (June 2019 and 2020) and Visit Seattle Annual Meeting (February 2019 and 2020)</li> <li>○ 38 Cities Presentation deck</li> </ul> </li> </ul>
<p><b>Communications</b></p>	<ul style="list-style-type: none"> <li>• Key Messages:</li> </ul>

	<ul style="list-style-type: none"> <li>○ Celebrating 20 years of cruise</li> <li>○ Expanding maritime industrial activity on our working waterfront</li> <li>○ Raising the bar on environmental leadership</li> <li>○ New revenue for the region, including better connectivity to downtown businesses</li> <li>○ Transparency on process and engagement</li> <li>● Milestone 1: Announce RFQ: Targeted to local Seattle community and business media, cruise trades</li> <li>● Milestone 2: Announce RFP/Enviro path: Targeted to local Seattle community and business media, cruise trades</li> <li>● Milestone 3: Kick of 20<sup>th</sup> Anniversary of cruise celebrations (environmental story/maybe recycling or clean water?)</li> <li>● Milestone 4: Announce competitive process outcome</li> <li>● Milestone 5: Announce location</li> <li>● Milestone 6: Reveal design concept and public art engagement</li> <li>● Milestone 7: Groundbreaking</li> <li>● Milestone 8: Construction midpoint/topping off</li> <li>● Milestone 9: Ribbon cutting</li> </ul> <p>*Additional communication campaigns to occur in support of public engagement moments, including likely town halls in Pioneer Square and SODO district, a “Meet the Contractor” reception in Pioneer Square for businesses and residents</p> <p>*Additional storytelling opportunities related to cruise ship provisioners (updating the cows/croissants example), highlighting small businesses through our annual “Cruise Connections” small business event</p>
<p><b>Government Relations</b></p>	<p><b>Q1:</b></p> <ul style="list-style-type: none"> <li>● Meetings with Seattle Mayor &amp; key City Council members, as well as relevant department staff</li> <li>● Meetings with King County Executive &amp; key Councilmembers</li> <li>● Meetings with elected officials from the Suquamish and Muckleshoot Indian Tribes</li> <li>● Meetings in Olympia with key Legislators &amp; relevant Governor’s staff</li> <li>● Meetings in DC with both Washington Senators and key House members</li> </ul> <p><b>Q2:</b></p> <ul style="list-style-type: none"> <li>● Meetings with remaining Seattle &amp; King County Councilmembers</li> <li>● Meetings with other state legislators and general updates</li> </ul>

	<p>during wrap-up of 2019 legislative session</p> <ul style="list-style-type: none"> <li>• Meeting with MARAD</li> <li>• Meetings with local leaders of other jurisdictions who benefit from cruise business (i.e. – SeaTac, Bellevue, Renton, Woodinville)</li> </ul> <p><b>Q3 &amp; 4:</b></p> <ul style="list-style-type: none"> <li>• Provide updates to all elected and government officials as appropriate</li> </ul>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>• Successful completion of each critical milestone with a minimum of community opposition and support from some stakeholders.</li> </ul>
<b>Staff Leads</b>	<p><b>Project:</b> Stephanie Jones Stebbins, Mike McLaughlin, Maritime Division, Fred Chou, Seaport Project Management, Elizabeth Morrison, Finance, Paul Meyer, Environment and Lindsay Wolpa, External Affairs</p> <p><b>Community Engagement:</b> Rosie Courtney with Lindsay Wolpa, External Affairs</p>

<b>TERMINAL 5 MODERNIZATION (and other related North Harbor projects)</b>	
<b>Description</b>	NWSA North Harbor cargo-related projects, such as waterway deepening, Terminal 5 modernization, and public access mitigation.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• Improve NWSA terminal and waterway facilities to meet market demand.</li> <li>• Enhance NWSA, local and regional transportation infrastructure.</li> <li>• Improve efficiency and cost competitiveness of the supply chain.</li> <li>• Advance NWSA’s market position in the international shipping industry.</li> <li>• Increase revenue through growth and diversification.</li> <li>• Advance environmental stewardship.</li> </ul>
<b>Total Cost</b>	\$340 million
<b>Audience</b>	<ul style="list-style-type: none"> <li>• Near-Port residents who might experience construction and traffic impacts (West Seattle, Duwamish Valley)</li> <li>• BCOs and others who benefit from a convenient Port</li> <li>• Economic development leaders looking to generate new revenue for region</li> <li>• Consumers who rely on a convenient and cost effective port</li> </ul>
<b>Outreach and Communications Goals</b>	<ul style="list-style-type: none"> <li>• Keep stakeholders informed about the schedule, scope and impacts during the construction phase(s) of the project.</li> <li>• Manage and minimize opposition and complaints about construction impacts.</li> <li>• Give stakeholders a way to comment on construction impacts.</li> <li>• Let stakeholders know their comments are heard, and to the</li> </ul>

	<p>extent possible, acted upon.</p> <ul style="list-style-type: none"> <li>• Gain informed consent for the project from a wide range of stakeholders that include residents of West Seattle, neighboring maritime and industrial businesses, neighboring retail and commercial businesses, motorists, cyclists and transit riders who use the Spokane St. corridor, environmental organizations, community organizations.</li> <li>• Gain support &amp; buy-in for the project by local, state and federal stakeholders – including those necessary to approve key regulatory and funding (i.e. – infrastructure grants and waterway deepening) decisions impacting the project, including: <ul style="list-style-type: none"> <li>• US Department of Transportation and Army Corps</li> <li>• Washington Congressional delegation</li> <li>• Interested state legislators, including members of the newly formed Port Competitiveness Caucus</li> <li>• Seattle Mayor, King County Executive and Seattle &amp; King County Councils</li> </ul> </li> </ul>
<p><b>Project Milestones</b> <i>(that will drive outreach and communications)</i></p>	<ul style="list-style-type: none"> <li>• Managing Member Approval of lease agreement and authorization to go out for construction bid (February 26).</li> <li>• Authorization of construction funding.</li> <li>• Award of design contract(s).</li> <li>• Award of construction contract(s).</li> <li>• Demolition/construction groundbreaking (two phases)</li> <li>• Pile driving.</li> <li>• Start of interim operations by domestic container carrier.</li> <li>• Grand opening of Phase 1.</li> <li>• Start of Phase 2 construction.</li> <li>• Opening of Phase 2.</li> <li>• Crane Arrival.</li> <li>• First vessel arrival.</li> </ul>
<p><b>Stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Industry: Industry trade press, customers and tenants, trucking cos., railroads, Nucor Steel, industrial neighbors (including across Harbor Island), Washington Maritime Federation, Seattle Marine Business Coalition, Washington Maritime Federation, PMSA, WPPA, Manufacturing Industrial Council (MIC), Seattle Propeller Club, Seattle Transportation Club, Puget Sound Pilots.</li> <li>• Labor: multiple ILWU locals, various construction trades, MLK Labor</li> <li>• Community: Tribes, West Seattle Transportation Coalition, Southwest District Council, West Seattle Chamber, Seattle Metropolitan Chamber, Washington Council on International Trade, South Park Neighborhood Association, Georgetown Community Council, known interested residents and business in the vicinity.</li> </ul>

	<ul style="list-style-type: none"> <li>Environment: Puget Sound Clean Air Agency, King County Department of Natural Resources, WSDOE, Puget Soundkeeper Alliance, Duwamish River Cleanup Coalition, Washington Environmental Council.</li> </ul>
<b>Partners / 3<sup>rd</sup> Party Support/Influencers</b>	<ul style="list-style-type: none"> <li>City of Seattle</li> <li>Labor: ILWU, Const. trades, MLK Labor</li> <li>Ag exporters, seafood exporters, industrial importers, Boeing, other manufacturers.</li> </ul>
<b>Outreach Timeline and Vehicles</b>	<p><b>Q1:</b></p> <ul style="list-style-type: none"> <li>Announcement of tenant. Vehicles – Commission action, news release, social media.</li> <li>Outreach to stakeholders listed above. Develop printed collateral, a PPT and a “road show” for those audiences.</li> <li>Revamp Online Open House web site from SEPA process to serve outreach needs during construction.</li> <li>Create email address, Voice Mail line, quarterly construction updates newsletter for stakeholder comments during construction.</li> <li>Announcement of Matson temporary occupancy. Vehicles – Commission action, news release, social media.</li> <li>Request for design and construction bids. Vehicles – RFP, news release, social media.</li> <li>TBD, bid award(s). Vehicles – Commission action, news release, social media.</li> <li>TBD, end of Matson temporary occupancy. Vehicle – social media.</li> </ul> <p><b>Q2:</b></p> <ul style="list-style-type: none"> <li>Commencement of demolition/construction. Vehicles – Direct mail (as required by the T5 Construction Management Plan), news release, social media.</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>Key Messages: <ul style="list-style-type: none"> <li>Maintaining our competitive advantage as a global gateway</li> <li>Upgrading decades old facilities to be more sustainable and more efficient</li> <li>Developing maritime industrial facilities that will last for the next generation</li> <li>Transparent process and engagement</li> </ul> </li> <li>Milestone 1: Managing Member Approval of lease agreement.</li> <li>Milestone 2: Issuing construction RFP</li> <li>Milestone 3: Outcome of competitive process</li> <li>Milestone 4: Groundbreaking</li> <li>Milestone 5: Grand opening of Phase 1.</li> <li>Milestone 6: Start of Phase 2 construction.</li> <li>Milestone 7: Opening of Phase 2.</li> </ul>

	<ul style="list-style-type: none"> <li>• Milestone 8: Crane Arrival.</li> <li>• Milestone 9: First vessel arrival.</li> </ul> <p>*Additional communication campaigns to occur in support of public engagement moments, including West Seattle and Duwamish Valley town halls, a “Meet the Contractor” reception for businesses and residents.</p> <p>*Additional storytelling opportunities related to maritime cargo/Port marketing campaign</p>
<b>Government Relations</b>	<p>Coordinate with NWSA Public Affairs staff to:</p> <p><b>Q1:</b></p> <ul style="list-style-type: none"> <li>• Meetings with Seattle Mayor &amp; key City Council members, as well as relevant department staff</li> <li>• Meetings with King County Executive &amp; key Councilmembers</li> <li>• Meetings in Olympia with key Legislators &amp; relevant Governor’s staff</li> <li>• Meetings in DC with both Washington Senators and key House members</li> <li>• Meeting with USDOT &amp; Army Corps</li> </ul> <p><b>Q2:</b></p> <ul style="list-style-type: none"> <li>• Meetings with remaining Seattle &amp; King County Councilmembers</li> <li>• Meetings with other state legislators</li> <li>• Meetings with local leaders of other jurisdictions who benefit from container business (i.e. – Kent, Auburn)</li> </ul> <p><b>Q3 &amp; 4:</b></p> <ul style="list-style-type: none"> <li>• Provide updates to all elected and government officials as appropriate</li> </ul>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>• Construction of the T5 project reaches completion with no major pushback from the community and support from some of the listed stakeholders</li> </ul>
<b>Staff Leads</b>	<ul style="list-style-type: none"> <li>• <b>Project:</b> Anne Porter, Seaport Project Management</li> <li>• <b>NWSA:</b> Kurt Beckett, Nick Demerice</li> <li>• <b>Community Engagement:</b> Mick Shultz, Lindsay Wolpa, Sally del Fierro and other team members where appropriate.</li> </ul>

## TIER TWO PROJECTS

TERMINAL 91 UPLANDS DEVELOPMENT (Phase I)	
<b>Description</b>	Project is a <b>Major Phased Development Plan</b> with three proposed

	<p>phases. The Port's Real Estate Strategic Plan proposes to construct approximately 700,000 to 1,000,000 square feet of new maritime light/flex industrial building space within approximately 48-acres of the 89-acres of the T91 Uplands area north of the Magnolia Bridge.</p> <p>Phase I construction will develop 100,000 sq. ft. of light industrial buildings and associated site infrastructure improvements including: paving, water, sanitary sewers, storm sewers, lighting, electrical power, natural gas, communications and landscaping.</p>
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• Support business growth potential for current T91 tenants</li> <li>• Preserve existing jobs, plus support new job growth</li> <li>• Generate new revenue</li> <li>• Support BINMIC area businesses looking for updated facilities and the need to grow</li> <li>• Initiate North gate opening negotiations with NAC</li> </ul>
<b>Total Cost</b>	\$39 Million
<b>Audience</b>	<ul style="list-style-type: none"> <li>• Near-Port residents who might experience construction impacts (Magnolia, Queen Anne) as well as commuters worried about traffic on 15<sup>th</sup> Ave</li> <li>• Business and maritime and commercial fishing leaders who might be interested in opportunities</li> <li>• Economic development leaders looking to generate new revenue for region</li> </ul>
<b>Outreach and Communications Goals</b>	<ul style="list-style-type: none"> <li>• Keep stakeholders informed about the schedule, design scope and impacts during the construction phase(s) of the project, as well as during operation.</li> <li>• Manage and minimize opposition and complaints about design, construction and operational impacts.</li> <li>• Give stakeholders a way to comment on design scope and construction impacts.</li> <li>• Let stakeholders know their comments are heard, and to the extent possible, acted upon.</li> <li>• Gain informed consent for the project from a wide range of stakeholders that include residents of Magnolia, neighboring maritime and industrial businesses on T91, and community organizations including the Neighbors Advisory Committee (NAC) and Magnolia Community Council.</li> <li>• Gain support &amp; buy-in for the project by local and state and federal stakeholders – including those necessary to approve key regulatory and permitting decisions impacting the project, including: <ul style="list-style-type: none"> <li>• City of Seattle electeds and department leaders</li> <li>• Key Washington Congressional delegation members</li> <li>• Federal military stakeholders</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>Interested state legislators</li> </ul>
<b>Project Milestones</b> <i>(that will drive outreach and communications)</i>	<ul style="list-style-type: none"> <li>Commission request for design funds, February 12, 2019</li> <li>Design Request for Proposals (RFP), March 2019</li> <li>Design team selection, Q3 2019</li> <li>Design concepts review, Q4 2019</li> <li>Design Permit Submittal to City of Seattle, Q1 2020</li> <li>Construction groundbreaking, Q4 2020</li> <li>Lease announcements, 2021</li> <li>Design, construction, occupancy of Phases 2 and 3</li> </ul>
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Industry: Commercial fishing moorage and Terminal 91 upland tenants, fishing associations, cruise tenants (i.e. NSIA, MIC, At Sea Processors, Ground Fish Forum, Genuine Alaska Pollock Producers, BNSF, Washington National Guard, Armory Committee (Commissioner Gregoire participates)</li> <li>Business: Interbay area businesses and Ballard tenants seeking new light industrial space.</li> <li>Labor: Sailors Union of the Pacific, ILWU, KCLC.</li> <li>Community: Interbay area residents, Magnolia residents, Magnolia Community Council, Magnolia Chamber, Magnolia News, NAC, Queen Anne Community Council, Ballard Alliance, Coalition for Magnolia, Queen Anne and Interbay Neighborhoods, Tent City 5/Interbay homeless encampment (and perhaps other area homelessness providers).</li> <li>Environmental</li> <li>Local Elected Officials and public agencies, including Sound Transit given the development of the ST3 Ballard extension project and SDOT given their various transportation projects in the area.</li> </ul>
<b>Partners / 3<sup>rd</sup> Party Support/Influencers</b>	<ul style="list-style-type: none"> <li>NSIA, Fishing Associations</li> <li>Neighbors Advisory Committee (NAC)</li> <li>Ballard businesses needing to relocate</li> <li>Ballard Alliance</li> </ul>
<b>Outreach Timeline and Vehicles</b>	<ul style="list-style-type: none"> <li>February 12, 2019, Commission request for \$3.5 M design funds</li> <li>Outreach vehicles include: <ul style="list-style-type: none"> <li>Project fact sheet</li> <li>Project web page and project email</li> <li>News release, social media.</li> <li>Media outreach to Queen Anne/Magnolia News, Pacific Maritime Magazine, Fishermen's News, Puget Sound Business Journal including a site visit.</li> <li>Open House immediately prior to Magnolia Community Council monthly meeting.</li> <li>Community Updates to NAC at monthly meeting</li> <li>Customer Update to current T91 tenants at Maritime</li> </ul> </li> </ul>

	<p>Operations meeting</p> <ul style="list-style-type: none"> <li>○ Construction groundbreaking. News release, social media.</li> <li>○ Lease announcements. News release, social media.</li> <li>○ TBD, Design, construction, occupancy of phases 2 and 3. Vehicles same as above.</li> <li>○ 38 Cities Presentation deck</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>● Key Messages: <ul style="list-style-type: none"> <li>○ Maintaining a globally competitive commercial fishing industry</li> <li>○ Upgrades to benefit healthy communities and environment</li> <li>○ Support maritime industrial innovation for the next generation of workers</li> <li>○ Transparency on process and community engagement</li> </ul> </li> <li>● Milestone 1: Authorization of Design Funds</li> <li>● Milestone 2: Issue RFP</li> <li>● Milestone 3: Outcome of competitive process</li> <li>● Milestone 4: Design reveal</li> <li>● Milestone 5: Groundbreaking</li> <li>● Milestone 6: Occupancy</li> </ul> <p>*Additional communication campaigns to occur in support of public engagement moments, including likely town halls in Magnolia and Queen Anne, a “Meet the Contractor” reception for businesses and residents</p> <p>*Potentially add an economic focused storytelling moment about lack of affordable space for maritime industrial businesses</p>
<b>Government Relations</b>	<p>Q2:</p> <ul style="list-style-type: none"> <li>● Meetings with Seattle Mayor &amp; key City Council members, as well as relevant department staff</li> <li>● Meetings with interested King County Councilmembers</li> <li>● Meetings in Olympia with key Legislators &amp; relevant Governor’s staff</li> <li>● Meetings in DC with key House members (i.e. – US Representatives Smith &amp; Jayapal) and staff from both Washington Senators</li> <li>● Meeting with USDOD staff</li> </ul> <p>Q3</p> <ul style="list-style-type: none"> <li>● Meetings with remaining Seattle Councilmembers</li> <li>● Meetings with other state legislators</li> </ul> <p>Q4 &amp; Q1 2020</p> <ul style="list-style-type: none"> <li>● Provide updates to all elected and government officials as appropriate</li> </ul>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>● Successful completion of Phase 1 with a minimum of community</li> </ul>

	opposition.
<b>Staff Leads</b>	<b>Project:</b> Jeffrey Utterback, Economic Development and Tim Leonard, Seaport Project Management <b>Community Engagement:</b> Rosie Courtney with Mick Shultz (Commercial Fishing tenants), External Affairs

<b>FISHERMEN’S TERMINAL (FT) REDEVELOPMENT “Gateway Building”</b>	
<b>Description</b>	New “Gateway” building (area of existing vacant bank building and net sheds 7 & 8) providing approx. 60K sq. ft. of new light industrial space for complimentary maritime businesses; LEED Certification for proposed building; renovation of existing Seattle Ship Supply Building to a core and shell to support Maritime Innovation Center; general FT facility improvements (parking, restriping, lighting upgrades, wayfinding signage, new public interpretive displays).
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• Develop new light industrial space, maintain and enhance the cluster of maritime businesses on and around the Ship Canal and create new jobs.</li> <li>• Generate new revenue and ensure FT’s economic viability.</li> <li>• Advance maritime industry innovation.</li> <li>• Enhance public awareness of the terminal and fishing industry.</li> <li>• Modernize overall property.</li> </ul>
<b>Total Cost</b>	\$35 Million
<b>Audience</b>	<ul style="list-style-type: none"> <li>• Near-Port residents who might experience construction impacts (Magnolia, Queen Anne)</li> <li>• Current FT tenants</li> <li>• Business and maritime and commercial fishing leaders who might be interested in opportunities</li> <li>• Economic development leaders looking to generate new revenue for region</li> </ul>
<b>Outreach and Communications Goals</b>	<ul style="list-style-type: none"> <li>• Keep stakeholders informed about the schedule, scope, cost, project goals and construction impacts of the project.</li> <li>• Persuade tenants, customers, industry partners and surrounding neighborhoods to support the project.</li> <li>• Manage concerns about parking during construction.</li> <li>• Communicate the vitality of FT, the commercial fishing and seafood industry and the maritime industry as a whole.</li> <li>• Gain support &amp; buy-in for the project by local stakeholders – including those necessary to approve key regulatory and permitting decisions impacting the project, including: <ul style="list-style-type: none"> <li>• City of Seattle electeds</li> <li>• City of Seattle department leaders</li> </ul> </li> </ul>
<b>Project Milestones (timing)</b>	<ul style="list-style-type: none"> <li>• Commission request for authorization for funds to reach 100</li> </ul>

<p><b>to be determined)</b></p> <p><i>(that will drive outreach and communications)</i></p>	<p>percent design, 1/22/19</p> <ul style="list-style-type: none"> <li>• Issuance of RFP/bid request</li> <li>• Award of bid(s)</li> <li>• Groundbreaking/demolition</li> <li>• Construction</li> <li>• Announcement of lease agreement(s)</li> <li>• Grand Opening</li> </ul>
<p><b>Stakeholders</b></p>	<ul style="list-style-type: none"> <li>• <b>Industry:</b> Fishermen’s Terminal Advisory Council, upland tenants, moorage tenants, fishing associations, trade press, maritime/industry neighbors, NSIA, FT Long-Term Plan Stakeholder Group.</li> <li>• <b>Business:</b> Commercial (non-fishing/maritime) businesses in Magnolia, Queen Anne and Ballard, including chambers of commerce.</li> <li>• <b>Labor:</b> Inland Boatman’s Union, Deep-Sea Fishermen’s Union, KCLC.</li> <li>• <b>Community:</b> NAC, Queen Anne Community Council, Magnolia Community Council.</li> </ul>
<p><b>Partners / 3<sup>rd</sup> Party Support/Influencers</b></p>	<ul style="list-style-type: none"> <li>• Relevant fishing associations</li> <li>• FTAC</li> <li>• Individual, influential fishers (Pete Knutson, David Harsila, Paul Matson?)</li> <li>• Influential fishing companies (O’hara, others?)</li> </ul>
<p><b>Outreach Timeline and Vehicles</b></p>	<ul style="list-style-type: none"> <li>• Commission request for approval of 100 percent design funding, 1/22/19, New</li> <li>• Printed collateral and PPT about project, Q1 2019</li> <li>• Presentations to FTAC, NSIA, and Long-Term Plan stakeholder group, Ballard Alliance, Magnolia Community Council, and Magnolia Chamber, Q1 &amp; Q2, 2019</li> <li>• Issuance of RFP/bid request, news release, social media</li> <li>• Award of bid(s), news release, social media</li> <li>• Groundbreaking/demolition, news release, social media</li> <li>• Construction, news releases and social media around activities that affect public or other stakeholders.</li> <li>• Announcement of lease agreement(s), news release, social media</li> <li>• Grand opening event</li> </ul>
<p><b>Communications</b></p>	<ul style="list-style-type: none"> <li>• Key Messages: <ul style="list-style-type: none"> <li>○ Maintaining a globally competitive commercial fishing industry</li> <li>○ Support commercial fishing for the next generation</li> <li>○ Transparency on process and community engagement</li> </ul> </li> <li>• Milestone 1: Authorization of Design Funds</li> <li>• Milestone 2: Issue RFP</li> <li>• Milestone 3: Outcome of competitive process</li> </ul>

	<ul style="list-style-type: none"> <li>• Milestone 4: Design reveal</li> <li>• Milestone 5: Groundbreaking</li> <li>• Milestone 6: Occupancy</li> </ul> <p>*Communications to support community outreach around project construction timeline (postcards or digital advertisements) *Potentially add marketing to encourage public to come to Fishermen’s Terminal during construction</p>
<b>Government Relations</b>	<p><b>Q1:</b></p> <ul style="list-style-type: none"> <li>• Meetings with key City Councilmembers and staff of Seattle Mayor</li> <li>• Meetings with relevant City department staff</li> <li>• Meetings in Olympia with key Legislators &amp; relevant Governor’s staff</li> </ul> <p><b>Q2:</b></p> <ul style="list-style-type: none"> <li>• Meetings with staff of Washington Congressional delegation</li> <li>• Meetings with other state legislators</li> </ul> <p><b>Q3 &amp; 4:</b> Provide updates to all elected and government officials as appropriate</p>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>• Completion of construction and leasing of building with little to no pushback from current tenants, industry partners and surrounding communities.</li> </ul>
<b>Staff Leads</b>	<ul style="list-style-type: none"> <li>• <b>Project:</b> Jeffrey Utterback, Economic Development and Tim Leonard, Seaport Project Management</li> <li>• <b>Community Engagement:</b> Mick Shultz, External Affairs</li> </ul>

<b>FISHERMEN’S TERMINAL (FT) REDEVELOPMENT – Maritime Innovation Center</b>	
<b>Description</b>	Develop and innovation center that will help the region’s maritime industry adopt advance technologies and stimulate innovative entrepreneurship.
<b>Project Objective</b>	<ul style="list-style-type: none"> <li>• Redevelop Seattle Ship Supply Building to house a maritime innovation center focusing on electrification of maritime operations, vessel design and innovation, marine renewable energy, knowledge transfer, business incubation, and workforce development.</li> </ul>
<b>Total Cost</b>	\$9-10 million
<b>Audience</b>	<ul style="list-style-type: none"> <li>• Near-Port residents who might experience construction impacts (Magnolia, Queen Anne)</li> <li>• Current FT tenants</li> <li>• Business and maritime and commercial fishing leaders who might be interested in opportunities</li> <li>• Economic development, workforce, innovation and sustainability</li> </ul>

	<p>leaders looking to support new clusters and generate new regional revenue</p>
<p><b>Outreach and Communications Goals</b></p>	<ul style="list-style-type: none"> <li>• Keep stakeholders informed about the schedule, scope, cost, project goals and construction impacts of the project.</li> <li>• Persuade tenants, customers, industry partners and surrounding neighborhoods to support the project.</li> <li>• Communicate the vitality of FT, the commercial fishing and seafood industry and the maritime industry as a whole and portray the industry as forward-looking and an active adopter and adaptor of new technologies.</li> <li>• Gain support &amp; buy-in for the project by local and state and federal stakeholders – including those necessary to approve key regulatory and funding decisions impacting the project, including: <ul style="list-style-type: none"> <li>• Staff of key Seattle departments and the Seattle Mayor</li> <li>• Governor’s and Department of Commerce staff</li> <li>• Interested state legislators, with specific focus on Capital Budget committee and 36<sup>th</sup> Legislative District lawmakers</li> </ul> </li> </ul>
<p><b>Project Milestones (timing to be determined)</b></p> <p><i>(that will drive outreach and communications)</i></p>	<ul style="list-style-type: none"> <li>• Commission request for design funding.</li> <li>• Issuance of RFP/bid request</li> <li>• Award of bid(s)</li> <li>• Groundbreaking/demolition</li> <li>• Construction</li> <li>• Announcement of partner agreement(s)</li> <li>• WA Dept. of Commerce Maritime Blue developments, programs and activities</li> <li>• Grand Opening</li> </ul>
<p><b>Stakeholders</b></p>	<ul style="list-style-type: none"> <li>• <b>Industry:</b> Fishermen’s Terminal Advisory Council, upland tenants, moorage tenants, fishing associations, trade press, maritime/industry neighbors.</li> <li>• <b>Business:</b> Commercial (non-fishing/maritime) businesses in Magnolia, Queen Anne and Ballard, including chambers of commerce.</li> <li>• <b>Labor:</b> Inland Boatman’s Union, Deep-Sea Fishermen’s Union, KCLC.</li> <li>• <b>Community:</b> NAC, Queen Anne Community Council, Magnolia Community Council.</li> <li>• <b>Environmental</b></li> </ul>
<p><b>Partners / 3<sup>rd</sup> Party Support/Influencers</b></p>	<ul style="list-style-type: none"> <li>• Relevant fishing associations</li> <li>• FTAC</li> <li>• Individual, influential fishers (Pete Knutson, David Harsila, Paul Matson?)</li> <li>• Influential fishing companies (O’Hara, others?)</li> <li>• Influential partners, i.e. Department of Commerce, UW Applied Physics Lab</li> <li>• State Representative Gael Tarleton</li> </ul>

<b>Outreach Timeline and Vehicles</b>	<ul style="list-style-type: none"> <li>• Commission request for design funding. News release, social media.</li> <li>• Issuance of RFP/bid request. Social media.</li> <li>• Award of bid(s). News release, social media.</li> <li>• Groundbreaking/demolition. News release, social media, ground breaking event.</li> <li>• Construction. News release, social media.</li> <li>• Announcement of partner agreement(s). News release(s), social media.</li> <li>• Grand Opening. News release, social media, grand opening event.</li> <li>• Develop printed collateral and PPT for a road show for stakeholders.</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Key Messages: <ul style="list-style-type: none"> <li>○ Maintaining a globally competitive commercial fishing industry</li> <li>○ Support commercial fishing for the next generation</li> <li>○ Transparency on process and community engagement</li> </ul> </li> <li>• Milestone 1: Authorization of Design Funds</li> <li>• Milestone 2: Issue RFP</li> <li>• Milestone 3: Outcome of competitive process</li> <li>• Milestone 4: Design reveal</li> <li>• Milestone 5: Groundbreaking</li> <li>• Milestone 6: Grand opening</li> <li>*Communications to support community outreach around project construction timeline (postcards or digital advertisements)</li> <li>*Potentially add marketing to encourage public to come to Fishermen’s Terminal during construction</li> </ul>
<b>Government Relations</b>	<p><b>Q1:</b></p> <ul style="list-style-type: none"> <li>• Meetings with key City Councilmembers and staff of Seattle Mayor</li> <li>• Meetings with relevant City department staff</li> <li>• Meetings in Olympia with key Legislators &amp; relevant Governor’s/Commerce staff</li> </ul> <p><b>Q2:</b></p> <ul style="list-style-type: none"> <li>• Meetings with other state legislators, including all remaining members of the House and Senate capital budget committees <ul style="list-style-type: none"> <li>• Meetings with other Seattle Councilmembers</li> </ul> </li> </ul> <p><b>Q3 &amp; 4:</b></p> <ul style="list-style-type: none"> <li>• Provide updates to all elected and government officials as appropriate</li> </ul>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>• Completion of construction and leasing of building with little to no pushback from current tenants, industry partners and surrounding communities.</li> </ul>
<b>Staff Leads</b>	<ul style="list-style-type: none"> <li>• <b>Project:</b> Dave McFadden, Economic Development and Tim Leonard, Seaport Project Management</li> </ul>

- **Community Engagement:** Mick Shultz, External Affairs

<b>TERMINAL 117 SHORELINE PUBLIC ACCESS AND HABITAT RESTORATION PROJECT</b>	
<b>Description</b>	Creates 13 acres of fish and wildlife habitat that will contribute to the Century Agenda goal to “create, restore, or enhance 40 additional acres of habitat in the Green-Duwamish Watershed and Elliott Bay.” Project will benefit community and environmental health through investments in fish and wildlife habitat restoration and access to parks and green space. Shoreline public access will be incorporated benefitting near-Port neighbors. Facilities will include a hand-carry boat launch, pier, elevated viewpoint, seating, bike rack, lighting, public art and trails.
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• Shoreline public access features will benefit near-Port neighborhood of South Park, an environmental justice community in the Duwamish Valley that the Port is partnering with.</li> <li>• Create fish and wildlife habitat supporting regional salmon and endangered species recovery goals.</li> <li>• Provide environmental education.</li> </ul>
<b>Total Cost</b>	\$17.9 million is Commission requested amount. Note that this is not the full project cost; additional funding has been secured through other sources. The project is still pending agency and tribe approvals.
<b>Audience</b>	<ul style="list-style-type: none"> <li>• Near-Port residents who might experience construction impacts (Duwamish Valley)</li> <li>• Environmental stakeholders</li> </ul>
<b>Outreach and Communications Goals</b>	<ul style="list-style-type: none"> <li>• Goals: <ol style="list-style-type: none"> <li>1) Demonstrate the Port’s responsiveness to community input throughout the T117 Design Process.</li> <li>2) Amplify the innovation and sustainability concepts integrated into the T117 project.</li> <li>3) Explain the strong environmental and community benefits provided by the T117 project.</li> </ol> </li> <li>• Engagement Spectrum: Involve - This project included significant community engagement in preceding years. The South Park Neighborhood Association and community stakeholders were involved in contributing ideas for site features, art themes, and other design input. We have received positive feedback and support from the community. The Port will work with community to identify ways to ensure local stakeholders benefit from: construction, ongoing maintenance, and long-term activation of the site for educational and community benefits working through the Duwamish Valley EJ Project, Port staff will consult community stakeholders on project</li> </ul>

	<p>progress.</p> <ul style="list-style-type: none"> <li>Gain support &amp; buy-in for the project by local stakeholders – including those necessary to approve key regulatory and permitting decisions impacting the project, including: <ul style="list-style-type: none"> <li>City of Seattle electeds</li> <li>City of Seattle department leaders</li> </ul> </li> </ul>
<b>Project Milestones</b>  <i>(that will drive outreach and communications)</i>	Pending Agency negotiations <ul style="list-style-type: none"> <li>Final Design and Art Plan, Q1, 2019</li> <li>Commission approval of construction funding, Q2, 2019</li> <li>Construction, initiated Q3/Q4 2019 into 2020</li> <li>Opening, anticipated June 2020</li> <li>Maintenance and Monitoring, 10 years post-construction</li> </ul>
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li><b>Business:</b> Local South Park businesses</li> <li><b>Tribes:</b> Muckleshoot, Suquamish and Duwamish</li> <li><b>Community:</b> South Park and Georgetown community members, PCAT, river recreation users</li> <li><b>NGOs:</b> Duwamish River advocates, salmon and habitat restoration experts, environmental educators, environmental justice organizations, volunteer organizations</li> </ul>
<b>Partners / 3<sup>rd</sup> Party Support/Influencers</b>	Duwamish Valley Port Community Action Team, Duwamish River Cleanup Coalition, South Park Neighborhood Association, Puget Soundkeepers Alliance, EarthCorps, DIRT Corps, ECOSS,
<b>Outreach Timeline and Vehicles</b>	<ul style="list-style-type: none"> <li>TBD depending on project start. Signage on site, construction phone hotline, web presence, and presentations as appropriate with community and NGO groups mentioned above</li> <li>Inform relevant stakeholders (email or phone call or web media)</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>Key Messages: <ul style="list-style-type: none"> <li>Benefit community and environmental health through investments in fish and wildlife habitat, restoration and access to parks and green space.</li> <li>Reduce greenhouse gas emission reductions by sequestering carbon in upland and wetland plants.</li> <li>Transparency of project and engagement process</li> </ul> </li> <li>Milestone 1: Release Final Design and Art Plan, Q1, 2019</li> <li>Milestone 2: Commission approval of construction funding, Q2, 2019</li> <li>Milestone 3: Construction, initiated Q3/Q4 2019 into 2020</li> <li>Milestone 4: Opening, anticipated June 2020</li> </ul> <p>*Additional communications planned around community engagement for art design, construction and opening</p>
<b>Government Relations</b>	<b>Q1</b> <ul style="list-style-type: none"> <li>Meetings with key City Councilmembers and staff of Seattle Mayor</li> </ul>

	<ul style="list-style-type: none"> <li>Meetings with relevant City department staff</li> </ul> <p><b>Q2:</b></p> <ul style="list-style-type: none"> <li>Meetings with staff of Washington Congressional delegation</li> <li>Meetings with relevant state legislators</li> </ul> <p><b>Q3 &amp; 4:</b></p> <ul style="list-style-type: none"> <li>Provide updates to all elected and government officials as appropriate</li> </ul>
<b>Measurement</b>	Impact of engagement will be measured by numbers of complaints during construction.
<b>Staff Leads</b>	<p><b>Project:</b> Jon Sloan and George Blomberg, Maritime Environment and Sustainability and Ticson Mach, Seaport Project Management</p> <p><b>Community Engagement:</b> Christina Billingsley, External Affairs</p>

<b>SHORE POWER AT PIER 66</b>	
<b>Description</b>	<p>Waterfront electrification benefits the community and environmental health through investments to reduce maritime emissions, improve air quality and reduce greenhouse gas impacts. This is an important step in the Port's plan to provide reliable, efficient, clean and resilient power throughout the harbor.</p> <p>As a first step, the Port will partner with Seattle City Light to install shore power at Pier 66 to serve cruise ships, either through traditional utility lines or potentially by bringing power to the facility through a submarine cable from Terminal 46. Cruise ship access to clean electricity helps reduce their use of fossil fuels while at Port.</p> <p>In the longer term, the Port will also convene a stakeholder group to develop a Strategic Waterfront Energy Plan. The plan will identify key project partners, resource needs and timeline to establish the infrastructure and investments necessary to increase maritime energy loads over time, manage costs, maintain rate affordability, and leverage Seattle City Light's clean electricity to decarbonize Seattle's waterfront industry and Port operations.</p>
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>Develop a shore power system for the cruise ship berth at Pier 66.</li> <li>Build upon the success of the two existing shore power berths at the T91 Smith Cove Cruise Terminal and plans to provide shore power at T5 by creating a Strategic Waterfront Energy Plan. The plan will identify infrastructure investments necessary to add new maritime energy loads over time, manage costs, maintain rate affordability, and leverage Seattle City Light's clean electricity.</li> </ul>
<b>Total Cost</b>	\$30 Million
<b>Audience</b>	<ul style="list-style-type: none"> <li>Near-Port residents and commuters who might experience</li> </ul>

	<p>construction impacts (downtown)</p> <ul style="list-style-type: none"> <li>• Potential tenants</li> <li>• Environmental stakeholders</li> </ul>
<p><b>Outreach and Communications Goals</b></p>	<p><b>Pier 66 Shore Power</b></p> <ul style="list-style-type: none"> <li>• Keep stakeholders informed about the process including design scope, consultant selection, and construction impacts.</li> <li>• Manage and minimize opposition and complaints about design, construction and operational impacts.</li> <li>• Utilize existing permit process to give stakeholders a way to comment on design scope and construction impacts.</li> <li>• Gain support &amp; buy-in for the project by local stakeholders – including those necessary to approve key regulatory and potential funding decisions impacting the project, including: <ul style="list-style-type: none"> <li>○ City of Seattle electeds</li> <li>○ City of Seattle department leaders</li> </ul> </li> </ul> <p><b>Waterfront Energy Plan</b></p> <ul style="list-style-type: none"> <li>• Inform and involve stakeholders in key steps of plan development and future implementation.</li> <li>• Build support for project with tenants, community and local business</li> <li>• Gain support &amp; buy-in for the project by local stakeholders – including those necessary to approve key regulatory and potential funding decisions impacting the project, including: <ul style="list-style-type: none"> <li>○ City of Seattle electeds</li> <li>○ City of Seattle department leaders</li> <li>○ State Legislators and key State department leaders</li> <li>○ Relevant federal agency staff</li> <li>○ Key members of Congress</li> </ul> </li> </ul>
<p><b>Project Milestones</b> <i>(that will drive outreach and communications)</i></p>	<p><b>Note: Milestones and timeline are very early draft estimates</b></p> <p><b>Pier 66 Shore Power</b> Timeline TBD: We have several meetings with SCL and the Office of the Waterfront in January that will more clearly determine next steps.</p> <p><b>Waterfront Energy Plan</b></p> <ul style="list-style-type: none"> <li>• Establish an internal Port team and work with SCL on partnering and agreement, Q1 2019</li> <li>• Commission authorization for consultant and consultant selection, Q2/Q3 2019</li> <li>• Planning kickoff with SCL, consultant (Team), Q2/Q3 2019</li> <li>• Outreach to external stakeholders, Q3-end of project 2019</li> <li>• Development of energy management strategies and infrastructure and investment scenarios, Q4 2019 – Q1 2020</li> </ul>

	<ul style="list-style-type: none"> <li>• Recommendation reviews by Leadership and Commission, Q2 2020</li> <li>• Final Report, Q3 2020</li> </ul>
<b>Stakeholders</b>	<p><b>Pier 66 Shore Power</b></p> <ul style="list-style-type: none"> <li>• City of Seattle (Mayor’s Office, Seattle City Light, the Office of the Waterfront, Office of Intergovernmental Affairs, SDCl, OPCD, select City Council offices)</li> <li>• Immediate community</li> <li>• USCG</li> <li>• Washington State Ferries</li> <li>• Suquamish and Muckleshoot Indian Tribes</li> </ul> <p><b>Waterfront Energy Plan</b></p> <ul style="list-style-type: none"> <li>• Industry: Terminal Operators, Energy intensive users (ocean going vessels, harbor craft, cruise, cargo handling, trucking and other maritime industry)</li> <li>• Labor: ILWU</li> <li>• Community: Belltown Association, Waterfront Landings Condominiums, Downtown Seattle Association Residents Board, Waterfront Business Group, Friends of the Waterfront, Art Institute of Seattle, other regional nonprofits</li> <li>• Agencies: Washington State Ferries, Washington State Maritime Blue Strategy, PSCAA, State and Federal EPA, Washington Departments of Commerce and Ecology, Utilities and Transportation Commission, Tribes</li> <li>• Utilities: Seattle City Light, Regional Energy Providers (Bonneville Power Administration, and Northwest Power Council)</li> </ul>
<b>Outreach Timeline and Vehicles</b>	<ul style="list-style-type: none"> <li>• Timeline: TBD</li> <li>• Outreach vehicles could include: <ul style="list-style-type: none"> <li>○ Project fact sheet</li> <li>○ Project web page and project email, construction newsletter if traffic is impacted</li> <li>○ Public comment process as required by identified environmental review.</li> <li>○ News release, social media.</li> <li>○ Media outreach to local news.</li> <li>○ Project updates at stakeholder meetings, plus updates to: Seattle Propeller Club, CDRT</li> <li>○ 38 Cities deck</li> </ul> </li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Key Messages: <ul style="list-style-type: none"> <li>○ Benefits community and environmental health through improved air quality.</li> <li>○ Benefits maritime industries with clean sources of reliable energy.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Transparency of project and engagement process</li> <li>● Milestone 1: Announce SCL/Port agreement to bring electrification to P66</li> <li>● Milestone 2: Development of energy management strategies and infrastructure and investment scenarios, Q4 2019 – Q1 2020</li> <li>● Milestone 3: Recommendation reviews by Leadership and Commission, Q2 2020</li> <li>● Milestone 4: Final Report, Q3 2020</li> </ul> <p>*Potential storytelling opportunity around the Northwest Ports Clean Air Strategy update</p>
<b>Government Relations</b>	<p><b>Q1:</b></p> <ul style="list-style-type: none"> <li>● Meetings with Seattle Mayor &amp; key City Council members, as well as relevant department staff</li> <li>● Meetings in Olympia with key Legislators &amp; relevant Governor’s staff</li> </ul> <p><b>Q2:</b></p> <ul style="list-style-type: none"> <li>● Meetings in DC with staff from both Washington Senators and key House members</li> <li>● Meetings with remaining Seattle Councilmembers</li> <li>● Meetings with other state legislators</li> <li>● Meeting with relevant federal agencies (i.e. – EPA)</li> </ul> <p><b>Q3 &amp; 4:</b></p> <ul style="list-style-type: none"> <li>● Provide updates to all elected and government officials as appropriate</li> </ul>
<b>Measurement</b>	Successful completion of each critical milestone with a minimum of community opposition.
<b>Staff Leads</b>	<p><b>Project:</b> Sandra Kilroy and Paul Meyer, Environment &amp; Sustainability, Mike McLaughlin, Maritime Division, Fred Chou, Seaport PM, Lindsay Wolpa, External Relations</p> <p><b>Community Engagement:</b> Rosie Courtney and Christina Billingsley, External Affairs</p>

## TIER THREE PROJECTS

As the following projects evolve (and depending on whether they coincide with related Tier 1/Tier 2 projects) appropriate levels of communications and outreach will be developed and implemented for each of these projects:

Project	Timeline	Leads
Terminal 91 Berth 6 & 8 Redevelopment	Q2 2020	<p><b>Project:</b> Kelly Goodwin, Maritime Division</p> <p><b>Community Engagement:</b> Mick Shultz, External Affairs</p>

Bell Harbor International Conference Center Modernization	Q2 2019	<b>Project:</b> Melinda Miller, EDD and Fred Chou, Seaport PM <b>Community Engagement:</b> Rosie Courtney, External Affairs
Pier 66 HVAC Systems Upgrade	Q2 2019	<b>Project:</b> Melinda Miller, EDD and Rod Jackson, Seaport PM <b>Community Engagement:</b> Rosie Courtney, External Affairs
Fishermen's Terminal – Docks 3, 4, 5 Improvements	Q4 2019	<b>Project:</b> Delmas Whittaker, Maritime Division and Rod Jackson, Seaport PM <b>Community Engagement:</b> Mick Shultz, External Affairs
Salmon Bay Marina Docks C&E Replacement	Q1 2019	<b>Project:</b> Delmas Whittaker, Maritime Division and Tim Leonard, Seaport PM <b>Community Engagement:</b> Mick Shultz, External Affairs
Harbor Mooring Dolphins		<b>Project:</b> Kelly Goodwin, Maritime Division and Mark Longridge, Seaport PM <b>Community Engagement:</b> Mick Shultz, External Affairs

DRAFT

To: Commission  
From: Pritchard  
Date: December 2018  
RE: Commission Priorities

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Commissioner Bowman

- **Sound Transit 3**
  - POS & NWSA submitted a letter on 9/27/18 to ELG re: Level 2 routes
  - A letter from POS advocating the Port's preferred alignment moving into level 3, is planned for Dec, 2018
  - Elected Leadership Group (ELG) and stakeholder engagement
  - Port led ELG Tours
  - Level 3 evaluation results will be shared at the 2/1/19 ELG meeting
  - Level 3 recommendations expected end of Q1/beginning of Q2 2019
  - On 4/25/19, Sound Transit Board will identify a preferred alternative (and other alternatives to study in the EIS)
  
- **East Side Baggage Study**
  - Study has been scoped and informed by the GTAP recommendation
  - Preliminary results expected Q1 2019
  - Study completion expected Q2 2019
  
- **Diversity in Contracting**
  - On 1/9/18 the commission approved Res. 3737, establishing the Diversity in Contracting policy directive
  - Program aims to increase to 15% the amount of spend on WMBE contracts
  - Program aims to triple the number of WMBE firms doing business with the Port of Seattle
  - Goal to incorporate Diversity in Contracting into all major construction procurements & consulting procurements advertised as of January 1, 2019
  - Procurement pilot projects launched in summer 2018
  - Training for managers on goal setting in fall 2018
  - Prior year reporting to commission in Q1 2019
  - Internal Audit Program Review planned in Q4 2019
  
- **Port Internship Program**
  - Since 2015, the program has quadrupled the number of high school interns
  - The program has increased participant diversity
  - 47 % of interns were low income
  - 77% were youth of color
  - 45% were young women
  - The program has strengthened regional career connected learning partnerships

- The program has become a regional model of success
- Staff will prepare a comprehensive 5 year strategic plan to be completed by Q3 2019
- **Clean Trucks**
  - The funding program provides qualified truck drivers with access to market-rate loans offered by two community development financial institutions (CDFI).
  - On 7/9/18, the Seattle City Council approved \$150,000 to the Clean Trucks Fund
  - On 9/9/18, the formal clean truck fund was launched
  - By Jan. 1, 2019, all trucks serving our international container terminals must have a 2007 (or newer) engine, or a certified equivalent emission control system.

#### Commissioner Calkins

- **Maritime “Ocean” High School**
  - On 10/31/18, Commissioners Bowman and Calkins met with SPS directors Mack, Geary and Burke to discuss partnership
  - A SPS guided tour of Tacoma model schools is scheduled for 12/6/18 – details TBC
  - A meeting with SPS Superintendent Juneau is planned in early Q1
  - A stakeholder workgroup is planned for Q1 2019
  - A parent focus group is planned for Q2 2019
- **Minority Community Outreach**
  - On 9/28/18, the Port hosted a South Park Community Leaders lunch onsite in South Park and conducted entirely in Spanish
  - On 9/28/18 an interview with Univision was conducted entirely in Spanish
  - A community presentation El Centro de la Raza to be conducted in Spanish, is planned for Q1 2019
- **Latin America and Trade**
  - On 10/17/18, The Port hosted a US Mexico Chamber Breakfast
  - Attendees included representatives from the Mexico Consulate, Latin-American Consuls
  - A trade mission to West Coast American Ports is planned for 2019

#### Commissioner Felleman

- **Maritime Blue Awards:** Joshua Berger will announce the rollout of Washington Maritime Blue on January 8. McFadden will brief commission following this announcement and outline a suggested path forward. Joshua said Maritime Blue staff will take the lead on the awards program development after the 1/9 roll-out. Maritime Blue award tentatively scheduled for April/May timeframe.
- **Youth Exposure to Maritime:** Staff will review with Maritime, Economic Development and HR programs and services in a comprehensive outline a more strategic path forward.
- **Eco-Tourism grant:** Economic Development will prioritize eco-tourism as part of its existing tourism grant program criteria.

- **Maritime Innovation Center:** Staff is finalizing details of that CIP proposal and the collaboration with WA Commerce. Commission briefing will follow the January 8 rollout of Maritime Blue. Economic Development Staff is taking the lead on this effort.
- **SAF Fund-** Development of fund and implementation beginning Q1.

Commissioner Steinbrueck

- **Port Tree Strategy:** Port Environmental staff will develop a comprehensive Port-wide tree inventory plan and comprehensive tree policy with funds approved in the 2019 budget. The airport is currently working on a land stewardship strategy/plan, which will be completed in 2019.
- **Art Strategy:** Commission staff will clarify whether additional commission action is needed to forward a port-wide 1% for art program requirement on all future capital projects. The 2019 budget outlined the airport uses a “.5% for the arts” model for all capital projects, like many public agencies in our state do. The budget stated that if directed by commission, an increase to 1% could be achievable. Maritime was excluded from this requirement and the % reduced from 1 to .5 following the recent recession. Staff will move forward with executing that action, if directed by the Commission art “committee”. The airport art staff position will be expanded to have responsibility for inventory and stewardship of Port-wide art.
- **Orca Task Force Implementation:** Staff is currently evaluating the recommendations of the task force and submitting comments. We will be looking for specific task force recommendations that have a policy nexus with our work on water quality, contamination, habitat, noise and public/tenant education. Commissioner Steinbrueck is interested in the Port hosting a follow-up meeting with maritime stakeholders. Timeline: Q1
- **South King County Community Fund:** Environmental staff will develop a plan of proposed expenditures for the fund including better understanding ways to support our communities, expedite part 150 projects, how we can leverage our investment, and review and implement appropriate suggestions of the StART, JAC, Highline Forum and others. Timeline: Early Q1 develop plan and execute throughout the year.

Commissioner Gregoire

- **Anti-Human Trafficking (Complete by January 2019)**
  - Commission Motion passed 1/9/2018 establishing comprehensive strategy and implementation of actions (set below)
  - Employee Awareness Training
    - Law Enforcement Specific Human Trafficking Training (Officers to begin first module beginning January 2019)
    - Developing Curriculum planning trainings for all Port employees (Contract is signed with BEST and strategy development to begin in December 2018)

- Conducting initial awareness raising (300 Port Employees and Police Officers Trained (March 31, 2018)
- Public Awareness
  - Press Conference held on January 2018 announcing POS initiative and posted signage at Sea-Tac
  - Joint Public Awareness Campaign with King County, City of Seattle, Sound Transit (January 17, 2019)
  - Sea-Tac Sexual Assault/Human Trafficking Posters (Posters ordered for 400 water closet doors and 60 for Passenger Loading Bridges)
  - Community Partnerships – Ongoing (BEST, King County CSEC Task Force, WA Advisory Committee on Trafficking, Stolen Youth, Partnership with Washington Trafficking Presenting
- Policies and Procedures – Anti-Human Trafficking Policy EX-21 signed by Executive Director on 10/5/2018
- Review of existing policies (Complete as of 31 December 2018)

#### **Equity Pilot (Complete by Q2 2019)**

- Commission Motion passed on 5/8/2018 to develop and implement Equity Pilot Program
  - Equity Pilot Committee established to oversee pilot August 2018
  - Q3 2018 Pilot Projects selected and teams identified
  - Pilot underway
  - Q1/Q2 2019 Pilot Results/Evaluation
- **All Gender Restrooms at Sea-Tac (Plan Complete by February 12, 2019)**
  - Commission Motion passed 5/22/2018
  - Working Group Established June 2018
  - July 2018 and December 2018 Stakeholder Focus Groups conducted
  - All Gender Restroom Plan due to Commission January 2018
  - All Gender Restroom Plan briefing at Commission Meeting February 12, 2019
- **Support for Immigrant and Refugee Communities (Ongoing – Next Action February 2019)**
  - Welcoming Port Policy Directive passed 5/8/2018
    - The Port is partnering with One America to implement locally the national New Americans Campaign to encourage eligible legal permanent residents to apply for citizenship. We placed ads throughout the airport, and are showing a public service announcement in both English and Spanish on Sea-Tac video monitors. Viewers are directed to the New Americans Campaign website where they can identify local services and support to help them through the naturalization process.
    - The Port has partnered with World Relief to allow refugee resettlement case workers to more easily meet arriving internationally refugees at their arriving flights (figured out a secure way to allow World Relief’s refugee resettlement

case workers to meet these arriving refugees at the gate, and accompany them into their new lives). The Port is expanding this partnership to other local refugee resettlement organizations as well.

- February 2019, we will be partnering again with One America on a naturalization clinic to bring eligible local residents to the airport to meet with lawyers and case workers to help them apply for citizenship.
- **Workforce Development Pilot Project (worker's rights) (To be established in 2019)**
  - Commission Motion passed on 11/27/18 designating up to \$532,000 for 2-yr pilot project
  - Economic Development Division to analyze scope of work for pilot
  - Q1/Q2 2019 Release RFP and Selection
  - Q3 2019 Proposed Pilot Commence
- **Sexual Assault Prevention (Ongoing in 2019)**
  - On 11/26/2018 Letter sent from Commissioner Gregoire to U.S. Secretary of Transportation Chao indicating our interest in serving as the airport representative to the National In-Flight Sexual Misconduct Task Force.
  - The Port of Seattle Police Department increased commitment to preventing in-flight sexual harassment and helping prosecutors pursue these issues, including improved coordination with the FBI and US Attorney's office to ensure prosecutions, and September 20, 2019 Port launched a public awareness campaign throughout the airport
  - Press Event on 9/20/2018 Joint Press Event with U.S. Senator Patty Murray, Alaska Airlines, AFA, and In-flight Sexual Assault Survivor
  - Sea-Tac Sexual Assault/Human Trafficking Posters rolled out (Posters ordered for 400 water closet doors and 60 for Passenger Loading Bridge)
- **FIFA World Cup 2026**
  - Ongoing planning with the Seattle Bid Committee (monthly meetings)

# Job Evaluation Document

Tab to the shaded text boxes to complete each section.

Please send completed job evaluation documentation as an e-mail attachment to Ann McClellan ([mccllellan.a@portseattle.org](mailto:mccllellan.a@portseattle.org)) in Human Resources & Development.

<i>Date documentation completed:</i>	_____
<i>Current title:</i>	Commission Specialist
<i>Employee's name:</i>	_____
<i>Proposed new title (if applicable):</i>	_____
<i>Department and work group where the job will reside:</i>	Commission Office
<i>Supervisor's title:</i>	Issue and Policy Manager
<i>Supervisor's name:</i>	Aaron Pritchard

**Note:** Any changes to titles, grades or employee pay resulting from the evaluation of this job will be **effective on the date the document is electronically received** by compensation staff.

Information contained in this document **may be shared** with others both inside and outside of the Port of Seattle.

## Purpose:

A brief statement that will answer the question, “why does this job exist at the Port?” **No more than two or three sentences** that address the *essence* of the job at a high level.

The Commission Specialist's primary function is to serve the entire Commission and provide additional staff capacity for Commissioners. The Specialists serve assigned Commissioners at events as a liaison and assist in preparation for events. Each Specialist will also support policy research and analysis on Commission-wide issues under the Supervision of the Issues and Policy Manager.

## Essential Functions:

The primary functions or responsibilities of the job and the approximate amount of time devoted to each. **The time percentages must add up to 100%**. They relate to the purpose of the job as well as its accountabilities – those outcomes or results that will indicate the success of the individual in the job. If this job manages or supervises staff, this must be an essential function. If the position has responsibility (decision making authority) for a budget, that must also be an essential function.

<i>Essential Functions:</i>	<i>Time Devoted to each</i>
1. Provide professional, service-oriented connections for Commissions with members of the public, other Port Commissioners, and staff.	1. 40 %
2. <b>Assist with Commission meeting agenda development and Commission meeting coordination. Coordinate with scheduler and Port staff for events, and with the Northwest Seaport Alliance.</b>	2. 20%

3. Community outreach, engagement and external communications: assist and coordinate with public affairs on media, preparing for event, outreach, and speaking engagements, assist with external relations and community outreach efforts, provide direct outreach and community engagement. Review and coordinate talking points and assist with Commission-wide special projects and events.	3. 20%
4. Policy Research and Analysis: Identify and track Commissioner priorities, assist on annual work program and individual initiatives. Assist with Committees and to advance the goals and policies of the Commission as a whole. Draft papers and presentations where appropriate and assist with Port budget review. Monitor Commissioners phones and review Commissioner emails on a daily basis and answer constituent correspondence. Work with Commissioners, Port executives, and internal and external stakeholders to research, draft, synthesize and/or edit briefing papers, memos, reports, and PowerPoint presentations, as guided by Issue and Policy Manager and Commission Work Plan	4. 20 %
5.	5. %
6.	6. %
7.	7. %

To add rows for additional essential functions, click on the Restrict Editing in the **Review** tab. Choose **Stop Protection** to unlock form. Go to the last row and column in the Essential Functions table and press the **tab** button to add as many rows as you will need. When you are finished adding rows, click on **Yes, Start Enforcing Protection** to relock the form.

### Knowledge, Skills, Abilities, Other Work Characteristics (KSAs):

KSAs are what a person must know to perform this job, and include the skills they need, or what they must be able to do in order to successfully perform the Essential Functions of the position. The KSAs relate to the job and the work being performed, not to the individual who may be performing the job, and they must relate to an essential function. Ask yourself which functions each KSA relates to. If you cannot relate the KSA to an Essential Functions you may find that you need to add an Essential Function, or that the KSA is not necessary for the work. KSAs can be written in various ways so you may not need to include items in each of the three sections below.

#### Knowledge – What must one know to successfully perform the Essential Functions listed above?

Familiarity with Port operations and ability to engage with elected officials, policy and issues development processes and prioritization, understanding of public outreach processes, community relations and public involvement; and state, regional and local political climate.

#### Skills – What skills must one possess to successfully perform the Essential Functions listed above?

Must know how to write a clear, concise memo's, letters, and talking points communicate multiple issues on complex information under tight deadlines; familiarity with event management and comfort interacting with public officials, and general public. Ability to track and share complex information with elected officials and staff; work under tight deadlines to achieve Commission priorities and evolving needs. Ability to work well with a small team to accomplish goals while at the same time assisting multiple peers in larger organization to communicate Port-wide developments.

**Abilities – What abilities or other characteristics are necessary to be successful in performing the Essential Functions listed above?**

Demonstrated ability to work effectively with elected officials and C-suite executives; problem solve and negotiate resolutions while maintaining positive relationships

**Minimum Requirements and Preferred Qualifications:**

The **minimum** educational and experience requirements that would **typically** be required for someone to perform the Essential Functions of the job. This area is related to the Essential Functions and KSAs of the job, rather than the person who may be currently performing the work.

The **preferred** experience and education are the additional amount or type that would make someone more likely to succeed in the job. They may include experience, education, certification, etc. that could assist a hiring manager in making a decision between two otherwise equal candidates.

**Experience:**

	<i>Experience in Years</i>	<i>Type of Experience</i>	<i>Why is this Experience Needed?</i>
<i>Minimum</i>	2	Providing support for elected officials or leaders of large organizations in these areas: Analysing, synthesizing, and monitoring legislative, regulatory, or community issues.  Demonstrated proficiency in writing concise, plain language materials.	In order to provide consistency and coverage for commissioners at events and in policy pursuits, to assist the Commissioners, Chief of Staff, and Issue and Policy Manager in pursuing Work Plan priorities as outlined by Commissioners.
<i>Preferred</i>	4	Providing support for high-ranking officials, delivering on priorities in a large organization, comfortable interacting with the public.	In order to balance the input from elected officials and other high ranking officials in a high pressure environment, while balancing the needs of a large organization and the public.

**Education:**

	<i>Degree</i>	<i>Certification</i>	<i>Why is this Degree or Certification Needed?</i>
<i>Minimum</i>	Professional Certification or Associate's degree		Academic grounding in aspects of public policy and events management.
<i>Preferred</i>	Bachelor's Degree in public administration, public policy, political science, communications or related field		Academic grounding in aspects of public policy and events management.

## Nature and Scope of Working Relationships:

Who, both inside and outside the Port (preferably job titles, but names of Port employee are acceptable if titles are not known), will the individual in the job interact with on a routine basis (at least quarterly)? What is the nature of the interaction with this person or group? Is information obtained or provided, is advice given, etc.? What does the individual do as a result of this interaction? Be sure to include your own manager and any direct reports you may have.

<i>Who</i>	<i>Why</i>
Commissioners	Daily interaction and member management
Commission Chief of Staff	Daily interaction to ensure timely flow of information, report to Chief of Staff through Issue and Policy Manager.
Issue and Policy Manager	Reports directly to the Issues and Policy Manager. Daily interaction to ensure timely flow of information, coordination, organizational alignment, issue updates, weekly staff meetings.
Public Affairs Staff	Regular interaction to ensure flow of information to Commission staff and Commissioners. Work closely to draft talking points, draft constituent responses, letters to officials etc.
All Port Executives and Managers	Follow up on Commissioner priorities, deliver messages to Commissioners on priorities from staff, track events, meetings and other items as identified by Commissioner work plan.
External Maritime and Aviation Managers	Follow up on Commissioner priorities, deliver messages to Commissioners on priorities from staff, track events, meetings and other items as identified by Commissioner work plan.

## Decision Making & Problem Solving:

Provide one or two actual examples of decisions you've made and problems you've solved. An example of a typical decision, an unusual decision, a typical problem and an unusual problem are ideal. Please state the decision you needed to make (for example: whether or not to authorize an expense that had not been budgeted), briefly describe the process used to arrive at the decision, and finally, state the ultimate decision. For the Problem Solving follow the same approach with the problem that you needed to find a solution for.

	<i>Decision to be Made or Problem to be Solved</i>	<i>Processed Used and Final Outcome</i>
<i>Decision Making - simple</i>	Complicated constituent letter is received by Commissioners	Reach out to appropriate staff, draft letter and review with supervisors.

<i>Decision Making - complex</i>	Important constituent presses for answers, you want to develop a relationship	Get as much information as you can without revealing important Commissioner priorities and make sure constituent feels heard. Get guidance on a response.
<i>Problem Solving - simple</i>	Several important dignitaries and elected officials at an event	Reach out to engage with correct staff in advance, draft proper talking points, verbally brief Commissioner, and introduce Commissioners to important contacts
<i>Problem Solving - complex</i>	Port staff are struggling to understand Commission direction.	Develop an appropriate feedback loop that incorporates supervisor and team.

### Impact:

How do you feel your work impacts the Port overall? Put another way, what would the impact to the Port be if no one performed the Essential Functions of your work?

The critical impact of this position will be to ensure Commissioners are prepared for events and meetings - to improve communication around scheduling and event management including talking points, memos, and staffing at events.

### Supervision of Others:

Complete the following table by telling us who you supervise. For this purpose supervision includes: making independent decisions about hiring, setting pay, evaluating performance, and handling any necessary disciplinary actions. This does not preclude you from consulting with your manager before making decisions, though the decision is ultimately yours. Lead direction is providing input on a daily basis regarding the work that needs to be done, the priority of the work and methods for completing it. In the case of Port employees, please include both the job title and the employee's name.

*Which Port employees do you directly supervise?*

none

*How many employees do you supervise through supervisors who are your direct reports?*

*Which Port employees do you provide lead direction to?*

*List the consultants or contractors whose work you oversee.*

### Budget:

State how you are involved with the budget. Accountability, for job evaluation purposes, includes deciding how much goes into the budget, how much to spend on what and when to spend it. Providing input includes gathering information and recommending amounts to be included in the budget. Please estimate if necessary.

What is your annual budget accountability? The amount of operating and/or capital budget that you have responsibility for developing and managing?

none

What is the approximate annual budget amount that you provide input for, and what items are represented by this amount?

What portions of the budget do you monitor and provide reports on?

### Physical Effort and Work Environment:

Complete the following table indicating the amount of time that is spent both inside and outside a building.

	<i>Time spent inside of a building where you <b>are not</b> exposed to the elements?</i>	<i>Time spent outside of a building where you <b>are</b> exposed to the elements?</i>
<i>Percentage (%)</i>	90	10

What activities do you participate in when you are outside of a building?

events

Other pertinent environmental factors related to your job. (For example: Is there any PPE equipment required for your work? Do you encounter adverse weather conditions in the course of your work?)

none

### Comments:

Both employees and managers may use this section to provide any additional information on the work that may be important and not captured elsewhere in the document.

The Commission Specialists are new positions for the Commission. These positions were created to help address the ever increasing scheduling and policy complexity of the Port of Seattle Commissioner portfolio. The Commissioner Specialists will report directly to the Issues and Policy Manager, with the goal of creating a seamless, team-oriented atmosphere that anticipates Commissioners needs and fulfills policy related requests. The Commission Work Plan is intended to guide the team and create a division of labor among the Specialists depending on which Commissioner the Specialist has been assigned to cover. Three Specialists will be hired, two of the specialists will cover two Commissioners each. One Specialist will be assigned to cover the President of the Commission. Specialists are not staff for individual Commissioners, but serve a one-year rotation, including the Specialists assigned to the President. Decisions on how Specialists are assigned will be determined by the Chief of Staff and Issue and Policy Manager in consultation with Commissioners and staff.

### To be completed by Human Resources and Development staff:

Evaluated by:

Date:

File notes are:  Extensive  Moderate  Minimal

---

FLSA Status: Choose FLSA Status Notes:

---

Current job code:

New job  
code/job title:

---

Evaluation results:

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Notes:

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TO: Commissioners  
FROM: Pritchard  
RE: Commission Committees and Oversight  
DATE: 01.22.19

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At the January 9, 2018 retreat, the Commission agreed to leverage Committees to address core priorities. There was also discussion about the need to limit the number of Committees to focus on advancing top priorities, to avoid overload, and to align with the Executive's top priorities. Current committees and policy oversight are included in this memo.

### **One Standing Committee**

#### **Audit Committee: Felleman and Steinbrueck**

- Staff: Aaron Pritchard
- 2019 Audit Plan approved
- Highlights include: Part 150 Noise, Diversity in Contracting, Baggage Optimization

### **Two Special Committees chartered:**

#### **2018 Energy and Sustainability:** Felleman and Calkins

- Staff: Aaron Pritchard and Pete Mills
- SAF Oversight
  - SAF Policy Summit
  - Proposed SAF strategy and MOU implementation.
- \$1 million Enviro Fund
  - Identifying applications that increase collaboration and attract matching funds or improve community partnerships.
- Sustainable Framework Evaluation Pilot Projects
  - Consultant is on-board, will help narrow projects for Committee consideration
- Blue Carbon (Smith Cove Pilot)
  - Partnering with UW on research, promoting the effort with partners
- Environmental Awards Update to increase public awareness of Port work

#### **Aviation Committee:** Bowman and Steinbrueck

- Staff: Aaron Pritchard and Pete Mills
- Airport Capital Construction Oversight
- Add Ground Transportation Oversight?

### **Other Policy Development Oversight Needed**

#### **Art Committee:**

- Staff: Pete Mills
- Currently operating as airport staff led committee with Commissioner participation.
- Expanding oversight to all Port Art
- 1% for Art

**Governance:**

- Review Century Agenda Structure and Updates
  - Look at Air Cargo and Workforce Development Updates in 2019
  - Review Long Range Plan Structure and Updates
- Review Delegation of Responsibility and Authority

**Workforce Development:**

- Create alignment on Workforce Development policy, initiatives and priorities.
- Maritime High School development
- Advocate for the passage of workforce development at State legislature.

**Equity and Quality Jobs:**

- Significant work has been done to lay the groundwork for Equity and Quality Jobs.
- Equity Motion created pilots in 2018, new Equity Director hire in 2019.
- Quality Jobs – questions around Labor Harmony at the airport continue to arise on individual contracts and surrounding ADR.

## Constituent Email Process

### Individual Commissioner Email

- Commission Specialists responds within 48 hours to constituent email with standard response. "Thank you for writing. I have passed along your inquiry and will be in touch with a full reply soon."
- OR
- Commissioner sends response that answers question or hands off to specialist to craft response.
- Final response comes from Commissioner or Commission email depending on preference of Commissioner.

### Group Commissioner Email

- Standard response comes from Commission email thanking constituent and promising a response soon.
- Commission office drafts a response within 5 work days.
- President signs off on response and sends from his/her email within 3 work days.
- Response is sent from Commissioner or from Commission office under Presidents signature.

### What if a Commissioner wants to draft their own response to constituent email?

- Commissioners can respond to any email any time.
- If a Commissioner sends a response to a group email, the Commissioner should cc colleagues and specialist to avoid duplicate emails and to alert the constituent that all Commissioners are aware of the correspondence.
- If Commissioners have different positions on a subject matter, multiple email responses can be sent, although this is not ideal. A better approach would be to work together on a single response from the President.



**To:** Port of Seattle Commission

**From:** Tunny Vann

**cc:** Mike Merritt, Aaron Pritchard, Commission Specialists, Patti Ward

**Date:** January 25, 2019

**Re:** Commission Correspondence Process

---

***Topline:***

The purpose of this packet is to clarify the process for managing correspondence within the Commission Office. Correspondence management and tracking responsibilities will be shifting from the Policy team to the Administrative team. Drafting responsibilities will largely remain with the policy team.

***Issues:***

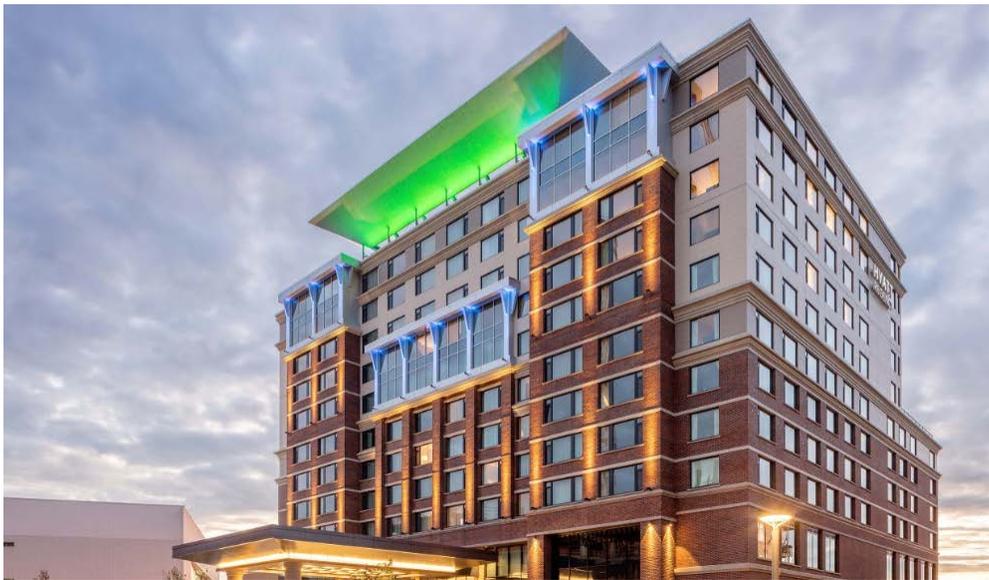
- Current process makes tracking and running status reports difficult.
- Commissioners sometimes respond directly to a constituent without informing staff or their colleagues of their response, which often leads to one constituent receiving a separate response from each Commissioner.

***Opportunity:***

Transitioning the tracking responsibilities of correspondence to the Administrative Team, Tunny and Patti, will free up time for the Policy Team to work on policy. Furthermore, having a dedicated team to manage correspondence will increase capacity for the office to run reports, improve response times, and have better control on messaging.

***Attachments:***

Current Correspondence Process  
Correspondence Flow Chart



**January 24-25, 2019**

**Hyatt Regency Lake Washington**

# External Relations



Port of Seattle  
Commission Retreat  
January 25, 2018

Port   
of Seattle®

# 2019 Goals



Build and Sustain Support for Port Investments  
(CIP, T5 and Airport)



Environmental Steward/Leader



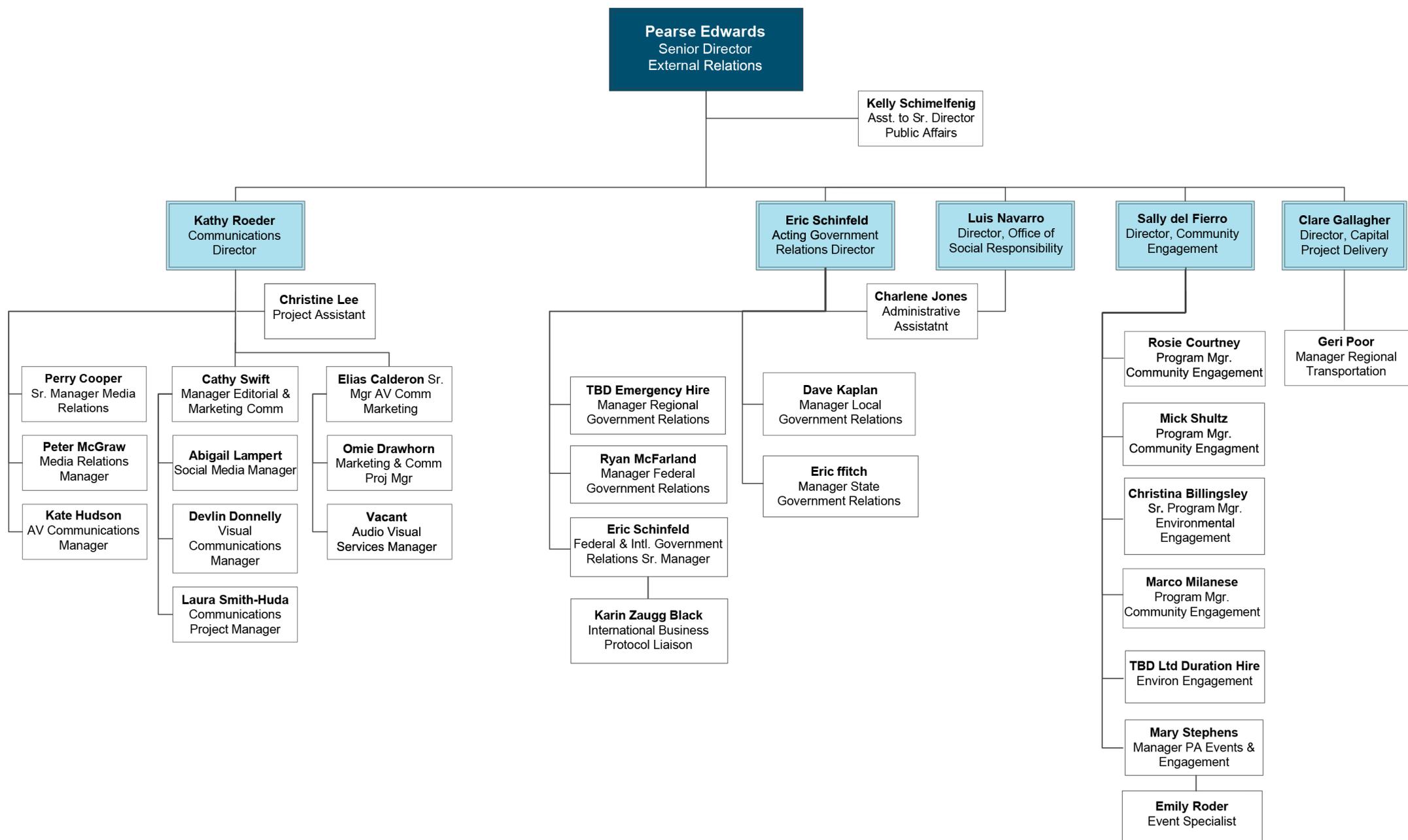
Public Perceives/Understands/Supports the Value of the  
Port to our Communities



Shape Legislation/Policy the Benefits the Port



Expand capacity and benefits in underrepresented/near-  
port communities



# Main Drivers

## Seattle No. 1 for growth this decade

Since 2010, Seattle's population has increased by 18.7 percent, the fastest growth rate among the 50 largest U.S. cities.



## Meeting Regional Needs

CIP, Terminal 5

Airport Near Term Projects/SAMP

## Economic Development

# New Cruise Terminal Communications and Outreach 2019



	Q1			Q2			Q3			Q4		
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>KEY DATES</b>		2/5: Public T5 Vote w/cruise location 2/26: T5 Announcement 2/26: Commission Briefing (Principles, RFQ Process, design funding)	3/12: Commission Request for Design Funds 3/13 RFQ Released	April 8 -11: Seatrade Conference. April 15: 20 <sup>th</sup> Year Celebration Launch Event	RFQ Partner Shortlist Announced RFP Released		Partner Negotiation				Q4 Partner Announcement	
<b>OUTREACH</b>	1/16: Propeller Club (SJS) 1/18: Alliance for Pioneer Sq. 1/24: Seahawks/1 <sup>st</sup> & Goal 1/30: Seattle Rotary (SPM)	2/8: Seattle Chamber Alaska Committee (SPM) 2/22: NSIA (CG) 2/26: NSIA (SJS)					Q3: Business & Resident Town Halls (SODO, Pioneer Square, Downtown) Q3: Working Waterfront Tour (SODO, Pioneer Square, Downtown) Q3/4: On-board Cruise Ship Community Events		Q3/Q4: Environmental Review Public Online Open House Q3/Q4: Environmental Review Public Outreach			
<b>GOVERNMENT RELATIONS</b>	1/24: Senator Murray Meeting (SPM & Bowman)	Q1: Mayor Durkan Meeting (Bowman) Q1: King County Executive & Key Councilmember Q1: Suquamish & Muckleshoot Tribes Q1: Key Washington Legislators and Governors staff		Q2: MARAD Q2: King County Council remaining members Q2: Other state legislators and general updates during session wrap-up Q2: Elected leadership briefings to communities who benefit (Sea-Tac, Bellevue, Renton, Woodinville)						Q4: Elected leadership briefings to communities who benefit (Sea-Tac, Bellevue, Renton, Woodinville) Q4: Updates to all elected officials as appropriate		
<b>COMMS</b>		Q1: Develop Project Fact Sheet Q1: Develop Project Web Page	3/13 Targeted media outreach for RFQ (local community/business media and cruise trades)	4/15 Press Release Launch of Cruise Season & 20 <sup>th</sup> Year Celebration Press Release Announcing RFQ Shortlist Targeted media outreach for RFQ (local community/business media and cruise trades)		Q2/Q3 20 <sup>th</sup> Year Celebration. Cruise paid & earned media (environmental & econ impact stories)	Q3: Cruise Storytelling highlighting Sm. Biz. Q3/Q4: Cruise Storytelling highlighting Cruise Connections Q3: Promotional Campaign to support Town Halls					
<b>COMMISSION/ EXECUTIVE</b>		2/5: Public T5 Vote w/cruise location 2/26 T5 Announcement 2/26: Commission Briefing (Principles, RFQ Process, design funding)	3/12: Review request for design funds 3/12: Adoption of Principles								Q4 Partner Announcement	

Dates subject to change

# Additional Cruise Outreach Events

- **Labor Local 19 and 52** Q1, Q2, Q3, Q4
- **ILWU Puget Sound Council** Q1, Q2, Q3, Q4
- **MLK Labor** Q1, Q2, Q3, Q4
- **Other Construction Trades** Q1, Q2, Q3, Q4
- **Sailors Union of the Pacific** Q1, Q2, Q3, Q4
- **Suquamish & Muckleshoot Tribes** Q1, Q2, Q3, Q4
- **Alliance For Pioneer Square** Q1, Q2, Q3, Q4
- **SODO BIA** Q1, Q2, Q3, Q4
- **Chinatown ID BIA** Q1, Q2, Q3, Q4
- **NAC** Q1, Q2, Q3, Q4
- **NSIA** Q2, Q3, Q4
- **BNSF** Q1, Q2, Q3, Q4
- **Seattle Marine Business Coalition** Q1, Q2, Q3, Q4
- **US Coast Guard** Q1, Q2, Q3, Q4
- **PMSA** Q1, Q2, Q3, Q4
- **WPPA** Q1, Q2, Q3, Q4
- **Manufacturing Industrial Council (MIC)** Q1, Q2, Q3, Q4
- **Seattle Propeller Club** Q2, Q3, Q4
- **Puget Sound Pilots** Q1, Q2, Q3, Q4
- **WA Maritime Federation** Q1, Q2, Q3, Q4
- **Seattle Transportation Club** Q1, Q2, Q3, Q4
- **Visit Seattle Board** Q1, Q2, Q3, Q4
- **Downtown Seattle Association** Q1, Q2, Q3, Q4
- **Waterfront Business Group** Q1, Q2, Q3, Q4
- **Friends of the Waterfront** Q1, Q2, Q3, Q4
- **CDRT** Q2, Q4
- **Seattle Mariners** Q1, Q2, Q3, Q4
- **Seattle Sounders** Q1, Q2, Q3, Q4
- **Puget Sound Attractions Council** Q1, Q2, Q3, Q4
- **South Seattle Tourism Alliance** Q1, Q2, Q3, Q4
- **Hotel Association** Q1, Q2, Q3, Q4
- **Seattle Regional Partners EDC** Q1, Q2, Q3, Q4
- **Pike Place Market** Q1, Q2, Q3, Q4
- **City of Seattle** Q1, Q2, Q3, Q4
  - City Light, OPCD, Design Commission, Planning Commission, Environment, SDOT)
- **King County Department of Natural Resources** Q1, Q2, Q3, Q4
- **WA Dept. of Ecology** Q1, Q2, Q3, Q4
- **Puget Sound Clean Air Agency** Q1, Q2, Q3, Q4
- **Puget Sound Keeper Alliance** Q1, Q2, Q3, Q4
- **WA Environmental Council** Q1, Q2, Q3, Q4
- **WA State Ferries** Q1, Q2, Q3, Q4
- **Chamber leadership** (Sea-Tac, Bellevue, Renton, Woodinville) Q1, Q2, Q3, Q4

# Environmental Justice



Duwamish  
Valley Pilot



ACE Fund



South King  
County Fund

# Near Port Communities

- StART, Highline Forum, NAC and PCAT
- CIP Outreach
- Airport Near Term Projects/SAMP
- Tribal Governments



# Environment



Solar/Renewables



Sustainable Aviation Fuels



Earth Day

# Cruise



- 20<sup>th</sup> Anniversary
- 2019 Cruise season  
New Vessels (Joy & Ovation)
- Proposed Fourth Berth



# Vehicles

## Communications and Marketing

- Media outreach (averaging at least one proactive story pitch per week)
- Increasing owned channels
  - Social media channels
  - Port blog
  - Commissioner blogs (and newsletter option)
- New ethnic media advertising strategy and creative
- Expanded printing budget for 2019 to expand “Airmail” airport neighborhood mailing list
- Expanded paid media strategy (increasing paid programs with airport community media, Crosscut, Puget Sound Business Journal)

# Earned Media Coverage

## Port of Seattle announces resources fair for federal workers

By Alex Halverson, SeattlePI Updated 5:09 pm PST, Thursday, January 10, 2019

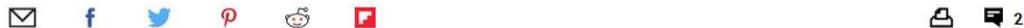


Photo: Courtesy Port Of Seattle

Friday, January 11 at noon local credit unions, utilities and community partners will be available to provide information and services for federal workers.

## How you can help federal workers at Sea-Tac during shutdown

After a number of groups asked how they can help federal workers not being paid during the shutdown, the port setup a donation bin at Sea-Tac.



# “Owned” Channels

## Resource List for Federal Workers



Drawhorn, Omie  
January 22, 2019  
The Port of Seattle has compiled this list of resources in support of our federal partners who are continuing to work without pay during the current partial government shutdown.

[Download this list in PDF format.](#)

Financial Assistance

### Other Posts

#### Partnership and Progress in 2018

January 16, 2019  
by Kathy Roeder

#### Happy Birthday Fishermen's Terminal!

January 10, 2019  
by Devlin Donnelly

#### Can You Guess the Most Popular Blog Topics of 2018?

January 3, 2019  
by Kathy Roeder

#### A Healthy New Year Here, There, and Everywhere

January 2, 2019  
by Omie Drawhorn

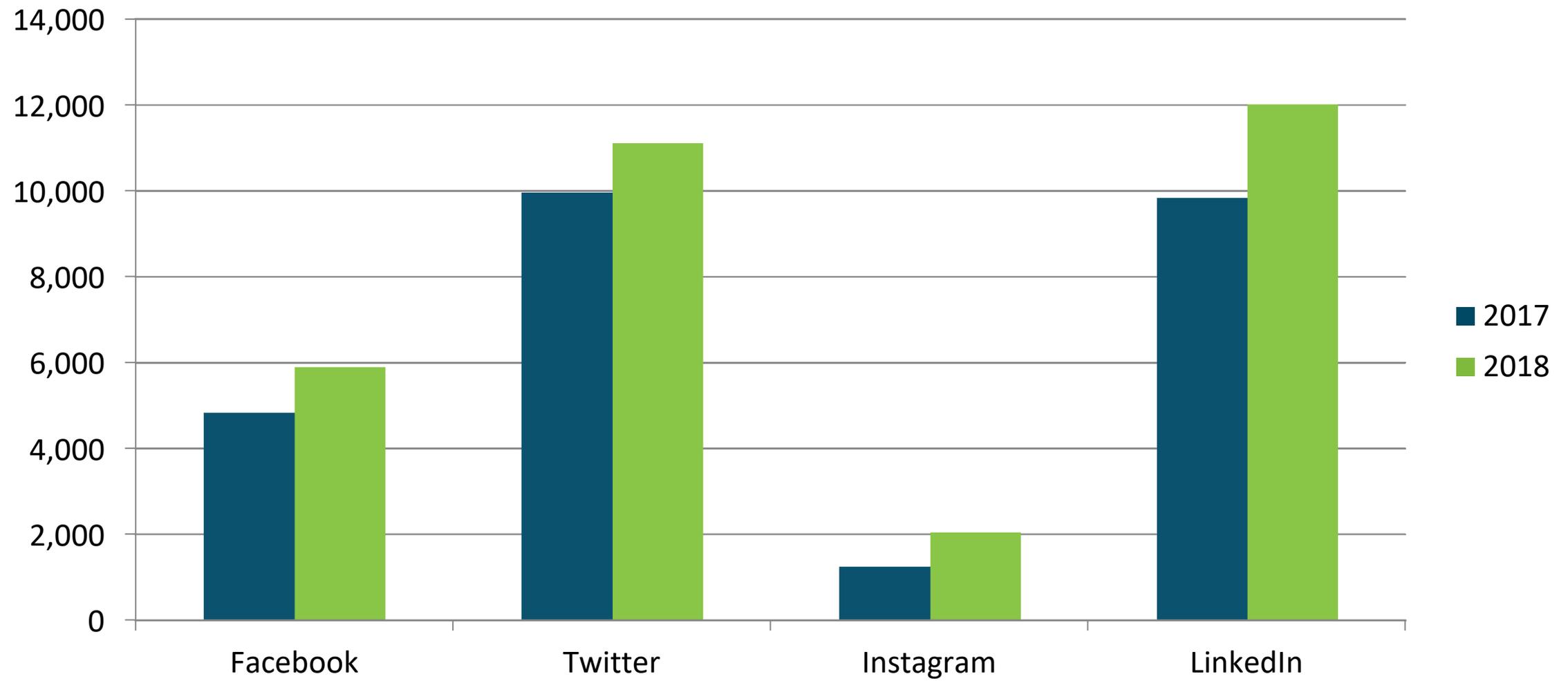
 **Port of Seattle**  
12,202 followers  
5d

Join us on Jan. 21 for the 37th Annual MLK - Career and Opportunity Fair at Garfield High School from 8:30-11:30 a.m.

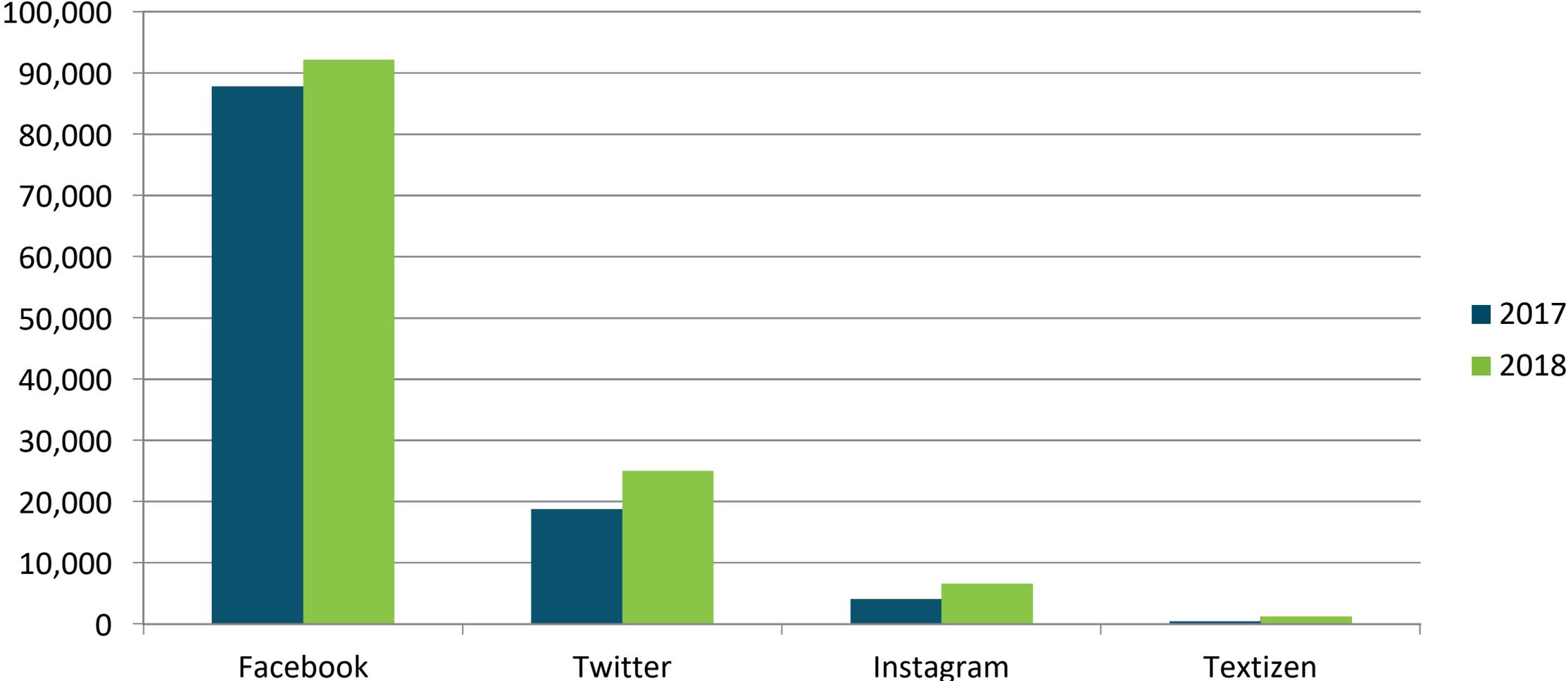


**Career and Opportunity Fair — Seattle MLK Jr. Organizing Coalition**  
[seattlemlkcoalition.org](http://seattlemlkcoalition.org)

# Port of Seattle Social Media Channels

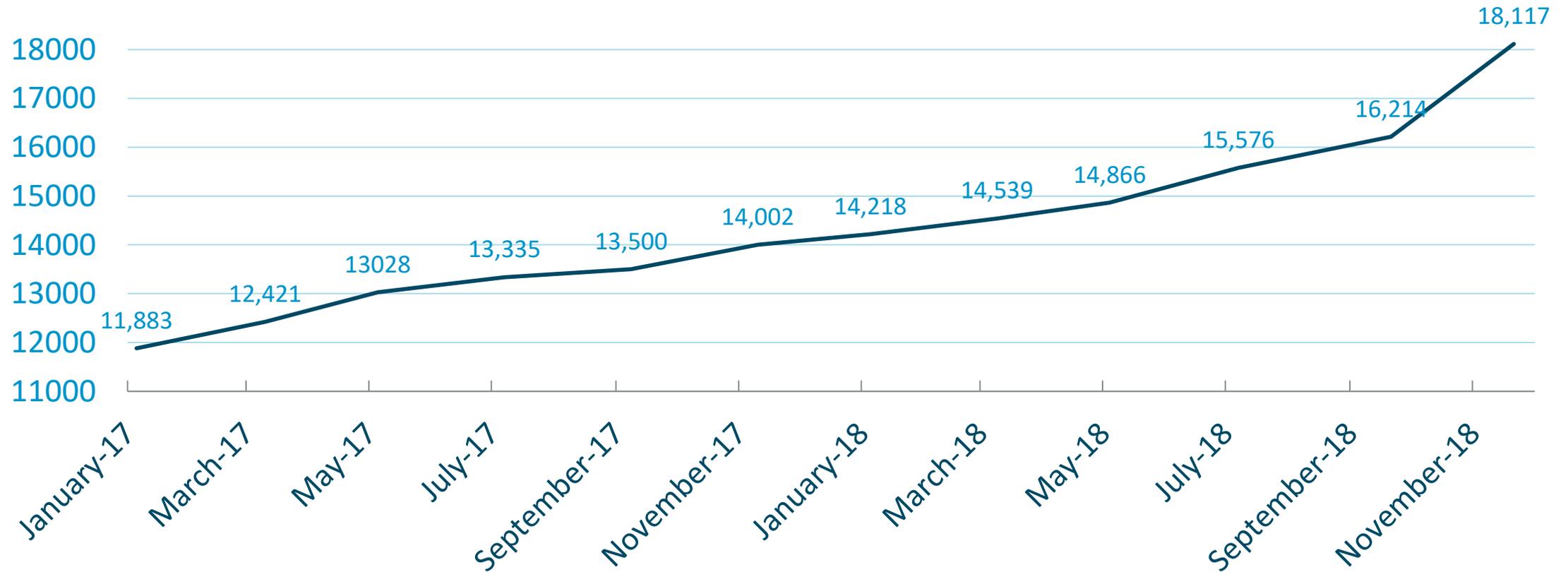


# Sea-Tac Media Channels



# Port of Seattle Connections Newsletters

## Number of Subscribers



# 2019 Paid Communications

## The Seattle Times

PUGET SOUND  
BUSINESS JOURNAL

Crosscut.

## Westside Seattle



WEST SEATTLE BLOG

NEWS 24/7

# Ethnic Media Outreach



# Vehicles

- Community Engagement
  - Engage the public in outreach events that help tell our story
  - Support Business Divisions' projects and priorities
  - Coordinate opportunities to gain public input
  - Consult with stakeholders through ongoing advisory groups
  - Expand outreach throughout King County
  - Foster learning through career awareness and internship programs
  - Partner with communities through sponsorships, memberships, programs



# Vehicles

- Government Relations



CITY	STAFF
Algona	Dave
Auburn	Dave Mick
Beaux Arts Village	Lindsay
Bellevue	Lindsay Marco
Black Diamond	Dave
Bothell	Lindsay
Burien	Dave Marco
Carnation	Lindsay
Clyde Hill	Lindsay
Covington	Dave
Des Moines	Dave Marco
Duvall	Lindsay
Enumclaw	Dave
Federal Way	Dave Marco
Hunts Point	Lindsay
Issaquah	Dave
Kenmore	Lindsay
Kent	Dave Mick
Kirkland	Lindsay Sally
Lake Forest Park	Lindsay
Maple Valley	Dave
Medina	Lindsay

CITY	STAFF
Mercer Island	Dave Roise
Milton	Dave
Newcastle	Lindsay
Normandy Park	Dave Marco
North Bend	Lindsay
Pacific	Dave
Redmond	Lindsay Marco
Renton	Dave Mick
Sammamish	Lindsay
SeaTac	Dave Marco
Seattle (including Beacon Hill, Georgetown, South Park, Ballard, Magnolia, Interbay, Queen Anne, Downtown, West Seattle, SODO)	Lindsay Christina Rosie Mick/Mary Jean Sally
Shoreline	Lindsay
Skykomish	Lindsay
Snoqualmie	Lindsay
Tukwila	Dave
Woodinville	Lindsay
Yarrow Point	Lindsay

2019 External Relations Work Plan

WORKING DRAFT 1/23/2019

Type of Engagement	January	February	March	April	May	June	July	August	September	October	November	December
<b>Major Initiatives</b>	<p><b>NWSA – Maritime Cargo Econ. Impact Report (1/28)</b></p>	<p><b>NWSA – T5 action and media</b></p> <p><b>SAMP</b> Commission presentation env review response (2/12)</p> <p><b>GT on-demand</b> driver outreach re next steps (2/11)</p> <p><b>GT</b> Commission briefing (2/26)</p> <p><b>Cruise - Waterfront</b> principles briefing motion, preview RFQ release, authorize 4<sup>th</sup> berth RFQ (2/26)</p> <p><b>T5</b> – release construction bid docs</p>	<p><b>Flight Corridor Safety</b> program env. Review</p> <p><b>Cruise</b> – RFQ released</p> <p><b>SAF Conference</b> Seattle (3/7-8)</p> <p><b>ST3</b> – SAG meeting (3/21)</p> <p><b>ST3</b> – ELG Level 3 recs (3/29)</p>	<p><b>Cruise</b> – release of RFP short-list candidates</p> <p><b>T5</b> – Matson to T5</p> <p><b>ST3</b> – ST Board Committee vote on preferred alternatives (4/11)</p> <p><b>ST3</b> – ST Board vote on preferred alternatives (4/25)</p>	<p><b>SAMP</b> budget update to Commission</p> <p><b>Cruise</b> – RFP issued</p> <p><b>Cruise</b> – launch env review</p> <p><b>T5</b> – Select contractor</p>	<p><b>Cruise</b> – selection of preferred bidder</p>	<p><b>Flight Corridor Safety</b> program Commission presentation on env and next steps</p> <p><b>T5</b> – Phase 1 construction launch</p>			<p><b>GT</b> – new on-demand service starts at Sea-Tac (10/1)</p>	<p><b>Cruise</b> – finalize contract with preferred bidder</p>	<p><b>SAMP</b> Commission update on environmental review and progress on the draft EIS/EA</p>
	<p><b>Q1</b>  <b>CIP</b> – Commission action on design funds for FT, Innovation Center, T91 Uplands and Salmon Bay D&amp;E  <b>Diversity</b> – Commission briefing on Diversity in Contracting results and plan  <b>Electrification</b> – initiate planning and scoping  <b>Exec</b> – cross-Port major projects timeline update  <b>IAF</b> – Complete Pod B  <b>SAMP</b> – NTP env review scoping  <b>Sea-Tac</b> - Commission action Arrivals approach design  <b>Priority Hire</b> – Commission adoption of ILA</p>	<p><b>Q2</b>  <b>Baggage</b> – Commission vote on Phase 2 construction  <b>Duwamish Valley EJ Pilot</b> - Commission Update  <b>Exec</b> – Hire EDI Sr. Director  <b>Exec</b> – cross-Port major projects timeline update  <b>Near-Term Projects</b> - Quarterly Commission Briefings on IAF, North STAR and Baggage Modernization programs  <b>SAMP</b> - Glide Slope Antennae Relocation design  <b>Sea-Tac</b> – air cargo briefing</p>	<p><b>Q3</b>  <b>Exec</b> – cross-Port major projects timeline update  <b>IAF</b> - Erect center span  <b>Near-Term Projects</b> - Quarterly Commission Briefings on IAF, North STAR and Baggage Modernization programs  <b>P86</b> – draft MOU with Port, Expedia and State  South King County Fund launch  Establish EDI Division  <b>SAMP</b> – Submit admin draft docs  <b>CIP</b> – Commission action on berths 6&amp;8 design and Pier 66 HVAC Systems Upgrade design  <b>Workforce Development</b> - Commission authorization to support jointly funded Career Connected Learning RFP</p>	<p><b>Q4</b>  <b>Duwamish Valley EJ</b> – Recommendations and request Commission adoption of Port-Duwamish Valley Community Action/Benefits Plan  <b>Electrification</b> – draft agreement with partners on goals and objectives  <b>Equity</b> – implement equity policy  <b>Exec</b> – cross-Port major projects timeline update  <b>Near-Term Projects</b> - Quarterly Commission Briefings on IAF, North STAR and Baggage Modernization programs  <b>SAMP</b> – release draft NEPA env assessment, Commission action on Westside Maintenance planning and NE Ground Transportation Center design  <b>Tribal Relations</b> - Commission adoption for both Muckleshoot Tribe agreements  <b>Workforce Development</b> - Strategic plan created and reviewed by commission</p>								



DRAFT

Type of Engagement	January	February	March	April	May	June	July	August	September	October	November	December
<b>Community and Outreach Events</b>	<p><b>Airport Noise 101 Community Workshop</b> co-hosted with City of SeaTac (1/12)</p> <p><b>Duwamish Valley Public Art Mural</b> community workshops (1/24, 1/31)</p> <p><b>Community Tree Planting Work Party</b> at Miller Creek (1/26)</p> <p><b>ACE Fund</b> Community Drop-In Session (1/30-Des Moines)</p>	<p><b>Duwamish Valley Public Art Mural</b> community workshops kickoff (2/14, 2/19, 2/23)</p> <p><b>ACE Fund</b> Community Drop-In Session (2/21-SeaTac)</p>	<p><b>Annual Blessing of the Fleet @</b> Fishermen's Terminal</p> <p><b>Duwamish Valley Public Art Mural</b> community celebration (3/22)</p> <p><b>ACE Fund</b> Community Drop-In Session (Burien)</p> <p><b>Port Youth Ambassador Program</b></p>	<p><b>Duwamish Alive!</b> Community Restoration Event @ T107 (4/20)</p> <p><b>Green Jobs Youth Collaborative</b> (DIRT Corps, EarthCorps, DV Youth Corps)</p> <p><b>Seattle Maritime Festival Family Fun Day &amp; Ship Canal boat tours</b> (5/11)</p>	<p><b>Stories of the Sea @</b> Fishermen's Terminal (5/9)</p> <p>Seattle Maritime Festival</p> <p><b>Fishermen's Terminal public walking tour</b> (5/10)</p> <p><b>Seattle Maritime Festival</b> Family Fun Day &amp; Ship Canal boat tours (5/11)</p>	<p><b>Connect@ Amazon</b> Airport Tour</p> <p><b>Multi-cultural Working Waterfront Boat Tour</b> for South Seattle communities</p> <p><b>Working Waterfront Boat Tour</b> (SODO, PSQ, DSA)</p> <p><b>Sustainable Seattle Greendrinks</b> Reception @ P69 (6/18)</p> <p><b>ACE Fund</b> Community Drop-In Session</p>	<p>Port Unplugged: <b>Eastside Chamber Coalition</b> presentation and reception</p> <p><b>Onboard Cruise Ship Community Tours</b></p> <p><b>Connect @Amazon</b> Sustainable Port presentation &amp; reception @ P69</p> <p><b>Highline Schools Foundation</b> STIA Charity Golf Tournament (Port/HMS Host-7/17)</p> <p><b>Seafair Fleet Week</b> Events and Tours</p> <p><b>ACE Fund</b> Community Drop-In Session</p>	<p><b>Green Cities Partnership</b> Airport Cities Plan Release</p> <p><b>Connect @Amazon</b> Working Waterfront Boat Tour</p> <p><b>Friends of the Waterfront Environmental Kayak Tours</b> with REI at Pier 66</p> <p><b>Duwamish River Festival</b> (8/24)</p> <p><b>ACE Fund</b> Community Drop-In Session</p>	<p><b>Port U Adult Education "101" Series:</b> 1) Duwamish River Boat Tour 2) Ship Canal Boat Tour 3) Sea-Tac Airport Bus Tour 4) Cargo Bus Tour</p> <p><b>Burien Brat Trot</b> tabling and sponsorship</p> <p><b>Fishermen's Fall Festival &amp; Public Ship Canal Boat Tours</b> (9/21)</p> <p><b>Fiestas Patrias</b> South Park Festival (OSR)</p>	<p><b>Port of Seattle State of the Port Breakfast</b></p> <p><b>Duwamish Alive!</b> Fall Habitat Restoration Event at T107 (10/19)</p> <p><b>Day of the Dead Celebration</b> at Sea-Tac (OSR)</p>	<p><b>Duwamish Valley Youth Corps</b> Environmental Justice Forum</p>	
<b>Business Division Support</b>	<p><b>American Lung Association</b> Partner Development</p> <p><b>Maritime CIP</b> Outreach</p>	<p><b>Terminal 5 Customer Announcement</b> – community outreach</p> <p><b>Maritime CIP</b> Outreach</p>	<p><b>Clean Truck Program</b> Workshop (DPM Filter Maint)</p> <p><b>Maritime CIP</b> Outreach</p>	<p><b>Cruise 20 Years - Season Launch</b></p> <p><b>Cruise Inaugural:</b> Norwegian Joy</p> <p><b>NWSA Customer Breakfast</b> (4/24)</p> <p><b>NWSA Clean Air Strategy</b> Update</p> <p><b>Maritime CIP</b> Outreach</p>	<p><b>Cruise Inaugural:</b> Ovation of the Seas (5/24)</p> <p><b>Maritime CIP</b> Outreach</p>	<p><b>STIA North Satellite</b> Facility Opening</p> <p><b>Maritime CIP</b> Outreach</p>	<p><b>Maritime CIP</b> Outreach</p> <p><b>T5 Pile Driving</b> Outreach</p>	<p><b>Maritime CIP</b> Outreach</p> <p><b>T91 CIP</b> Outreach Kickoff</p>	<p><b>Maritime CIP</b> Outreach</p> <p><b>Cruise Connections</b> Conference</p>	<p><b>SAMP</b> Support</p> <p><b>Maritime CIP</b> Outreach</p>	<p><b>SAMP</b> Support</p> <p><b>Maritime CIP</b> Outreach</p>	<p><b>POS Customer</b> Holiday Reception</p>
<b>Public Input Opportunities</b>	<p><b>South Park Marina</b> Cleanup (1/23)</p> <p><b>ST3</b> Business Survey</p>		<p><b>South King County Community Fund</b></p>	<p><b>NWPCAS</b> Update Open Houses</p>	<p><b>New Cruise Terminal</b> Town Halls</p>	<p><b>DV-EJ Benefits Plan</b> Outreach</p>			<p><b>DV-EJ Benefits Plan</b> Outreach</p> <p><b>South King County Community Fund</b></p>	<p><b>Flight Corridor Safety Program</b></p> <p><b>New Cruise Terminal</b> Town Halls</p>	<p><b>Flight Corridor Safety Program</b></p> <p><b>SAMP</b> Environmental Review</p>	<p><b>DJ-EJ Benefits Plan</b> Outreach</p>

Type of Engagement	January	February	March	April	May	June	July	August	September	October	November	December
<b>Advisory Group Engagements</b>	<p><b>StART Aviation Noise Working Group</b> (1/14)</p> <p><b>T91 Neighbors Advisory Committee</b> (1/16)</p>	<p><b>StART Aviation Noise Working Group</b> (2/11)</p> <p><b>Sea-Tac Stakeholder Advisory Roundtable</b> (2/27)</p> <p><b>T91 Neighbors Advisory Committee</b> (2/20)</p> <p><b>Port-DV Community Action Team</b></p>	<p><b>StART Aviation Noise Working Group</b> (3/11)</p> <p><b>T91 Neighbors Advisory Committee</b> (3/20)</p> <p><b>Harbor Island Transportation Group</b></p> <p><b>Port-DV Community Action Team</b></p>	<p><b>StART Aviation Noise Working Group</b> (4/8)</p> <p><b>T91 Neighbors Advisory Committee</b> (4/17)</p> <p><b>Sea-Tac Stakeholder Advisory Roundtable</b> (4/24)</p> <p><b>Port-DV Community Action Team</b></p>	<p><b>StART Aviation Noise Working Group</b> (5/13)</p> <p><b>T91 Neighbors Advisory Committee</b> (5/15)</p> <p><b>Port-DV Community Action Team</b></p>	<p><b>StART Aviation Noise Working Group</b> (6/10)</p> <p><b>T91 Neighbors Advisory Committee</b> (6/19)</p> <p><b>Sea-Tac Stakeholder Advisory Roundtable</b> (6/26)</p> <p><b>Harbor Island Transportation Group</b></p> <p><b>Port-DV Community Action Team</b></p>	<p><b>T91 Neighbors Advisory Committee</b> (7/17)</p> <p><b>Port-DV Community Action Team</b></p>	<p><b>Sea-Tac Stakeholder Advisory Roundtable</b> (8/28)</p> <p><b>Port-DV Community Action Team</b></p>	<p><b>T91 Neighbors Advisory Committee</b> (9/18)</p> <p><b>Harbor Island Transportation Group</b></p> <p><b>Port-DV Community Action Team</b></p>	<p><b>T91 Neighbors Advisory Committee</b> (10/16)</p> <p><b>Sea-Tac Stakeholder Advisory Roundtable</b> (10/23)</p> <p><b>Port-DV Community Action Team</b></p>	<p><b>T91 Neighbors Advisory Committee</b> (11/20)</p> <p><b>Port-DV Community Action Team</b></p>	<p><b>Sea-Tac Stakeholder Advisory Roundtable</b> (12/11)</p> <p><b>Harbor Island Transportation Group</b></p> <p><b>Port-DV Community Action Team</b></p>
<b>38 Cities / Port Presentations</b>	<p><b>Washington Athletic Club</b> (1/11- Felleman)</p> <p><b>Propeller Club Luncheon Maritime Division Update</b> (1/16- Jones Stebbins)</p> <p><b>North Seattle Industrial Association presentation</b> (1/22- Gregoire)</p> <p><b>Seattle Rotary #4</b> (1/30-Metruck)</p> <p><b>Northeast Seattle Rotary presentation</b> (1/31-Felleman)</p>	<p><b>American Waterways Operators presentation</b> (2/6- Metruck)</p> <p><b>Bellevue Chamber Eastside Business Roundtable</b> (2/7- Gregoire)</p> <p><b>Seattle Chamber Alaska Business Forum</b> (2/7- Metruck)</p> <p><b>North Seattle Industrial Association presentation</b> (2/26-Metruck)</p> <p><b>Eyes on Renton Chamber Membership Event</b> (McFadden)</p>	<p><b>Shoreline City Council</b> (3/24- Felleman)</p> <p><b>El Centro</b> (in Spanish)</p>	<p><b>Bellevue Chamber State of the Port Luncheon</b></p>	<p><b>Transportation Club</b> (5/1-Lyttle)</p>	<p><b>Maritime Industry Picnic at Seattle Maritime Academy presentation</b></p>		<p><b>Seattle Southside Chamber Membership Luncheon and STIA Tour</b> (Lyttle - 9/9)</p>	<p><b>West Seattle Chamber State of the Port Luncheon @ Jack Block Park</b> (9/12)</p>	<p><b>Kirkland Chamber State of the Port Luncheon</b></p> <p><b>Ballard Alliance Membership Event</b></p>		<p><b>Federal Way Chamber Membership Luncheon presentation</b></p>

Type of Engagement	January	February	March	April	May	June	July	August	September	October	November	December
<b>Career Awareness Programs</b>		<b>Young Entrepreneur</b> Career Awareness Event for Highline School District Students (2/12)	<b>Seattle Maritime Academy</b> Sound Experience Student Exploration Day  <b>Duwamish Valley</b> Career Readiness/ Internship Workshops  <b>Skilled Trades</b> Career Awareness Event for Highline School District Students (3/6)	<b>Duwamish Valley High School Student Internships &amp; Career Readiness Workshops</b>  <b>Raisbeck Aviation High School</b> Airport Environmental Challenge  <b>ICT</b> Career Awareness Event for Highline Schools		<b>DV High School Summer Internships</b> begin (6 students)  <b>College Internships</b> begin at P69 and Airport  <b>Chief Sealth Academy for Hosp &amp; Tourism</b> Cruise Career Event	<b>Rainier Vista Boys &amp; Girls Club</b> Racial Equity event with Adventuress Sailing Vessel				<b>Aviation Career Awareness</b> for Highline School District Students: 1) Engineering 2) Public Safety	
<b>Sponsorships and Tables</b>	<b>East King County Chambers</b> Legislative Coalition Breakfast (1/8)  <b>Seattle Southside Chamber</b> Economic Forecast Breakfast (1/11)  <b>Bellevue Chamber</b> Membership Lunch – Delta Airlines (1/24)  <b>MLK Day Career &amp; Job Fair</b> (OSR)  <b>GSBA Awards Gala</b> (OSR)  <b>Blacks in Government</b> MLK Ball (OSR)	<b>Downtown Seattle Association</b> State of Downtown Breakfast (2/8)  <b>Lunar New Year Banquet</b> (OSR)  <b>OSR 10<sup>th</sup> Anniversary</b>	<b>Visit Seattle</b> Annual Meeting  <b>Seattle Southside Chamber</b> Mixer sponsorship and speaking (3/27)  <b>WEC Gala</b> 3/30	<b>Forterra</b> Annual Breakfast (4/30)  <b>West Seattle Chamber</b> Annual Awards Breakfast (4/30)  <b>Maritime 101 &amp; “Meet a Mariner”</b> Industry Promo  <b>NWSA</b> Annual Customer Breakfast (4/24)	<b>Climate Solutions</b> Annual Breakfast (5/8)  <b>Seattle Maritime Festival</b> Annual Industry Breakfast	<b>Bellevue Chamber</b> Eastside Leadership Conference (6/21)			<b>ECOSS</b> “Pinkalooza” Gala at Jack Block Park  <b>Seattle Metropolitan Chamber</b> Annual Meeting  <b>Seafood 101 &amp; “Meet a Mariner”</b> Industry Promo  <b>Tabor 100 Annual Gala</b> (OSR) <b>El Centro Gala</b>	<b>Crosscut</b> Annual Awards Breakfast	<b>CleanTech Alliance</b> Conference  <b>Symphony of Seafood</b> Industry Product Showcase  <b>Bellevue Chamber</b> 2020 Eastside Eco Forecast Brkfst  <b>Pacific Marine Expo</b> Maritime Industry Breakfast table sponsorship and speaking role  <b>Champion of Inclusion Awards</b> w/Sound Transit and WSDOT (OSR)  <b>African Chamber of Commerce</b> Africa Day Business Forum and Dinner (OSR)	<b>Soundside Alliance</b> Outlook Breakfast  <b>Seattle CityClub</b> Year in Review Luncheon

Type of Engagement	January	February	March	April	May	June	July	August	September	October	November	December
Partial List of External Events	Seattle Boat Show (1/25-2/2)	Vietnamese Lunar New Year (1/26-27)	Emerald City ComiCon (3/14-17)	Moisture Festival (3/14-4/7)	Opening Day of Boating Season (5/4)	Shilshole Boatfest: Seas the Bay! (6/8)	SEAFair Fleet Week	SEAFair Chief Seattle Days	Fremont Oktoberfest (9/20-22)	Issaquah Salmon Days (10/5-6)	Pacific Marine Expo (11/21-23)	Winterfest at Seattle Center
	Marine Career Fair (1/28)	SR 99 - Step Forward (2/2)	Seattle French Fest (3/24)	Best of the Northwest (4/1-4/14)	Nat'l Maritime Day (5/22)	Classic Boat Weekend (6/15-16)	Ballard Seafood Festival (7/12-14)	Hempfest (8/16-18)	Lake Union Wooden Boat Festival (9/28-29)	Borealis Festival of Light	Best of the Northwest	Argosy Christmas Ships Festival
	Aerospace Jobs Fair (1/7)	Seattle Boat Show (1/25-2/2)	Irish Festival (3/16-17)	Seattle Cherry Blossom Festival (4/26-4/28)	NW Seaport Classic Workboat Show (5/25-26)	PRIDE Parade (6/29-6/30)	Bite of Seattle (7/19-21)	Seattle Art Fair (8/1-4)	WA State Fair (8/30-9/22)	Diwali: Lights of India (10/26)	Winterfest at Seattle Center	Enchant Christmas
	Maritime Day in Olympia (1/29)	Chinese New Year (Seattle, 2/4-2/5; Bellevue, 2/9)	Moisture Festival (3/14-4/7)	Skagit Valley Tulip Festival (4/1-4/30)	El Centro de la Raza's Cinco de Mayo (5/4)	Downtown Sailing Series (June-August)	Nordic Heritage Viking Days (7/14-15)	AuburnFest (8/10)	Bumbershoot (8/30-9/1)	Fall Festival at Occidental Square	Enchant Christmas	KEXP Deck the Dock
	MLK Day Rally and March (1/21)		Taste WA (3/28-31)	World Rhythm Festival (4/27-29)	Ballard Jazz Festival 5/16-19	Fremont Fair (Solstice) (6/22-23)	West Seattle Summer Festival (7/12-14)	African heritage Festival (8/2-3)	Chinatown-International District Night Market	Day of the Dead Festival (11/2-3)	Seattle Slack Key Festival (Burien)	Seattle Marathon (12/1)
	Women's March Seattle (1/19)		Central Asian Festival (Bellevue, 3/24)	Burien UFO Festival	Chinese Culture and Arts Festival (5/18)	Upstream Music Fest (6/1-9/3)	Chinatown Dragon Festival (7/14-15)	Magnolia Summer Festival (8/2-4)	Fiestas Patrias	Seattle Children's Festival (9/21-22)	Seattle Slack Key Festival (Burien) Westlake Holiday Tree Lighting Celebration	NYE at the Space Needle (12/31)
				Trawlerfest (4/23-4/27)	Asian Pacific Islander Heritage Celeb 5/5	Spirit of Indigenous People Festival (6/8)	Vashon Strawberry Festival (7/19-21)	Celebrate Woodinville Festival (8/17)	Poverty Bay Blues & Brews Fest (Des Moines)	Trucktoberfest		
				Earth Day Events	Spirit of Africa Festival (5/12)	Georgetown Carnival	Bellevue Art Festival (7/26-29)	Bumbershoot (8/30-9/1)	Bumbershoot (8/30-9/1)	Seattle AIDS Walk		
					Northwest Folklife Festival (5/24-27)	Black Arts Festival (6/16-17)	Kirkland Uncorked (7/12-14)	Lake City Seafair Festival (8/4)	Lake City Seafair Festival (8/4)			
					Seattle Int'l Film Fest 5/16-6/9	Shoreline Arts Festival (6/29-30)	Kent Cornucopia Days (7/1-14)	Snoqualmie Railroad Days	Snoqualmie Railroad Days			
					University Dist Street Fair (5/18-19)	Get Out & Boat Fest	White Center Jubilee Days	Gigantic Bicycle Festival Snoqualmie (8/9)	Gigantic Bicycle Festival Snoqualmie (8/9)			
					Northwest Paddling Festival (5/11-12)		King County Fair (7/19-22)	Celebrate Shoreline (8/17-19)	Celebrate Shoreline (8/17-19)			
					Tukwila Annual Backyard Wildlife Festival		Redmond Derby Days (7/13-14)	South Lake Union Block Party (8/10)	South Lake Union Block Party (8/10)			
						Kirkland Summerfest (7/26-28)						
						NW SolarFest Shoreline (7/27)						
						Filipino Festival						

					Crosscut Festival (5/3-5/4)		Enumclaw Street Fair Capitol Hill Block Party (7/19-21) Friday Night Sail Fest (Shilshole) Seafair Milk Carton Derby (7/13) Alaska Airlines Torchlight Parade (7/27)					
Type of Engagement	January	February	March	April	May	June	July	August	September	October	November	December
<b>Government Relations</b>	<p>Start of the 116th Congress (1/3)</p> <p>Opening Day of the State Legislative Session (1/14)</p> <p>Start of the January Congressional District Work Period (1/21)</p> <p>President’s State of the Union Address? (1/29)</p>	<p>King County Special Election (2/12)</p> <p>Start of the February Congressional District Work Period (2/18)</p> <p>Cutoff date for state legislation to pass out of its policy committee of origin (2/22)</p>	<p>Cutoff date for state legislation to pass out of its fiscal committee of origin (3/1)</p> <p>Cutoff date for state legislation to pass out of its house of origin (3/13)</p> <p>Start of the March Congressional District Work Period (3/18)</p>	<p>Cutoff date for state legislation to pass out of policy committee in its opposite house of origin (4/3)</p> <p>Cutoff date for state legislation to pass out of fiscal committee in its opposite house of origin (4/9)</p> <p>Start of the April Congressional District Work Period (Two Weeks) (4/15)</p> <p>Cutoff date for state legislation to pass out of its opposite house of origin (4/17)</p> <p>King County Special Election (4/23)</p> <p>Last Day of the regular State Legislative Session (4/28)</p>	<p>Start of the May Congressional District Work Period (5/27)</p>			<p>August Congressional Recess (8/5)</p> <p>August Primary Election (8/6)</p>	<p>Deadline for City of Seattle Mayor to propose her FY20 budget (9/3)</p> <p>Start of the September Congressional District Work Period (Two Week) (9/30)</p> <p>Federal fiscal year ends; deadline for FY20 federal funding plan (9/30)</p>	<p>November General Election (11/5/19)</p> <p>Start of the November Congressional District Work Period (11/25)</p>	<p>Deadline for City of Seattle to pass its FY20 budget (12/2)</p>	

**Strategic Partnerships & Memberships**

<u>Chambers of Commerce/Biz Assn</u>	<u>Airport</u>	<u>Community</u>	<u>Downtown Seattle/Waterfront</u>	<u>Environmental</u>	<u>Government Relations</u>	<u>Industry Advocacy</u>
African Chamber of Commerce of the Pacific NW*	Discover Burien	Connect@Amazon	Alliance for Pioneer Square	Beacon Hill Environmental Justice Study Group+	American Association of Airport Executives	Aerospace Futures Alliance*
Association of Washington Business	Highline Forum+	Belltown Business Association*	Downtown Seattle Association	CleanTech Alliance	American Association of Port Authorities	Conf. of Minority Transportation Officials*
Auburn Chamber*	Highline Schools Foundation	Destination Des Moines*	Friends of the Waterfront	Common Acre Bee Pollinators	Airports Council International	Harbor Island Transportation Committee +
Ballard Alliance*	Partners in Employment	Discover Burien*	Seattle CityClub	Duwamish Alive! Coalition	Puget Sound Regional Council	King County Maritime+
Bellevue Chamber*+ (delegate TBD)	PortJobs	Friends of Art at Pier 86+	Seattle Waterfront BIA+	Duwamish River Cleanup Coalition	Sound Cities Association	Manufacturing Industrial Council*+
East King County Chambers of Commerce Legislative Coalition	Soundside Alliance+	Georgetown Community Council	Visit Seattle+	Duwamish Valley Youth Corps	South County Area Transportation Board	North Seattle Industrial Association*
Federal Way Chamber (Affiliation)	StART (Sea-Tac Advisory Roundtable)+	Duwamish Port-Community Action Team+		DIRT Corps	Washington Public Ports Association	Puget Sound Business Travel Association*
Filipino Chamber*		Interbay Tiny Home Village CAC+		EarthCorps	Washington Council on International Trade	Seattle Marine Business Coalition*
Greater Seattle Business Association*		Magnolia Community Council*		Environmental Coalition of S. Seattle		Seattle Propeller Club*+
Greater Seattle Chinese Chamber*		Queen Anne Community Council		EPA Community Involvers Roundtable+		SODO Business Improvement Area+
Greater Spokane Incorporated		South Park Neighborhood Association		Environmental Science Center		Tacoma Propeller Club*
Japan America Society State of Washington		T91 Neighbors Advisory Committee+		Forterra		Transportation Club of Seattle*
Kent Chamber*		West Seattle Transportation Coalition		Front and Centered		Tomorrow @ Sea-Tac
Kirkland Chamber (Affiliation)				Just Health Action		Washington Maritime Federation*
Magnolia Chamber*				Lower Duwamish Waterway Group+		
Queen Anne Chamber*				Puget Soundkeepers Alliance		
Renton Chamber*				Sustainable Seattle		
Seattle-Kobe Sister City Association				Zero Waste Washington		
Seattle Metropolitan Chamber*+						
Seattle Southside Chamber*						
Tabor 100*						
U.S. Mexico Chamber of Commerce*						
Washington Business Alliance						
Washington Economic Development Association						
Washington State China Relations Council						
West Seattle Chamber*+						

**\*Port Membership    +Board or Committee Position**

# Job Evaluation Document

Tab to the shaded text boxes to complete each section.

Please send completed job evaluation documentation as an e-mail attachment to Ann McClellan ([mccllellan.a@portseattle.org](mailto:mccllellan.a@portseattle.org)) in Human Resources & Development.

<i>Date documentation completed:</i>	_____
<i>Employee's name:</i>	Commission Strategic Issues and Policy Manager
<i>Proposed new title (if applicable):</i>	Aaron Pritchard
<i>Department and work group where the job will reside:</i>	Commission Issues and Policy Manager
<i>Supervisor's title:</i>	Commission
<i>Supervisor's name:</i>	Chief of Staff
<i>Supervisor's name:</i>	Mike Merritt

**Note:** Any changes to titles, grades or employee pay resulting from the evaluation of this job will be **effective on the date the document is electronically received** by compensation staff.

Information contained in this document **may be shared** with others both inside and outside of the Port of Seattle.

## Purpose:

A brief statement that will answer the question, “why does this job exist at the Port?” **No more than two or three sentences** that address the *essence* of the job at a high level.

Provides strategic and tactical recommendations, development and research on issues and policies to assist Commissioners and the Commission Chief of Staff, and on occasion Port Executives, with advancing the Port’s mission to expand and economic development and employment in communities across the region and state.

Supervises three Commission Specialists to implement Commissioner workplans and priorities, to ensure Commissioners receive accurate policy information on Port-wide issues in a timely manner, and to ensure quality event support for Commissioners.

## Essential Functions:

The primary functions or responsibilities of the job and the approximate amount of time devoted to each. **The time percentages must add up to 100%**. They relate to the purpose of the job as well as its accountabilities – those outcomes or results that will indicate the success of the individual in the job. If this job manages or supervises staff, this must be an essential function. If the position has responsibility (decision making authority) for a budget, that must also be an essential function.

<i>Essential Functions:</i>	<i>Time Devoted to each</i>
1. Work with the Chief of Staff, commissioners and commission staff, and port staff to identify, monitor and track emerging and longer term issues coming up in Commission meetings and in the industry, community or government which call for research, creating/editing materials, developing recommendations, and/or briefing	1. 30%

commissioners. Manage Commission Committees and develop Policy Directives resulting from Committee work. Develop and offer strategic and tactical recommendations on policy and issue matters.		
2. Supervise three Commission Specialists to review work product and ensure quality support for Commissioners	2.	25%
3. Work with Commissioners, Port executives, and internal and external stakeholders to research, draft, synthesize and/or edit briefing papers, memos, reports, and constituent mail and PowerPoint presentations.	3.	20%
4. Accompany and assist, or represent Commissioners and Chief of Staff externally as assigned and advocate for the Commission's priorities and Port's mission as needed;	4.	5%
5. Assist with the development, and direct the execution, of Commission's annual Critical Issues Roundtables program.	5.	10%
6. Establish and manage a Commission Policy Research Internship program, including recruitment and management of interns, and related budget development and management.	6.	5%
7. Work closely with Public Affairs and Government Relations to ensure effective communications of policy issues, which may include materials for Commission meetings, policy events and meetings.	7.	5%

*To add rows for additional essential functions, click on the Restrict Editing in the **Review** tab. Choose **Stop Protection** to unlock form. Go to the last row and column in the Essential Functions table and press the **tab** button to add as many rows as you will need. When you are finished adding rows, click on **Yes, Start Enforcing Protection** to relock the form.*

## Knowledge, Skills, Abilities, Other Work Characteristics (KSAs):

KSAs are what a person must know to perform this job, and include the skills they need, or what they must be able to do in order to successfully perform the Essential Functions of the position. The KSAs relate to the job and the work being performed, not to the individual who may be performing the job, and they must relate to an essential function. Ask yourself which functions each KSA relates to. If you cannot relate the KSA to an Essential Functions you may find that you need to add an Essential Function, or that the KSA is not necessary for the work. KSAs can be written in various ways so you may not need to include items in each of the three sections below.

### *Knowledge – What must one know to successfully perform the Essential Functions listed above?*

Policy and issues development processes and prioritization; elected official management, managing and supervising multiple staff, engage with policy makers and policy making bodies, and their issues and priorities; legislative and regulatory processes; Port Commission policy making processes; national, regional and local industry, maritime and aviation issues; working knowledge of maritime and/or aviation operations; familiarity with economic development, tourism, land use, and transportation issues and relevant stakeholders; understanding of public outreach processes, community relations and public involvement; and state, regional and local political climate.

### *Skills – What skills must one possess to successfully perform the Essential Functions listed above?*

Think creatively and handle multiple and changing priorities, work effectively in highly charged external environments, and to act independently; track and share complex information and priorities with upper

management and direct reports, consistently translate complex information into easily understandable terms for external and internal audiences; strong writing, editing, proofreading skills; writing and editing under tight deadlines and while incorporating edits from many different perspectives to develop a final product that is accurate, engaging and quotable; supervisory skills and budget development and oversight; strong experience with Outlook, Word, PowerPoint, SharePoint, Publisher, Adobe and other relevant software.

**Abilities – What abilities or other characteristics are necessary to be successful in performing the Essential Functions listed above?**

Demonstrated ability to work effectively with elected officials and C-suite executives; problem solve and negotiate resolutions while maintaining positive relationships; Ability to advise and consult senior and elected officials; demonstrated ability to manage and guide teams to produce results for elected officials in a highly matrixed organization, working in conjunction with a diverse group of individuals to accomplish goals; work with all levels of staff, including top internal and external Executives

**Minimum Requirements and Preferred Qualifications:**

The **minimum** educational and experience requirements that would **typically** be required for someone to perform the Essential Functions of the job. This area is related to the Essential Functions and KSAs of the job, rather than the person who may be currently performing the work.

The **preferred** experience and education are the additional amount or type that would make someone more likely to succeed in the job. They may include experience, education, certification, etc. that could assist a hiring manager in making a decision between two otherwise equal candidates.

**Experience:**

	<i>Experience in Years</i>	<i>Type of Experience</i>	<i>Why is this Experience Needed?</i>
<i>Minimum</i>	4	<p>Providing issues and policy support for an organization, public agency or elected official(s) in the following areas:</p> <p>Analyzing, synthesizing, summarizing and monitoring legislative, regulatory and/or community issues;</p> <p>Writing/editing briefing papers, research reports, talking points and speeches, materials for press briefings, op-eds and PowerPoint presentations;</p> <p>Demonstrated proficiency in writing concise, plain language materials;</p> <p>Staffing or representing an executive or elected official at events and meetings;</p>	<p>In order to provide strategic and tactical recommendations, to guide and produce research on issues and policies to assist Commissioners and the Commission Chief of Staff, and on occasion Port Executives, with advancing the Port’s mission to expand and economic development and employment in communities across the region and state.</p>

		Supervising a minimum of three direct reports and interns.	
<i>Preferred</i>	8	Providing issues and policy support for an organization or elected official, supervising policy and liaison staff.	In order to provide well-developed strategic and tactical recommendations, to guide and produce research on issues and policies to assist Commissioners and the Commission Chief of Staff, and on occasion Port Executives, with advancing the Port's mission to expand and economic development and employment in communities across the region and state.

**Education:**

	<i>Degree</i>	<i>Certification</i>	<i>Why is this Degree or Certification Needed?</i>
<i>Minimum</i>	B.A.	Political Science, Public Administration or Government Studies/Relations.	Academic grounding in aspects of public policy and issues.
<i>Preferred</i>	M.A. Coursework or degree	Political Science, Public Administration or Government Studies/Relations.	Academic grounding in aspects of public policy and issues.

**Nature and Scope of Working Relationships:**

Who, both inside and outside the Port (preferably job titles, but names of Port employee are acceptable if titles are not known), will the individual in the job interact with on a routine basis (at least quarterly)? What is the nature of the interaction with this person or group? Is information obtained or provided, is advice given, etc.? What does the

individual do as a result of this interaction? Be sure to include your own manager and any direct reports you may have.

<i>Who</i>	<i>Why</i>
Commissioners	Provides to and receives from, recommendations and advice on policies and issues, stakeholder outreach and messaging strategy and tactics
Commission Chief of Staff	Provides to and receives from, recommendations and advice on policies and issues, stakeholder outreach and messaging strategy and tactics
Commission Specialists	Supervises work of Specialists to ensure timely and accurate policy memo's and effective event coverage and talking points.
Public Affairs Senior Director and Staff	Works collaboratively with PAD and staff as needed to help design and execute Port's and Commission's stakeholder outreach related to policies and issues.Helps design and execute communications plans. Provides and receives recommendations and advice.
CEO Chief of Staff	Works with CEO Chief of Staff to communicate commission priorities and to receive updates from CEO's office and to ensure Commission coverage for policy work.
Port CEO	Occasionally prepares recommendations and advice on policies and issues, stakeholder outreach and messaging strategy and tactics for delivery to CEO
All Port Executives and Managers	Provides to and receives from, recommendations and advice on policies and issues, stakeholder outreach and messaging strategy and tactics
External Maritime and Aviation Executives/Mgrs	Gain understanding of communications related to external events and issues

### Decision Making & Problem Solving:

Provide one or two actual examples of decisions you've made and problems you've solved. An example of a typical decision, an unusual decision, a typical problem and an unusual problem are ideal. Please state the decision you needed to make (for example: whether or not to authorize an expense that had not been budgeted), briefly describe the process used to arrive at the decision, and finally, state the ultimate decision. For the Problem Solving follow the same approach with the problem that you needed to find a solution for.

	<i>Decision to be Made or Problem to be Solved</i>	<i>Processed Used and Final Outcome</i>
<i>Decision Making - simple</i>	Event or issue of major interest to Commissioners does not reflect Commission direction.	Work closely with public affairs staff or subject matter experts during staff meetings or informal sessions to guide discussions and change format and content. Follow up with senior staff to ensure changes are understood and incorporated as needed.
<i>Decision Making - complex</i>	Design and implement the Commission Committees including Projects and Procurement and Energy and Sustainability and wrote policy proposals, motions and resolutions that reflect input from Commissioner, staff and external stakeholders.	Evaluate the subject matter experts both internal and external, seek Commission buy-in. Advise Commissioners that no professional moderator needed, took on role of facilitator, time keeper and note taker..  Research and understand the complexities of competing proposals, amendments policy language. Final outcome is deciding what to recommend to Commissioners, and the reasoning.  Guide discussions, implement follow up, recruit presenters and present policy directives at Commission meetings for passage and incorporate into Port policy
<i>Problem Solving - simple</i>	Three year old effort to execute international Study Tour to Hamburg will likely be cancelled without action.	Implement action plan that includes setting firm dates that may interfere with other Port and City priorities. Lobby city officials to participate on these dates. Leverage Port funding to reduce barriers. Finalize sole-source contracting exception. Assign Commissioners specific actions items and get approval to proceed.

<i>Problem Solving - complex</i>	The Port of Seattle is falling short of small business goals, is under the cloud of a disparity study, and minority associations and representatives are threatening lawsuits.	Advocate strong change of direction to address disparity in minority contracting. Offer analysis that presses against generally accepted Port legal principles to stake out aggressive procurement policies to improve Port's record for minority contracting.
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**Impact:**

How do you feel your work impacts the Port overall? Put another way, what would the impact to the Port be if no one performed the Essential Functions of your work?

Without this role there would continue to be a critical gap in producing policy research and proposals that enable Commissioner to perform their duties. It would be harder to execute the Port's mission and achieve its goals, because there would be less coordination and collaboration between the Port and Commission on policy matters. Supervisory role will allow Chief of Staff to monitor political hot topics, while creating an effective team to cover day to day issues and to meet Commissioners needs.

**Supervision of Others:**

Complete the following table by telling us who you supervise. For this purpose supervision includes: making independent decisions about hiring, setting pay, evaluating performance, and handling any necessary disciplinary actions. This does not preclude you from consulting with your manager before making decisions, though the decision is ultimately yours. Lead direction is providing input on a daily basis regarding the work that needs to be done, the priority of the work and methods for completing it. In the case of Port employees, please include both the job title and the employee's name.

*Which Port employees do you directly supervise?*

Three Commission Specialists as many as two interns. (to be hired)

*How many employees do you supervise through supervisors who are your direct reports?*

3

*Which Port employees do you provide lead direction to?*

Three Commission Specialists. Though typically working in collaboration, this position on occasion will provide direction to the Directors of Public Affairs, Communications, Seaport, Aviation, Real Estate, and other staff within those divisions.

*List the consultants or contractors whose work you oversee.*

On occasion, various public affairs consultants.

**Budget:**

State how you are involved with the budget. Accountability, for job evaluation purposes, includes deciding how much goes into the budget, how much to spend on what and when to spend it. Providing input includes gathering information and recommending amounts to be included in the budget. Please estimate if necessary.

*What is your annual budget accountability? The amount of operating and/or capital budget that you have responsibility for developing and managing?*

Responsible for co-developing and co-managing an internship budget of \$40,000 and Commission Specialist budget of

*What is the approximate annual budget amount that you provide input for, and what items are represented by this amount?*

Up to \$400,000 including three Commission Specialists and two interns.

*What portions of the budget do you monitor and provide reports on?*

**Monitor: Commission Specialists budget**, Commission Other Contracted Services and Commission contingency budgets; Reports on: outreach, meetings, consultants

### Physical Effort and Work Environment:

Complete the following table indicating the amount of time that is spent both inside and outside a building.

	<i>Time spent inside of a building where you are not exposed to the elements?</i>	<i>Time spent outside of a building where you are exposed to the elements?</i>
<i>Percentage (%)</i>	80	20

*What activities do you participate in when you are outside of a building?*

Meetings

*Other pertinent environmental factors related to your job. (For example: Is there any PPE equipment required for your work? Do you encounter adverse weather conditions in the course of your work?)*

No

### Comments:

Both employees and managers may use this section to provide any additional information on the work that may be important and not captured elsewhere in the document.

This person serves as a liaison between many departments and individuals and shares at the right time the key information that fosters organization and productivity. This person is also able to guide decisions and provide strategic input, knowing what is coming down the line in multiple directions. He/She can ensure goals and objectives are achieved even though individual components may be at different stages of development. **This person will guide a team of Commission Specialists that will help communicate Commission priorities and surface important policy and staff information.**

### To be completed by Human Resources and Development staff:

Evaluated by:

Date:

File notes are:  Extensive  Moderate  Minimal

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FLSA Status: Choose FLSA Status Notes:

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Current job code:

New job  
code/job title:

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Evaluation results:

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Notes:

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