

1 **EXHIBIT A: SUSTAINABLE EVALUATION FRAMEWORK POLICY DIRECTIVE**
2 **(as amended November 19, 2019)**

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4 **SECTION 1. Purpose.**

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6 The primary purpose of this policy is to require the application of the Sustainable Evaluation
7 Framework to all capital project decisions and selected key operational decisions to advance
8 the port’s sustainability goals and objectives. The policy will advance the port’s Century Agenda
9 strategy to be the greenest, and most energy efficient port in North America and the
10 corresponding objectives including reducing greenhouse gas emissions by conserving energy
11 and/or using renewable energy.

12
13 The port finds that to advance these goals and objectives, it is necessary to establish a port-
14 wide process that reduces the environmental and societal impacts associated with capital
15 projects and key operational decisions in a manner that is efficient and effective, uses port
16 resources wisely, and provides transparency for the commission, the public and port staff.

17
18 **SECTION 2. Definitions.**

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

22
23 “Sustainable Evaluation Framework” refers to a set of criteria recommended and adopted by
24 the Commission (Motion 2017-14, adopted December 19, 2017) to assist the port in achieving
25 its sustainability goals. The criteria are in addition to other project evaluation criteria such as
26 return on investment or total cost of ownership.

27
28 The Framework criteria are:

- 29 • Reduce GHG emissions
30 • Protect health and the environment
31 • Increase resilience
32 • Support local economic development
33 • Advance innovation
34 • Leverage and develop partnerships
35 • Advance equity

36
37 “Embodied carbon” is the carbon footprint of a material. It considers how much greenhouse
38 gas (GHGs) is released throughout the supply chain and is often measured from cradle to
39 (factory) gate, or cradle to site (of use).

40
41 “Scope 1, 2, and 3 Greenhouse gas (GHG) emissions” refers to the GHG Protocol Corporate
42 Standard that classifies a company's GHG emissions into three 'scopes.' Scope 1 emissions are
43 direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions

44 from the generation of purchased energy. Scope 3 emissions are all indirect emissions (not
45 included in Scope 2) that occur in the value chain of the reporting company, including both
46 upstream and downstream emissions.

47
48 “Sustainable Design Approach” is the recommended categories and sustainability concepts,
49 approaches, and ideas that staff expect to explore and evaluate for a given capital project. The
50 Approach is developed by the Sustainable Project Assessment and Review Collaboration (SPARC,
51 described below) during the planning phases of a given project and will be used by the
52 respective project design teams to inform their assessments and analyses to focus on those
53 areas that may provide significant sustainability benefits for that project.

54
55 “Sustainable Design Strategy” is the recommended course of action that a project team is
56 expected to implement in constructing its proposed project. The Sustainable Design Strategy
57 includes the results of the analyses conducted during the design phase of the project and
58 recommended suite of actions, including potential alternatives that were analyzed in the
59 Sustainable Design Approach, that are expected to advance the port’s sustainability goals as
60 appropriate for that project.

61
62 “Sustainable Project Assessment and Review Collaboration” (SPARC) refers to a group of
63 internal and external experts as appropriate, determined by the port as having professional
64 expertise related to the sustainability opportunities relevant to a given port capital project or
65 key operational decision.

66
67 “Key operational decisions” are decisions about aviation and non-aviation operations that are
68 identified by the Executive Director, Senior Director of the Environment and Sustainability
69 Center of Expertise and/or the director of the affected business unit as in need of review,
70 because the decisions have energy use implications, GHG reduction opportunities, or other
71 potential sustainability or societal impacts.

72
73 “Port-wide Sustainability Goals” are identified in Exhibit A.

74
75 **SECTION 3. Scope and Applicability.**

76
77 This policy directive establishes guidance on integrating sustainability into all capital projects
78 and key operational decisions across the port, in an efficient and effective manner. For capital
79 projects and key operational decisions that meet the threshold for commission action identified
80 in the Delegation of Responsibility and Authority, all capital project teams and operational staff
81 shall integrate sustainable approaches into planning, design, construction, procurement, and
82 other operations consistent with this policy. Leasing shall be considered part of the scope of
83 this policy per the outcomes of Section 6(G).

84
85 This policy directive ensures that the port will implement an efficient and effective process for
86 developing and implementing sustainable designs for capital projects; creates a responsibility to
87 identify key operational decisions that would benefit from a sustainability review; and creates a

88 process for reviewing and tracking sustainability outcomes from projects for the commission
89 and public.

90

91 **SECTION 4. Responsibilities.**

92

93 The port's Executive Director or a delegate shall ensure the policy is implemented and
94 adequately funded, and that the Sustainable Evaluation Framework is integrated into capital
95 projects and key operational decisions across the port.

96

97 The Executive Director shall also ensure that decisions associated with the application of the
98 Sustainable Evaluation Framework are transparently documented and publicly exhibited so
99 that the Port of Seattle Commission can review, in public, alternatives and trade-offs that
100 describe how a project can meet its GHG and sustainability and other societal goals.

101

102 The Executive Director shall also ensure that the program evaluation meets the purpose and
103 timeliness identified in Section 6 of this policy.

104

105 **SECTION 5. Policy.**

106

107 To integrate the framework into capital development design and construction processes and
108 key operational decisions, the port shall:

109

110 A. Develop and implement a tiered approach that focuses port resources on capital
111 projects that have the greatest opportunities to meet the commission's directive in the
112 framework:

113

114 (1) Tier 1: Smaller, less complex, projects that would follow port standards and
115 specifications.

116

117 (2) Tier 2: Medium-sized, or more complex, projects that have opportunities for
118 sustainability benefit would be subject to targeted sustainability analyses and
119 strategies. Tier 2 projects may receive a cost per ton of carbon calculation.

120

121 (3) Tier 3: Large, or the most complex, projects with significant opportunities that
122 may require a sustainability certification along with other targeted sustainability
123 analyses and strategies, as applicable. Tier 3 projects will receive a cost per ton
124 of carbon reduction analysis.

125

126 B. Establish a team of project-specific experts (referred to as the Sustainable Project
127 Assessment and Review Collaboration or SPARC) to leverage port expertise and knowledge of
128 existing and emerging sustainability practices for capital projects and key operational decisions
129 to:

130

131 (1) Identify, review, brainstorm, and recommend sustainability concepts and ideas
132 for project and operational teams to consider and evaluate during the
133 development and design stage of port projects.

134
135 (2) Encourage project and operational teams to evaluate and consider innovative
136 strategies to reduce emissions and energy use beyond traditional approaches.

137
138 (3) Select and apply the relevant Sustainable Evaluation Framework criteria to
139 highlight tradeoffs and benefits during development of the Sustainable Design
140 Approach and review of key operational decisions.

141
142 C. SPARC recommendations shall be documented in a Sustainable Design Approach for
143 each capital project and presented to commission along with the request for authorization for
144 design funds.

145
146 (1) The Sustainable Design Approach shall include a recommendation as to whether
147 a project should pursue an applicable third-party sustainability certification.

148
149 (2) Capital project teams shall evaluate and quantify the sustainability costs and
150 benefits of the Sustainable Design Approaches as part of the design process.

151
152 D. Capital project teams shall work with the SPARC to develop and recommend a
153 Sustainable Design Strategy that includes alternatives that were analyzed in the Sustainable
154 Design Approach. The Sustainable Design Strategy shall be included in the final construction
155 authorization for each project.

156
157 E. The Senior Director, Engineering, Environment, and Sustainability shall be consulted
158 regarding any changes to the Sustainable Design Strategy that occur after commission
159 authorization. The Senior Director shall brief the Energy and Sustainability Committee on those
160 changes.

161
162 F. Recognize project teams that meet or surpass their project-specific goals to
163 encourage innovation and environmental sustainability achievements.

164
165 **SECTION 6. Program Evaluation.**

166
167 A. Port staff shall prepare and deliver to the commission an Annual Sustainable
168 Evaluation Framework Progress Report by June 30 of each year that includes progress and
169 recommendations to achieve the policy outlined in Section 5. The progress report shall include:

170
171 (1) The Sustainability Scorecard to provide context for progress on reaching GHG
172 reduction goals.

173

- 174 (2) A summary of sustainability elements that have been identified in the
175 Sustainable Design Strategies for each project.
176
- 177 (3) Description of the implementation of the framework as part of each capital
178 project and key operational decisions, including those strategies that were
179 considered but ultimately not included in the project.
180
- 181 (4) The estimated GHG emission reductions related to each project and the cost per
182 metric ton of GHG reduced for those projects, where such a calculation was
183 used.
184
- 185 (5) Other sustainability benefits associated with projects as appropriate.
186
- 187 B. By March 31, 2020, present a Sustainable Evaluation Framework Guidance
188 Document to the commission that includes implementation guidelines for the policies listed in
189 Section 5 of this policy.
190
- 191 C. By June 30, 2021, present findings and recommendations to the Energy and
192 Sustainability Committee that outlines how key operational decisions were identified and how
193 the decisions were delivered to commission and the public. Incorporate these findings into the
194 final Sustainable Evaluation Framework Guidance Document.
195
- 196 D. By June 30, 2021, present to the commission recommendations for incorporating
197 equity and resiliency considerations into the Sustainable Evaluation Framework or the final
198 Sustainable Evaluation Framework Guidance Document.
199
- 200 E. By December 30, 2021, present to the commission recommendations for updating
201 and revising port construction specifications and standards to reflect advancements in
202 sustainable materials, energy efficiency, and sustainable design approaches. Recommendations
203 will include consideration of total cost of ownership and sustainability costs and benefits.
204
- 205 F. Within 90 days of implementation of this policy, port staff shall deliver a timeline
206 and scope of work for the development and pilot of incentives to reduce embodied carbon in
207 construction materials through a partnership with external partners.
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- 209 G. By December 30, 2021, present to the commission recommendations for
210 incorporating the development of long-term lease agreements into the Sustainable Evaluation
211 Framework and/or the final Sustainable Evaluation Framework Guidance Document.

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(POLICY DIRECTIVE) EXHIBIT A
Century Agenda and Current Port Policies Summary

A summary of Port of Seattle sustainability goals and objectives as described in the port’s Century Agenda, Environmental Scorecard, and Ground Transportation Principles and Goals Policy Directive, and a commission briefing is provided for reference below:

Carbon (GHG) Reduction¹	<p>Reduce Scope 1 & 2 emissions:</p> <ul style="list-style-type: none"> ▪ 15% below 2005 levels by 2020 ▪ 50% below 2005 levels by 2030 ▪ Carbon neutral by 2050 or carbon negative by 2050 <p>Scope 3 emissions:</p> <ul style="list-style-type: none"> ▪ 50% below 2007 levels by 2030 ▪ 80% below 2007 levels by 2050
Energy²	Meet all increased energy needs with conservation and/or renewables.
Airport Ground Transportation Policy Directive³	<p>Reduce curbside private vehicle pickup/drop off from 41 percent to 30 percent of mode share by 2030.</p> <p>Reduce Scope 3 GHG emissions from passenger vehicles to 50 percent of 2007 levels by 2030.</p> <p>Maintain a maximum 15-minute travel time from the airport clock tower to terminal curb or parking garage.</p>
Air Pollution⁴	Reduce particulate matter pollution by 50% from 2005 levels.
Water Quality⁵	Meet or exceed agency requirements for stormwater leaving Port-owned or operated facilities.
Waste Reduction⁶	<p>Solid waste: 60% diverted from landfills</p> <p>Construction waste: 90% diverted from landfills</p>
Habitat/Land Restoration⁷	Restore, create, and enhance 40 additional acres of habitat in the Green/Duwamish watershed and Elliott Bay.
Water Conservation⁸	Reduce projected future water consumption by 12% by 2030
Northwest Ports Clean Air Strategy	Guides clean air goals for Northwest Ports.

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¹ Port of Seattle Century Agenda Strategic Objectives. Downloaded October 2019. <https://www.portseattle.org/page/century-agenda-strategic-objectives>.
² Port of Seattle Century Agenda Objectives, 2019.
³ Port of Seattle Commission Resolution No.3759, July 9, 2019.
⁴ Port of Seattle Century Agenda Strategic Objectives, 2019.
⁵ Port of Seattle Century Agenda Strategic Objectives, 2019.
⁶ Port of Seattle Environmental Scorecard, 2018.
⁷ Port of Seattle Century Agenda Strategic Objectives, 2019.
⁸ Strategy for a Sustainable Sea-Tac. Commission Briefing, 2/10/2015.