



Port of Seattle Regular Commission Meeting

June 24, 2025



COMMISSION REGULAR MEETING AGENDA

June 24, 2025

To be held virtually via MS Teams and in person at the Seattle-Tacoma International Airport – Conference Center, International Room, located at 17801 International Blvd, Seattle WA, Mezzanine Level. You may view the full meeting live at meetings.portseattle.org. To listen live, call in at +1 (206) 800-4046 or (833) 209-2690 and Conference ID 347 687 474#

ORDER OF BUSINESS

10:30 a.m.

1. CALL TO ORDER

2. **EXECUTIVE SESSION** – *if necessary, pursuant to RCW 42.30.110 (executive sessions are not open to the public)*

▶ 12:00 a.m. – PUBLIC SESSION

Reconvene or Call to Order and Pledge of Allegiance

3. **APPROVAL OF THE AGENDA** (*at this time, commissioners may reorder, add, or remove items from the agenda*)

4. SPECIAL ORDERS OF THE DAY

4a. Proclamation Recognizing Pride Month – June 2025. (**proclamation enclosed**)

5. EXECUTIVE DIRECTOR'S REPORT

6. COMMITTEE REPORTS

7. **PUBLIC COMMENT** – *procedures available online at <https://www.portseattle.org/page/public-comment-port-commission-meetings>*

During the regular order of business, those wishing to provide public comment (in accordance with the Commission's bylaws) on Commission agenda items or on topics related to the conduct of Port business will have the opportunity to:

1) Deliver public comment via email: All written comments received by email to commission-public-records@portseattle.org will be distributed to commissioners and attached to the approved minutes. Written comments are accepted three days prior to the meeting and before 9 a.m. on the day of the meeting. Late written comments received after the meeting, but no later than the day following the meeting, will be included as part of the meeting record.

2) Deliver public comment via phone or Microsoft Teams conference: To take advantage of this option, please email commission-public-records@portseattle.org with your name and agenda item or topic related to the conduct of Port business you wish to speak to by 9:00 a.m. PT on Tuesday, June 24, 2025. (**Please be advised that public comment is limited to agenda items and topics related to the conduct of Port business only.**) You will then be provided with instructions and a link to join the Teams meeting.

3) Deliver public comment in person by signing up to speak on your arrival to the physical meeting location: To take advantage of this option, please arrive at least 15 minutes prior to the start of any regular meeting to sign-up on the public comment sheet available at the entrance to the meeting room to speak on agenda items and topics related to the conduct of Port business.

For additional information, please contact commission-public-records@portseattle.org.

8. CONSENT AGENDA (*consent agenda items are adopted by one motion without discussion*)

8a. Approval of the Regular Meeting Minutes of May 27, 2025. **(enclosed)**

8b. Monthly Notification of Prior Executive Director Delegation Actions May 2025. **(memo enclosed)** – For Information Only.

8c. Approval of the Claims and Obligations for the Period of May 1, 2025, through May 31, 2025, Including Accounts Payable Check Nos. 957851 through 958345 in the Amount of \$11,005,099.19; Accounts Payable ACH Nos. 073871 through 074790 in the Amount of \$80,462,159.80; Electronic Fund Transfer Nos. 069439 through 069453 in the Amount of \$14,391,721.01; Payroll Check Nos. 228888 through 229070 in the Amount of \$249,997.01; and Payroll ACH Nos. 1249512 through 1254645 in the Amount of \$20,666,821.16, for Total Payments of \$126,775,798.17. **(memo enclosed)**

Approval of the Claims and Obligations for the Period of April 1, 2025, through April 30, 2025, Including Accounts Payable Check Nos. 957330 through 957850 in the Amount of \$6,468,249.68; Accounts Payable ACH Nos. 073022 through 073870 in the Amount of \$91,035,930.58; Electronic Fund Transfer Nos. 069421 through 069438 in the Amount of \$13,682,975.69; Payroll Check Nos. 228759 through 228887 in the Amount of \$86,492.34; and Payroll ACH Nos. 1244649 through 1249511 in the Amount of \$19,171,768.40, for Total Payments of \$130,445,416.69. **(memo enclosed)**

8d. Authorization for the Executive Director to Take all Steps Necessary, Including the Execution of All Contracts, Public Works, Alternative Public Work Procedures in Accordance with RCW 39.10; Purchase Pre-Conditioned Air Units; Use Port of Seattle Crews, As Well As Small and Major Works Unit Price Contracts to Perform the Work; and Any Other Types of Contracts or Agreements to Complete the Project at Seattle-Tacoma International Airport in Requested Amount of \$4,065,387. (CIP# C802126) **(memo and presentation enclosed)**

8e. Authorization for the Executive Director to Approve Additional Funding to Award and Execute a Major Public Works Contract and Proceed with Construction for the P66 Grand Staircase Project, in the Requested Amount of \$2,000,000, for a Total Project Authorization of \$6,060,000. (CIP# C801371) **(memo enclosed)**

9. UNFINISHED BUSINESS

9a. Commission Determination That a Competitive Process is Not Appropriate or Cost Effective in Accordance with RCW 53.19.020(5); and Authorizing the Executive Director to Execute a Contract with Maritime Blue for the Quiet Sound Program in the Amount of \$250,000. **(memo and presentation enclosed)** (*Postponed from May 13, 2025.*)

10. NEW BUSINESS

- 10a. Introduction of Resolution No. 3836: A Resolution Amending Resolution No. 3737 and the Diversity in Contracting Policy Directive to Increase Women and Minority Business Opportunities. **(memo, resolution, previously adopted resolution 3737, and presentation enclosed)**

11. PRESENTATIONS AND STAFF REPORTS

- 11a. SnoValley Responsible Tourism Project Briefing. **(memo, report, and presentation enclosed)**
- 11b. 2025 State Legislative Session Review. **(memo and presentation enclosed)**

12. QUESTIONS on REFERRAL to COMMITTEE and CLOSING COMMENTS

13. ADJOURNMENT



**PROCLAMATION
OF THE PORT OF SEATTLE COMMISSION**

WHEREAS, the Port of Seattle remains committed to bolstering our public agency’s assets and strengths of equity, diversity, and inclusion, true to our Century Agenda goals and our values of respect, anti-racism and equity, integrity, stewardship, and excellence; and

WHEREAS, New York’s June 1969 Stonewall Inn riots made history as an early uprising against the police violence that openly targeted communities and individuals across America that identified as (or were believed to be) lesbian, gay, bisexual, transgender, queer, intersex, asexual, two-spirited, or more (LGBTQIA2S+ or “trans and queer” for short). These Stonewall protests, led by the Inn’s poor trans Black and Latine patrons joined by homeless youth living in the adjacent park, fought for the right to live and gather safely, openly, and authentically, and became a seismic moment in U.S. history; and

WHEREAS, the next year’s commemoration of Stonewall in 1970 became the first Pride march, observed by community members in several cities including Seattle, and has since become the worldwide recognition, celebration, and political event for trans and queer communities it is today; and

WHEREAS, these communities’ fight for the dignity, respect, equality, inclusion, and belonging continues in our streets, courts, and legislative chambers, to keep pushing back against discrimination, police violence, and bigoted laws; and

WHEREAS, despite significant progress for their human rights since Stonewall, 2025 has brought a growing number of laws and proposed legislation rooted in bigotry and homophobia, aiming to deny American freedoms of expression and speech protected by the Constitution, crucial gender-affirming medical care, and other life-saving forms of education and legal protections. Right now, the American Civil Liberties Union is tracking 575 such bills across the country, four right here in Washington State; and

WHEREAS, anti-Blackness, racism, ableism, misogyny, colorism, xenophobia, and immigration status all interconnect with transphobia and homophobia to capture every vulnerable community in a net of prejudice, discrimination, invisibility, marginalization, and physical and social attacks. Combined, these forces work tirelessly to unjustly strip away protections for fundamental rights and dignity in spaces like hospitals, schools, places of employment, housing, and public accommodations; and

WHEREAS, the many ways LGBTQIA2S+ / trans and queer people form families and what they look like continue to be an arena in this fight for equal rights; and

WHEREAS, UCLA Law’s Williams Institute indicates people of color make up 40% of LGBTQIA2S+ / trans and queer adults. They also note that of 1.3 million immigrant adults identifying as such, 23% lack adequate documentation. This intersectionality of multiple identities compounds the lived experiences of LGBTQIA2S+ / trans and queer immigrants, particularly those of color. Such experiences often spur their immigration, fleeing their home countries to avoid persecution, threats of state-sponsored attack, or other forms of violence including sexual assault; and

WHEREAS, the Port of Seattle celebrates and values its LGBTQIA2S+ / trans and queer employees, business partners, and community members year-round and during Pride month, in part through support of its Port-Wide Pride and Transgender Inclusivity employee groups. The Port learns from and lifts up their leadership as they work to keep the Port an employer that recognizes the importance of attracting and retaining an expert workforce through healthcare equity, gender affirming care, family formation, and benefits responsive to the needs of all employees; and

WHEREAS, because Pride Month is a time to learn, reflect on, and honor the trials and contributions of these community members in their fight for human rights, it is an opportunity for the Port of Seattle to commit to solidarity and allyship to eradicate discrimination and injustices for collective liberation; and

WHEREAS, the Port of Seattle stands strong against discrimination, threats, and deadly violence against LGBTQIA2S+ / trans and queer communities, families, and individuals, in accordance with Port values and its belief in equality, liberty, and justice for all.

NOW, THEREFORE, the Port of Seattle Commission hereby proclaims June 2025 - PRIDE MONTH.

Proclaimed by the Port of Seattle Commission this 24th day of June 2025.

Port of Seattle Commission

Port of Seattle Commission



P.O. Box 1209
Seattle, Washington 98111
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APPROVED MINUTES COMMISSION REGULAR MEETING

May 27, 2025

The Port of Seattle Commission met in a regular meeting Tuesday, May 27, 2025. The meeting was held at the Seattle-Tacoma International Airport Conference Center, located at 17801 International Blvd, Seattle WA, Mezzanine Level, Seattle, Washington, and virtually on Microsoft Teams.

1. CALL to ORDER

The meeting was convened at 10:32 a.m. by Commission President Toshiko Hasegawa. All members were in attendance.

2. EXECUTIVE SESSION pursuant to RCW 42.30.110

The public meeting recessed into executive session to discuss one item regarding litigation/potential litigation/or legal risk per RCW 42.30.110(1)(i) and national security per RCW 42.30.110(1)(a)(i) for approximately 30 minutes; and a second item regarding litigation/potential litigation/or legal risk per RCW 42.30.110(1)(i) for approximately 30 minutes, with the intention of reconvening the public session at 12:00 p.m. Following the executive session, the public meeting reconvened at 12:03 p.m. Commission President Hasegawa led the flag salute.

3. APPROVAL of the AGENDA

The agenda was approved as presented without objection.

4. SPECIAL ORDERS OF THE DAY

There were no Special Orders of the Day presented.

5. EXECUTIVE DIRECTOR'S REPORT

Executive Director Metruck previewed items on the day's agenda and made general and meeting-related announcements.

6. COMMITTEE REPORTS

Francis Choe, Commission Office Strategic Advisor, presented committee reports as follows:

Portwide Arts and Culture Board

Commissioners Calkins and Felleman participated in the Portwide Arts and Culture Board meeting on Friday May 16, 2025. The Board discussed the vacancy of a public board member but were unable to reach a decision at this meeting. The Committee also received an update from the Lumiere Group regarding its Strategic Plan.

Airport Workforce Conditions Ad Hoc Committee

Commission President Hasegawa and Commissioner Mohamed convened the Airport Workforce Conditions Ad Hoc Committee on May 20, 2025. Staff briefed Commissioners on labor union's request for airport badging to access the secure area of the airport for the purpose of communication and meetings with represented employees. It was noted that an Order will be brought forward for Commission consideration at the May 27, 2025, Commission meeting, directing the Executive Director to evaluate issuing airport badges to union representatives for the purpose of supporting represented employees.

Aviation Committee

Commissioners Cho and Felleman convened the Aviation Committee on May 20, 2025. Commissioners heard that the start-up of the SEA Moves transit management association is proceeding on track and mostly on schedule, with travel demand modeling for different scenarios.

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Commissioners also received a preview of the Port's preparations for the 2026 FIFA World Cup and the 2025 Club World Cup.

Equity and Workforce Development Committee

The Equity and Workforce Development Committee met on May 20, 2025, with Commissioners Hasegawa and Mohamed in attendance. There were two briefing items: the WMBE Annual Report and an update regarding Diversity in Contracting goals.

Sustainability, Environment, and Climate Committee

Commissioners Cho and Calkins convened the Sustainability, Environment, and Climate Committee on May 23, 2025. Commissioners received an update on the Maritime Climate and Air Action Plan accomplishments and challenges in 2024 and strategies for 2025.

7. PUBLIC COMMENT

- The following people spoke in support of education, mentorship, and opportunities provided by Port of Seattle Diversity in Contracting programs: Karla Butler and Venky Ramakrishnan (*written comments also submitted*).
- The following person spoke regarding public attendance and participation at StART meetings, limited by the StART Steering Committee, and no representation allowed from the Vashon Island Community: David Goebel.
- In lieu of spoken comment, written comments regarding the Port's Diversity in Contracting programs and opportunities provided through those programs were submitted by: Alex Rolluda, Rolluda Architects.
- In lieu of spoken comment, written comments asking the Port to take immediate action to reduce harms caused by Seattle's cruise sector and to reduce the number of cruise sailings were submitted by: Kaylee Robertson.
- In lieu of spoken comment, written comments encouraging the Port to enhance Diversity in Contracting programs with policies that ensure early payments and transparent procurement access for small businesses were submitted by: Marcus Cola, Apex Electrical Group.

[Clerk's Note: All written comments are combined and attached here as Exhibit A.]

8. CONSENT AGENDA

[Clerk's Note: Items on the Consent Agenda are not individually discussed. Commissioners may remove items for separate discussion and vote when approving the agenda.]

- 8a. Approval of the Regular Meeting Minutes of May 13, 2025, and Special Meeting Minutes of May 20, 2025.**
- 8b. Approval of the Claims and Obligations for the Period of January 1, 2025, through January 31, 2025, Including Accounts Payable Check Nos. 955972 through 956486 in the Amount of \$14,082,510.47; Accounts Payable ACH Nos. 070508 through 073228 in the Amount of \$104,416,075.67; Electronic Fund Transfer Nos. 069383 through SXL383-512 in the Amount of \$29,698,916.75; Payroll Check Nos. 227556 through 228026 in the Amount of \$144,161.01; and Payroll ACH Nos. 1227495 through 1234749 in the Amount of \$25,660,986.20, for Total Payments of \$174,002,650.10.**

Approval of the Claims and Obligations for the Period of February 1, 2025, through February 28, 2025, Including Accounts Payable Check Nos. 956487 through 956892 in the Amount of \$9,400,090.63; Accounts Payable ACH Nos. 071487 through 072202 in the Amount of \$64,969,784.42; Electronic Fund Transfer Nos. 069398 through 069408 in the Amount of \$122,874,968.46; Payroll Check Nos. 228027 through 228465 in the Amount of \$149,755.51; and Payroll ACH Nos. 1234750 through 1239817 in the Amount of \$18,763,469.82, for Total Payments of \$216,158,068.84.

Approval of the Claims and Obligations for the Period of March 1, 2025, through March 31, 2025, Including Accounts Payable Check Nos. 956893 through 957329 in the Amount of \$8,688,166.33; Accounts Payable ACH Nos. 072203 through 073021 in the Amount of \$63,208,399.44; Electronic Fund Transfer Nos. 069409 through 069420 in the Amount of \$13,647,454.10; Payroll Check Nos. 228466 through 228758 in the Amount of \$107,873.37; and Payroll ACH Nos. 1239818 through 1244648 in the Amount of \$20,233,924.08, for Total Payments of \$105,885,817.32.

Request document(s) included an agenda memorandum 1, agenda memorandum 2, and agenda memorandum 3.

- 8c. Adoption of Resolution No. 3837: A Resolution Authorizing the Issuance and Sale of Intermediate Lien Revenue and Refunding Bonds in One or More Series in the Aggregate Principal Amount of Not-to-Exceed \$950,000,000, for the Purpose of Financing or Refinancing Costs of Port Projects and for the Purpose of Refunding Certain Outstanding Revenue Bonds of the Port; Setting Forth Certain Bond Terms and Covenants; and Delegating Authority to Approve Final Terms and Conditions and the Sale of the Bonds.**

Request document(s) included an agenda memorandum, resolution, and presentation.

- 8d. Authorization for the Executive Director to Complete the Design for the Parking Garage Rehabilitation Project at Seattle-Tacoma International Airport for an Additional Requested Amount of \$6,785,000, for a Total Authorization of \$8,885,000. (CIP C#801307).**

Request document(s) included an agenda memorandum and presentation.

- 8e. Authorization for the Executive Director to Approve the Office of Equity, Diversity, and Inclusion to Invest \$208,500 in Aviation Security Training for the Next Three Years 2026 – 2028 for the Purpose of Providing Aviation Security Training to Seattle-Tacoma International Airport Employees and Near-Port Community Members.**

Request document(s) included an agenda memorandum.

- 8f. **Authorization for the Executive Director to Increase Funding to Complete S Concourse Evolution Base Building Design, to Execute a Professional Services Contract for Design Services and Construction Bid Packages for the A6 Widebody Remediation, to Advertise and Execute Construction Contracts for Cargo 3, Cargo 6, and Gate D6, to Advertise and Execute a Program Specific Contract for Special Testing and Inspection, to Modify the Existing United Airlines Lease for the Cargo 3 Maintenance Facility, and to Transfer Scope and Budget of \$25,000,000 from CIP #C801375 to #CIP C801203 for Gate A6 Widebody Remediation, in the Total Requested Amount of \$125,000,000.**

Request document(s) included an agenda memorandum and presentation.

The motion for approval of consent agenda items 8a, 8b, 8c, 8d, 8e, and 8f carried by the following vote:

In favor: Calkins, Cho, Felleman, Hasegawa, and Mohamed (5)

Opposed: (0)

10. NEW BUSINESS

- 10a. Commission Adoption of Order No. 2025-07: An Order to Direct the Executive Director to Evaluate Issuing Airport SIDA Badges to Union Representatives for the Purpose of Supporting Represented Employees.**

Requested document(s) included an Order.

Presenter(s):

Aaron Pritchard, Chief of Staff, Commission

Clerk Hart read Item 10a into the record and Commission Chief of Staff Pritchard introduced the item.

The presentation addressed the purpose of the Order - to direct the Executive Director to evaluate issuing SIDA badges to union representatives for the purpose of meeting with represented employees and administering collective bargaining agreements on the sterile side of security. This Order directs the Executive Director to conduct the necessary legal, operational, and security analysis regarding Port-issued SIDA access badges for union representatives, and to return to the Commission with recommendations.

Members of the Commission supported the Order and thanked Commission President Hasegawa for bringing the Order forward; appreciated airport employees who brought the discussion forward; and stated that they look forward to receiving the study recommendations.

The motion, made by Commissioner Mohamed, carried by the following vote:

In favor: Calkins, Cho, Felleman, Hasegawa, and Mohamed (5)

Opposed: (0)

11. PRESENTATIONS AND STAFF REPORTS

11a. Workforce Development Annual Report.

Presentation document(s) included an agenda memorandum and presentation.

Presenter(s):

Anna Pavlik, Director, Workforce Development
Girmay Worku, Port of Seattle Airfield Operations Specialist
Christina Vandermeer, Piledriver Apprentice with WA State United Brotherhood of Carpenters
JATC

Clerk Hart read Item 11a into the record.

Executive Director Metruck introduced the item and presenters.

The presentation addressed:

- structure of workforce development for the Port of Seattle;
- the Port's commitment to advancing regional workforce development in port-related industries by providing equitable access to quality careers;
- building maritime career awareness;
- 2024 workforce development highlights and progress towards commitments;
- plans underway – shifting from jobs to careers;
- plans for strategic investments to deliver on outcomes;
- work being done in the aviation sector and exploring developments including the childcare navigator, taxi driver employment navigator, and aviation security training pathways;
- building the construction pathway;
- maritime sector programs;
- growing green jobs and increasing program access for Duwamish Valley residents; and
- Port workforce development program partners.

Girmay Worku and Christina Vandermeer, Port employees, shared their experiences working through Port of Seattle workforce development programs, including Port Jobs and Airport University and apprenticeships, building their knowledge and skills through available educational and job opportunities.

Discussion ensued regarding:

- holding positions at Maritime High School for maritime and aviation interns;
- curriculum development;
- the solicitation and hiring process for the Duwamish Valley Navigator position;
- spreading economic opportunity to the community;
- engaging tribal youth;
- best strategies in developing partnerships;
- leaning into successes and building into emerging areas of skills and work;
- awareness and exploration programs to get opportunities in front of children early;

- benefits of doing hands-on work;
- how asylum seekers going through Port Jobs are identified; and
- smaller community-based organizations' interactions with these Port programs.

11b. SEA Stakeholder Advisory Round Table (StART) Annual Report.

Presentation document(s) included an agenda memorandum, priorities one-pager, 2025 legislative priorities, report policy working group, report aviation noise working group, annual report, agenda summary, and presentation.

Presenter(s):

Andres Mantilla, StART's facilitator and Partner at Uncommon Bridges
Marco Milanese, Senior Community Engagement Manager, External Relations
Eric Schinfeld, Sr. Manager, Federal and International Government Relations, External Relations

Clerk Hart read Item 11b into the record.

Executive Director Metruck introduced the item and presenters.

The presentation addressed:

- an overview of the StART forum - intended to enhance cooperation and tackle the airport-related issues of most relevance to SEA's neighboring cities;
- StART participants and composition;
- Aviation Noise Working Group accomplishments;
- StART Policy Working Group accomplishments; and
- 2025 State legislative priorities.

Members of the Commission thanked staff for the presentation and annual report.

Discussion ensued regarding:

- reinstatement of noise insulation program state funding;
- the format of StART meetings and policy decisions from the Steering Committee in this regard;
- recommendation to the Steering Committee regarding a seat on StART for Vashon Island representation;
- making sure airlines understand the importance of data to support accomplishments;
- StART's work with the Highline Forum; and
- partnering with military bases for regional airport operations.

11c. Diversity in Contracting 2024 Annual Report and Resolution No. 3836: Amending the Diversity in Contracting Directive Policy to Increase Women and Minority Business Opportunities Briefing.

Presentation document(s) included an agenda memorandum 1, agenda memorandum 2, attachment 1, attachment 2, and presentation.

Presenter(s):

Mian Rice, Director, Diversity in Contracting
Emily Ho, Program Manager, Diversity in Contracting
Lawrence Coleman, Women/Minority Business Ent Manager, Diversity in Contracting

Clerk Hart read Item 11c into the record.

Executive Director Metruck introduced the item and presenters.

The presentation addressed:

- the purpose of the Port's Diversity in Contracting goals – to advance equity and address contracting disparities by increasing the utilization of Women Business Enterprises (WMBE) and other disadvantaged firms;
- 2024 WMBE data;
- portwide WMBE utilization;
- 2024 portwide spend distribution;
- utilization by ethnicity;
- 2024 division goal attainment (non-construction);
- non-construction and construction use data 2019 – 2024;
- the Diversity in Contracting Report Card – 2024 was the 'gap year' following the five-year Diversity in Contracting program goal;
- training and outreach in 2024;
- updating the Diversity in Contracting Policy Directive – directive language updates and program improvements;
- 2025 program goals;
- proposed number of WMBE firms utilized goal;
- 2025 training and program outreach; and
- next steps moving forward with the program.

Discussion ensued regarding:

- Diversity in Contracting department partners;
- educational outreach strategies;
- if Port of Seattle goals are comparable to other regional entities' goals;
- including 'prompt payment' in the coming policy directive update;
- percentage of spending going to white-owned firms;
- record spending for WMBE's in 2024; and
- metrics related to percentages used in goal setting and the number of WMBE firms - with the Port's annual dollar spend fluctuating every year, the program should consider a fixed dollar amount in goal setting.

[Clerk's Note: Commissioner Calkins exited the meeting at 2:53 p.m.]

Commission President Hasegawa thanked staff for their work in managing stakeholder meetings and voiced Commission support to continue the ongoing work.

12. QUESTIONS on REFERRAL to COMMITTEE and CLOSING COMMENTS

Commissioner Felleman recognized institutional impacts due to retirements of long-time Port employees and commented regarding their continued participation in the Port even after retirement.

13. ADJOURNMENT

The meeting adjourned at 3:23 p.m.

Prepared:

Attest:

Michelle M. Hart, Commission Clerk

Sam Cho, Commission Secretary

Minutes approved: June 24, 2025

DRAFT



**COMMISSION
AGENDA MEMORANDUM
FOR INFORMATION ONLY**

Item No. 8b
Date of Meeting June 24, 2025

DATE: June 1, 2025
TO: Stephen P. Metruck, Executive Director
FROM: Karen R. Goon, Deputy Executive Director

SUBJECT: Monthly Notification of Prior Executive Director Delegation Actions May 2025

APPROVAL SUMMARY

Notification of the following Executive Director delegated approvals that occurred in May, 2025

Category of Approval	Request#	Description of Approvals May 2025	Category Amount
Projects & Associated Contracts	1948-2025	AOS Breakroom Relocation	\$1,620,000.00
Projects & Associated Contracts	1997-2025	Harbor Island Marina Dock A Finger Pier Replacement	\$500,000.00
Projects & Associated Contracts	2013-2025	Access Control Mezzanine Doors	\$489,000.00
Projects & Associated Contracts	2057-2025	Continuation of Agreement with Sea Grant Fellowship Program	\$255,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	1944-2025	FAA Reimbursable Agreement for Signature	\$70,892.24
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	1984-2025	WSDOT-J Acct--SR518 off-ramp shoulder painting No Parking to Airport Expressway	\$75,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	1940-2025	Subsurface Utility Engineering Agreement	\$700,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	1958-2025	BIM System Support	\$1,000,000.00

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Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	1911-2025	Benefits Account Administrator Contract	\$1,250,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	2031-2025	Revised Letter of Agreement with SEA FAA Air Traffic Control Tower SEA-025 v2025-05	\$0.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	1946-2025	Supplemental Guard Services Contract	\$650,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	1875-2025	MOA w South Seattle College AMT	\$566,005.17
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	2061-2025	Port-wide Facilities Coffee Service Contract (up to 5 year term)	\$600,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	1999-2025	Airfield Habitat Improvement Project	\$500,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	2019-2025	Thru-Vision Screening Technology	\$350,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	1992-2025	Airport Dark Fiber Contract Extension	\$500,000.00
Real Property Agreement		No Approvals in May	\$0.00
Utilization of Port Crews		No Approvals in May	\$0.00
Sale of Surplus Port Property	1975-2025	Terminal Wide Voice Paging Equipment No Longer Needed by Port of Seattle	\$10,200.00
Total Value of Executive Director Approvals			\$9,136,097.41

TRANSPARENCY:

In approving the delegations for the Executive Director, the Commission requested that staff ensure transparency is built into the process. As a result, staff will make approvals visible to the public in two ways.

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First, these types of approvals will be made visible in public Commission meetings via monthly reporting like this one. Approvals are both timed and designed to be visible in a similar manner to the monthly Claims and Obligations reporting. Second, staff will publish these delegations in a PeopleSoft formatted report on the Port website in the same manner that all procurements, contracts, and other opportunities are made available to public communities.

BACKGROUND:

On January 24, 2023, the Commission approved and adopted Resolution No. 3810 that repealed related prior resolutions and increased the previously delegated Commission authority to the Executive Director and provided clarity in process directives to port staff. The approval made the Delegation of Responsibility and Authority to the Executive Director (DORA) effective on April 3, 2023.

The foundation for Resolution No. 3810 included significant data analysis, employee surveys, and internal audit recommendation. Resolution No. 3810 also aligns with the Port Century Agenda in that it helps make the Port a more effective public agency. Considerations and checks and balances have been built into the associated processes of Executive Director approvals including a high bar of transparency.

Following significant analysis and multiple Commission reviews, the Commission approved the DORA on January 24, 2023. That reporting memo is available for review on the Port website under the January 24, 2023, Commission public meeting, and it provides detailed reasoning and explanation of Resolution No. 3810.

**COMMISSION
AGENDA MEMORANDUM**

Item No. 8c-2

ACTION ITEM

Date of Meeting June 24, 2025

DATE: June 15, 2025
TO: Steve Metruck, Executive Director
FROM: Eloise Olivar, AFR Assistant Director Disbursements
SUBJECT: Claim and Obligations – April 2025

ACTION REQUESTED

Request Port Commission approval of the Port Auditor's payment of the salaries and claims of the Port pursuant to RCW 42.24.180 for payments issued during the period April 01 through 30, 2025 as follows:

Payment Type	Payment Reference Start Number	Payment Reference End Number	Amount
Accounts Payable Checks	957330	957850	\$6,468,249.68
Accounts Payable ACH	073022	073870	\$91,035,930.58
**Accounts Payable Electronic Fund Transfer (EFT)	069421	069438	\$13,682,975.69
Payroll Checks	228759	228887	\$86,492.34
Payroll ACH	1244649	1249511	\$19,171,768.40
Total Payments			\$130,445,416.69

*** This line item includes six wire transfers totaling \$138,557.68.*

Pursuant to RCW 42.24.180, "the Port's legislative body" (the Commission) is required to approve in a public meeting, all payments of claims within one month of issuance.

OVERSIGHT

All these payments have been previously authorized either through direct Commission action or delegation of authority to the Executive Director and through his or her staff. Detailed information on Port expenditures is provided to the Commission through comprehensive budget presentations as well as the publicly released Budget Document, which provides an even greater level of detail. The Port's operating and capital budget is approved by resolution in December for the coming fiscal year, and the Commission also approves the Salary and Benefit Resolution around the same time to authorize pay and benefit programs. Notwithstanding the Port's budget approval, individual capital projects and contracts exceeding certain dollar thresholds are also subsequently brought before the Commission for specific authorization prior to commencement of the project or contract - if they are below the thresholds the Executive Director is delegated authority to approve them. Expenditures are monitored against budgets monthly by management and reported comprehensively to the Commission quarterly.

Meeting Date: June 24, 2025

Effective internal controls over all Port procurement, contracting and disbursements are also in place to ensure proper central oversight, delegation of authority, separation of duties, payment approval and documentation, and signed perjury statement certifications for all payments. Port disbursements are also regularly monitored against spending authorizations. All payment transactions and internal controls are subject to periodic Port internal audits and annual external audits conducted by both the State Auditor's Office and the Port's independent auditors.

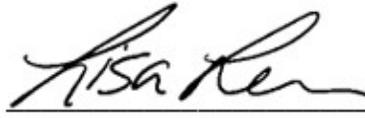
For the month of April 2025, over \$111,187,155.95 in payments were made to nearly 737 vendors, comprised of 2,315 invoices and over 9,151 accounting expense transactions. About 90 percent of the accounts payable payments made in the month fall into the Construction, Employee Benefits, Payroll Taxes, Contracted Services, Utility Expenses, NWSA Construction Payments, Janitorial Services, Room-Space-Land Rental and Public Expense. Net payroll expense for the month of April was \$19,258,260.74.

Top 10 Payment Category Summary:

Category	Payment Amount
Construction	60,644,153.13
Employee Benefits	14,814,997.93
Payroll Taxes	8,175,753.71
Contracted Services	7,131,634.35
Utility Expenses	2,999,228.88
NWSA Construction Payments	1,692,602.71
Janitorial Services	1,653,949.35
Room/Space/Land Rental	1,635,865.61
Public Expense	1,421,380.32
Other Categories Total :	11,017,589.96
Net Payroll	19,258,260.74
Total Payments	\$130,445,416.69

Meeting Date: June 24, 2025

Appropriate and effective internal controls are in place to ensure that the above obligations were processed in accordance with Port of Seattle procurement/payment policies and delegation of authority.



Lisa Lam/Port Auditor

At a meeting of the Port Commission held on June 24, 2025, it is hereby moved that, pursuant to RCW 42.24.180, the Port Commission approves the Port Auditor's payment of the above salaries and claims of the Port:

Port Commission

**COMMISSION
AGENDA MEMORANDUM**

Item No. 8c

ACTION ITEM

Date of Meeting June 24, 2025

DATE: June 15, 2025
TO: Steve Metruck, Executive Director
FROM: Eloise Olivar, AFR Assistant Director Disbursements
SUBJECT: Claim and Obligations – May 2025

ACTION REQUESTED

Request Port Commission approval of the Port Auditor's payment of the salaries and claims of the Port pursuant to RCW 42.24.180 for payments issued during the period May 01 through 31, 2025 as follows:

Payment Type	Payment Reference Start Number	Payment Reference End Number	Amount
Accounts Payable Checks	957851	958345	\$11,005,099.19
Accounts Payable ACH	073871	074790	\$80,462,159.80
**Accounts Payable Electronic Fund Transfer (EFT)	069439	069453	\$14,391,721.01
Payroll Checks	228888	229070	\$249,997.01
Payroll ACH	1249512	1254645	\$20,666,821.16
Total Payments			\$126,775,798.17

*** This line item includes two wire transfers totaling \$13,500.00*

Pursuant to RCW 42.24.180, "the Port's legislative body" (the Commission) is required to approve in a public meeting, all payments of claims within one month of issuance.

OVERSIGHT

All these payments have been previously authorized either through direct Commission action or delegation of authority to the Executive Director and through his or her staff. Detailed information on Port expenditures is provided to the Commission through comprehensive budget presentations as well as the publicly released Budget Document, which provides an even greater level of detail. The Port's operating and capital budget is approved by resolution in December for the coming fiscal year, and the Commission also approves the Salary and Benefit Resolution around the same time to authorize pay and benefit programs. Notwithstanding the Port's budget approval, individual capital projects and contracts exceeding certain dollar thresholds are also subsequently brought before the Commission for specific authorization prior to commencement of the project or contract - if they are below the thresholds the Executive Director is delegated authority to approve them. Expenditures are monitored against budgets monthly by management and reported comprehensively to the Commission quarterly.

Meeting Date: June 24, 2025

Effective internal controls over all Port procurement, contracting and disbursements are also in place to ensure proper central oversight, delegation of authority, separation of duties, payment approval and documentation, and signed perjury statement certifications for all payments. Port disbursements are also regularly monitored against spending authorizations. All payment transactions and internal controls are subject to periodic Port internal audits and annual external audits conducted by both the State Auditor's Office and the Port's independent auditors.

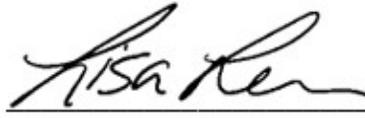
For the month of May 2025, over \$105,858,980.00 in payments were made to nearly 724 vendors, comprised of 2,881 invoices and over 18,952 accounting expense transactions. About 95 percent of the accounts payable payments made in the month fall into the Construction, Employee Benefits, Payroll Taxes, Contracted Services, Janitorial Services, Public Expense, Utility Expenses, Software, Sales Taxes and Maintenance Inventory. Net payroll expense for the month of May was \$20,916,818.17.

Top 10 Payment Category Summary:

Category	Payment Amount
Construction	57,884,838.60
Employee Benefits	11,949,220.75
Payroll Taxes	8,980,681.14
Contracted Services	8,138,801.59
Janitorial Expenses	4,193,211.52
Public Expenses	2,827,683.57
Utility Expenses	2,341,324.25
Software	1,806,892.83
Sales Taxes	1,611,575.81
Maintenance Inventory	834,849.12
Other Categories Total :	5,289,900.82
Net Payroll	20,916,818.17
Total Payments	\$126,775,798.17

Meeting Date: June 24, 2025

Appropriate and effective internal controls are in place to ensure that the above obligations were processed in accordance with Port of Seattle procurement/payment policies and delegation of authority.



Lisa Lam/Port Auditor

At a meeting of the Port Commission held on June 24, 2025, it is hereby moved that, pursuant to RCW 42.24.180, the Port Commission approves the Port Auditor's payment of the above salaries and claims of the Port:

Port Commission



**COMMISSION
AGENDA MEMORANDUM**

Item No. 8d
Date of Meeting June 24, 2025

DATE: June 18, 2025
TO: Stephen P. Metruck, Executive Director
FROM: Keri Stephens, Director, Aviation Facilities and Capital Programs
SUBJECT: Replacement of PC Air Units Project (CIP# C802126)

Amount of this request: \$4,065,387
Total estimated project cost: \$4,065,387

ACTION REQUESTED

Request a single Commission authorization in the requested amount of \$4,065,387 for the Executive Director to take all steps necessary, including the execution of all contracts, Public Works, Alternative Public Work procedures in accordance with RCW 39.10, Purchase PC (Pre-Conditioned) Air Units, use Port of Seattle crews as well as small and major works unit price contracts to perform the work and any other types of contracts or agreements to complete this project.

EXECUTIVE SUMMARY

This project will replace or refurbish broken Preconditioned Air Handling Units (AHUs), which provide heating and cooling to aircraft so that pilots do not have to use jet-fuel powered aircraft auxiliary power units. There are 16 gate location AHUs that have burst heating coils and cannot currently function for heating the aircraft. (These units still function for cooling the aircraft.) This work is planned to be completed by Q3 2026 using a combination of design and construction contracts and Port of Seattle crews. These AHUs need to be replaced or refurbished as soon as possible to reduce carbon emissions, lessen operational burden on airlines, and minimize passenger comfort complaints.

JUSTIFICATION

These AHUs heat the aircraft during cold winter days. Without this source of heat, the aircraft typically run their onboard jet-fuel powered auxiliary power units. Alternately, roll-up mobile diesel AHUs may be used but SEA lacks sufficient quantities for the number of failed AHUs. This project intends to replace the broken AHUs in a “like for like” manner to minimize the total down time of the gates. This work maintains the Port’s goals to reduce carbon emissions from the

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aircraft auxiliary power units or ground service units and is planned to be performed as expediently as possible to bring these gate areas back to their original functions.

Diversity in Contracting

For construction, the project team plans to utilize Unit Price contracts and the Diversity in Contracting Department along with the project team will be conducting outreach to WMBE businesses for awareness of the construction opportunities.

DETAILS

This project will replace or refurbish broken Preconditioned Air Handling Units at 16 gates across the Airport, these being: A9, B1, B3, B6, B7, B8, B10, B11, B12, B14, B15, S10, D1, D3, S2, D8. Approximately 10 units will be replaced with like-for-like units and 6 units will be refurbished. In particular, Gate S10 is a widebody gate. One gate will be addressed at a time for installation in order to avoid major disruptions. The project purpose is to replace and refurbish broken and malfunctioning units in kind. It will not include any system-wide upgrades, which are being developed separately and require more development and design to implement.

Scope of Work

Remove AHUs one gate at a time. Deliver and install/refurbish AHU equipment, using a 12 week procurement lead time. Installation of a single unit has a duration of 5 days, during which the aircraft gate will be out of service. Complete installation and refurbishment of the new unit and final testing, before moving on to the next gate until all 16 have been finished.

Schedule

Activity

Commission Design & Const. Authorization	2025 Q2
Design and Procurement start	2025 Q3
Construction start	2025 Q4
In-use date	2026 Q3

Cost Breakdown

	This Request	Total Project
Design	\$0	\$0
Materials and Equipment	\$1,654,250	\$1,654,250
Construction	\$2,411,137	\$2,411,137
Total	\$4,065,387	\$4,065,387

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – The AHUs across all gates would be refurbished rather than fully replaced. This would involve using an off-site specialist supplier to provide pick up, rebuild, deliver, and final testing of the units.

Cost Implications: This would be a cheaper solution than purchasing all new units.

Pros:

- (1) Lower capital cost.
- (2) Faster start to the work

Cons:

- (1) Refurbished units will have a lower lifecycle of the asset than a fully replaced unit, potentially resulting in failing units again.
- (2) Refurbished units have unknown risks to functionality.
- (3) Refurbishing units will have longer gate downtime and longer overall project duration than replacement of units, and therefore worse operational impacts.

This is not the recommended alternative.

Alternative 2 – Fully replace all 16 units with new units across the gates.

Cost Implications: This is the most expensive option.

Pros:

- (1) The lowest risk option regarding the operational functionality of units and potential supplier/contractor delays.
- (2) The least operationally impactful option on a per-gate basis, having a downtime of 5 days per unit rather than 9.
- (3) The second fastest delivery option.

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Cons:

- (1) The most expensive option.

This is not the recommended alternative.

Alternative 3 – Refurbish approximately the first 6 units and fully replace the remaining 10 units at all gates.

Cost Implications: This would be less costly than the second alternative of full replacement but more expensive than the first alternative of full refurbishment.

Pros:

- (1) Fastest completion date of any alternative.
- (2) Cheaper than the full replacement alternative.

Cons:

- (1) Refurbished units will have a lower lifecycle of the asset than a fully replaced unit, potentially resulting in failing units again.
- (2) Refurbished units have unknown risks to functionality.
- (3) Refurbished units will have longer gate downtime than replacement of units, and therefore slightly increased operational impacts.

This is the recommended alternative.

<i>Cost Estimate/Authorization Summary</i>	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$4,065,387	\$0	\$4,065,387
AUTHORIZATION			
Previous authorizations	\$0	\$0	\$0
Current request for authorization	\$4,065,387	0	\$4,065,387
Total authorizations, including this request	\$4,065,387	0	\$4,065,387
Remaining amount to be authorized	\$0	\$0	\$0

Annual Budget Status and Source of Funds

This project #C802126 was not included in the 2025-2029 capital budget and plan of finance. A budget of \$4,065,387 was transferred from the Aeronautical Allowance¹ CIP C800753 resulting in zero net change to the Aviation capital budget. This project will be funded by the Airport Development Fund (ADF).

Financial Analysis and Summary

¹ The Aeronautical Allowance is included in the Capital Improvement Plan to ensure funding capacity for unspecified projects, cost increases for existing projects, new initiatives, and unforeseen needs. This ensures funding capacity for unanticipated spending within the dollar amount of the Allowance CIP.

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Project cost for analysis	\$4,065,387
Business Unit (BU)	Gate
Effect on business performance (NOI after depreciation)	NOI after depreciation will increase due to inclusion of capital (and operating) costs in airline rate base.
IRR/NPV (if relevant)	N/A
CPE Impact	\$0.01 in 2027

Future Revenues and Expenses (Total cost of ownership)

There are no significant changes to maintenance requirements to PC Air Units.

ATTACHMENTS TO THIS REQUEST

(1) Presentation

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

None

PC Air Handling Unit Replacement

24 June 2025



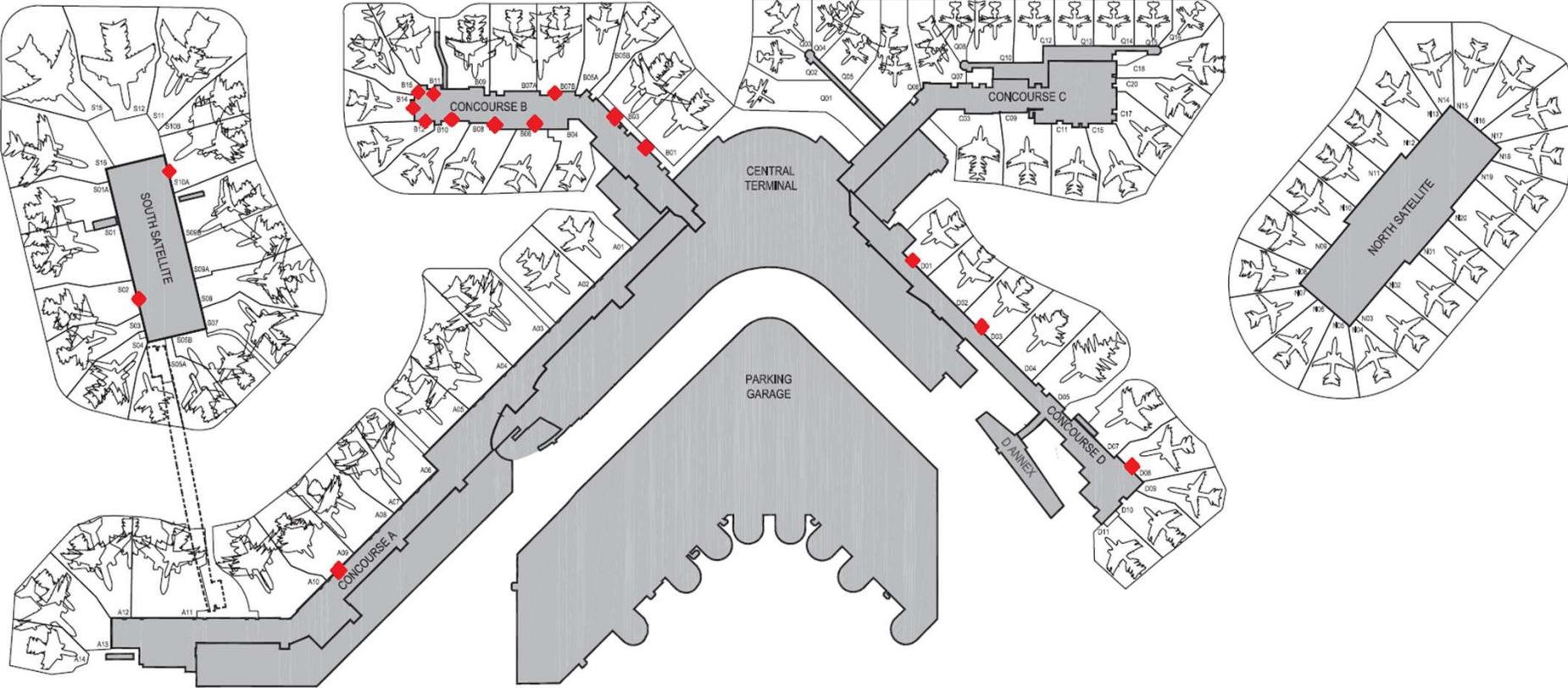
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Project Request Review

- 16 Air Handling Units (AHUs) have burst heating coils. These provide heating to the aircraft during winter operations.
- Gates with burst coils include: A9, B1, B3, B6, B7, B8, B10, B11, B12, B14, B15, D1, D3, D8, S2, S10 (widebody).
- Replace and refurbish the 16 AHUs identified as soon as possible, so aircraft do not need to run jet-fuel powered aircraft auxiliary power units while parked at gates.



Gates Affected



Project Context

- Multiple freeze events contributed to current heating coil failures (not end of life). The units are still able to provide cooling.
- This project restores heating at 16 gates as soon as possible. Separate from this project, work continues to identify solutions to improve PC Air cooling system-wide.
- A future project is currently being developed that will consider wholistic changes to the PC Air system to include freeze mitigations, programming adjustments, and a host of infrastructure and AHU upgrades.



Commission Authorization

- Request authorization for the PC Air Handling Units Replacement Project be approved.
- Estimated Project cost: \$4,065,387



**COMMISSION
AGENDA MEMORANDUM**

Item No. 8e

ACTION ITEM

Date of Meeting June 24, 2025

DATE: June 24, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Susie Archuleta, Sr. Real Estate Manager
Rod Jackson, Capital Project Manager
Jennifer Maietta, Director, Real Estate and Asset Management
Delmas Whittaker, Chief Operating Officer Maritime

SUBJECT: P66 Grand Staircase – Additional Funding Authorization (CIP #801371) (Short Form)

Amount of this request: \$2,000,000
Total estimated project cost: \$6,060,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to approve additional funding to award and execute a major public works contract and proceed with construction. Total request for this action is \$2,000,000 for a total project authorization of \$6,060,000.

SUMMARY

This request is for additional funding authorization to proceed with awarding and executing a construction contract. A single bid was received in response to the construction advertisement. The sole bid was deemed valid. The bid received was \$3,987,000, which is \$1,787,000 or 57% over the Engineer’s Estimate of \$2,200,000. The additional funds requested in this action will be used to cover the difference of the bid amount and to ensure funds are available for project contingency, taxes and soft costs.

The recommendation is to accept the bid received from the sole bidder, JTM Construction of WA, a certified Prime Contractor. Acceptance of this bid would meet the project goal of 12% WMBE participation.

There were seven (7) prime plan holders for the project. After the bid, the project team determined the following concerns may have discouraged bidders and contributed to the one (1) sole bid: potential tariff increases on materials and supplies, site congestion during cruise operations and possible night work, ongoing City of Seattle construction along Alaskan Way, waterproof membrane installation (under the staircase) during the winter season along with inclement weather protection for the project site.

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The project scope has been value engineered during the planning and design process to balance the P66 Grand Staircase project needs for daily operation versus the longevity of the system and to complete the work prior to the 2026 FIFA soccer tournament. Rejecting this bid would further delay the needed replacement and upgrades and would add significant costs required to readvertise the project, which may not result in additional bidders or in lower bids.

The Pier 66 facility is twenty-five years old and was built in 1995. To address Grand Staircase end of life concerns, the facility operations, which consists of Anthony’s Restaurant, Bell Harbor International Conference Center and the Bell Street Cruise Terminal, will be minimally impacted to extend the life of the Grand Staircase. Coordination with our cruise business and operations is a priority for minimizing the impact to cruise operations, along with informational signage to advise the public of detours during construction.

Additionally, due to funding priorities over the past few years, this Grand Staircase Replacement project was deferred but is now ready to move forward due to the critical need and timeline to be open by the 2026 FIFA soccer event hosted by the City of Seattle. The target date for completion is Q2/2026 with closeout scheduled for Q1/2027.

There are no attachments to this memo.

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

March 11, 2025 – Construction funding authorization

November 19, 2024 – Design funding authorization



**COMMISSION
AGENDA MEMORANDUM**

Item No. 9a

ACTION ITEM

Date of Meeting June 24, 2025

DATE: April 20, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Sarah Ogier, Director-Maritime Environment & Sustainability
Jon Sloan, Sr. Manager-Environmental Programs
Kathleen Hurley, Sr. Program Manager-Maritime Environment & Sustainability

SUBJECT: Commission Exemption for Maritime Blue-Quiet Sound Program

Amount of this request: \$250,000
Total estimated project cost: \$250,000

ACTION REQUESTED

Request Commission to determine a competitive process is not appropriate or cost effective in accordance with RCW 53.19.020(5); and authorize the Executive Director to execute a contract with Maritime Blue for the Quiet Sound Program, in the amount of \$250,000.

EXECUTIVE SUMMARY

This request would support work to protect Southern Resident Killer Whales (SRKW) via the Maritime Blue -Quiet Sound program which also supports the Port’s Green Marine certification related to underwater noise management.

In its short tenure, the Quiet Sound program has continued to expand its collaborative efforts with input from stakeholders from local, state, federal, and tribal governments, industry, research, and non-profit organizations. Quiet Sound has implemented three voluntary vessel slow-downs (a trial in 2022-2023 followed by slowdowns in 2023-24 and 2024-2025) resulting in quieter waters for whales. Additionally, they have strengthened the data network that alerts mariners to the presence of whales via the Whale Report Alert System (WRAS) in Washington State. Detections derived from Quiet Sound’s contractor Orca Network, a 501(c)(3) non-profit, have dramatically increased the functionality of WRAS; in April 2025 alone, over 500 detections were entered into WRAS from Orca Network.

This request would allow the Port to continue to support this vitally important work for a healthy Puget Sound. The Quiet Sound program has received funding from the Washington State legislature along with other federal and local government as well as philanthropic partners. Currently, most of Quiet Sound’s funding is from grants and Washington State biennium budget;

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the Port of Seattle and the NWSA have provided continuous funding since the inception of the program.

JUSTIFICATION

In accordance with RCW 53.19.020(5), competing this service is not reasonable or cost effective due to the following:

- 1) Quiet Sound is a program of the non-profit organization Washington Maritime Blue. Its mission is to better understand and reduce the impact of commercial shipping on the endangered Southern Resident killer whale. It is the only currently known program in Washington State that fulfills the Governor’s recommendation #22 to develop “a parallel and adaptive implementation of ECHO and related shipping noise-reduction initiatives while promoting safe, sustainable shipping practices.”
- 2) Maritime Blue convenes a diverse stakeholder group to make meaningful progress on reduction of underwater noise by large commercial vessels. The program regularly convenes a coalition of federal, tribal, state, port, maritime industry, and conservation organizations to shape initiatives that inform current and future programming. They are uniquely positioned to continue to lead and grow the program which is aligned with Port of Seattle goals as a joint partnership.

Staff will be including the following paragraph in the preamble to the contract: “Quiet Sound’s primary programs include a) improving and supporting the Whale Report Alert System in Washington State and funding for visual sightings networks; and b) the annual voluntary vessel slowdown in Admiralty Inlet. Quiet Sound aims to improve the alert system by supporting the input of Washington-based Southern Resident killer whale sightings data through continued engagement with public sighting efforts such as Orca Network and others. This will ensure robust alert system coverage of orca presence in Washington waters and better data to mariners to reduce impacts to Southern Resident Killer Whales. The annual vessel slowdown in Admiralty Inlet requires coordination with vessel operators and commercial shipping organizations to encourage participation. Additionally, Quiet Sound collects data on the efficacy of the slowdown via use of a seasonal hydrophone that measures differences in underwater noise throughout the slowdown. This contract and funding from the Port of Seattle will support input of publicly accessible data from a real-time sighting network into the Whale Report Alert System, as well as stakeholder engagement, innovation, and voluntary vessel operations.”

Staff has confirmed Maritime Blue to be the only organization with the capability and focused support network to implement this partnership with the Port. At this time, no other maritime nonprofit organization or public agency has the staff expertise, breadth of advisory members, or focus that will allow the Port of Seattle to work in partnership on this program. Maritime Blue’s Quiet Sound program provides unique skills and knowledge required by this agreement, such as knowledge of voluntary vessel operational measures, contracts with visual sightings networks (such as Orca Network), alerts to marines and stakeholder engagement, which complements and

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augmentations that which the Port possesses. Because of Maritime Blue’s unique expertise, skills and knowledge, a competitive process is not appropriate or cost effective, and a competitive exemption is appropriate in accordance with RCW 53.19.020(5).

Diversity in Contracting

Based on consultation with the Diversity in Contract team, and based on their review of subcontracting opportunities, this contract doesn’t appear to be viable for WMBE goal considering its scope and intent.

The administrative home of the Quiet Sound program, Maritime Blue, has a robust equity engagement program to support youth seeking careers in the maritime industry.

DETAILS

The project will support the implementation of the Quiet Sound program, a program of the non-profit Maritime Blue. Quiet Sound staff will implement projects focused on reduction of underwater noise from large commercial vessels in Puget Sound, coordinating with partners, such as Canada’s ECHO program and local whale sightings organizations. Funding for this program was included in the 2025 annual budget and will be requested annually for the duration of the contract (five years total).

Scope of Work

Work will include efforts in the following areas to advance diverse efforts to reduce underwater noise.

- (1) Program Coordination, Stakeholder Engagement, and Management
- (2) Whale Detections (such as Orca Network) and Alerts to Mariners projects
- (3) Voluntary Vessel Operational Measures projects

Schedule

Anticipated annual schedule and milestones, which will be reviewed at the start of each program cycle.

Activity

Commission approval of competition waiver	2025 Quarter 2
Project start	2025 Quarter 2
Project progress memos	Annually
Project ends	2030 Quarter 4

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This Request Total Project

Cost Breakdown

Year 1	\$50,000	\$250,000
Total	\$0	\$250,000

Years 2-5 budget is anticipated to be \$50,000/year for a total of \$250,000 over five years.

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Given the Quiet Sound program’s unique position to develop and implement actions to reduce underwater noise from large commercial vessels there is not a comparable program in Washington State to easily evaluate alternatives. Quiet Sound is a unique program in Washington State working with industry, local and state governments, and non-governmental organizations on the issue of underwater noise, particularly in development of technology to use whale sightings data to advise ship pilots of marine mammal presence and the ability to coordinate vessel slowdowns, which reduces underwater noise generated by ships transiting through the inland waters of Puget Sound.

Alternative 1 – Decide against funding the Quiet Sound program

Cost Implications:

Reduces expense budget by approximately \$50,000 annually for 5 years.

Pros:

- (1) Reduces Maritime Environment & Sustainability’s expense budget by approximately \$50,000 annually

Cons:

- (1) Limits Port’s engagement in underwater noise management related to protection of Southern Resident Killer Whales
- (2) Potentially increases Port underwater noise mitigation requirements for capital projects that generate underwater noise as Port participation in Quiet Sound demonstrates Port’s commitment to reduction of underwater noise.
- (3) Negatively impacts the Port’s Green Marine certification level related to underwater noise

This is not the recommended alternative.

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Alternative 2 – Pursue a competitive contract to implement this scope of work

Cost Implications: It is not possible for the Port to recreate the entire Quiet Sound program without substantial investment. Pursuing a separate contract for this scope of work would result in higher cost to the Port.

Pros:

- (1) This option could provide the opportunity to competitively procure services for similar work.

Cons:

- (1) Pursuing a competitive contract for similar work would likely incur a much higher cost for this scope of work. For example, a recent hydrophone baseline study contracted by the Port has a value of \$200,000 for a single year of work. Their scope does not include the broad stakeholder engagement or whale sightings work that Quiet Sound covers.
- (2) This option would likely duplicate current initiatives and reduce efficiency related to reduction of underwater noise from large commercial vessels within Puget Sound.
- (3) There are no known firms that undertake the specific combination of work encompassed in the Quiet Sound program – the combination of convening diverse stakeholder groups, implementing an annual voluntary vessel slowdown, strengthening the data stream of whale sightings to mariners, while also testing innovative whale-detection approaches.

This is not the recommended alternative.

Alternative 3 – Fund Quiet Sound at the requested level of \$250,000 over 5 years

Cost Implications: Requires annual funding of \$50,000 from the expense budget

Pros:

- (1) Supports continuity in progress related to underwater noise reduction already established by the Quiet Sound program;
- (2) Cost efficient method to achieve goals around underwater noise reduction, including Green Marine certification, alignment with state goals related to underwater noise reduction, and support Port capital project permitting.
- (3) Aligns with stated shared goals between Maritime Blue and the Port of Seattle related to marine conservation and sustainability as described in the Memorandum of Understanding.

Cons:

- (1) None.

This is the recommended alternative.

FINANCIAL IMPLICATIONS

The Quiet Sound program is an integral part of the Port’s Green Marine certification program and supports the Port’s pursuit of a healthy Puget Sound to become the “cleanest, greenest port in North America.”

Meeting Date: June 24, 2025

<i>Cost Estimate/Authorization Summary</i>	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$0	\$250,000	\$250,00
AUTHORIZATION			
Previous authorizations	0	0	0
Current request for authorization	0	250,000	250,000
Total authorizations, including this request	0	250,000	250,000
Remaining amount to be authorized	\$0	\$0	\$0

Annual Budget Status and Source of Funds

This has been budgeted in the 2025 expense budget for Maritime Environment and Sustainability. It will be included in future annual budget requests.

Financial Analysis and Summary

Project cost for analysis	\$250,000 over 5 years
Business Unit (BU)	Maritime Environment and Sustainability
Effect on business performance (NOI after depreciation)	NA
IRR/NPV (if relevant)	NA
CPE Impact	NA

Future Revenues and Expenses (Total cost of ownership)

NA

ADDITIONAL BACKGROUND

The background for this initiative originates from former Washington State Governor Jay Inslee’s Southern Resident Orca Task Force Report and Recommendations (November 16, 2018). Task Force Recommendation #22 included:

1. Create a program similar to Port of Vancouver’s Enhancing Cetacean Habitat and Observation program (ECHO) for Washington State, including participation by ports, whale watching operators, private vessel operators and Tribal governments as desired.
2. Coordinate with the ECHO Program on transboundary efforts to reduce noise impacts to Southern Residents. Provide funding to complete an underwater acoustic monitoring network for Puget Sound, filling in gaps — such as on South San Juan Island — and supporting acoustic and visual mapping to improve the ability to identify when and where Southern Resident orcas are present.

Meeting Date: June 24, 2025

The implementation details associated with Recommendation #22 encourage collaboration with strategic Canadian, U.S. and Washington state partners, including the Coast Guard, Washington State Ferries, Puget Sound ports, the Pacific Merchants Shipping Association, the Puget Sound Pilots, OrcaSound, Tribal co-managers, ECHO and others, with a goal to support “parallel and adaptive implementation of ECHO and related shipping noise-reduction initiatives while promoting safe, sustainable shipping practices.”

Following the report, the Port of Seattle initiated a partnership and the establishment of a program to achieve the Task Force Report and Recommendations. The Quiet Sound program was formalized as an independent program to be housed within Maritime Blue in 2021. The Port and its partners, including the Quiet Sound program, have made notable progress related to commercial vessels and underwater noise in Puget Sound. For this progress, NOAA recognized the Quiet Sound program as its “2023 Partner in the Spotlight” for Quiet Sound’s exceptional efforts related to the conservation and recovery of Southern Resident Killer Whales.

ATTACHMENTS TO THIS REQUEST

- (1) Presentation

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

November 19, 2024 (Item 10a) – Renewal of the Memorandum of Understanding between the Port of Seattle and Washington Maritime Blue continuing their long-standing collaboration on maritime innovation and environmental stewardship.

November 16, 2021 (Item 8j) – The Commission authorized a legal settlement between the Port and the Center for Biological Diversity. As part of that settlement agreement, the Port was required to fund Quiet Sound, a program of Maritime Blue, for a total of \$42,000.

**Quiet Sound:
Five (5) Year Service
Agreement
&
Commission Exemption**

June 24, 2025



Item No. 9a
Meeting Date: June 24, 2025

Request

1. Authorization for the Executive Director to sign a \$250,000 service agreement with Maritime Blue to support Quiet Sound Program consistent with an MOU approved by Port of Seattle Commission on November 19, 2024.
2. Staff is also requesting that the Commission exempt the service agreement from competitive process requirements consistent with RCW 53.19.020(5).

Background

- Southern Resident Orca Task Force Recommendation 22:
 - Create a program similar to ECHO program for Washington State
 - Coordinate with ECHO on transboundary efforts to reduce noise impacts
 - Provide funding for acoustic monitoring network for Puget Sound
- Port of Seattle initiated process to set up Quiet Sound program
- Maritime Blue was selected to lead the program in 2019-20
- Participation from numerous stakeholders: Ports, Ferries, Marine Exchange, Tribes, US Coast Guard, Cruise, etc.

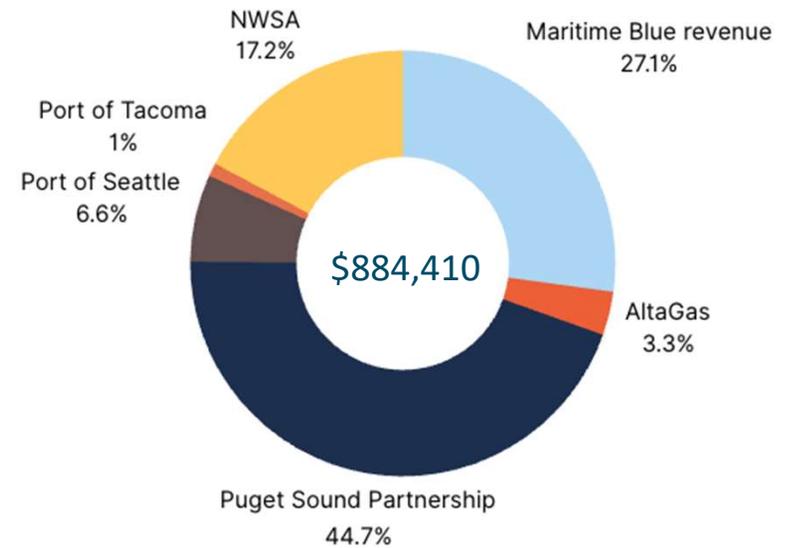
Accomplishments

- Voluntary vessel slowdowns (2022-2025)
- Strengthened sightings data (e.g., Orca Network)
- Expanded Whale Report Alert System (WRAS)
- Legislative advocacy
- Coordination with ECHO (British Columbia) and others



2025-2026 Funding

- Washington State legislature
- Philanthropic partners
- Port of Seattle/Tacoma/NWSA
- Prior years included federal funding
- Anticipating ~\$400-500k reduction compared to 2024-25



Quiet Sound Program
2025-2026

Budget Prioritization

REVENUE	\$884,410
Salaries, benefits, taxes	(\$428,994)
Allocated expenses	(\$272,788)
Facilitation	\$0
Underwater listening station design/permitting/engagement	\$0
Underwater listening station build/operate	\$0
Deploy hydrophone + AIS	\$0
Model noise reduction + AIS (12-week slowdown. Every additional 2 weeks adds \$600)	(\$50,000)
Orca Network (12k/mo) - assumes 5 months for slowdown	(\$60,000)
WRAS	(\$47,000)
WhaleSpotter Pt Wilson (1 year of operation)	(\$23,280)
WhaleSpotter New + Installation + Operation	\$0
Net	\$2,348

Commission Exemption

Competing this service is not reasonable or cost effective due to the following:

- Quiet Sound is the only program that fulfills Orca Task Force recommendation to develop “a parallel and adaptive implementation of ECHO and related shipping noise-reduction initiatives”
- The program convenes a coalition that shape initiatives to inform current and future programming in a manner that is aligned with Port of Seattle goals.

Request

1. Authorize Executive Director to sign a \$250,000 service agreement with Maritime Blue to support the Quiet Sound consistent with MOU approved by Commission on November 19, 2024.
2. Exempt service agreement from competitive process requirements consistent with RCW 53.19.020(5).



COMMISSION
AGENDA MEMORANDUM

Item No. 10a

ACTION ITEM

Date of Meeting June 24, 2025

DATE: June 18, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Mian Rice, Director, Diversity in Contracting
Vy Nguyen, Strategic Advisor, Commission Office

SUBJECT: Introduction of Resolution 3836, Updating the Diversity in Contracting Directive

ACTION REQUESTED

Request Commission introduction of Resolution No. 3836: A Resolution of the Port of Seattle Commission amending Resolution No. 3737 and the Diversity in Contracting Policy Directive to increase women and minority business opportunities.

SUMMARY

Introduction of this resolution seeks to update and amend the Port of Seattle’s Diversity in Contracting program to reflect growth of the program established by Resolution No. 3737, adopted by the Port of Seattle Commission in January 2018.

The overall program goals remain the same: to increase women and minority business enterprises (WMBE) participation and utilization in Port of Seattle contracting opportunities through the Diversity in Contracting program of the Port.

In preparation of the future goals, Port staff conducted 3 Round Tables, 2-2-1’s, executive leadership briefings, with WMBE committee supporting and advancing new goals.

This resolution seeks to establish goals and objectives for the Diversity in Contracting program; updated goals include: an increase of the percentage of dollars spent on WMBE, SBE, and VBE contracts, increase in the utilization of WMBE, SBE, and VBE firms portwide, and creates a new baseline for WMBE utilization in construction. There are additional programmatic shifts to increase knowledge and transparency of payment timelines, project labor agreements and expectations and requirements of firms that it applies to; strategies such as leveraging alternative delivery methodologies or lowering risk to increase WMBE, SBE, and VBE participation, and additional data collection in support of the program evaluation. The proposed updates would apply to the Diversity in Contracting program through 2030.

Attachments/References

1. Draft Resolution No. 3836
2. Resolution No. 3737
3. Presentation

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**PORT OF SEATTLE
RESOLUTION NO. 3836**

A **RESOLUTION** of the Port of Seattle Commission amending Resolution No. 3737 and the Diversity in Contracting Policy Directive to increase women and minority business opportunities.

WHEREAS, the Port of Seattle works to create, improve, and grow economic opportunities for all, including through supporting Women Minority Business Enterprises (WMBE) and Small Business Enterprises (SBE) through contracting opportunities with the Port; and

WHEREAS, the Port of Seattle created its Diversity in Contracting program via Resolution 3737 (Res3737) adopted in January 2018. Res3737 formally adopted the Diversity in Contracting Directive as an actionable way to meet the Century Agenda goal of increasing WMBE utilization in Port contracts; and

WHEREAS, the Diversity in Contracting Directive, via Res3737, established goals for the program to achieve in five years from 2019 to 2023. Res3737 set goals to increase the number of WMBE firms contracted with the Port of Seattle, to increase dollars spent on WMBE contracts to 15% over the implementation period of the Diversity in Contracting program, and increase overall WMBE utilization in Portwide contracting opportunities; and

WHEREAS, the Port of Seattle established additional goals in the Diversity in Contracting program to incorporate WMBE goals into Division and COEs strategic business plans, budget and resource allocations, Century Agenda goals and objectives, prepare and publish annual reports, improve inclusion and outreach to grow WMBE participation, and actively work to reduce disparities in contracting; and

WHEREAS Res3737 detailed strategies to support WMBEs, knowledge, and expertise to bid on Port contracting opportunities, as well as strategies and support from the Port's Executive Director and Commission for the Port to be flexible and responsive to achieve goals set by the Diversity in Contracting Directive; and

WHEREAS, programmatic data collection and disparity studies have been essential to understanding challenges and successes of implementation of the Diversity in Contracting program; and

WHEREAS, the Port has partnered with a total of 392 WMBE businesses in 2023, exceeding its policy goal of working with 354 WMBE firms annually. From 2019-2023, the Port partnered with 791 unique WMBE firms; and

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WHEREAS, the Diversity in Contracting program has made significant progress in expanding economic opportunity. In 2016, WMBEs held 5.3% of Port contracts for a total of 118 firms; WMBE utilization more than doubled by 2021, seeing a high of 14% utilization and 392 WMBE firms contracting with the Port; and

WHEREAS, as the Diversity in Contracting program grows, small business and veteran-owned businesses have been identified as opportunities for inclusion to achieve program goals while growing diverse businesses that can compete for Port contracts; and

WHEREAS, the Diversity in Contracting program works to achieve an environment of parity for all businesses and competitiveness; and

WHEREAS, for 2025-2030, the Diversity in Contracting program seeks to expand businesses eligible for programmatic support, improve processes such as prompt payments, collect additional data, increase outreach and education, and continue to lower barriers to increase access to Port contracting opportunities in fulfillment of the Port’s mission to promote economic opportunities and quality of life in the region by advancing trade, commerce, and job creation in an equitable, accountable, and environmentally responsible manner.

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

SECTION 1. Resolution No. 3737 is hereby amended to read as appearing in Exhibit A to this resolution.

SECTION 2. The Diversity in Contracting Policy Directive as shown in the attached Exhibit A is hereby amended to read as follows.

SECTION 3. This policy directive shall be labeled and catalogued as appropriate, together with subsequent policy directives, and shall be made readily available for use by Port staff and members of the public as a governance document of the Port of Seattle.

ADOPTED by the Port of Seattle Commission at a duly noticed public meeting thereof, held this _____ day of _____, 2025, and duly authenticated in open session by the signatures of the commissioners voting in favor thereof and the seal of the commission.

Port of Seattle Commission

EXHIBIT A to Resolution No. 3836

Diversity in Contracting Policy Directive

As proposed July 8, 2025

SECTION 1. Purpose.

The Port finds that minority, women -owned businesses are under-represented and have been under-utilized on Port contracts through disparity studies and other reports. The purpose of this policy directive is to provide the maximum practicable opportunity for increased participation by minority, women - owned and controlled businesses in Port contracting for public works, consulting services, supplies, material, equipment, and other services by increasing a diverse, competitive pool of potential contractors to meet the Port's Diversity in Contracting goals of Port spend and increase of WMBE, Small Business, and Veteran Business utilization.

SECTION 2. Definitions.

For the purposes of this chapter:

“Affirmative efforts” means documented reasonable attempts in good faith to contract with women, minority, and veteran owned businesses.

“Availability” or “available” as used in this chapter means a business that is interested in and capable of performing the work within the time frame required and to the quality specified in the solicitation and contract.

“Capability” or “capable” as used in this section means that a business appears able to perform a commercially useful function in performance of the work.

“Central database” means an electronic database that collects, aggregates, and tracks monthly Port-wide, division, and department-level utilization of small business, women and minority owned business, and other classifications across various categories and contract types and promotes transparency for the public.

“Commercially useful function” means the performance of real and actual services in the discharge of any contractual endeavor.

“Construction Business” means any person, firm, corporation or other entity who or which, in the pursuit of an independent business undertakes to, or offers to undertake, or submits a bid to, construct, alter, repair, add to, subtract from, improve, develop, move, wreck, or demolish any building, road, excavation or other structure, project, development, or improvement attached to real estate or to do any part thereof including structures or works in connection therewith, the installation of roofing or siding, or cabinet or similar installation; and/or employes members of more than one trade upon a single job or project or under a single

building permit.

“Contract” means an agreement for public works, consulting services, supplies, material, equipment, or other services.

“Contract awarding authority” means any individual, office, or division that is receiving the benefit of a Contract.

“Contractor” means a business that has a Contract with the Port.

“Division” means any Port of Seattle organization structure that has a director that reports to the Executive Director.

“Relevant demographic data” is defined as, but not limited to, Asian-Pacific Americans, Black Americans, Hispanic Americans, Native Americans, Asian, and Women, and other characteristic information related to a business owner’s sexual orientation, sex/gender, race, ethnicity, or veteran status as self-reported and/or certified by another government entity, as deemed necessary or relevant to eliminating disparity in Port contracting.

“Small Business” (SBE) means a business that is certified by OMWBE as either a Small Business Enterprise (SBE) or Public Works Small Business Enterprise (PWSBE).

“Utilization” is defined as both the percent of contracting dollars paid to WMBE firms as well as the number of WMBE firms under contract.

“Veteran owned business” (VBE) means a business that has been certified by Washington State Department of Veteran Affairs as veteran owned.

“Women or minority business” (WMBE) means a business that is at least 51 percent owned and controlled by women and/or minority (including, but not limited to African Americans, Native Americans, Asians, and Hispanics) group members.

SECTION 3. Scope and Applicability.

This policy shall apply to all Contracts and activities at the Port.

SECTION 4. Responsibilities.

The Executive Director shall pursue the Century Agenda goal to increase WMBE, VBE and SBE utilization in all Port contracts and shall:

- A. Achieve the Century Agenda goal to achieve 16 percent of dollars spent on WMBE contracts, and 500 WMBE firms utilized annually, within the next five years (2025 – 2029) of the Diversity in Contracting Program.

B. Incorporate WMBE, and the tracking of SBE, and VBE utilization into the Port's Century Agenda Objectives and KPIs. Further, the Executive Director shall prepare and publish an annual report each year titled Diversity in Contracting Annual Report;

C. Improve inclusion and outreach to sustain and improve WMBE, SBE, and VBE participation and to reduce disparity in Port contracting;

D. Take pro-active efforts to assure equity in contracting opportunities through the development and application of inclusion plans or other tools as necessary; and

E. Expand opportunities for WMBE, SBE, and VBE firms across Port functions, wherever practicable.

(Res. 3737, §3, 2018)

SECTION 5. Policy.

A. The Diversity in Contracting Program shall include:

- (1) Responsibilities, policies, practices, and processes that can change the Port procurement and contracting processes and provide a more receptive environment for the utilization of WMBE, SBE, and VBE firms, and to ensure that businesses and contractors of all tiers working on Port contracts and subcontracts utilize WMBE, SBE, and VBE firms, wherever feasible or as required.
- (2) Develop and refine a standard procedure for the Port-wide WMBE aspirational goal setting, and collection and reporting of relevant demographic data to be stored in a central database.
- (3) Identify categories of contracts that will require WMBE inclusion plans and other tools that will be applied to other categories of contracts Port-wide.
- (4) Clear lines of responsibility and accountability for implementation of the Diversity in Contracting Program and a designated WMBE liaison for each division.
- (5) Make WMBE aspirational goal setting and affirmative implementation efforts part of the annual performance evaluation for each Port division director and their staff and require standardized Diversity in Contracting program training, implementation, and coordination for all division leaders and their WMBE representatives.

B. The Diversity in Contracting Annual Plan shall include:

- (1) Specific measures the contract awarding authority will undertake to increase the utilization of WMBEs to reduce disparity in Port contracting; and
- (2) Specific aspirational goals by division for WMBE utilization:
 - (a) Each Port division will review future procurements to identify available firms on upcoming contracts to create a utilization goal that is justifiable.
 - (b) Construction goals, other than small works, based on disparity studies or other valid internal data can demonstrate a reasonable level of utilization.

C. To improve inclusion and outreach to sustain and improve WMBE, SBE, and VBE participation and to reduce disparity in Port contracting, the Port shall:

- (1) Support training and assistance to Port staff to increase participation in outreach and to learn about the internal and external resources available to include WMBE, VBE, and SBE firms in their procurement and contracting.
- (2) Improve and expand technical assistance, including WMBE, SBE, and VBE certification, business development, training, and mentoring programs for WMBE, SBE, and VBE firms to enhance bidding expertise and promote greater coordination with advocacy organizations, businesses, individuals, and public agencies and other Port departments.
- (3) Create opportunities for members of the contracting and vendor community, Port, and other stakeholders to work collaboratively on recommendations for how the Port can more effectively use the directives in this policy directive.
- (4) Assist contractors desiring to bid on Port Contracts to comply with the affirmative efforts provision for such Contracts and offer information as to organizations and agencies available to assist such contractor in recruiting, mentoring, training, or otherwise preparing potential subcontractors.
- (5) Cooperate and establish formal and/or informal partnerships and mutual cooperation with the Office of Minority and Women's Business Enterprises and other public agencies to carry out the purposes of this policy directive, as needed.
- (6) Leverage opportunities as authorized by the Executive Director to increase WMBE, SBE, and VBE firm participation if attainment goals are not being met.
- (7) Improve contracting in support of WMBE, SBE, and VBEs through developing a proposed process for prompt payments to subcontractors and proposing this

process to the Commission for Commission consideration and/or action by the end of the second quarter 2026. This may include (but are not limited to) developing recommendations to increase efficiencies with prompt payments to subcontractors, this process shall contemplate using every resource and approaches available to the Port to ensure prompter pay provisions to subcontractors. The Port shall also consider adjusting competitive thresholds for professional services.

- (8) To support small business participation by reviewing project risk and adjusting bonding and insurance levels, when possible, to increase participation on Public Works projects.
- (9) Leverage the use of Alternative Delivery Methodology contracts to support increased WMBE, SBE, VBE participation, where applicable.
- (10) Increase education and outreach to WMBEs, SBEs, and VBEs to understand PLA terms.
- (11) Collect data on timely dispatch of workers on contracted jobs with the Port.

D. Affirmative efforts to assure equality of contracting opportunity required:

- (1) Require bidders and proposers to comply with the Diversity in Contracting solicitation requirements in order to sustain and improve participation of WMBE, SBE, and VBEs in Port Contracts.
- (2) Prepare and require that Port Contracts include specifications pertaining to equal opportunity affirmative efforts to assure equality in contracting opportunity, and aspirational goals for WMBE subcontracting. Any goals established under this chapter shall be reasonable; however, no utilization requirements shall be a condition of contracting, except as may be allowed by RCW 49.60.400.
- (3) Regularly monitor and measure the Port Diversity in Contracting program and attainment of aspirational goals by contractors.
- (4) May establish aspirational goals for the participation of women, minority, veteran, and small businesses in a particular Port contract on a case-by-case basis.
- (5) Work closely with other divisions and departments to ensure all policies, practices, and processes are consistent and complementary and make it easier for WMBE, SBE, and VBE firms to pursue Port Contracts.

- (6) Define, implement, and monitor appropriate processes and procedures to ensure prompt payments and change order processing to address timely payment of contractors, suppliers, and subcontractors at all tiers. Review and recommend potential improvements to the existing prompt pay processes and procedures.

E. Affirmative efforts in subcontracting:

- (1) All contractors, including WMBE, SBE, and VBE firms, shall actively solicit bids for subcontracts to eligible, available, and capable WMBE, SBE, and VBE firms to perform commercially useful functions.
- (2) At the request of the relevant Port department, when inclusion plans are required, contractors shall furnish evidence of the contractor's compliance with such requirements and will submit evidence of compliance when requested. Contractors shall provide records necessary to document affirmative efforts to subcontract with WMBE businesses on Port contracts.
- (3) Compliance with all requirements and past performance under this policy directive may be included in the evaluation of future procurements.
- (4) Contracts funded in whole or in part with federal funds or that are otherwise subject to federal contracting or other federal legal requirements (collectively "Federally-Regulated Contracts"). Federally-Regulated Contracts shall comply with all applicable federal laws, regulations, and orders, including those related to DBEs, ACDBEs, WMBEs, SBES, and VBEs. To the extent permitted by those federal laws, regulations, and orders, and only to that extent, the provisions of this Policy Directive shall also be applied to Federally-Regulated Contracts. In contracts subject to 9 CFR 26. Subpart C, regarding Disadvantaged Business Enterprises (DBE), references to Women and Minority Businesses shall also include federally recognized ACDBEs or DBEs. In the event of a conflict between the provisions of this chapter, or the rules implementing this policy directive, and the requirements of 49 CFR 26, Subpart C, or 49 CFR Part 23, Subpart D, or any other superseding applicable federal statute or regulation, the provisions of the federal statute or regulation shall control.

F. Expanding Opportunity.

- (4) The Port shall review and expand opportunities for WMBE, SBE, and VBE firms in other Port enterprise opportunities, for example real estate leases, to encourage and promote access to Port facilities.

(Res.)

SECTION 6. Program Evaluation.

A. Benchmarks and metrics to evaluate the Diversity in Contracting Program shall include:

- (1) Incorporation of WMBE goals to the fullest extent reasonable, including incorporation into Century Agenda Key Performance Indicators (KPI), reports, and updates.
- (2) Specific measures the contract awarding authority will undertake to increase the participation of women, minority, veteran-owned, and small businesses and to reduce disparities, including the number of events or outreach activities conducted to ensure responsiveness to bid opportunities.
- (3) Progress towards specific division WMBE utilization goals, including the number of opportunities a division has available, the goals established for those opportunities and the actual utilization, including periodic review of disparity study results to determine reasonableness of goals.
- (4) Data reporting using the standard procedure identified in the Diversity in Contracting program for the Port-wide collection and reporting of relevant demographic data including percent of spend, number of businesses, and type of procurements. This also includes all relevant data systems to comply with United States's Department of Transportation's Disadvantage Business Enterprise (DBE) program requirements.
- (5) Preparation and publication of an annual report titled Diversity in Contracting Annual Report.

SECTION 7. Fiscal Implications.

Fiscal implications shall be reviewed by the Executive Director annually, at a minimum, to ensure the implementation of the policy directive is adequately resourced and shall submit a budget request as appropriate.

Revision History

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July 8, 2025

Resolution No. 3836, increasing women and minority business opportunities.

January 9, 2018

Resolution 3737, establishing the Diversity in Contracting Policy Directive, was adopted.

Resolution No. 3737

A RESOLUTION of the Port of Seattle Commission establishing a Diversity in Contracting Policy Directive to increase women and minority business opportunities and to repeal Resolutions No. 3506 and No. 3618.

WHEREAS, the Port of Seattle mission is committed to create economic opportunity for all, steward our environment responsibly, partner with surrounding communities, promote social responsibility, conduct ourselves transparently, and hold ourselves accountable; and

WHEREAS, the economic vitality of a community is strengthened and more resilient when opportunity is inclusive across our diverse communities; and

WHEREAS, the Port of Seattle is uniquely positioned among public agencies to lead in efforts of justice and equity by providing a level platform to all businesses including women and minority business Enterprise (WMBE) firms to compete and succeed; and

WHEREAS, the 1998 passage of Initiative 200 by Washington state voters prohibited racial and gender preferences by state and local government led to an underutilization of WMBE's at the Port and many other public agencies; and

WHEREAS, In 2003, in response to I-200, the Port passed Resolution No. 3506, a race neutral approach "establishing a program to develop mutually advantageous business relationships with small businesses, and firms owned and operated by minorities, women and disabled"; and

WHEREAS, In 2010, the Port of Seattle passed Resolution No. 3618, a race neutral approach to develop "a program to develop mutually advantageous business relationships with small businesses including those owned and operated by people of color, women, people with disabilities, veterans, and the socio-economically disadvantaged"; and

WHEREAS, the Port of Seattle's efforts and programs as a result of Resolutions 3506 and 3618 have increased small business participation but have not increased WMBE participation; and

WHEREAS, it is a priority for the Port of Seattle to affirmatively expand its efforts to increase WMBE participation in port contracts and ensure that WMBEs are afforded fair and equitable opportunity to compete for port contracts, succeed as subcontractors, and do not face unfair and unnecessary barriers when seeking and performing on port contracts; and

WHEREAS, current data and the 2014 disparity study show that WMBE participation in Port of Seattle opportunities has been and continues to be disparately low; and

44 WHEREAS, this policy will strengthen Port of Seattle efforts to eliminate this disparity
45 and result in more equity, diversity, and inclusion for WMBEs in Port opportunities; and
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47 WHEREAS, the Port of Seattle seeks to identify and change internal Port processes and
48 standards to clearly establish program goals and create accountability; and
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50 WHEREAS, the Port of Seattle values a diverse workforce and has engaged in improving
51 diversity and inclusion focused on race and expects to develop a new equity process tool
52 designed to integrate explicit consideration of racial inequities and identification of
53 interventions for use in policy, program, and budget planning and implementation; and
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55 WHEREAS, the Port of Seattle is committed to its values of conducting business with the
56 highest ethical standards and our business practices shall reflect integrity, accountability,
57 honesty, fairness and respect at all levels;
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59 NOW, THEREFORE, BE IT RESOLVED by the Port of Seattle Commission as follows:
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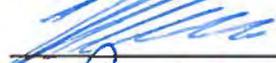
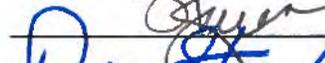
61 SECTION 1. Resolution 3506 adopted May 27, 2003, is hereby repealed.
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63 SECTION 2. Transition from Resolution 3618. The Executive Director may continue to operate
64 under Resolution No. 3618, as needed, to allow for transition to Resolution 3737, until
65 September 1, 2018, at which time Resolution No. 3618 will be repealed and replaced with
66 Resolution 3737.
67

68 SECTION 3. The Diversity in Contracting Policy Directive as shown in Exhibit A is hereby
69 established.
70

71 SECTION 4. This policy directive shall be labeled and catalogued as appropriate, together with
72 subsequent policy directives, and shall be made readily available for use by Port staff and
73 members of the public as a governance document of the Port of Seattle.
74

75 ADOPTED by the Port Commission of the Port of Seattle at a duly noticed meeting
76 thereof, held this 9th day of January, 2018, and duly authenticated in open session by
77 the signatures of the Commissioners voting in favor thereof and the seal of the Commission.
78

	RYAN CALKINS
	COURTNEY GREGOIRE
	STEPHANIE BOWMAN
	PETER STEINBRUECK
	FRED FELLEMAN

Port of Seattle Commissioners

89 EXHIBIT A

90 Diversity in Contracting Policy Directive

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92 **SECTION 1. Purpose.**

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94 The Port finds that minority and women businesses are under-represented and have been
95 under-utilized on Port contracts. The purpose of this policy directive is to provide the maximum
96 practicable opportunity for increased participation by minority and women owned and
97 controlled businesses in Port contracting for public works, consulting services, supplies,
98 material, equipment, and other services to create the opportunity to leverage Port spend to
99 increase WMBE utilization.

100
101 **SECTION 2. Definitions.**

102
103 For the purposes of this chapter:

104
105 “Affirmative efforts” means documented reasonable attempts in good faith to contract with
106 women and minority businesses.

107
108 “Availability” or “available” as used in this chapter means a business that is interested in and
109 capable of performing the work within the time frame required and to the quality specified in
110 the solicitation and contract.

111
112 “Capability” or “capable” as used in this section means that a business appears able to perform
113 a commercially useful function in performance of the work.

114
115 “Commercially useful function” means the performance of real and actual services in the
116 discharge of any contractual endeavor.

117
118 “Contract” means an agreement for public works, consulting services, supplies, material,
119 equipment, or other services.

120
121 “Contract awarding authority” means any individual, office, or division that is receiving the
122 benefit of the contract.

123
124 “Contractor” means a business that has a contract with the Port.

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126 “Division” means any Port of Seattle organization structure that has a director that reports to
127 the Executive Director.

128
129 “Women or minority business” (WMBE) means a business that is at least 51 percent owned and
130 controlled by women and/or minority (including, but not limited to African Americans, Native
131 Americans, Asians, and Hispanics) group members.

133 “Central database” means an electronic database that collects, aggregates, and tracks monthly
134 Port-wide, division, and department-level utilization of small business, women and minority
135 owned business, and other classifications across various categories and contract types and
136 promotes transparency for the public.

137
138 “Relevant demographic data” is defined as, but not limited to, Asian-Pacific Americans, Black
139 Americans, Hispanic Americans, Native Americans, Asian, and Women, and other characteristic
140 information related to a business owner’s sexual orientation, sex/gender, race, ethnicity, or
141 veteran status as self-reported and/or certified by another government entity, as deemed
142 necessary or relevant to eliminating disparity in Port contracting.

143
144 “Utilization” is defined as both the percent of contracting dollars paid to WMBE firms as well as
145 the number of WMBE firms under contract.

146

147 **SECTION 3. Scope and Applicability.**

148
149 This policy shall apply to all contracts and other activities at the Port, including construction and
150 consulting contracts, purchased goods, and services.

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152 **SECTION 4. Responsibilities.**

153
154 The Executive Director shall pursue the Century Agenda goal to increase WMBE utilization in all
155 Port contracts and shall:

156

157 A. Achieve the Century Agenda goal to triple the number of WMBE firms that contract with the
158 Port and increase to 15 percent the percentage of dollars spent on WMBE contracts, within
159 five years of the Diversity in Contracting Program implementation;

160
161 B. Within 120 days of passage of this policy directive, develop a Diversity in Contracting
162 Program that identifies affirmative efforts to afford women and minority businesses the
163 maximum practicable opportunity to meaningfully participate on Port contracts and to
164 achieve the Port-wide goals;

165
166 C. Incorporate these WMBE goals into the Port’s Long Range Plan to the fullest extent
167 reasonable, including incorporation into Long Range Plan scorecards, reports, and Long
168 Range Plan updates. Further, the Executive Director shall prepare and publish an annual
169 report each year titled Diversity in Contracting Annual Report;

170
171 D. Improve inclusion and outreach to sustain and improve WMBE participation and to reduce
172 disparity in Port contracting;

173
174 E. Take affirmative efforts to assure equality of contracting opportunity through the
175 development and application of Inclusion Plans or other tools as necessary; and

176

177 F. Expand opportunities for WMBE firms across Port functions, wherever practicable.
178

179 **SECTION 5. Policy.**
180

181 A. The Diversity in Contracting Program shall include:
182

183 (1) Responsibilities, policies, practices, and processes that can change the Port procurement
184 and contracting processes and provide a more receptive environment for the utilization
185 of WMBE firms, and to ensure that businesses and contractors of all tiers working on
186 Port contracts and subcontracts utilize WMBE firms, wherever feasible or as required.
187

188 (2) Development of a standard procedure for the Port-wide WMBE goal setting, and
189 collection and reporting of relevant demographic data to be stored in a central
190 database.
191

192 (3) Identify categories of contracts that will require WMBE inclusion plans and other tools
193 that will be applied to other categories of contracts Port-wide.
194

195 (4) Clear lines of responsibility and accountability for implementation of the WMBE
196 program and a designated WMBE liaison for each division.
197

198 (5) Make WMBE goal setting and affirmative implementation efforts part of the annual
199 performance evaluation for each Port division director and their staff and require
200 standardized WMBE program training, implementation, and coordination for all division
201 leaders and their WMBE representatives.
202

203 B. The Diversity in Contracting Annual Plan shall include:
204

205 (1) Specific measures the contract-awarding authority will undertake to increase the
206 utilization of WMBEs and to reduce disparity in Port contracting; and
207

208 (2) Specific goals by division for WMBE utilization:
209

210 (a) Each Port division will review future procurements to identify available firms on
211 upcoming contracts to create a utilization goal that is justifiable, bold, and
212 challenging.
213

214 (b) Construction goals, other than small works, based on historic utilization plus two
215 percent, until such time that a disparity study or other valid internal data can
216 demonstrate a reasonable level of utilization.
217

218 C. To improve inclusion and outreach to sustain and improve WMBE participation and to
219 reduce disparity in Port contracting, the Port shall:
220

- 221 (1) Support training and assistance to Port staff to increase participation in outreach and to
222 learn about the internal and external resources available to include WMBE firms in their
223 procurement and contracting;
224
- 225 (2) Improve and expand technical assistance, including WMBE certification, business
226 development, training, and mentoring programs for WMBE firms to enhance bidding
227 expertise and promote greater coordination with advocacy organizations, businesses,
228 individuals, and public agencies and other Port departments;
229
- 230 (3) Create opportunities for members of the contracting and vendor community, Port, and
231 other stakeholders to work collaboratively on recommendations for how the Port can
232 more effectively use the directives in this policy directive;
233
- 234 (4) Assist contractors desiring to bid on Port covered contracts to comply with the
235 affirmative efforts provisions for such contract, and offer information as to
236 organizations and agencies available to assist such contractor in recruiting, mentoring,
237 training, or otherwise preparing potential subcontractors; and
238
- 239 (5) Cooperate and establish formal and/or informal partnerships and mutual cooperation
240 with the Office of Minority and Women’s Business Enterprises and other public agencies
241 to carry out the purposes of this policy directive, as needed.
242

243 D. Affirmative efforts to assure equality of contracting opportunity required:
244

- 245 (1) Develop procurement tools, such as WMBE inclusion plans, and require bidders and
246 proposers to comply with the WMBE solicitation requirement in order to sustain and
247 improve participation of WMBE in Port covered contracts;
248
- 249 (2) Prepare and require that Port covered contracts include specifications pertaining to
250 equal opportunity affirmative efforts to assure equality in contracting opportunity, and
251 goals for subcontracting to women and minority businesses. Any goals established
252 under this chapter shall be reasonably achievable; however, no utilization requirements
253 shall be a condition of contracting, except as may be allowed by RCW 49.60.400;
254
- 255 (3) Identify and implement a Port-wide method to regularly monitor and measure the Port
256 WMBE program and attainment of the goals by contractors;
257
- 258 (4) May establish aspirational goals for the participation of women and minority businesses
259 in a particular Port contract on a case-by-case basis;
260
- 261 (5) Work closely with other divisions and departments to ensure all policies, practices, and
262 processes are consistent and complementary and make it easier for WMBE firms to
263 pursue Port contracts;
264

265 (6) Define, implement, and monitor appropriate processes and procedures to ensure
266 prompt payments and change order processing to address timely payment of
267 contractors, suppliers, and subcontractors at all tiers. Review and recommend potential
268 for including prompt pay in performance goals.
269

270 E. Affirmative efforts in subcontracting:
271

272 (1) All contractors, including WMBE firms, shall actively solicit bids for subcontracts to
273 qualified, available, and capable WMBE to perform commercially useful functions;
274

275 (2) Contractors shall consider the grant of subcontracts to women and minority bidders on
276 the basis of substantially equal proposals in the light most favorable to women and
277 minority businesses;
278

279 (3) At the request of the relevant Port department, when inclusion plans are required,
280 contractors shall furnish evidence of the contractor's compliance with these
281 requirements of women and minority solicitation and will submit evidence of
282 compliance with this section as part of any bid. Contractors shall provide records
283 necessary to document affirmative efforts to subcontract with women and minority
284 businesses on Port contracts;
285

286 (4) Compliance with all requirements and past performance under this policy directive may
287 be included in the evaluation of future procurements; and
288

289 (5) In applying the provisions of this Policy Directive to contracts funded in whole or in part
290 with federal funds and subject to 49 CFR Part 23, Subpart D, regarding Airport
291 Concessions Disadvantaged Business Enterprises (ACDBE) or 49 CFR 26, Subpart C,
292 regarding Disadvantaged Business Enterprises (DBE), references to Women and Minority
293 Businesses shall also include federally recognized ACDBEs or DBEs. In the event of a
294 conflict between the provisions of this chapter, or the rules implementing this policy
295 directive, and the requirements of 49 CFR 26, Subpart C, or 49 CFR Part 23, Subpart D, or
296 any other superseding applicable federal statute or regulation, the provisions of the
297 federal statute or regulation shall control.
298

299 F. Expanding Opportunity.
300

301 (1) The Port shall review and recommend how to expand opportunities for WMBE firms in
302 other Port enterprise opportunities, for example real estate leases, to encourage and
303 promote access to Port facilities by September 1, 2018.
304

305 (2) The Port shall develop a baseline utilization number for veteran owned businesses and
306 propose a reasonable Port-wide goal and division goals to the Commission for inclusion
307 in the Century Agenda by September 1, 2019.
308

309 **SECTION 6. Program Evaluation.**

310

311 A. Benchmarks and metrics to evaluate the Diversity in Contracting Program shall include:

312

313 (1) Incorporation of these WMBE goals into the Port's Long Range Plan to the fullest extent
314 reasonable, including incorporation into Long Range Plan scorecards, reports, and Long
315 Range Plan updates.

316

317 (2) Specific measures the contract awarding authority will undertake to increase the
318 participation of women and minority businesses and to reduce disparities, including the
319 number of events or outreach activities conducted to ensure responsiveness to bid
320 opportunities.

321

322 (3) Progress towards specific division WMBE utilization goals, including the number of
323 opportunities a division has available, the goals established for those opportunities and
324 the actual utilization, including periodic review of disparity study results to determine
325 reasonableness of goals.

326

327 (4) Data reporting using the standard procedure identified in the WMBE program for the
328 Port-wide collection and reporting of relevant demographic data including percent of
329 spend, number of businesses, and type of procurements.

330

331 (5) Preparation and publication of an annual report titled Diversity in Contracting Annual
332 Report.

333

334 B. The Internal Audit Director shall include the Diversity in Contracting Program in Internal
335 Audit Department's 2019 work plan to determine adherence to this policy and include in
336 future years as the Commission Audit Committee deems appropriate.

337

338 **SECTION 7. Fiscal Implications.**

339

340 Fiscal implications shall be reviewed by the Executive Director annually, at a minimum, to ensure
341 the implementation of the policy directive is adequately resourced and shall submit a budget
342 request as appropriate.

Diversity in Contracting Sample Disaggregated Data Dashboard

	Race							Total
	Black American	Hispanic American	Native American	Asian Pacific American	Caucasian	Other	Not Known	
Number of Firms								
• Minority Certified								
• Women & Minority Certified								
• Women Certified								
• Veteran certified								
Total Certified (non-duplicated)								
• Minority Self-Identified								
• Women & Minority Self-Identified								
• Women Certified Self-Identified								
Total Self- Identified (non-duplicated)								
Amount and Percent of Spend								
• Minority Certified								
• Women & Minority Certified								
• Women Certified								
• Veteran Certified								
Total Certified (non-duplicated)								
• Minority Self-Identified								
• Women & Minority Self-Identified								
• Women Self-Identified								
Total Self-Identified (non-duplicated)								
DBE (All Certified)								
Minority and Non-Minority								
Number of Firms								
Amount & Percent of Federal Spend								
Amount & Percent of Non-Federal Spend								
Amount & Percent of Total Spend								

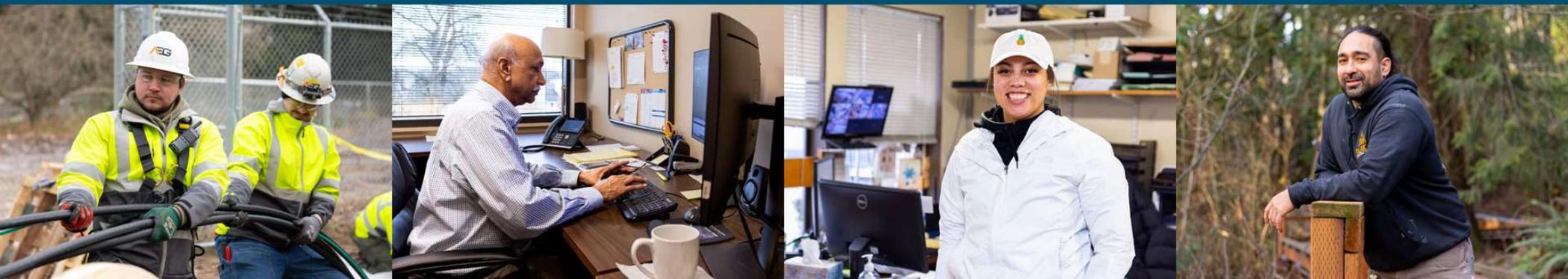
Visit us at <https://www.portseattle.org/business/bid-opportunities>

Agenda Item: 10a_supp
Meeting Date: June 24, 2025

Diversity in Contracting Policy Directive Introduction

Mian Rice, Director, Diversity in Contracting
Vy Nguyen, Commission Office

June 24, 2025



Resolution 3737, adopted in January 2018, established the DC program – Fully Implemented 2019

Elements of Resolution 3737

- Set a goal and timeline: triple the number of WMBE businesses utilized (**Goal 354**) and increase dollars spent on WMBE contracts by **15%** in five years
- Incorporate WMBE goals into Port's Long-Range Plan
- Collect data, publish annual reports

Program delivery: technical assistance, trainings, outreach, conduct disparity studies; monitor processes and payments, development of procurement tools; data collection and program evaluation

Directive Language Updates

- Increase in the percentage of dollars spent on WMBE contracts to **16%**
- Increase the utilization baseline to **500+** WMBEs Portwide
- Commission Office proposed adds:
 - Construction business definition
 - **14% utilization sub-aspirational goal**
- Continued engagement of WMBE firms for upcoming opportunities
- Goal language shifted to reflect lessons in implementing DC Directive
- Include certified **Small Business Enterprises (SBEs)** as defined by OMWBE

Considerations

- Increase number of Small Works contracts, Development of Limited Public Works program, alternative delivery methods (i.e., Design/Build) projects
- Improve prompt payments & change orders processes
- Assessment of supporting small / WMBE businesses with bonding, insurance, cash flow
- Collect data on timely dispatch of workers on contracted jobs with the Port.

Proposed Number (#) of WMBE Firms Utilized Goal

	Original Annual Goal (2019-2023)	Goal Achieved (Original)	GAP Year Results	GAP Year (2024) Goal	Recommended Annual Goal for 2025-2029
Number (#) of WMBE Firms	354	392	388	400	500

Utilization Drivers:

- P-Cards (Direct Buys)

Utilization Detractors:

- Current Payment Database not capturing all WMBE businesses

Proposed Percent (%) WMBE Utilization Goal

	Original Annual Goal (2019-2023)	Highest Attainment	DC Recommended (2025-2029)
WMBE % Utilization	15%	14%	16%
Sub- Construction WMBE Goal			
			14%

Utilization Driver:

Construction & Professional Services (Architectural & Engineering)

Utilization Detractors:

Port’s Capital Program - Balance between bundling for efficiency vs Unbundling projects for increased WMDBE participation

- *Project Labor Agreement (PLA)*
- Cash Flow / Prompt Payment
- Bonding & Insurance

- WMBE Advisor (WMBE Ombudsman/Compliance)
- Incorporation of Attestation for Self-Identified Businesses
- Adjustments to Professional Services Categories (Architectural & Engineering) - Development of a Small Business Program (Category 1)
- Development of a Limited Public Works Program (\$150K)
- Project Labor Agreement Trainings
- Possible Feasibility Study on Owner Controlled Insurance Policies (OCIP)

- Diversity in Contracting program has been a major success. There is still room for improvement!
 - External shift from "can't find work" and "there's no opportunities" to "how can I better compete and partner"
- Ability to influence utilization in each industry differs.
- Increased construction WMBE utilization is necessary for achieving Port-wide WMBE utilization goals

Thank You



**COMMISSION
AGENDA MEMORANDUM**

Item No. 11a

BRIEFING ITEM

Date of Meeting June 24, 2025

DATE: June 6, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Nick Leonti, Director Tourism Development
Kelly Coughlin, Executive Director, SnoValley Chamber of Commerce
Kristin Dahl, President, Crosscurrent Collective

SUBJECT: SnoValley Responsible Tourism Project Briefing

EXECUTIVE SUMMARY

In May 2024, the Port executed a \$50,000 (CAT 1) contract with the SnoValley Chamber of Commerce to conduct foundational work regarding destination stewardship and responsible tourism in the region. The contract’s scope of work was designed with direction/inspiration from Commissioner Felleman to be centered around the official destination stewardship criteria set forth by the Global Sustainable Tourism Council. The Port’s support helped SnoValley participate in the state’s “Rural Tourism Support Program” facilitated by destination stewardship leaders from Crosscurrent Collective and ensured community stakeholders, land managers, and the Snoqualmie tribe were at the table during the corresponding workshops.

The program has reached the end of the Port’s initial investment and the SnoValley Chamber will share with the commission the foundational work which was completed over the past year in addition to outlining potential next steps for responsible tourism in the region.

The presentation includes potential “step 2” projects and suggests creating a new destination management and marketing organization (DMO) for the Snoqualmie Valley region that uses criteria from the Global Sustainable Tourism Council to steer its work, stopping short of pursuing official GSTC assessment and/or certification.

The Port has not committed any funds to further work in the region, but may choose to support projects in the future that align with its vision for responsible tourism.

BACKGROUND

Destinations across the state of Washington, like others globally, are engaged in defining a new, more balanced vision of success for their tourism and outdoor recreation sectors. The Port of Seattle, as a premier gateway to the Pacific Northwest and a key leader in tourism development,

Meeting Date: June 24, 2025

supports these efforts statewide by helping to jumpstart mechanisms that further increase tourism's positive impacts while minimizing its downsides.

Commissioner Fred Felleman and Port staff embarked on various outreach activities to identify best practices in responsible tourism. By collaborating with leaders from local, state, and federal tourism organizations—including tribal governments, businesses, and nonprofits—efforts have focused on understanding and addressing the challenges of responsible outdoor recreation and sustainable tourism. The desire to embrace and further destination stewardship efforts resulted in Commissioner Felleman selecting a pilot project with the SnoValley Chamber of Commerce to determine the tourism community's capacity and vision to undertake responsible tourism initiatives in the region.

Visitor-related economic activity contributes substantially to local businesses, creating jobs, stimulating investment, and generating tax revenues that support essential community services. The influx of tourists helps sustain small businesses, from local shops and restaurants to recreational services and accommodations. It is crucial to develop a tourism framework that not only attracts visitors but also protects the region's natural and cultural assets.

The Snoqualmie Valley is rich in natural and cultural resources, hosting popular nature-oriented tourist sites and recreational areas. The foundational work the Port supported in SnoValley has the long-term goal of positioning the destination as one that showcases its natural and cultural offerings but also acts as a responsible steward committed to preserving what makes it an attractive locale for visitors.

The Global Sustainable Tourism Council (GSTC) plays a pivotal role in promoting sustainable travel and tourism worldwide by providing guidance and establishing criteria increasingly sought by travelers worldwide. Though the GSTC does not certify destinations as sustainable, it accredits organizations that conduct assessments based on its criteria, covering sustainable management, socio-economic, cultural, and environmental sustainability.

The GSTC has also developed a Destination Stewardship Starter Kit to help organizations establish foundational practices before pursuing formal assessment. The GSTC criteria acted as a north star for the workshops conducted by the SnoValley steering committee.

Port funds supported the SnoValley Chamber's participation in a series of workshops organized by Kristin Dahl of Crosscurrent Collective that helped the steering committee determine a path forward for responsible regional tourism growth. After the months-long program, the steering committee was responsible for outlining a plan for the future. This includes developing a long-term strategy, identifying potential next steps, and deciding if the destination will pursue official GSTC assessment and certification.

Meeting Date: June 24, 2025

ATTACHMENTS

- (1) Snoqualmie Valley Tourism Workspace Summary Report
- (2) Presentation

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

None

SNOQUALMIE VALLEY SUMMARY REPORT

WASHINGTON TOURISM WORKSPACE
A RURAL TOURISM SUPPORT PROGRAM

MAY 2025

WASHINGTON TOURISM WORKSPACE PROGRAM SUMMARY

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A PROGRAM OF:



WITH FUNDING FROM:



PRODUCED BY:



salmon sʔuladx^w



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ABOUT

The economic and visitation landscape of rural Washington state has continued to evolve since the COVID-19 pandemic, with some destinations seeing renewed economic opportunities, but also increased pressure on many communities and our state's public lands and natural areas. Shifting travel patterns have underscored both the critical role tourism plays in local economies and the growing need for strong visitor management to ensure that visitation contributes positively to the long-term health and resilience of people, places and ecosystems.

The Washington Tourism Workspace is designed to help communities create a common vision across a diverse set of partners; develop a new roadmap for tourism that will guide development and management; and align behind an achievable set of projects and goals that improve and enrich each destination.

Crosscurrent Collective designed a custom program for the Snoqualmie Valley by working with a regional convener and a diverse steering committee representing perspectives from both the private and public sectors. In addition to developing a community vision, the program included a series of networking events and community strategy workshops. As a package, these engagements were designed to help communities in the region come together to discuss approaches to long-term stewardship of the valley, unlock new creative regional storytelling, and build alliances and partnerships throughout the destination.





PROGRAM GOALS

The Washington Tourism Workspace is designed to bring residents, businesses and the public sector together to craft a vision of success and take advantage of key opportunities, with these specific goals in mind:

- Increase local understanding and appreciation of the positive economic benefits tourism brings throughout the region.
- Spark creativity and enthusiasm to develop the region as a sustainable tourism destination.
- Engage and activate a diverse cross-section of community, state and federal partners – from land managers to business owners, economic development entities to Tribal community members and people of color – to build a shared identity, mutual trust and a common direction for sustainable tourism in the region.
- Develop authentic visitor experiences, effective visitor infrastructure and efficient management systems to improve the destination as a whole.
- Uplift tourism-related projects already underway in the region to provide momentum.
- Preserve and enhance the natural and cultural resources of the region while authentically and respectfully integrating cultural heritage into the visitor experience.
- Encourage stewardship best practices by visitors, local businesses and residents.
- Stimulate and support new and sustainable business development.



PROGRAM OUTCOMES

As a result of hosting this Washington Tourism Workspace, community and business leaders have come away with momentum toward a common vision of success for their destination and a roadmap to guide their actions. Program outcomes include:

- A better understanding of **local community and business leaders as well as visitor sentiments that pertain to improving the visitor experience, business climate and community livability.**
- Increased knowledge of **destination management, development, stewardship and marketing** and how working across these interdependent realms contributes to a sustainable destination.
- A **15-year community vision of success** that articulates what the local parties want their tourism economy to look like in the future.
- A **roadmap** that supports long-term destination development activities, such as:
 - A set of **community values** that community leaders are committed to upholding.
 - A **statement of intent** that outlines key strategic focus areas.
 - **Priority short- and medium-term strategic actions** that have been identified by workspace participants, recommended by Crosscurrent Collective and vetted by local project leaders.
- **Short-term strategic projects and corresponding project action teams** that will immediately begin implementing priority projects to fulfill the community vision. These action teams are designed to provide a positive environment for practicing community collaboration and building momentum for future efforts.
- A robust **destination leadership team** consisting of community leaders who play key roles in the tourism ecosystem. This team is established in order to:
 - Cultivate trust.
 - Coordinate existing activities.
 - Collaborate on priority projects.
 - Build momentum around this body of work.

Elements of Snoqualmie Valley's roadmap can be found on the following pages.

The background of the slide is a scenic landscape of the Snoqualmie Valley. In the foreground, there is a wide, open field of dry, yellowish-green grass. Two brown elk are walking across the field from left to right. Behind the field is a dense line of green trees and shrubs. In the background, there are misty, forested mountains under a grey, overcast sky. A dark green rectangular box on the left side of the slide contains the number '01' in white. To the right of this box, a white rectangular box contains the title text in dark green.

01

**A DESTINATION ROADMAP FOR
THE SNOQUALMIE VALLEY**

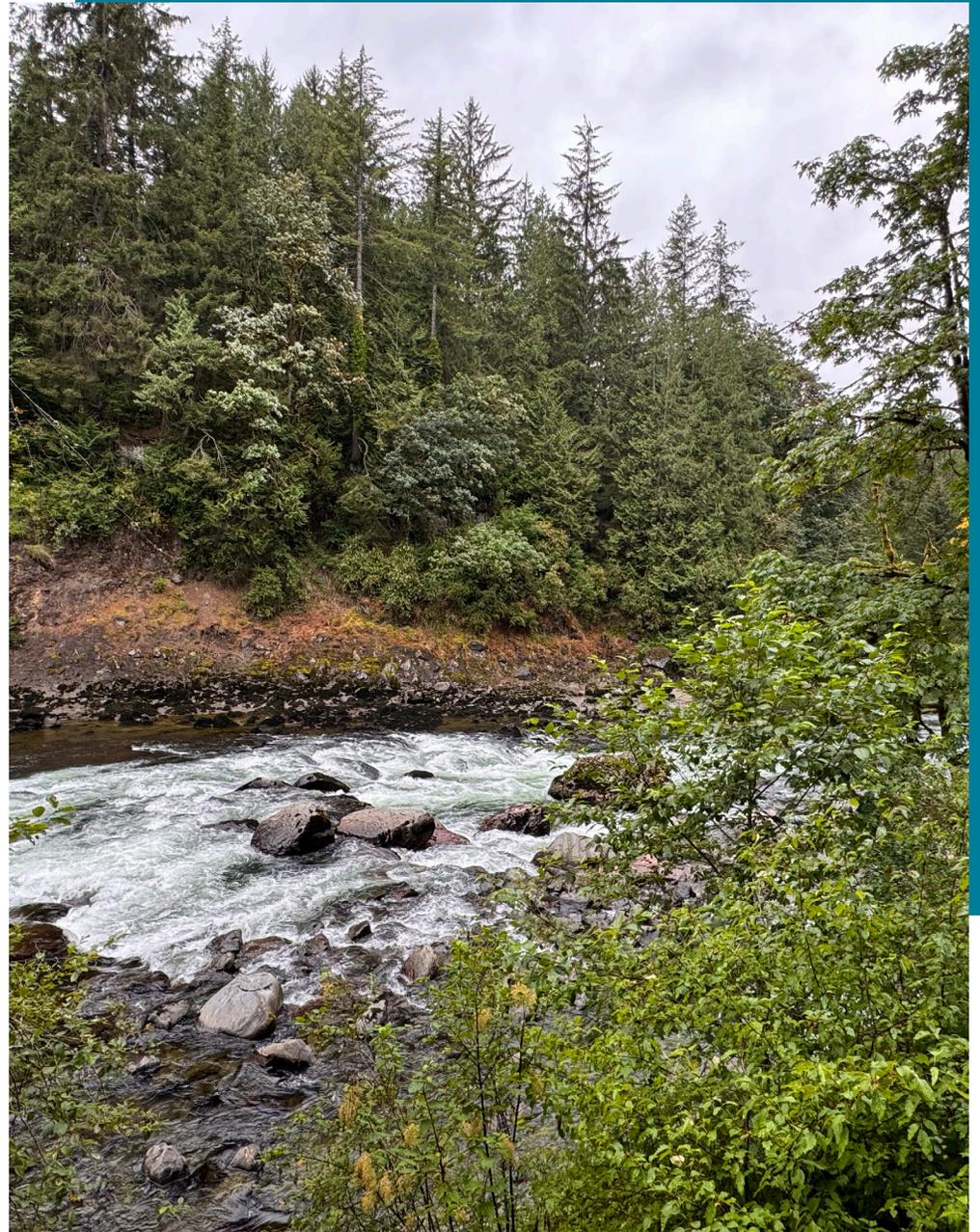
15-YEAR COMMUNITY VISION OF SUCCESS

HOW THINGS LOOK IN 2040

Snoqualmie Valley communities are thriving on a foundation of stewardship, economic resiliency and collaboration. We're an established destination for food, farms and the outdoors – a place where connoisseurs come to enjoy unique places to eat, alongside high-quality museums, heritage experiences and some of the best hiking, mountain biking and trail running in the world. With “stacked experiences” we foster a slower pace of travel. People linger for multiple days, enjoying farm-to-table dinners and blueberry picking, taking leisurely walks, or joining a community native species planting event. All are invited to give back to this place while they're here, as if it were their own home.

STEWARDSHIP AS OUR FOUNDATION

Environmental and cultural stewardship is central to our planning efforts and development. We take care of the lands, waters and air, helping to restore and protect areas in consultation and collaboration with local Tribes. Visitors are inspired to learn more and participate in this restoration while they're here. Careful planning and implementation of visitor management strategies allow wildlife and humans to coexist in the valley, while protecting historic resources and archaeological sites. Our rivers, meadowlands and forests see improved health for years to come.



RESIDENT AND VISITOR EDUCATION

A distinct regional brand and effective marketing and communication strategies help share stewardship messaging and showcase each community's unique character and heritage. Our strong leadership messaging reflects appreciation for this place by acknowledging the past, representing the contemporary and envisioning a future. Whether about safety, seasonal weather alerts, responsible recreation, or curated experiences that showcase community pride, we efficiently deploy these messages to influence visitor behavior, strengthen connections and celebrate the valley as a whole.

MANAGED OUTDOOR RECREATION

Recreation systems in the valley have matured and are taking a proactive approach to visitor use management. Locals and visitors understand they are treading on important and sensitive lands when they recreate here, and they actively steward the air, water and lands we share with wildlife and plantlife out of a deep connection to this place. Existing outdoor areas are well-maintained, and new trail connections have emerged within and among communities, inviting locals to explore their own backyard and encouraging more family-friendly and accessible contact with nature.

TURN-KEY VISITOR TRANSPORTATION NETWORK

The entire valley is served by a year-round active transportation system with integrated networks of transit, trails, pathways and "last-leg" biking and micro-transit options. This system supports mobility between communities, to trailheads and water access points, and to key transit hubs in the Seattle metro. These improvements have helped ease parking congestion, improved accessibility, and made it easier for residents and workers to get around to meet daily needs. It's much easier for visitors and residents alike to make eco-friendly transportation choices. Over the long-term, this transportation system has helped evolve visitor patterns, moving guests beyond the traditional attractions to spend more time in our downtowns.

ECONOMIC RESILIENCY

Thoughtful travel is increasing, with people immersing themselves in our historic communities and supporting multiple businesses during each trip. This has strengthened the shoulder season to help businesses offer locally produced products and services year-round. Bars and restaurants serve meals made with local ingredients and beverages; whether enjoying morning coffee or replenishing in the evening, it's easy to find the valley's local flavors! With increased stability in the visitor economy across the year, small businesses are able to set down roots for longer, which has a direct connection to preserving the small-town feel and individuality of our communities. We support sustainable economic development by crafting experiences that engage local businesses, farms, service providers and artisans to showcase the valley's unique character and culture.

SENSE OF PLACE: OUR RICH TAPESTRY OF CULTURE

Locals and visitors share a sense of place built on the rich cultures, heritage and history of the valley and seek out our high-quality museums to gain a deeper understanding of it. Each community celebrates their distinct identities through signature events and immersive experiences, including train rides, historic tours, festivals, sporting events, restoration events, storytelling and artisan markets. Niche experiences (Twin Peaks, treehouses) help the valley stand out amongst other Pacific Northwest destinations. The Snoqualmie Tribe's Ancestral Lands Movement drives place-based stewardship messaging, while the Mountains to Sound Greenway Heritage Area imparts the significance of natural and human stories throughout the valley. Local artists and makers are celebrated and supported to flourish, and frontline staff share stories with visitors about the valley, their own products and other businesses.

VALLEY-WIDE DESTINATION LEADERSHIP

A new destination organization is firmly established and serves the whole valley with a unified voice, brand and strategy. Valley-wide collaboration across organizations enables strategic project planning, implementation and assessment to track progress on our stewardship and marketing goals over time. Our work is driven by a strategy that connects attractions, guides visitors and residents to the right areas at the right times, maintains the region's rural feel, and diversifies our visitation beyond day trips and outdoor recreation. Our destination work is well-funded through a diversity of sources, not reliant on any single funding stream. Tourism leadership and our residents communicate regularly, driving a unified approach to tourism.



DESTINATION LEADERSHIP TEAM

As part of the Washington Tourism Workspace, the Snoqualmie Valley formed a destination leadership team (DLT) to provide a framework for continued collaboration. The DLT’s purpose is to fulfill the community’s 15-year vision by coordinating existing actions and efforts toward new projects.

The DLT is currently convened by the SnoValley Regional Chamber; it includes many of the program’s original steering committee members, as well as new members identified during the community engagement phase.

CONVENER

SnoValley Regional Chamber

MEMBERS

- Cynthia McNabb, City of Duvall
- Rhonda Ender, City of Carnation
- James Henderson, City of North Bend
- Nicole Wiebe, City of Snoqualmie
- Johnny Blair, Compass Outdoor Adventures
- Jamie Formisano, Eastside Fire & Rescue
- Sharlet Driggs, Fall City
(and multiple valley arts orgs)
- Lyn McCarthy, Hopelink
- Jesse Reynolds, King County Dept.
of Local Services
- Carrie Lee Gagnon, King County Search & Rescue
- Mike Kunz, The Line
- Morgan Henley, Morgan Henley Presents
- Caroline Villanova, Mountains to Sound
Greenway Trust
- Sarah Ballew, Snoqualmie Indian Tribe
- Laurie Hay, Snoqualmie Inn by Hotel America
- Cristy Lake, Snoqualmie Valley Museum
- Amy Kosche, SnoValley Chamber
- Kelly Coughlin, SnoValley Chamber
- Laura Cooper, WA State Dept. of Natural
Resources
- Guy Lawrence, The Summit at Snoqualmie

STATEMENT OF INTENT

The Snoqualmie Valley Destination Leadership Team is committed to managing visitation to the region through a lens of stewardship and community livability. We provide leadership and work cooperatively to see priorities through for long-term results.



Our focus throughout our collaborative work will be to:

- **Unite a diversity of people** – community and visitors – behind the fulfillment of a common vision of the future.
- **Protect and restore our land, water and wildlife for future generations;** educate, engage and inspire our community and visitors to join us in these practices.
- **Improve our visitor management practices** with the adoption of new strategies and visitor experiences afforded through stronger collaboration and coordination between land managers, residents, Tribes, and local businesses and organizations.
- **Enhance visitor safety** through education, experience design, collaboration and proactive management.
- **Curate creative opportunities to experience our local cultures** – past and present.
- **Evolve our visitor experiences** in a way that both generates regional economic prosperity by fostering an environment where our unique local businesses can flourish, and encourages smart visitor use patterns across the landscape, days of the week and months of the year.
- **Improve community livability** by aligning destination work to be reflective of and responsive to local goals, values and challenges.

SHORT- AND MEDIUM-TERM STRATEGIC ACTIONS

The 93 participants in the Snoqualmie Valley Tourism Workspace generated numerous thoughtful ideas about how to manage tourism to support destination stewardship and connect the entire valley for an improved visitor and community experience. A number of concepts were suggested several times, generating important themes of work that needs to be addressed. These suggestions were brought to the steering committee and ranked in priority alongside other project concepts that evolved out of the research and community engagement processes. Here are some of the top strategic actions generated out of the workspace process that Crosscurrent recommends in the short term (6 months to 2 years) and medium term (2 to 5 years).

STRATEGIC ACTION	SHORT TERM (6 MO - 2 YRS)	MEDIUM TERM (2-5 YRS)
DESTINATION LEADERSHIP		
<p>[NEW DMMO] Establish a new regional destination marketing and management organization</p> <p>This new destination organization will serve to unite all players in the tourism ecosystem behind the statement of intent and 15-year vision of success. It will support holistic destination management and serve as one unified voice for locals and visitors. Its role will be to coordinate important regional projects, convene the tourism ecosystem, undertake research such as regular resident sentiment surveys, locate funding for projects, and unify community and industry behind one strong regional brand.</p>	★	
<p>[FUNDING STRATEGY] Develop a regional funding strategy for this new destination organization to fulfill on destination management, development, marketing and stewardship objectives on behalf of the valley</p> <p>The funding strategy should include both unrestricted funding for capacity as well as project-specific funding to advance specific destination initiatives. The project team will focus on developing a funding mix that is reliable while allowing the necessary flexibility in responding to the needs of the tourism ecosystem.</p>	★	
<p>[INCREASE ENGAGEMENT] Provide regular networking opportunities for members of the tourism ecosystem</p> <p>Create formal and informal social opportunities to allow partners to build relationships, share information, and learn about valley-specific topics related to tourism. Events should take place at a variety of locations around the valley, including all communities.</p>		★
<p>[DEEPEN SUSTAINABLE PRACTICES] Use a sustainable destination assessment framework to identify additional priorities to advance destination stewardship goals</p> <p>Collectively decide upon an appropriate destination assessment framework (such as Mountain IDEAL, based on Global Sustainable Tourism Council criteria) that will advance the valley’s sustainability goals. Undertake a rapid assessment of activities in the valley and further develop/refine priorities toward becoming a sustainable destination.</p>	★	★

SHORT- AND MEDIUM-TERM STRATEGIC ACTIONS - CONTINUED

EXPERIENCE DEVELOPMENT		
<p>[OUTDOOR RECREATION & STEWARDSHIP] Coordinate and support stewardship behavior in outdoor recreation visitors (and locals)</p> <p>This action team will bring together land managers, nonprofits, Tribal entities and private businesses that work with visitors and locals that recreate in the Snoqualmie Valley and manage the resulting impacts. The team provides an opportunity to coordinate on visitor education campaigns, trailhead ambassador programming and help resource them accordingly.</p>	★	
<p>[VISITOR TRANSPORTATION] Develop a coordinated initiative to increase ridership on existing transit service</p> <p>Develop communications and incentives to increase ridership on the existing valley transit service. Capture baseline data to understand changes. Initial target areas could be around specific weekends, seasons and other high-visitation periods.</p>	★	★
<p>[VISITOR TRANSPORTATION] Create a regional 'action team' to support the work of the work of Hopelink's Mobility Coalition by convening actors that focus on the visitor lens for local car-free transportation options</p> <p>This action team will focus on the visitor angle in finding and choosing car-free transportation options. It will explore opportunities to leverage visitor numbers in securing additional funding for car-free transportation options. A priority will be improving the connectivity between King County's major transportation hubs and visitor attractions. As a first priority it will focus on educating community members on transit advocacy.</p>	★	★
<p>[CULTURE & HERITAGE] Develop a heritage trail from Duvall to North Bend along the existing trail infrastructure</p> <p>This project has been working on using existing valley-wide trail infrastructure as a basis for developing multiple heritage-themed experiences along the trail. A first step will be to create an inventory of the proposed trail by recording points of interests, restrooms, parking options and more.</p>	★	★
<p>[CULTURE & HERITAGE] Develop new map murals in each community throughout the valley that strengthens the identity of the Snoqualmie Valley as one region</p> <p>The project team will focus on implementing a mural in each town featuring a map of the entire Snoqualmie Valley. Each artwork will be showcase key assets and attractions. The plan includes hiring local artists to paint and design the artworks which will turn into great photo opportunities for visitors.</p>	★	
<p>[CULTURE & HERITAGE] Bring together music and event producers who work in the Snoqualmie Valley to coordinate seeking larger outside funding sources for local events</p> <p>Members of this collaborative could share information, coordinate schedules and use the power of live music and events to catalyze many of the outcomes from the statement of intent.</p>		★

SHORT- AND MEDIUM-TERM STRATEGIC ACTIONS - CONTINUED

<p>[CULTURE & HERITAGE] Establish valley-wide cultural center Establish a physical space to house multiple historical societies and museum archives throughout the valley.</p>	★	
<p>[CULTURE & HERITAGE] Support completion of Railroad Roundhouse Provide collaborative support to build upon work underway to secure funding and build public awareness of the roundhouse project at the Northwest Railway Museum.</p>	★ →	★
<p>[FOOD SYSTEMS] Create opportunities for growers/producers in the valley to team up with local restauranteurs/chefs, improving the network of local food connections This effort would foster much-needed connections among our 300+ farmers/growers/producers and our local restauranteurs and retailers, allowing us to integrate local fare into the economy and strengthening both the visitor experience and the overall economic resiliency of the region.</p>		★
<p>DESTINATION MARKETING</p>		
<p>[CONTENT & CAMPAIGN] Create a team to develop a responsible visitor communications campaign Develop a regional visitor communication strategy and campaign to communicate values and share appropriate ways to visit the valley. This could include the creation of online content, flyers, trailhead signage, etc. to communicate values, share Indigenous protocols and priorities, and convey specific messaging on how to travel safely throughout the region.</p>	★ →	★
<p>[CONTENT DEVELOPMENT] Develop regional itineraries that can be promoted to target markets and associated partnerships to achieve “stacked experiences” using the 3-3-SLEEP model A team could develop 3-5 useful and impactful visitor itineraries (one-day itineraries, “36 Hours of Snoqualmie”). Themes could target visitors interested in Twin Peaks, live music, skiing/snowboarding or stewardship, with supporting content developed with a travel writer and shared across many platforms.</p>	★	
<p>[BRANDING] Develop a valley-wide destination brand The project team will collaborate with local partners to create a unified, compelling destination brand that showcases the unique character and attractions of the entire valley. This brand will serve as the foundation for all marketing efforts, enhancing the region’s visibility and appeal to targeted visitors while fostering a sense of pride and identity within the community.</p>	★	

PRIORITY PROJECTS AND PROJECT TEAMS

The Snoqualmie Valley program steering committee prioritized the following strategic actions during a work session after completing the Destination Scan, Stakeholder Survey, Visitor Opportunity Study and community engagement sessions. Several local leaders stepped forward to lead the implementation of these projects. The SnoValley Regional Chamber, in collaboration with the newly formed destination leadership team, will stay in close contact with these project leads to ensure work is coordinated and geared toward the community's 15-year vision of success. Project leads will apply for grant-match funding from the State of Washington Tourism and other sources to fund priority projects.



PROJECT 1: TRAILHEAD AMBASSADORS & RESPONSIBLE VISITOR COMMUNICATIONS

PROJECT DESCRIPTION: The action or project team will develop a regional visitor communication campaign to share the region's values and provide guidance on responsible visitation. This could include online content, trailhead ambassador programs, signage, and other materials to promote Indigenous values and safe travel practices.

LEAD CONVENER: Caroline Villanova, Mountains to Sound Greenway Trust

PROJECT 2: VISITOR TRANSPORTATION ACTION TEAM

PROJECT DESCRIPTION: This action team will work with transit providers, government officials and key players to improve valley-wide transit connectivity, enhance the visitor experience, and address local transportation issues such as congestion and parking. It will also develop car-free transportation options and connect the valley to major transit hubs in King County.

LEAD CONVENER: Lyn McCarthy, Snoqualmie Valley Mobility Coordinator, Hopelink

PROJECT 3: VALLEY-WIDE HERITAGE TRAIL

PROJECT DESCRIPTION: The project team will develop a heritage trail from Duvall to North Bend using existing valley-wide trail infrastructure. The team will create heritage-themed experiences along the trail, starting with concept development.

LEAD CONVENER: Cristy Lake, Snoqualmie Valley Museum



PROJECT 4: VALLEY-WIDE MURAL MAPS

PROJECT DESCRIPTION: The project team will coordinate map murals in each community across the valley, showcasing key attractions and tying the region together. These murals, created in partnership with local artists, will become lasting visitor draws and photo opportunities.

LEAD CONVENER: Sharlet Driggs, Resident

PROJECT 5: CREATION OF A DESTINATION MANAGEMENT & MARKETING ORGANIZATION

PROJECT DESCRIPTION: This project team will work toward creating a new destination organization uniting all tourism ecosystem players to support the 15-year vision of success and follow the statement of intent. It will coordinate regional projects, engage stakeholders, conduct research, secure funding, and build a unified regional brand for locals and visitors.

LEAD CONVENER: Amy Kosche, SnoValley Regional Chamber

PROJECT 6: VALLEY-WIDE DESTINATION BRAND DEVELOPMENT

PROJECT DESCRIPTION: This project team will work with local stakeholders to develop a unified destination brand that highlights the valley's unique character and attractions. This brand will drive marketing efforts, boost regional appeal, and strengthen community pride and identity.

LEAD CONVENER: Sharlet Driggs, Resident



02

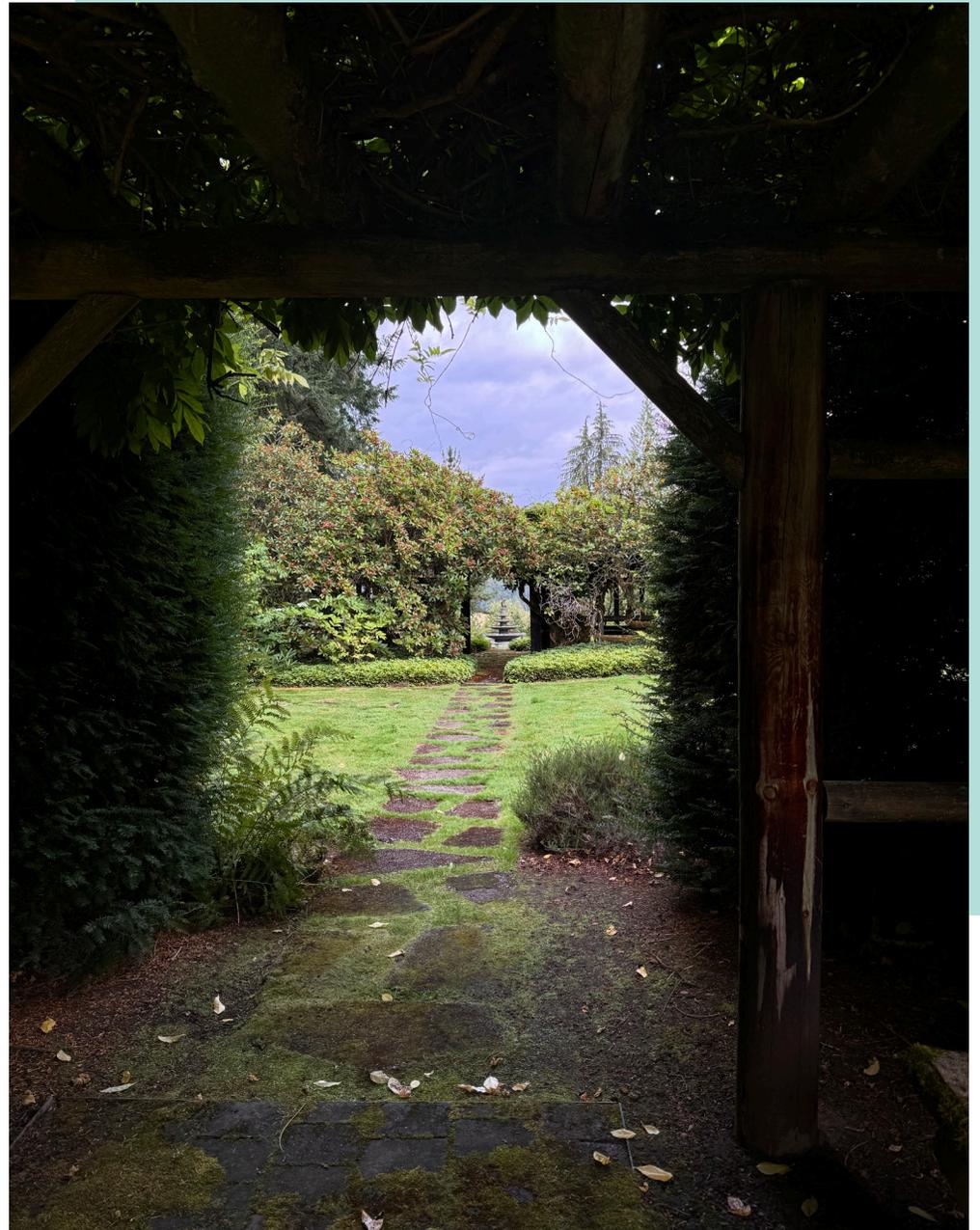
**SNOQUALMIE VALLEY
PROGRAM OVERVIEW**

SNOQUALMIE VALLEY PROGRAM OVERVIEW

State of Washington Tourism and the program’s local organizers teamed up with Crosscurrent Collective to increase local collaboration and to shape the future of the Snoqualmie Valley’s tourism economy. The program was designed to address the valley’s position as a popular outdoor recreation destination facing extreme pressures from the nearby King County metro area, find solutions to center environmental and community sustainability, tackle overcrowding, and find new ways to tell the valley’s stories.

The program began with the formation of a local steering committee. During the early months of the program, the project team conducted several destination research pieces (see page 23) to help inform the design of the subsequent community engagements and priority projects. Snoqualmie Valley Tourism Workspace included a series of workshops designed to help communities in the region collaborate on a unified vision, plan and strategies for a thriving, sustainable regional tourism economy. The program offered three evening networking events and four full-day interactive public workshops between January and March 2025. See the program schedule on page 33.

The Snoqualmie Valley is within the “Metro Puget Sound” region – one of 10 regions State of Washington Tourism created to help market the diverse and distinctive visitor opportunities across the state.



PROGRAM PROCESS OVERVIEW

The Snoqualmie Valley Tourism Workspace spanned three phases over an eight-month period, from October 2024 through May 2025.

PHASE 1: BUILD THE FOUNDATION

Oct. 2024-Jan. 2025

RESEARCH,
PROGRAM DEVELOPMENT
+
OUTREACH

Diverse Steering Committee



3.5 months

PHASE 2: ENGAGE THE COMMUNITY

Jan. – Mar. 2025

VISIONING +
SCENARIO PLANNING
WORKSHOP

STRATEGY
WORKSHOP
1

STRATEGY
WORKSHOP
2

STRATEGY
WORKSHOP
3

Diverse Stakeholders



2.5 months

PHASE 3: MOVE INTO ACTION

Apr.-May 2025

ACTION TEAM
MOBILIZATION +
PLAN CREATION

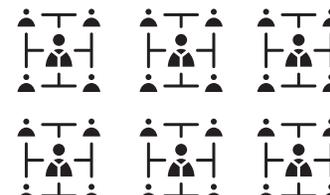
DESTINATION
LEADERSHIP
TEAM

ACTION
TEAM

ACTION
TEAM

ACTION
TEAM

Steering Committee +
Stakeholders

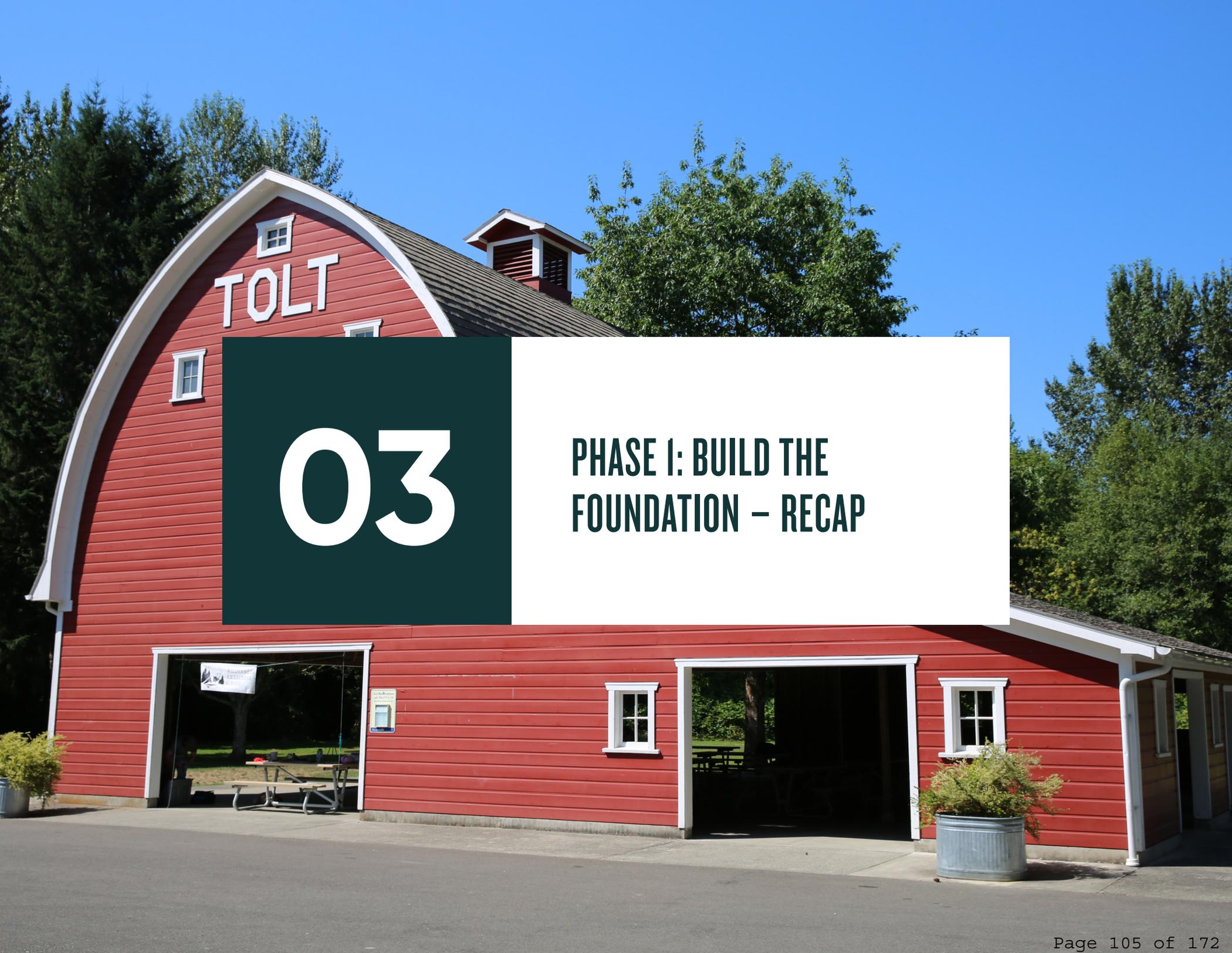


2 months

RURAL TOURISM SUPPORT PROGRAM

PROGRAM TIMELINE

	PHASE 1: BUILD THE FOUNDATION	PHASE 2: ENGAGE THE COMMUNITY	PHASE 3: MOVE INTO ACTION
Dates	Oct. 2024 - Jan. 2025	Jan. - March 2025	April - May 2025
Activities	<ul style="list-style-type: none"> Formed program steering committee Conducted Destination Scan Customized community engagement program Conducted Stakeholder Survey Conducted Visitor Opportunity Study Conducted community outreach for Phase 2 	<ul style="list-style-type: none"> Held four full-day workshops: <ul style="list-style-type: none"> Visioning + Scenario Planning Tourism Summit Destination Stewardship Visitor Management for Outdoor Recreation Destinations Cultural Tourism 	<ul style="list-style-type: none"> Identified a lead convener with capacity: SnoValley Regional Chamber Formed a destination leadership team (DLT) Formed four action teams to support immediate implementation of priority short-term actions
Engagement Results	Assembled a 30-member steering committee representing at least 28 different organizations in the region, from economic development to tourism-related businesses, land managers, emergency management, and Tribes.	A total of 93 participants from the region took part in the series of workshops and networking events. Participants represented diverse organizations from the private and public sectors as well as Tribal communities.	Formed an 20-member DLT representing an equal number of organizations. This leadership team supports the four action teams, each comprising 3-17 members.
Key Outputs	<ul style="list-style-type: none"> Destination Scan Stakeholder Survey Visitor Opportunity Study Customized community engagement process 	<ul style="list-style-type: none"> 15-year community vision narrative Short- and medium-term strategic actions 	<ul style="list-style-type: none"> Destination leadership team Four well-functioning action teams



TOLT

03

PHASE I: BUILD THE
FOUNDATION – RECAP



PHASE I: BUILD THE FOUNDATION – RECAP

OCTOBER 2024 - JANUARY 2025

PROGRAM STEERING COMMITTEE

To kick off the program in October 2024, the SnoValley Regional Chamber convened a group of community partners to help shape future phases of the program. Thank you to the following individuals who contributed their time and talent to guide and produce this program for the Snoqualmie Valley:

- Tom O’Keefe, American Whitewater
- Michael March, Campbell Global
- Rhonda Ender, City of Carnation
- Cynthia McNabb, City of Duvall
- James Henderson, City of North Bend
- Nicole Wiebe, City of Snoqualmie
- Johnny Blair, Compass Outdoor Adventures
- Laura Cooper, WA Dept. of Natural Resources
- Lori Price, WA Dept. of Natural Resources
- Josie Rimmer, DirtFish
- Jamie Formisano, Eastside Fire and Rescue
- Ben Lane, Eastside Fire and Rescue
- David Fleischhauer, Evergreen Bike Alliance
- Carrie Lee Gagnon, Fall City Community Assoc.
- Mary Norton, Meadowbrook Farm Preservation Assoc.
- Caroline Villanova, Mountains to Sound Greenway Trust
- Darrick Smale, North Bend Premium Outlets
- Richard Anderson, Northwest Railway Museum
- Nathan Sherfey, Remlinger Farms
- Chris Raynham, Seattle Public Utilities
- Travis Stombaugh, Si View Parks and Tollgate Farms
- Takako Wright, Snoqualmie Casino
- Sarah Ballew, Michael Ross, Jaime Martin, and Joe Impecoven, Snoqualmie Indian Tribe
- Laurie Hay, Snoqualmie Inn
- Cristy Lake, Snoqualmie Valley Historical Museum
- Guy Lawrence, The Summit at Snoqualmie
- Michelle Cheney and Rene Price, Snoqualmie Valley School Dist.
- Amy Biggs, Snoqualmie Valley Transportation
- Jesse Reynolds, Unincorporated King County
- Nick Lichtenstadter, U.S. Forest Service – Snoqualmie Ranger Dist.
- Peter Herzog, Washington State Parks

STAKEHOLDER SURVEY HIGHLIGHTS

As part of Phase 1, Crosscurrent conducted a Stakeholder Survey targeted at those who live and work in the region’s “tourism ecosystem” to provide the best possible baseline to guide local decision-making. The survey gathers information on how stakeholders envision success for the tourism economy, what values they hold locally, and how they would prioritize specific tactical opportunities in destination development, including space for open-ended responses. In total, 65 local tourism industry partners weighed in on the region’s best opportunities and biggest challenges in tourism development.

KEY THEMES

There was strong support among the tourism ecosystem for a collective vision of success. Respondents saw great opportunities to develop a unified voice to represent the whole valley, and to diversify the visitor experience beyond popular outdoor recreation activities. While scenic beauty and outdoor recreation were recognized as strengths, respondents saw an urgent need for increased strategies to manage visitation in natural areas.

Highlights from the Stakeholder Survey are included on the following pages.



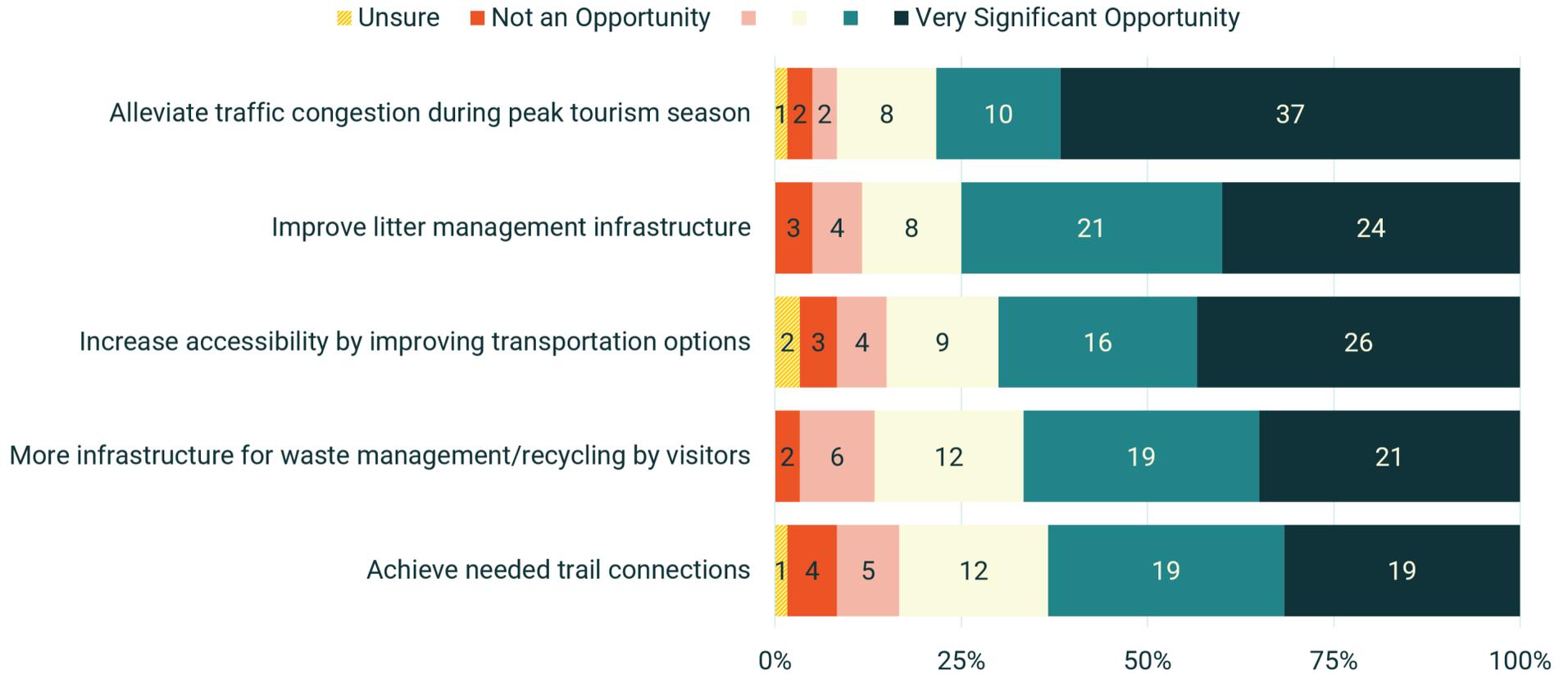
OPPORTUNITIES

WHAT DO YOU BELIEVE ARE THE BEST STRATEGIES FOR EVOLVING THE VISITOR EXPERIENCE IN THE REGION OVER THE NEXT 3-5 YEARS?



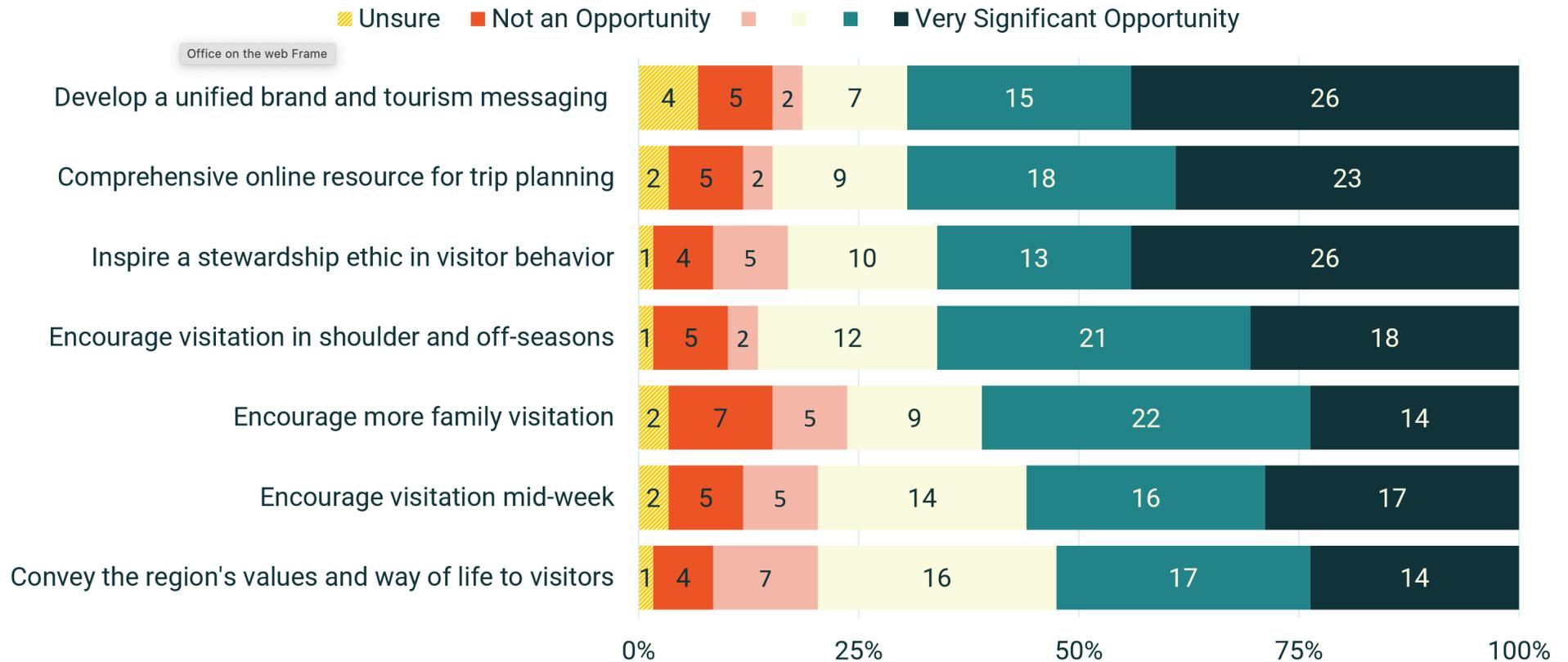
OPPORTUNITIES

FROM THIS LIST, WHAT DO YOU BELIEVE ARE THE BEST STRATEGIES TO ADVANCE DESTINATION STEWARDSHIP IN THE REGION OVER THE NEXT 3-5 YEARS?



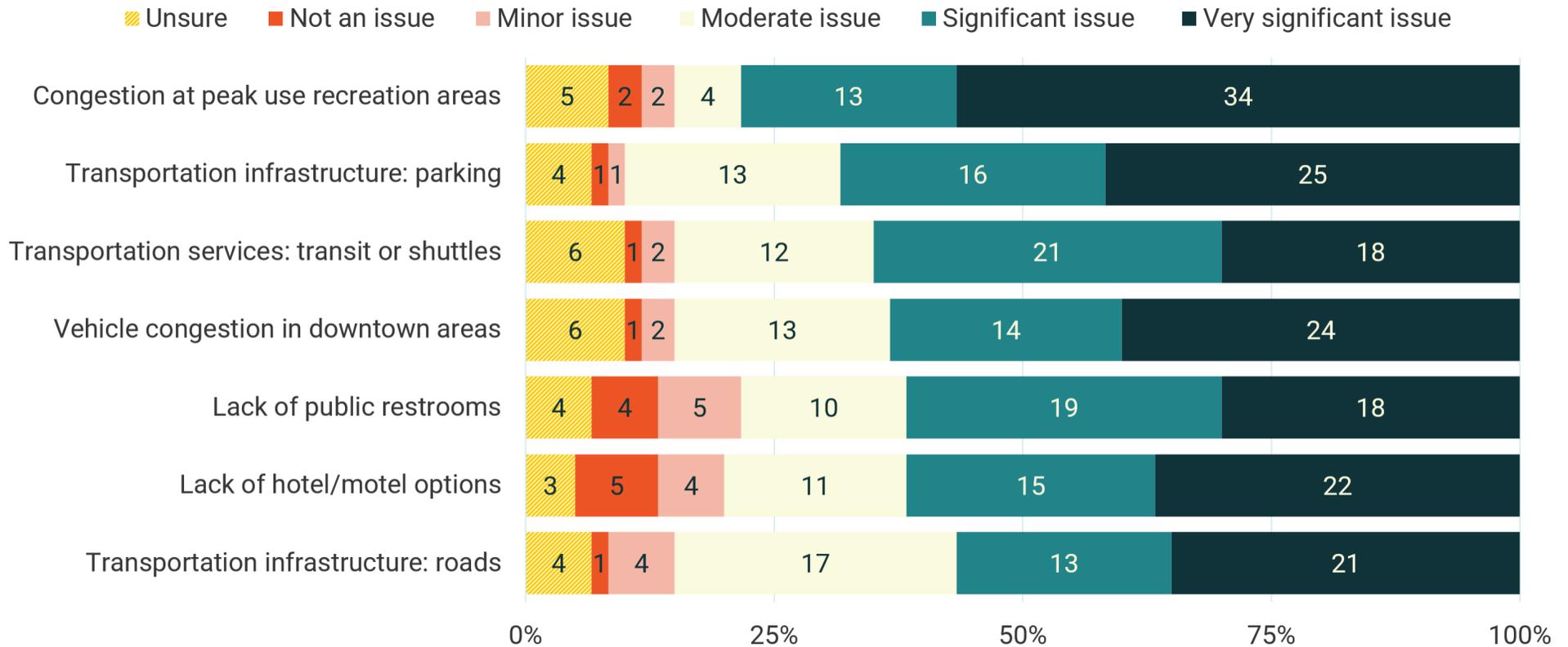
OPPORTUNITIES

FROM THIS LIST, WHAT DO YOU BELIEVE ARE THE BEST STRATEGIES FOR DESTINATION MARKETING IN THE REGION OVER THE NEXT 3-5 YEARS?



ISSUES

FROM THIS LIST, WHAT DO YOU BELIEVE ARE CRITICAL CONSTRAINTS/CHALLENGES FACING THE DEVELOPMENT OF THE TOURISM ECOSYSTEM IN THE REGION OVER THE NEXT 3-5 YEARS?



VISITOR OPPORTUNITY STUDY

Crosscurrent also conducted a Visitor Opportunity Study in partnership with EConorthwest to capture insights from current visitors to the Snoqualmie Valley. The survey received 456 responses. This study focused on current travel patterns, as well as areas of importance and levels of visitor satisfaction.

KEY THEMES

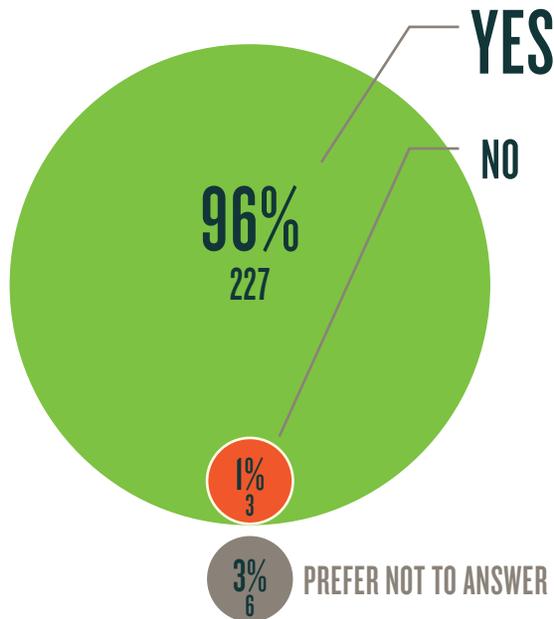
Current visitors to the Snoqualmie Valley are very satisfied with their experiences. Day trips dominate the valley's current visitation; 81% of respondents reported only coming to the valley for the day. Outdoor recreation, scenic beauty, and convenience and accessibility are the primary motivators for travel to the valley. Overall, visitors were satisfied with their primary motivator for coming to the valley. Crowding, parking constraints and traffic were noted as reasons they may not return. Visitors suggested better transportation options, increased dining and restaurant options, and affordability as areas for improvement as the Snoqualmie Valley continues to evolve as a destination.

Highlights from the Visitor Opportunity Study are included on the following pages.



VISITOR EXPERIENCE

DID SNOQUALMIE VALLEY MEET EXPECTATIONS?



WHY SNOQUALMIE VALLEY MET EXPECTATIONS

OUTDOOR RECREATION

Many visitors highlighted the abundance of outdoor activities, including hiking, biking, skiing, snowboarding, and access to well-maintained trails. Visitors appreciated that the valley provided plenty of recreation opportunities.

SCENIC BEAUTY

The valley's natural beauty was frequently mentioned, with visitors describing the landscape as breathtaking and picturesque. Many expressed appreciation for the mountains, rivers, waterfalls, and overall scenery.

CONVENIENCE AND ACCESSIBILITY

Many visitors noted that the ease of access to Snoqualmie Valley contributed to their satisfaction. The proximity to Seattle and the surrounding areas made it a great destination for a quick getaway.

FAMILY-FRIENDLY ATMOSPHERE

Snoqualmie Valley was praised for being family-friendly, offering a welcoming environment with activities suited for children and adults alike. Visitors emphasized that they could enjoy experiences together as a family.

DINING AND LOCAL BUSINESSES

Visitors appreciated the variety of dining options, local shops, and small-town charm, noting that the businesses helped make their visit enjoyable.

TOURIST ATTRACTIONS AND CULTURAL EXPERIENCES

Several visitors were drawn to specific attractions in the area, such as Twin Peaks events, the Northwest Railway Museum, and other cultural or historical sites.

FRIENDLY COMMUNITY AND ATMOSPHERE

Many visitors appreciated the warm and welcoming atmosphere, mentioning that they felt valued as tourists and enjoyed interacting with locals.

PREDICTABILITY AND CONSISTENCY

For some, the consistency of their experiences over time was a reason for their satisfaction. Longtime visitors appreciated that they knew what to expect and that their expectations were met.

WHY SNOQUALMIE VALLEY DID NOT MEET EXPECTATIONS

EXPENSIVE & NOT INCLUSIVE

One visitor expressed that the community has a strong local identity and shared values, which may make it challenging for those with differing perspectives to feel fully included.

VISITOR EXPERIENCE

IMPORTANCE AND SATISFACTION OF FACTORS FOR VISITING THE SNOQUALMIE VALLEY AREA



DEFINITIONS: Respondents rated importance and satisfaction on a scale from 1 to 5, where 3 is neutral, less than 3 is latent, and greater than 3 is critical.

<p>LATENT WEAKNESSES are factors of comparatively low importance and low satisfaction. These factors are a low priority.</p>	<p>CRITICAL WEAKNESSES are factors of comparatively high importance and low satisfaction. These factors should be prioritized.</p>	<p>LATENT STRENGTHS are factors of low importance and high satisfaction. Due to their high performance, these factors are also a low priority.</p>	<p>CRITICAL STRENGTHS are factors of both high importance and high satisfaction. Continued strong performance in these areas is a top priority.</p>
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03

**PHASE 2: COMMUNITY
ENGAGEMENT – RECAP**



PHASE 2: COMMUNITY ENGAGEMENT – RECAP

JANUARY – MARCH 2025

RESULTS SUMMARY

Community members participated in multiple sessions where they:

- Developed a unique, agreed-upon future tourism scenario for the region.
- Clarified elements of what future success will look like.
- Determined priority actions in the following areas:
 - Evolving our current visitation mix from primarily day-trippers/outdoor recreationists.
 - Building our regional connections and cohesiveness, in part by improving communication and increasing collaboration.
 - Managing existing outdoor recreation.
 - Developing a destination stewardship approach.
 - Improving visitor transportation.
 - Finding ways to incorporate and celebrate our region’s cultural heritage.
 - Creating strategies for better dispersing visitors to appropriate places during appropriate seasons.

A total of 93 participants took part in the series of networking events and workshops in the community engagement phase.

Workshop participants included people from the following sectors:

- Tribal nations
- Businesses
- Community organizations
- Outdoor recreation advocates
- Elected officials
- Chambers of commerce
- Arts and culture organizations
- Public land agencies
- Economic development agencies

2025 PROGRAM SCHEDULE

SEGMENT 1: JANUARY		
TUESDAY, JAN. 28	<p>Kickoff Networking Event</p> <p>A gathering where program participants built and strengthened relationships that would be key to the overall plan.</p>	Infusion, Snoqualmie
WEDNESDAY, JAN. 29	<p>Visioning and Scenario Planning Tourism Summit</p> <p>Brought together community and business leaders to create a shared vision and to begin plans to execute it.</p>	The Club at Snoqualmie Ridge, Snoqualmie
SEGMENT 2: FEBRUARY		
TUESDAY, FEB. 25	<p>Destination Stewardship</p> <p>Examined destination stewardship through different examples, both locally and at other destinations, and discussed how to bring it to life here.</p>	Remlinger Farms, Carnation
	<p>Evening Networking Event</p> <p>Enjoyed an evening networking session.</p>	Remlinger Farms Brewery, Carnation
WEDNESDAY, FEB. 26	<p>Visitor Management for Outdoor Recreation Destinations</p> <p>Explored the Visitor Use Management framework and how to apply different elements in the valley for systemic change.</p>	The Club at Snoqualmie Ridge, Snoqualmie
SEGMENT 3: MARCH		
TUESDAY, MARCH 18	<p>Cultural Tourism</p> <p>Explored ways to tell the story of the region and help visitors connect to our unique cultures and sense of place.</p>	City of North Bend, North Bend
	<p>Celebration Networking Event</p> <p>An evening networking session to celebrate the completion of the program.</p>	Iron Duck, North Bend



SUMMARY: VISIONING AND SCENARIO PLANNING TOURISM SUMMIT

THE TOURISM SUMMIT WAS THE FIRST MAJOR STEP IN THE COMMUNITY ENGAGEMENT PROCESS

THE OBJECTIVES OF THE TOURISM SUMMIT INCLUDED:

- Provide an official launch occasion for the Snoqualmie Valley Tourism Workspace.
- Introduce the program steering committee and outline their leadership role for the duration of the program.
- Convene a network of local partners to begin building a shared regional vision, increasing collaboration and information flow.
- Begin organizing regional players to find innovative solutions to challenges facing the Snoqualmie Valley’s tourism industry and local communities, while simultaneously exploring new or expanded visitor opportunities. Engage and inspire participants to take part in the strategy workshops following the summit.

The Tourism Summit included a range of interactive planning exercises. The initial steps included exploring macro-trends and then building out a series of speculative future scenarios.

EXPLORE

- Explore emerging trends and drivers shaping tourism
- Macro trends shaping the future of the Snoqualmie Valley

IMAGINE

- Future scenario planning for tourism in the region
- Explore expected and preferred futures

PRIORITIZE

- Assess potential high-level implications to the region
- Build key strategic action ideas and steps

IMPLEMENT



CREATING THE SCENARIO FRAMEWORK

After exploring macro-trends, participants began mapping out a range of possible scenarios for the region's future. They worked with a scenario matrix that articulated two tension points within the system — level of regional collaboration, and level of intention around evolving the visitor experience — to look at what would happen in the future, in 2040, at either end of those scales. Participants split into four groups to develop a description of what the future would look like within each of the four scenarios. They then gave each future scenario a playful title to summarize the possibilities.

PURPOSEFUL REGIONAL COLLABORATION

- Strong focus on building collaboration and connectivity across the region.
- Connections intentionally built between affinity groups and communities.



INTENTIONAL TOURISM LEADERSHIP

- Energy and resources are put toward proactively managing and evolving the visitor experience
- Stewardship and livability are centered in the work, and there is a strong focus on building community support and responding to community needs.

INDEPENDENT TOURISM GROWTH

- Overall priority is on growing visitation, and industry operators independently develop their own visitor experiences.
- Economic growth and development are the primary focuses, and metrics center on increasing visitor numbers and spend.

LOCALLY-FOCUSED COLLABORATION

- The primary focus is on driving local benefit and meeting individual community objectives.
- Collaboration happens locally and occurs regionally only as needs arise.

INFORMED
BY SUMMIT
PARTICIPANTS

PLAUSIBLE VIEWS OF THE FUTURE – SCENARIO OVERVIEWS

The Tourism Summit participants created four distinct scenarios for the region’s future. All four scenarios were deemed plausible. Here are overviews of each scenario:

SCENARIO A: “ECONOMICALLY FOCUSED REGIONAL COLLABORATION”

(Independent Tourism Growth/Purposeful Regional Collaboration)

In this future, the Snoqualmie Valley tourism ecosystem experiences a ‘push-pull’ phenomenon. There is a focus on building collaboration and connectivity across the region, but its primary focus is on growing tourism numbers and increasing economic impact, rather than managing impact. This leads to some tensions between locals and the visitation economy, as over-tourism impacts start to affect the local quality of life. Transport infrastructure is especially stressed, with periods of intense congestion. There are also environmental impacts due to peak periods overwhelming amenities. The net result is that tourism will continue to grow, and people will be collaborating locally, but the big economic and tourism drivers will likely cause negative impacts.

SCENARIO B: “STACKED EXPERIENCES”

(Purposeful Regional Collaboration/Intentional Tourism Leadership)

In this future, the Snoqualmie Valley tourism ecosystem has coalesced around a shared strategic plan, that focused on strong regional collaboration and intentional development of visitor experiences. The tourism economy fits empathetically into the community fabric and enhances the local lifestyle. The intentional tourism approach has created unique product offerings, that focus on smaller scale local experiences including farm to table, and environmental educational offerings. Transportation systems are transformed, reducing the use of cars and elevating the use of integrated local transportation networks. The valley is now regarded as a best-practice example of regenerative tourism, where local values are embedded in the tourism economy.

SCENARIO C: “HYPER-LOCAL FIRST”

(Locally-Focused Collaboration/Intentional Tourism Leadership)

In this future, the Snoqualmie Valley tourism ecosystem exhibits a high level of collaboration but only within each community, not across communities. Each community would be very intentionally planned but overall regional traffic congestion would be terrible. In the worst case of this scenario, community divides would increase, and towns would be pitted against one-another. There would be a high-level of duplication of services and marketing, and competition for resources would increase. Local vision would be strong, but resources would be hard to get. Because stewardship remains local, the overall education is harder, and visitors find it hard to get information on the regional amenities. There would be no cohesive visitor messaging which could impact how visitors move and concentrate throughout the Valley.

SCENARIO D: “DAM FINE TIME”

(Locally-focused/Independent Tourism Growth)

In this future, the Snoqualmie Valley tourism economy would suffer, and visitor experience would decline. The combined impacts of focusing on local priorities and driving visitor numbers results in a disjointed visitor economy and experience. There would be more traffic congestion, especially at popular well promoted events and locations, with no combined way to disperse impact or visitors. Local amenities would be overwhelmed in peak periods, with negative impacts on the nature and ecological systems. There would be increased tensions between the visitation economy and locals, with a ‘blame-game’ of trying to shift responsibility between communities and regional groups. In this future, these is a lot of visitations occurring, but there aren’t any systems in place to endure threats that come with over-tourism.



PREFERRED FUTURE

“STACKED EXPERIENCES” (SCENARIO B)

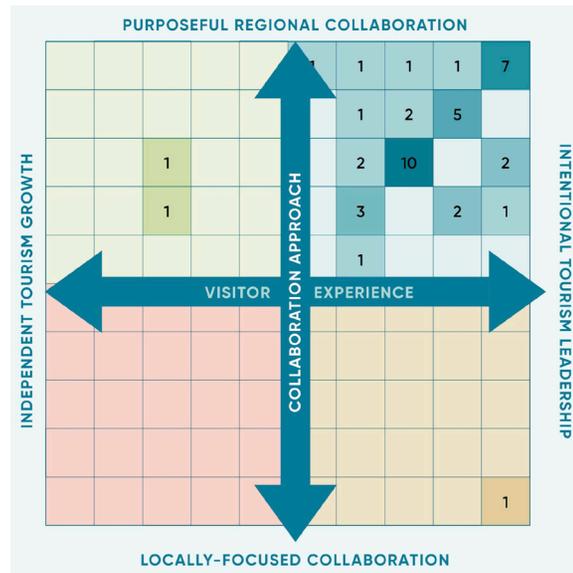
The four broad scenarios offered a way to think about the implications of different possible futures. To explore this further, participants used a 10x10 grid over the scenario matrix to create 100 subtly different versions of the future. Participants were then asked to identify:

- **Least Desired Future**
What represents the future you don't want?
- **Expected Future**
Where will the region end up if it follows its current trajectory?
- **Preferred Future**
What do you think is the ideal future?

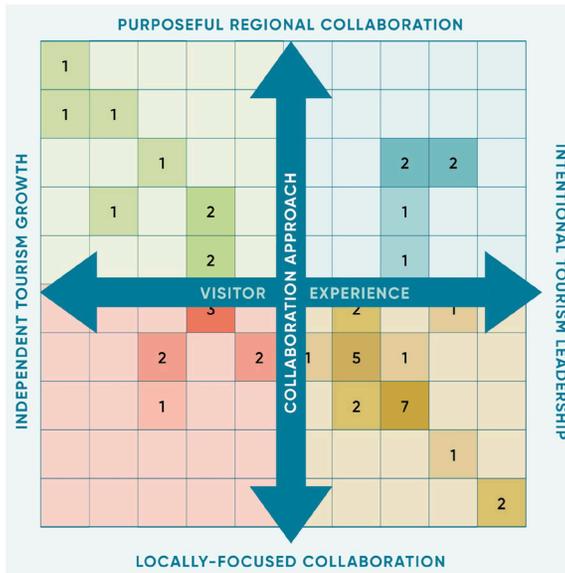
The Least Desired Future was in the very bottom left-hand corner of the scenario matrix – representing an extreme version of “Dam Fine Time” (Sporadic Regional Collaboration/Unguided Tourism Growth). The Expected Future responses were split between all four quadrants, with slight preference toward “Hyper-Local First” (Locally Focused Collaboration/Intentional Tourism Leadership).

Participants expressed a preference for “Stacked Experiences” (Purposeful Regional Collaboration/Intentional Tourism Leadership) as the Preferred Future in 2034. This scenario had the majority of votes overall, though without going toward the highest degree of purposeful regional collaboration or intentional tourism. This reflected a desire to allow for some level of organic and independent activity.

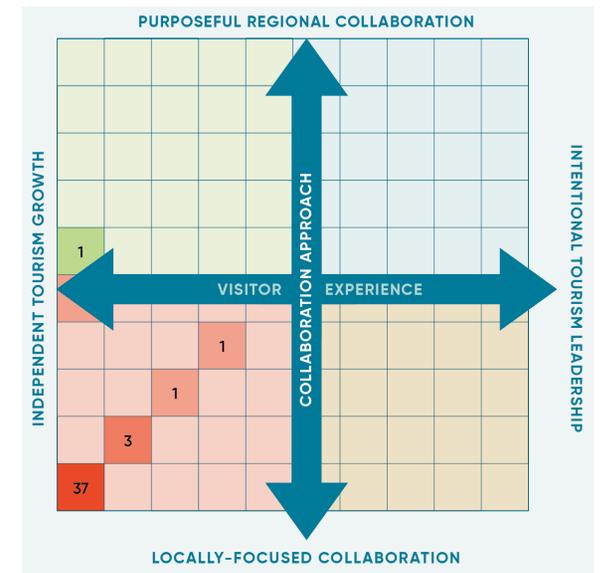
PREFERRED SCENARIO - 2040 'STACKED EXPERIENCES'



EXPECTED FUTURE - 2040



LEAST DESIRED SCENARIO - 2040



GETTING TO THE PREFERRED FUTURE: STRATEGIC ACTION IDEAS

During the Visioning + Scenario Planning Tourism Summit, participants identified “strategic impact areas” and actions that could help move the region from the expected to the preferred future scenario. The following table provides a summary of their thoughts.

STRATEGIC IMPACT AREA	ACTION IDEAS
<p>Enhance community livability – ensure tourism benefits the community in a positive way</p>	<ul style="list-style-type: none"> • Incentives for residents • Unite valley under shared vision and values • Connect mobility/transportation systems • Support diverse leadership
<p>Improve visitor management in high-use outdoor recreation areas</p>	<ul style="list-style-type: none"> • Local (opt-in) stewardship fund with local businesses • Create/expand transit and shuttle options • Strategically implement a reservation system for high-use areas • Effective visitor communication campaigns and supporting programs (such as trail ambassadors)
<p>Increase visitor transportation options (active transportation, car-free transportation)</p>	<ul style="list-style-type: none"> • Regional coordination between major venues and transit providers • Establish transit/transportation “hubs” throughout valley • Education campaign around existing services
<p>Enhance public safety, emergency planning and education</p>	<ul style="list-style-type: none"> • Share information across agencies (through coordinated joint tabletops/exercises, AR implementation) • Coordinate advocacy for funding • Audit/renew current training plans
<p>Develop a stronger connection to place by sharing our culture (past and present)</p>	<ul style="list-style-type: none"> • Focus on niche audiences (wellness, heritage travelers, cyclists, families) to better share our story • Deepen collaboration up and down the valley • Work with youth internship program to help document and share valley stories • Secure funding for heritage groups

GETTING TO THE PREFERRED FUTURE: STRATEGIC ACTION IDEAS (CONTINUED)

STRATEGIC IMPACT AREA	ACTION IDEAS
<p>Enhance and celebrate our local food systems</p>	<ul style="list-style-type: none"> • Support collaboration through groups such as Tilth • Coordinate events with local chamber as hub • Develop tours that bring together food, heritage, and support of small businesses • Connect historical groups and Snoqualmie Tribe to help tell history of food and farming in the valley • Research and gather data on crop varieties and climate resilience
<p>Improve accessibility and enhance “welcome-ability” of region</p>	<ul style="list-style-type: none"> • Increase diverse representation on city and planning committees • Conduct accessibility audits • Embed culture in spaces (physical, multiple audiences) • Expand experiences and infrastructure for all abilities
<p>Events & festivals development and management</p>	<ul style="list-style-type: none"> • Build out promotions for existing Snoqualmie Valley events • Pursue large or mid-size indoor event space for year-round programming • Facilitate new lodging options • Conduct asset inventory of marketing materials for the valley (photo, video, webpages)



STRATEGY WORKSHOPS SUMMARY

Three strategy workshops were held as part of this program: 1) Destination Stewardship, 2) Visitor Management for Outdoor Recreation Destinations, and 3) Cultural Tourism. Each workshop was designed to achieve the following outcomes:

- People are better networked and have developed new relationships.
- Attendees know key info and trends related to destination stewardship, visitor management frameworks and cultural tourism.
- Attendees are inspired by learning about and sharing assets and opportunities, locally and regionally.
- Attendees are inspired by examples of success from beyond their region – nationally and internationally.
- Attendees have a sense of purpose about what they can do individually and together to improve the destination.
- The steering committee has clarity on what types of projects or initiatives their community would like to undertake to improve the destination.

Full workshop notes are available upon request.





DESTINATION STEWARDSHIP

Destination stewardship involves the management of tourism in ways that safeguard the environmental, cultural and social characteristics of destination communities while supporting the local economy and public services. This workshop sought to help participants better understand these core elements of destination stewardship, and how they are applied, by looking at global best practices in similar destinations. Together, participants worked to develop a roadmap for improving the destination through visitor and resident communications, educational programming, business operations, improved visitor infrastructure and more.

WORK ACCOMPLISHED

Participants learned about key elements of destination stewardship, then watched a virtual panel featuring speakers from several U.S. and international destinations. Afterward, attendees broke into different groups to envision success around different elements of destination stewardship in the valley. The afternoon began with a panel discussion on work happening locally in destination stewardship. Following the panel, participants broke into groups for an asset mapping activity and contributed to a planning and strategy session to identify short- and medium-term priority actions. Participants worked in eight different impact areas (described below) to develop a vision of success and associated strategies, then concluded the day with an advisory vote.

The eight impact area groups are explained on the following page.

IMPACT AREA A

DESTINATION LEADERSHIP

- **Vision of success:** A dedicated and inclusive destination leadership network and organization that engages the community with breadth and depth across the region. With clear communications and diverse funding, this leadership will drive regional projects while promoting innovation, sustainability and trust.
- **Recommended top strategies:**
 - Develop sustainable funding
 - Establish a Destination Management Organization board
 - Staff the DMO

IMPACT AREA B

ASSESSMENT FRAMEWORKS

- **Vision of success:** Using data to make decisions, prioritize initiatives, and track progress of initiatives on improving outcomes in our communities and environments, we will establish priority metrics that come out of shared community values.
- **Recommended top strategies:**
 - Create a roadmap for priorities
 - Leverage existing resources for tracking and measurement
 - Create pilot experiences for FIFA World Cup/visitors

IMPACT AREA C

EDUCATIONAL OPPORTUNITIES/COMMUNITY STEWARDSHIP OPPORTUNITIES FOR VISITORS

- **Vision of success:** We have educational and community stewardship opportunities that are rooted in genuine collaborations across the valley. As a result, visitors and residents alike understand and respect local values. The region fosters support across different organizations and institutions in the valley, promoting sustainability and community pride.
- **Recommended top strategies:**
 - Funded and supported educational organizations
 - Cohesive and consistent communication
 - App/map creating mutually supportive valley

IMPACT AREA D

COMMUNITY LIVABILITY

- **Vision of success:** There is harmony among residents, businesses and visitors, supported by open communication. Residents are aware of all the valley has to offer and feel welcome to join in. We educate visitors on responsible behaviors and encourage return visitation. Tourism is benefiting local quality of life.
- **Recommended top strategies:**

Note: This group did not reconvene for strategy development.

IMPACT AREA E

INSPIRE STEWARDSHIP ETHIC IN VISITOR BEHAVIORS

- **Vision of success:** Engaging signage, messaging, and incentive campaigns encourage respectful and low-impact behavior. We follow the lead from Tribal initiatives, and our local businesses and residents lead by example; this in turn inspires visitors to participate in caring for the region.
- **Recommended top strategies:**
 - Effective communication
 - Local role-modeling



IMPACT AREA F

REDUCE CARBON FOOTPRINT OF VISITORS

Note: This group did not have enough members to convene.

IMPACT AREA G

SUSTAINABLE BUSINESS PRACTICES

- **Vision of success:** Regional collaboration is accelerating implementation of sustainable business practices such as promoting local food, reducing waste, and encouraging sustainable transportation and tourism. Consistent messaging supports these initiatives, so it's easy for businesses to opt in and for visitors to lessen their impact.
- **Recommended top strategies:**
 - Snoqualmie Valley foods served in Snoqualmie Valley restaurants
 - No plastics
 - Better connectivity throughout the valley

IMPACT AREA H

IMPROVE ACCESSIBLE INFRASTRUCTURE + MAKE MORE WELCOMING

- **Vision of success:** We've addressed barriers to language, mobility, transportation and safety and have made improvements to infrastructure, public restrooms, signage and transportation options.
- **Recommended top strategies:**
 - Welcome messaging/inclusivity
 - Signage (accessible)
 - Micro-transit expansion

After each team presented their recommended strategies, all workshop participants voted on their top three. Top-voted strategies included:

- Establish Destination Management Organization: **14 first choice votes, 3 second choice votes**
- Sustainable funding for destination leadership: **8 first choice votes, 4 second choice votes**
- Create roadmap for priorities within assessment framework: **4 first choice votes, 5 second choice votes**
- Create pilot experiences for FIFA World Cup visitors and teams: **2 first choice votes, 3 second choice votes**
- Increase connectivity through valley: **2 first choice votes, 2 second choice votes**
- Effective communication to inspire stewardship behaviors: **5 second choice votes**
- Local role modeling of stewardship behaviors: **1 first choice vote, 1 second choice vote**
- Cohesive and consistent communication around stewardship opportunities: **2 second choice votes**
- Funded and supported education organizations: **1 first choice vote**
- Leverage existing resources for assessments/measurement: **1 first choice vote**
- Snoqualmie Valley foods served in Snoqualmie Valley restaurants: **1 second choice vote**





VISITOR MANAGEMENT FOR OUTDOOR RECREATION DESTINATIONS

Participants explored how similar popular destinations are addressing the complexities of visitor management. Through activities, participants worked together to create an innovative model for the Snoqualmie Valley that fosters ongoing coordination and collaboration among private and public sector partners, improving safety and protection of our natural, cultural and recreational resources.

WORK ACCOMPLISHED

This workshop examined national and international trends and best practices to help us understand the visitor use management framework and right-size models for implementation. It included two panels, one local and another from successful destinations tackling different elements of visitor use management. It also provided time for the local tourism ecosystem to come together to understand local initiatives already underway and to determine ways to start implementing systemic solutions.

For each of the breakout areas, participants worked to develop a vision of success and strategies for achieving that vision:

IMPACT AREA A

VISITOR TRANSPORTATION NETWORK

- **Vision of success:** Expanded seamless access to key communities, venues, and recreation sites through increased routes and larger-capacity buses to connect to the surrounding metro area. We offer better transportation access to all through increased transit connectivity and shorter waiting times.
- **Recommended top strategies:**
 - Increased use of current transit
 - Trailhead Direct pass/Pass Direct for winter
 - Connecting mid-valley to light rail (Carnation à Redmond/Preston à Bellevue)

IMPACT AREA B

DISPERSION PLANNING

- **Vision of success:** Visitors are dispersed to appropriate places at appropriate times of day/year by encouraging travel to communities along SR 202/203 and decreasing traffic on I-90. Tools such as self-guided itineraries, interactive maps and timed entry help guide and disperse visitors, spread economic impact and promote multi-stop journeys.
- **Recommended top strategies:**
 - Reduce congestion at hot spots
 - Disperse economic benefits where they are needed (not just to businesses, but also to infrastructure)
 - Strategically disperse and concentrate visitors

IMPACT AREA C

VALLEY-WIDE COLLABORATIONS

- **Vision of success:** Existing groups are strengthened and unified through a Destination Management Organization that clearly communicates and promotes sharing of resources, as well as strategic coordination. We have a solid asset inventory that serves as the foundation for plans, collaborations and resource allocation.
- **Recommended top strategies:**
 - Ensure we have an active/well-funded DMO
 - Complete asset inventory
 - DMO serves as valley voice

IMPACT AREA D

VISITOR COMMUNICATIONS

- **Vision of success:** Ensure travelers are inspired, informed and prepared through accessible resources such as activity guides, self-guided tours, maps and markers. By embracing existing initiatives, including the ancestral lands movement, and collaborating with businesses, we can provide consistent messaging that deepens visitors' connection to place and community.
- **Recommended top strategies:**
 - Digital and printed maps
 - Internal collaboration
 - Calendar of events

IMPACT AREA E

TRAILHEAD AMBASSADOR INFRASTRUCTURE

- **Vision of success:** Our trailheads are served by a solid network of well-trained ambassadors who have access to centralized and regionally dispersed materials and are trained to educate visitors and assist with safety and stewardship messaging. These programs are backed by tourism-related funding and partnerships with organizations such as Washington Trails Association and King County Search & Rescue. The ambassador program leverages data to provide services where they're needed most.
- **Recommended top strategies:**
 - Year-round ambassador program
 - Create coalition
 - Funding alongside Mountains to Sound Greenway Trust action group

After each team presented their recommended strategies, all workshop participants voted on their top three. Top-voted strategies included:

- Ensure we have an active/funded DMO: **19 first choice votes, 3 second choice votes**
- Digital maps for visitor communications: **5 first choice votes, 6 second choice votes**
- Internal collaboration on visitor communications: **4 first choice votes, 6 second choice votes**
- Increase use of current transit: **3 first choice votes, 4 second choice votes**
- Disperse visitors: **1 first choice vote, 4 second choice votes**
- Year-round trail ambassador program: **4 second choice votes**
- Expand Trailhead Direct/Direct Pass for winter: **2 first choice votes, 1 second choice vote**
- Disperse economic benefits where needed: **1 first choice vote, 1 second choice vote**
- DMO is active as valley voice: **2 second choice votes**
- Produce asset inventory: **1 second choice vote**
- Reduce congestion at hot spots: **1 second choice vote**
- Calendar of events for visitors: **1 second choice vote**



CULTURAL TOURISM

Many travelers are seeking to connect with a destination's sense of place through arts, food and authentic experiences. This workshop brought together artists, makers, and people involved with the valley's history and culture to incubate new ideas and inspire one another. Together we examined how we might share and celebrate our local cultures, past and present, in ways that welcome others into the richness and diversity of the Snoqualmie Valley.

WORK ACCOMPLISHED

Attendees gathered insights from panels on local assets, opportunities and resources to build out a vision of successful cultural tourism in the valley. Participants walked through a framework for identifying different opportunities to engage visitors and capture economic impact from travelers. They also built out one- to three-day itineraries for six different traveler profiles. Seeing gaps in these itineraries against the vision for success, participants worked in groups to identify near-term priorities.

Groups worked in different impact areas to develop a vision of success and associated strategies:

IMPACT AREA A

SNOQUALMIE VALLEY TRAIL CONNECTION

- **Vision of success:** The Snoqualmie Valley Trail is a vibrant corridor for recreation, education and connection – whether for multi-day excursions or afternoon walks. The trail is served by accessible amenities and infrastructure including bathrooms, bike racks and transit integration. Engaging interpretation highlights the valley's cultural, natural and historical heritage.
- **Recommended top strategies:**
 - Define our heritage
 - Add services along the trail
 - Identify interpretive locations and markers

IMPACT AREA B

DEVELOP THEMED ITINERARIES

- **Vision of success:** Themed itineraries tailored to various interests encourage visitors to stay longer and explore our communities more deeply. We have a variety of accommodations to serve different travelers, easy transportation, and vibrant experiences. Evolving our anchor events has allowed us to extend business hours and support tourism and community vitality throughout the year.
- **Recommended top strategies:**
 - Fully collaborative valley
 - Easy transportation (public and private)
 - Anchor events/lodging/static display

IMPACT AREA C

INTEGRATE LOCAL FOODS INTO THE VISITOR EXPERIENCE

- **Vision of success:** The flavors of the valley come to life through farm-to-table experiences, food tours, food-themed events, and celebrations. Farmers, producers, chambers and restaurants are collaborating across the local food ecosystem. New marketing initiatives such as a food map are leading more visitors to enjoy immersive experiences highlighting the region's agricultural heritage and culinary creativity.
- **Recommended top strategies:**
 - Collaborations among restaurants, producers and chambers
 - Events development
 - Coordinated promotion



IMPACT AREA D

COORDINATE LIVE MUSIC & EVENTS

- **Vision of success:** The valley has a central, well-promoted events calendar with operational capacity to help plan, fund and market events year-round. Visitors and residents alike can participate in these celebrations of local talent and culture in a welcoming and inclusive environment.
- **Recommended top strategies:**
 - Solidify the valley's reputation as the music capital of the West
 - Produce unique, artistic, diverse events of high quality
 - Make events accessible to all people

IMPACT AREA E

IMPROVE CROSS-PROMOTION BETWEEN LOCAL BUSINESS

- **Vision of success:** We have built strong relationships among merchants through our networking events and shared purpose. With centralized communication, a clear brand and easy-to-use toolkits, the region fosters this network so collaboration can thrive. We are piloting new experiences like the "Meet-a-Local" concierge service.
- **Recommended top strategies:**
 - Coordinate our business community/communications through webinars, a newsletter and in-person meetings
 - Coordinate a Snoqualmie Valley brand
 - Develop local ambassadors to share our brand

IMPACT AREA F

FILL STACKED EXPERIENCES

- **Vision of success:** We've created a seamless, welcoming journey for our visitors by improving accessibility, transportation, and communication. Curated tours and itineraries help connect people to the valley's offerings.
- **Recommended top strategies:**
 - Mural maps (with QR code connecting to app)
 - Curated and accessible tour experiences
 - Transportation solutions

After each team presented their recommended strategies, all workshop participants voted on their top three. Top-voted strategies included:

- Define our heritage for Snoqualmie Valley Trail: **7 first choice votes, 7 second choice votes**
- Visitor information mural maps: **6 first choice votes, 9 second choice votes**
- Crowd-source map with QR code of amenities and businesses: **4 first choice votes, 5 second choice votes**
- Fully collaborative valley – groups collaborate frequently and offer consistent signage and communications to visitors: **5 first choice votes, 3 second choice votes**
- Solidify reputation as music capital – create unified brand, website, calendar and promo pieces; create more year-round events; create events and opportunities for amateurs: **2 first choice votes, 7 second choice votes**



PARTICIPANT LIST

We want to recognize all 93 individuals who participated in the Snoqualmie Valley Tourism Workspace for their dedication to the future of the region:

Adair Hawkins	City of Carnation	Dennis Pearce	Travels with Blu
Afsaneh Vaez	The Line Bike Experience	Dorie Ross	HDSMA
Alex Yearout	Duvall Farmers Market	Dustin Green	Carnation Resident
Alexandra Taber	Travels With Blu	Elaine Nutter	Snoqualmie Resident
Amy Kosche	SnoValley Regional Chamber	Emily Fales	Washington State Department of Natural Resources
Amy McGhee	South Fork General Store	Emily Ridout	Aroma Coffee Co.
Annie Cave	North Bend Art & Industry	Emily Arteche	City of Snoqualmie
Arlene Cristobal	Resident	Garth Bruce	Seattle Mountain Rescue
Ashlyn Farnworth	City of Carnation	Greg Jamiel	SnoValley Pride
Beth Burrows	North Bend Theatre	Heather Hanson	WA State Parks
Beth Offerman	Resident	Heather Beam	Resident
Betsy MacWhinney	March of the Vegetables	Jacqueline Goodbar	North Bend Downtown Foundation
Bill Grassie	William Grassie Wine Estates	Jake Hauptert	The Transformational Travel Council
Brett Backues	Roaring River Bed & Breakfast	James Mayhew	Resident
Camille Meyer-Arendt	Resident	James Henderson	City of North Bend
Caroline Villanova	Mountains to Sound Greenway Trust	Jamie Formisano	Eastside Fire & Rescue
Carrie Lee Gagnon	King County Search and Rescue Association	Jane Koser	Snoqualmie Valley Museum
Chantelle Lusebrink	Port of Seattle	Janna Treisman	Resident
Chelsey Roney	Proxi Interactive Maps	Jenny Hakala	WA State Department of Natural Resources
Cheryl Paquette	Remlinger Farms	Jessica Self	North Bend Downtown Foundation
Chris Raynham	Seattle Public Utilities	Jillian Hendrix	Resident
Christina Doerfel	Visit Issaquah	Jillian Dickens	Transformational Travel Council
Christy Garrard	Visit Issaquah	Jim Golvingo	GolPost INC
Cristy Lake	Snoqualmie Valley Museum	Johnny Blair	Compass Outdoor Adventures
Cynthia McNabb	City of Duvall	Julie Chung	Juniper & Lu Ice Cream
David Scult	Resident	Karen Donovan	Resident
Debbie Landers	North Bend Art & Industry	Karen Konkell	Resident, retired professional
Debbie Green	Resident	Kathryn Podschwitt	NBDF
Deloa Dalby	The Mountaineers-Foothills Conservation Committee	Katie Egresi	Mountains to Sound Greenway Trust

Kelly Coughlin	SnoValley Regional Chamber
Keri Cook	Resident
Kevin Haggerty	Resident
Kristin Schumacher	Carnation Farms
Laura Cooper	WA State Department of Natural Resources
Laurie Hay	Snoqualmie Inn by Hotel America
Liane Scult	Resident
Lisa Symonds	Resident
Luke Talbott	Compass Outdoor Adventures
Lyn McCarthy	Hopelink
Maria Jacobson	Resident
Megan McDevitt	Resident
Melissa Castillo	Resident
Michael Kunz	The Line Experience
Michael Bailey	Snoqualmie Indian Tribe
Michele Catoire	SnoValley Chamber
Michelle Huelmann	Resident
Mike Halim	Resident
MK Kirkpatrick-Waite	Oxbow Farm and Conservation
Morgan Henley	Morgan Henley Presents, LLC
Nathan Sharfey	Remlinger Farms
Nicholas Lichtenstadter	US Forest Service
Nicole Wiebe	City of Snoqualmie
Olivia Longstaff	Carnation Farms
Pete Netson	Resident
Rachel Fluhrer	City of Carnation
Randy Stocker	Resident
Rene Price	Snoqualmie Valley School District School Board
Rhonda Ender	City of Carnation
Richard Anderson	Northwest Railway Museum
Rick Oakley	Washington State Parks
Rita Moreno	City of Duvall
Rob Wotten	City Councilmember, City of Snoqualmie

Sarah Ballew	Snoqualmie Indian Tribe
Sarah Cassidy	The Grange, Duvall
Shari Hollinger	Cascade Rose Alpacas
Sharlet Driggs	Fall City Arts & Business; Local Farming
Shelby Bergus	Snoqualmie Tribe
Shenise Ramirez	Mountains to Sound Greenway Trust
Sheryl Tullis	The Line Bike Experience
Stacey Smith	Harvold Berry Farm
Takako Wright	Resident
Taryn Graham	Resident
Tess Wendel	Cascade Backcountry Alliance
Thomas O'Keefe	American Whitewater
Travis Stombaugh	Si View Metropolitan Park District
Victoria Marcotte	Short-term rental owner
Vivika Stamolis	Evergreen Mountain Bike Alliance
Will Russack	Cascade Backcountry Alliance





05

PRODUCTION TEAM RECOGNITION



PRODUCTION TEAM RECOGNITION

The Snoqualmie Valley Tourism Workspace was funded by State of Washington Tourism (SWT) and produced by Crosscurrent Collective in collaboration with SWT and the local project convener, SnoValley Regional Chamber.

SWT and the program's local organizers teamed up to strengthen the region's position as a premier tourism destination, balancing tourism over seasons and communities while implementing destination management strategies to respect quality of life for residents and the area's sensitive natural environments.

OVERALL PROGRAM DESIGN AND DIRECTION:

Kristin Dahl, Founder/CEO, Crosscurrent Collective

PROGRAM PRODUCTION:

- Kate Harbour, Project Manager, Crosscurrent Collective
- Nicole Waehner, Research & Production Specialist, Crosscurrent Collective
- Sarah Craig, Graphic Design, Crosscurrent Collective
- Brynna King, Copy Editing, Crosscurrent Collective
- Anette Bidwell, Administration, Crosscurrent Collective
- Kelly Coughlin, Director, SnoValley Regional Chamber
- Amy Kosche, Project Manager, SnoValley Regional Chamber
- Matthew Ozuna, Destination Development Manager, State of Washington Tourism
- Mike Moe, Director of Strategic Partnerships and Tourism Development, State of Washington Tourism

PROGRAM FACILITATION AND TRAINING:

- Kristin Dahl, Founder/CEO, Crosscurrent Collective – Destination Stewardship
- David Beurle, CEO, Future iQ – Visioning + Scenario Planning Tourism Summit
- Rachel Franchina, Executive Director, Society of Outdoor Recreation Professionals – Visitor Management for Outdoor Recreation Destinations
- Judy Walden, President, Walden Mills Group – The Power of Arts and Culture



THANK YOU

FOR QUESTIONS OR MORE
INFORMATION ABOUT THIS
STRATEGY, PLEASE CONTACT:

Crosscurrent Collective
info@crosscurrentcollective.com
503-784-1072



SNOQUALMIE VALLEY

Responsible Tourism Project





RURAL TOURISM SUPPORT PROGRAM

A COMMUNITY-BASED DESTINATION DEVELOPMENT PROGRAM

State of Washington Tourism | 2024-25



SNOQUALMIE VALLEY

GEOGRAPHIC BOUNDARIES

Snoqualmie Valley is a region at the foot of the Cascade Range, just east of Seattle. The valley is connected by Interstate 90 running east-west and the State Routes 202 and 203 running north-south. The Tolt and Snoqualmie Rivers cut through the valley, uniting in Carnation. The area is part of the Mountain to Sound Greenway National Heritage Area.



TOURISM ECOSYSTEM



SNOQUALMIE VALLEY

DESTINATION STEERING COMMITTEE

Convener: SnoValley Chamber

Tom O'Keefe, **American Whitewater**
Michael March, **Campbell Global**
Rhonda Ender, **City of Carnation**
Cynthia McNabb, **City of Duvall**
James Henderson, **City of North Bend**
Nicole Wiebe, **City of Snoqualmie**
Johnny Blair, **Compass Outdoor Adventures**
Laura Cooper, **WA Dept. of Natural Resources**
Lori Price, **WA Dept. of Natural Resources**
Josie Rimmer, **DirtFish**
Jamie Formisano, **Eastside Fire and Rescue**
Ben Lane, **Eastside Fire and Rescue**
David Fleischhauer, **Evergreen Bike Alliance**
Carrie Lee Gagnon, **Fall City Community Assoc.**

Mary Norton, **Meadowbrook Farm Preservation Assoc.**
Caroline Villanova, **Mountain to Sound Greenway**
Darrick Smale, **North Bend Premium Outlets**
Richard Anderson, **Northwest Railway Museum**
Nathan Sherfey, **Remlinger Farms**
Chris Raynham, **Seattle Public Utilities**
Travis Stombaugh, **Si View Parks and Tollgate Farms**
Takako Wright, **Snoqualmie Casino**
Sarah Ballew & Michael Ross, **Snoqualmie Tribe**
Laurie Hay, **Snoqualmie Inn**
Cristy Lake, **Snoqualmie Valley Historical Museum**
Guy Lawrence, **The Summit at Snoqualmie**
Rene Price, **Snoqualmie Valley School Dist.**
Amy Biggs, **Snoqualmie Valley Transportation**
Jesse Reynolds, **Unincorporated King County**
Nick Lichtenstadter, **USFS – Snoqualmie Ranger Dist.**
Peter Herzog, **Washington State Parks**

STATEMENT OF INTENT

SNOQUALMIE VALLEY

- **Unite a diversity of people** – community and visitors – behind the fulfillment of a common vision of the future
- **Protect and restore our land, water, and wildlife** for future generations; educate, engage, and inspire our community and visitors to join us in these practices
- **Improve our visitor management practices** with the adoption of new strategies and visitor experiences afforded through stronger collaboration and coordination between land managers, residents, Tribes, and local businesses and organizations
- **Enhance visitor safety** through education, experience design, collaboration, and proactive management
- **Curate creative opportunities to experience our local cultures** – past and present
- **Evolve our visitor experiences** in a way that generates regional economic prosperity by fostering an environment where our unique local businesses can flourish, and encourages smart visitor use patterns across the landscape, days of the week, and months of the year
- **Improve community livability** by aligning destination work to be reflective of and responsive to local goals, values, and challenges

PROGRAM PROCESS OVERVIEW

The Snoqualmie Valley Tourism Workspace spanned three phases over an eight-month period, from October 2024 through May 2025.

PHASE 1: BUILD THE FOUNDATION

Oct. 2024-Jan. 2025



Diverse Steering Committee



3.5 months

PHASE 2: ENGAGE THE COMMUNITY

Jan. – Mar. 2025



Diverse Stakeholders



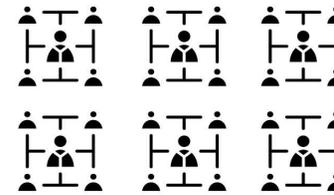
2.5 months

PHASE 3: MOVE INTO ACTION

Apr.-May 2025



Steering Committee +
Stakeholders



2 months

15-YEAR COMMUNITY VISION OF SUCCESS

HOW THINGS LOOK IN 2040

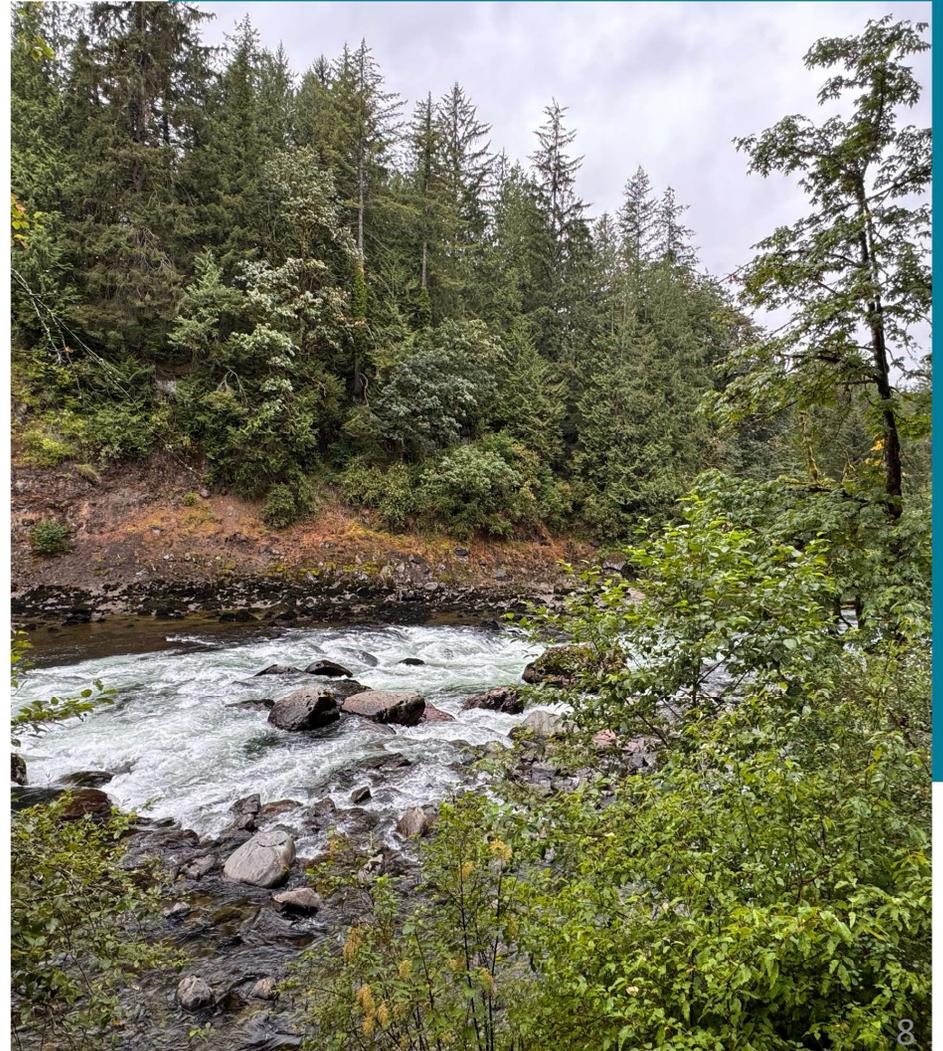
Snoqualmie Valley communities are thriving on a foundation of stewardship, economic resiliency and collaboration. We're an established destination for food, farms and the outdoors – a place where connoisseurs come to enjoy unique places to eat, alongside high-quality museums, heritage experiences and some of the best hiking, mountain biking and trail running in the world. With “stacked experiences” we foster a slower pace of travel. People linger for multiple days, enjoying farm-to-table dinners and blueberry picking, taking leisurely walks, or joining a community native species planting event. All are invited to give back to this place while they're here, as if it were their own home.

STEWARDSHIP AS OUR FOUNDATION

Environmental and cultural stewardship is central to our planning efforts and development. We take care of the lands, waters and air, helping to restore and protect areas in consultation and collaboration with local Tribes. Visitors are inspired to learn more and participate in this restoration while they're here. Careful planning and implementation of visitor management strategies allow wildlife and humans to coexist in the valley, while protecting historic resources and archaeological sites. Our rivers, meadowlands and forests see improved health for years to come.

RESIDENT AND VISITOR EDUCATION

A distinct regional brand and effective marketing and communication strategies help share stewardship messaging and showcase each community's unique character and heritage. Our strong leadership messaging reflects appreciation for this place by acknowledging the past, representing the contemporary and envisioning a future. Whether about safety, seasonal weather alerts, responsible recreation, or curated experiences that showcase community pride, we efficiently deploy these messages to influence visitor behavior, strengthen connections and celebrate the valley as a whole.



MANAGED OUTDOOR RECREATION

Recreation systems in the valley have matured and are taking a proactive approach to visitor use management. Locals and visitors understand they are treading on important and sensitive lands when they recreate here, and they actively steward the air, water and lands we share with wildlife and plantlife out of a deep connection to this place. Existing outdoor areas are well-maintained, and new trail connections have emerged within and among communities, inviting locals to explore their own backyard and encouraging more family-friendly and accessible contact with nature.

TURN-KEY VISITOR TRANSPORTATION NETWORK

The entire valley is served by a year-round active transportation system with integrated networks of transit, trails, pathways and “last-leg” biking and micro-transit options. This system supports mobility between communities, to trailheads and water access points, and to key transit hubs in the Seattle metro. These improvements have helped ease parking congestion, improved accessibility, and made it easier for residents and workers to get around to meet daily needs. It’s much easier for visitors and residents alike to make eco-friendly transportation choices. Over the long-term, this transportation system has helped evolve visitor patterns, moving guests beyond the traditional attractions to spend more time in our downtowns.

ECONOMIC RESILIENCY

Thoughtful travel is increasing, with people immersing themselves in our historic communities and supporting multiple businesses during each trip. This has strengthened the shoulder season to help businesses offer locally produced products and services year-round. Bars and restaurants serve meals made with local ingredients and beverages; whether enjoying morning coffee or replenishing in the evening, it’s easy to find the valley’s local flavors! With increased stability in the visitor economy across the year, small businesses are able to set down roots for longer, which has a direct connection to preserving the small-town feel and individuality of our communities. We support sustainable economic development by crafting experiences that engage local businesses, farms, service providers and artisans to showcase the valley’s unique character and culture.

SENSE OF PLACE: OUR RICH TAPESTRY OF CULTURE

Locals and visitors share a sense of place built on the rich cultures, heritage and history of the valley and seek out our high-quality museums to gain a deeper understanding of it. Each community celebrates their distinct identities through signature events and immersive experiences, including train rides, historic tours, festivals, sporting events, restoration events, storytelling and artisan markets. Niche experiences (Twin Peaks, treehouses) help the valley stand out amongst other Pacific Northwest destinations. The Snoqualmie Tribe’s Ancestral Lands Movement drives place-based stewardship messaging, while the Mountains to Sound Greenway Heritage Area imparts the significance of natural and human stories throughout the valley. Local artists and makers are celebrated and supported to flourish, and frontline staff share stories with visitors about the valley, their own products and other businesses.

VALLEY-WIDE DESTINATION LEADERSHIP

A new destination organization is firmly established and serves the whole valley with a unified voice, brand and strategy. Valley-wide collaboration across organizations enables strategic project planning, implementation and assessment to track progress on our stewardship and marketing goals over time. Our work is driven by a strategy that connects attractions, guides visitors and residents to the right areas at the right times, maintains the region’s rural feel, and diversifies our visitation beyond day trips and outdoor recreation. Our destination work is well-funded through a diversity of sources, not reliant on any single funding stream. Tourism leadership and our residents communicate regularly, driving a unified approach to tourism.

PRIORITY PROJECTS AND PROJECT TEAMS

The Snoqualmie Valley program steering committee prioritized the following strategic actions during a work session after completing the Destination Scan, Stakeholder Survey, Visitor Opportunity Study and community engagement sessions. Several local leaders stepped forward to lead the implementation of these projects. The SnoValley Regional Chamber, in collaboration with the newly formed destination leadership team, will stay in close contact with these project leads to ensure work is coordinated and geared toward the community's 15-year vision of success. Project leads will apply for grant-match funding from the State of Washington Tourism and other sources to fund priority projects.



PROJECT 1: TRAILHEAD AMBASSADORS & RESPONSIBLE VISITOR COMMUNICATIONS

PROJECT DESCRIPTION: The action or project team will develop a regional visitor communication campaign to share the region's values and provide guidance on responsible visitation. This could include online content, trailhead ambassador programs, signage, and other materials to promote Indigenous values and safe travel practices.

LEAD CONVENER: Caroline Villanova, Mountains to Sound Greenway Trust

PROJECT 2: VISITOR TRANSPORTATION ACTION TEAM

PROJECT DESCRIPTION: This action team will work with transit providers, government officials and key players to improve valley-wide transit connectivity, enhance the visitor experience, and address local transportation issues such as congestion and parking. It will also develop car-free transportation options and connect the valley to major transit hubs in King County.

LEAD CONVENER: Lyn McCarthy, Snoqualmie Valley Mobility Coordinator, Hopelink

PROJECT 3: VALLEY-WIDE HERITAGE TRAIL

PROJECT DESCRIPTION: The project team will develop a heritage trail from Duvall to North Bend using existing valley-wide trail infrastructure. The team will create heritage-themed experiences along the trail, starting with concept development.

LEAD CONVENER: Cristy Lake, Snoqualmie Valley Museum



PROJECT 4: VALLEY-WIDE MURAL MAPS

PROJECT DESCRIPTION: The project team will coordinate map murals in each community across the valley, showcasing key attractions and tying the region together. These murals, created in partnership with local artists, will become lasting visitor draws and photo opportunities.

LEAD CONVENER: Sharlet Driggs, Resident

PROJECT 5: CREATION OF A DESTINATION MANAGEMENT & MARKETING ORGANIZATION

PROJECT DESCRIPTION: This project team will work toward creating a new destination organization uniting all tourism ecosystem players to support the 15-year vision of success and follow the statement of intent. It will coordinate regional projects, engage stakeholders, conduct research, secure funding, and build a unified regional brand for locals and visitors.

LEAD CONVENER: Amy Kosche, SnoValley Regional Chamber

PROJECT 6: VALLEY-WIDE DESTINATION BRAND DEVELOPMENT

PROJECT DESCRIPTION: This project team will work with local stakeholders to develop a unified destination brand that highlights the valley's unique character and attractions. This brand will drive marketing efforts, boost regional appeal, and strengthen community pride and identity.

LEAD CONVENER: Sharlet Driggs, Resident

THANK YOU!





**COMMISSION
AGENDA MEMORANDUM**

Item No.

11b

BRIEFING ITEM

Date of Meeting

June 24, 2025

DATE: June 24, 2025
TO: Steve Metruck, Executive Director
FROM: John Flanagan, Sr. State Govt Relations Manager
SUBJECT: 2025 State Legislative Session Review

EXECUTIVE SUMMARY

The purpose of this briefing is to provide the Port of Seattle Commission, Executive Director, and Executive Leadership Team with a summary of the 2025 State Legislative Session, with specific attention given to the Port’s 2025 State Legislative Agenda.

On Sunday, April 27, 2025, the Washington State Legislature adjourned, representing the end of the 105-day legislative session. Despite the official end of session in April, the work to ensure that Governor Ferguson signed the Port’s various priority bills and the three State budgets continued until May 20th. As a reminder, we walked into session with an estimated \$10-\$15 billion dollar deficit. The Legislature responded by passing more than a dozen new revenue bills. In response, Governor Ferguson publicly challenged the Legislature’s strategy on several occasions both publicly and privately. Regardless, the Governor signed the entirety of the passed revenue package with one minor exception related to banking and residential development. During his final ‘bill action’ press conference of the year Governor Ferguson also alluded to the potential to call the Legislature back for a ‘special session’ later this Summer.

In total, 1,949 bills were introduced, 431 bills passed the Legislature, the Governor issued partial vetoes on 9 bills, and he vetoed one bill in-full. Although we were forced to ‘play defense’ on many issues this year due to the difficult fiscal outlook, it was a positive session overall for the Port’s priority budget and policy agenda items.

This memo provides a high-level overview of policy and budget items that the Port supported, monitored, and otherwise engaged with. The below is mainly intended to summarize enacted policy, but also occasionally addresses policy items that did not pass if they are expected to re-surface in 2026.

Staff will be joined at the Commission briefing by one of our contract lobbyists, Brooke Davies.

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AVIATION

Sustainable Aviation Fuels (SAF)

- Omnibus SAF legislation (HB1844/SB5601) – **Did not pass** – This bill included the full set of recommendations generated by WSU’s Alternative Jet Fuels work group, which Port staff helped to write. Although the bill did not pass, we were able to ensure that several key provisions made it into the enacted Transportation budget instead. We expect to re-introduce an updated version of this bill during the 2026 session that will include at least the following: property tax & leasehold-excise tax exemptions on SAF projects, directing the office of renewable fuels to establish a SAF infrastructure grant program, and adding SAF projects to an existing sales tax deferral program.
- Duty-free concession sales revenue (HB2061) – **Enacted** – Dedicates a portion revenue generated by a new concession fee on duty-free sales enterprises towards the newly established Sustainable Aviation Fuel Account. Overall, the new fee is estimated to generate \$545k in FY26 and \$1.5M in FY27 into the new SAF account.
- Aerospace workforce development grants - \$3.4M
- WSU SAF research center state match - \$1M
- Cascadia SAF Institute & Accelerator - \$6.85M
- Applied SAF evaluation center - \$5.1M
 - Additionally, \$1.4M re-appropriation
- SAF R&D Center
 - Pre-construction and site readiness activities - \$2M
 - Staffing and support - \$1.2M
- Non-project EIS for SAF facilities - \$1.5M
- SAF infrastructure grants - WSDOT Aviation directed to generate and submit a report to the Legislature by Oct. 2026 identifying sustainable aviation projects suitable for funding in 2026.
- WSDOT sustainable aviation grants - \$1.37M

Aircraft noise repair and replacement

- Program operations - \$134k
- Transfer (sweep) of repair and replace grants – \$1M to general fund

Airport siting

- Commercial aviation work group (CAWG) - \$1.8M

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ENVIRONMENT

Emissions

- Statewide emissions data (SB5036) – **Enacted** – Requiring annual (rather than biannual) reporting of statewide GHG emissions data. Benefits to the Port’s decarbonization planning efforts due to better data tracking.
- Scrubbers (HB1652/SB5519) – **Did not pass** – Creates a de-facto ban on the use of ‘scrubbers’ aboard ocean-going vessels by requiring the use of low-sulfur fuels in all Washington waters. Creates various new prohibitions and requirements related to marine gas oil, marine diesel oil, maintenance and retention of records, etc. and creates new enforcement powers at Ecology related to marine fuel usage and payment of noncompliance fees. Port staff are already in the process of re-engaging with the bill’s sponsor and proponents under the assumption that this issue will re-emerge in 2026.
- Emissions while at-berth / Shore power (HB1689) – **Did not pass** – Essentially creating a shore power mandate by directing Ecology to adopt California’s emissions standards for ocean-going vessels at-berth. Again, Port staff are already in the process of re-engaging with the bill’s sponsor and proponents under the assumption that this issue will re-emerge in 2026.
- Ocean-going vessels study - \$274k
- Air quality
 - AQ assistance in overburdened communities –\$2.5M

Environmental Justice

- “Curb Pollution Act” (HB1303/SB5380) – **Did not pass** – This year’s version of a bill that was introduced during the 2024 session. Broadly, this amended the SEPA process to require local governments (including ports) to improve environmental justice and to include environmental justice considerations in decision-making prior to pursuing various actions. After several rounds of amendments, the bill was pared-back to a few key components. It made ‘environmental justice’ an element of the environment under SEPA and added ‘environmental justice’ to the SEPA checklist. It also created an alternate compliance pathway to allow entities with an internally consistent environmental justice policy to seek to be exempted from the impacts of the bill. Staff expect an updated version to be re-introduced during the 2026 legislative session.

Sustainable waste management

- Food and organic waste (HB1497) – **Enacted** – Trailer legislation related to a bill that the Port supported in 2024. Establishes new requirements and amends current programs related to food waste, organic materials management, and solid waste collection and disposal. Overall, provides indirect benefits to organic waste management programming at SEA.
- Producer responsibility (SB5284) – **Enacted** – Formerly branded as the ‘WRAP Act’. Establishes an extended producer responsibility program for covered packaging and paper products, requires producers of covered packaging and paper products to join a

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producer responsibility organization, and specifies requirements related to planning, funding, enforcement, and tracking outcomes of the overall program. Different iterations of this bill were supported by the Port across the past several sessions. Depending on the amount of revenue generated by new fees established by this bill, we expect to see trailer legislation in 2026.

- Industrial symbiosis program - \$5M

Conservation

- Bull kelp (HB1631) – **Enacted** – Designating bull kelp as the official State Marine Forest.
- Environmental Crimes (SB5360) – **Did not pass** - Creating new provisions related to ‘environmental crimes’ and increasing criminal penalties related to violations of the water pollution control act, the clean air act, and the hazardous waste management act. Given the Attorney’s General Office’s interest in this topic, we are likely to see an updated version reintroduced in 2026.
- Quiet Sound – \$700k

Stormwater, MTCA, and Contaminants

- Industrial Stormwater General Permit (ISGP) implementation – **Did not pass** – Would have established a ‘safe harbor’ from ISGP appeals under certain circumstances and prohibited Ecology from requiring sampling at certain sites. Staff are already in conversation with Ecology and Seaport Alliance about continuing this work through the interim and into the 2026 session.
- 6PPD-q mitigation – \$8.5M
- PFAS investigation and monitoring – \$4.0M
- DFW ‘contaminants of concern’ analysis – \$6.0M
- MTCA Remedial Action Grant Program - \$84.4M
- MTCA transferred (swept) to general fund - \$100M total
 - Operating – \$10M
 - Capital - \$60M
 - Stormwater - \$30M

ENERGY & DECARBONIZATION

Clean energy siting & renewables

- Fusion energy facilities (HB1018) – **Enacted** – Adding fusion energy to the list of facilities that may utilize the EFSEC process to seek permitting approval.
- Targeted urban area tax preferences (HB1210) – **Did not pass** – Would have expanded an existing tax credit that benefits nuclear, hydrogen, energy storage, and transmission projects. As it currently exists, the tax credit only benefits projects in the Tri-Cities. In 2026 and beyond, staff will continue to work with the proponents to ensure that the same tax incentives can apply to projects identified as priorities for the Port.
- Utility joint use agreements (HB1253) – **Enacted** – Expands the types of agreements that cities, utilities, and joint operating agencies may enter regarding electricity plants, energy

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storage, and transmission facilities Henceforth, any entity or person (including the Port) may enter a joint venture or LLC agreement with an existing energy provider.

- Industrial symbiosis & utility connection fees (HB1302) – **Did not pass** – Would have allowed municipal utilities to waive connection fees on properties engaged in industrial symbiosis work.
- Low carbon thermal energy networks (HB1514) – **Enacted** – Enabling operations of thermal energy networks and companies throughout the state. As introduced, the bill included a new grant program for local governments to assess the feasibility of creating these networks. Staff anticipates that trailer legislation will run in 2026 to create resources for local government entities (including ports) to explore creation of thermal networks.
- Clean energy planning guidebook – \$719k
- Offshore wind supply chain study – \$500k
- Battery energy storage systems (BESS) guidance - \$456k
- EFSEC clean energy development - \$2.09M
- Clean energy pre-development grants – \$5M
- Federal tax incentive assistance – \$10M
- Port electrification (shore power) grants – \$26.2M
- NWSA shore power demonstration project – \$24.8M
- Clean energy community grants – \$10M
- Green Jobs and Infrastructure grants - \$24M
- Clean energy fund - \$26M
- Hard-to-decarbonize grants - \$47.3M

Transmission

- Increasing capacity / reconductoring (HB1819) – **Did not pass** – Requiring electric utilities to include reconductoring in existing plans for infrastructure, creating an incentive for reconductoring, and making reconductoring work categorically exempt from SEPA. Overall, this represented the utility industry’s preferred approach to increasing transmission capacity throughout the State and we are likely to see this effort re-introduced in 2026.
- Omnibus & State Transmission Authority (SB5466) – **Did not pass** – This bill was a ‘grab-bag’ of the various recommendations to improve the State’s ability to build transmission infrastructure. Notable highlights included: creating a State Transmission Office, establishing online tools and information tracking, and providing various incentives. We will see a version of this bill reintroduced in 2026 and ongoing until the State makes substantial progress to improve our ability to build transmission infrastructure.
- Increasing transmission capacity – \$300k

Climate Commitment Act Updates

- Ag fuels (HB1912) – **Enacted** – Providing remittances on agricultural fuels exempted under the climate commitment act (CCA). Requires Ecology to post and periodically update an online directory tool for retail fuel sales of ag fuels that are exempt. Alters various

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exemptions and extends the temporary exemption for fuels used to transport ag products on public highways. No direct impact to the Port, but provides important benefits to ag industry partners being impacted by federal trade policy.

- Linkage & auctions (HB1975) – **Enacted** – Amends various CCA price containment mechanisms, requires Ecology to provide economic modeling and analysis of the CCA allowance and offset credit markets, and gives Ecology new flexibility around certain timelines. Overall, this legislation helps to ensure that the State is prepared to link with the carbon markets in California and Quebec.

Clean Fuels

- CFS Update (HB1409) – **Enacted** – Various changes to the State’s existing clean fuels program to accelerate the existing decarbonization pathway timelines and to provide market analysis. Overall, this will help to boost the value of Washington’s clean fuels credits, which currently lag behind credit values in comparable states.
- Sustainable maritime fuels work group – Operating - \$250k

Clean Buildings

- Increasing clean buildings compliance pathways (HB1543) – **Enacted** – Updates to the State’s existing clean buildings standard to help the regulated community come into compliance. Exempting additional buildings from the energy performance standard and allowing Commerce to develop and authorize alternative metrics for Tier 1 building compliance and to approve requests for extensions to comply. The increased flexibility at Commerce and creation of new compliance pathways will mainly benefit work at SEA as we work to bring those facilities into compliance.
- Public building energy audit grants – \$13M

Clean Trucking

- NWSA drayage demonstration project – Transportation - \$5.27M
- ZEV & alternative fuels charging / refueling infrastructure - \$25M
- Hydrogen truck refueling - \$15M
- MHD ZEV point-of-sale vouchers - \$125.8M

TRANSPORTATION

Freight, Cargo, Supply chain

- Supply Chain Competitiveness Infrastructure Program (HB1860/SB5649) – **Did not pass** – Creating a supply chain competitiveness infrastructure program providing grants and loans to port districts to ensure successful and efficient operation of the supply chain. Open-ended and flexible program parameters were included to ensure that the program would be useful to ports of varying size and circumstance. Due to the difficult fiscal environment and unanswered questions about how this program differs from existing

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programs at FMSIB, it did not advance. However, we expect to see an amended version of the bill re-introduced in 2026.

- Freight railroad infrastructure (HB1059/SB5063) – **Did not pass** – Providing tax credits (B&O, PUT, sales and use) on certain activities by short-line railroad owners and operators to incentivize construction of infrastructure serving freight railroads.
- FMSIB capital program - \$44.3M
- Truck parking notification system - \$6.87M

Contracting & Permitting

- Design-build project bonds (HB1967) – **Enacted** – For design-build projects, a performance and payment bond is no longer required for the portion of the contract that includes design services. I tended to help reduce the overall cost of major transportation projects and to streamline part of the process for public works projects across the State.
- Alternative contracting on state highway projects (HB1970) – **Enacted** - Authorizes WSDOT to use new and alternative public works contracting procedures. Includes design build, progressive design build, and general contracting / construction manager processes. Should generally benefit the health of the State’s transportation network and reduce overall project timelines.
- Project permitting work group (HB1902) – **Enacted** – Creates a state-level work group to develop recommendations to streamline permitting of transportation projects. At the Port’s request, includes appointment of a work group member representing Ports.
- Alternative procurement and delivery models (SB5773) – **Did not pass** – Broadly, creating a framework for public-private partnerships on transportation projects. Although this bill did not pass, a portion was included in the Transportation Budget. Staff expect to see the remainder re-introduced for consideration in 2026.

Alternate transportation for SEA workers

- Commute trip reduction tax credit
 - HB1043 – **Did not pass** – Extends the existing commute trip reduction tax credit until 2035, increases the credit value to \$100 per employee (from \$60), raises the program cap to \$4.3M per year (from \$2.75M), and lowers the individual employer credit from \$100,000 to \$50,000. Likely to see an updated version introduced during the 2026 session.

Passenger Rail

- Intercity passenger rail (HB1837) – **Enacted** - Establishing updated targets for WSDOT to use as it develops plans for the Amtrak Cascades route. Includes things like: number of roundtrips per day, trip reliability, improvements to first and last mile connections, and

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emissions reduction. WSDOT required to prioritize new goals as it makes decisions about project development.

Transportation Revenue

- Road Usage Charge (HB1921/SB5726) – **Did not pass** – Establishing the process and procedures around operations of a road usage charge to gradually replace the gas tax. Staff expect negotiations on this legislation to re-convene soon, and for updated legislation to be introduced in 2026.

EVs

- EV sales
 - SB5377 – **Did not pass** – Repealing the Tesla-Sen trip exemption for direct sales of zero-emission vehicles under current law. Mainly a statement bill to generate conversation and support for the other major legislation aimed at EV sales.
 - SB5592 – **Did not pass** – Omnibus bill dealing with direct-to-consumer EV sales, broadening the numbers of eligible manufacturers, and creating new training and infrastructure grants benefitting existing car dealerships.
- Incentives
 - Commerce program and incentives for alternative fuel vehicles - eliminated

Tolling

- Toll rate setting process (SB5702) – **Enacted** – Establishing a new process for setting toll rates at the Transportation Commission. Guarantees similar public outreach and open public meeting requirements as current law, with possibility for expedited and emergency adoption.

Major projects

- Puget Sound Gateway Program – \$902.2M
- SR 18 Widening - \$15M

ECONOMIC DEVELOPMENT, WORKFORCE, AND LABOR

Traditional support for business & trade

- Associate development organization (ADO) funding formula (SB5677) – **Enacted** – As introduced, this bill would have altered and increased the overall amount of funding provided to ADOs, and re-structured the use of those funds slightly. As enacted, the legislation has a much smaller overall impact and mainly removes reporting requirements for ADOs. Port staff assume that trailer legislation will run in 2026 to pursue the full set of policies in the bill as it was introduced.
- Creating a statewide economic development plan (HB1595) – **Did not pass** – Requiring the Department of Commerce to prepare a five-year statewide economic development plan, creating an advisory committee, and directing action by the committee and department to effectuate the plan. Although the bill did not advance, the director of

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Commerce still plans to have staff undertake much of the work that would have been required. Commerce staff within the Office of Economic Development and Competitiveness are currently working on a first draft of the plan and plan to include the Port as an advising stakeholder.

- Small business export assistance – \$2.67M
- Commerce sector lead program – \$2.44M
- Associate Development Organization operations – \$8.3M
- Microenterprise Development - \$2M
- Manufacturing site readiness grants – eliminated
- Small business development center – eliminated
- Small business assistance & training – eliminated
- CERB grants and loans - \$75M

Tourism

- Sustainable tourism promotion (SB5492) – **Enacted** – Requiring the Washington Tourism Marketing Authority to pull together an advisory group to study and make recommendations regarding the creation of an industry-driven self-supported fee. Port staff will continue to closely follow the work of that advisory group and the recommendations published by the group with the assumption that the Port will support any policy recommendations during the 2026 legislative session.

World Cup 2026

- Alcohol service in public (HB1515) – **Enacted** – Updating various laws related to consumption of alcohol in public places. Creates a process for local governments (including Ports) to file a request with the State Liquor & Cannabis Board to temporarily expand outdoor alcohol service in public places.

Childcare

- Childcare center siting (SB5509) – **Enacted** – Broadly requiring cities and towns to allow the siting of childcare centers and conversion of existing building into childcare centers as an outright permitted use in all zones (with reasonable exceptions for industrial and high-hazard areas).
- Childcare centers in existing buildings (SB5655) – **Enacted** – Allows existing buildings seeking to site a childcare facility within the building to calculate occupancy load for childcare facilities without factoring in other uses of the building.

Benefits for workers

- Expanding fertility services (HB1129/SB5121) – **Did not pass** – Requiring all group health plans and those issued through the Health Care Authority to prospectively include coverage for standard fertility preservation services.
- Paid Family & Medical Leave (HB1213) – **Enacted** – Numerous broad changes to the State’s PFML system to broaden eligibility and increase enrollment. Lowers employer size

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thresholds, alters timelines for eligibility, provides some flexibility for employers to prevent stacking benefit accrual, and provides compliance grants.

- Deferred compensation (HB1270) – **Enacted** – Authorizes local governments (including ports) that operate deferred compensation programs to automatically enroll new employees in accordance with plan rules unless the employee opts out.
- Self-insurer withdrawal (HB1275) – **Enacted** – Requires LNI to fulfill worker’s comp obligations for any decertified self-insurance group of a municipal employer, and for the decertified self-insurer to reimburse LNI. This is trailer legislation to the ‘three-strike decertification’ bill passed in 2023. Mainly serves to give LNI the ability to seek reimbursement for payments obligated after a decertification occurs.
- Pregnancy accommodations (SB5217) – **Enacted** – Trailer legislation to a bill that the Port supported in 2024 to provide accommodation on construction sites. Requires employers to compensate employees for any break or travel time spent to express milk during work hours (in addition to any meal or rest periods).

Apprenticeship & Career-Connected Learning

- Responsible bidder criteria (HB1549) – **Enacted** – Generally, modifies the criteria for a vendor to qualify as a ‘responsible bidder’ on public works projects. Ensures that bidders have either completed at least one project within the past 3 years or that they have at least one current employee trained on the State’s updated public works / prevailing wage procedures. Also requiring bidders to submit an apprentice utilization plan to LNI before receiving a notice to proceed with work, which is a standard that the Port already adheres to voluntarily.
- Maritime careers task force (HB1167) – **Enacted** – Requires that an existing career and technical college education taskforce make recommendations for opportunities that lead to higher ed programs approved by the Coast Guard for awarding the standards of training, certification, and watchkeeping credentials.
- CTE Careers Work Group (HB1414) – **Enacted** - Directing the statewide Career and Technical Education task force to make recommendations affecting the training, certification, and employment of 16 and 17 year-olds enrolled in or completing CTE programs.
- CTE 6th Grade (SB5358) – **Enacted** – Allows school districts to enroll 6th grade students in exploratory career and technical education courses.
- Customized employment training credit (SB5982) – **Enacted** – Extends the expiration date of the Washington Customized Employment Training Program B&O credit to July 1, 2031.
- Maritime skills center - \$5M
- OSPI Core Plus Maritime Workforce Training - \$0

Labor relations & worker protections

- Collective bargaining / Employer use of A.I. (HB1622/SB5422) – **Did not pass** – Would have prospectively required public employers (including ports) to collectively bargain over

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any decision to adopt or modify use of AI technology affecting employees' wages, hours, or other terms and conditions of employment.

- Unemployment insurance benefits for striking workers (SB5041) – **Enacted** – Provides unemployment benefits to striking workers for a maximum of six weeks. Delayed effective date of January 1, 2026. Annually, the Employment Security Dept. will report on the prevalence of strikes in Washington and the impact of those strikes on the State's Unemployment Insurance Trust Fund.
- Prevailing wage (SB5061) – **Did not pass** – Requiring that wages paid on public works contracts be adjusted, as necessary, so that the hourly minimum is never less than the latest set prevailing wage in effect when the work is performed. Likely to be re-introduced during the 2026 legislative session.
- Prompt pay (SB5176) – **Did not pass** – Implementing various prompt pay recommendations from CPARB. Likely to see an updated version of broader 'prompt pay' legislation in 2026.
- Public employee bargaining (SB5503) – **Enacted** – Altering procedures related to representation petitions, hearings, and the merging of bargaining units under current law. Prohibits public employers from requiring a worker to waive any statutory right to make a claim as a condition of settling a grievance under a CBA. Likely to alter the Port's ability to enter settlement agreements with former employees.

OTHER ISSUE AREAS OF NOTE

Land use

- Transit-Oriented Development (HB1491) – **Enacted** – Updated version of the residential development / TOD legislation that the Port supported in 2023 and 2024. Overall, requires cities to allow more and denser residential development within a certain proximity of identified transit station areas. Will help to preserve industrial lands and prevent encroachment on Port industries by ensuring adequate housing supply in areas better suited to residential development. At the Port's request, the enacted legislation includes language specifically intended to prevent implementation of the bill from resulting in the de-designation and alteration of industrial lands.

Marinas

- Aquatic lease inflation rates (SB5656) – **Enacted** – Maintaining the rate for leases on aquatic lands to meet inflation. Previously, lease rates were based on the producer price index. This change ties lease rates to the consumer price index.
- Derelict vessel removal – \$16.6M total (operating and capital)
- Derelict structure removal - \$4.39M

Public Safety & Policing

- Civil forfeiture proceedings (HB1440) – **Enacted** – Broadly reforms the process and procedures followed by law enforcement around the seizure and forfeiture of property held by individuals implicated in the commission of a crime. Includes a minor section

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granting POSPD explicit authority to use net proceeds of forfeiture proceedings to provide substance abuse education, to work on human trafficking interdiction, and reinforce responsible gun ownership.

- Public safety funding (HB2015) – **Enacted** – Creates a local law enforcement grant program, creates an account to disburse appropriated funds to qualifying jurisdictions, and authorizes a new local sales and use tax at 0.1% for criminal justice purposes.

ATTACHMENTS

- (1) Presentation

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

December 10, 2024 - The Commission voted to adopt the Final 2025 State Legislative Agenda
November 19, 2024 – The Commission was briefed on the Draft 2025 State Legislative Agenda
January 9, 2024 – The Commission voted to adopt the Final 2024 State Legislative Agenda
December 12, 2023 – The Commission was briefed on the Draft 2024 State Legislative Agenda

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2025 State Legislative Session Review

Briefing to Port of Seattle Commission | June 24, 2025

John Flanagan, Sr. State Govt Relations Manager
Brooke Davies, Contract Lobbyist
Nick Streuli, Contract Lobbyist



OVERVIEW



State budget overview

Revenue package & 'major' legislation

Port priorities – Success and work in-progress

2026 interim projects & planning

BUDGET | REVENUE



PRIORITY ITEMS | Aviation



Successes:

- 1st Annual StART Lobby Day
- Airport Siting
- Air Quality
- Sustainable Aviation Fuels (SAF)

Work in-progress:

- Noise repair and replace
- Aviation fuel tax revenue

PRIORITY ITEMS | Environment

Successes:

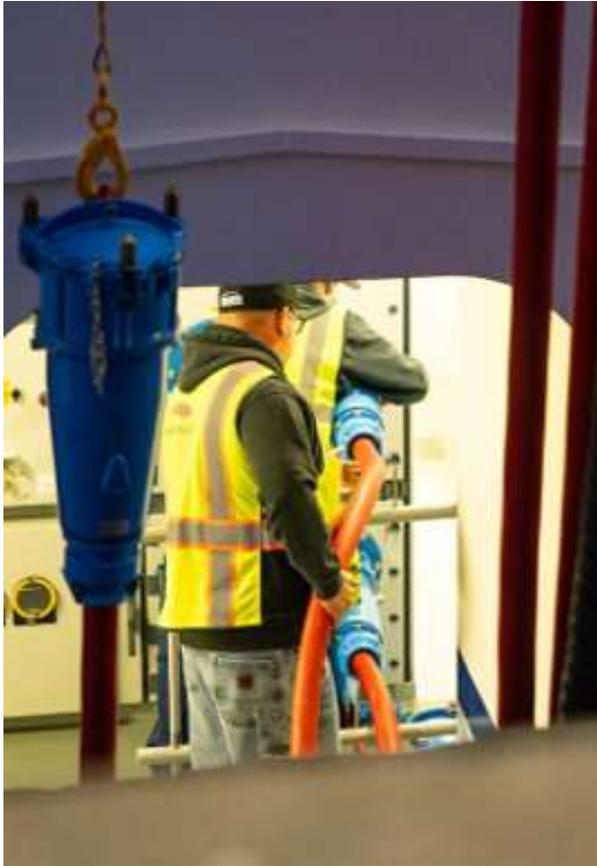
- Conservation (Quiet Sound)
- Sustainable Waste Management

Work in-progress:

- Stormwater
- Environmental Justice & SEPA
- Enforcement (Environmental Crimes)



PRIORITY ITEMS | Energy & Decarbonization



Successes:

- Clean Fuels Program
- Sustainable Maritime (SMF)
- Port Electrification & Shore Power
- MHD ZEV Incentives
- Green Jobs & Infrastructure
- Clean Buildings Compliance

Work in-progress:

- Transmission & Grid Modernization

PRIORITY ITEMS | Transportation

Successes:

New revenue | Decarbonization Gateway | Revive I-5 (Mitigation) P3 & WOSCA | High-Speed Rail Commute Trip Reduction Credit

Work in-progress:

New revenue (again) | RUC SR 518 | TDM & SEA Workers Near-port / Supply Chain Grants



PRIORITY ITEMS | Econ Dev, Workforce & Labor

Successes:

- Career connected learning
- Apprenticeship utilization
- Equitable working conditions
- Childcare

Work in-progress:

- Tourism
- Supports for business & trade



PRIORITY ITEMS | Other Bills of Note

Civil Asset Forfeiture Authority



Transit-Oriented Development



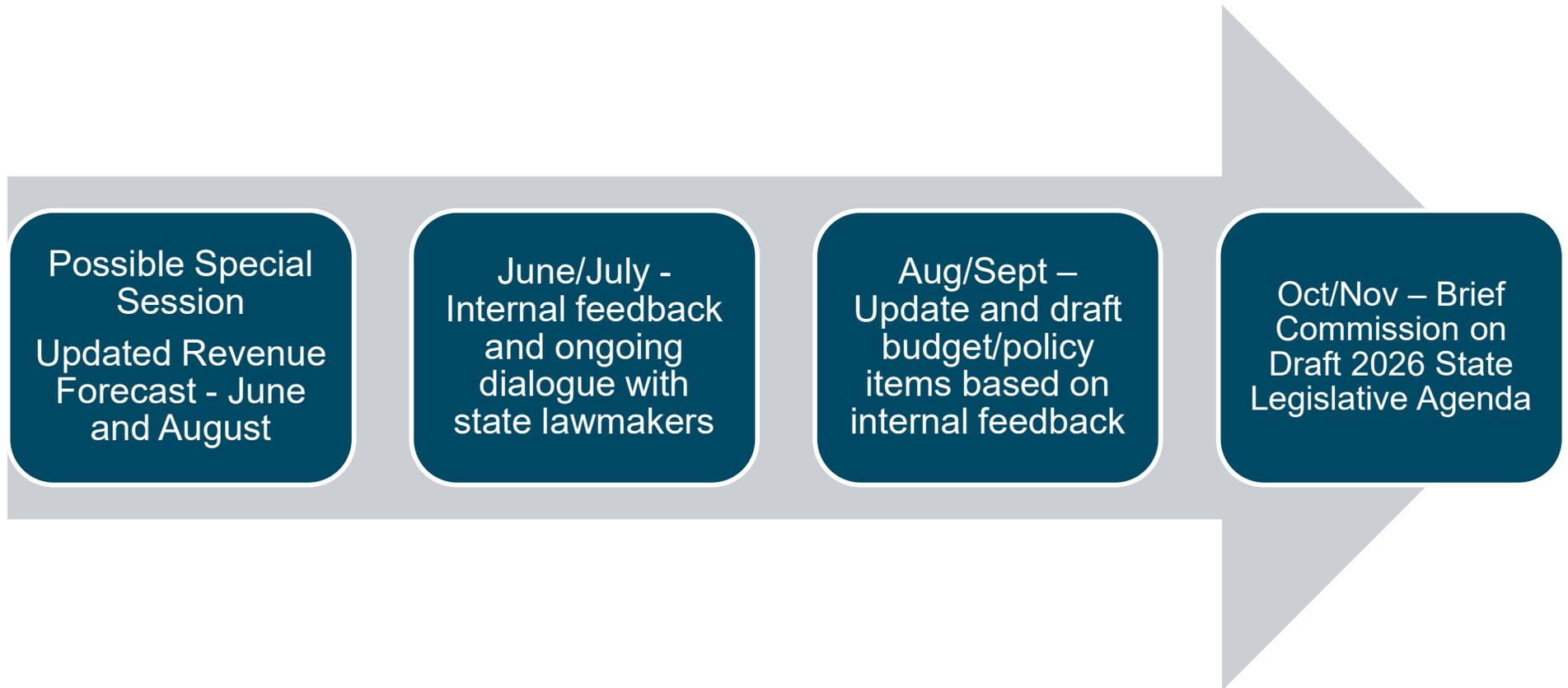
Automated Enforcement Authority



Tax Increment Financing



NEXT STEPS





Questions?

Thank you for your engagement in our expansive advocacy work