



Port of Seattle Regular Commission Meeting

November 18, 2025



COMMISSION REGULAR MEETING AGENDA

November 18, 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 672 907 303#

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 p.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

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, November 18, 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 November 11, 2025. **(no enclosure)**
- 8b. Approval of the Claims and Obligations for the Period of October 1, 2025, through October 31, 2025, Including Accounts Payable Check Nos. 960164 through 960739 in the Amount of \$11,980,009.32; Accounts Payable ACH Nos. 078135 through 079071 in the Amount of \$95,814,878.00; Electronic Fund Transfer Nos. 069528 through 069552 in the Amount of \$25,332,487.77; Payroll Check Nos. 229652 through 229781 in the Amount of \$141,424.63; and Payroll ACH Nos. 1277587 through 1282655 in the Amount of \$19,040,367.30, for Total Payments of \$152,309,167.02. **(memo enclosed)**
- 8c. Authorization for the Executive Director to Execute an Agreement with Daifuku Services America Corporation for an Onsite Baggage Control Technician, in Accordance with RCW 39.04.280 Competition Waiver, for Rapid, Technical Onsite Service for a Period of Three Years with Two Additional Option Years, in an Amount Not-to-Exceed \$3,400,000. **(memo, waiver, proposal, and presentation enclosed)**
- 8d. Authorization for the Executive Director to Execute a Lease Amendment with AARP at SeaTac Office Center to Remove 2,195 Square Feet of Office Space from their Leased Premises. **(memo and presentation enclosed)**
- 8e. Authorization for the Executive Director to Increase the Parking Garage Elevator Modernization Project Budget by the Requested Amount of \$3,937,000, for a Final Revised Total Project Cost of \$27,027,000, to Account for Unanticipated Existing Conditions. (CIP C#800789) **(memo and presentation enclosed)**
- 8f. Authorization for the Executive Director to Execute a Memorandum of Understanding with the United States Army Corps of Engineers to Establish Eligibility for Potential In-Kind Credit to the West Waterway Deepening Project Resulting from the West Waterway High Spots Early Action Project. **(memo, MOU, updated MOUs, and presentation enclosed)**
- 8g. Commission Supplemental Approval of International Travel Requests for Known Travel in the Fourth Quarter 2025. **(memo enclosed)**
- 8h. Authorization for the Executive Director to Execute a Settlement Agreement to Recover Approximately \$4,412,500 in Costs Associated with the Port's Cleanup of the Terminal 91 Uplands. **(memo enclosed)**
- 8i. Adoption of the Salary and Benefits Resolution No. 3841, Amending the Policy Directive for Salaries and Benefits for Employees Not Covered by a Collective Bargaining Agreement Established by Resolution No. 3831 and Providing an Effective Date for All Amendments as of January 1, 2026. **(draft resolution; Attachment A; Attachment B; Exhibit A; pay ranges; redline; and presentation enclosed)**

9. UNFINISHED BUSINESS

10. NEW BUSINESS

10a. Adoption of Resolution No. 3839: A Resolution Adopting the Final Budget of the Port of Seattle for the Year 2026; Making, Determining, and Deciding the Amount of Taxes to be Levied Upon the Current Assessment Roll; Providing Payment of Bond Redemptions and Interest, Cost of Future Capital Improvements and Acquisitions, and for Such General Purposes Allowed by Law which the Port Deems Necessary; and Directing the King County Council as to the Specific Sums to be Levied on All of the Assessed Properties of the Port of Seattle District in the Year 2026. **(memo, resolution, and presentation enclosed)**

10a.1 Adoption of Resolution No. 3840: A Resolution Specifying the Dollar and Percentage Change in the Regular Property Levy From the Previous Year Per RCW 84.55.120; Providing for an Increase on the Levy from \$88,389,944 to \$90,180,054. **(draft resolution enclosed)**

11. PRESENTATIONS AND STAFF REPORTS

11a. ADR Program Briefing. **(memo and presentation enclosed)**

11b. 2025 Police Department Update. **(memo, 21CP recommendations, strategic plan, annual report, Implementation Review Committee memo, and presentation enclosed)**

12. QUESTIONS on REFERRAL to COMMITTEE and CLOSING COMMENTS**13. ADJOURNMENT**

Agenda Item 8a. Approval of November 11, 2025, Meeting Minutes
DISTRIBUTED UNDER SEPARATE COVER

COMMISSION
AGENDA MEMORANDUM

Item No. 8b

ACTION ITEM

Date of Meeting November 18, 2025

DATE: November 7, 2025
TO: Steve Metruck, Executive Director
FROM: Eloise Olivar, Assistant Director of Disbursements
SUBJECT: **Claim and Obligations – October 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 October 01 through 31, 2025 as follows:

Payment Type	Payment Reference Start Number	Payment Reference End Number	Amount
Accounts Payable Checks	960164	960739	\$11,980,009.32
Accounts Payable ACH	078135	079071	\$95,814,878.00
Accounts Payable Electronic Fund Transfers (EFT)	069528	069552	\$25,332,487.77
Payroll Checks	229652	229781	\$141,424.63
Payroll ACH	1277587	1282655	\$19,040,367.30
Total Payments			\$152,309,167.02

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: November 18, 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.

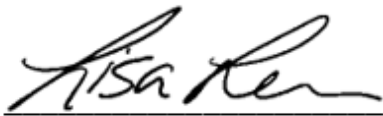
For the month of October 2025, over \$133,127,375.09 in payments were made to nearly 791 vendors, comprised of 3,006 invoices and over 11,704 accounting expense transactions. About 93 percent of the accounts payable payments made in the month fall into the Construction, Employee Benefits, Payroll Taxes, Contracted Services, Leasehold Taxes, Utility Expenses, Insurance, Sales Taxes, Janitorial Services and Software. Net payroll expense for the month of October was \$19,181,791.93.

Top 10 Payment Category Summary:

Category	Payment Amount
Construction	72,457,764.22
Employee Benefits	12,530,416.71
Payroll Taxes	11,671,360.37
Contracted Services	9,219,857.92
Leasehold Taxes	8,014,232.25
Utility Expenses	2,641,688.05
Insurance	1,995,622.49
Sales Taxes	1,962,890.90
Janitorial Services	1,818,459.99
Software	1,713,468.78
Other Categories Total:	9,101,613.41
Net Payroll	19,181,791.93
Total Payments	\$152,309,167.02

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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 November 18, 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

November 18, 2025

DATE : September 25, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Mike Tasker, Director AV Maintenance
Erik Knowles, Assistant Director AV Maintenance

SUBJECT: Onsite Daifuku Baggage Controls Technician

Amount of this request: \$3,400,000

Total estimated project cost: \$3,400,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to execute an agreement to Daifuku Services America Corporation, in accordance with RCW 39.04.280 competition waiver, for rapid, technical onsite services for three years with two additional option years, for a not to exceed amount of \$3,400,000, to troubleshoot, make program modifications, provide guidance, assist AVM, and resolve problems within minutes.

EXECUTIVE SUMMARY

The new Daifuku control system for the new baggage handling system is a very complex system that requires Daifuku-specific technical knowledge, know-how, and experience to optimize the baggage handling system uptime. The baggage handling system (BHS) is being replaced and includes new controls by Daifuku Services America Corporation (formerly known as Jervis B. Webb). Aviation Maintenance (AVM) renews a technical, 100% remote, support contract (TSP) annually that provides the Port with priority access to Daifuku's call center; however, the call center can only guarantee a one-hour response time. The AVM baggage team must respond and identify a problem within minutes. Waiting up to an hour is a significant risk to the operation and our customers/airlines/passengers; having a Daifuku technician onsite mitigates that risk and contributes to the Customer Experience as identified in the 2025 Aviation Business Plan.

Although the Daifuku control system was selected through an open, competitive procurement process with the Baggage Optimization Phase I and II project, in accordance with RCW 39.04.280, a competition waiver, #2025-010, was approved for this on-site service due to its propriety baggage system services.

Meeting Date: November 18, 2025

JUSTIFICATION

- 1) Quick response times on the order of minutes is required to ensure proper baggage system operations.
- 2) This action will reduce baggage system interruption durations that otherwise impact airline operations or passenger experience.
- 3) This contract includes an onsite and on-call response requirement, which eliminates the need for the remote support contract (TSP).
- 4) This work is included in the 2025 AV Business Plan and will contribute to the upcoming five business cycles (three business cycles with options to extend two years.)

Diversity in Contracting

Diversity in Contracting has not been contacted due to an active competition waiver for Daifuku.

DETAILS

This work provides a Daifuku technician and uninhibited access to the baggage control system during peak startup hours on the weekdays resulting in real-time troubleshooting and resolution. Total costs are estimated to be \$3,400,000.

Scope of Work

The onsite technician will be providing instant troubleshooting, program modifications, problem resolution, and reporting ensuring optimal system operation, configuration, and after-action reporting.

Activity

Commission authorization	2025 Quarter 4
Procurement complete	2026 Quarter 1
Vendor technician training at headquarters	2026 Quarter 1
Vendor technician onsite	2026 Quarter 2

Cost Breakdown

	This Request	Total Project
First three years	\$2,046,000	\$2,046,000
Year 4	\$649,000	\$649,000
Year 5	\$672,000	\$672,000
Total	\$3,366,000	\$3,366,000

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ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Hire and train a baggage controls engineer

Cost Implications: \$150,000 - \$250,000 a year (burdened)

Pros:

- (1) Company staff will have a vested interest in quality and response

Cons:

- (1) Market and access to training for proprietary products is not available.
- (2) A Port controls engineer will not be available 24/7.
- (3) This alternative will require the Port to renew the technical services contract with Daifuku keeping the one-hour response time and is a risk to the operation.
- (4) All additional work requires separate purchase orders and delays improvements.
- (5) A full-time employee is not in the staffing model.

This is not the recommended alternative.

Alternative 2 – Use existing baggage controls contractor, Daifuku, to be onsite and support the Daifuku baggage controls system.

Cost Implications: \$3,400,000

Pros:

- (1) Instantaneous response when on-site. There are peak passenger times when baggage can back up to the ticket counters in less than 2 minutes.
- (2) Provides the reliability and capacity needed for critical airport and airline baggage operations.
- (3) Eliminating purchase orders improves timeliness of system improvements.
- (4) Cost recovery from discontinuing the technical support contract and additional purchase orders.

Cons:

- (1) Using non-Port staff risks institutional knowledge and continuity.
- (2) Costly

This is the recommended alternative.

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FINANCIAL IMPLICATIONS

<i>Cost Estimate/Authorization Summary</i>	Capital	Expense	Total
COST ESTIMATE			
Original estimate	0	\$3,400,000	\$3,400,000
AUTHORIZATION			
Previous authorizations	0	0	0
Current request for authorization	0	\$3,400,000	\$3,400,000
Total authorizations, including this request	0	\$3,400,000	\$3,400,000
Remaining amount to be authorized	\$0	\$3,400,000	\$3,400,000

Annual Budget Status and Source of Funds

This item is approved for the 2026 budget.

Financial Analysis and Summary

Project cost for analysis	\$3,400,000
Business Unit (BU)	Aviation Maintenance
Effect on business performance (NOI after depreciation)	No depreciation
IRR/NPV (if relevant)	NPV
CPE Impact	

Future Revenues and Expenses (Total cost of ownership)

There are no revenues. Expenses are not tied to assets.

ADDITIONAL BACKGROUND

The Baggage Optimization Project is broken into three phases with the first two completed as of 2024. The first two phases included the Daifuku baggage handling system which went live in April 2020. It is an essential operational component of the passenger experience and used throughout the airport to move passenger's bags from the ticket counter, through TSA screening, and sorting to the appropriate airline lease area.

ATTACHMENTS TO THIS REQUEST

- (1) Competition Waiver
- (2) Daifuku Proposal
- (3) PowerPoint

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

None

**PORT OF SEATTLE
MEMORANDUM**

CPO-6 Competition Waiver #2025-010

DATE: 4/18/2025
TO: Karen Goon, Deputy Executive Director
FROM: Mike Tasker, Director, Aviation Maintenance
SUBJECT: Request CPO-6 Competition Waiver for the Daifuku Company Onsite System Support Agreement – Baggage Handling System Controls

Agenda Item: 8c_Attach_1
Meeting Date: November 18, 2025

REQUEST:

We request a sole source competition waiver authorizing the Port to contract Daifuku Services America Corporation to provide a dedicated onsite Daifuku Controls Engineer to support the baggage handling system program modifications, control system performance, and aviation maintenance teams in coordination with their home office engineering team.

PERIOD:

This waiver shall be in effect for five years or until the upper and lower-level control system is replaced, whichever comes first.

BACKGROUND:

Baggage Handling Control Systems ensure that the motorized sections of the conveyor are integrated into the multiple segments of the conveyor systems to operate as required to properly transport customer baggage to the Transportation Security Administration (TSA) owned screening equipment. From there, the control systems properly track and transport that baggage to TSA staff for searching or to the appropriate airlines for loading onto the aircraft. All this must be done rapidly, safely, and efficiently to ensure that 100% of the public's baggage is effectively screened and delivered. The upper-level control systems, or supervisory control systems as they are sometimes called, provide the "real-time" data management and interface responsibilities of the baggage handling system as well as provide common user interface screens for monitoring, control, reporting and diagnostics. The upper-level controls system is linked to the lower-level control system.

The lower-level control system, closest to the physical equipment, is the controller(s) for individual equipment. These controllers are Programmable Logic Controllers (PLC's) in the Port's baggage handling systems. They interface to peripheral Input/Output (I/O) devices such as photo-eye scanners, motors, etc. as well as data collection devices such as bar code scanners (barcode readers) and are responsible for the physical operation of the baggage handling equipment. The equipment controllers are also responsible for the physical handling of baggage and tracking from point-to-point based on the direction from the upper-level control systems.

The multi-phased system upgrade will be complete with the final delivery of the Baggage Optimization Phase III. While this phased replacement is taking place, the Phase I & II systems provided by Daifuku will need to continue to operate, unless replaced, and more of the airlines will be utilizing them.

JUSTIFICATION FOR WAIVER:

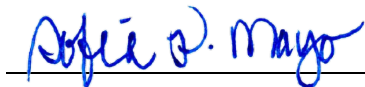
The Baggage Optimization Phase I and II project systems selected, through competitive solicitation, Daifuku for upper-level controls and lower-level controls. Those upper-level control, and reporting software systems are proprietary to Daifuku and require Daifuku-specific training, and as such, we are requesting this waiver for an onsite Daifuku technician that must be trained by Daifuku's home office engineering team located in Novi, Michigan to make program modifications to the baggage handling system and to support Port aviation maintenance teams.

In accordance with RCW 39.04.280, this memorandum requests a sole source waiver for Daifuku Services America Corporation related to proprietary baggage system software programming, applications, and graphics.

REQUESTED ACTION:

We request a sole source competition waiver authorizing the Port to contract Daifuku Services America Corporation to provide an onsite technician for up to five years in support of the Daifuku baggage handling system in the amount of \$3,187,003.

CONCURRENCE:



Sofia P. Mayo, Director, Central Procurement Office

4/18/2025

Date



Pete Ramels, General Counsel

4/21/2025

Date

APPROVAL:



Karen Goon, Deputy Executive Director

04/21/2025

Date

September 15, 2025

Agenda Item: 8c_Attach_2
Meeting Date: November 18, 2025

Doug Sinclair | Manager, Mechanical Systems
Port of Seattle
2711 Alaskan Wy
Seattle, WA 98121

Submitted via email to Sinclair.D@portseattle.org

Subject: SEA BHS Operations Support
Daifuku Proposal No. 24-04212 **REVISION 2**

Dear Doug:

Daifuku Airport America Corporation is pleased to submit a proposal for the provision of an onsite Controls Engineer to support the Baggage Handling System (BHS) operations at Seattle-Tacoma International Airport (SEA). **Revision 1:** Added pricing for options 4 and 5. **Revision 2:** Updated pricing to reflect updated labor rates from the original proposal submitted August 2024.

Scope of Work

As noted in your email requesting a proposal, the primary scope of work for this project includes the following:

1. Provide a dedicated onsite Controls Engineer to support:
 - a. BHS startup and operations support.
 - b. Make programing modifications when requested or as needed.
 - c. Monitor BHS health and make changes as needed.
 - d. Work with the Port of Seattle maintenance team and provide system improvement recommendations.
 - e. Coordinate and elevate BHS concerns and changes with Daifuku's home office engineering team.
2. Onsite support will be for five (5) days per week (M-F), 04:00 to 13:00.
3. Provide after hours, weekends and holiday phone/remote support for up to 10 hours per month.
4. Training for the onsite Controls Engineer will be provided by Daifuku's home office engineering team located in Novi, Michigan.
5. Initial contract duration for the onsite Controls Engineer will be for three (3) years.

Pricing

Our price for the above scope of work is **\$1,843,235**.
Add Alternate 1: Add cost for 4th year of support is **\$586,392**.
Add Alternate 2: Add cost for 5th year of support is **\$606,716**.

Assumptions and Clarifications

This proposal assumes the following:

1. Daifuku intends to hire a Controls Engineer in SEA area for this role after contract award.
2. Finding the right candidate and hiring could take one (1) to three (3) months.
3. Training for the onsite Controls Engineer is expected to take one (1) month.



Automation that Inspires

4. Onsite office or space to work for the Controls Engineer will be provided by Port of Seattle.
5. After hours, weekends, and holiday phone/remote support beyond 10 hours per month will be charged at an additional rate of \$168 per hour.

We look forward to working with Port of Seattle. Please do not hesitate to contact me with any questions or concerns.

Sincerely,

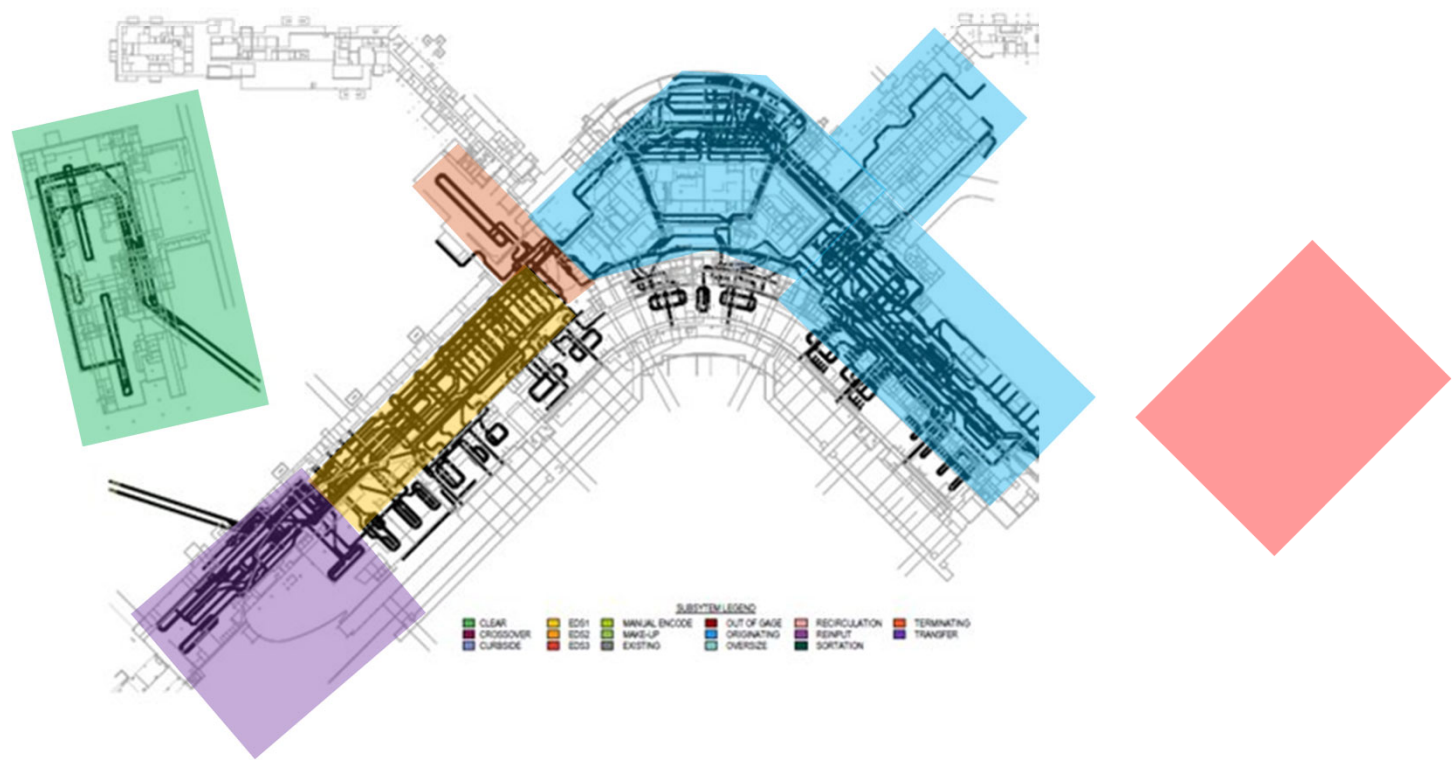
Daifuku Airport America Corporation

A handwritten signature in blue ink that reads "Elyas Ahmadzai".

Elyas Ahmadzai
Business Development Manager
(248) 419-7299 office | (248) 240-6340 mobile
eahmadzai@daifukuna.com

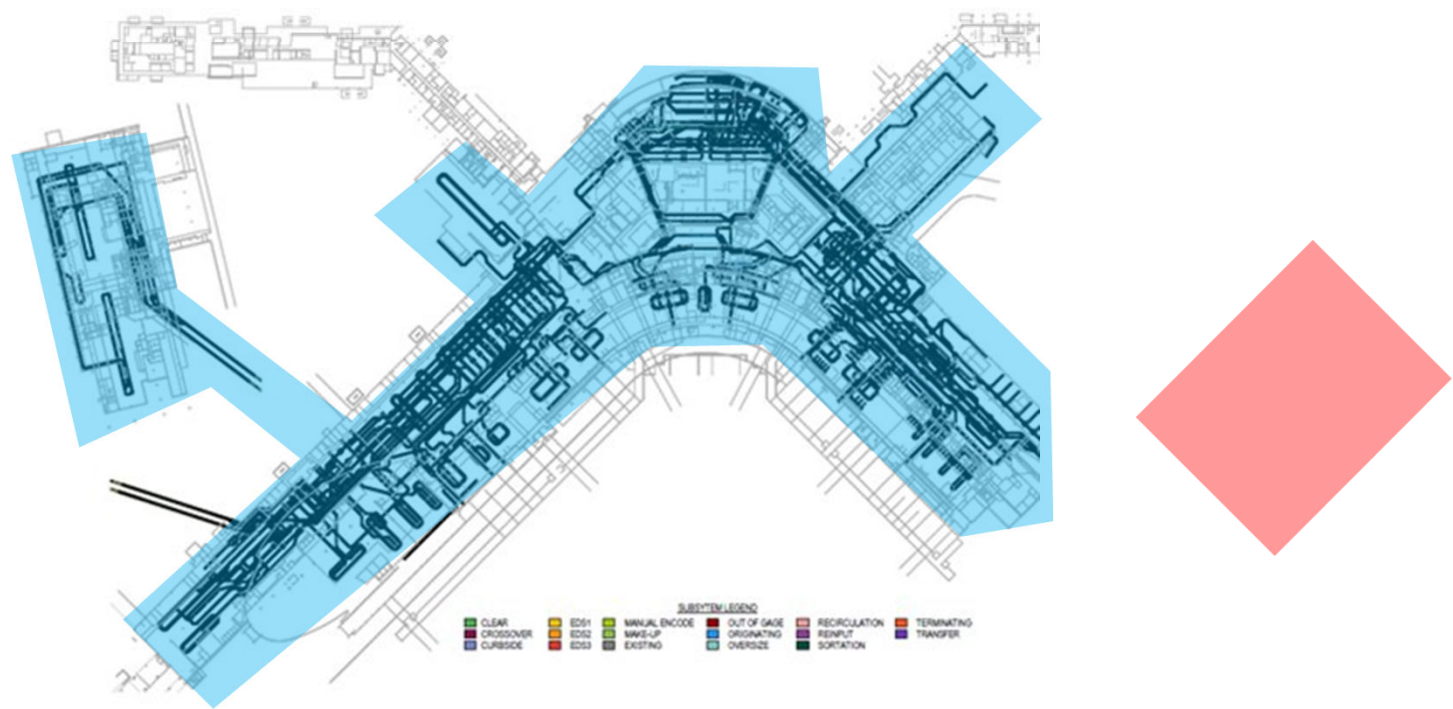
Baggage Handling System

Original System: Six Separate Systems



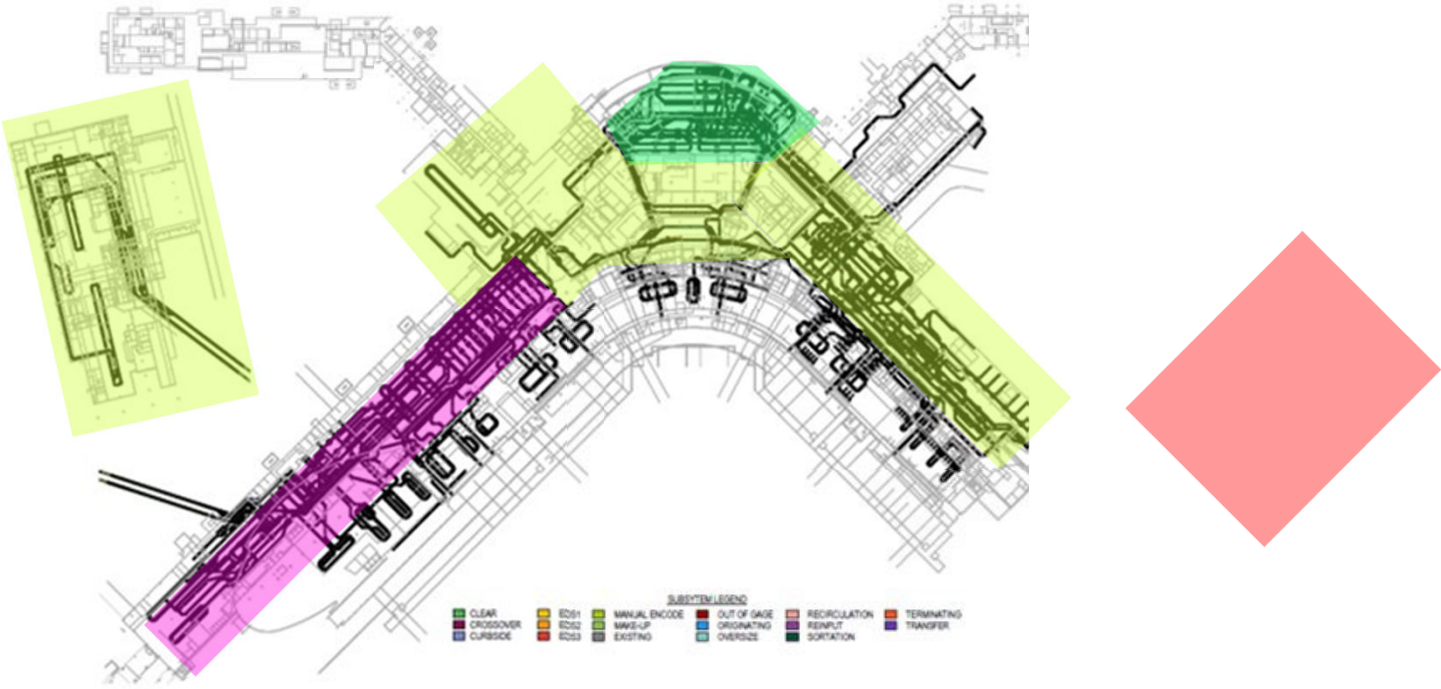
Note: Colors are a representation of the original system

New System: One Complex System (any bag anywhere)



Baggage Optimization Phases 1, 2, and 3

- BOP1
- BOP2
- BOP3



**COMMISSION
AGENDA MEMORANDUM**

Item No. 8d

ACTION ITEM

Date of Meeting November 18, 2025

DATE: October 20, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Blaine Burk, Aviation Real Estate Portfolio Manager III
Jason Johnson, Assistant Director Airline Affairs & Aviation Properties

SUBJECT: STOC AARP Lease Amendment

ACTION REQUESTED

Request Commission authorization for the Executive Director to execute a Lease Amendment with AARP at SeaTac Office Center (STOC) to remove 2,195 square feet of office space from their leased premises.

EXECUTIVE SUMMARY

AARP has been a tenant at STOC since 2016 and currently leases 9,034 sf of office space located on a portion of the 3rd and 11th floors of the South Tower. Due to underutilization of space, AARP has requested to relinquish the portion of their leased premises on the 3rd floor, totaling 2,195 square feet. AARP's lease for the 3rd floor space is currently set to expire on February 28, 2030. Following negotiations, the Port has tentatively agreed to remove the space from their leased premises and AARP will pay the Port a fee of \$149,792.41 to vacate the space early. The termination will be effective as of December 31, 2025. The Port has already received interest from prospective tenants for the vacated space, with potential new occupancy expected as early as Q2 2026, minimizing downtime.

JUSTIFICATION

The 2,195 square feet the Port would be allowing AARP to vacate early is in desirable condition and size, making it attractive to prospective tenants. Although the space is currently unused by AARP, several businesses related to airport operations have already expressed interest. The Port anticipates re-leasing the space as early as Q2 of 2026. Financially, the early termination is protective of the Port. The termination fee constitutes approximately 22 months of AARP's base rent and operating expenses associated with the relinquished space through the remaining term of the Lease, and through active marketing of the space and a strong chance to attract a replacement tenant for the space within the next several months, the Port has appropriately protected its financial interests and stands to benefit from the opportunity to bring in a new, active tenant to the STOC property. As part of the termination, AARP will remove all furniture,

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fixtures, and equipment (FF&E) in accordance with the terms of its current lease. The Lease Amendment will be executed using forms approved by Port Legal.

LEASE AMENDMENT/TERMINATION DETAILS

STOC AARP Lease Amendment	
Tenant Name	AARP
Space being removed from Lease	2,195 SF (Suite 315)
Removal Date	December 31, 2025
Fee	\$149,792.41
Fee Due Date	30 days' following removal date
FF&E	AARP will remove all furniture, fixtures and equipment in accordance with the terms of its current lease

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Do not remove the 2,195 SF from AARP's lease

Cost Implications: Continue to collect rent/operating expenses from AARP through 2/28/2030

Pros:

- (1) The Port would receive assured payments for rent and operating expenses throughout the duration of the lease.
- (2) The Port would avoid any transactional costs to re-lease the space.

Cons:

- (1) The space would be underutilized by AARP, resulting in inefficient use of the property
- (2) The Port would forgo the opportunity to lease the space to an airport-related tenant

This is not the recommended alternative.

Alternative 2 – Remove the 2,195 SF from AARP's lease

Cost Implications: Collect termination fee of \$149,792.41 and re-lease the space to another tenant

Pros:

- (1) The Port regains control of the space earlier (by end of 2025), giving flexibility to strategically place tenants that align with Port priorities. The Port expects to re-lease the space as early as Q2 2026.

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- (2) The Port would collect a substantial fee for early termination of the space. This provides immediate financial benefit, even before a new tenant is secured.
- (3) The lease termination avoids 5 more years of inefficient use of the space.

Cons:

- (1) The Port risks the space remaining vacant until a new tenant is found.
- (2) The Port may incur extra costs, such as broker commissions, to lease the space again.

This is the recommended alternative.

FINANCIAL IMPLICATIONS

As part of this agreement, the Port will collect a termination fee of \$149,792.41. The Port expects that any future tenant occupying the vacated space will accept it in its current condition (As-Is), with no Tenant Improvement allowance provided. The Port anticipates incurring a broker commission of approximately \$15,000 to \$25,000 to secure a new lease for the space.

ATTACHMENTS TO THIS REQUEST

- (1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

October 22, 2024 – The Commission authorized the acquisition of STOC and the assumption of all STOC leases.

STOC AARP Lease Amendment

Blaine Burk

Aviation Real Estate and Portfolio Manager III

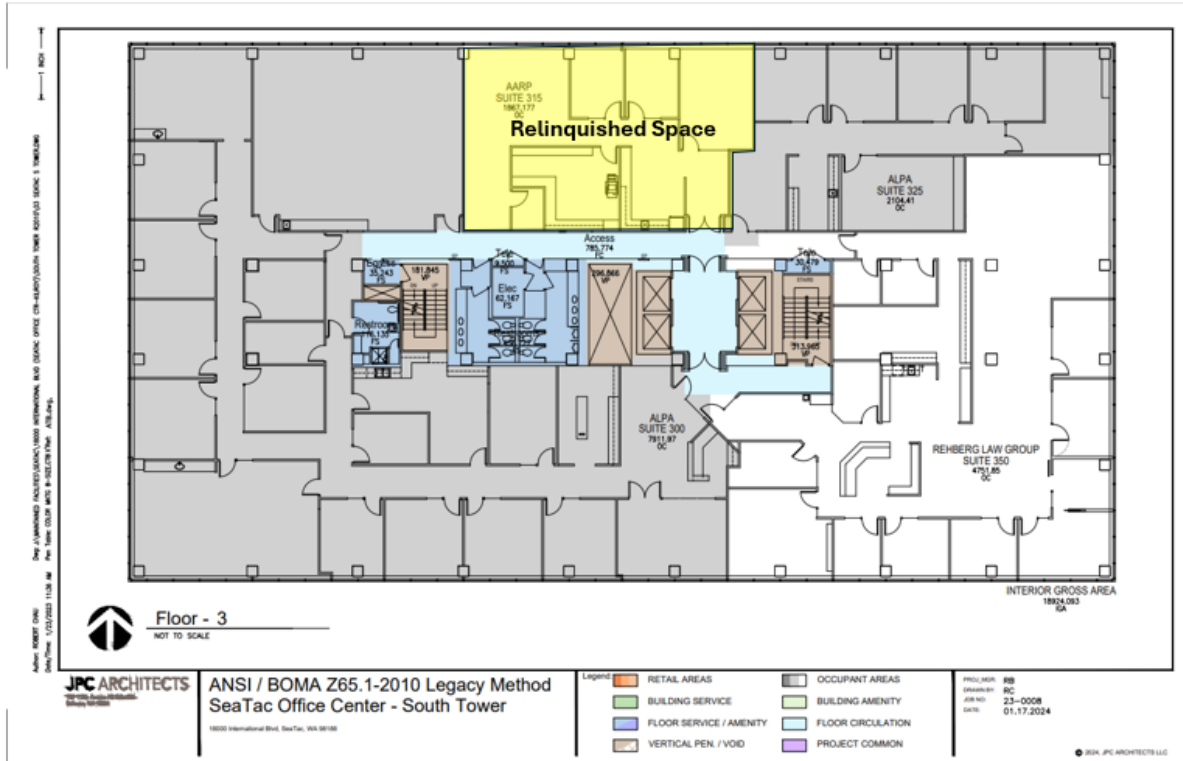


Action Requested

Request Commission authorization for the Executive Director to execute a Lease Amendment with AARP at SeaTac Office Center (STOC) to remove 2,195 square feet of office space from their leased premises.

Overview

- AARP has been a tenant at STOC since 2016. They currently lease 9,034 sf of office space on a portion of the 3rd and 11th floor
- AARP has requested to relinquish 2,195 SF of their leased premises on the 3rd floor due to underutilization
- AARP will pay the Port a termination fee of \$149,792.41 to remove the 2,195 from their leased premises
- The Port expects to re-lease the space by Q2 2026



Amendment Details

STOC AARP Lease Amendment	
Tenant Name	AARP
Space being removed from Lease	2,195 SF (Suite 315)
Removal Date	December 31, 2025
Fee	\$149,792.41
Fee Due Date	30 days' following removal date
FF&E	AARP will remove all furniture, fixtures and equipment in accordance with the terms of its current lease

**COMMISSION
AGENDA MEMORANDUM**

Item No.

8e

ACTION ITEM

Date of Meeting

November 18, 2025

DATE: November 6, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Keri Stephens, Director of AV Facilities & Capital Programs
Eileen Francisco, Director, Aviation Project Management Group

SUBJECT: Parking Garage Elevator Modernization (PGEM) C800789

Amount of this request: \$ 3,937,000.00

Total project cost: \$ 27,027,000.00

ACTION REQUESTED

Request Commission authorization for the Executive Director to increase the project budget by \$3,937,000 for a final revised total budget of \$27,027,000.

EXECUTIVE SUMMARY

The Airport Parking Garage elevators provide vertical circulation services for millions of airport parking and ground transportation customers every month. Continued and reliable operations of these systems are vitally important to the traveling public, as well as Airport operations. The project replaces worn end-of-life elevator components with modern, energy-efficient systems in all five elevator cores in the Parking Garage. Extended contract durations due to unanticipated existing conditions such as structural modification and accommodation, fire/life safety upgrades, and other infrastructure modifications, are supported by the requested additional funding.

JUSTIFICATION

This project provides for continued reliable vertical circulation services within the Airport Parking Garage for the next ten plus years, while reducing repair costs and decreasing energy consumption. The modernized elevators will use energy efficient regenerative drives that use less energy and produce less waste heat. The total energy saving estimate is 56,000 to 211,000 kilowatt hours (kWh) per year. While this energy reduction represents just approximately 0.1 percent of the total airport electrical energy consumption, the project will contribute to the Port's goal to be the greenest and most energy efficient port in North America. Additionally, this project will contribute to the Port's Long-Range Plan to improve customer service.

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Diversity in Contracting

The project staff, in coordination with the Diversity in Contracting Department, have set a 5% woman and minority-owned business enterprise (WMBE) aspirational goal for this construction contract.

DETAILS***Scope of Work***

Parking Garage Elevator Cores B and C were last modernized 30 years ago and will be replaced due to age (motors, drives, controls, and electrical gear). Elevator Banks D and E were installed approximately 20 years ago and require new motor drives. Elevator Bank A was more recently modernized and is in good working condition. All 27 elevators in the Parking Garage will all be refinished: new call buttons, interior lighting and cab finishes. All these modifications will enhance customer experience and maintain the operational integrity of the vertical conveyance system within the airport parking garage.

Schedule*Activity***Substantial Completion**

2026 Quarter 3

This Request

Total Project

Cost Breakdown – Phase 1

Design	\$0	\$ 595,000
Construction	\$0	\$ 2,755,000
Total	\$0	\$ 3,350,000

This Request

Total Project

Cost Breakdown – Phase 2

Design	\$0	\$ 5,411,000
Construction	\$ 3,937,000	\$ 18,266,000
Total	\$ 3,937,000	\$ 23,677,000

Cost Breakdown (Combined Phase 1 & 2)

This Request

Total Project

Design	\$ 0	\$ 6,006,000
Construction	\$ 3,937,000	\$ 21,021,000
Total	\$ 3,937,000	\$ 27,027,000

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ALTERNATIVES AND IMPLICATIONS CONSIDERED**Alternative 1** – Maintain full project scope and complete all work as planned.Cost Implications: \$ 3,937,000Pros:

- (1) All elevators of the Parking Garage will be completed to enhance passenger experience
- (2) Allows for the replacement of existing elevators that are at the end-of-life condition
- (3) Maintain the Port's overall design theme

Cons:

- (1) Additional capital expenditure

This is the recommended alternative.**Alternative 2** – Stop construction activities prior to completion. Do not complete full project scope.Cost Implications: \$23,090,000Pros:

- (1) None

Cons:

- (1) The project cannot be completed as planned. High risk of elevator failure; high risk of negative impact to airport operations and passenger service.

This is not the recommended alternative.

FINANCIAL IMPLICATIONS***Cost Estimate/Authorization Summary***

	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$ 23,276,000	\$0	\$ 23,276,000
Previous changes – net	\$ (180,000)	\$ 180,000	0
ART Transfer	\$ (186,000)	0	\$ (186,000)
Current Change	\$ 3,937,000		\$ 3,937,000
Revised estimate	\$ 26,847,000	\$ 180,000	\$ 27,027,000
AUTHORIZATION			
Previous authorizations	\$ 23,096,000	\$ 180,000	\$ 23,276,000
ART Transfer	\$ (186,000)	0	\$ (186,000)
Current request for authorization	\$ 3,937,000		\$ 3,937,000
Total authorizations, including this request	\$ 26,847,000	\$ 180,000	\$ 27,027,000
Remaining amount to be authorized	\$0	\$0	\$0

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Annual Budget Status and Source of Funds

The Parking Garage Elevator Modernization project (C800789) is included in the 2025-2029 capital budget and plan of finance with a budget of \$22,910,000 for all phases. A budget increase of \$3,937,000 was transferred from C8000754 Non-aeronautical Reserves resulting in no net change to the Aviation capital Budget. The funding source would be the Airport Development Fund and revenue bonds.

Financial Analysis and Summary

Project cost for analysis	\$ 27,027,000
Business Unit (BU)	Parking
Effect on business performance (NOI after depreciation)	NOI after depreciation will decrease
IRR/NPV (if relevant)	N/A
CPE Impact	N/A

Future Revenues and Expenses (Total cost of ownership)

The renovation is expected to reduce future repair costs and increase the operational availability of the system. The estimated useful life will be extended for all 27 elevators located in the parking garage. The new elevators in Sections B and C (10 elevators total) will have a useful life of approximately 20 years, while the remaining 17 elevators located in Sections A, D, and E will have a useful life of 10 years.

ATTACHMENTS TO THIS REQUEST

- (1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

July 28, 2020 – Commission authorization for the construction contract for the second phase of work.

October 22, 2019 – Commission authorization for the construction of the first phase of work.

January 22, 2019 – Commission authorization for the design of the second phase of work.

May 8, 2018 – Commission authorization for the design of the first phase of work.

Parking Garage Elevator Modernization

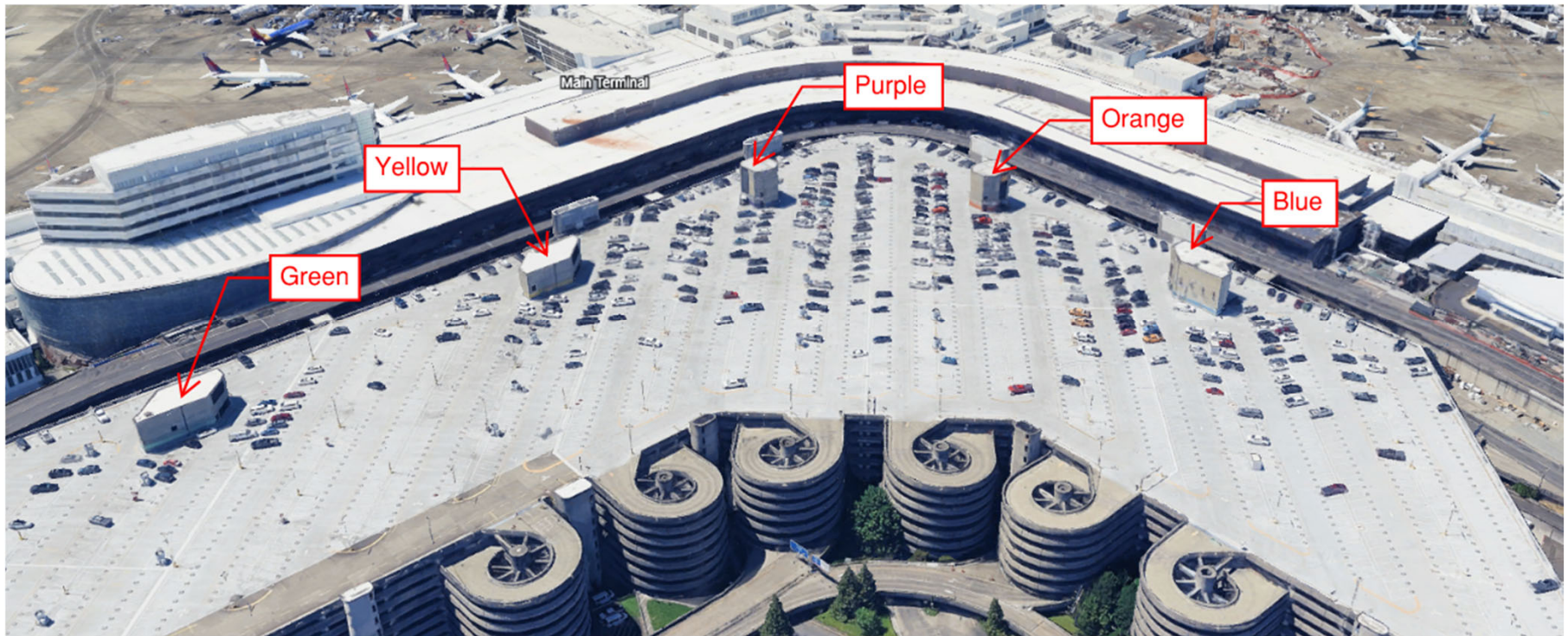
CIP C800789 / WP U00313

Capital Cost: \$ 27,027,000

November 18, 2025



Parking Garage Elevator Modernization BACKGROUND



Parking Garage Elevator Modernization Scope

- Complete replacement of elevator systems in Elevator Cores B (Orange) and C (Purple): motors, gears, controls, panels, lighting and finishes
- Replacement of the HVAC systems for the machine rooms in Elevator Cores B and C.
- Refinishing (lighting, interior cab finishes) of all cabs in Elevator Cores A (Blue), D (Yellow) and E (Green).

Project Cost Estimate and Budget Request

Authorized Capital Budget	\$23,090,000
Current Estimate at Completion	\$27,027,000
Total Additional Budget Request	\$3,937,000

Primary Cost Drivers

- Extended contract duration
- Structural modification and accommodation
- Fire/Life Safety upgrades
- Communication systems changes and modifications
- Electrical power changes and modifications

Parking Garage Elevator Modernization

- Project Substantial Completion

- Orange Elevator Core
- Purple Elevator Core
- Green Elevator Core
- Yellow Elevator Core
- Blue Elevator Core

3rd Quarter 2026

- 2025 Quarter 3
- 2026 Quarter 2
- 2026 Quarter 1
- 2026 Quarter 3
- 2026 Quarter 2

Requested Action

Request Commission authorization to complete the Parking Garage Elevator Modernization (PGEM) Project at the Seattle-Tacoma International Airport (SEA). This request is an increase in the amount of \$ 3,937,000 for a total authorization of \$ 27,027,000.

Questions?



**COMMISSION
AGENDA MEMORANDUM**

Item No.

8f

ACTION ITEM

Date of Meeting

November 18, 2025

DATE: October 31, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Stephanie Jones Stebbins, Managing Director, Maritime
Arthur Kim, Capital Project Manager, Waterfront Project Management

SUBJECT: West Waterway Deepening Early Action Construction Credit MOU

Amount of this request: \$0

Total estimated project cost: \$0

ACTION REQUESTED

Request Commission authorization for the Executive Director to execute a Memorandum of Understanding with the United States Army Corps of Engineers to establish eligibility for potential in-kind credit to the West Waterway Deepening Project resulting from the West Waterway High Spots Early Action Project.

EXECUTIVE SUMMARY

Due to existing high spots in the Duwamish West Waterway's federal navigation channel, the Puget Sound Pilots can only navigate the largest container vessels into Terminal 5 (T5) during limited tidal windows. These restrictions impact vessel scheduling and operational efficiency at T5. With the U.S. Army Corps of Engineers' (USACE) West Waterway Deepening Project delayed, the Port will proceed with an early action project in Q4 2025 to remove the high spots.

Because this dredging work would have been included in the USACE's future deepening project, the Port may be eligible to receive in-kind construction credit for the early action work, reducing its financial obligation when the deepening project is executed. To receive this credit, the Port must sign an In-Kind Memorandum of Understanding (MOU) with the USACE. The Port can potentially receive up to \$2,000,000 in in-kind credit for the West Waterway Deepening Project.

JUSTIFICATION

While the Memorandum of Understanding (MOU) does not guarantee in-kind credit for completing the West Waterway High Spots Early Action Project, it establishes a framework for potential credit consideration that could reduce the Port's future obligations for the West Waterway Deepening Project. The High Spots Early Action Project will proceed independently of

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the MOU. Executing the agreement simply creates an opportunity for potential financial savings to the Port.

Diversity in Contracting

As there is no cost associated with this request, Diversity in Contracting is not applicable.

DETAILS

The MOU allows the USACE to review the project scope and associated costs for engineering, design, and construction upon completion of the West Waterway High Spots Early Action Project. Execution of the MOU does not constitute a federal commitment or assurance, and federal program funds may not be used to perform the construction.

The West Waterway High Spots Early Action Project will proceed regardless of whether the MOU is executed.

Schedule

Activity

Commission MOU Authorization	2025 Quarter 4
Execute MOU	2025 Quarter 4
Construction Start	2025 Quarter 4
Substantial Completion	2026 Quarter 1

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Take no action.

Cost Implications: None.

Pros:

- (1) Reduction in staff labor hours required to execute the MOU.

Cons:

- (1) The Port loses an opportunity to receive up to \$2,000,000 in in-kind construction credit for the West Waterway Deepening Project.

This is not the recommended alternative.

Alternative 2 – Execute the MOU

Cost Implications: None.

Pros:

- (1) The MOU can provide up to \$2,000,000 in in-kind construction credit for the West Waterway Deepening Project.

Meeting Date: November 18, 2025

Cons:

- (1) There is no guarantee of receiving any in-kind credit from the West Waterway High Spots Early Action Project.
- (2) Additional staff labor hours to execute the MOU.

This is the recommended alternative.

ATTACHMENTS TO THIS REQUEST

- (1) Memorandum of Understanding
- (2) Updated Memorandums of Understanding and Clarification of Creditable In-Kind Contributions
- (3) Presentation

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

August 12, 2025 – The Commission authorized \$5,600,000 in Construction Funding for the West Waterway High Spots Early Action Project.

November 6, 2024 – Managing Director, Maritime authorized \$100,000 in pre-design funding for the West Waterway High Spots Early Action Project.

November 8, 2024 – The Commission approved \$300,000 in Design and Pre-Construction Services for the West Waterway High Spots Early Action Project.

August 25, 2023– The Commission approved \$4,000,000 in Design and Pre-Construction Services for the West Waterway Deepening Project and to enter into a Design Agreement with the USACE.

July 24, 2022 – Managing Director, Maritime approved an additional \$50,000 (\$100,000 total) in pre-design and Design Agreement preparations for the West Waterway Deepening Project.

April 1, 2020 – Managing Director, Maritime approved \$50,000 in pre-design funding for the West Waterway Deepening Project.

August 19, 2014 – The Commission Approved \$1,500,000 to contribute 50% to the USACE's Feasibility Study of Alternatives for the deepening of the East & West Waterways.



**MODEL IN-KIND MEMORANDUM OF UNDERSTANDING (MOU)
FOR
NON-FEDERAL INTEREST CONSTRUCTION WORK
PRIOR TO
EXECUTION OF A PROJECT PARTNERSHIP AGREEMENT
MAY 30, 2008
(with updates as of APRIL 24, 2020)**

APPLICABILITY AND INSTRUCTIONS:

1. For a project for which a project partnership agreement will be executed, the attached model In-Kind MOU should be used if the non-Federal interest intends to provide construction (including design associated with that construction) pursuant to Section 221(a)(4) of the Flood Control Act of 1970, as amended (42 U.S.C. 1962d-5b(a)(4)) prior to execution of the project partnership agreement. If the non-Federal interest intends to provide design work only prior to execution of a design agreement, or a project partnership agreement covering both design and construction (such as for CAP projects), use the applicable model In-Kind MOU developed for that purpose.
2. Authority to approve an In-Kind MOU that does not deviate from the model In-Kind MOU has been delegated to the MSC Commander. Division Counsel concurrence that the In-Kind MOU does not deviate from the model is required prior to approval. In addition, authority to approve to approve non-substantive deviations to the model also has been delegated to the MSC Commander. Division Counsel concurrence that a deviation is non-substantive, with recommendation to approve the deviation, is required prior to approval by the MSC Commander. An In-Kind MOU with substantive deviations, including deviations involving policy issues, unique circumstances, or controversial matters, must be forwarded for MSC review and then transmitted to the appropriate HQUSACE RIT, with MSC Commander recommendations, for review and approval by the Director of Civil Works. The District Commander is authorized to execute the In-Kind MOU after its approval.
3. If there are multiple non-Federal interests, modify the In-Kind MOU to use the term “Non-Federal Interests” throughout and make the necessary modifications to change, as appropriate, verbs and pronouns from singular to plural.
4. Reminder: Make all required insertions; remove this cover page; remove the open and close brackets and any instructional text; and ensure the page numbers, spacing and page breaks throughout the In-Kind MOU are appropriate.
5. The Certificate of Authority and Certification Regarding Lobbying should be included as a part of the In-Kind MOU package. These certificates can be found on the Corps’ “Project Partnership Agreements” website under the “Forms” tab. Also, if a non-profit entity is serving as a Non-Federal Interest in accordance with ASA(CW) Memorandum, dated April 5, 2012, Subject: Implementation Guidance for Section 2003(b) of the Water Resources Development Act of 2007 - Definition of Non-Federal Interest, use the Certificate of Authority for a Non-Profit Entity as provided on the website mentioned above.

IN-KIND MEMORANDUM OF UNDERSTANDING
BETWEEN
THE DEPARTMENT OF THE ARMY
AND THE
[FULL NAME OF NON-FEDERAL INTEREST]
FOR CONSTRUCTION WORK
PRIOR TO EXECUTION OF
A
PROJECT PARTNERSHIP AGREEMENT
FOR THE
[FULL NAME OF PROJECT]

THIS IN-KIND MEMORANDUM OF UNDERSTANDING (hereinafter the “In-Kind MOU”) is entered into this _____ day of _____, _____, by and between the Department of the Army (hereinafter the “Government”), represented by the represented by the District Commander for **[Insert Name of USACE District, e.g., New Orleans District]** (hereinafter the “District Commander”) and the **[FULL NAME OF THE NON-FEDERAL INTEREST]** (hereinafter the “Non-Federal Interest”), represented by the **[INSERT TITLE]**.

WITNESSETH, THAT:

WHEREAS, Section 221(a)(4) of the Flood Control Act of 1970, as amended (42 U.S.C. 1962d-5b(a)(4)), provides that a cost sharing agreement may provide credit for the value of materials or services provided before the execution of such cost sharing agreement if the Secretary and the non-Federal interest enter into an In-Kind MOU under which the non-Federal interest shall carry out such work and only work carried out following the execution of such In-Kind MOU shall be eligible for credit;

WHEREAS, the Non-Federal Interest understands and acknowledges that any credit for eligible in-kind contributions will be afforded only toward the required non-Federal contribution of funds (i.e. cash contribution) under the Project Partnership Agreement for the project or separable element thereof **[INSERT THE FOLLOWING PHRASE IF THE PROJECT INCLUDES STRUCURAL FLOOD RISK MANAGEMENT FEATURES: “, except such credit will not be afforded toward the non-Federal requirement pursuant to the Project Partnership Agreement to pay a cash contribution equal to 5 percent of the construction costs allocated to structural flood risk management” OR IF THE PROJECT INCLUDES GENERAL NAVIGATION FEATURES: “, except such credit will not be afforded toward the non-Federal requirement pursuant to the Project Partnership Agreement to pay an additional 10 percent of construction costs over 30 years”];** and

WHEREAS, by letter dated **[Month Day, Year]**, the Non-Federal Interest stated its intent to provide certain construction work, including any design required for that construction work, (hereinafter the “Construction Work”, as defined in Paragraph 1 of this In-Kind MOU) prior to the execution of the Project Partnership Agreement for the **[FULL NAME OF**

PROJECT] at [SPECIFIC LOCATION OF THE PROJECT, INCLUDING STATE, COMMONWEALTH, OR TERRITORY].

NOW, THEREFORE, the parties agree as follows:

1. The Non-Federal Interest shall provide the Construction Work in accordance with the terms and conditions of this In-Kind MOU and requirements of applicable Federal laws and implementing regulations. The Construction Work shall consist of **[describe the construction work the Non-Federal Interest will provide for the project, including any necessary engineering plans and specifications and other design activities that are required for that construction, even if the design activities are carried out prior to the execution of this In-Kind MOU]** as generally described in the letter from the Non-Federal Interest.

2. The Non-Federal Interest shall keep books, records, documents, and other documentation of costs and expenses incurred for the Construction Work in accordance with this In-Kind MOU. The value of the Construction Work shall be equivalent to the costs, documented to the satisfaction of the Government, that the Non-Federal Interest incurred to provide the Construction Work. Such costs may include, but are not necessarily be limited to: engineering and design, and construction costs, including real estate, economic and environmental analyses and evaluation costs; supervision and administration costs; and documented incidental costs associated with providing the Construction Work, but shall not include any costs associated with betterments, as determined by the Government. Appropriate documentation includes invoices and certification of specific payments to contractors, suppliers, and the Non-Federal Interest's employees.

3. The Non-Federal Interest understands that eligibility for credit for the Construction Work is subject to:

a. A determination by the Division Commander for **[Insert Name of USACE Division, e.g., Mississippi Valley Division]** that the Construction Work is integral to the project;

b. The Non-Federal Interest completing or assuring completion of all necessary environmental coordination and obtaining all applicable Federal, State, and local permits prior to initiating construction of the Construction Work;

c. The Non-Federal Interest's compliance with Sections 210 and 305 of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, Public Law 91-646, as amended (42 U.S.C. 4630 and 4655), and Section 24.4 of the Uniform Regulations contained in 49 C.F.R. Part 24, and assurance that (1) fair and reasonable relocation payments and assistance shall be provided to or for displaced persons, as are required to be provided by a Federal agency under Sections 4622, 4623 and 4624 of Title 42 of the U.S. Code; (2) relocation assistance programs offering the services described in Section 4625 of Title 42 of the U.S. Code shall be provided to such displaced persons; (3) within a reasonable period of time prior to displacement, comparable replacement dwellings will be available to displaced persons in accordance with Section 4625(c)(3) of Title 42 of the U.S. Code; (4) in acquiring real property,

the Non-Federal Interest will be guided, to the greatest extent practicable under State law, by the land acquisition policies in Section 4651 and the provision of Section 4652 of Title 42 of the U.S. Code; and (5) property owners will be paid or reimbursed for necessary expenses as specified in Sections 4653 and 4654 of Title 42 of the U.S. Code;

d. The Non-Federal Interest's compliance with applicable Federal labor laws covering non-Federal construction and relocations, including, but not limited to, 40 U.S.C. 3141–3148 and 40 U.S.C. 3701–3708 (labor standards originally enacted as the Davis-Bacon Act, the Contract Work Hours and Safety Standards Act, and the Copeland Anti-Kickback Act);

e. Review and verification, including on-site inspection, as applicable, by the Government that the Construction Work was accomplished in a satisfactory manner and in accordance with applicable Federal laws, regulations, and policies; and

f. An audit by the Government to determine the reasonableness, allocability, and allowability of such costs.

4. The Non-Federal Interest understands further that:

a. No interest charges or adjustment will be applied to the costs incurred for the Construction Work to reflect changes in price levels;

b. Federal program funds may not be used to meet any of its obligations under this In-Kind MOU unless the Federal agency providing the funds verifies in writing that the funds are authorized to be used for the project. Federal program funds are those funds provided by a Federal agency, plus any non-Federal contribution required as a matching share therefor;

c. Only the costs of the Construction Work that do not exceed the Government's estimate of the cost of such work if the work had been accomplished by the Government are eligible for credit;

d. No credit will be provided for the value of Construction Work obtained at no cost to the Non-Federal Interest or for the cost of construction initiated prior to the effective date of this In-Kind MOU;

e. Any costs incurred for the clean-up of hazardous material regulated by the Comprehensive Environmental Response, Compensation, and Liability Act (hereinafter "CERCLA"; 42 U.S.C. 9601–9675), that may exist in, on, or under lands, easements, or rights-of-way required for the Construction Work are a Non-Federal Interest responsibility and no credit shall be afforded for such clean-up costs. In addition, the Non-Federal Interest understands that as between the Government and the Non-Federal Interest, the Non-Federal Interest shall be considered the operator of the Construction Work for the purposes of CERCLA liability. To the maximum extent practicable, the Non-Federal Interest shall operate, maintain, repair, replace, and rehabilitate the Construction Work in a manner that will not cause liability to arise under CERCLA;

f. Crediting for the costs of the Construction Work may be withheld, in whole or in part, as a result of the Non-Federal Interest's failure to comply with the terms of this In-Kind MOU; and

g. Credit may be afforded only if a Project Partnership Agreement is executed subsequently by the Government and the Non-Federal Interest.

5. In the exercise of their respective rights and obligations under this In-Kind MOU, the Government and the Non-Federal Interest each act in an independent capacity, and neither is to be considered the officer, agent, or employee of the other.

6. Execution of this In-Kind MOU does not constitute, represent, or imply any Federal assurance or commitment regarding approval of the project or execution of any future agreement that may include provisions for affording credit for Construction Work undertaken under this In-Kind MOU. In addition, execution of this In-Kind MOU in no way prevents the Government from modifying the project even if it results in the Construction Work provided by the Non-Federal Interest no longer being an integral part of the project.

7. Nothing herein shall constitute, represent, or imply any commitment to budget or appropriate funds for the project in the future; and nothing herein shall represent, or give rise to, any duty, obligation, or responsibility for the United States. Any activity undertaken by the Non-Federal Interest for the Construction Work is solely at the Non-Federal Interest's own risk and responsibility.

8. Notices.

a. Any notice, request, demand, or other communication required or permitted to be given under this In-Kind MOU shall be deemed to have been duly given if in writing and delivered personally or mailed by registered or certified mail, with return receipt, as follows:

If to the Non-Federal Interest:

[RECIPIENT'S TITLE & ADDRESS]

If to the Government:

[RECIPIENT'S TITLE & ADDRESS]

b. A party may change the recipient or address to which such communications are to be directed by giving written notice to the other party in the manner provided in this paragraph.

9. This In-Kind MOU may be modified or amended only by written, mutual agreement of the parties.

IN WITNESS WHEREOF, the parties hereto have executed this In-Kind MOU, which shall become effective upon the date it is signed by the District Commander.

DEPARTMENT OF THE ARMY

[FULL NAME OF NON-FEDERAL INTEREST]

BY: _____
[INSERT TYPED NAME]
[Insert Rank], U.S. Army
District Commander

BY: _____
[INSERT TYPED NAME]
[Insert Full Title]

DATE: _____

DATE: _____



DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
441 G STREET NW
WASHINGTON DC 20314-1000

CECW-P

June 10, 2020

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Updated In-Kind Memorandums of Understanding (MOUs) and Clarification of Creditable In-Kind Contributions

1. Reference: Engineer Regulation (ER) 1165-2-208, In-Kind Contribution Credit Provisions of Section 221(a)(4) of the Flood Control Act of 1970, as Amended, 16 December 2015.
2. This memorandum transmits the updated In-Kind MOUs for design work and construction work prior to execution of a design agreement or project partnership agreement, as applicable. In addition, this memorandum reiterates and clarifies the types of activities that may and may not be creditable as in-kind contributions.
3. Enclosed are three updated model In-Kind MOUs, one for design work provided prior to execution of a design agreement, one for design work provided prior to execution of a project partnership agreement (PPA) that covers both design and construction, and one for construction work, including design associated with that construction work, provided prior to execution of a PPA. Previous versions of the model In-Kind MOUs, dated 30 May 2008, should no longer be used. The updated model In-Kind MOUs are available on the HQUSACE Project Partnership Agreements website.
4. Section 221(a)(4) of the Flood Control Act of 1970, as amended, provides the Secretary authority to credit an in-kind contribution only if the Secretary determines that the material or service provided as an in-kind contribution is integral to the project. The authority to approve integral determinations has been delegated to the MSC Commanders. As stated in paragraphs 4.e.(1) and B-1 of the referenced ER, to be integral to the study or project the material or service must be part of the work that the Federal Government otherwise would have performed for the study or project. Paragraph B-2 in Appendix B of the referenced ER provides examples of activities that may be creditable as in-kind contributions.
5. Paragraph B-3 in Appendix B of the referenced ER lists activities that are not creditable as in-kind contributions. This memorandum reiterates that additionally, per paragraph 4.e.(1) of the referenced ER, non-Federal sponsor costs related to Coordination Team participation or audits are not in-kind contributions, are not included in "shared costs" of a study or project for cost sharing purposes, and, as such, are not eligible for credit or reimbursement. Examples of non-Federal sponsor activities that are not creditable as in-kind contributions include participating in and attending

CECW-P

SUBJECT: Updated In-Kind Work Memorandums of Understanding (MOUs) and Clarification of Creditable In-Kind Contributions

meetings; review of planning and engineering documents and other work products prepared by the Corps; and conducting non-Federal audits.

6. Any questions may be directed to Jeff Lin, HQUSACE Agreements Team, at 202-761-5220.



Encls

ALVIN B. LEE
Director of Civil Works

DISTRIBUTION:

COMMANDERS, REGIONAL BUSINESS AND PROGRAMS DIRECTORS,
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PACIFIC OCEAN DIVISION, CEPOD
SOUTH ATLANTIC DIVISION, CESAD
SOUTH PACIFIC DIVISION, CESP
SOUTHWESTERN DIVISION, CESWD

Engineer Regulation
No. 1165-2-208

16 December 2015

Water Resources Policies and Authorities
IN-KIND CONTRIBUTION CREDIT PROVISIONS
OF SECTION 221(a)(4) OF THE FLOOD CONTROL ACT OF 1970, AS AMENDED

1. Purpose. This regulation provides guidance on the implementation of the in-kind contribution credit provisions of Section 221(a)(4) of the Flood Control Act of 1970, as further amended by Section 1018 of the Water Resources Reform and Development Act of 2014 (WRRDA 2014) (42 U.S.C. 1962d-5b(a)(4)) (hereinafter referred to as “Section 221”). Section 221(a)(4) of the Flood Control Act of 1970, as amended, and Section 1018 of WRRDA 2014 are provided in Appendix A.

2. Applicability. This regulation applies to all HQUSACE elements, Major Subordinate Commands (MSCs), and District Commands having Civil Works responsibility and is effective immediately.

a. The Section 221 crediting provisions apply to the study, design, and construction of water resources development projects authorized in the Water Resources Development Act (WRDA) of 1986 or later laws, including projects initiated after November 16, 1986 without specific authorization in law. In addition, the crediting provisions apply to the correction of design deficiencies for projects authorized prior to WRDA of 1986. Finally, these provisions are also applicable to a project under an environmental infrastructure assistance program.

(1) For a project with a project partnership agreement (PPA) that was executed on or after November 8, 2007, such PPA may be amended to include work by the non-Federal sponsor that has not yet been initiated for credit toward any remaining non-Federal cost share under that agreement.

(2) Furthermore, in general, the crediting provisions of Section 221 will be used in lieu of Section 104 of WRDA 1986 and Section 215 of the Flood Control Act of 1968. However, any eligibility for credit under Section 104 of WRDA 1986 that was approved previously by the Secretary will be honored.

b. The authority for credit under Section 221 is in addition to any other authority to provide credit for in-kind contributions. Section 221 credit may be applied in lieu of other crediting provisions if requested by the non-Federal sponsor.

This regulation supersedes ER 1165-2-208, dated 17 February 2012.

3. Distribution Statement. Approved for public release. Distribution is unlimited.

4. Key Principles.

a. In General. Section 221 is a comprehensive authority that addresses the affording of credit for the value of in-kind contributions provided by a non-Federal sponsor toward its required cost share (excluding the required 5 percent cash for structural flood damage reduction projects and the additional 10 percent cash payment over 30 years for navigation projects) if those in-kind contributions are determined to be integral to a study or project.

b. Types of In-Kind Contributions. The types of in-kind contributions eligible for credit include planning activities (including data collection and other services needed for a feasibility study); design related to construction; and construction (including management; mitigation; and construction materials and services).

c. Compliance with Applicable Federal Laws, Regulations, and Policies. Eligibility for credit is subject to the non-Federal sponsor complying with all applicable Federal laws and implementing regulations, including, but not limited to Section 601 of the Civil Rights Act of 1964, as amended (42 U.S.C. 2000d), and Department of Defense Directive 5500.11 issued pursuant thereto; the Age Discrimination Act of 1975 (42 U.S.C. 6102); the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), and Army Regulation 600-7 issued pursuant thereto; and 40 U.S.C. 3141-3148 and 40 U.S.C. 3701-3708 (labor standards originally enacted as the Davis-Bacon Act, the Contract Work Hours and Safety Standards Act, the Copeland Anti-Kickback Act); and the National Environmental Policy Act (42 U.S.C. 4321-4347) and other environmental laws and regulations.

d. In-Kind Memorandum of Understanding (MOU).

(1) Construction. Section 221 provides that any construction work that has not been carried out as of November 8, 2007 is eligible for credit only if the non-Federal sponsor executes an agreement with the Secretary prior to carrying out such work. For purposes of Section 221 crediting only, “carrying out” construction work means initiation of construction using the non-Federal sponsor’s labor force or issuance of the notice to proceed for such construction if undertaken by contract. Therefore, in those cases where there is not yet an executed PPA, the non-Federal sponsor must execute an in-kind MOU with the Corps of Engineers prior to initiating construction or issuing the notice to proceed. Design work associated with that construction is eligible for credit as long as an in-kind MOU or PPA is executed prior to the construction being carried out. In addition, the construction carried out by the non-Federal sponsor is not considered as part of the future without project condition.

(a) Projects Specifically Authorized. For projects that are or will be specifically authorized for construction, an In-Kind MOU for construction may be executed once there is vertical team concurrence with the Tentatively Selected Plan (TSP) at the TSP Milestone. The TSP Milestone is the point at which there is vertical team concurrence on the plan that will be released in the

draft study report for public and agency review. Given the new SMART Planning Process, the TSP Milestone should occur much earlier in the planning process than what was previously achieved. Requests from non-Federal sponsors to execute an in-kind MOU for construction prior to the TSP Milestone will be considered on a case-by-case basis and must be approved by the Assistant Secretary of the Army (Civil Works). Since each project presents its own unique combination of circumstances, each request will require an individual evaluation that will include consideration of, but not limited to, the following criteria:

- (i) Whether the proposed work is a modification of an existing Federal project;
- (ii) Whether the proposed work will follow an existing levee alignment in the case of a flood risk management project;
- (iii) Whether the proposed work balances and integrates the wise use of the flood plain to ensure public safety;
- (iv) Whether the proposed work significantly reduces flood damage risk to human life, property or critical infrastructure; and

(iv) Whether the proposed work will likely be included in the final project recommendation.

(b) Continuing Authority Program. For projects implemented under the Continuing Authority Program or a regional authority that does not require additional authorization to implement the project, an In-Kind MOU for design and implementation may be executed after the MSC Commander approves the decision document for the project.

(2) Design. For projects that are or will be specifically authorized for construction, an In-Kind MOU for design may be executed after the TSP Milestone.

(3) Planning.

(a) Projects Specifically Authorized. For projects that are or will be specifically authorized for construction, Section 1002 of WRRDA 2014 eliminated the full Federal reconnaissance phase that used to be undertaken prior to execution of a feasibility cost sharing agreement (FCSA). In the past, a project management plan (PMP), which established the scope of the planning, including activities needed to carry out the study, was developed during this reconnaissance phase. Under the new single phase study process mandated by WRRDA 2014, the project management plan will not be developed until after execution of FCSA. As the PMP, including a determination of the scope of the study, will not be developed until after execution of the FCSA, no In-Kind MOU for planning is permitted. Following execution of the FCSA and development of the PMP, the provision of in-kind contributions is allowed under the FCSA.

(b) Continuing Authority Program. For projects implemented under the Continuing Authority Program or a regional authority that does not require additional authorization to implement the project, sections 905(c) and 105(a)(3) of WRDA 1986, as amended, provide that the first \$100,000 of these studies is a Federal expense. Therefore, once a PMP has been developed and the MSC Commander has approved initiation of the feasibility study, an In-Kind MOU for planning may be executed.

(4) Any work undertaken by a non-Federal sponsor pursuant to an In-Kind MOU is at its own risk and responsibility. An In-Kind MOU provides no assurance that the non-Federal sponsor's work will be determined to be integral to the Federal project or that any construction undertaken by the non-Federal sponsor will be included as part of any ultimately recommended Federal project. Execution of an In-Kind MOU in no way obligates the Corps to enter into any future agreement for the project.

(5) In general, once a FCSA, design agreement, or PPA is executed, further use of In-Kind MOUs is not appropriate for inclusion of additional in-kind contributions under that FCSA, design agreement, or PPA, respectively. Special circumstances requiring expedited review and execution of an amendment to an executed agreement should be coordinated with the HQUSACE RIT.

(6) MSC Commanders may approve a District Engineer's execution of Model In-Kind MOUs for Construction or for Design, provided that the In-Kind MOUs do not include any deviations. Any proposed deviations must be submitted to HQUSACE for approval prior to execution. Models for the In-Kind MOU for construction, including design work, and for design work only are available at http://www.usace.army.mil/Missions/CivilWorks/ProjectPartnershipAgreements/model_other.aspx.

e. Integral Determinations.

(1) Section 221 provides that credit may be afforded only if the Secretary determines that the material or service provided as an in-kind contribution by a non-Federal sponsor is integral to the study or project.¹ To be integral to the study or project, the material or service must be part of the work that the Federal Government would otherwise have undertaken for the study or for construction of what is ultimately determined to be the Federal project. See Appendix B for additional guidance on criteria and procedures for processing integral determinations.

(2) The approval of integral determinations is delegated to the MSC Commander. The approval authority delegated to the MSC Commander is subject to the full compliance of each

¹ The non-Federal Sponsor's costs of Coordination Team participation and audits are not in-kind contributions and are not included in "shared costs" for cost sharing purposes. Likewise, the Federal Government's cost of Coordination Team participation and audits are not included in "shared costs" for cost sharing purposes although these costs are included in calculating any limit on Federal participation. The costs of the non-Federal Sponsor's performance of investigations for hazardous substances are eligible for inclusion as a shared costs and for credit as an in-kind contribution and do not require a separate integral determination.

integral determination to law and policy and may not be further delegated within the MSC or to the District Commander. A separate integral determination is not required for planning activities included in the PMP, approved by the MSC Commander, as required for the study effort.

f. Determining the Amount of Credit.

(1) The amount of in-kind contributions that may be eligible for inclusion in shared costs for cost sharing purposes under the applicable cost sharing agreement will be subject to an audit by the Government to determine the reasonableness, allocability, and allowability of such amount.

(2) The creditable amount is the lesser of the costs incurred by the non-Federal sponsor to obtain such materials or services; the market value of such materials or services as of the date that the non-Federal sponsor provides such materials or services for use in the study or project; or the Government's estimate of the cost for such work if it had been accomplished by the Government. This amount is not subject to interest charges or to adjustment to reflect changes in price levels between the time the in-kind contributions were completed and the time the amount is credited.

(3) Any in-kind contributions performed or paid for by the non-Federal sponsor using funds provided by another Federal agency (as well as any non-Federal matching share or contribution that was required by such Federal agency for such program or grant) are not eligible for credit unless the Federal agency providing the Federal portion of such funds verifies in writing that the funds are authorized to be used to carry out the study or project.

(4) After execution of the applicable FCSA, Design Agreement (DA), or PPA, the non-Federal sponsor will submit to the Government (not less frequently than every 6 months or as provided in the agreement) credit request(s) for eligible in-kind contributions under that agreement. The credit requests will contain the following: written certification by the non-Federal sponsor of the payments made to contractors, suppliers, or employees for in-kind contributions; copies of all relevant invoices and evidence of such payments; written identification of costs that have been paid with funds or grants provided by a Federal agency as well as any non-Federal matching share or contribution that was required by such Federal agency for such program or grant; and a written request for credit of a specific amount not in excess of such specified payments. Failure to provide sufficient documentation supporting the credit request will result in a denial of credit in accordance with the terms of the applicable cost sharing agreement.

(5) In-kind contributions are subject to a review (for feasibility level and design activities) or on-site inspection (construction), as applicable, and certification by the Government that the work was accomplished in a satisfactory manner and in accordance with applicable Federal laws, regulations, and policies. The Government will not include in the costs to be shared under the

applicable cost sharing agreement or afford credit for any work the Government determines was not accomplished in a satisfactory manner or in accordance with applicable Federal laws, regulations, and policies.

(6) In general, the amount of credit for in-kind contributions that can be afforded under a FCSPA or a PPA is limited to the amount of the non-Federal sponsor's cost share under that agreement. As the costs of design under a DA are included in total project costs under a PPA, credit for in-kind contributions under a DA is carried over to the PPA, and the maximum of amount of credit for in-kind contributions under a PPA is limited to the non-Federal sponsor's required cost share under the PPA. Credit for in-kind contributions may not be afforded toward the required 5 percent cash payment for structural flood damage reduction projects or the additional 10 percent cash payment for navigation projects.

(7) Credit for in-kind contributions for planning is limited to credit that can be afforded under a specific FCSPA. In other words, excess credit may not be carried over to design or construction of the project. Credit for planning work by the non-Federal sponsor is limited to its 50 percent of planning costs and will be done in accordance with the PMP, under the terms and conditions in the FCSPA.

(8) Credit for in-kind contributions provided by a non-Federal sponsor for the construction of a project, or separable element thereof, that are in excess of the non-Federal cost share for an authorized separable element of a project may be applied toward the non-federal cost share for a different authorized separable element of the same project. Additional Federal appropriations will be required to offset the application of any excess credit to another separable element.

(9) If the value of eligible in-kind contributions exceeds the amount of credit that can be afforded pursuant to the provisions of a PPA (i.e., exceeds the required non-Federal cost share for all features covered by that PPA), only the amount of credit afforded should be included in total project costs. Recalculation of total project costs will be required to exclude from total project costs the value of in-kind contributions that exceed the amount of credit that can be afforded. In addition, the amount excluded will not be considered part of total costs for the purposes of Section 902 of WRDA 1986 calculations.

(10) No reimbursements are authorized for in-kind contributions under Section 221 except as provided in paragraph 4 g., below.

g. Lands, Easements, Relocations, Rights-of-Way, and Areas for Disposal of Dredged Material (LERRDs). Section 221 does not alter any other requirement for the non-Federal sponsor to provide LERRDs for a project, and the non-Federal sponsor should coordinate with the District to ensure that appropriate real estate interests for the project are acquired. Any LERRDs associated with in-kind contributions determined to be integral to the project will be credited to the project as LERRDs except the LERRs needed for fish and wildlife mitigation. (The costs of LERRs needed for fish and wildlife mitigation are assigned to the project

purpose(s) causing the need for such mitigation and are subject to construction cost sharing established for that project purpose.) In addition, for a navigation project, LERRs are creditable only toward the requirement for the non-Federal sponsor to pay an additional 10 percent of the cost of the general navigation features.

(1) Previously, credit for in-kind contributions was afforded only toward the non-Federal sponsor's required cash contribution after consideration of the value of LERRDs provided by the non-Federal sponsor. WRRDA 2014 changes how credit for in-kind contributions is calculated. For projects other than navigation projects, to the extent that credit for LERRDs combined with credit for the value of in-kind contributions exceed the non-Federal share of the cost of a project, WRRDA 2014 provides that the Secretary, subject to the availability of funds, shall enter into a separate reimbursement agreement to reimburse the non-Federal sponsor for the difference between creditable LERRDs and in-kind contributions and the non-Federal cost share. Therefore, at the final accounting for the project, to the extent funds for the project remain available, the Secretary shall execute an agreement with the non-Federal sponsor for reimbursement of the difference.

(2) If funds remaining on a project are insufficient to provide full reimbursement under paragraph g.(1), the non-Federal sponsor may request reimbursement. The Secretary shall prioritize such requests, and enter into reimbursements agreements, in the order the requests were received, as funds become available for reimbursements.

5. Design. Design by the non-Federal sponsor must be performed in accordance with the requirements in ER 1110-2-1150, reviewed in accordance with ER 1110-1-12, and subject to the applicable peer review guidance. In accordance with section 105(c) of WRDA 1986, the costs of design shall be shared in the same percentages as the purposes of such project.

a. If the value of eligible in-kind contributions is less than the non-Federal sponsor's share of design costs, the non-Federal sponsor must contribute sufficient funds to equal its share of total design costs.

b. If the value of eligible in-kind contributions is greater than the non-Federal sponsor's share of total design costs, then no cash payment from the non-Federal sponsor is required. The value of all of the non-Federal sponsor's eligible in-kind contributions (including those in excess of its share of total design costs) will be included in total project costs in the PPA. The maximum amount of credit that may be afforded pursuant to the PPA is limited to the non-Federal sponsor's cost share under that agreement.

6. Construction.

a. To be eligible for credit, in-kind contributions prior to execution of the PPA must have been provided or performed after execution of an In-Kind MOU. Credit for in-kind contributions will not be afforded toward the non-Federal sponsor's requirement to provide in

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cash 5 percent of the costs for structural flood damage reduction projects (either specifically authorized or implemented pursuant to Continuing Authority Program Sections 14, 205, or 208 projects); the non-Federal sponsor's requirement to pay for betterments or any other work performed by the Government on behalf of the non-Federal sponsor; the non-Federal sponsor's requirement to provide lands, easements, rights-of-way, relocations, or improvements to enable the disposal of dredged or excavated material required for the project or separable element of the project; or the non-Federal sponsor's additional payment of 10 percent of the cost of general navigation features for a navigation project.

b. The non-Federal sponsor may not initiate construction following execution of a PPA until the designs, detailed plans and specifications, and arrangements for such work have been approved by the Government. In addition, any proposed changes to approved designs and plans and specifications must be approved by the Government in advance of such construction. Upon completion of construction, the non-Federal sponsor will furnish to the Government a copy of all final as-built drawings.

c. For CAP authorities and regional authorities that are implemented with a single agreement covering design and implementation, if a non-Federal sponsor proposes to provide or perform all or a portion of the design for a project as in-kind contributions, a PPA addressing both design and construction is required.

FOR THE COMMANDER:

2 Appendices

Appendix A – 42 U.S.C. 1962d-5b(a)(4)

Appendix B – Criteria and Procedures



D. PETER HELMLINGER

COL, EN

Chief of Staff

APPENDIX A

Section 221(a)(4) of the Flood Control Act of 1970, as amended (42 U.S.C. 1962d-5b(a)(4))

SEC. 221. WRITTEN AGREEMENT REQUIREMENT FOR WATER RESOURCES
PROJECTS.

(a) COOPERATION OF NON-FEDERAL INTEREST.-

(4) Credit for in-kind contributions.

(A) In general. A partnership agreement described in paragraph (1) may provide with respect to a project that the Secretary shall credit toward the non-Federal share of the cost of the project, including a project implemented without specific authorization in law or a project under an environmental infrastructure assistance program, the value of in-kind contributions made by the non-Federal interest, including--

(i) the costs of planning (including data collection), design, management, mitigation, construction, and construction services that are provided by the non-Federal interest for implementation of the project;

(ii) the value of materials or services provided before execution of the partnership agreement, including efforts on constructed elements incorporated into the project; and

(iii) the value of materials and services provided after execution of the partnership agreement.

(B) Condition. The Secretary may credit an in-kind contribution under subparagraph (A) only if the Secretary determines that the material or service provided as an in-kind contribution is integral to the project.

(C) Work performed before partnership agreement.

(i) Construction.

(I) In general. In any case in which the non-Federal interest is to receive credit under subparagraph (A) for the cost of construction carried out by the non-Federal interest before execution of a partnership agreement and that construction has not been carried out as of November 8, 2007, the Secretary and the non-Federal interest shall enter into an agreement under which the non-Federal interest shall carry out such work and shall do so prior to the non-Federal interest initiating construction or issuing a written notice to proceed for the construction.

(II) Eligibility. Construction that is carried out after the execution of an agreement to carry out work described in subclause (I) and any design activities that are required for that construction, even if the design activity is carried out prior to the execution of the agreement to carry out work, shall be eligible for credit.

(ii) Planning.

(I) In general. In any case in which the non-Federal interest is to receive credit under subparagraph (A) for the cost of planning carried out by the non-Federal interest

before execution of a feasibility cost-sharing agreement, the Secretary and the non-Federal interest shall enter into an agreement under which the non-Federal interest shall carry out such work and shall do so prior to the non-Federal interest initiating that planning.

(II) Eligibility. Planning that is carried out by the non-Federal interest after the execution of an agreement to carry out work described in subclause (I) shall be eligible for credit.

(D) Limitations. Credit authorized under this paragraph for a project--

(i) shall not exceed the non-Federal share of the cost of the project;

(ii) shall not alter any other requirement that a non-Federal interest provide lands, easements, relocations, rights-of-way, or areas for disposal of dredged material for the project;

(iii) shall not alter any requirement that a non-Federal interest pay a portion of the costs of construction of the project under sections 101(a)(2) and 103(a)(1)(A) of the Water Resources Development Act of 1986 (33 U.S.C. 2211(a)(2); 33 U.S.C. 2213(a)(1)(A)) of the Water Resources Development Act of 1986 (33 U.S.C. 2211; 33 U.S.C. 2213); and

(iv) shall not exceed the actual and reasonable costs of the materials, services, or other things provided by the non-Federal interest, as determined by the Secretary.

(E) Analysis of costs and benefits. In the evaluation of the costs and benefits of a project, the Secretary shall not consider construction carried out by a non-Federal interest under this subsection as part of the future without project condition.

(F) Transfer of credit between separable elements of a project. Credit for in-kind contributions provided by a non-Federal interest that are in excess of the non-Federal cost share for an authorized separable element of a project may be applied toward the non-Federal cost share for a different authorized separable element of the same project.

(G) Application of credit.

(i) In general. To the extent that credit for in-kind contributions, as limited by subparagraph (D), and credit for required land, easements, rights-of-way, dredged material disposal areas, and relocations provided by the non-Federal interest exceed the non-Federal share of the cost of construction of a project other than a navigation project, the Secretary, subject to the availability of funds, shall enter into a reimbursement agreement with the non-Federal interest, which shall be in addition to a partnership agreement under subparagraph (A), to reimburse the difference to the non-Federal interest.

(ii) Priority. If appropriated funds are insufficient to cover the full cost of all requested reimbursement agreements under clause (i), the Secretary shall enter into reimbursement agreements in the order in which requests for such agreements are received."; and

(H) Applicability.

(i) In general. This paragraph shall apply to water resources projects authorized after November 16, 1986, including projects initiated after November 16, 1986, without specific authorization in law, and to water resources projects authorized prior to the date

of enactment of the Water Resources Development Act of 1986 (Public Law 99-662) [enacted June 10, 2014], if correction of design deficiencies is necessary.

(ii) Authorization as addition to other authorizations. The authority of the Secretary to provide credit for in-kind contributions pursuant to this paragraph shall be in addition to any other authorization to provide credit for in-kind contributions and shall not be construed as a limitation on such other authorization. The Secretary shall apply the provisions of this paragraph, in lieu of provisions under other crediting authority, only if so requested by the non-Federal interest.

Section 1018 of the Water Resources Reform and Development Act of 2014

Sec. 1018. CREDIT FOR IN-KIND CONTRIBUTIONS.

(a) In General.--Section 221(a)(4) of the Flood Control Act of 1970 (42 U.S.C. 1962d-5b(a)(4)) is amended--

(1) in subparagraph (A), in the matter preceding clause (i), by inserting "or a project under an environmental infrastructure assistance program" after "law";

(2) in subparagraph (C) by striking "In any case" and all that follows through the period at the end and inserting the following:

"(i) CONSTRUCTION.--

"(I) In General.--In any case in which the non-Federal interest is to receive credit under subparagraph (A) for the cost of construction carried out by the non-Federal interest before execution of a partnership agreement and that construction has not been carried out as of November 8, 2007, the Secretary and the non-Federal interest shall enter into an agreement under which the non-Federal interest shall carry out such work and shall do so prior to the non-Federal interest initiating construction or issuing a written notice to proceed for the construction.

"(II) Eligibility.--Construction that is carried out after the execution of an agreement to carry out work described in subclause (I) and any design activities that are required for that construction, even if the design activity is carried out prior to the execution of the agreement to carry out work, shall be eligible for credit.

"(ii) PLANNING.--

"(I) In General.--In any case in which the non-Federal interest is to receive credit under subparagraph (A) for the cost of planning carried out by the non-Federal interest before execution of a feasibility cost-sharing agreement, the Secretary and the non-Federal interest shall enter into an agreement under which the non-Federal interest shall carry out such work and shall do so prior to the non-Federal interest initiating that planning.

"(II) Eligibility.--Planning that is carried out by the non-Federal interest after the execution of an agreement to carry out work described in subclause (I) shall be eligible for credit.";

(3) in subparagraph (D)(iii) by striking "sections 101 and 103" and inserting "sections 101(a)(2) and 103(a)(1)(A) of the Water Resources Development Act of 1986 (33 U.S.C. 2211(a)(2); 33 U.S.C. 2213(a)(1)(A))";

(4) by redesignating subparagraph (E) as subparagraph (H);

(5) by inserting after subparagraph (D) the following:

"(E) Analysis of Costs and Benefits.--In the evaluation of the costs and benefits of a project, the Secretary shall not consider construction carried out by a non-Federal interest under this subsection as part of the future without project condition.

"(F) Transfer of Credit Between Separable Elements of a Project.--Credit for in-kind contributions provided by a non-Federal interest that are in excess of the non-Federal cost share for an authorized separable element of a project may be applied toward the non-Federal cost share for a different authorized separable element of the same project.

"(G) APPLICATION OF CREDIT.--

"(i) In General.--To the extent that credit for in-kind contributions, as limited by subparagraph (D), and credit for required land, easements, rights-of-way, dredged material disposal areas, and relocations provided by the non-Federal interest exceed the non-Federal share of the cost of construction of a project other than a navigation project, the Secretary, subject to the availability of funds, shall enter into a reimbursement agreement with the non-Federal interest, which shall be in addition to a partnership agreement under subparagraph (A), to reimburse the difference to the non-Federal interest.

"(ii) Priority.--If appropriated funds are insufficient to cover the full cost of all requested reimbursement agreements under clause (i), the Secretary shall enter into reimbursement agreements in the order in which requests for such agreements are received."; and

(6) in subparagraph (H) (as redesignated by paragraph (4))--

(A) in clause (i) by inserting ", and to water resources projects authorized prior to the date of enactment of the Water Resources Development Act of 1986 (Public Law 99-662), if correction of design deficiencies is necessary" before the period at the end; and

(B) by striking clause (ii) and inserting the following:

"(ii) Authorization As Addition to Other Authorizations.--The authority of the Secretary to provide credit for in-kind contributions pursuant to this paragraph shall be in addition to any other authorization to provide credit for in-kind contributions and shall not be construed as a limitation on such other authorization. The Secretary shall apply the provisions of this paragraph, in lieu of provisions under other crediting authority, only if so requested by the non-Federal interest."

(b) Applicability.--Section 2003(e) of the Water Resources Development Act of 2007 (42 U.S.C. 1962d-5b note) is amended--

(1) by inserting ", or construction of design deficiency corrections on the project," after "construction on the project"; and

(2) by inserting ", or under which construction of the project has not been completed and the work to be performed by the non-Federal interests has not been carried out and is creditable only toward any remaining non-Federal cost share," after "has not been initiated".

(c) Effective Date.--The amendments made by subsections (a) and (b) take effect on November 8, 2007.

(d) Guidelines.--

(1) In General.-- Not later than 1 year after the date of enactment of this Act, the Secretary shall update any guidance or regulations for carrying out section 221(a)(4) of the Flood Control Act of 1970 (42 U.S.C. 1962d-5b(a)(4)) (as amended by subsection (a)) that are in existence on the date of enactment of this Act or issue new guidelines, as determined to be appropriate by the Secretary.

(2) Inclusions.-- Any guidance, regulations, or guidelines updated or issued under paragraph (1) shall include, at a minimum--

(A) the milestone for executing an in-kind memorandum of understanding for construction by a non-Federal interest;

(B) criteria and procedures for evaluating a request to execute an in-kind memorandum of understanding for construction by a non-Federal interest that is earlier than the milestone under subparagraph (A) for that execution; and

(C) criteria and procedures for determining whether work carried out by a non-Federal interest is integral to a project.

(3) Public and Stakeholder Participation.-- Before issuing any new or revised guidance, regulations, or guidelines or any subsequent updates to those documents, the Secretary shall--

(A) consult with affected non-Federal interests;

(B) publish the proposed guidelines developed under this subsection in the Federal Register; and

(C) provide the public with an opportunity to comment on the proposed guidelines.

(e) Other Credit.--Nothing in section 221(a)(4) of the Flood Control Act of 1970 (42 U.S.C. 1962d-5b(a)(4)) (as amended by subsection (a)) affects any eligibility for credit under section 104 of the Water Resources Development of 1986 (33 U.S.C. 2214) that was approved by the Secretary prior to the date of enactment of this Act.

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APPENDIX B

Criteria and Procedures for In-Kind Contribution Integral Determinations

B-1. Determining if In-Kind Contributions Are Integral to the Study/Project. Establishing and allowing credit is a two-step process whereby: 1) eligibility for credit is determined based on whether the in-kind contribution is integral to the study or project, and 2) actual affording of credit is accomplished based on an audit of the non-Federal work by the District Engineer under the terms of the FCSA, DA, or PPA, as appropriate. The level of analysis to determine if work is integral to the project is scalable. For instance, work accomplished by the non-Federal sponsor on its own under an In-Kind MOU must be fully analyzed to determine whether it is integral to the project, i.e., work that the Government otherwise would have performed for the project. In general, for work that will be accomplished after execution of a DA or PPA, it will be clearer what work is required for the project and therefore integral to the project; furthermore, the Government will be approving plans and specifications prior to the work being undertaken by the non-Federal sponsor.

a. Approval Level of Integral Determinations. Under the terms of Paragraph 4.e. of this regulation, approval of integral determinations is delegated to the MSC Commander. This authority may not be further delegated.

b. Timing of Integral Determinations.

(1) In general, the integral determination should be completed immediately prior to review and approval of a DA or PPA, or amendment as applicable, that provides for the affording of credit. The integral determination for planning efforts is accomplished as part of the development of the PMP.

(2) Include at least 30 days in the project schedule for processing at the MSC of the Integral Determinations by the MSC Commander. These times are recommended for scheduling purposes and should be extended if processing identifies significant issues requiring resolution.

c. Procedures for Processing.

(1) For a feasibility study, planning activities, including data collection, must be included in the approved Project Management Plan in order for those contributions to be eligible for credit.

(2) The District will prepare an Integral Determination Report (IDR) for design and construction work that includes at a minimum the information contained in the following paragraphs. A suggested format for an IDR can be found at http://www.usace.army.mil/Missions/CivilWorks/ProjectPartnershipAgreements/model_other.aspx

The IDR should contain a description of the activities required to perform the design or construction, as applicable, of the Federal project or separable element in sufficient detail to allow a comparison with the description of the proposed in-kind contributions; a detailed description of the work items proposed to be provided or performed as in-kind contributions; a discussion of how each work item proposed to be provided or performed as an in-kind contribution is integral to the project; an estimate of the costs of each work item proposed to be provided or performed as an in-kind contribution; the estimated amount of credit to be afforded for each work item proposed to be provided or performed as an in-kind contribution; and a District Commander recommendation identifying which of the proposed in-kind contributions should be considered integral to the project. If the in-kind contributions were provided or performed prior to execution of the applicable cost sharing agreement, then also include in the IDR the results of the review or inspection, as applicable, and certification by the District Commander on whether the work was accomplished in a satisfactory manner and in accordance with applicable Federal laws, regulations, and policies; and documentation of satisfactory environmental compliance for the construction portion of the in-kind contributions.

(3) The district will submit the IDR to the MSC District Support Team for action. The MSC District Support Team will perform the MSC review of the IDR. The MSC review team also will include members from the MSC Office of Counsel and from the MSC Planning Community of Practice (CoP), MSC Engineering and Construction CoP, MSC Real Estate CoP, and other CoPs, as needed. In addition, if the proposed in-kind contributions consist of design or construction of dams, levees, or bridges, the MSC review team must include the MSC Dam, Levee, or Bridge Safety Officer. After satisfactory resolution of all comments on the IDR and a determination that the IDR complies with all applicable law and policy, the MSC District Support Team shall prepare an Integral Determination memo for approval and signature by the MSC Commander.

(4) The Integral Determination approval memo will state whether the work identified in the IDR, or a portion thereof, has been determined to be integral to the project. In addition, the memo should state that the determination of the actual value of the in-kind contributions and affording credit for such amount will be accomplished by the Government in accordance with the limitations, conditions, and terms of the applicable cost sharing agreement.

B-2. Considerations in determining whether the work is integral and creditable: The proposed in-kind contributions consist of work that the Government would have otherwise provided or performed for the project, except for performance of activities that are inherently governmental responsibilities (see paragraph B-3 below). Examples of activities that are acceptable in-kind contributions: performance of design of all or a portion of the Federal project, including data collection related to design work; demolition of buildings on lands required for the project; performance of design or construction related studies for historic preservation activities except data recovery; performance of cost shared monitoring and adaptive management; and construction of a portion of the project.

- a. For proposed in-kind contributions performed prior to execution of the applicable cost sharing agreement, the in-kind contributions have been reviewed or inspected, as applicable, and certified by the Government that the work was accomplished in a satisfactory manner and in accordance with applicable Federal laws, regulations, and policies.
- b. For any proposed in-kind contributions proposed to be performed after execution of the PPA, the plans and specifications must be approved by the District Commander prior to initiation of the construction work.
- c. For materials provided for use in construction work managed by the Government, the materials must meet the minimum Government requirements for materials and any substitute materials have been determined by the Government to be a functional equivalent in accordance with policies governing contractor substitution of materials.
- d. The non-Federal sponsor should coordinate with the District to ensure that appropriate real estate interests to support the in-kind contributions and project are acquired.

B-3. The following will not be accepted as in-kind contributions:

- a. The proposed in-kind contributions are not part of the Federal project.
- b. The proposed in-kind contributions consist of performance of activities that are inherently Governmental responsibilities (e.g., management of Government contracts; performance of District Quality Review, Agency Technical Review, Independent External Peer Review, or Policy Compliance Review; determining if Value Engineering evaluations are acceptable; determining the LERRD required for the project or separable element of the project; determining the value of LERRD for crediting purposes; or making determinations as to compliance with applicable environmental laws and regulations).
- c. The proposed in-kind contributions are features or obligations that are a 100 percent non-Federal sponsor responsibility (e.g., purposes of land reclamation, local drainage, to protect against land or bank erosion, and/or the removal of hazardous, toxic, or radioactive wastes; local service facilities; betterments; acquisition and performance of LERRD, except for the provision of dredged or excavated material disposal facilities for commercial navigation projects; and performance of operation, maintenance, repair, rehabilitation, or replacement (OMRR&R);
- d. The proposed in-kind contributions have or will create a hazard to human life or property.
- e. The proposed in-kind contributions have been determined to be environmentally unacceptable.

ER 1165-2-208
16 Dec 15

f. For proposed in-kind contributions performed prior to execution of the applicable cost sharing agreement, after review or inspection, as applicable, the Government cannot certify the proposed in-kind contributions were accomplished in a satisfactory manner and in accordance with applicable Federal laws, regulations, and policies.

g. For proposed in-kind contributions performed prior to execution of the applicable cost sharing agreement, the non-Federal sponsor has not performed the necessary OMRR&R, resulting in the work no longer functioning as needed for the project.

Item No.: 8f_Supp

Date of Meeting: November 18, 2025

West Waterway Deepening Early Action Construction Credit MOU

Stephanie Jones Stebbins – Managing Director, Maritime

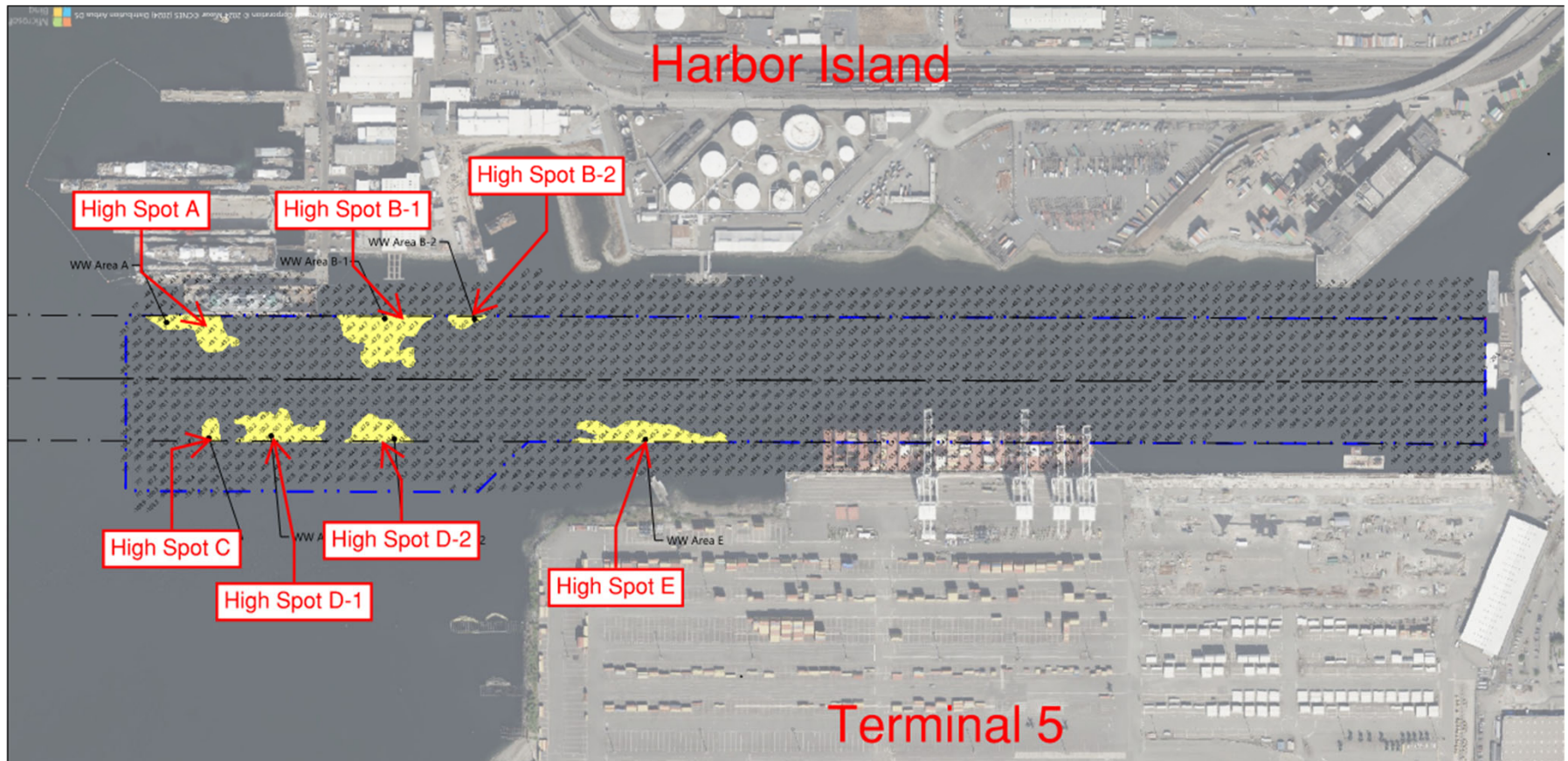
Arthur Kim – Capital Project Manager, Waterfront Project Management



Action Request

Request Commission authorization for the Executive Director to execute a Memorandum of Understanding with the United States Army Corps of Engineers to establish eligibility for potential in-kind credit to the West Waterway Deepening Project resulting from the West Waterway High Spots Early Action Project.

Project Location



Background

- Due to delays in the West Waterway Deepening Project, the Port will proceed with the West Waterway High Spots Early Action Project in Q4 of 2025.
- The high spots overlap the Deepening Project so the Port may be eligible to receive in-kind construction credit.
- An MOU must be signed with the USACE to potentially receive in-kind construction credit.

MOU Objectives

- Enter into an MOU agreement with the USACE for potential in-kind construction credit for the West Waterway Deepening Project of up to \$2 million.
 - Executed MOU does not guarantee future credit.
- High Spots Early Action Project will proceed regardless of MOU.

Project Schedule

Activity	Anticipated Date
Commission – MOU Authorization	Q4 2025
Execute MOU	Q4 2025
Construction Start	Q4 2025
Substantial Completion	Q1 2026

Questions?

COMMISSION

AGENDA MEMORANDUM

Item No.

8g

ACTION ITEM

Date of Meeting

November 18, 2025

DATE: November 11, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Karin Zaugg Black, Manager, International Relations and Protocol
LeeAnne Schirato, Commission Deputy Chief of Staff
Aaron Pritchard, Commission Chief of Staff

SUBJECT: Commission International Travel Supplemental Authorization – Fourth Quarter 2025

ACTION REQUESTED

Commission supplemental approval of international travel requests for known travel in the fourth quarter of 2025.

EXECUTIVE SUMMARY

Article III(5)(h) of the Commission's Bylaws and Rules of Procedure requires approval of Commissioner international travel requests by Commission authorization. The authorization shall include: the number of commissioners traveling (if applicable), the port-related reason for travel, and the dates and destination of travel. International travel requests shall be submitted to the Commission Office 21 days in advance of each calendar quarter. Travel change requests for previously approved international travel shall again be put before the full Commission for review and action. Commissioners not receiving advanced travel authorization for international travel shall report to the Commission regarding the purpose of their travel, dates of travel, location of travel, benefit received by the Port through the travel, and shall seek majority approval of the post-travel authorization in order to submit claims for travel expense reimbursement. Travel requests of Commissioners should be equitable to all members and consistent with the interests of the Port. Domestic travel requests are approved by the Commission President consistent with the requirements of Article III(5)(h).

The following are known travel requests for approval as of this authorization date:

Meeting Date: November 18, 2025

Travel Dates	No. of Attendees	Reason for Travel	Destination	Other Information
November 12 – 20, 2025	1	United Nations Framework Convention on Climate Change (UNFCCC)—30 th Conference of Parties (COP 30)	Belem, Brazil	Commissioner Cho will participate in the UN’s Climate Change conference COP 30. COP 30 will bring together world leaders, scientists, and other stakeholders to negotiate and accelerate action on climate change. Topics include: Decarbonization of maritime, aviation, and heavy industries; financing mitigation and adaptation; sustainability; and ocean health.

ATTACHMENTS TO THIS REQUEST

None.

**COMMISSION
AGENDA MEMORANDUM**

Item No. 8h

ACTION ITEM

Date of Meeting November 18, 2025

DATE : November 4, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Elizabeth Black, Deputy General Counsel

SUBJECT: Authorization to Execute Settlement Agreement for Recovery of Cleanups Costs at Terminal 91

Amount of this request: N/A

Total estimated project cost: N/A

ACTION REQUESTED

Request Commission authorization for the Executive Director to execute a settlement agreement with Chevron Environmental Management Company ("Chevron") to recover approximately \$4,412,500 in costs associated with the Port's cleanup of the Terminal 91 uplands.

EXECUTIVE SUMMARY

Over several decades, the Port has spent more than \$28.5 million on the environmental cleanup of Terminal 91. The Port is working to recover these costs, as well as estimated future costs, from other responsible parties who caused or contributed to contamination at the site.

Contamination at Terminal 91 resulted from a variety of sources. From the late 1800s through 1920, owners of the area included various railroads, land development companies, and private individuals. The Great Northern Railroad began to develop the area in the early 1900s by filling in the area between the Magnolia Bluff and Queen Anne Hill. Philip Services constructed a tank farm in the 1920s and operated it as a fuel storage facility in the late 1920s and 1930s. The U.S. Navy acquired the entire facility in 1942 and operated the tank farm primarily as a fuel and lubricating oil transfer station until 1972, when the Port leased back the consolidated facility and subleased the tank farm to Philip Services. Philip Services conducted waste oil recovery and wastewater treatment until 1995 when they ceased operation and performed above-ground closure activities. The tank farm was subsequently used for fuel storage and blending until 2003 and was demolished in 2005.

Under the proposed settlement agreement, Chevron will pay the Port \$4,412,500 for its share of cleanup costs associated with its contribution of contamination to the site. This matter was further discussed in privileged attorney-client communications. There are no attachments to this memo.

**COMMISSION
AGENDA MEMORANDUM**

Item No.

8i

ACTION ITEM

Date of Meeting

November 18, 2025

DATE : October 31, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Katie Gerard, Senior Human Resources Director
Kecia Reichstein, Human Resources Director—Total Rewards

SUBJECT: Salary and Benefit Policy Directive Amendment for 2026

ACTION REQUESTED

Request adoption of the Salary and Benefits Resolution No. 3841, amending the policy directive for salaries and benefits for employees not covered by a collective bargaining agreement established by Resolution No. 3831 and providing an effective date for all amendments as of January 1, 2026.

This resolution establishes pay ranges for non-represented jobs and authorizes benefits that comprise the overall benefits package offer to non-represented Port employees.

EXECUTIVE SUMMARY

The Salary and Benefits Resolution is the Port Commission's authorization of the pay and benefits programs that are part of the Port's overall Total Rewards package for non-represented employees. RCW 53.08.170 requires the Port Commission to authorize pay and benefits for non-represented employees by resolution. The Executive Director has the authorization to take necessary action to make effective all terms, provisions, and conditions within the Salary and Benefits Policy Directive. The Salary and Benefits Resolution establishes the pay ranges for non-represented jobs, authorizes new and updates existing elements of the compensation program and authorizes updates to benefits plans that comprise the overall benefits package offered to non-represented Port employees. This adoption includes the recommended Non-Represented Graded Salary Range Structure and the Executive Leadership Graded Salary Range Structure, as well as recommended additions, deletions, and changes to the Salary and Benefits Policy Directive that are contained in Resolution No. 3841, provided in the package for the 2026 Salary and Benefits Resolution.

JUSTIFICATION

The Salary and Benefits Policy Directive specifies the pay and benefits programs authorized by the Port Commission, while the specifics of these programs are authorized by the Executive Director and Senior Human Resource Director, and the administrative details are maintained in

Meeting Date: November 18, 2025

Port policies and program guides. The Policy Directive also includes benefits offered to Port of Seattle retirees and to Port Commissioners, as well as the specifics and administrative details of these benefits. Updates to the program are designed to keep the authorized pay and benefits plans current and ensure the Total Rewards package continues to support the attraction and retention of employees with the talents and abilities necessary for the Port to achieve its mission, vision, and goals.

This year's recommendations include an adjustment to the Non-Represented Graded Salary Range Structure and Executive Leadership Graded Salary Range Structure, in addition to some other suggested recommendations.

DETAILS

The 2026 Salary and Benefits Resolution includes the following recommended updates.

Definitions

In Section 2, Definitions, Adjust the definition "Temporary assignment." The "Temporary assignment" definition will be modified to remove the time maximum extension limit of six (6) additional months.

Policy Establishing Jobs, Pay Grades, Graded Pay Range Structure, and Pay Rates

In Section 5.1.C, Non-represented and Executive Graded Salary Range Structures will be updated. The Port's goal is to have pay ranges for non-represented jobs reflect as closely as possible the market pay rates for the Port's non-represented jobs. This year our assessment indicates that a 3.48% increase to the range structures will be necessary to maintain market competitive pay ranges in 2026.

It is important to note that when the Port adjusts pay ranges, employees do not receive corresponding increases to their pay rates. This is different from how many public employers administer pay for their non-represented employees. Only employees whose pay is below the new minimum of the pay range for their job will receive an automatic pay increase, and the amount of increase will be just the amount necessary to bring employees' pay to the minimum of the range. With our recommended 3.48% increase to the range structures, we estimate that 15 employees will require an adjustment to bring them to the range minimum, with a cost of \$32,911.43.

Policy Establishing Pay Rates and Pay Ranges for Non-Assessed Jobs

In Section 5.1.G.(3) we will introduce two new, separate pay grades for the Public Safety management roles: Chief of Police, Fire Chief, Assistant Fire Chief, and Deputy Chief of Police. In addition to removing these roles from the non-represented pay structure we are creating a new HR Policy to determine pay for incumbents (at the time of implementation, hire or promotion).

- Assistant Fire Chief base rate: Shall be 110% of the average base pay rate of Fire Marshall, Training Chiefs and Fire Battalion Chiefs.

Meeting Date: November 18, 2025

- Fire Chief base rate: Shall be 110% of the average base pay rate of Assistant Fire Chiefs.
- Deputy Chief of Police base rate: Shall be 110% of the average base pay rate for Police Commanders.
- Chief of Police base rate: Shall be 110% of the average base pay rate for Deputy Police Chiefs.

Pay compression between non-represented management and their represented direct reports has contributed to recruitment challenges and dissatisfaction among Police and Fire management employees. This change will support the creation of competitive salary ranges that help eliminate pay compression with represented leadership positions within the Police and Fire departments. Currently, there are 3 Deputy Chiefs of Police and 2 Assistant Fire Chiefs, and each will receive a pay adjustment when the new policy is effective January 1. We anticipate this change will cost \$127,111 for implementation in 2026. Incumbents will receive a pay adjustment if their current base pay is below the base rate after applying the formula above. No incumbents pay will be decreased. All incumbents will continue to be eligible for Cost of Living and Pay for Performance annual pay increases.

Policy Regarding Benefit Programs Offered to Employees

In Section 5.2.C(4), Benefit Savings Account. This plan is offered to employees currently but it is proposed to be included in the Salary and Benefits Resolution to enhance transparency around the benefit saving account offerings, including the Healthcare and Dependent Care Flexible Spending Accounts, Health Savings Accounts, and Lifestyle Spending Accounts.

Policy Regarding Benefit Programs Offered to Retirees

Section 5.3.G Voluntary Employee Beneficiary Association (VEBA) Trust. This section has been added to enable the establishment of a VEBA (Voluntary Employees' Beneficiary Association) trust. This change would allow the Port to explore a VEBA trust benefits for non-represented employees. A VEBA is a type of health reimbursement arrangement that allows participating retirees to use funds tax-free for qualified medical expenses, including insurance premiums, copays, and other out-of-pocket healthcare costs. The trust is funded by Employees contributing their unused, accrued sick leave upon retirement.

SUMMARY

The 2026 Salary and Benefits Resolution includes a few changes. In addition to the changes noted here we regularly review the language in the Salary and Benefits Policy Directive to identify more succinct ways to describe programs and clearer language to use. This year is no different and in addition to the recommended additions, deletions and updates we have identified several places where we will be suggesting edits to the Salary and Benefits Policy Directive to clarify a point, remove redundancy, or otherwise make the information clearer and easier to read.

Meeting Date: November 18, 2025

FINANCIAL IMPLICATIONS

This year's Salary and Benefits Resolution changes do have an impact on the Port's payroll and related costs. By adjusting the Non-Represented and Executive Graded Salary Structure, we estimate 15 employees will need an adjustment to bring their base pay to the new recommended pay range minimum at an estimated cost of \$32,911.43. To change the pay for the 3 Deputy Chiefs of Police and 2 Assistant Fire Chiefs the estimated cost is \$127,111.

ATTACHMENTS TO THIS REQUEST

- (1) Draft Resolution No. 3841
- (2) Attachment A_2026 Non-Represented Graded Salary Range Structure
- (3) Attachment B_2026 Executive Graded Salary Range Structure
- (4) Exhibit A_2026 Schedule of Authorized Non-Represented Jobs
- (5) 2025 Pay Ranges for Non-Represented and Executive Jobs (for information only)
- (6) Redline of Policy Directive
- (7) Presentation

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

November 11, 2025 – The Commission was briefed and Resolution no. 3841, the 2026 Salary and Benefits Resolution, was introduced.

**PORT OF SEATTLE
RESOLUTION NO. 3841**

A RESOLUTION of the Port of Seattle Commission amending policy directive for salaries and benefits for employees not covered by a collective bargaining agreement established by Resolution No. 3831 and providing an effective date for all amendments as of January 1, 2026.

WHEREAS, the Port of Seattle Commission has authority pursuant to RCW 53.08.170 to create and fill positions, fix wages, salaries, and establish other benefits of employment including retirement, health insurance and similar benefits; and

WHEREAS, the Port of Seattle Commission is the legally constituted governing body of the Port of Seattle; and

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

SECTION 1. Amendment of Policy Directive. The policy directive established by Resolution No. 3739 adopted November 28, 2017, establishing jobs, pay grades, pay ranges, and pay practices for employees not covered by a collective bargaining agreement and authorizing legally required and other benefits, is hereby amended as follows:

SECTION 2-5. The amendments provided in this resolution shall be effective starting January 1, 2026.

SECTION 2. Adjust the definition “Temporary assignment.” The “Temporary assignment” definition will be modified to remove the time maximum extension limit of six (6) additional months.

SECTION 5.1.C. The Non-Represented Employee Graded Salary Range Structure and the Executive Leadership Graded Salary Range Structure will be replaced to show a 3.48% increase to the range structures to maintain market competitive pay for each range.

SECTION 5.1.G(3). Introduction of two new, separate pay grades for the Public Safety management roles: Chief of Police, Fire Chief, Assistant Fire Chief, and Deputy Chief of Police.

SECTION 5.2.C(4). Technical edits to include established Benefit Savings Account plans.

SECTION 5.3.G. Authorization to establish Voluntary Employee Beneficiary Association (VEBA) trust.

SECTION 2-5. Technical edits to clarify a point, remove redundancy, or otherwise make the information clearer and easier to read.

ADOPTED by the Port of Seattle Commission at a duly noticed public meeting thereof,
held this 18th day of November 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

Item Number: 8i_attach 2
Meeting Date: November 18, 2025

Proposed 2026 Non-Represented Graded Salary Range Structure

Grade	Hourly			Annual		
	Minimum	Market Reference Point	Maximum	Minimum	Market Reference Point	Maximum
50	\$21.95	\$23.89	\$29.70	\$45,672	\$49,702	\$61,792
51	\$24.15	\$26.28	\$32.67	\$50,240	\$54,673	\$67,971
52	\$26.56	\$28.91	\$35.94	\$55,263	\$60,141	\$74,768
53	\$29.22	\$31.80	\$39.54	\$60,790	\$66,154	\$82,246
54	\$32.14	\$34.98	\$43.49	\$66,869	\$72,769	\$90,469
55	\$35.36	\$38.48	\$47.84	\$73,556	\$80,046	\$99,516
56	\$38.89	\$42.33	\$52.62	\$80,911	\$88,050	\$109,468
57	\$42.78	\$46.56	\$57.89	\$89,002	\$96,855	\$120,415
58	\$47.06	\$51.22	\$63.68	\$97,902	\$106,541	\$132,455
59	\$51.77	\$56.34	\$70.04	\$107,693	\$117,195	\$145,702
60	\$56.95	\$61.97	\$77.05	\$118,462	\$128,914	\$160,272
61	\$62.64	\$68.17	\$84.75	\$130,307	\$141,806	\$176,299
62	\$68.91	\$74.99	\$93.23	\$143,338	\$155,986	\$193,930
63	\$75.80	\$82.49	\$102.55	\$157,674	\$171,585	\$213,322
64	\$83.38	\$90.74	\$112.81	\$173,441	\$188,743	\$234,654
65	\$91.72	\$99.81	\$124.09	\$190,784	\$207,618	\$258,119
66	\$100.89	\$109.79	\$136.50	\$209,863	\$228,380	\$283,932
67	\$110.98	\$120.77	\$150.15	\$230,848	\$251,217	\$312,324
68	\$122.08	\$132.85	\$165.17	\$253,933	\$276,339	\$343,557
69	\$134.29	\$146.14	\$181.68	\$279,327	\$303,974	\$377,913
70	\$147.72	\$160.75	\$199.85	\$307,260	\$334,371	\$415,704

*The hourly rates presented here represents only two-digits following the decimal point. In the Port's human resources information system, the hourly rates are up to six-digits following the decimal point.

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Meeting Date: November 18, 2025

Proposed 2026 Executive Leadership Graded Salary Range Structure

Grade	Hourly			Annual		
	Minimum	Market Reference Point	Maximum	Minimum	Market Reference Point	Maximum
101	\$96.73	\$105.19	\$130.59	\$201,210	\$218,815	\$271,632
102	\$106.40	\$115.71	\$143.65	\$221,329	\$240,697	\$298,796
103	\$117.04	\$127.29	\$158.01	\$243,463	\$264,767	\$328,675
104	\$128.75	\$140.02	\$173.81	\$267,810	\$291,242	\$361,543
105	\$141.62	\$154.02	\$191.20	\$294,590	\$320,367	\$397,697
106	\$155.79	\$169.42	\$210.32	\$324,049	\$352,403	\$437,467
107	\$171.37	\$186.36	\$231.35	\$356,454	\$387,644	\$481,213

*The hourly rates presented here represents only two-digits following the decimal point. In the Port's human resources information system, the hourly rates are up to six-digits following the decimal point.

SCHEDULE OF AUTHORIZED NON-REPRESENTED JOBS
SALARY RANGES EFFECTIVE JANUARY 1, 2026
Annual Base Salary Range (Hourly equivalent in parentheses)

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Meeting Date: November 18, 2025

Grade	Minimum	Market Reference Point	Maximum
50	\$45,672 (\$21.95)	\$49,702 (\$23.89)	\$61,792 (\$29.70)
51	\$50,240 (\$24.15)	\$54,673 (\$26.28)	\$67,971 (\$32.67)
Office Assistant			Pier 69 Mail & Shipping Specialist
52	\$55,263 (\$26.56)	\$60,141 (\$28.91)	\$74,768 (\$35.94)
AOB Mail & Facilities Specialist On-Call Landside Cruise Transportation Coordinator			Pier 69 Security Specialist
53	\$60,790 (\$29.22)	\$66,154 (\$31.80)	\$82,246 (\$39.54)
AOB Facilities & Mail Specialist Marine Maintenance Accounts Clerk			Pier 69 Facilities Specialist
54	\$66,869 (\$32.14)	\$72,769 (\$34.98)	\$90,469 (\$43.49)
Accountant I - Credit Administrative Staff Assistant Airport Customer Service Representative I Assistant Civil Engineering Technician Aviation Conference Center Specialist Aviation Lease Specialist I Aviation Receiving Dock Operations Specialist Harbor Operations Specialist			Landside Parking Services Administrator Marine Maintenance Business Operations Specialist Marine Maintenance Material & Inventory Specialist Marine Maintenance Operations Specialist Maritime Lease Specialist I Total Rewards Assistant Workers' Compensation Administrative Assistant
55	\$73,556 (\$35.36)	\$80,046 (\$38.48)	\$99,516 (\$47.84)
Accountant I - Accounts Receivable Accountant I - Billing Accountant I - Capital Services Accounts Payable Specialist Administrative Assistant Airport Customer Service Representative II AV F&I Utility Analyst Aviation Conference Center Sales & Operations Specialist Aviation Lease Specialist II Aviation Maintenance Time Administrator Aviation Program Controls Administrator Business Intelligence Assistant Business Intelligence Field Interviewer Civil Engineering CAD Specialist Commission Staff Assistant Construction Safety Administrator CPO Systems and Data Analyst I CPO Tech Business Analyst I Customer Communications Representative			Engineering Facility Specialist Engineering Invoice & Asset Specialist Harbor Customer Service Specialist Harbor Customer Service Specialist - Fishing ICT Project Coordinator ICT Service Desk Technician Landside Transportation Specialist Marine Maintenance Intake Admin Specialist Marine Maintenance Time Administrator/Admin Maritime Lease Specialist II On-Call SEA Customer Support Representative PCS Time Administrator Pier 69 Facilities Lead Public Art Technician Safety Management System Assurance Specialist Subsurface Utility Engineering Technician I Talent Acquisition Coordinator Technical Support Engineer I Waterfront Project Management Project Assistant
56	\$80,911 (\$38.89)	\$88,050 (\$42.33)	\$109,468 (\$52.62)
Accountant II - Accounts Receivable Accountant II - Billing Accountant II - Capital Services Accountant II - Credit Air Service Administrative & Program Specialist Art Program Coordinator Assistant Construction Manager - Major Construction Assistant Project Manager Associate Financial Analyst Associate Financial Analyst - Mitigation & Recovery Aviation Lease Specialist III Aviation Program Controls Business Systems Administrator Business Intelligence Analyst I Business Intelligence Market Research Analyst I Capital Projects Estimator Concession Internal Auditor Construction Safety Specialist Customer Experience Information Specialist- LTD 4/27 Duwamish River Community Hub Coordinator Engineering Design Technician Equity, Diversity & Inclusion Metrics & Evaluation Program Assistant External Relations Event Specialist External Relations Graphic Designer			Fishermen's Terminal Billing Analyst Harbor Moorage Coordinator Harbor Moorage Coordinator - Fishing HR Business Technology Specialist ICT Associate Client Engineer ICT Contract/Software Administrator ICT Software Support Specialist Marine Maintenance Logistics Specialist Maritime Lease Specialist III MM Business Systems and Operations Specialist Payroll Specialist PCS Purchasing Specialist Procurement Officer I Project Assistant – Major Construction Project Controls Engineer I Records Management Specialist Records Program Specialist Risk Claims & Driver Safety Coordinator Senior Harbor Facilities Coordinator Senior Landside Transportation Specialist Subsurface Utility Engineering Technician II WPM Associate Project Controls Engineer
57	\$89,002 (\$42.78)	\$96,855 (\$46.56)	\$120,415 (\$57.89)
Accountant III - Accounts Receivable			Design Engineer/Architect I

Accountant III - Billing
 Accountant III - Capital Services
 Accountant III - General Ledger
 Accountant III - Credit
 Accounts Payable Analyst
 Airport Recognition & Event Specialist
 Airport Training Specialist
 Airport Training Systems Analyst
 Airport Volunteer Specialist
 Associate Content Solution and Communication Engineer
 Associate Database Engineer
 Associate Software Development Engineer
 Associate Software Test Engineer
 Associate Systems Engineer
 Aviation Activity Specialist
 Aviation Associate Planner
 Aviation Facilities & Infrastructure Architect/Engineer I
 Aviation Lease Management Coordinator
 Aviation Maintenance Planner/Coordinator
 Aviation Project Management Group Project Administrator
 Aviation Senior Utility Analyst
 BIM Technology Specialist
 Building Permit Coordinator
 Bus Driver Trainer
 CAD Standard Review Technician
 Civil Engineering Technician
 Commission Executive Assistant
 Construction Inspector I - Major Construction
 CPO Database Integration Analyst II
 CPO Tech Business Analyst II
 Department Contract Specialist
 Department Contract Specialist - Maritime
 Deputy Commission Clerk

Economic Development Division Senior Lease Specialist
 Economic Development Division Utility Analyst
 Engineering Standards & Specifications Administrator
 Executive Assistant - Executive Department
 External Relations Community Programs Support Specialist
 External Relations Digital Production Specialist
 External Relations Visual Storyteller
 Financial Reporting & Controls Analyst I
 Ground Transportation Customer Support Specialist
 Human Resources Communications & Media Producer
 ICT Infrastructure Operations Technician
 ICT Mobility Specialist
 ICT Service & Reporting Analyst
 Internal Auditor
 Investigation Specialist
 Marine Maintenance Asset Analyst/CAD Specialist
 Maritime Marketing Project Manager
 Maritime Operations Billing Analyst
 Maritime Senior Lease Specialist
 Maritime Utility Analyst
 Payroll Analyst
 SEA Visual Communicator
 Senior Administrative Assistant
 Supervisor, Customer Care
 Talent Acquisition Recruiter
 Talent Connections Program Manager
 Technical Support Engineer II
 Total Rewards Specialist
 Tourism Development Specialist
 Travel & Expense Analyst
 Waterfront Project Management Project Specialist
 Workforce Development Contract & Budget Specialist

58	\$97,902 (\$47.06)	\$106,541 (\$51.22)	\$132,455 (\$63.68)
AFR Business Technology Analyst			ICT Asset Management Analyst
Apprenticeship/Priority Hire Specialist			ICT Business Analyst
Assistant to Managing Director, Aviation			ICT Client Engineer
Assistant to Maritime Managing Director's Office			ICT Senior Service Desk Technician
Assistant to Senior Director, Equity Diversity & Inclusion			Innovation Business Analyst
Assistant to Senior Director, External Relations			International Protocol Specialist
Assistant to Senior Director, Labor Relations			Landside Business Analyst
AV Facilities & Infrastructure Asset Document Specialist			Lead Total Rewards Specialist
AV Facilities & Infrastructure Direct Digital Control Specialist			Marine Maintenance Facilities Compliance Program Manager
AV Lease Management Business Systems Analyst			Marine Maintenance Facilities Manager I
Aviation Capital Development Manager I			Marine Maintenance Fleet Asset Project Manager
Aviation Customer Communication Specialist			Marine Maintenance Systems Analyst
Aviation Maintenance Asset Management Analyst			Maritime Environmental Contract Specialist
Aviation Maintenance Business Analyst			Operational Readiness, Activation & Transition Specialist
Aviation Maintenance Lead Planner/Coordinator			Operations Project Development Specialist
Aviation Maintenance Systems Analyst			Paralegal
Aviation Program Controls Business Systems Analyst			PCS Construction Project Manager I
Aviation Real Estate & Portfolio Manager I			PCS Construction Project Manager I - RMM
Aviation Security Business Systems Analyst			PCS Contract Specialist
Background Compliance Specialist			Procurement Officer II
Business Intelligence Analyst II			Project Controls Engineer II
Business Intelligence Market Research Analyst II			Public Disclosure Analyst
Capital Project Manager I			Real Estate Development Associate
Construction Inspector II - Major Construction			Real Estate Development Planning Specialist
Construction Labor Specialist I			Real Estate Property Manager I
Construction Management Contract Administrator			Risk Claims Specialist
Construction Manager I - Major Construction			Senior Building Permit Coordinator
CPO Systems and Data Analyst II			Senior Civil Engineering CAD Specialist
Cruise Operations Specialist			Senior Engineering Design Technician
Customer Care & Construction Coordinator			Signage & Wayfinding - Technical Designer
Div in Contracting Community Engagement & Training Prog Spec			Signage & Wayfinding Specialist
Diversity in Contracting Coordinator			Signage Specialist - Digital Systems
Environmental Finance Business Analyst			Strategic Aide
Environmental Finance Invoice Systems Specialist			Supervisor, Administrative Professional
Environmental Management Specialist			Supervisor, AOB Facilities
Executive Assistant to Deputy Executive Director			Supervisor, Aviation Maintenance Procurement & Inventory
External Relations Capital Projects Marketing Specialist			Supervisor, Landside Billing
External Relations Marketing and Communications Project Manager			Telecommunications Specialist
External Relations Video Producer			Unified Pest Management Program Manager
Financial Analyst			Waterfront Project Management Contract Specialist
Financial Analyst - Mitigation & Recovery			Waterfront Project Management Facilities Project Manager I
Human Resources Data Analyst			

59	\$107,693 (\$51.77)	\$117,195 (\$56.34)	\$145,702 (\$70.04)
Accounts Payable Operations and Systems Analyst		Information Security Engineer/Analyst I	
Air Service Development Analyst		Labor Relations Analyst	
Airline Scheduling Systems Specialist		Learning/Development Consultant	
Assistant to Managing Director, Economic Development		Legal Department Administrator	
Assistant to Senior Director, Environment & Sustainability		Linux Server Engineer	
Assistant to Senior Director, Human Resources		Manager, Fire Department Support Services	
Associate Process Improvement Program Manager		Marine Maintenance Asset Management Coordinator	
Aviation Capital Development Manager II		Marine Maintenance Business Analyst	
Aviation Drawing & Data System Specialist		Marine Maintenance Regulatory Compliance Coordinator	
Aviation Facilities & Infrastructure Architect/Engineer II		Maritime Marketing Program Manager	
Aviation Facilities & Infrastructure Fire Alarm Specialist		Mental Health Professional	
Aviation Maintenance Duty Baggage Manager		Network Engineer	
Aviation Maintenance Facilities Services Assistant Manager		Payroll Operations & Systems Analyst	
Aviation Planner		Records Program Manager	
Aviation Security Compliance Analyst		Safety Management System Program Manager	
Building Inspector/Plan Examiner		Senior Accountant - Accounts Receivable	
Commission Office Strategic Advisor		Senior Accountant - Billing	
Construction Labor Specialist II		Senior Accountant - Capital Services	
Construction Safety Manager I		Senior Accountant - Disbursements	
CPO Database Integration Analyst III		Senior Accountant- General Ledger	
CPO Systems and Data Analyst III		Senior Civil Engineering Technician	
CPO Tech Business Analyst III		Senior Commission Specialist	
Crime Analyst		Senior Environmental Management Specialist	
Cyber Security and Safety Tech Consultant		Senior Grant Accountant - Capital Services	
Database Engineer		Senior Payroll Analyst	
Design Engineer/Architect II		Software Test Engineer	
Driver Safety Program Manager		Subsurface Utility Engineering Project Manager	
Economic Development Program Manager		Supervisor, Aviation Lease Administration	
Engineering Geographic Information System Data Specialist		Supervisor, Aviation Security	
Enterprise Resource Planning Developer/Programmer I		Supervisor, Aviation Security Administration	
Executive Assistant to Executive Director		Supervisor, Credentialing Center	
External Relations Digital Producer		Supervisor, Credit	
External Relations Social Media Program Manager		Supervisor, Harbor Operations - Fishing	
Financial Reporting & Controls Analyst II		Supervisor, Harbor Operations - Recreational Boating	
Geographic Information System Analyst		Systems Engineer	
Grant Administrator Waterfront Project Management		Talent Acquisition Senior Recruiter	
Harbor Business Analyst		Tax Analyst	
Human Resources Business Technology Analyst		Technical Support Engineer III	
ICT Senior Infrastructure Operations Technician		Waterfront Project Management Facilities Project Manager II	
ICT Senior Mobility Specialist		Windows Server Engineer	
ICT Service Technician Lead		Workers' Compensation Adjuster	
60	\$118,462 (\$56.95)	\$128,914 (\$61.97)	\$160,272 (\$77.05)
Affirmative Action Program Manager		Field Survey Project Manager	
AFR Business Technology Consultant		Financial Reporting & Controls Analyst III	
Air Cargo Facilities Manager		Fire Protection Engineer	
Air Cargo Operations Manager		Geographic Information System Software Engineer	
Airline & Passenger Systems Specialist		Health & Safety Program Manager	
Airport Dining & Retail Business Operations Manager		ICT Lead Mobility Specialist	
Airport Dining & Retail Program Manager		ICT Senior Business Analyst	
Airport Operations Development Manager - Landside Ops		ICT Senior Client Engineer	
Assistant Manager Airport Landside Operations		Information Security Engineer/Analyst II	
Assistant Manager, Airport Communications Center		Labor Compensation Analyst	
Assistant Manager, Airport Operations Certification		Learning & Leadership Program Manager	
Assistant Manager, Aviation Maintenance - Fleet		Manager, AFR Records & Administration	
Assistant Manager, Aviation Maintenance Distribution Center		Manager, Airport Accessibility & Volunteer Program	
AV Commercial Management Project Development Manager		Manager, Airport Building Department	
AV Communications and Marketing Program Manager		Manager, Aviation & Compliance Training	
Aviation Facilities & Infrastructure Accessibility Program Manager		Manager, Aviation Customer Communication	
Aviation Facilities & Infrastructure Architect/Engineer III		Manager, Corporate Facilities	
Aviation Facilities & Infrastructure Utility Program Manager		Manager, Customer Service Learning & Recognition	
Aviation Maintenance Capital Project Liaison		Manager, Harbor Customer Service	
Aviation Maintenance Facilities Services Program Manager		Manager, Police Records	
Aviation Maintenance Senior Business Analyst		Manager, Public Disclosure	
Aviation Maintenance Senior Duty Baggage Manager		Manager, Records Program	
Aviation Maintenance Senior Systems Analyst		Manager, Safety Management System Assurance	
Aviation Maintenance Small Works Proj Manager/Controls Coord		Manager, SEA Customer Experience Programs	
Aviation Parking & Ecommerce Customer Relationship Manager		Marine Maintenance Facilities Manager II	
Aviation Parking & Ecommerce Marketing Manager		Maritime Senior Planner	
Aviation Program Controls Senior Systems Analyst		Maritime Sustainability Government Relations Program Manager	
Aviation Real Estate & Portfolio Manager II		P-card Administrator	
Aviation Security and Safety Program Manager		PCS Construction Cost Engineer/Scheduler	
Aviation Security Capital Project Liaison		PCS Construction Project Manager II	
Aviation Senior Planner		PCS Construction Project Manager II - RMM	
Biometrics Program Manager		Procurement Officer III	
Business Intelligence Analyst III		Project Controls Engineer III	
Business Intelligence Market Research Analyst III		Real Estate Manager	

Business Systems Analyst
Business Systems Analyst - General Accounting
Capital Project Manager II
Capital Projects Estimator II
Certified Occupational Health Nurse
Civil Rights Program Manager LTD 12/26
Commission Clerk
Community Investments Program Manager
Construction and Operational Readiness Manager
Construction Inspector III - Major Construction
Construction Labor Priority Hire Program Manager
Construction Management Systems Analyst
Construction Manager II - Major Construction
Construction Safety Manager II
Content Solution and Communication Engineer
CPO Systems and Data Analyst IV
Deputy Executive Chief of Staff
Design Engineer/Architect III
Diversity in Contracting Compliance Specialist
Diversity in Contracting Women-owned and Minority Business Enterprise Advisor
Economic Development Innovation Program Manager
EDI Training and Engagement Program Manager
Emergency Preparedness Program Mgr - Logistics & Systems
Emergency Preparedness Program Mgr - Policy & Planning
Emergency Preparedness Program Mgr - Training & Exercise
Engineering Systems & Data Analyst
External Relations Aviation Environmental Program Manager
External Relations Maritime Environmental Engagement Program Manager

Risk Analyst
Safety Management System Risk Manager
Senior BIM Technology Specialist
Senior Business Development Analyst - Aviation
Senior Employee Relations Consultant
Senior Financial Analyst
Senior Financial Analyst - Mitigation & Recovery
Senior HR Business Technology Consultant
Senior Internal Auditor
Senior Investigation Specialist
Senior Labor Relations Analyst
Senior Telecommunication Specialist
Senior Treasury Analyst
Software Development Engineer
Supervisor, Accounting - Capital Services
Supervisor, Landside
Survey Project Manager
Talent Acquisition Lead
Technical Support Engineer IV
Telecommunications Infrastructure Engineer
Total Rewards Analyst
Total Rewards Program Manager
Transportation Access Program Manager
Waterfront Project Management Project Controls Coordinator
Waterfront Project Management Systems/Data Analyst
Wildlife Biologist
Workforce Development Program Manager & Data Analyst

61	\$130,307 (\$62.64)	\$141,806 (\$68.17)	\$176,299 (\$84.75)
Airfield Operations Manager		Manager, Design Quality - Engineering	
Assistant Manager, Aviation Maintenance Mechanical Systems		Manager, Diversity in Contracting Community Engagement & Training Program	
Assistant Manager, Aviation Security		Manager, Employee Communications	
Aviation Capital Development Manager III		Manager, Engineering Support Services	
Aviation Operations Technology Manager		Manager, External Relations Events and Engagement	
Aviation Planning Program Leader		Manager, Harbor Business and Operations - Fishing	
Aviation Principal Planner		Manager, ICT Client Services	
Aviation Real Estate & Portfolio Manager III		Manager, ICT Service Desk	
Capital Project Estimator		Manager, Infrastructure Operations	
Capital Project Manager III		Manager, Lease Management and Airlines Statistics	
Capital Projects Estimator III		Manager, Marine Maintenance Asset Program	
Construction Management Cost Estimator		Manager, Marine Maintenance Logistics	
Construction Manager III - Major Construction		Manager, Marine Maintenance Regulatory Compliance Program	
Corporate Budget Manager		Manager, PCS Construction Operations	
CPO Database Integration Analyst IV		Manager, Subsurface Utility Engineering	
CPO Tech Business Analyst IV		Manager, Workers' Compensation	
Cruise Technical and Systems Operations Manager		Maritime Operations Manager	
Design Production Manager		PCS Construction Project Manager III	
Enterprise Resource Planning Administrator		PCS Construction Project Manager III - RMM	
Environmental Program Manager		Principal Financial Analyst	
External Relations East King Cty Community & Gov't Rel Mgr		Principal Financial Analyst - Mitigation & Recovery	
External Relations Senior Pgrm Mgr-Aviation Engagement		Process Improvement Program Manager	
External Relations Senior Pgrm Mgr-Aviation Env Engagement		Procurement Officer IV	
External Relations Senior Pgrm Mgr-Maritime Engagement		Real Estate Manager	
External Relations Senior Pgrm Mgr-Maritime Env Engagement		Senior Content Solution and Communication Engineer	
External Relations Senior Pgrm Mgr-Maritime Industrial Engage		Senior Information Technology Auditor	
Human Resources Project Manager		Senior Linux Server Engineer	
ICT Lead Client Engineer		Senior Manager, Airport Facility Services	
ICT Mobility Manager		Senior Manager, Maritime Marketing	
ICT Project Manager		Senior Manager, Maritime Security	
Innovation Program Manager		Senior Media Officer	
Internal Audit Program Manager		Senior Network Engineer	
International Terminal Operations Manager		Senior Public Safety Technology Consultant	
Manager, 911 Communications		Senior Software Development Engineer	
Manager, Accounts Payable		Senior Software Test Engineer	
Manager, Air Services Development		Senior Survey Project Manager	
Manager, Airport Dining & Retail-Business Dev and Operations		Senior Systems Engineer	
Manager, Art Program		Senior Windows Server Engineer	
Manager, Aviation Business and Property Assets		Strategic Planning Program Manager	
Manager, Aviation Conference Center Services		Sustainability Reporting and Communications Program Manager	
Manager, Aviation Maintenance Facilities Services		Terminal Operations Manager	
Manager, Aviation Parking and Ecommerce Revenue Mgmt		Waterfront Project Management Facilities Project Manager III	
Manager, Creative Services			
62	\$143,338 (\$68.91)	\$155,986 (\$74.99)	\$193,930 (\$93.23)
Assistant Director, Customer Communications		Manager, Business Intelligence Program - Research	

Assistant Director, Customer Engagement
 Aviation Capital Development Manager IV
 Aviation Facilities & Infrastructure Communication Prog Mgr
 Aviation Facilities & Infrastructure Senior Architect/Engineer
 Business Technology Consultant
 Capital Project Manager IV
 Commission Deputy Chief of Staff
 Construction Labor Manager
 CPO Systems and Data Analyst V
 CPO Tech Business Analyst V
 Div in Contracting Disadvantaged Business Enterprise Prog Mgr
 Enterprise Resource Planning Developer/Programmer II
 Environmental Justice Program Manager
 ICT Contracts and Compliance Advisor
 ICT Project Intake Program Manager
 ICT Senior Project Manager
 ICT Solutions Architect
 Indoor Navigation Program Manager
 Information Security Engineer/Analyst III
 Information Security Resiliency Analyst
 Labor Relations Manager
 Lead Senior Employee Relations Consultant
 Local Government Relations Manager
 Manager, Accounting - Accounts Receivable
 Manager, Accounting - Billing
 Manager, Accounting - Capital Services
 Manager, Accounting - General Ledger
 Manager, Accounting - Grants
 Manager, Air Cargo
 Manager, Airline Scheduling Systems
 Manager, Airport Communications Center
 Manager, Airport Duty Manager Operations
 Manager, Airport Landside Operations
 Manager, Airport Operations - Certification
 Manager, Aviation Maintenance Capital Project Liaison
 Manager, Aviation Maintenance - Field Crew/Civil Infrastructure
 Manager, Aviation Maintenance - Fleet
 Manager, Aviation Maintenance Asset
 Manager, Aviation Maintenance Business Systems
 Manager, Aviation Maintenance Carpenter, Paint, & Lock Shop
 Manager, Aviation Maintenance Logistics
 Manager, Aviation Maintenance Mechanical Systems
 Manager, Aviation Maintenance Planning & Small Works
 Manager, Aviation Operations Project Development
 Manager, Aviation Planning
 Manager, Aviation Program Controls Business Systems
 Manager, Aviation Program Controls Cost Estimating
 Manager, Aviation Security - Compliance
 Manager, Aviation Security - Employee Screening/Physical Security
 Manager, Aviation Security Systems and Access
 Manager, Business Intelligence Program - Analytics

Manager, Construction Safety Services
 Manager, Content Services
 Manager, Corporate Budget & Systems
 Manager, Corporate Finance
 Manager, Cruise Operations & Business Development
 Manager, Diversity in Contracting Women/Minority Business Enterprise
 Manager, Engineering Mapping Services
 Manager, Equity, Diversity & Inclusion Policy and Communications
 Manager, Equity, Diversity & Inclusion System Change Program
 Manager, Finance and Budget
 Manager, Financial & Cost Recovery
 Manager, Human Resources Data Analyst
 Manager, ICT Financial Services
 Manager, International Relations and Protocol
 Manager, Lease Administration & Utility Management
 Manager, Marine Maintenance Fleet & Transportation
 Manager, Payroll
 Manager, PCS Construction
 Manager, PCS Construction RMM
 Manager, PCS Cost Estimating
 Manager, Process Improvement Program
 Manager, Risk Claims
 Manager, Seaport Environmental Finance
 Manager, Signage and Wayfinding
 Manager, Survey Crew
 Manager, Talent Acquisition
 Manager, Talent Connections
 Manager, Talent Development and Diversity
 Manager, Terminal Operations Project Development
 Manager, Waterfront Cost Estimating
 Principal Business Intelligence Analyst
 Procurement Officer V
 Project Controls Engineer IV
 Real Estate Development Manager
 Regional Government Relations Manager
 Senior AFR Business Technology Consultant
 Senior Construction Manager – Major Construction
 Senior Database Engineer
 Senior Design Engineer/Architect
 Senior Fire Protection Engineer
 Senior Manager, Content, Marketing and Digital Communication
 Senior Organizational Business Partner
 Senior Program Manager, Duwamish Valley Engagement
 Senior Real Estate Manager
 Server Engineering Lead
 State Government Relations Manager
 Supervisor, Telecommunication Infrastructure Engineer
 Tourism Development Manager
 Tribal Relations Senior Program Manager
 Waterfront Project Management Facilities Project Manager IV
 Waterfront Project Management Project Controls Engineer

63	\$157,674 (\$75.80)	\$171,585 (\$82.49)	\$213,322 (\$102.55)
Assistant Director, Aviation Business Development			Manager, ICT Business Services
Assistant Director, Aviation Employee Experience & Learning			Manager, ICT Project Initiation
Assistant Director, Aviation Parking & Ecommerce Revenue Management			Manager, ICT Quality Assurance
Assistant Director, Aviation Planning			Manager, Internal Audit
Assistant Director, Labor Relations			Manager, Procurement
Aviation Capital Portfolio Risk Manager			Manager, Server Engineering
Aviation Facilities & Infrastructure Principal Architect/Engineer			Manager, Strategic Business Planning Initiatives
Capital Project Manager V			Manager, Total Rewards
Chief of Maritime Staff			Manager, Treasury
Cyber Risk & Compliance Program Manager			Principal Business Intelligence Data Engineer
Data Scientist			Principal Construction Manager - Major Construction
Enterprise Resource Planning Developer/Programmer III			Principal Design Engineer/Architect
ICT Principal Engineer			Principal Geographic Information System Architect
ICT Program Manager			Project Controls Engineer V
Lead Network Engineer			Regional Transportation Senior Manager
Lead Software Development Engineer			Senior Designer (Multi-credential)
Lead Systems Engineer			Senior Environmental Program Manager
Manager, Aviation Capital Programs			Senior Manager, Airport Building Department
Manager, Aviation Maintenance - Electrical and Electronic			Senior Manager, Art Program
Manager, Aviation Maintenance and Operations			Senior Manager, Federal & International Government Relations
Manager, Business Technology			Senior Manager, Maritime Planning
Manager, CPO Planning & Analysis			Senior Manager, Operations Readiness & Activation
Manager, Financial Reporting & Controls			Senior Manager, Survey, Mapping and Utility Locating Services
Manager, Fire Protection Engineering			Senior Manager, Workplace Responsibility
Manager, Human Resources Technology			

64	\$173,441 (\$83.38)	\$188,743 (\$90.74)	\$234,654 (\$112.81)
Assistant Director, Air Services Development		Design Program Manager - Engineering	
Assistant Director, Airline Affairs & Aviation Properties		Director, External Relations Capital Project Delivery	
Assistant Director, Airport Dining & Retail		Director, Workforce Development	
Assistant Director, Airport Operations - Business Unit		Manager, Aviation Facilities & Infrastructure Discipline	
Assistant Director, Airport Operations Risk & Safety		Manager, Aviation Program Controls	
Assistant Director, Aviation Finance and Budget		Manager, Database Engineering	
Assistant Director, Aviation Maintenance		Manager, Enterprise Geographic Information System	
Assistant Director, Aviation Maintenance Assets & Logistics		Manager, Enterprise Resource Planning	
Assistant Director, Aviation Maintenance Facilities Services		Manager, ICT Project Management	
Assistant Director, Capital Services and Financial Systems		Manager, Information Security Resiliency	
Assistant Director, Central Procurement Office		Manager, Network Engineering	
Assistant Director, CPO Strategic Partnerships & Analytics		Manager, Software Development	
Assistant Director, Credentialing and Access		Manager, Systems Engineering	
Assistant Director, Disbursements Administration		Manager, Waterfront Project Management Program Controls	
Assistant Director, Emergency Preparedness		Program Leader, Waterfront Project Management	
Assistant Director, General Accounting		Senior Manager, Fishing Vessel Services	
Assistant Director, Information Security		Senior Manager, Marine Maintenance	
Assistant Director, PCS Business Operations		Senior Manager, Marine Maintenance Business Operations, Systems & Logistics	
Assistant Director, PCS Construction Operations		Senior Manager, Marine Maintenance Fleet & Facilities	
Assistant Director, Revenues Administration		Senior Manager, Maritime Operations	
Assistant Director, Security Operations		Senior Manager, Recreational Boating	
Assistant Director, Security Strategy & Intelligence		Senior Manager, Seaport Environmental Finance	
Capital Program Leader		Senior Manager, Seaport Finance & Budget	
Construction Program Leader - Major Construction (CPL)			
65	\$190,784 (\$91.72)	\$207,618 (\$99.81)	\$258,119 (\$124.09)
Assistant Director, Aviation Capital Programs		Director, Corporate Finance	
Assistant Director, Aviation Facilities & Infrastructure		Director, Real Estate Development	
Assistant Director, Aviation Program Controls		Director, Risk Management	
Assistant Director, Aviation Project Management Group		Director, Small Business Development	
Assistant Director, Engineering Construction Management		Director, Tourism Development	
Assistant Director, Waterfront Program Controls		Senior Manager, Design Services	
Assistant Director, Waterfront Project Management Group		Senior Manager, Design Technology	
Director, Aviation Innovation		Senior Manager, Environmental Programs	
Director, Corporate Budget		Senior Port Counsel	
66	\$209,863 (\$100.89)	\$228,380 (\$109.79)	\$283,932 (\$136.50)
*Chief of Staff, Commission Services		Director, External Relations Communications & Marketing	
Director Customer Experience Initiatives		Director, External Relations Community Engagement	
Director, Accounting & Financial Reporting		Director, Human Resources - Health & Safety	
Director, Aviation Business & Properties		Director, Human Resources - Organizational Effectiveness	
Director, Aviation Commercial Management		Director, Human Resources - Talent Management	
Director, Aviation Facilities & Capital Programs		Director, Human Resources, EEO & Professional Standards	
Director, Aviation Finance & Budget		Director, ICT Infrastructure Services	
Director, Business Intelligence		Director, ICT Technology Delivery	
Director, Central Procurement Office		Director, Information Security/Chief Information Security Officer	
Director, Customer Experience & Brand Strategy		Director, Marine Maintenance	
Director, Engineering - Construction Management		Director, Port Construction Services	
Director, Engineering - Design, Quality and BIM		Director, Seaport Finance & Budget	
Director, Engineering Department Operations			
67	\$230,848 (\$110.98)	\$251,217 (\$120.77)	\$312,324 (\$150.15)
Chief Engineer		Director, Cruise Business and Elliott Bay Operations	
Director, Airport Operations		Director, Government Relations	
Director, Aviation Capital Portfolio		Director, Human Resources - Total Rewards	
Director, Aviation Environment & Sustainability		Director, ICT Product Engineering	
Director, Aviation Maintenance		Director, Maritime Environment & Sustainability	
Director, Aviation Project Management Group		Director, Real Estate Asset Management	
Director, Aviation Security, Fire, and Emergency Preparedness		Director, Waterfront Project Management Group	
68	\$253,933 (\$122.08)	\$276,339 (\$132.85)	\$343,557 (\$165.17)
Aviation Chief Development Officer		Chief Information Officer	
Aviation Chief Operating Officer		Chief Operating Officer, Maritime	
Chief Development Officer, Maritime		Deputy General Counsel	
69	\$279,327 (\$134.29)	\$303,974 (\$146.14)	\$377,913 (\$181.68)
70	\$307,260 (\$147.72)	\$334,371 (\$160.75)	\$415,704 (\$199.85)

SCHEDULE OF EXECUTIVE LEADERSHIP JOBS			
Grade	Minimum	Market Reference Point	Maximum
101	\$201,210 (\$96.73)	\$218,815 (\$105.19)	\$271,632 (\$130.59)
102	\$221,329 (\$106.40)	\$240,697 (\$115.71)	\$298,796 (\$143.65)
	*Director, Internal Audit		*Executive Chief of Staff
103	\$243,463 (\$117.04)	\$264,767 (\$127.29)	\$328,675 (\$158.01)
	*Managing Director, Economic Development *Senior Director, Equity Diversity & Inclusion		*Senior Director, Labor Relations
104	\$267,810 (\$128.75)	\$291,242 (\$140.02)	\$361,543 (\$173.81)
	*Chief Financial Officer *General Counsel/Chief Compliance Officer *Managing Director, Maritime		*Senior Director, Environmental & Sustainability *Senior Director, External Relations *Senior Director, Human Resources
105	\$294,590 (\$141.62)	\$320,367 (\$154.02)	\$397,697 (\$191.20)
	*Managing Director, Aviation		
106	\$324,049 (\$155.79)	\$352,403 (\$169.42)	\$437,467 (\$210.32)
	*Deputy Executive Director		
107	\$356,454 (\$171.37)	\$387,644 (\$186.36)	\$481,213 (\$231.35)

NON-EVALUATED JOBS			
Grade	Minimum	Midpoint	Maximum
201	\$44,304 (\$21.30)	\$44,304 (\$21.30)	\$44,304 (\$21.30)
	High School Intern		
202	\$46,384 (\$22.30)	\$54,184 (\$26.05)	\$61,984 (\$29.80)
	College Intern		
203	\$63,024 (\$30.30)	\$65,104 (\$31.30)	\$67,184 (\$32.30)
	Graduate Intern		
401	\$224,543 (\$107.95)	\$251,390 (\$120.86)	\$278,237 (\$133.76)
	Assistant Fire Chief - Administration Assistant Fire Chief - Operations		Deputy Police Chief
402	\$246,997 (\$118.74)	\$276,529 (\$132.94)	\$306,061 (\$147.14)
	Fire Chief		*Police Chief

* At will positions

**The hourly rates presented here represents only two-digits following the decimal point. In the Port's human resources information system, the hourly rates are up to six-digits following the decimal point.

2025 GRADED SALARY STRUCTURE

Item No. 8i_attach_5

Meeting Date: November 18, 2025

2025 Non-Represented Graded Salary Structure

Grade	Hourly			Annual		
	Minimum	Market Reference Point	Maximum	Minimum	Market Reference Point	Maximum
50	\$21.21	\$23.09	\$28.70	\$44,136	\$48,031	\$59,714
51	\$23.34	\$25.40	\$31.57	\$48,550	\$52,834	\$65,685
52	\$25.67	\$27.94	\$34.73	\$53,405	\$58,118	\$72,254
53	\$28.24	\$30.73	\$38.21	\$58,746	\$63,929	\$79,480
54	\$31.06	\$33.80	\$42.03	\$64,620	\$70,322	\$87,427
55	\$34.17	\$37.18	\$46.23	\$71,082	\$77,354	\$96,169
56	\$37.59	\$40.90	\$50.85	\$78,190	\$85,089	\$105,787
57	\$41.35	\$44.99	\$55.94	\$86,009	\$93,598	\$116,365
58	\$45.48	\$49.49	\$61.53	\$94,610	\$102,958	\$128,001
59	\$50.03	\$54.44	\$67.69	\$104,071	\$113,254	\$140,802
60	\$55.03	\$59.89	\$74.46	\$114,478	\$124,579	\$154,882
61	\$60.54	\$65.88	\$81.90	\$125,925	\$137,037	\$170,370
62	\$66.59	\$72.47	\$90.10	\$138,518	\$150,740	\$187,408
63	\$73.25	\$79.71	\$99.10	\$152,371	\$165,815	\$206,148
64	\$80.58	\$87.69	\$109.02	\$167,608	\$182,396	\$226,763
65	\$88.63	\$96.45	\$119.92	\$184,368	\$200,636	\$249,439
66	\$97.50	\$106.10	\$131.91	\$202,805	\$220,700	\$274,383
67	\$107.25	\$116.71	\$145.10	\$223,085	\$242,769	\$301,821
68	\$117.97	\$128.38	\$159.61	\$245,393	\$267,046	\$332,003
69	\$129.77	\$141.22	\$175.57	\$269,933	\$293,751	\$365,204
70	\$142.75	\$155.34	\$193.13	\$296,927	\$323,126	\$401,724

2025 Executive Leadership Graded Salary Structure

Grade	Hourly			Annual		
	Minimum	Market Reference Point	Maximum	Minimum	Market Reference Point	Maximum
101	\$93.48	\$101.66	\$126.20	\$194,443	\$211,456	\$262,497
102	\$102.82	\$111.82	\$138.82	\$213,886	\$232,602	\$288,748
103	\$113.11	\$123.01	\$152.70	\$235,275	\$255,863	\$317,622
104	\$124.42	\$135.31	\$167.97	\$258,804	\$281,448	\$349,384
105	\$136.86	\$148.84	\$184.77	\$284,683	\$309,593	\$384,323
106	\$150.55	\$163.72	\$203.24	\$313,151	\$340,552	\$422,755
107	\$165.60	\$180.09	\$223.57	\$344,467	\$374,608	\$465,030

*The hourly rates presented here represents only two-digits following the decimal point. In the Port's human resources information system, the hourly rates are up to six-digits following the decimal point.



Agenda Item: 8i_Attach_6
Meeting Date: November 18, 2025

Port of Seattle Commission Policy Directive

Salaries and Benefits for Employees Not Covered by a Collective Bargaining Agreement

**As Amended
November ~~XX~~18, 2025**

Document last updated November ~~XX~~18, 2025, and Effective January 1, 2026

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SECTION 1. Purpose.

The Port of Seattle Commission has authority pursuant to RCW 53.08.170 to create and fill positions, fix wages, salaries, and establish other benefits of employment including retirement, insurance, and similar benefits. The intent of this policy directive is to administer pay and benefits in accordance with state and federal law. (*Res. 3739, §7, 2017*)

SECTION 2. Definitions.

Except as otherwise provided, the following definitions apply to this policy directive:

“At-will” means a designation given to some non-represented jobs or positions at the port where the employment relationship may be terminated by the port or employee at any time and for any or no reason. Employees hired as at-will are not subject to progressive discipline.

“Commissioner” means an individual who is elected to the office of Port of Seattle Commissioner and is eligible for benefits as provided in the relevant provisions of Section [5.4](#). This definition includes a Commissioner who may be appointed mid-term due to an unanticipated vacancy.

“Cost of Living Adjustments ‘COLA’” means an increase to an employee’s compensation based on changes to the Consumer Price Index as defined in the Total Rewards Program Guide.

“DRS-retired employee” means an employee who is receiving a pension from any retirement plan administered by the State of Washington Department of Retirement Systems (DRS). Refer to the DRS web site or brochures for specific information about any limitations on working after retirement.

“Emergency hire employee” means an employee hired without a competitive hiring process whose initial employment term is limited to three months and whose emergency hire status may be extended for no more than two additional months.

“Employee” means an individual who performs personal services for the port and receives a paycheck from the port payroll system with employment taxes withheld. Employees of temporary agencies or independent contractors are not employees.

“Employment Date/Date of Hire” means the first day an employee comes to work and receives pay for time worked.

“Executive Director” means an employee who is appointed by the Commission and who is subject to the terms and conditions of this policy directive. In the event of any conflicting or inconsistent terms and conditions between this policy directive and the employment agreement, the employment agreement will prevail. This includes any terms, conditions, adjustments to pay, pay range, or benefits for the Executive Director adopted in open session by the Port of Seattle Commission.

“For cause” means a designation given to most non-represented Port of Seattle jobs and positions where the employment relationship can be terminated by the port for reasons that conform to previously defined standards of unacceptable conduct or performance.

“Full-time employee” means an employee who is regularly scheduled to work 80 hours per bi-weekly pay period.

“Hourly employee” means an employee working in a non-exempt job, one that is eligible for overtime per the provisions of the Fair Labor Standards Act (FLSA) and the Washington Minimum Wage Act (WMWA).

“Intern” means a temporary employee who is hired in accordance with the Intern Program Guidelines, is considered a student per the program guidelines and is performing duties in accordance with the student’s course of study.

“Limited duration employee” means an employee who is hired for more than 90 days in a job with a planned end date.

“Non-represented employee” means a salaried or hourly employee not represented by a labor union.

“On-call employee” means an employee who does not have a regular work schedule and whose work hours can vary from week to week indefinitely.

“Part-time employee” means an employee who is regularly scheduled to work less than 80 hours per bi-weekly pay period.

“Pay equity” means compensating employees similarly when they perform similar work, and that pay differences between employees performing similar work can be explained by bona fide job-related factors that are consistent with business necessity.

“Pay rate” means an employee’s hourly pay rate as specified in the compensation rate field contained in HCM, the port’s HRIS system.

“Probationary Employee” means a newly hired or rehired employee who has not yet successfully completed their probationary period and is expected to establish a consistent, acceptable level of performance and behavior that is sufficient to retain their employment. If hired into a regular position, temporary employees (Veteran Fellows, Interns, Emergency Hires) are subject to a probationary period starting at the time of hire into the regular position.

“Probationary period” means an extension of the hiring process, the period of time from the day a newly hired or rehired employee begins work at the Port of Seattle through the end of the sixth month of employment unless the employee is selected for a new position before completing their

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probationary period. In this case, the employee's probationary period will restart beginning with the date of transfer through the end of the sixth month of employment in the new position.

"Project-related temporary assignment" means an assignment for a full-time or part-time employee that is generally expected to last no longer than four years. Extensions to these types of assignments are only allowed in special circumstances with approval from Human Resources management.

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"Regular employee" means an employee hired to perform a job without a specified end date.

"Salaried employee" means an employee working in an exempt job, one that is not eligible for overtime per the provisions of the Fair Labor Standards Act (FLSA) and the Washington Minimum Wage Act (WMWA).

"Seasonal Employee" means an employee hired to perform a job that exists on a seasonal basis where the season begins and ends at approximately the same time each year and lasts 9 months or less. Seasonal employees initially hired into a seasonal job through a competitive hire process may return to work subsequent seasons without being hired through a subsequent competitive hire process.

"Similar Work Experience Employee" means the performance of the job requires similar skill, effort, and level of responsibility, and the jobs are performed under similar working conditions.

"Temporary assignment" means an assignment for a full-time or part-time employee that is generally expected to last no longer than six months. A temporary assignment may only be extended ~~one time for a maximum of six additional months~~ with the approval of Human Resources management.

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"Temporary employee" means an employee hired to perform a job with a specified end date.

"Veteran fellow" means an employee who is hired and receives pay and benefits in accordance with the Veteran Fellowship Program.

(Res. 3841, 2026; Res. 3831, 2024; Res. 3823(AM), 2024; Res. 3807, §2, 2022; Res. 3795, §2, 2021; Res. 3790, §2, 2021; Res. 3781; Res. 3765, §1, 2019; Res. 3752, §1, 2018; Res. 3739, §1, 2017)

SECTION 3. Scope and Applicability.

A. This policy directive pertains to port employees not represented by a labor union. The Port of Seattle retains the right to modify or terminate any benefits and/or modify the cost charged to employees or dependents for benefits coverage at any time, for any reason. *(Res. 3765, §1, 2019; Res. 3739, 2017)*

B. The Port of Seattle reserves the right to amend or terminate any employee welfare benefit plan and/or pay practice. (*Res. 3739, §7, 2017*)

SECTION 4. Responsibilities.

A. The Executive Director is authorized to take necessary action to make effective all terms, provisions, and conditions contained within this policy directive. Should any part of this policy directive require a change to pay or benefit administration practices by reason of any existing or subsequently enacted local, state, or federal legislation, such change(s) will be incorporated without the need for Commission action. (*Res. 3739, §7, 2017*)

B. All policies related to the Salary and Benefits Policy Directive are subject to approval by the Executive Director. (*Res. 3765, §1, 2019; Res. 3739, §3, 2017*)

SECTION 5.1. Policy Establishing Jobs, Pay Grades, Graded Salary Range Structure, and Pay Practices and Pay Types.

A. Reporting requirements for certain positions.

- (1) General Counsel. The General Counsel will have a dual direct reporting relationship with the Executive Director and the Commission by way of the Commission President. The Executive Director will have, in consultation with the Commission, responsibility for review and approval of performance expectations for the General Counsel and legal department staff. Legal department staff will report to the General Counsel.
- (2) External Relations Senior Director. The External Relations Senior Director will report jointly to the Commission President and the Executive Director. The Commission President and the Executive Director will have responsibility for review and joint approval of performance expectations for the External Relations Senior Director and External Relations Department staff and will each provide direct input for the External Relations Senior Director performance review. Decisions regarding hiring, firing, or re-positioning the External Relations Senior Director will receive concurrence from the Commission President and the Executive Director. External Relations will have direct accountability to both the Commission and the Executive Director's office and will independently execute judgment on external affairs strategies based on ethical and professional support of overall port objectives and the port's role as a public agency. External Relations department staff will report to the External Relations Senior Director.
- (3) Internal Audit Director. The Commission, through the Audit Committee, oversees the internal audit function. The Internal Audit Director reports functionally to the Commission, delegated to the Audit Committee, and administratively to the Executive Director. The Audit Committee is charged with making

recommendations to the Commission on the appointment, replacement, or dismissal of the Internal Audit Director; provides input to the Executive Director on the Internal Audit Director's performance evaluation; oversees the Internal Audit Director's plans and activities; and reviews with the Internal Audit Director the staffing and organizational structure of the internal audit function. The Internal Audit Director will have direct accountability to both the Commission (through the Audit Committee) and the Executive Director and will independently execute judgment on internal audit affairs based on the scope of the audit function. The internal audit department staff will report to the Internal Audit Director.

- (4) Commission Chief of Staff. The Commission Chief of Staff is appointed by the Commission pursuant to an employment agreement. The Commission Chief of Staff is subject to the terms and conditions of this policy directive. In the event of any conflicting or inconsistent terms and conditions between this policy directive and the employment agreement, the employment agreement will prevail.

(Res. 3807, §5, 2022; Res. 3795, §5, 2021; Res. 3781; Res. 3752, §1, 2018; Res. 3739, §2, 2017)

B. Filling Vacant Positions and Transferring Positions and/or Employees. The Executive Director is hereby authorized to:

- (1) Recruit and fill authorized positions (except that of Executive Director) up to the fulltime-equivalent number of positions authorized;
- (2) Set salaries within pay ranges established below;
- (3) Transfer positions and/or employees from one work unit to another and to reorganize functions to promote organizational effectiveness;
- (4) Approve non-competitive placements in select circumstances;
- (5) Establish additional positions, provided that funding is available in the Commission approved budget; and
- (6) Establish an additional position on a temporary basis when an employee has given notice of termination or retirement in order to provide overlap and effective business continuity.

(Res. 3739, §2, 2017)

C. Graded Salary Range Structures. All non-represented jobs shall be assessed and assigned a pay grade according to their essential responsibilities, minimum qualifications, and other factors as explained in subsection (D). Each job will have a pay range that corresponds to its pay grade.

The following pay grades and pay ranges for non-represented jobs at the Port of Seattle are hereby established:

NON-REPRESENTED EMPLOYEE GRADED SALARY RANGE STRUCTURE
(Effective January 1, 2026)

Proposed 2025 Non-Represented Graded Salary Range Structure						
Grade	Hourly			Annual		
	Minimum	Market Reference Point	Maximum	Minimum	Market Reference Point	Maximum
50	\$21.21	\$23.09	\$28.70	\$44,136	\$48,031	\$59,714
51	\$23.24	\$25.40	\$31.57	\$48,550	\$52,834	\$65,685
52	\$25.67	\$27.94	\$34.73	\$53,405	\$58,118	\$72,254
53	\$28.24	\$30.73	\$38.21	\$58,746	\$63,929	\$79,480
54	\$31.06	\$33.80	\$42.03	\$64,620	\$70,322	\$87,427
55	\$34.17	\$37.18	\$46.23	\$71,082	\$77,354	\$96,169
56	\$37.59	\$40.90	\$50.85	\$78,190	\$85,089	\$105,787
57	\$41.35	\$44.99	\$55.94	\$86,009	\$93,598	\$116,365
58	\$45.48	\$49.49	\$61.53	\$94,610	\$102,958	\$128,001
59	\$50.03	\$54.44	\$67.69	\$104,071	\$113,254	\$140,802
60	\$55.03	\$59.89	\$74.46	\$114,478	\$124,579	\$154,882
61	\$60.54	\$65.88	\$81.90	\$125,925	\$137,037	\$170,370
62	\$66.59	\$72.47	\$90.10	\$138,518	\$150,740	\$187,408
63	\$73.25	\$79.71	\$99.10	\$152,371	\$165,815	\$206,148
64	\$80.58	\$87.69	\$109.02	\$167,608	\$182,396	\$226,763
65	\$88.63	\$96.45	\$119.92	\$184,368	\$200,636	\$249,439
66	\$97.50	\$106.10	\$131.91	\$202,805	\$220,700	\$274,383
67	\$107.25	\$116.71	\$145.10	\$223,085	\$242,769	\$301,821
68	\$117.97	\$128.38	\$159.61	\$245,393	\$267,046	\$332,003
69	\$129.77	\$141.22	\$175.57	\$269,933	\$293,751	\$365,204
70	\$142.75	\$155.34	\$193.13	\$296,927	\$323,126	\$401,724
*The hourly rates presented here represents only two digits following the decimal point. In the Port's human resources information system, the hourly rates are up to six digits following the decimal point.						

Proposed 2026 Non-Represented Graded Salary Range Structure

Grade	Hourly	Annual
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	<u>Minimum</u>	<u>Market Reference Point</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Market Reference Point</u>	<u>Maximum</u>
50	\$21.95	\$23.89	\$29.70	\$45,672	\$49,702	\$61,792
51	\$24.15	\$26.28	\$32.67	\$50,240	\$54,673	\$67,971
52	\$26.56	\$28.91	\$35.94	\$55,263	\$60,141	\$74,768
53	\$29.22	\$31.80	\$39.54	\$60,790	\$66,154	\$82,246
54	\$32.14	\$34.98	\$43.49	\$66,869	\$72,769	\$90,469
55	\$35.36	\$38.48	\$47.84	\$73,556	\$80,046	\$99,516
56	\$38.89	\$42.33	\$52.62	\$80,911	\$88,050	\$109,468
57	\$42.78	\$46.56	\$57.89	\$89,002	\$96,855	\$120,415
58	\$47.06	\$51.22	\$63.68	\$97,902	\$106,541	\$132,455
59	\$51.77	\$56.34	\$70.04	\$107,693	\$117,195	\$145,702
60	\$56.95	\$61.97	\$77.05	\$118,462	\$128,914	\$160,272
61	\$62.64	\$68.17	\$84.75	\$130,307	\$141,806	\$176,299
62	\$68.91	\$74.99	\$93.23	\$143,338	\$155,986	\$193,930
63	\$75.80	\$82.49	\$102.55	\$157,674	\$171,585	\$213,322
64	\$83.38	\$90.74	\$112.81	\$173,441	\$188,743	\$234,654
65	\$91.72	\$99.81	\$124.09	\$190,784	\$207,618	\$258,119
66	\$100.89	\$109.79	\$136.50	\$209,863	\$228,380	\$283,932
67	\$110.98	\$120.77	\$150.15	\$230,848	\$251,217	\$312,324
68	\$122.08	\$132.85	\$165.17	\$253,933	\$276,339	\$343,557
69	\$134.29	\$146.14	\$181.68	\$279,327	\$303,974	\$377,913
70	\$147.72	\$160.75	\$199.85	\$307,260	\$334,371	\$415,704

*The hourly rates presented here represent only two-digits following the decimal point. In the Port's human resources information system, the hourly rates are up to six-digits following the decimal point.

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EXECUTIVE LEADERSHIP GRADED SALARY RANGE STRUCTURE
Effective January 1, 2026⁽⁵⁾

2025 Executive Leadership Graded Salary Range Structure						
Grade	Hourly			Annual		
	Minimum	Market Reference Point	Maximum	Minimum	Market Reference Point	Maximum
101	\$93.48	\$101.66	\$126.20	\$194,443	\$211,456	\$262,497
102	\$102.82	\$111.82	\$138.82	\$213,886	\$232,602	\$288,748
103	\$113.11	\$123.01	\$152.70	\$235,275	\$255,863	\$317,622
104	\$124.42	\$135.31	\$167.97	\$258,804	\$281,448	\$349,384
105	\$136.86	\$148.84	\$184.77	\$284,683	\$309,593	\$384,323
106	\$150.55	\$163.72	\$203.24	\$313,151	\$340,552	\$422,755
107	\$165.60	\$180.09	\$223.57	\$344,467	\$374,608	\$465,030

*The hourly rates presented here represents only two-digits following the decimal point. In the Port's human resources information system, the hourly rates are up to six-digits following the decimal point.

Proposed 2026 Executive Leadership Graded Salary Range Structure

Grade	Hourly			Annual		
	Minimum	Market Reference Point	Maximum	Minimum	Market Reference Point	Maximum
101	\$96.73	\$105.19	\$130.59	\$201,210	\$218,815	\$271,632
102	\$106.40	\$115.71	\$143.65	\$221,329	\$240,697	\$298,796
103	\$117.04	\$127.29	\$158.01	\$243,463	\$264,767	\$328,675
104	\$128.75	\$140.02	\$173.81	\$267,810	\$291,242	\$361,543
105	\$141.62	\$154.02	\$191.20	\$294,590	\$320,367	\$397,697
106	\$155.79	\$169.42	\$210.32	\$324,049	\$352,403	\$437,467
107	\$171.37	\$186.36	\$231.35	\$356,454	\$387,644	\$481,213

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*The hourly rates presented here represent only two-digits following the decimal point. In the Port's human resources information system, the hourly rates are up to six-digits following the decimal point.

(Res. 3841, 2026; Res. 3831, 2024; Res. 3823(AM), Res. 3807, §5, 2022; Res. 3795, §5, 2021; Res. 3781; Res. 3765, §1, 2019; Res. 3752, §1, 2018; Res. 3739, §2, 2017)

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D. Job Assessment Process. It is the policy of the Commission to pay port employees based on the port's Total Rewards philosophy. It is also the policy of the Commission to establish a job assessment process that assesses jobs based on essential responsibilities and minimum qualifications, such as knowledge and skills, among other characteristics, of each job. Jobs shall be assessed on an on-going basis and administered by Human Resources management under the direction of the Executive Director. The results of the job assessment process shall be considered in determining the appropriate pay grade for each job as well as the appropriate exempt or non-exempt status of each job according to the criteria of the Federal Fair Labor Standards Act (FLSA). The Senior Director of Human Resources, under the supervision of the Executive Director, shall have the final approval authority for all job assessment outcomes and title changes except for jobs in the Human Resources department and that of the Executive Director. Job assessment outcomes and title changes for jobs in the Human Resources department will be approved by the Executive Director. This authority shall include re-assessment of existing jobs and establishment and assessment of new jobs. (Res. 3823(AM), Res. 3765, §1, 2019; Res. 3739, §2, 2017)

E. Pay Practices.

- (1) Pay Considerations. An employee's work schedule shall consist of their normal daily and weekly work schedule during a two-week pay period. A full-time employee's work schedule is 80 hours each bi-weekly pay period. Full-time

employees work between 8 and 10 hours each day and salaried, exempt, employees are expected to work the hours necessary to complete assigned work.

(2) Payroll. Employees shall be paid bi-weekly, typically on Friday. The port's payroll week shall begin Sunday at 12:01 a.m. and end Saturday at midnight. Employees are required to complete a direct deposit authorization form upon hire and to keep such information current so that electronic paycheck deposits can be made automatically to the employee's designated financial institution. The port shall have the right and obligation per the Washington State Constitution Article VIII, Section 7, to recover any amounts paid in error.

(3) Initial Pay Rates. Pay rates for newly hired employee will be within the pay ranges set forth in the above graded Salary Range Structure. A newly hired employee's placement within the pay grade will be based on similar experience they bring the port. (*Res. 3823(AM)*)

F. Pay Types.

(1) Overtime. Full-time and part-time hourly employees, those whose jobs are classified as non-exempt, shall receive overtime pay in accordance with prevailing state and federal laws.

(2) Stand-by Pay. Hourly, non-exempt, employees who are required to be available during non-work hours to resolve problems or otherwise perform work during non-work hours may be eligible for stand-by pay.

(3) Cost of Living Adjustment (COLA). The port may provide a compensation increase for regular, non-temporary, non-represented employees based on changes to the Consumer Price Index.

(4) Cost of Living Adjustment Plus (COLA Plus). The port may provide a compensation increase to certain employees with lower pay rates in addition to the COLA increases they may receive as defined in the Total Rewards Program Guide.

(5) Multilingual Premium. The port may provide a multilingual pay premium to employees with proven proficiency in another language for language services to the port at the port's request.

(6) Emergency Pay. In the event of an emergency (e.g. a major snow event, an earthquake, a significant power outage, etc.) that has an adverse impact on port operations, employees working in exempt jobs who are not eligible for overtime and are required to work more than their normal work schedule may be eligible for Emergency Pay.

(7) Other Pay Adjustments. Other pay adjustments including, but not limited to, promotional increases and temporary assignment adjustments may be awarded to employees consistent with the Port Policy HR-21.

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(8) Special Pay Adjustments. The Executive Director, or Human Resources management under the supervision of the Executive Director, may approve special pay adjustments for reasons deemed appropriate. Special adjustments provide flexibility in ensuring appropriate compensation in unusual situations and circumstances that are not otherwise addressed by port pay administration policies or procedures.

(9) Provisional Pay. When unique circumstances (as determined by the Executive Director) result in a subset of port employees incurring an additional cost or liability that is associated with their assigned in-person work location, the port (at the Executive Director's discretion) may provide to that affected subset of port employees additional compensation in the form of a one-time lump sum payment or multiple periodic payments to minimize (but not necessarily completely offset) such additional cost or liability for the then-current calendar year, provided that such amounts are within the approved budget.

(10) Pay for Performance. The Pay for Performance program is comprised of the two components, a base pay increase component and an incentive pay plan component. The incentive pay plan may be addressed in a separate resolution.

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(a) Base Pay Component. This component permits eligible non-represented employees to earn increases to their compensation that are based on performance ratings earned during the previous performance review period. The amount of the base pay increases shall be approved by the Commission as part of the port budget process and administered according to a plan approved by the Executive Director and implemented by Human Resources management.

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1. Consistent with the general delegation of authority, the Commission shall provide input to the executive director regarding performance of those employees that report directly to the executive director for the executive director's benefit in rating the performance of the executive director's direct reports. Such input shall be provided in executive session no later than the last Commission meeting in January.

(11) Pay for the Executive Director. Pay and performance evaluation for the executive director shall be approved by the Commission in public session. The Commission shall have discretion in determining pay of the executive director.

(Res. 3820, §9, 2024, Res. 3807, §5, 2022, Res. 3765, §1, 2019; Res. 3739, §2, 2017)

G. Pay Rates and Pay Ranges for Non-Assessed Jobs. Pay rates, pay ranges, and a provision for a special allowance for non-assessed jobs shall be as follows:

(1) High School, College, and Graduate Intern Positions. Pay rates and employment conditions for students employed under provisions of the Port of Seattle Intern Program shall be determined by human resources staff based upon state or local minimum wage regulations.

(2) Veteran Fellows Positions. Veteran fellowship jobs are not assessed, and ranges shall be determined by human resources staff to facilitate appropriate pay administration based on the work performed and in accordance with the Veteran Fellowship Program guidelines.

(3) Public Safety Management Positions. Human resources staff will establish pay grades and rates for non-represented Police and Fire positions, ensuring alignment with job scope and mitigating wage compression among supervisory relationships.

(43) Executive Director. This job is not assessed, and no pay range is established. The executive director's pay is established by the Port Commission.

(Res. 3841, 2026, Res. 3823(AM), Res. 3739, §2, 2017)

H. Amending Authorized Jobs, Pay Grades, and Pay Ranges. Pay ranges may be amended by ordinary motion approved by the Commission at any regular or special meeting when the changes are the result of provisions contained in this policy directive. Exhibit A may be amended by human resources management when the changes are the result of provisions contained in this policy directive (e.g., on-going job assessments or technical errors). (Res. 3739, §2, 2017)

SECTION 5.2. Policy Regarding Benefit Programs Offered to Employees.

A. The Port Commission supports providing a competitive benefit package for employees and their families that assists the port in retaining and attracting employees with the skills and abilities essential to carry out the port's work. As such, the Commission authorizes the following benefits programs. (Res. 3739, §3, 2017)

B. Mandated Benefits. The port will make benefits required by federal, state, or local laws available to employees and ensure they are administered consistent with the governing laws. These benefits include, but are not limited to, the following:

(1) Social Security (FICA) insurance

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- (2) Industrial insurance/Workers Compensation coverage
- (3) Unemployment compensation
- (4) Military leave (based on both federal and state requirements)
- (5) Faith and Conscience Days
- (6) Pregnancy disability leave.
- (7) Family and Medical Leave Act (FMLA) of 1993
- (8) The Family Care Act (FCA) of 2002
- (9) State mandated, Long Term Care insurance program, the Long-Term Service and Supports Trust Act (LTSS)
- (10) Washington State Paid Sick Leave

(Res. 3807, §5, 2022; Res. 3795, §5, 2021; Res. 3739, §3, 2017)

C. Additional Benefits for Employees. The following benefits shall be administered consistent with port eligibility requirements.

- (1) Paid Leave. The following paid leave plans shall be administered.
 - (a) Paid Time Off (PTO). Employees are encouraged to take at least two weeks of paid time away from work for vacation or personal reasons each year.
 - (b) Sick Leave. Paid time away from work in the event of illness, injury, or other specified reasons.
 - (c) Holidays. The port shall observe the following 11 holidays:
 - 1. New Year's Holiday
 - 2. Martin Luther King, Jr., Day
 - 3. Presidents Day
 - 4. Memorial Day
 - 5. Juneteenth

6. Independence Day
 7. Labor Day
 8. Thanksgiving Day
 9. Native American Heritage Day, the day after Thanksgiving
 10. Port Designated Floater (in lieu of Veterans Day)
 11. Christmas Day.
- (d) Personal Day. One full day each year based on the payroll calendar with no accrual and no carry forward.
- (e) Bereavement Leave. Time off to attend or make arrangements for funeral or memorial services of a close family member.
- (f) Supplemental Military Leave. Additional partially paid military leave in response to an involuntary deployment resulting from Presidential Recall or a declared State of Emergency.
- (g) Civic Duty Leave. Paid time away from work to serve on jury duty, or in limited circumstances appear in court as a subpoenaed witness.
- (h) Awarded Time. Paid time granted to salaried employees to recognize extra work hours necessary to meet critical deadlines, assure coverage, or otherwise accomplish port objectives.
- (i) Shared Leave. Accrued leave donated by one employee to another to prevent the receiving employee from taking leave without pay due to a serious health condition.
- (j) Paid Parental Leave. Fully paid time away from work following the birth, adoption, or placement for foster care of a new child.
- (k) Port Paid Medical Leave. Partially paid time away from work for the employee's serious medical condition. As approved by Washington State in lieu of the mandated Washington State Paid Family and Medical Leave.
- (l) Port Paid Family Leave. Partially paid time away from work for the employee to care for a family member with a serious medical condition, inclusive of the birth, adoption, or placement for foster care of a new child. As approved by

Washington State in lieu of the mandated Washington State Paid Family and Medical Leave.

(Res. 3823(AM), Res. 3795, §5, 2021)

- (2) Retirement. Pension benefits that provide vested employees with post-retirement income shall be as described in this section. Employees (other than DRS-retired employees receiving a pension from any State of Washington DRS pension plan) will become members of the Washington Public Employees Retirement System (PERS) or Law Enforcement Officers and Fire Fighters Retirement System (LEOFF) based on their job responsibilities. Retirement benefits will be administered consistent with applicable Washington state laws.

(a) (Repealed by Res. 3831, Adopted 2024)

- (b) Police Department employees in non-represented management jobs hired into LEOFF eligible positions who are excluded as stated in RCW 41.04.270 from LEOFF membership as a result of their previous employment will receive port contributions to an alternative plan. These port contributions will be equal to the contributions the port would have made to the LEOFF plan the Police Department employee would have been eligible to enroll in.

Any port retirement contributions made consistent with authority and prior to January 1, 2018, are hereby ratified and confirmed.

- (c) Police and Fire Department non-represented management employees are covered under the Police and Fire Department FICA alternative plans in lieu of Social Security.

(Res. 3831, 2024, Res. 3823(AM), Res. 3795, §5, 2021)

- (3) Healthcare. Medical, pharmacy, dental, and vision coverage offered to eligible employees consistent with Patient Protection and Affordable Care Act (ACA) requirements shall be as follows:

- (a) The port shall maintain at least two medical plan options.
- (b) Employees will have the ability to enroll their eligible dependents in the same medical, pharmacy, dental, and vision plans the employee elects.
- (c) Employees may be required to pay all or a portion of their healthcare premiums by payroll deduction.

(d) The port retains the right to modify or terminate healthcare benefits.

- (4) ~~Benefit Savings Accounts. Healthcare spending account, Flexible Spending Account, Healthcare savings account and Lifestyle spending account. tax advantaged financial plans that help employees save for and cover eligible expenses.~~

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- (5) Life and Disability Insurance. Benefits to protect against unexpected loss shall be as follows:

(a) Life Insurance. Benefits paid to beneficiaries in the event of death. The port will provide basic life insurance for employees and limited life insurance for employees' dependents. Employees will have the ability to purchase additional life insurance for themselves and/or their dependents.

(b) Accidental Death and Dismemberment (AD&D). Benefits paid to employees in the event they lose a limb or to their beneficiaries in the event of accidental death. Employees will have the ability to purchase additional AD&D insurance for themselves and/or their dependents.

(c) Long-Term Disability. Partial income continuation benefits paid to employees unable to work for extended periods of time.

- (5) Flexible Work Arrangements. Work schedules that include varied start and stop times, flex time, as well as longer work days combined with a non-work day each week or pay period, compressed work week arrangements. Teleworking is another form of flexible work arrangement. Flexible work arrangements and teleworking include a limited Teleworking Equipment Reimbursement Program in years that the reimbursement program is funded.

- (6) Relocation. Reimbursement to newly hired salaried employees for pre-approved moving expenses related to their relocation to the Seattle area as a result of accepting a job with the Port of Seattle.

~~(Res. 3841, 2026, Res. 3823(AM), Res. 3807, §5, 2022, Res. 3795, §5, 2021; Res. 3781; Res. 3765, §1, 2019; Res. 3752, §1, 2018; Res. 3739, §3, 2017)~~

D. *Repealed by Resolution No. 3765.*

E. Benefits for the Executive Director. The Executive Director will be offered the same benefits package other eligible employees are offered as provided in subsections (B) and (C). The ~~P~~Port Commission may also authorize different or additional benefits for the Executive Director. (Res. 3739, §3, 2017)

SECTION 5.3. Policy Regarding Benefits Offered to Port of Seattle Retirees.

A. In addition to pension benefits offered to Port of Seattle retirees, the Port Commission authorizes the following benefits and conditions for qualified retirees. *(Res. 3739, §4, 2017)*

B. *Repealed by Resolution No. 3752.*

C. *Repealed by Resolution No. 3752.*

D. Retiree Life Insurance. Retirees are eligible for enrollment in the retiree life insurance plan if they have at least five consecutive years of credited service in a non-represented position with the Port of Seattle immediately preceding retirement and are eligible to begin receiving a pension, based at least in part upon Port of Seattle employment, within one month following departure from the port. *(Res. 3752, §1, 2018; Res. 3739, §4, 2017)*

E. Retiree Parking. Retirees are eligible for free vacation parking at the north employee parking lot at SEA (the airport in SeaTac, WA owned and operated by the Port of Seattle). A valid retiree identification badge is required to access the north employee parking lot and can be obtained from the front desk at Pier 69. *(Res. 3795, §5, 2021; Res. 3739, §4, 2017)*

F. Authorization to Amend Benefits Offered to Port of Seattle Retirees. The port is authorized to amend the benefits in this section as necessary to comply with any changes in statutory regulations, to require retirees to contribute all or a portion of the premium, and to amend or terminate governing vendor or insurance contracts at any time for any reason. *(Res. 3765, §1, 2019; Res. 3739, §4, 2017)*

G. ~~Authorization to establish Voluntary Employee Beneficiary Association (VEBA) trust~~ [to administer a health reimbursement arrangement \(HRA\) plan, and provide tax-free, defined contribution account for participants to reimburse qualified medical, dental, vision and tax qualified long-term care premiums and non-covered healthcare expenses of the participants and their qualified dependents in accordance with Port policies and applicable law.](#) *(Res. 3841, 2026)*

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SECTION 5.4. Policy Regarding Benefits Offered to Port of Seattle Commissioners.

A. Benefits contained in this section are available to port Commissioners. *(Res. 3739, §5, 2017)*

B. Healthcare. Port Commissioners shall have the same healthcare, medical, pharmacy, dental, and vision benefits choices offered to port employees.

(1) Medical and Pharmacy Benefits for Commissioners.

(a) Coverage for Commissioners. Port Commissioners are eligible to elect medical coverage effective on the first of the month following one calendar month as a Port Commissioner. They shall be eligible for healthcare coverage in such amounts and in such manner as the port has established with organizations selected to provide or administer such benefits. Commissioners who elect port-sponsored medical coverage must elect coverage via approved methods.

(b) Coverage for Commissioners' Dependents. Port Commissioners are eligible to elect medical benefits for their dependents on the first of the month following one calendar month as a port Commissioner. Coverage for dependents shall be provided by the same medical plan that the Commissioner has chosen.

(2) Vision Benefits for Commissioners.

(a) Coverage for Commissioners. Port Commissioners are eligible to elect vision coverage effective on the first of the month following one calendar month as a Port Commissioner. They shall be eligible for vision coverage in such amounts and in such manner as the port has established with organizations selected to provide or administer such benefits. Commissioners who elect port-sponsored vision coverage must elect coverage via approved methods.

(b) Coverage for Commissioners' Dependents. Port Commissioners are eligible to elect vision coverage for their dependents on the first of the month following one calendar month as a Port Commissioner. Coverage for dependents shall be provided by the same vision plan that the Commissioner has chosen.

(3) Dental Benefits for Commissioners.

(a) Coverage for Commissioners. Port Commissioners who so elect coverage shall receive these benefits effective the first of the month following one calendar month as a Port Commissioner. Dental coverage will be provided in such amounts and in such manner as the port has established with organizations providing or administering such benefits. The eligibility and other conditions of coverage are established with the organization selected by the port to provide such benefits.

(b) Coverage for Commissioners' Dependents. Port Commissioners are eligible to elect dental benefits for their dependents on the first of the month following one calendar month as a Port Commissioner. Coverage for dependents shall be provided by the same dental plan that the Commissioner has chosen.

(4) Healthcare Premiums. Commissioners will be responsible for paying a share of their healthcare premiums by payroll deduction in the same manner as non-represented employees. Commissioners are responsible for notifying the port by

an approved enrollment method of their coverage elections and eligible dependents. Any additional healthcare costs associated with a lack of notification shall be the Commissioner's responsibility.

(Res. 3752, §1, 2018; Res. 3739, §5, 2017)

C. Life Insurance. Commissioners shall be eligible to elect life insurance coverage as specified below.

- (1) For Commissioners. Port Commissioners who so elect shall have coverage under a \$50,000 basic life insurance policy and/or \$100,000 business travel accident insurance policy on a self-paid basis on the first of the month following one calendar month as a Port Commissioner subject to provisions of contracts with organizations selected by the port to provide such benefits.

For purposes of optional, self-paid basic life insurance and business travel accident insurance benefits, Port Commissioners are included in the definition of eligible employee.

- (a) For Commissioners Eligible for Retiree Life Insurance. A Commissioner is eligible for enrollment in the retiree life insurance plan if the service requirements listed in subsection (B)(1)(b) are satisfied and the Commissioner elected and was covered by the \$50,000 basic life insurance policy immediately prior to the expiration of their term as a Port Commissioner.

(Res. 3739, §5, 2017)

D. Right to Modify or Terminate Coverage. The port retains the right to modify or terminate benefits and/or to modify the cost charged to Commissioners or dependents for such coverage. *(Res. 3739, §5, 2017)*

SECTION 5.5. Policy Regarding Special Programs and Commission Notification.

The Executive Director is authorized to establish and implement voluntary separation, furlough, or other similar programs deemed necessary to benefit the financial health of the port and amend benefits provided for in this policy directive as necessary to execute the provisions of these programs. The Commission shall be notified of any amendments to benefits prior to implementation of any special programs not currently provided for in this policy directive. The Commission shall be notified of any material changes in the administrative details of the programs authorized by this policy directive before changes are implemented. *(Res. 3739, §6, 2017)*

Revision History

November 18, 2025	<u>Resolution No. 3841 changed definition for temporary assignments; modified the graded salary range structure and the executive leadership graded salary range structure. Introduced two new pay grades for non-assessed public safety leadership roles, Chief of Police, Fire Chief, Deputy Chief of Policy and Assistant Fire Chief. Included Benefit Savings Account as benefit program offered to employees and authorization to establish a Voluntary Employee Beneficiary Association Trust to be included in benefits programs offered to Retirees.</u>
November 19, 2024	Resolution No. 3831 adjusted definitions of "Seasonal Employee" and "Pay Equity," and added the definition of "Similar Work Experience." It also modified the non-represented employee graded salary range structure and the executive leadership graded salary range structure. Section 5.2.C(2)(a) was repealed in its entirety, and technical edits were made throughout the document as necessary for general clean up.
June 11, 2024	Resolution No. 3823(AM) changed definitions for 'at-will' and 'seasonal employee;' replaced grade salary range structure with non-represented employee graded salary range structure and added executive leadership graded salary range structure; changed 'job evaluation system' to 'job assessment process;' changed initial pay rates provision; removed chief of police, fire chief, deputy chief of police, and assistant fire chief from pay rates and pay ranges for non-assessed jobs; modified veteran fellows positions provision; removed reference to 'or family member's' from port paid medical leave and clarified port paid family leave. Adoption of Resolution No. 3823(AM) included a directive from the Commission through Order No. 2024-09 requiring the Executive Director to return to the Commission for approval of the second phase of the implementation of the Compensation Program.
March 12, 2024	Resolution No. 3820 added a new Section 5.1.F, Provisional Pay, and renumber the remaining section in numeric order.
November 29, 2022	Resolution No. 3807 adding new definition for 'Cost of Living Adjustments 'COLA'' and 'Pay Equity'; updating section title, striking language referring to Workplace Responsibility staff; adjusting the Graded Salary Range Structure by 4 percent and removing Grade 7 and 8; updating and/or modifying sections related to pay practices, initial

pay rates, Information and Communication Technology Stand-by Pay; adding COLA and COLA Plus; adding Multilingual Pay and Emergency Pay; updating Other Pay Adjustments provision; adding 'Washington State Paid Sick Leave' reference, and removing reference to COVID-19 Vaccination Verification Incentive Day.

November 16, 2021	Resolution No. 3795 adding new definition for 'pay rate' and modify 'probationary employee;' adjusting graded salary range structure; amending mandated benefits, paid leave, and retirement; updating flex time and alternative work arrangement provisions; and making other general technical edits to the policy directive.
June 8, 2021	Resolution No. 3790 amended the definitions of "Probationary Employee" and "Probationary Period."
November 17, 2020	Resolution 3781 added the definition of "Project-related Temporary Assignment;" amended Section 5.1.A(3) relating to the Internal Audit Director; adjusted the graded salary range structure by 2 percent; and amended Section 5.2.C(c), holidays, to add Juneteenth to the list of port holidays.
November 19, 2019	Resolution 3765 added and removed definitions in Section 2, reorganized language on the port's right to modify or terminate benefits and policy in Sections 3 and 4 and removed several cross-references. In Section 5.1, salary ranges were updated and language about the job evaluation system was clarified. New provisions for paid medical and family leave were created in Section 5.2(C).
November 27, 2018	Resolution 3752 revised definitions of "at-will" and "probationary period"; updated the title of External Relations Senior Director; clarified administrative and functional reporting of the Internal Audit Director; revised the graded salary range structure; added a floating personal day to the port's holiday schedule; provided for separate medical, dental, pharmacy, and vision benefits; and repealed medical benefits for retirees and their dependents. A new exhibit listing port job titles by salary range was provided at this time also.
November 28, 2017	Resolution 3739 restated the salary and benefits program for the Port of Seattle for 2018. It provided no expiration date, thereby effectively establishing the first non-expiring Salary and Benefits Policy Directive of the Port of Seattle.

Item Number: 8i supp
Meeting Date: November 18, 2025

Introduction – Resolution 2026 Salary and Benefits Resolution

November 11, 2025



Topics

- Background of the Salary and Benefits Process
- Recommend Updates and Changes

Salary & Benefits Resolution Background

What is the resolution, what does it do

- The Salary and Benefits Resolution is the Port Commission's authorization to revise the pay and benefits programs that are part of the Port's overall Total Rewards package for non-represented employees.
- RCW 53.08.170 requires Port Commission to authorize pay and benefits for non-represented employees by resolution.

Recommended Changes for 2026

Policy Establishing Jobs, Pay Grades, Graded Pay Range Structure, and Pay Rates

- The Non-Represented and Executive Graded Salary Range Structures will have an overall increase of 3.48%.

Recommended Changes for 2026

Proposed 2026 Non-Represented Graded Salary Range Structure

Grade	Hourly			Annual		
	Minimum	Market Reference Point	Maximum	Minimum	Market Reference Point	Maximum
50	\$21.95	\$23.89	\$29.70	\$45,672	\$49,702	\$61,792
51	\$24.15	\$26.28	\$32.67	\$50,240	\$54,673	\$67,971
52	\$26.56	\$28.91	\$35.94	\$55,263	\$60,141	\$74,768
53	\$29.22	\$31.80	\$39.54	\$60,790	\$66,154	\$82,246
54	\$32.14	\$34.98	\$43.49	\$66,869	\$72,769	\$90,469
55	\$35.36	\$38.48	\$47.84	\$73,556	\$80,046	\$99,516
56	\$38.89	\$42.33	\$52.62	\$80,911	\$88,050	\$109,468
57	\$42.78	\$46.56	\$57.89	\$89,002	\$96,855	\$120,415
58	\$47.06	\$51.22	\$63.68	\$97,902	\$106,541	\$132,455
59	\$51.77	\$56.34	\$70.04	\$107,693	\$117,195	\$145,702
60	\$56.95	\$61.97	\$77.05	\$118,462	\$128,914	\$160,272
61	\$62.64	\$68.17	\$84.75	\$130,307	\$141,806	\$176,299
62	\$68.91	\$74.99	\$93.23	\$143,338	\$155,986	\$193,930
63	\$75.80	\$82.49	\$102.55	\$157,674	\$171,585	\$213,322
64	\$83.38	\$90.74	\$112.81	\$173,441	\$188,743	\$234,654
65	\$91.72	\$99.81	\$124.09	\$190,784	\$207,618	\$258,119
66	\$100.89	\$109.79	\$136.50	\$209,863	\$228,380	\$283,932
67	\$110.98	\$120.77	\$150.15	\$230,848	\$251,217	\$312,324
68	\$122.08	\$132.85	\$165.17	\$253,933	\$276,339	\$343,557
69	\$134.29	\$146.14	\$181.68	\$279,327	\$303,974	\$377,913
70	\$147.72	\$160.75	\$199.85	\$307,260	\$334,371	\$415,704

Recommended Changes for 2026

Executive Leadership

Proposed 2026 Non-Represented Graded Salary Range Structure

Grade	Hourly			Annual		
	Minimum	Market Reference Point	Maximum	Minimum	Market Reference Point	Maximum
101	\$96.73	\$105.19	\$130.59	\$201,210	\$218,815	\$271,632
102	\$106.40	\$115.71	\$143.65	\$221,329	\$240,697	\$298,796
103	\$117.04	\$127.29	\$158.01	\$243,463	\$264,767	\$328,675
104	\$128.75	\$140.02	\$173.81	\$267,810	\$291,242	\$361,543
105	\$141.62	\$154.02	\$191.20	\$294,590	\$320,367	\$397,697
106	\$155.79	\$169.42	\$210.32	\$324,049	\$352,403	\$437,467
107	\$171.37	\$186.36	\$231.35	\$356,454	\$387,644	\$481,213

Recommended Changes for 2026

Policy Establishing Jobs, Pay Grades, Graded Pay Range Structure, and Pay Rates

- Introduce two new, separate pay grades and ranges as Non-Assessed Jobs for Public Safety leadership roles.
 - Deputy Chief of Police/Assistant Fire Chief
 - Chief of Police/Fire Chief
- Ranges set at 110% of base pay rate for direct report roles.

Proposed 2026 Graded Salary Range Structure Assistant/Deputy Chief, Chief						
Grade	Hourly			Annual		
	Minimum	Market Reference Point	Maximum	Minimum	Market Reference Point	Maximum
Deputy/ Assistant	\$107.95	\$120.86	\$133.76	\$224,543	\$251,390	\$278,237
Chief	\$118.74	\$132.94	\$147.14	\$246,997	\$276,529	\$306,061

Recommended Changes for 2026

Definitions

- “Temporary assignment” definition adjusted to remove the six-month limit to temporary assignment extensions. Extensions will continue to require Human Resources approval.

Policy Regarding Benefits Programs

- Include Benefit Savings Accounts as established benefit programs.
- Authorization to establish a Voluntary Employee Benefit Associate (VEBA) trust.

Estimated Cost

Introduction of new Graded Salary Range Structure

- The current estimate impacts 15 employees, approximately costing \$32,911.43, whose current salary falls below the new grade salary minimum.

Introduction of new grades and salary ranges for Police and Fire

- Currently there are 3 Deputy Chief of Police and 2 Assistant Fire Chief. Each will receive a pay adjustment based on the new pay policy to set pay within the new pay range and will cost \$127,111.

Questions?

**COMMISSION
AGENDA MEMORANDUM**

Item No. 10a

ACTION ITEM

Date of Meeting November 18, 2025

DATE: November 1, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Chris Wimsatt, Chief Financial Officer
Michael Tong, Director, Corporate Budget

SUBJECT: Resolution No. 3839, Adopting the Final Budget of the Port of Seattle for the Year 2026

ACTION REQUESTED

Request Adoption of Resolution No. 3839: A resolution of the Port Commission of the Port of Seattle adopting the final budget of the Port of Seattle for the year 2026; making, determining, and deciding the amount of taxes to be levied upon the current assessment roll; providing payment of bond redemptions and interest, cost of future capital improvements and acquisitions, and for such general purposes allowed by law which the Port deems necessary; and directing the King County Council as to the specific sums to be levied on all of the assessed properties of the Port of Seattle District in the Year 2026.

EXECUTIVE SUMMARY

The 2026 business and budget planning process began in May. In the past few months, staff conducted budget work sessions, provided briefings to the Commission on budget process, key budget assumptions, SWOT analysis and budget development overview, preliminary operating budget, and preliminary capital budget. The preliminary 2026 Budget document was provided to the Commission and made available to the public on October 21, 2025.

Staff recommends the following final budget process:

- November 18, 2025 – Adoption of Resolution No. 3839 and Resolution No. 3840
- November 26, 2024 – Submittal of the 2026 Final Statutory Budget to the King County Council and Assessor’s Office.
- December 5, 2025 – Release of the final 2026 Budget and Draft Plan of Finance document to the public.

ADDITIONAL BACKGROUND

The budget process includes planning, setting up and testing new budget modules in the budget system, budget user training, department strategic and business planning, publishing budget guidelines, establishing budget targets, entering budget data into the system, running budget allocations and budget reports, conducting department and division reviews, executive reviews

Meeting Date: November 18, 2025

and Commission reviews, preparing and publishing the preliminary budget document, a public hearing, adoption of the final budget, filing the statutory budget with the King County Council and Assessor's Office, and the preparation and release of the final budget document.

Prior to the Introduction and public hearing of the preliminary 2026 Budget on November 11, 2025, staff has provided 8 briefings to the Commission. The preliminary 2026 Budget was provided to the Port Commission and made available to the general public on October 21, 2025. An announcement of the preliminary budget and public hearing was made in the Daily Journal of Commerce newspaper on October 30, 2025 and November 6, 2025.

After the public hearing and Commission adoption of a final plan, the statutory budget will be filed with the King County Council and King County Assessor, as required by law. The final 2026 Budget and Draft Plan of Finance will be released to the public by December 5, 2025.

ATTACHMENTS TO THIS REQUEST

- (1) Draft Resolution No. 3839
- (2) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

November 11, 2025 – Introduction of 2026 Budget and Public Hearing
October 28, 2025 – 2026 Tax Levy and Draft Plan of Finance for 2026-2030 Briefing
October 28, 2025 – Aviation Division CIP Budget Briefing
October 14, 2025 (PM) –Maritime and Economic Development Division Operating and CIP Budgets Briefing
October 14, 2025 (AM) – Aviation Division Operating Budget Briefing
September 23, 2025 – 2026 Central Services Preliminary Budget and Portwide Rollup Briefing
July 8, 2025 – 2026 Budget Development Briefing
June 17, 2025 – Commission Budget Retreat

PORT OF SEATTLE RESOLUTION NO. 3839

A RESOLUTION of the Port Commission of the Port of Seattle adopting the final budget of the Port of Seattle for the year 2026; making, determining, and deciding the amount of taxes to be levied upon the current assessment roll; providing payment of bond redemptions and interest, cost of future capital improvements and acquisitions, and for such general purposes allowed by law which the Port deems necessary; and directing the King County Council as to the specific sums to be levied on all of the assessed properties of the Port of Seattle District in the Year 2026.

WHEREAS, the Port of Seattle in the Century Agenda commits 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 Port of Seattle's Century Agenda outlined goals of meeting current demand as a business gateway and tourism hub for the region, and further expressed the need to anticipate future growth of the region and to prepare for the ensuing demand for cruise, maritime, and aviation all for the economic benefit of the region; and

WHEREAS, the Port of Seattle Commission is committed to the responsible stewardship of public tax revenue, financial transparency, and an open budget process; and

WHEREAS, the Port of Seattle and its Commission are committed to making strategic investments necessary to promote a thriving maritime and industrial economy and recognize that increasing pressure on industrial lands and freight corridors in the region threatens the viability of this sector; and

WHEREAS, the long-term viability of the maritime and industrial sector is dependent on a robust and well-trained workforce and the sector is facing both an aging workforce and a limited influx of trained younger workers to replace those approaching retirement and the need to strengthen training and pathways into the sector; and

WHEREAS, the Port of Seattle Commission is committed to reducing our carbon footprint by investing in solutions to become the "greenest" and most efficient port in the nation and we are further committed to assisting and incentivizing those we do business in order to reach these goals; and

WHEREAS, the Port of Seattle Commission has determined that the mission of the Port is to create good jobs in the region by advancing trade and commerce, promoting manufacturing and maritime growth, and stimulating economic development; and

WHEREAS, the Port of Seattle Commission, on the 21st day of October, 2025, published the preliminary 2026 Budget of the Port of Seattle on the Port of Seattle website and, on the 23rd day of October, 2025, made hard copies available to the public; and on the 30th of October and 6th of November, 2025, published the Notices of the public hearing of the preliminary 2026 Budget to consider adoption of a final budget, with public hearing to be heard on the 11th day of November, 2025, when taxpayers might appear and present objections to the preliminary 2026 Budget; and

WHEREAS, a public hearing on the preliminary 2026 Budget was held in-person in the Port Commission Chambers, pursuant to notice duly given, in the City of Seattle, County of King, State of Washington, on the 11th of November, 2025, at 12 p.m.; and

WHEREAS, all parties present at said hearing would be afforded a full opportunity to present objections to the preliminary 2026 Budget, and the Port Commission being duly advised in the premises; and

WHEREAS, the King County Assessor notified the Commissioners of the Port of Seattle on the 2nd day of October, 2025, that the preliminary regular levy assessed value of the property lying within the boundaries of the Port of Seattle district ("Port District") for the year 2025 is \$903,668,185,867 (after omitted assessments); and

WHEREAS, the King County Assessor notified the Commissioners of the Port of Seattle on the 2nd day of October, 2025, that the preliminary maximum allowable levy is \$120,240,072, including \$413,783 levy for prior year refunds, and the Port intends to retain this levy capacity; and

WHEREAS, the Port has outstanding General Obligation bonds due in 2026 and has a General Obligation line of credit, for the payment of the principal and interest on such indebtedness in 2026 the entire amount of the levy is required to be available to the Port.

NOW, THEREFORE, BE IT RESOLVED by the Port Commission of the Port of Seattle that the preliminary 2026 Budget, as updated and amended at the November 11, 2025, Port Commission hearing, and as may have been further amended by the Port Commission on this 18th of November 2025, is hereby adopted as the final budget of the Port of Seattle for the Year 2026. Said final budget includes the statutory budget required under RCW 53.35.040. The final budget shall be made available to the public on the Port of Seattle website.

BE IT FURTHER RESOLVED that the amount of taxes to be levied by the Port of Seattle on the current assessment rolls to provide for payment of bond redemption and interest on the Port of Seattle General Obligation Bonds and line of credit, if any, and, as available, for future expenditures for acquisitions and capital improvements and for such general purposes allowed by law which the Port deems necessary be set and deposited is still pending commission approval.

BE IT FURTHER RESOLVED that the King County Council, State of Washington, be notified that the specific sum herein mentioned being a total of \$90,180,054 is necessary to be raised by taxation to meet the payment of bond redemption and interest on Port of Seattle General Obligation Bonds and line of credit, if any, of future expenditures for acquisitions and capital improvements, and of costs for such general purposes allowed by law which the Port deems necessary, as set forth for the period January 1, 2026, and thereafter; that said King County Council be respectfully requested to make a levy in said amount for the aforesaid purposes.

BE IT FURTHER RESOLVED that the above is a true and complete listing of levies for the Port District for collection in the year 2026 and they are within the maximums established by law.

ADOPTED by the Port Commission of the Port of Seattle at a duly noticed meeting held this 18th day of November, 2025, and duly authenticated in open session by the signatures of the Commissioners voting in favor thereof and the seal of the Commission.

Port Commission

Item No. [10a supp](#)
Date of Meeting: [November 18, 2025](#)



Adoption of the 2026 Budget

Date: November 18, 2025





Outline

- 2026 Operating Budget Highlights
- 2026-2030 Capital Plan
- 2026 Sources and Uses of Funds
- 2026 Proposed Tax Levy
- Remaining 2026 Budget Schedule

2026 Operating Budget Highlights

(\$ in '000s)	Notes	2023	2024	2025	2026	Inc/(Dec)	
		Actual	Actual	Budget	Proposed Budget	Change from 2025	
						\$	%
Operating Revenues		969,281	1,043,549	1,119,593	1,158,895	39,302	3.5%
Lease Interest Income		-	-	-	24,791	24,791	0.0%
Total Operating Rev plus Lease Interest Income		969,281	1,043,549	1,119,593	1,183,686	64,093	5.7%
O&M Expenses w/o Pension Credit		579,607	675,431	678,288	731,141	52,853	7.8%
DRS Pension Credit		(28,709)	(22,790)	-	-	-	0.0%
O&M Expenses with Pension Credit		550,899	652,642	678,288	731,141	52,853	7.8%
Lease Interest Expense		98	74	17	7,915	7,898	46899.4%
SBITA Interest Expense		578	932	412	606	194	47.0%
Total Operating Exp plus Lease Interest Exp		551,575	653,648	678,717	739,662	60,945	9.0%
Net Operating Income (with Pension Credit)		418,382	390,907	441,305	427,754	(13,551)	-3.1%

- Operating revenues plus Lease Interest Income up 5.7% to \$1,184 million from 2025 Budget
- Operating expenses plus Lease & SBITA Interest Expenses up 9.0% to \$740 million from 2025 Budget
- Net Operating Income down -3.1% to \$428 million from 2025 Budget

2026 Community Programs

\$21.5 million is being invested in 13 programs supporting equitable economic opportunities throughout the region and healthy communities and environment.



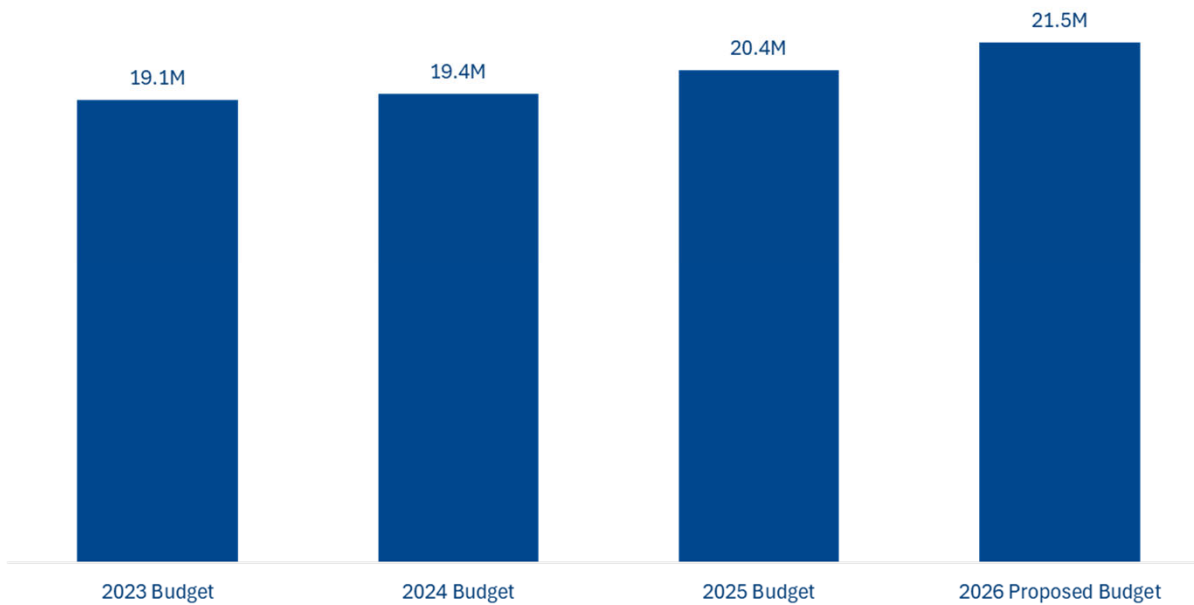
- Diversity in Contracting and DBE/WMBE Training
- Equity, Diversity and Inclusion
- City of SeaTac Community Relief

- Airport Employment Center
- Internship program
- Maritime High School
- Maritime Workforce Investments
- Construction Trades Pre-Apprenticeship Training and support

- South King and Port Communities Fund
- Duwamish Valley Community Equity Program
- Friends of the Waterfront

- Economic Development Partnership Program
- Tourism Marketing Support Program
- Community Advertising Program

Port Community Programs



* Detailed list included in the Appendix.

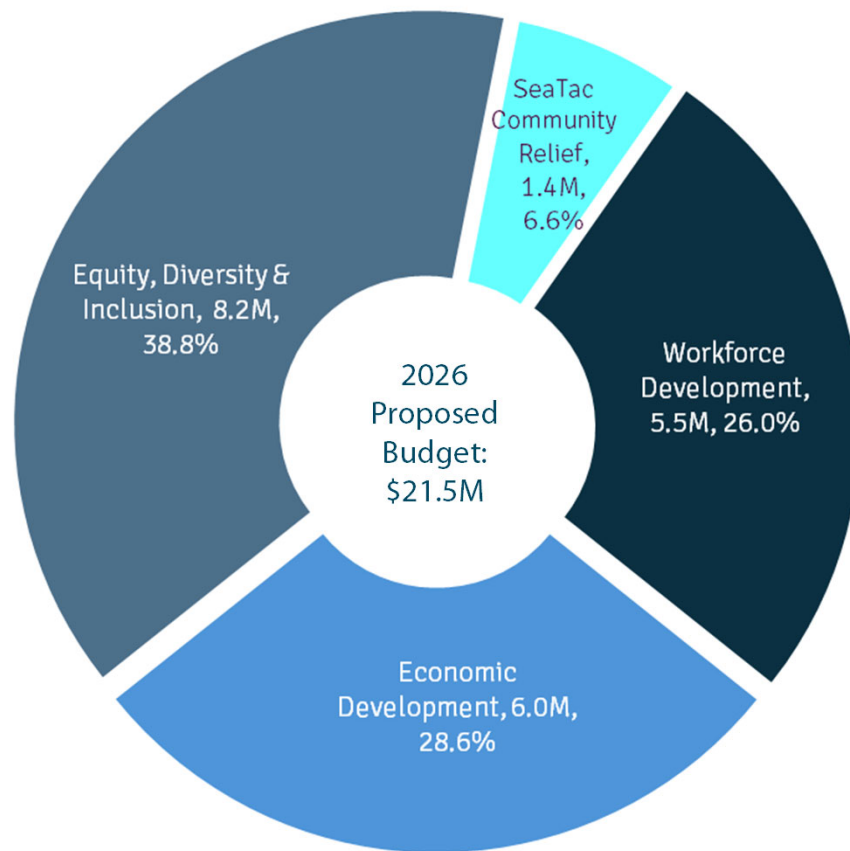
Maritime High School



South King County Partners meeting



2026 Port Community Program Funding by Activity



Economic Development

- Diversity in Contracting - \$2.5M
- Tourism Marketing Support - \$2.1M
- EDD Partnership Grants - \$950K
- Spotlight Advertising - \$518K
- Maritime Blue - \$180K

Workforce Development

- Workforce Development Department - \$5.0M
- High School Interns - \$523K

Equity, Diversity & Inclusion

- South King and Port Communities Fund - \$2.2M
- OEDI Department - \$2.5M
- Friends of the Waterfront - \$2.0M
- Staff Costs supporting DVCEP & SKCCIF - \$848K
- Duwamish Community Equity program (DVCEP) - \$617K

SeaTac Community Relief

- \$1.4M

* Detailed list included in the Appendix.

2026-2030 CIP Summary

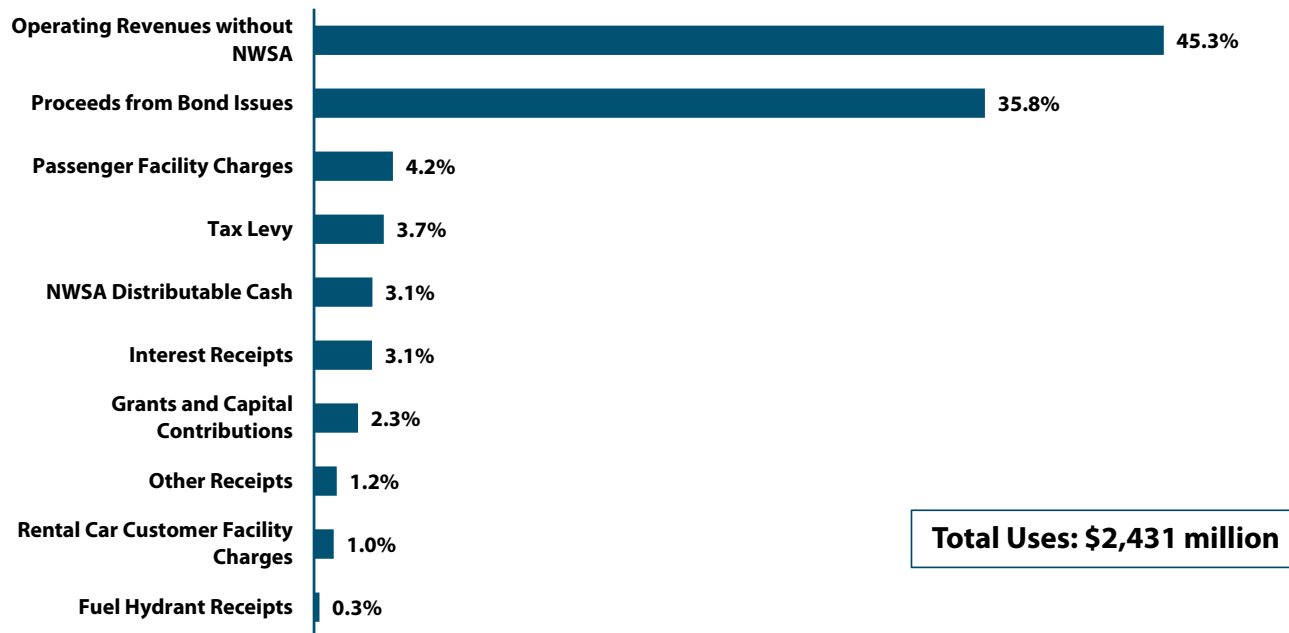
(\$ in 000's)	Notes	2026 Budget	2026-2030 CIP	% of 2026 Total Committed
Committed Capital Projects	1)			
Aviation Division		\$ 931,831	\$ 3,143,039	89.4%
Maritime Division		99,067	401,097	9.5%
Central Services		10,536	29,690	1.0%
Other		1,096	26,708	0.1%
Total Committed		\$ 1,042,530	\$ 3,600,534	100.0%
Business Plan Prospective Projects		\$ 66,783	\$ 799,361	
CIP Cashflow Adjustment Reserve		\$ (176,381)	\$ 0	
Total CIP		\$ 932,933	\$ 4,399,895	

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Notes:

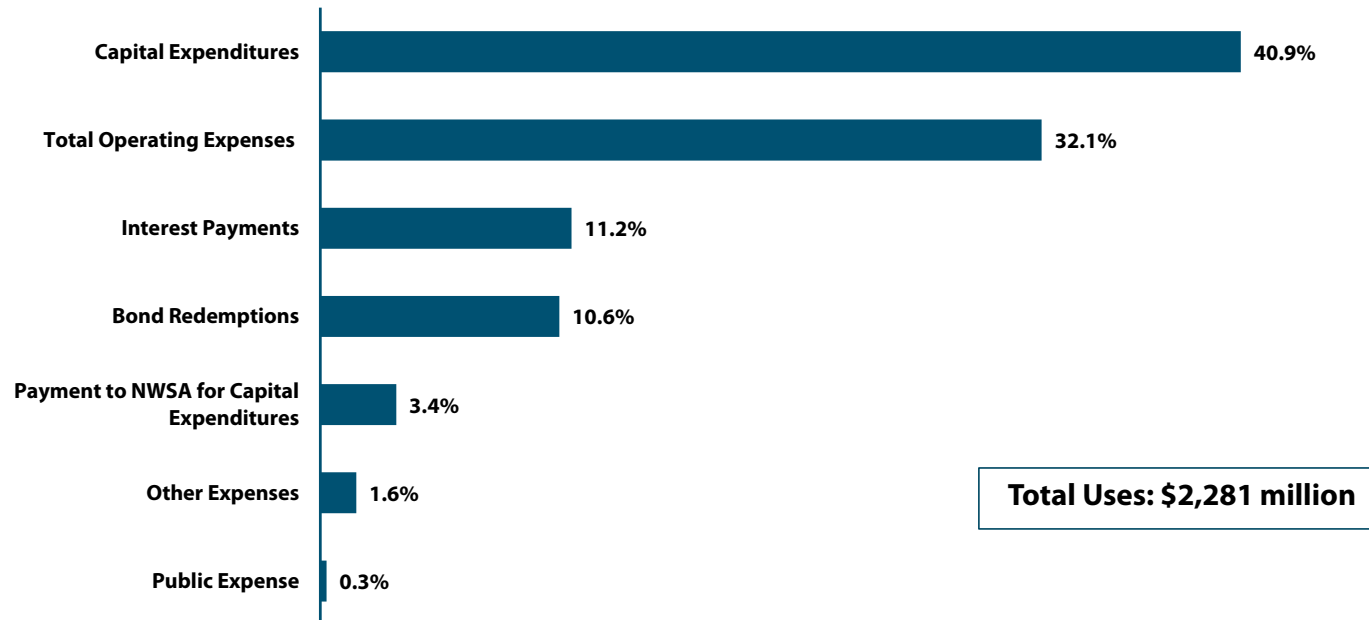
1) Includes the Stormwater Utility and NWSA Joint Venture

2026 Sources of Funds



- 45.3% of funding sources comes from operating revenues w/o NWSA
- 35.8% of funding sources comes from bond proceeds
- The tax levy makes up 3.7% of total funding sources in 2026

2026 Uses of Funds



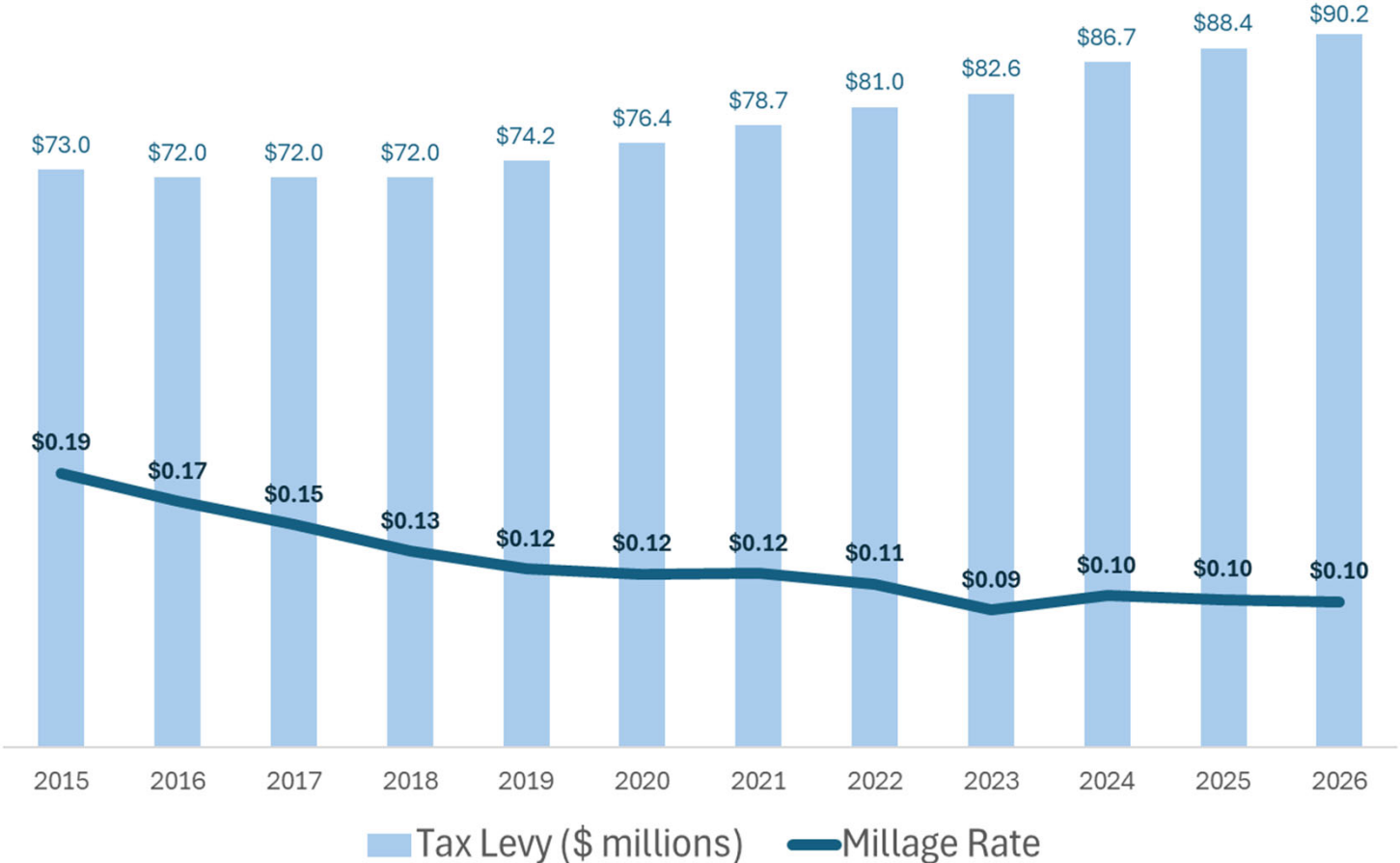
- Plan to spend about 40.9% of total funds on capital projects in 2026
- 32.1% of total expenditures on operating expenses

Tax Levy Summary

- Levy amount is approved annually by the Commission
- Levy can be leveraged by issuing General Obligation (G.O.) bonds
- Current Levy uses:
 - G.O. bond debt service
 - Environmental remediation and sustainability
 - Regional transportation mobility
 - Community: equity, workforce, economic development
 - Investments in seaport infrastructure
- The Port may approve a levy amount up to the maximum allowable within statutory limits (\$120.2 million in 2026)
- 2026 levy proposed to be \$90.2 million



2015-2026 Tax Levy & Millage Rate ⁽¹⁾



Taxpayer Impact

	2025	2026 preliminary
Tax Levy (\$ million)	88.4	90.2
Estimated millage rate (\$/1000)	0.1012	0.1000
Median home value (\$) ⁽¹⁾⁽²⁾	844,000	850,000
Estimated median home Port tax (\$)	\$85	\$85

(1) 2025 per King County; 2026 data is not yet available
 (2) 2024 median assessed value was \$761,000

- The Port’s levy increases by 2.0% in 2026; preliminary assessed valuation for 2026 is ~\$904 billion (increase of 3.5%) thus the millage rate decreased slightly
- The Port’s levy was approximately 1.1% of total property taxes levied in King County in 2025



Remaining 2026 Budget Schedule

- Adoption of 2026 Budget Nov. 18, 2025
- File the Statutory Budget with King County Nov. 26, 2025
- Release the 2026 Final Budget Document Dec. 5, 2025

Appendix



Commission 2026 Budget Priorities (Aviation)

Investments in SEA Moves – Per Commission Order 2024-13 To implement an external-facing SEA employee transportation resource and benefits program by forming a Transportation Management Association (TMA). \$500K will be funded by Tax Levy. (SEA)

\$25K for Connector/Offsite Check-in Feasibility Study – Feasibility study to explore a landside bus service/offsite security check-in opportunity between Seattle-Tacoma International Airport and Paine Field.



Commission 2026 Budget Priorities (Maritime)

\$400K for Propeller Siting – One propeller to be installed; assessing location of second ferry propeller.

\$30K Sea Lion Mitigation – Seeking new & innovative ways to address this difficult challenge.

\$12K ORCA Kiosks – To install an interpretive kiosk to educate public at Shilshole Bay Marina regarding whale sightings.



Commission 2026 Budget Priorities (EDD)

\$150K Business & Economic Development Plan – To develop a comprehensive business strategy and tactical action plan for business and economic development.

\$100K Shipbuilding Readiness – To conduct a comprehensive landscape analysis of workforce readiness, industry scalability, regulatory impacts, energy needs, and competitiveness, with the goal of becoming a "shipbuilding ready" center by 2026.

\$100K SAF (Sustainable Aviation Fuels) – Invest in Cascadia Sustainable Aviation Institute as an active member of the board. Co-sponsor with Environmental & Sustainability Dept.

State of WA Rural Tourism Support Program (RTS) – Develop a new program in 2026 that launches with funding in 2027 that continues to focus on sustainable rural tourism development. New grant program to start in 2027.

Rewriting the Map for Equitable Tourism (RMET) Program Engaging historically redlined communities in tourism opportunities ahead of FIFA. (included in Existing Programming)

Economic Development Strategic Planning Align economic development objectives to real estate strategy update.



Commission 2026 Budget Priorities (Central Services)

Maritime Workforce Investments (formerly Youth Maritime Career Launch Program) – To provide career opportunities for youths in the Maritime industry.

Duwamish Valley Community Equity Program – To support green jobs, and programs that promote community-port collaboration.

\$200K Strengthen ESOL Pathway – Increase access to classes for English language learners to support them in workforce development programs that require English language fluency.

\$100K for Language Access Program – To increase language access for speakers with limited English proficiency.

\$100K for I-BEST Pilot Development/Partnership – Pilot program to invest in Basic Education and Skills Training.



Commission 2026 Budget Priorities (Central Services)

\$100K Maritime High School – To support curricula focused on Port-related industries, including maritime and green jobs.

\$88K for Anti-Human Trafficking – To complete the Port's 3-year anti-human trafficking campaign efforts. The airport's share of the Port-wide costs is \$38K. Maritime and Corporate's share is \$25K each.

\$50K CorePlus – To support the pilot program in near-port and tribal schools managed by Muckleshoot and Suquamish Tribes.

\$50K IMO Mentorship Program – To support exploration of programs that move toward decarbonization.

\$32K Port U: Port 101 Adult Education Series – To increase awareness of Port programs, initiatives, and facilities.



2026 Budget Process Recap

Jun 26	Commission Budget Retreat
Jul 23	2026 Budget Development Briefing
Sept 23	2026 Central Services Operating and Capital Budgets Briefing and Port Wide Rollup
Oct 14	2026 Aviation Division Operating Budget Briefing
Oct 14	2026 Maritime and EDD Operating and Capital Budgets Briefing
Oct 21	Preliminary 2026 Budget Document provided to the Commission
Oct 21	Preliminary 2026 Budget Document released to the public
Oct 28	2026 Aviation Division Capital Budget Briefing
Oct 28	Tax Levy & Draft Plan of Finance Commission Briefing
Nov 11	Introduction & Public Hearing of the Preliminary 2026 Budget
Nov 18	Adoption of the 2026 Budget
Nov 26	File the 2026 Statutory Budget with King County
Dec 5	Release the 2026 Final Budget and Draft Plan of Finance

2026 Business Activity Forecasts

Aviation Division:

- Passenger volumes for 2026 projected to be 54.1M, 1.7% higher than 2025 forecast
- Long-term focus on capital planning and projects

Maritime Division:

- Cruise forecasts a record 330 vessel sailings with over 2.0 million passengers and 102% occupancy rate
- Grain volume budgeted at 3.2 million metric tons, a 9.3% decrease from the 2025 budget

Economic Development Division:

- Commercial Properties target 90% occupancy rate at the end of 2026

2026 Proposed Community Programs

Program (in \$000)	2023 Budget	2024 Budget	2025 Budget	2026 Proposed Budget	2026 Funded by the levy	% of the 2026 Budget Funded by the levy
1) Energy & Sustainability Fund	120	-	-	-	-	0.0%
2) Airport Community Ecology (ACE) Fund	40	40	40	-	-	0.0%
3) South King and Port Communities Fund	2,214	2,214	2,205	2,195	2,195	100.0%
4) Duwamish Valley Community Equity Program	462	471	619	617	617	100.0%
5) EDD Partnership Grants	850	950	950	950	950	100.0%
6) Tourism Marketing Support Program	1,830	1,875	2,154	2,134	920	43.1%
7) Airport Spotlight Ad Program*	466	466	518	518	518	100.0%
8) City of SeaTac Community Relief*	1,400	1,400	1,400	1,400	1,400	100.0%
9) Maritime Blue (formerly Maritime Innovation Center)	150	175	175	180	180	100.0%
10) Workforce Development	5,186	5,077	4,976	4,972	3,827	77.0%
a. Maritime Workforce Investments (formerly YMCL) ¹	1,000	900	750	670	670	100.0%
b. Airport Employment Center	1,517	1,517	1,517	1,653	507	30.7%
11) High School Internship Program	457	486	520	523	290	55.4%
12) Diversity in Contracting ²	2,299	2,304	2,356	2,463	300	12.2%
a. Small Bus. Accelerator under SKCCIF ²	250	250	260	250	250	100.0%
b. DBE/ACDBE/WMBE Training Consultants & Outreach	50	50	50	50	50	100.0%
13) Equity, Diversity & Inclusion	1,767	2,065	2,459	2,540	230	9.1%
Sustainable Aviation Fuels & Air Emissions Program	100	-	-	-	-	0.0%
Carbon Initiative	150	150	300	-	-	0.0%
Community Biz Connector (Regional Small Biz Partnerships)	350	380	380	-	-	0.0%
Public Market Study	100	-	-	-	-	0.0%
14) Seattle Aquarium Partnership	1,000	1,000	-	400	400	100.0%
Green Economy			50	-	-	0%
15) Friends of the waterfront			750	2,000	2,000	100%
Sub Total	18,691	18,803	19,591	20,642	13,577	66%
Payroll charged to the Levy ³	433	589	781	848	848	100%
Grand Total	19,124	19,392	20,372	21,491	14,426	67%

Notes:

1 Maritime Workforce Investments (formerly YMCL) budget rolls up to Workforce Development total (item 10).

2 \$250K Small Business Accelerator under DIC is included in DIC total (Item 12) and SKCCIF (item 3).

3 2026 Payroll only for CPO & Ext. Rel. Other payroll from HS Interns, WFD, EDI are included in the individual items above.

* Non-Operating Accounts

Community Programs Funded by Tax Levy

Program (in \$000)	2023 Budget Funded by the levy	2024 Budget Funded by the levy	2025 Funded by the levy	2026 Funded by the levy	Inc/(Dec) from 2025 Approved Budget	
					\$ Change	% Change
1) South King and Port Communities Fund	2,214	2,214	2,205	2,195	(10)	-0.5%
2) Duwamish Valley Community Equity Program	462	471	619	617	(2)	-0.4%
3) EDD Partnership Grants	850	950	950	950	-	N/A
4) City of SeaTac Community Relief*	1,400	1,400	1,400	1,400	-	N/A
5) Maritime Blue (formerly Maritime Innovation Center)	150	175	175	180	5	2.8%
6) Workforce Development	3,785	3,863	3,762	3,827	66	1.7%
a. Youth Career Launch Program (formerly OYI) ¹	1,000	900	750	670	(80)	-11.9%
b. Airport Employment Center	303	303	303	507	204	40.2%
7) High School Internship Program	252	259	280	290	10	3.5%
8) Diversity in Contracting ²	300	300	310	300	(10)	-3.3%
a. Small Bus. Accelerator under SKCCIF ²	250	250	260	250	(10)	-4.0%
b. DBE/ACDBE/WMBE Training Consultants & Outreach	50	50	50	50	-	N/A
9) Equity, Diversity & Inclusion	138	203	226	230	4	1.9%
10) Seattle Aquarium Partnership	1,000	1,000	-	400	400	100.0%
11) Friends of the waterfront			750	2,000	1,250	62.5%
12) Other	1,108	806	1,608	1,438	(170)	-11.8%
Total	11,760	11,772	12,404	13,577	1,173	8.6%
Payroll charged to the Levy ³	433	580	781	848	67	7.9%
Grand Total	12,193	12,352	13,185	14,426	1,240	8.6%

Notes:

1 Maritime Workforce Investments (formerly YMCL) budget rolls up to Workforce Development total (item 6).

2 \$250K Small Business Accelerator under DIC is included in DIC total (Item 5) and SKCCIF (item 3).

3 2026 Payroll only for CPO & Ext. Rel. Other payroll from HS Interns, WFD, EDI are included in the individual items above.

* Non-Operating Accounts

2026 Operating Budget for Aviation

(\$ in '000s)	2023	2024	2025	2026	Inc/(Dec)	
	Actual	Actual	Budget	Proposed Budget	Change from 2025	
					\$	%
Operating Revenues						
Aeronautical	479,697	520,942	563,836	617,786	53,950	9.6%
Airport Non-Aero Revenues	326,592	348,212	372,280	367,381	(4,899)	-1.3%
Total	806,289	869,154	936,117	985,167	49,050	5.2%
Lease Interest Income	-	-	-	9,872	9,872	0.0%
Total Operating Rev plus Lease Interest Income	806,289	869,154	936,117	995,039	58,922	6.3%
O&M Expenses w/o Pension Credit	469,263	548,405	553,222	588,135	34,913	6.3%
DRS Pension Credit	(23,572)	(18,577)	-	-	-	0.0%
O&M Expenses with Pension Credit	445,691	529,828	553,222	588,135	34,913	6.3%
Lease Interest Expense	4	8	-	7,897	7,897	0.0%
SBITA Interest Expense	384	352	254	203	(51)	-19.9%
Total Operating Exp plus Lease Interest Exp	446,079	530,187	553,476	596,235	42,759	7.7%
Net Operating Income (with Pension Credit)	360,598	339,326	382,895	397,032	14,138	3.7%

2026 Operating Budget for Seaport

(\$ in '000s)	2023	2024	2025	2026	Inc/(Dec)	
	Actual	Actual	Budget	Proposed Budget	Change from 2025	
					\$	%
Operating Revenues						
Maritime	99,648	106,811	118,111	110,425	(7,686)	-6.5%
Economic Development	(24)	8	3	16	13	423.8%
NWSA/Joint Venture	57,636	61,406	56,920	56,972	52	0.1%
Stormwater Utility/ELIM	5,192	5,635	8,260	6,057	(2,203)	-26.7%
Central Services	539	534	183	259	76	41.3%
Total	162,991	174,395	183,476	173,728	(9,749)	-5.3%
Lease Interest Income	-	-	-	14,919	14,919	0.0%
Total Operating Rev plus Lease Interest Income	162,991	174,395	183,476	188,647	5,170	2.8%
Operating Expenses						
Maritime	93,596	101,991	103,748	115,962	12,214	11.8%
Economic Development	3,351	2,951	3,890	3,344	(546)	-14.0%
Joint Venture	3,466	2,354	1,763	5,154	3,391	192.3%
Stormwater Utility/ELIM	4,726	5,953	5,574	5,661	88	1.6%
Central Services	5,205	13,777	10,092	12,885	2,793	27.7%
O&M Expenses w/o Pension Credit	110,345	127,026	125,067	143,007	17,940	14.3%
DRS Pension Credit	(5,137)	(4,212)	-	-	-	0.0%
O&M Expenses with Pension Credit	105,208	122,814	125,067	143,007	17,940	14.3%
Lease Interest Expense	95	67	17	18	1	5.8%
SBITA Interest Expense	194	580	158	402	244	154.7%
Total Operating Exp plus Lease Interest Exp	105,496	123,460	125,241	143,427	18,185	14.5%
Net Operating Income (with Pension Credit)	57,784	51,581	58,410	30,721	(27,689)	-47.4%

2026 Comprehensive Budget

(Combined Operating & Non-Operating Items)

(\$ in 000s)	2023	2024	2025	2026	Inc/(Dec)		Explanations
	Actual	Actual	Budget	Proposed Budget	Change from 2025		
					\$	%	
Revenues							
1. Operating Revenues	969,281	1,043,549	1,119,593	1,158,895	39,302	3.5%	Higher operating revenues from each division
2. Tax Levy	82,313	85,885	88,390	90,180	1,790	2.0%	Proposed a 2.0% increase in 2026
3. Passenger Facilities Charges	95,681	99,364	100,944	102,054	1,110	1.1%	Higher enplanements than 2025 budget
4. Customer Facilities Charges	24,657	24,896	25,057	25,327	270	1.1%	Slightly increase from 2025 budget
5. Fuel Hydrant	6,681	6,389	6,985	6,986	1	0.0%	
6. Non-Capital Grants and Donations	19,192	3,491	4,884	2,209	(2,675)	-54.8%	Lower Non-Capital Federal Grant in 2026
7. Capital Contributions	36,309	94,282	53,329	54,699	1,369	2.6%	Higher Capital Federal Grant in 2026
8. Interest Income	94,541	81,374	72,631	74,857	2,226	3.1%	Higher interest rates and fund balance in 2026
9. Lease Interest Income	-	-	-	24,791	24,791	0.0%	Due to new GASB 87
Total	1,328,655	1,439,231	1,471,812	1,539,997	68,185	4.6%	
Expenses							
1. Operating Expenses	550,899	652,642	678,288	731,141	52,853	7.8%	Higher operating expenses from each division
2. Depreciation	256,740	277,917	267,028	308,165	41,137	15.4%	More new assets coming to service
3. Revenue Bond Interest Expense	146,686	150,434	182,905	210,147	27,242	14.9%	New bond issuances in 2026
4. GO Bond Interest Expense	10,162	14,365	15,323	17,309	1,986	13.0%	Higher Debt Insurance Costs in 2026
5. Non-Op Environmental Expense	10,056	3,072	14,800	14,800	-	0.0%	
6. Public Expense	20,869	11,150	7,597	6,263	(1,334)	-17.6%	Lower Public Expenses in 2026
7. Other Non-Op Rev/Expenses	944	13,425	(18,295)	17,150	35,445	-193.7%	Significant decrease in HMT
8. Special Item Income/Expense	-	91,107	-	-	-	0.0%	
Total	996,356	1,214,112	1,147,646	1,304,976	157,329	13.7%	
Revenues over Expenses	332,299	225,118	324,166	235,021	(89,145)	-27.5%	

2026 FTE Summary

	Aviation	Maritime	Econ Dev.	Central Services	Total
2025 Approved FTE's	1,381.4	321.5	18.0	976.8	2,697.6
Mid Year Approval	3.0	3.0	-	6.2	12.2
Eliminated	(7.0)	-	-	-	(7.0)
Net Transfers	-	-	-	-	-
Adjusted 2025 FTE's ¹	1,377.4	324.5	18.0	983.0	2,702.8
2026 Budget					
Eliminated	-	-	-	(5.0)	(5.0)
Transferred	-	-	-	-	-
New FTE's	10.0	-	-	7.0	17.0
Total 2026 Changes	10.0	-	-	2.0	12.0
Proposed 2026 FTE's	1,387.4	324.5	18.0	985.0	2,714.8

Notes:

1) Includes FTEs from Stormwater Utility in Maritime Division.

- Propose a net increase of 12.0 FTEs for 2026
 - 10.0 for Aviation
 - 2.0 for Central Services

Equity in Budgeting



Equity Spending Definition

The Port of Seattle defines *equity spending* as Port investments that:

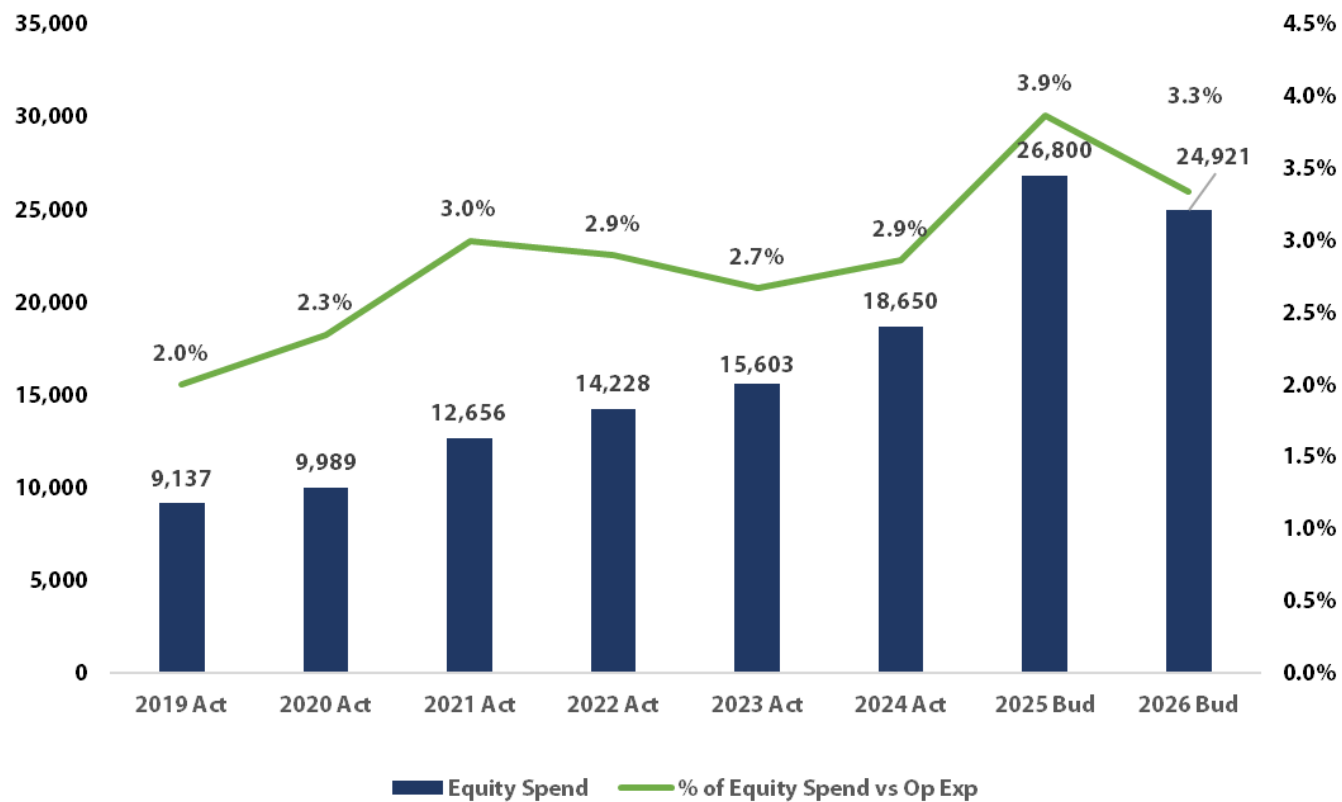
- 1) Invest directly in targeted communities, either through grants, contracts, programs, sponsorships, or dedicated facilities; OR
- 2) Invests in businesses and individuals outside the Port to help us realize our internal and external equity priorities; OR
- 3) Invests in Port staff whose essential work functions were designed to primarily focused on advancing equity work.

Equity Spending Criteria

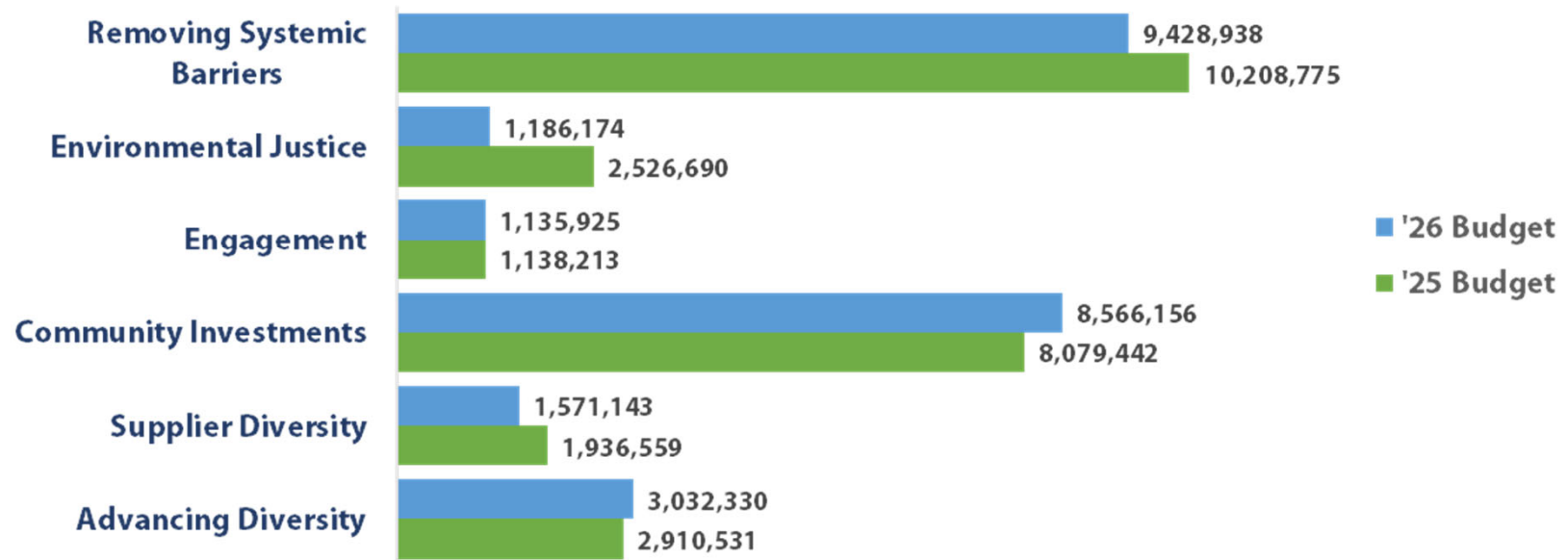
If an investment meets one of the definitions, then it must also meet at least one of the key criteria:

- A. Advances diversity for the Port.
- B. Removes systemic barriers for BIPOC or structurally excluded communities to participate in the Port.
- C. Programs and funding that were developed through direct engagement with communities, and/or communities been consulted in design of the program.
- D. Has a demonstrable impact in quality of life for BIPOC or structurally excluded communities.
- E. Was intentionally designed to have a positive impact in BIPOC or structurally excluded communities .
- F. Achieves our environmental justice goals and removes barriers for BIPOC or structurally excluded communities to live and enjoy a healthy environment.

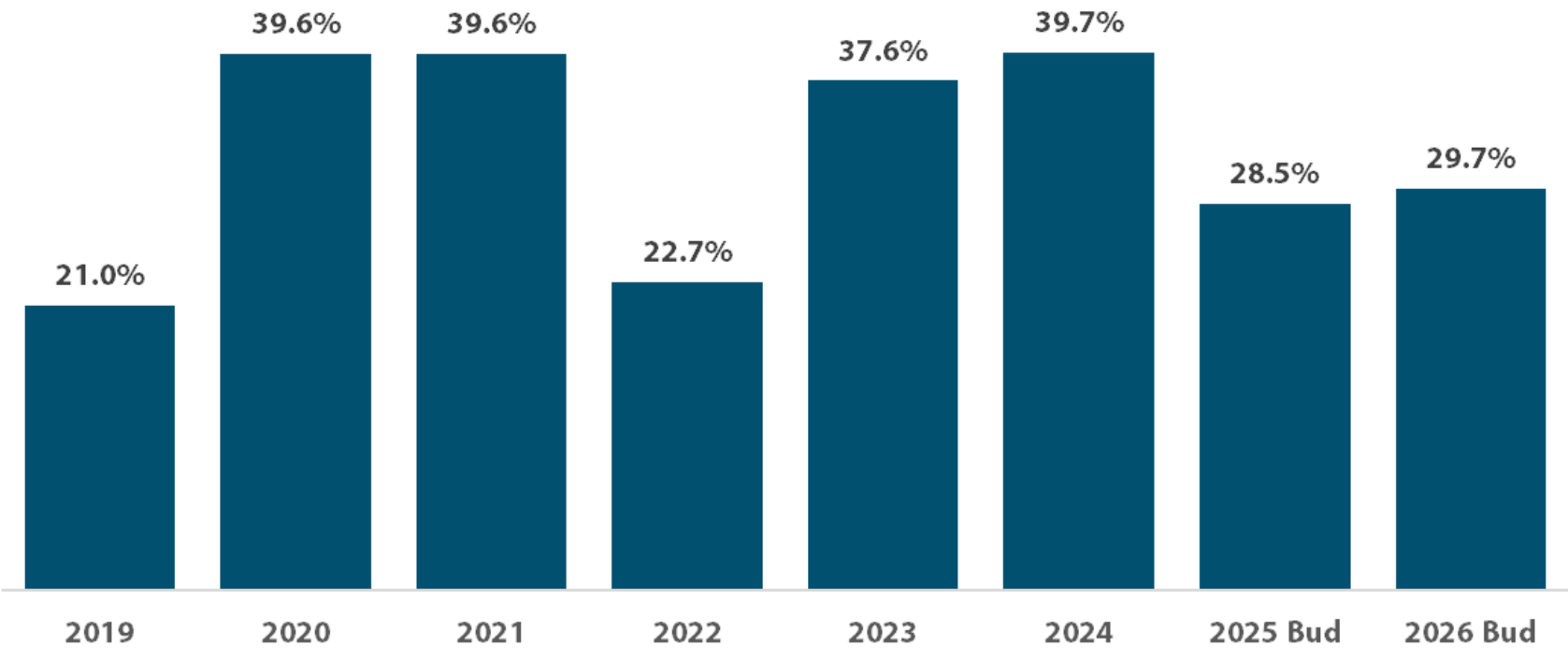
Port Wide Equity Spending as a Percentage of Total OpEx



2026 Port Wide Equity Spending by Category



Port Wide Equity Spending Funded by Tax Levy



2026 Equity Spending Highlights

- Workforce Development Programs (\$4,173K)
 - Airport Employment Center (\$1,653K)
 - Maritime Workforce Investments (\$670K)
 - Construction Pre-Apprenticeship Program (\$750K)
 - Maritime High School (\$100K)
- South King and Port Communities Fund (\$1,945K)
 - Total SKPCF is \$2,195K if including \$250K in Diversity in Contracting in EDD
- Noise Part 150 Study (\$750K)
- Transportation Pilot for SEA workers “SEA Moves” (\$750K)
- Duwamish Valley Community Equity Program (\$617K)

2026 Equity Spending Highlights - Cont.

- Veteran's Program (\$361K)
- Childcare Initiative Implementation (\$350K)
- High School Internship Program (\$290K)
- Language Access Fund – Port wide (\$229K)
- Maritime Blue (\$180K)
- Equity Assessment Part 2 (\$100K)
- Taxi Driver Employment Navigator (\$65K)
- Immigration Rapid Response Contract (\$30K)
- Employee Resource Groups (\$20K)

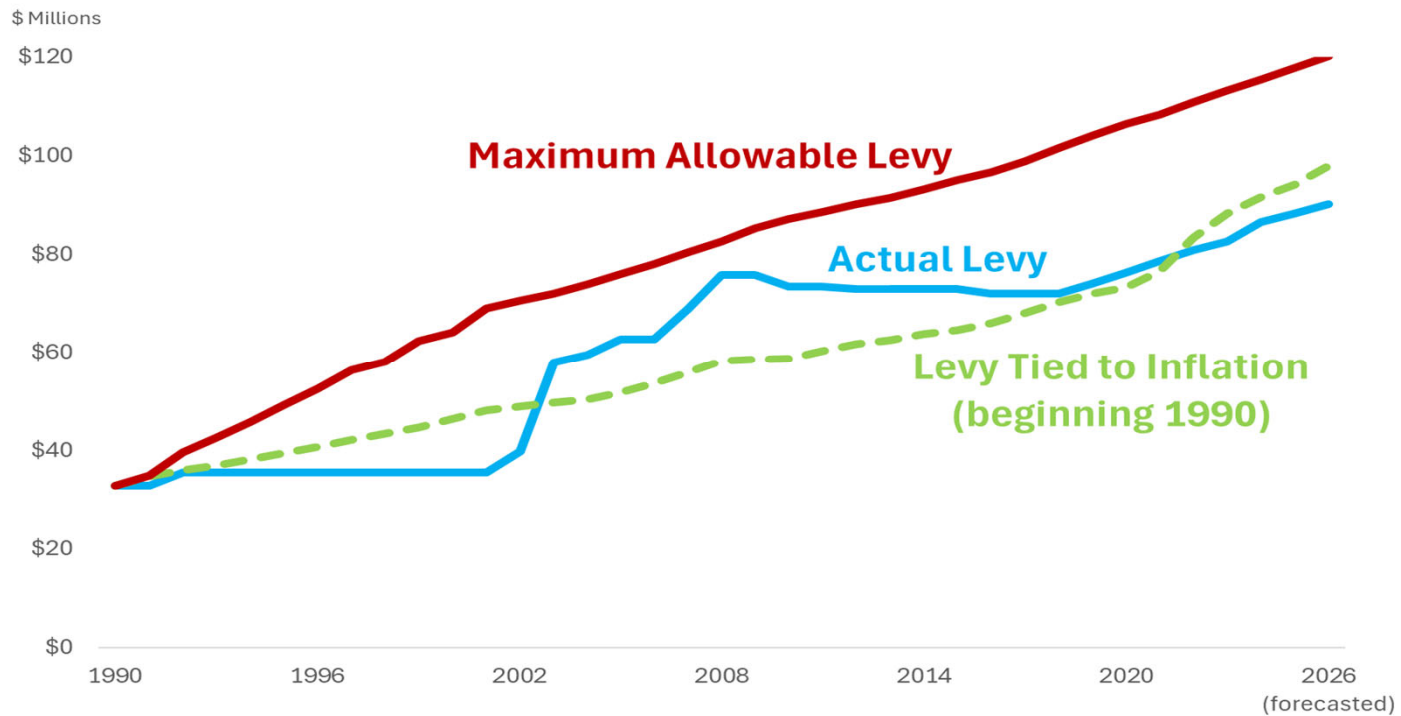
Tax Levy



Bottom Line Up Front

- Recommend 2026 tax levy increase based on 75% of maximum
 - ~ 2.0% increase
- Develop and analyze levy scenarios for Commission consideration at the 2026 budget retreat including:
 - Assessment and prioritization of additional needs
 - Other funding opportunities
 - Appropriate communication with stakeholders – taxpayers, rating agencies and investors
 - Incorporating broader context of Port resilience

Levy History



Maximum levy is based on an estimated 2% annual increase: 1% levy limit plus new construction

Recent History

Budget Year	Levy Change	Approach
2019	3%	Preserve buying power
2020	3%	Preserve buying power
2021	3%	Preserve buying power
2022	3%; decreasing to 2% in subsequent years	Preserve buying power for 2022, preserve levy cushion thereafter
2023	2%	Maintain levy cushion
2024	4.8%	Establish levy cushion at 25% of maximum
2025	2%	Maintain levy cushion at 75% of maximum
2026 Recommendation	2%; assess levy scenarios for 2027	Maintain levy cushion at 75% of maximum

Potential Levy Scenarios for Consideration

	Amount	% Increase from 2025	Additional 2026 Levy collections	% of Max in 2026	Estimated Homeowner Impact
2025 Tax Levy	\$ 88,385,601	0%	\$ -	73.5%	
75% Levy	\$ 90,180,054	2.0%	\$ 1,794,453	75.0%	\$85
Inflation rate increase	\$ 92,274,567	4.4%	\$ 3,888,966	76.7%	\$87
1990 Inflation catch-up	\$ 97,955,722	10.8%	\$ 9,570,121	81.5%	\$92

Scenarios – Pros and Cons

2026 Levy Scenario	Pros	Cons
Flat levy	Taxpayer relief	May require larger increase later
75% of Max in 2026, Evaluate alternatives for 2027 – recommended	Maintains a steady increase Maintains cushion that supports high credit quality	May not keep up with inflation
Inflation rate increase (4.4% based on King County forecast)	Provides additional levy dollars with a moderate increase	Does not provide significant additional levy dollars Reduces cushion If inflation exceeds 2%, cushion will be fully eroded over time Changes levy approach without sufficient analysis
Inflation catch-up (based on 1990 starting point)	Maintains buying power Adds additional dollars to levy collection and may reduce the need for future G.O. bond funding	Increases taxpayer burden Reduces cushion If inflation exceeds 2%, cushion will be fully eroded over time Changes levy approach without sufficient analysis

Recommendation – Stay the Course for 2026

- Staff recommendation provides for full funding of the Port's legacy environmental clean-up obligation based on current best estimates
- Taxpayers are experiencing tax increases as well as inflationary cost increases and softening economic growth
- Recommendation balances tax levy as a funding source and as support for a strong revenue bond rating
- 2026 has no funding constraints: levy projected to have a \$24 million surplus balance in 2026
- **Fundamental problem is the 1% levy limit per RCW**

Further Recommendations – Evaluate Alternatives

- 2026 – Focus on resource conscious approach to add funding capacity
 - Manage expense growth
 - Increase revenues
 - Prioritize and value engineer capital spending
- Continue monitoring environmental liabilities and adjust strategy as needed to ensure full funding
- Monitor additional capital needs
- Develop scenarios and analysis for Commission consideration
- **Evaluate levy approaches that consider Port-wide resources and financial resiliency**

2026 levy Sources and Uses

(\$ million)

SOURCES OF TAX LEVY FUNDS

2026 Beginning Levy Fund Balance
Annual Tax Levy
Total Sources

2026	
\$	18.6
	90.2
\$	108.8

USES OF TAX LEVY FUNDS

G.O. bond debt service (existing)
Non-Airport Capital Investments
Community Programs
Aviation NOISE
Total Uses

\$	38.9
	25.4
	15.5
	5.0
\$	84.8

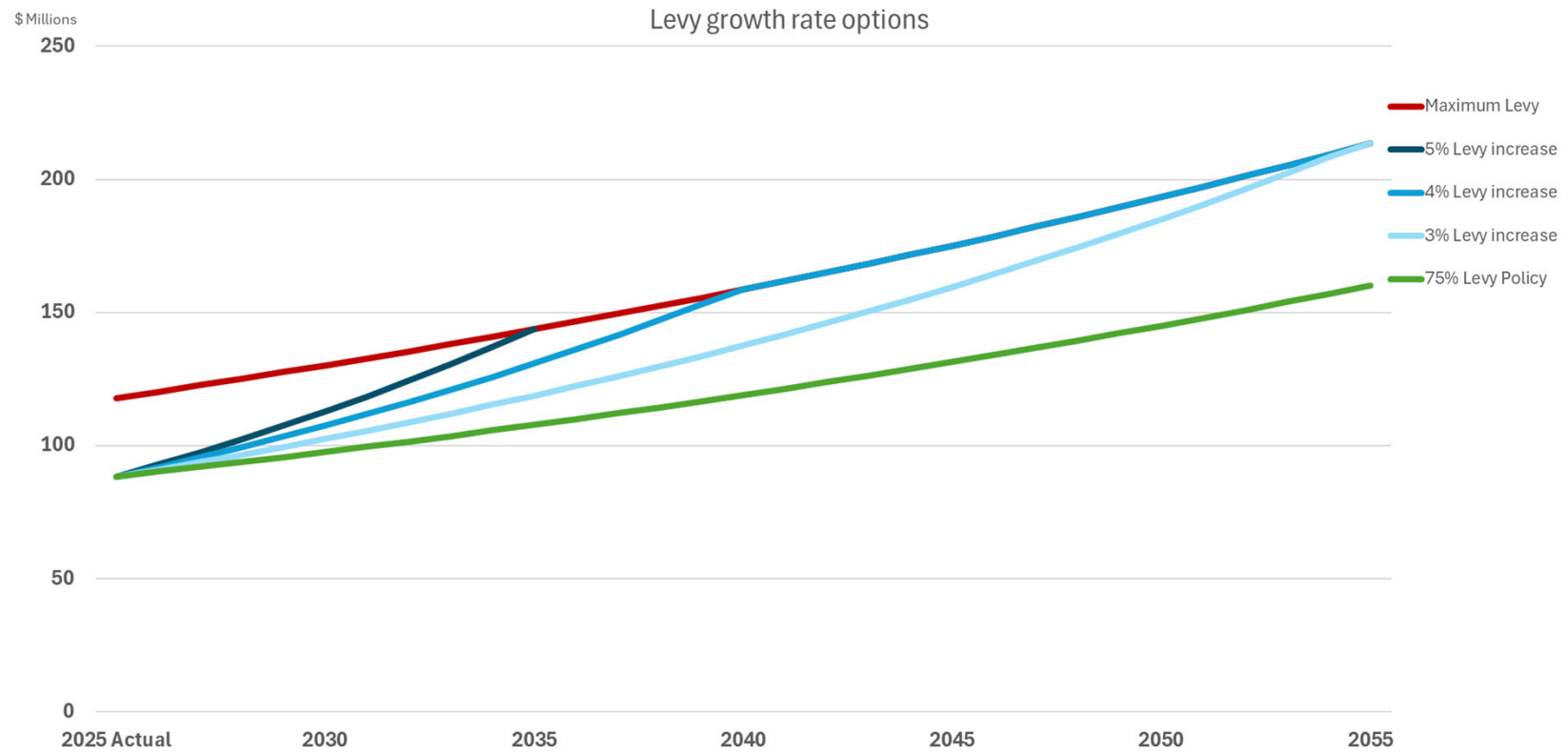
Projected Ending 2026 Levy Fund Balance

\$	24.0
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3%, 4%, 5% Annual Levy Increase Reference

	Amount	% Increase from 2025	Additional 2026 Levy collections	% of Max in 2026	Estimated Homeowner Impact
75% Levy	\$ 90,180,054	2.0%	\$ 1,794,453	75.0%	\$85
3% Levy Increase	\$ 91,037,169	3.0%	\$ 2,651,568	75.7%	\$86
4% Levy Increase	\$ 91,921,025	4.0%	\$ 3,535,424	76.4%	\$86
5% Levy Increase	\$ 92,804,881	5.0%	\$ 4,419,280	77.2%	\$87

3%, 4%, 5% Annual Levy Increase Reference



GASBs 87 Lease and 96 SBITA Accounting Changes

- Require to report part of the lease payments from tenants (except for leases related to aeronautical revenues) as non-operating interest income, instead of operating revenues.
- No impact to the Port's overall Changes in Net Position.
- Treat leases more like a long-term financing arrangement, similar to a loan for our tenants to use the Port facilities, with part of the lease payments representing interest income on that financing arrangement.
- Conversely, when the Port makes lease or subscription payments to vendors (for the use of land, facilities, equipment, or subscription-based IT services) a portion of those payments is now classified as non-operating interest expense.

COMMISSION
AGENDA MEMORANDUM

Item No. 10a.1

ACTION ITEM

Date of Meeting November 18, 2025

DATE: November 1, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Chris Wimsatt, Chief Financial Officer
Michael Tong, Director, Corporate Budget

SUBJECT: **Adoption of Resolution No. 3840, Specifying the Dollar and Percentage Change in the Regular Property Levy from the Previous Year per RCW 84.55.120; Providing for an Increase of the Levy from a budgeted \$88,389,944 to \$90,180,054**

ACTION REQUESTED

Request Adoption of Resolution No. 3840: A resolution of the Port Commission of the Port of Seattle specifying the dollar and percentage change in the regular property levy from the previous year per RCW 84.55.120; providing for a 2.0 percent increase of the levy from \$88,389,944 to \$90,180,054.

EXECUTIVE SUMMARY

RCW 84.55.120 requires Washington State taxing districts to adopt a separate ordinance or resolution specifically authorizing any increase in property tax levies. The resolution must also specifically state the dollar increase and percentage change in the levy from the previous year. In connection with the Port's proposed 2026 budget, Resolution No. 3840 authorizes an increase of \$1,790,110, an estimated 2.0 percent increase in the Port tax levy from 2025. Excluding the new construction and refund amount, the increase is \$295,223 or an estimated 0.3 percent from 2024 for tax filing purposes. The Port's estimated levy rate is \$0.0998 per thousand of assessed value for 2026.

ADDITIONAL BACKGROUND

The budget process includes planning, setting up and testing new budget modules in the budget system, budget user training, department strategic and business planning, publishing budget guidelines, establishing budget targets, entering budget data into the system, running budget allocations and budget reports, conducting department and division reviews, executive reviews and Commission reviews, preparing and publishing the preliminary budget document, a public hearing, adoption of the final budget, filing the statutory budget with the King County Council and Assessor's Office, and the preparation and release of the final budget document.

Meeting Date: November 18, 2025

Prior to the Introduction and public hearing of the preliminary 2026 Budget on November 11, 2025, staff has provided 8 briefings to the Commission. The preliminary 2026 Budget was provided to the Port Commission and made available to the general public on October 21, 2025. An announcement of the preliminary budget and public hearing was made in the Daily Journal of Commerce newspaper on October 30, 2025 and November 6, 2025.

After the public hearing and Commission adoption of a final plan, the statutory budget will be filed with the King County Council and King County Assessor, as required by law. The final 2026 Budget and Draft Plan of Finance will be released to the public by December 5, 2025.

ATTACHMENTS TO THIS REQUEST

- (1) Draft Resolution No. 3840

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

November 11, 2025 – Introduction of 2026 Budget and Public Hearing
October 28, 2025 – 2026 Tax Levy and Draft Plan of Finance for 2026-2030 Briefing
October 28, 2025 – Aviation Division CIP Budget Briefing
October 14, 2025 (PM) –Maritime and Economic Development Division Operating and CIP Budgets Briefing
October 14, 2025 (AM) – Aviation Division Operating Budget Briefing
September 23, 2025 – 2026 Central Services Preliminary Budget and Portwide Rollup Briefing
July 8, 2025 – 2026 Budget Development Briefing
June 17, 2025 – Commission Budget Retreat

**PORT OF SEATTLE
RESOLUTION NO. 3840**

A RESOLUTION of the Port Commission of the Port of Seattle specifying the dollar and percentage change in the regular property levy from the previous year per RCW 84.55.120; providing for an increase of the levy from \$88,389,944 to \$90,180,054.

WHEREAS, the Port of Seattle in the Commission has met and considered its budget for the calendar year 2026; and

WHEREAS, the Port of Seattle's Commission, after hearing and duly considering all relevant evidence and testimony presented in a public hearing held pursuant to RCW 84.55.120, has determined the Port of Seattle requires a regular levy in the amount of \$90,180,054, which represents the levy rate of approximately \$ 0.0998 per thousand of assessed value; and

WHEREAS, the levy amount includes an increase in property tax revenue from the previous year to discharge the expenses and obligations of the district in its best interest.

NOW, THEREFORE, BE IT RESOLVED by the Port Commission of the Port of Seattle that a property tax levy is hereby authorized in the amount of \$90,180,054, an increase of \$1,790,110 (an estimated 2.0 percent increase from 2025). Excluding the new construction and refund amount, the increase is \$295,223 (an estimated 0.3 percent from 2025) for tax filing purposes.

ADOPTED by the Port Commission of the Port of Seattle at a duly noticed meeting held this 18th day of November, 2025, and duly authenticated in open session by the signatures of the Commissioners voting in favor thereof and the seal of the Commission.

Port Commission

**COMMISSION
AGENDA MEMORANDUM**

Item No. 11a

BRIEFING ITEM

Date of Meeting November 18, 2025

DATE: September 8, 2025

TO: Stephen P. Metruck, Executive Director

FROM: Khalia Moore – Assistant Director, Aviation Commercial Management & ACDBE Liaison Officer
Scott Van Horn – Manager, Business Development & Assistant ACDBE Liaison Officer
James Belle – ADR Program Manager

SUBJECT: ADR Program Briefing

EXECUTIVE SUMMARY

The continued redevelopment of the Airport Dining and Retail (ADR) Program offers an excellent opportunity to advance the Port's Century Agenda goals by enhancing the Airport's profile as the preferred gateway to the Pacific Northwest by promoting job growth, creating new opportunities for small, local, and disadvantage businesses, and meeting the expectations of the traveling public for quality food service, retail products, and personal services.

The ADR program is an important element of the Port's ongoing efforts to provide outstanding customer service and improve the traveling experience. In addition, the businesses generate significant revenue that is reinvested to support airport operations and capital improvements. Starting in 2014, ADR underwent a master planning effort. On July 4, 2025, implementation of that ADR master plan was completed.

This briefing is to provide Commission with an update on the overall implementation of the ADR Master Plan and will review what redevelopment for the ADR program soon looks like. Commission will also be briefed on the SEA Sparks program, f/k/a, the ADR kiosk program, including the five categories of small business opportunities within the program, and upcoming availability within the program.

DETAILS

Commission's Goals for the Master Plan Implementation as outlined in 2014:

- Grow SPE (Sales Per Enplanement) by 40%.
- Reach and remain within the top 10 North America airport as ranked by Sales Per Enplanement.
- Grow Gross Revenues to the Port by 50%.

Meeting Date: November 18, 2025

- Grow employment by 40%.
- Grow shares of sales generated by small, disadvantaged, and/or local business to 40%.
- Create an aspirational objective of increasing ACDBE gross sales to 25% of the total sales.

ATTACHMENTS TO THIS BRIEFING

- (1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

April 20, 2025-The Commission authorized the release and execution of RFP-25-1 and was briefed on the results of the CCE RFP.

November 14, 2023 – The Commission was briefed on the status of the ADR Master Plan and the CCE RFP opportunities.

June 6, 2019- The Commission authorized the release of locations, execution of the lease & concessions agreements for Lease Group 5 and was briefed on the outcomes of Lease 4.

September 18, 2017-The Commission authorized the expansion of the ADR kiosk program on Concourse A.

June 6, 2017-The Commission authorized the release of locations, execution of the lease & concessions agreements for Lease Group 4 and was briefed on the outcomes of Lease Group 3.

May 24, 2016 -The Commission authorized the release of locations, execution of lease & concessions agreements for Lease Group 3 and was briefed on Lease Group 2.

November 23, 2015-The Commission authorized the release of locations and the execution of lease & concessions agreements for Lease Group 2.

ADR Program Briefing

Khalia Moore - Assistant Director, Airport Dining and Retail & ACDBE Liaison

Scott Van Horn - Manager, Business Development & Assistant ACDBE Liaison

James Belle – ADR & SEA Sparks Program Manager

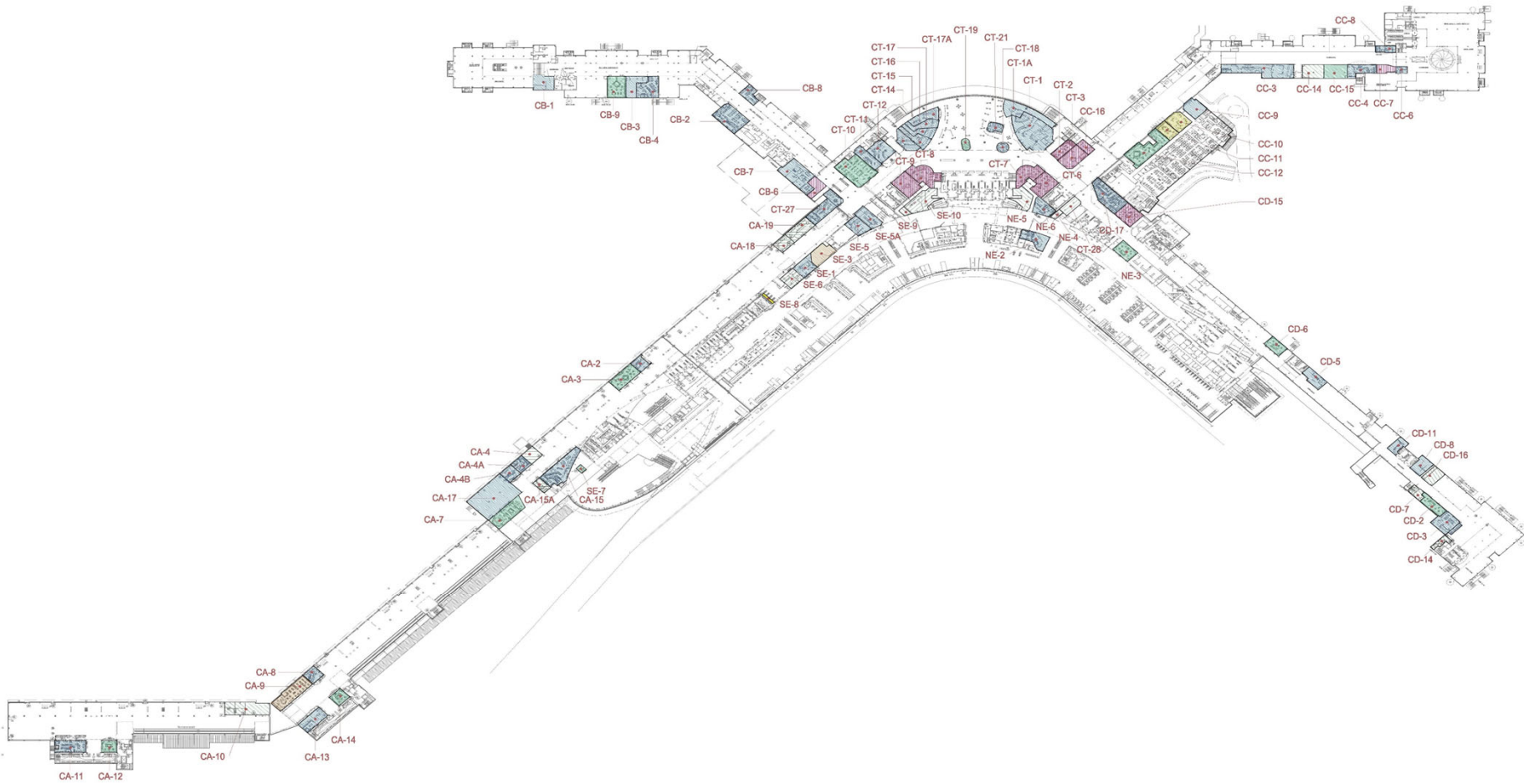


Agenda

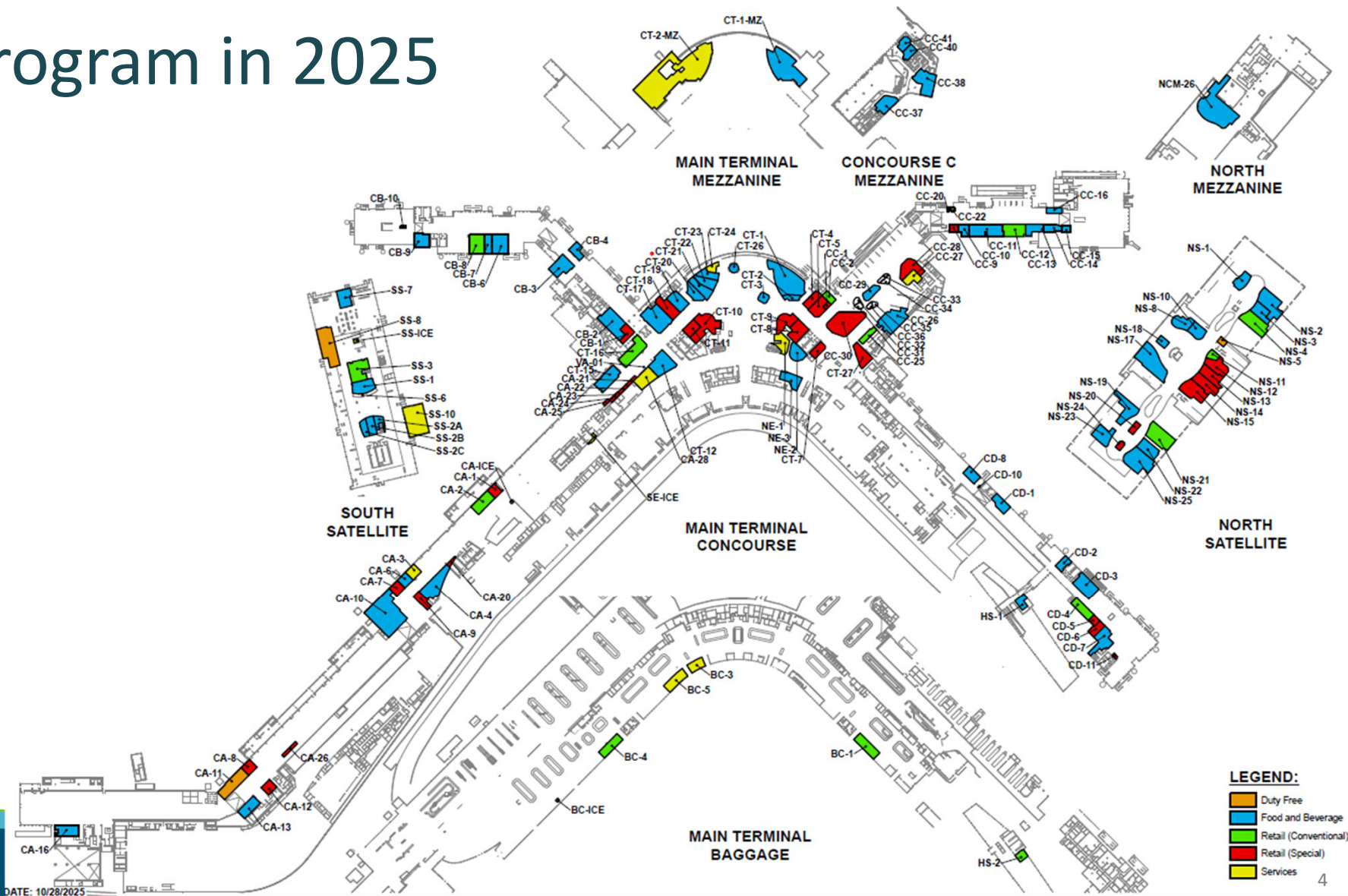
- Review Master Plan Highlights
- Review of Commission Goals
- ADR Performance Metrics
- ADR Redevelopment Going Forward
- Evolution of the ADR Kiosk Program
- 2025 Cultural Connections & In-Terminals Activations

ADR Program in 2015

EXISTING ADR UNITS
JANUARY 2015



ADR Program in 2025



ADR Master Plan Implementation

Activity	2015	Current
Total Number of ADR Locations	90	130 (includes upcoming CCE locations)
Total ADR Gross Sales	\$269.7 Million	\$440.0 Million 2024
Total Number of Companies in the ADR Program	29	44

Commission Goals for the ADR Master Plan

- Grow sales per enplanement (SPE) by 40%.
- Reach and remain within the top 10 North America airports has ranked by sales per enplanement.
- Grow gross revenue to the Port by 50%.
- Grow employment by 40%.
- Grow shares of sales generated by small, disadvantaged, and/or local business to 40% of total sales.
- Create an aspirational objective of increasing ACDBE gross sales to 25% of total sales.

Commission Goal Comparison

Goal	2015	2024/2025	Percent Difference
SPE Growth of 40%	\$11.33	\$21.63 (through Q2 2025)	90.0%
Top 10 Airport by SPE		10 th	
Revenue to Port 50% Growth	\$34.4 Million	\$69.2 Million	101.2%
Employment Growth by 40%	1,631	Approximately 2,300	41%
Small, Disadvantaged, Local Business 40% of sales		43.1% of Gross Sales (2024)	
ACDBE Goal of 25% of sales		28.3% (through Q2 2025)	

2024 ADR Company Breakdown

Category	Total Companies	Percentage
Direct Lease Only	9	20%
Joint Venture Only	9	20%
Combination Direct and Joint Venture	4	10%
Total ACDBE Companies	22	50%
Non-ACDBE Companies	22	50%
Total Companies	44	
Category	Number of Locations	Percentage
ACDBE Direct Leases	21	18%
ACDBE Joint Venture Leases	61	52%
Non-ACDBE Leases	36	30%
Total Location	118	
Category	Total Lease Agreements	Percentage
ACDBE Direct Leases	17	24%
ACDBE Joint Venture Leases	23	32%
Non-ACDBE Leases	32	44%
Total Leases	72	

ADR Re-Development Going Forward

- Within the next ten (10) years, the following number of ADR locations will naturally expire. Staff will return to Commission for authorization to release future Requests for Proposals (RFP's).

Category	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
F&B	6					1		3	2	19
Retail	7	6	1			5		7	3	3
Total	13	6	1	0	0	6	0	10	5	22

EVOLUTION OF THE ADR KIOSK PROGRAM



Program Background

- 2012: ADR launched the first Introductory incubator location in North Satellite.
- 2015: Introduced the first three (3) Introductory kiosks in Concourse C; expanded the program by two more locations in Concourse A in 2022.
- 2016: Introduced the first two (2) Intermediate locations (tenant built & owned) on Concourse A; expanded the program by two more locations in Concourse N in 2023.
- 2020: Introduced the first Small Business Vending locations during COVID.
- 2024: Introduced the first Kick-Starter location in GML hall in June.
- 2025: Began construction on the first (2) F&B Incubator locations in any airport; RFI closed 11/13 and tenant operation will begin in **Q1 2026**.
- **2026**: Introducing six(6) new introductory locations in the Concourse C Expansion.

Lessons Learned

Successes

- Long-standing ADR program.
- Lowers barriers to entry for micro businesses.
- Industry-wide and local community recognition.
- Multiple successful tenants

Shortages

- Program lacked actionable strategy around purpose/mission and strategic plan inclusion.
- Complex process for new applicants with limited opportunities.
- Inconsistent outreach based on opportunity vs. programming within the small business community.
- Lacked development & intervention methodology and leveraging of Port resources.

Improvements

- Established program name and structure.
- Simplified to an RFI process and increased the types and number of available opportunities
- Revised strategy to optimize Port communication channels and outreach resources.
- Created tenant assessment measures, training, and mentorship networking.

ADR Kiosk Program: Reimagined

- **SEA Sparks** - Incubate. Accelerate. Innovate.
 - **PROGRAM OBJECTIVES**
 - Lower barriers to entry for micro businesses.
 - Improve visibility of future ADR small business opportunities.
 - Elevate and amplify culturally inclusive storytelling.
- Limited term micro and small business opportunities.
- Limited investment requirements vs full RFP build-out and operation

SEA Sparks Categories

Category	# of Spaces	Initial Term	Maximum Term
Kick-Starter	1	Six (6) Months	One (1) Year
Specialty Retail Incubator	8	One (1) Year	Two (2) Years
Small Business Vending	6	One (1) Year	Two (2) Years
Specialty Retail Accelerator	4	Three (3) Years	Five (5) Years
F&B Incubator	2	Two (2) Years	Three (3) Years
Total Number of Opportunities 21			

Communication & Outreach

- Increase awareness through enhanced content creation and internal communication channels.
- Partner with local/regional organizations and Chambers of Commerce.
- Utilize Industry Trades & Organization Sites such as ARRA, AMAC, ACI-NA, OMWBE, etc.

Kick-Starters



Small Business Vending



Specialty Retail Incubator



Specialty Retail Accelerator



Opening Q1 2026

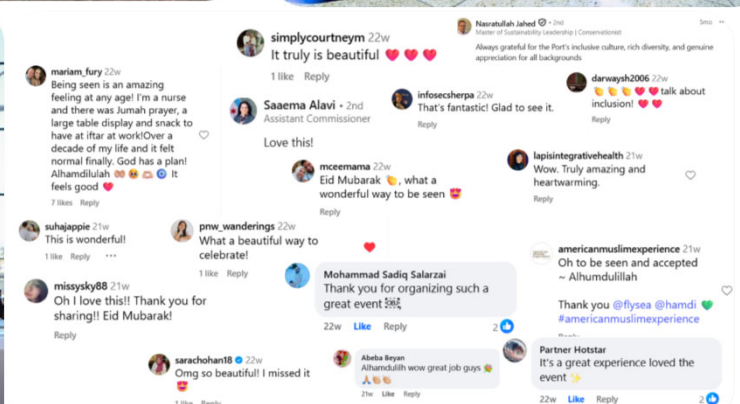
Central Terminal F&B Incubator



B Concourse F&B Incubator



Cultural Connections & In-Terminal Activations



QUESTIONS



COMMISSION
AGENDA MEMORANDUM

Item No. 11b

BRIEFING ITEM

Date of Meeting November 18, 2025

DATE: August 26, 2025
TO: Stephen P. Metruck, Executive Director
FROM: Thomas Bailey, Deputy Chief of Police
SUBJECT: **2025 Police Department Update**

EXECUTIVE SUMMARY

Staff will brief the Commission on the Police Department's annual report, to include:

- (1) Department updates, operational stats, highlights, and goals
- (2) 21CP Recommendations Report

The purpose of this briefing is to provide an annual overview of the Police Department to the Commission and Executive Staff for their general knowledge and transparency. This will include a briefing on the status of the 21CP Recommendations Report fulfillment.

ATTACHMENTS TO THIS BRIEFING

- (1) 21CP Recommendations for Implementation Report
- (2) POSPD 2024-2026 Strategic Plan
- (3) POSPD 2024 Annual Report
- (4) Implementation Review Committee 2025 Memo
- (5) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

September 24, 2024 – The Commission was briefed on the 2023 Police Department Update
September 26, 2023 – The Commission was briefed on the POSPD 2022 Annual Report
June 28, 2022 – The Commission was briefed on the POSPD 2021 Annual Report
March 23, 2021 – The Commission was briefed on the POSPD 2020 Annual Report



IMPLEMENTATION OF RECOMMENDATIONS MADE BY 21CP FOR THE PORT OF SEATTLE POLICE DEPARTMENT



21st Century
Policing Solutions

Implementation Progress Report 3

April 30, 2025



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Port of Seattle Task Force on Policing and Civil Rights

In 2020, the Port of Seattle (the “Port”) engaged 21st Century Policing Solutions (“21CP”) to conduct a comprehensive assessment of the Port of Seattle Police Department’s (“POSPD” or the “Police Department”) policies, protocols, and procedures impacting issues of diversity, equity, and civil rights.¹ The Port of Seattle Commission (the “Port Commission”) created a Task Force on Port Policing and Civil Rights (the “Task Force”) to design a structure and process for 21CP to use in assessing the POSPD regarding diversity in recruitment and hiring; training and development; equity; use of force; oversight and accountability; police union participation; budget, roles, and equipment; mutual aid; and advocacy. A complete description of the approach the Task Force created for the assessment, a summary of 21CP’s methodology to gather and analyze information, and a description of the many ways Task Force members, 21CP, and the POSPD collaborated throughout the engagement can be found in 21CP’s assessment report (September 2021), *Recommendations for the Port of Seattle Task Force on Policing and Civil Rights* (Recommendations Report).² 21CP made 52 recommendations for ways the POSPD could align itself with best and emerging promising practices.

In 2023, the POSPD contracted with 21CP to conduct a review during each year of a four-year period that addresses the POSPD’s progress in implementing the 52 recommendations 21CP previously made for ways the Police Department could align itself with best practices in law enforcement. 21CP shares its findings each year in a report making transparent the implementation process and outcomes.

Implementation Progress Report 1 summarized 21CP’s review for 2023, which made findings regarding implementation outcomes for twenty (20) recommendations. In 2024, 21CP reviewed evidence of implementation for nine (9) recommendations (Implementation Progress Report 2), including one found lacking in proof during its 2023 review.

In 2025, the POSPD submitted proof of implementation for thirteen (13) of 21CP’s assessment recommendations. Following an overview of the implementation approach used by the Port and Police Department and a summary of 21CP’s review process, Implementation Progress Report 3 addresses the status of each of the 13 recommendations, including 21CP’s reasoning for the recommendation, the Port’s initial response as documented through the Policing Assessment Recommendations Review, and the evidence of implementation offered by POSPD regarding each recommendation.

¹ The engagement was framed by the July 14, 2020, Port Commission Motion 2020-15.

² 21CP’s Recommendations Report can be found at: <https://www.portseattle.org/sites/default/files/2021-10/Recommendations%20for%20the%20Port%20of%20Seattle%20-%2021CP%20Solutions%20-%20September%202021.v2.pdf>.

Policing Assessment Recommendations Review

After 21CP submitted its 2021 Recommendations Report, the Port's Office of Strategic Initiatives ("POSI") organized a group of Port and POSPD representatives who had in-depth knowledge related to potential impacts in implementing 21CP's recommendations. The Policing Assessment Implementation Team ("PAIT") included the Port Chief Operating Officer, the POSPD (then Acting) Chief, the Port Chief Strategy Officer; staff from POSPD's Finance and Budgeting and Training, Hiring, and Recruitment; and representatives from the Port's Offices of Labor Relations, Human Resources, Workplace Responsibility, and Legal.

POSI facilitated a PAIT meeting every three weeks, beginning in January 2022, to work through each of 21CP's 52 recommendations. PAIT members were asked to review selected recommendations and associated sections of 21CP's Recommendations Report in preparation for each meeting and then discussed implementation implications regarding Port and POSPD's budget, policy, community/external relations, and legal concerns. Each recommendation then was classified as being of High, Medium, or Low priority. In assigning a priority, PAIT considered factors such as whether a recommendation concerned a matter where Washington State law imposed related requirements, and thus needed to be addressed expeditiously, or whether a recommendation required a minor shift in policy or protocol, and thus could be easily and quickly addressed.

The discussion about each recommendation was synthesized on a form that included the recommendation, its priority level, the recommendation's area of focus (e.g., Use of Force, Diversity in Recruitment and Hiring, etc.), the recommendation's implementation status, and PAIT's insights on implementation implications. These impact statements and a description of PAIT's structure and process were collected in a document titled, "Policing Assessment Recommendations Review" ("PAIT Review"). A summary of PAIT's perspectives concerning the 13 recommendations reviewed by 21CP for 2025 is included below in the discussion of each specific recommendation.

21CP's Process for Reviewing Implementation of Recommendations

As occurred in 2023 and 2024, the POSPD identified a subset from 21CP's original list of 52 recommendations that the Police Department had or planned to implement during 2025. The 2025 subset includes 13 recommendations and, as an initial step, the POSPD offered written proof of implementation, such as draft policy changes or email communications with subject matter experts regarding specific items. 21CP also considered the PAIT team's evaluation for each of the 13 recommendations reviewed in 2025. 21CP's point of contact at the POSPD throughout the 2025 review process was Commander Andrew Depolo, Office of Professional Standards and Development.

Based on the initial written proof of implementation submitted by POSPD, 21CP made preliminary findings that it shared with the POSPD as to whether satisfactory evidence was provided in support of

implementation for each of the recommendations considered during this reporting period.³ If clarification or more information was needed concerning a particular recommendation, 21CP sought input from Commander Depolo and other POSPD and Port subject matter experts. 21CP also observed POSPD training on topics related to some recommendations implemented in 2025. Port and POSPD representatives all readily provided information and perspective on the recommendation implementation process and specific related topics, offered to make themselves available for follow-up questions, and suggested other resources when relevant. Details concerning the documentation reviewed, the subject matter experts interviewed, and the training observed is provided below in the discussion of each recommendation considered in 2025.

In 2024, Senior Director Bookda Gheisar, Office of Equity, Diversity, and Inclusion (“OEDI”), a co-leader of the Task Force the Port Commission created to help guide 21CP's original assessment, was asked by Port leadership to provide ongoing input about the Police Department's implementation of recommendations and 21CP's implementation progress reports. During the 2025 reporting period, 21CP met with Senior Director Gheisar and representatives from the Port Human Resources and Labor Relations to review the process being used to assess implementation of recommendations and to discuss specific recommendations of interest.⁴ Input from these individuals is noted in this report when relevant to the discussion of specific recommendations. Further, as occurred in 2024, after 21CP submits its annual progress report to POSPD, the Police Department will provide OEDI with a copy and an opportunity to comment. If OEDI suggests any implementation actions not addressed by POSPD or 21CP's progress report, the suggestions are to be included in POSPD's annual EDI goals and kept separate from 21CP's implementation review process.

³ The initial written findings were presented to the POSPD in an Excel spreadsheet used by 21CP to track implementation of all 52 recommendations, color coded by the year under review, and included 21CP's notes as to whether more documentation or subject matter expert interviews were necessary to clarify the status of implementation for each recommendation under review.

⁴ 21CP provided Senior Director Gheisar with an updated copy of the Excel spreadsheet used to track implementation of recommendations, described above in fn. 3.

RECOMMENDATIONS REVIEWED FOR IMPLEMENTATION IN 2025

Following is a discussion of 21CP's review and finding for each of the 13 recommendations the POSPD identified as implemented for the current reporting period. Satisfactory evidence of implementation was provided regarding 12 recommendations, and one (Recommendation 38) was determined to be no longer applicable.

Recommendation 15 - Use of Force: Reporting

The use of force reporting policy should require that a supervisor respond to all applications of reportable force, not just those that result in "visible injury."

Recommendation 15 indicates that POSPD should update its use of force policy to require that a supervisor respond to all incidents of reportable force, whereas the policy in place only required that supervisors be called to incidents resulting in a visible injury and only when a supervisor is "reasonably available."⁵ As noted in 21CP's Recommendations Report, POSPD officers are involved in relatively few uses of force annually, and, in every use of force case reviewed for the original Recommendations Report, a supervisor responded to the scene, regardless of whether there was a visible injury.⁶

PAIT found Recommendation 15 to be of high priority, and the PAIT Review notes indicated that the POSPD use of force policy had already been updated to require that a supervisor respond to all applications of reportable use of force by the time PAIT reviewed the issue. At that point, in addition to 21CP's recommendation, Washington State law also required that a supervisor respond to all reportable uses of force.⁷ The PAIT Review notes suggested that there could be budgetary implications if POSPD required this supervisory response, as it "greatly increases the amount [of] staff time needed to comply."⁸ However, given that 21CP previously determined that a supervisor already was responding in every instance of reportable use of force reviewed, it is highly unlikely that memorializing existing practice in policy will affect the budget. While a legal review had been completed by the time PAIT considered Recommendation 15, the PAIT Review noted, "Any policy requiring such must be in compliance with applicable law, including RCWs that may be amended over time."⁹

As an offer of proof regarding implementation of Recommendation 15, the Police Department provided a copy of POSPD's Use of Force policy and referred to §300.7 - Supervisor Responsibilities, which states, "A

⁵ §300.7 - Supervisor Responsibilities.

⁶ Recommendations Report, p. 59.

⁷ *Use of Force Reporting, Investigation & Review Best Practices*, Washington State Office of the Attorney General (July 1, 2022): https://agportal-s3bucket.s3.amazonaws.com/uploadedfiles/Another/UOF%20Report_Invest_070122_FINAL.pdf

⁸ PAIT Review, p. 21.

⁹ Ibid.

supervisor shall respond to all applications of reportable force." The cover memo submitted with the policy indicates that the section initially used "should" instead of "shall" regarding the supervisor's duty to respond to reportable use of force applications but adopted the imperative "shall" in the 12/15/2022 POSPD Policy Manual Update.

Satisfactory evidence was presented that Recommendation 15 has been implemented.

Recommendation 18 - Use of Force: Reporting

Video evidence should be downloaded and included in BlueTeam or linked within the system.

Recommendation 18 was grounded in 21CP's concern that all relevant evidence be readily available in a case file or through a link for those responsible for reviewing an incident involving force. Since it appeared that the POSPD was moving toward implementing a Body Worn Camera ("BWC") program, 21CP thought it was especially important that BWC footage be easily accessible.

The PAIT review team found this recommendation to be of medium priority, though noted that POSPD had begun implementation at the time of the review. PAIT Review notes indicated that the Police Department already downloaded and included video evidence in BlueTeam or linked it within the system when feasible and that POSPD was looking at systems with greater capacity to accept large files.¹⁰

To establish implementation of this recommendation, POSPD originally referred to §300.5 - Reporting the Use of Force, and offered a copy of an email string (variously dated June 11 - August 6, 2024) between Office of Professional Accountability Administrative Sergeant April Doyle, POSPD Communication Manager Stacy Wassall, and Office of Professional Standards Police Officer Scott Colby (and copied to others) discussing whether police incident video can be downloaded or linked via IAPRO/BlueTeam and/or through an interface in the new CAD/RMS system. These subject matter experts indicated that, while there were questions about interfacing with the CAD/RMS system, downloading video evidence could be accomplished in BlueTeam. As implementation of this recommendation was discussed with Commander Depolo, 21CP's point of contact, and others, it was noted that downloading large video files was problematic at times.

On August 24, 2024, after the email exchange noted above, the Port of Seattle experienced widespread system outages consistent with a cyberattack.¹¹ The response team isolated critical systems, took some systems offline, and worked to safely restore systems. An investigation was initiated to determine what happened and what data may have been impacted. POSPD representatives indicated that repercussions

¹⁰ PAIT Review, p. 24.

¹¹ Information concerning the cyberattack was drawn from the Port Cyberattack Archive: <https://www.portseattle.org/news/port-cyberattack-archive>

from the cyberattack continued to impact Police Department technological systems into the current review period. Whether related to the cyberattack or an inherent problem with IAPro/BlueTeam, downloading large video files into BlueTeam became increasingly difficult, though a hard copy DVD or link to the video was added to the case file, if needed.

For a number of reasons, POSPD decided to move away from BlueTeam and IAPro and will be using Axon Standards, which will allow it to more easily download or link video evidence. According to the company, "Axon Standards is a Professional Standards and Internal Affairs tool that...combines several software systems" that include report writing, an early intervention system (EIS), and Internal Affairs software.¹² Axon asserts that Axon Standards will allow the Police Department to "seamlessly access digital evidence,"¹³ through Axon Evidence, including BWC video footage. Since POSPD uses Axon BWCs, officers will be able to offload video wirelessly, so it can be readily added to Axon Evidence and available for review by supervisors and others.¹⁴ Axon and POSPD completed the planning phase in March 2025 and installation of Axon Standards is being scheduled.

The POSPD has developed work arounds when video files are too large to download into BlueTeam, including using links to video and hard copy DVDs, meeting the intent behind Recommendation 18 that video evidence be readily available to reviewers. However, the Police Department's transition to using Axon Standards will assure that digital evidence is downloaded to the case file, providing even easier access moving forward.

Satisfactory evidence was presented that Recommendation 18 has been implemented.

Recommendation 20 - Mutual Aid

The POSPD should continue to take the lead on updating current mutual aid agreements to drive best practices regionally and align with the new state policing laws.

POSPD is a party to three formal interlocal agreements:

- The Interlocal Cooperative Agreement Valley Special Response Team ("Valley SWAT"), which makes available "enhanced use of personnel, equipment, budgeted funds, and training" to respond to high-risk incidents.¹⁵
- The Valley Independent Investigative Team ("Valley IIT"), which serves to "independently, thoroughly and objectively investigate the most serious incidents involving police officers."¹⁶

¹² https://my.axon.com/s/article/Axon-Standards-Overview?language=en_US

¹³ <https://getstarted.axon.com/axon-standards-ia-pro>

¹⁴ <https://www.axon.com/resources/a-deep-dive-into-body-worn-camera-capabilities-video>

¹⁵ Interlocal Cooperative Agreement Valley Special Response Team.

¹⁶ Valley Special Response Team Operational Agreement.

- Valley Civil Disturbance Unit (“Valley CDU”), which provides South King County Cities “with well-trained and equipped police response for effective crowd control and quelling civil disturbances.”¹⁷

As noted in 21CP’s Recommendations Report, POSPD and (then Acting) Chief Villa in particular demonstrated “strong leadership in response to the 2020-2021 legislative session, which passed many new laws concerning law enforcement. The POSPD funded legal support for meetings of the Valley Chiefs (and other regional departments) to begin coordination on policy development incorporating new law and discussion of any implementation concerns. 21CP was present for a meeting in Kent, Washington, that was well-attended and observed the regional departments working collaboratively to resolve the impacts of recent legislation.”¹⁸ Recommendation 20 was intended to encourage an ongoing demonstration of leadership by the POSPD as agencies completed the process of updating mutual aid agreements to comply with legislative changes, many of which involved police use of force and de-escalation tactics.

PAIT rated Recommendation 20 as being of low priority, but nonetheless noted that implementation had started at the time PAIT reviewed the recommendation. The PAIT Review indicated that mutual aid between law enforcement jurisdictions is provided for by Washington State law,¹⁹ and that there is a statewide mutual aid agreement signed onto by many police agencies around the state (as discussed below). PAIT also noted that there are “interlocal agreements where signatories share liabilities and some cost for services rendered under the agreement.”²⁰ Regarding budget implications, PAIT indicated that POSPD generally is not reimbursed for time and resources used, nor are other jurisdictions reimbursed for mutual aid provided for the Port.²¹ PAIT Review notes commented that interlocal agreements with regional partners such as Valley SWAT are likely set as they have been thoroughly negotiated. “Any changes have to be moved through all municipalities in order to have them approved, making changes difficult.”²² However, PAIT indicated that the [then Acting] Chief was working with multiple committees to ensure that the POSPD is in sync with their partners, that sometimes the POSPD has taken the lead, and that discussions concerning partner interactions in different situations should continue.²³ Finally, PAIT Review notes specified that Port Legal would have to be involved in any change to mutual aid agreements and cited the model policy on law enforcement use of force and de-escalation tactics issued in 2022 by the Washington State Attorney General’s Office (“AGO”), consistent with new legislative standards that had been adopted.²⁴

¹⁷ Valley Civil Disturbance Unit Tactical Standard Operating Procedures.

¹⁸ Recommendations Report, p. 69.

¹⁹ RCW §10.93.

²⁰ PAIT Review, p. 26.

²¹ Ibid.

²² Ibid.

²³ Ibid.

²⁴ Ibid.

Evidence in support of implementation of Recommendation 20 included a memorandum from Commander Depolo, Sergeant Matuska, and Officer Colby dated January 1, 2025, that outlines steps the POSPD has taken to ensure its mutual aid protocols follow best practices, and provided links to RCW 10.93.070 (which enumerates the circumstances when a general authority Washington peace officer may enforce traffic and criminal laws throughout the state), the Washington Association of Sheriffs & Police Chiefs (WASPC) - Police Officers Powers Act (creating a process and an electronic consent form for agencies to use granting authority for mutual aid ahead of an event requiring mutual assistance),²⁵ and the agreement signed by POSPD Chief Villa pursuant to RCW 10.93.070 on October 30, 2023, which is posted to the WASPC website and available for public access and review.²⁶ While all of these items offered in support of implementation relate to mutual aid matters, the focus of Recommendation 20 was to encourage POSPD to continue playing a leadership role in bringing mutual aid agreements into alignment with best practices and Washington State law.

21CP was informed that, in most regards, the interlocal mutual aid agreements to which POSPD is a party were updated to align with the 2021 legislative changes on use of force and de-escalation and the AGO's subsequent model policy and best practices guide issued in 2022.²⁷ POSPD continued to lead that process in some circumstances, including instances observed by 21CP. As the process of updating policy and negotiating changes to interlocal mutual aid agreements has been completed, the intent behind Recommendation 20 has been met.

Satisfactory evidence was presented that Recommendation 20 has been implemented.

²⁵ <https://www.waspc.org/police-officers-powers-act>

²⁶ <https://www.waspc.org/assets/Port%20of%20Seattle%2010-30-23.pdf>

²⁷ POSPD use of force and de-escalation policy changes in response to Washington State legislative changes, the AGO model policy, and 21CP's recommendations were primarily addressed in Implementation Report 1, issued in 2023. RCW 10.120.030(2) mandates that law enforcement agencies notify the AGO as to whether they are following the model policy. On November 1, 2024, POSPD informed the AGO that it was not in compliance with the model policy in two respects (neither of which were addressed in 21CP's list of recommendations): (1) The model policy provides that officers carry an Electronic Controlled Weapons (ECW) on the support side of the body and, in all but extreme circumstances, draw the device with the support (non-pistol firing) hand. POSPD requires officers to carry the ECW on the support side of the body, but allows for either a support hand draw or dominant hand cross-draw. (2) The model policy states that officers should only draw a firearm in the low ready position when observations indicate that deadly force would be authorized. POSPD officers are trained to draw their firearms based on the situation, which may involve circumstances that do not meet this standard. Further details regarding the rationale for POSPD's position in regard to both of these standards can be found at: <https://www.atg.wa.gov/law-enforcement-use-force-and-de-escalation/port-seattle-police-department>

Recommendation 22 - Mutual Aid/Crowd Management

The POSPD should develop its own crowd management policy outlining the POSPD's terms of engagement, facilitation of first amendment activities, and which specifically sets forth the POSPD engagement strategy with demonstration leadership.

21CP's Implementation Progress Report 2 addressed two other recommendations related to mutual aid. Specifically, Recommendations 21 and 23 focused on policy changes to address approval criteria and processes prior to engaging in mutual aid, and after-action assessments following a mutual aid event. Recommendation 22 is concerned with crowd management during a policing event. While the Valley Civil Disturbance Unit has a policy manual addressing command structures, use of force, permitted equipment, training, event planning, deployment, mass arrests, and record keeping, 21CP included Recommendation 22 because POSPD did not have its own Crowd Management policy that would apply to larger events that do not involve mutual aid.²⁸ 21CP's Recommendation Report noted that the process of writing a POSPD Crowd Management policy also might inform potential changes to the Valley CDU policy manual and operating procedures.

PAIT rated Recommendation 22 as being of medium priority, noting that a crowd management policy was mandated by Washington State legislation and that creation of the policy had been initiated by the POSPD.²⁹ PAIT Review notes indicated that this recommendation did not carry budget implications and that creating a new policy would be time-consuming and implicate issues related to depleted staffing levels. However, the notes indicated that POSPD would tailor provisions of the Valley CDU to fit POSPD, with Legal reviewing the new policy for compliance with applicable law.³⁰

As an offer of proof of implementation, the Police Department provided a copy of a draft Crowd Management Policy. The new policy appears to have taken a number of other policies and protocols into consideration, including reference to and consideration of the Seattle-Tacoma International Airport Schedule of Rules and Regulations, the POSPD Unusual Occurrence Manual, the Valley CDU Standard Operating Procedures, and the Valley Special Weapons and Tactics ("SWAT") Manual. Further, the Crowd Management policy directs the reader to other specific POSPD policies that may be relevant depending on event circumstances, such as POSPD's policies on Mutual Aid, Use of Force, Handcuffing and Restraint, Control Devices and Techniques, and Conducted Energy Device (Taser) Guidelines.

POSPD's draft Crowd Management Policy, in §435.2 - Policy, acknowledges that the POSPD respects the rights of people to peaceably assemble, providing that it is the Police Department's policy "not to unreasonably interfere with, harass, intimidate, or discriminate against persons engaged in the lawful

²⁸ Recommendations Report, p. 70. POSPD indicated that it followed the Valley CDU in such instances, though there was no policy or other documentation to confirm that protocol.

²⁹ PAIT Review, p. 29.

³⁰ Ibid.

exercise of their rights, while also preserving the peace, protecting life, and preventing the destruction of property." The policy includes definitions and some general considerations.³¹ An incident command structure consistent with the Incident Command System ("ICS") is required and an initial assessment stage is provided for whether the event is planned or unplanned.³² An operational plan is contemplated with consideration given to the need for mutual aid and referral to POSPD's Mutual Aid policy.³³ Intervention steps are addressed, including unlawful assembly dispersal orders, use of force, and arrests, with reference to other POSPD policies where applicable.³⁴

Consistent with 21CP's recommendations, POSPD's Mutual Aid Policy includes protocols for an after-action independent assessment of each large-scale event. The new Crowd Management Policy provides for specific tasks Post Event and After-Action Reporting, indicating, "consistent with the POSPD After Action Report Section of the Mutual Aid Policy, the Incident Commander or a POSPD CMU Sergeant assigned/deployed to the event will complete a report with the POSPD CAD/RMS."³⁵ The policy does not mention an after-action assessment. Although an after-action assessment process was not specifically addressed in Recommendation 22, nor in the discussion supporting the recommendation, 21CP was informed that this sort of analysis would occur. 21CP encouraged POSPD to add language requiring an after-action assessment to the newly drafted Crowd Management Policy, or a link to the assessment required following mutual aid events, requiring that the same steps be followed. Subsequently, POSPD provided a copy of revisions made to §435.1.1 - After-Action Reporting that detail the after-action assessment requirements following large-scale POSPD responses that do not involve mutual aid.

Satisfactory evidence was presented that Recommendation 22 has been implemented.

Recommendation 25 - Oversight, Accountability, Equity, & Civil Rights

POSPD policy should make explicit the types of complaints that should be pursued internally versus those that should be handled through Port of Seattle Human Resources, Workplace Responsibility, or other avenues of complaint, with explicit protocols between components developed, including timelines for completing investigations of employee complaints.

As discussed in 21CP's Recommendations Report, while the survey conducted during 21CP's assessment of the POSPD indicated that most respondents were aware of their options for filing a complaint, POSPD policies did not clearly delineate which types of complaints should be handled by the Police Department's Office of Professional Accountability ("OPA") and which should be processed

³¹ §§435.1.1 and 435.3.

³² §§435.4 and 435.5.

³³ §§435.5.2 and 435.5.3.

³⁴ §§435.6, 435.7, and 435.8.

³⁵ §§435.11 and 435.11.1.

through other Port complaint handling resources. The OPA Sergeant at the time of the assessment indicated that the Port Human Resources and Workplace Responsibility staff were consulted regularly about complaint handling and several individuals interviewed during the current recommendations implementation review process stated that there is a continuing collegial relationship. However, developing written protocols gives subject matter experts from the different entities an opportunity to clarify the processes that have been developed, provides guidance for those taking over these roles in the future, and makes transparent, for POSPD employees and others, the specific types of complaints that will be handled internally versus externally.

Recommendation 25 was considered by PAIT to be of low priority, though the POSPD had begun implementation.³⁶ PAIT indicated that implementing the recommendation would require a subcommittee of representatives from OPA, Human Resources, and Workplace Responsibility, and that setting out processes between these entities would help differentiate complaint handling responsibilities.³⁷

The proof of implementation provided by the Police Department included a revised Personnel Complaints Policy. §1019.5 - Administrative Investigations, provides that when a serious and credible allegation against a POSPD employee is received, "the POSPD Office of the Chief, POSPD Office of Professional Accountability (OPA), Port Human Resources (HR), Port Workplace Responsibility (WPR), and Port Legal will meet to confer on the details of the allegations(s) and determine if the whole of the case will be investigated by OPA, HR, or WPR. In some cases, the investigation may be conducted by both OPA and HR/WPR, depending on the variety of issues involved." §1019.5.1. - Assignment of Administrative Investigations, lists the types of complaints to be investigated internally by the POSPD OPA:

- Anything specific to the law enforcement professions, e.g. violations of firearms safety policy, evidence collection methods, chain of custody issues, officer safety tactics, report writing issues and/or decision-making/judgment on calls
- Conduct on- or off-duty that does not involve bias or harassment, e.g. issues with punctuality, responsiveness to training, adherence to lawful orders
- DUI
- Theft and/or misappropriation of resources
- DV

The updated policy further provides that complaints regarding an allegation of bias or harassment, or other violation of employment law protections of any person, including a Police Department colleague, other Port employee, or "person-at-large" are to be investigated by Port HR and/or Port WPR.³⁸

³⁶ PAIT Review, p. 32.

³⁷ Ibid. PAIT also noted that Human Resources and Workplace Responsibility already had a process improvement project underway. PAIT Review, p.33.

³⁸ §1019.5.1 - Assignment of Administrative Investigations.

In a meeting held March 31, 2025, with OEDI Senior Director Gheisar and representatives from POSPD and Port Human Resources, Workplace Responsibility, and Legal, collaboration efforts between the Police Department and the other Port entities was noted. One person stressed the "direct, open line of communication" that has historically been in place with the POSPD Chief. Another noted that Port Human Resources representatives meet with the Chief monthly. When the complaint involves the Port Code of Conduct or discrimination, it is generally handled by Human Resources/Workplace Responsibility. If there is a mix of allegations that also implicates POSPD policies, there are discussions with POSPD's Office of Professional Accountability to determine how the complaint is to be handled (steps now made explicit in POSPD's revised policy). OEDI Senior Director Gheisar suggested that process mapping the complaint handling system would be a useful next step for the group to consider. Cynthia Alvarez, Port Employee Relations and Diversity Program Manager, indicated that she would work with others to develop an infographic to summarize complaint processing details, pulling in policies and procedures followed by POSPD, Human Resources, and Workplace Responsibility.³⁹

The complaint handling infographic was not available for 21CP's consideration before submitting this report, though POSPD's revised policy responds to the concerns that prompted Recommendation 25. Once completed, the infographic should provide further guidance to those at the Port and POSPD who handle complaints and Port/POSPD employees and people using Port services who file complaints.

Satisfactory evidence was presented that Recommendation 25 has been implemented.

Recommendation 26 - Oversight, Accountability, Equity, & Civil Rights

The complaint classification scheme (inquiry and minor, moderate, or major complaint) should be revised as it is unnecessarily technical, the terms used are not consistently well defined, and use of a methodology to assist in complaint classification will promote objectivity and consistency.

Recommendation 26 is another way to improve transparency and accountability for POSPD's complaint handling system, by making the complaint classification scheme easier to understand and administer. 21CP previously noted that investigations of complaints that could result in serious consequences for the named officer if sustained should be prioritized.⁴⁰

In PAIT's review, it indicated that Recommendation 26 was of medium priority, and that, "Currently, much of complaint intake and classification protocols depend on who is doing intake. This practice is not as . . . objective or transparent as it could be."⁴¹ POSPD policy implications included the need to review policies

³⁹ Alvarez expected that the infographic would be available for review two or three weeks after the March 31, 2025, meeting.

⁴⁰ Recommendations Report, p. 84 - 85.

⁴¹ PAIT Review, p. 34.

to ensure classification consistency, a note that POSPD's Personnel Incident Documentation/Early Intervention System Policy would be impacted, and indication that Human Resources and Workplace Responsibility would be available to support POSPD development of a complaint classification scheme.⁴² As with Recommendation 25, implementation of Recommendation 26 would require a subcommittee of representatives from OPA, Human Resources, and Workplace Responsibility.⁴³

As initial proof of implementation, POSPD provided a copy of the draft revised Personnel Complaints Policy, with specific reference to the sections on definitions and complaint classification. §1019.1.1 - Definitions defines a complaint as, "The available information credibly indicates the possibility of misconduct by at least one identifiable member of the Port of Seattle Police Department." An inquiry is defined as, "The available information contains elements of a complaint without meeting the definition of a complaint." POSPD continues to use a classification scheme involving minor, moderate, and major misconduct terminology:

- "Major Complaint - The most serious of allegations which are generally investigated by OPA or Workplace Responsibility. Major complaints allege an act or omission that would constitute willful or wanton disregard for agency policies and procedures.
- Moderate Complaint - Those complaints alleging actions by an employee in disregard of agency policies and procedures.
- Minor Complaint - Those complaints that may involve perceptual differences and possible violations of agency policies, procedures, and service."⁴⁴

The definitions used for these three categories of complaints in the version of the policy reviewed during 21CP's assessment were sometimes unduly complicated or somewhat circular. For example, "Minor Complaints" were defined as, "Complaints involving allegations against department members when the actions or behavior of the employee constitutes violations of department policy that are minor in nature." The draft revised policy definitions benefit from being shorter and more focused on the presence or absence of intentional wrongdoing. In that regard, the draft revised definitions provide more transparency for POSPD members, Port employees, and public stakeholders, and better serve the goals of accountability and legitimacy in the complaint handling process.

Under the draft revised policy on POSPD Personnel Complaints, classification of complaints and inquiries is to be handles as follows:

Complaint allegations are classified as Minor, Moderate, or Major. The classification of the complaint allegation is assigned by the OPA, and the complaint is reviewed at the Commander or Chief of Police level, consistent with the classification of investigations.

⁴² Ibid.

⁴³ PAIT Review, p. 35.

⁴⁴ Draft revised §1019.1.1 - Definitions.

When a complaint allegation is investigated by a Sergeant, a Commander's review is required. When a complaint allegation is investigated by the OPA, review is required by the Chief of Police. Citizen concerns about police performance that do not rise to the level of complaint will be classified as an inquiry. Refer to the Definitions Subsection of this Policy for corresponding definitions.⁴⁵

The approach to complaint classification provided for in the draft revised §1019.3.3 - Classification of Complaints and Inquiries is a process improvement over the original protocol reviewed during 21CP's assessment, where complaints were initially processed differently depending on whether they were in writing or oral, and a classification decision could be made by supervisor.⁴⁶ These and other policy revisions made to address 21CP's concerns about confusing language all contribute to a complaint handling process that is more transparent.

Satisfactory evidence was presented that Recommendation 26 has been implemented.

Recommendation 27 - Oversight, Accountability, Equity, & Civil Rights

When an on-duty supervisor handles complaint intake and the investigation of an inquiry or minor complaint, their investigation memo should indicate the rationale behind the classification decision, the complaint classification should be explicitly approved by the Commander, and complaint classification decisions should be regularly audited to check for consistency in application of policy and other classification guidance.

21CP's Recommendations Report reviewed various ways the POSPD's complaint classification and processing systems were confusing, unnecessarily complicated, and did not consistently provide for checks and balances that serve the goal of accountability.⁴⁷ As noted in the discussion above concerning Recommendation 26, one issue of concern to 21CP was that a supervisor could classify and investigate a complaint without reviewing the matter with the Office of Professional Accountability (OPA). While there is no question that supervisors should have authority to handle some relatively minor concerns at the front end, and perhaps all the more so when dealing with the traveling public, the original Personnel Complaints policy did not provide for clear routing and review of these incidents.

PAIT rated Recommendation 27 as of medium priority and indicated that implementation by POSPD had begun. With regards to Port policy implications, PAIT noted that Human Resources and Workplace Responsibility were available to support POSPD in development of complaint classifications for POSPD investigations.⁴⁸

⁴⁵ Draft revised §1019.3.3 - Classification of Complaints and Inquiries.

⁴⁶ Recommendations Report, p. 86.

⁴⁷ Recommendations Report, p. 85 - 86.

⁴⁸ PAIT Review, p. 36.

As with the two previous recommendations discussed, POSPD relied on draft revised Personnel Complaints Policy to establish implementation of Recommendation 27. Under the updated policy, complaint classification decisions are made by OPA, with review by the Commander or Chief of Police.⁴⁹ The policy acknowledges a supervisor's authority to resolve inquiries and to investigate minor allegations of a policy violation and provides a list of investigative steps to follow, material to include in IAPro/BlueTeam, and the review process once the investigation is complete.⁵⁰ 21CP recommended that any available audio or video recordings of the incident underlying the complaint be included in the list of documents the supervisor should include in the file, a change POSPD made to the draft revised policy.

Satisfactory evidence was presented that Recommendation 27 has been implemented.

Recommendation 29 - Oversight, Accountability, Equity, & Civil Rights

The POSPD should develop policy that identifies potential conflicts of interest and protocols to address actual or perceived conflicts related to misconduct complaint handling and discipline matters.

As 21CP's Recommendations Report noted, "Because officers handling police misconduct complaints internally, through an Internal Affairs Unit or POSPD's Office of Professional Accountability, naturally will have worked with and have relationships with officers who are named in complaints, it is easy for real or perceived conflicts of interest to arise."⁵¹ It is not unusual for some people to distrust the complaint handling process where they view "officers investigating officers" as being inherently conflicted, which underscores the need to ensure that all involved in the investigation process can be "objective, fair, and unbiased with regards to the subject officer, complainant, witnesses, and issues raised."⁵²

PAIT rated Recommendation 29 as being of low priority, though PAIT Review notes indicate that a conflicts of interest policy was mandated by Washington State legislation⁵³ and that implementation had started by the POSPD.⁵⁴ The PAIT notes also state that a conflicts of interest policy would impact POSPD's Personnel Incident Documentation/Early Intervention System Policy, that Port Human Resources/Workplace Responsibility (HR/WR) is available to support policy development regarding potential conflicts of interest

⁴⁹ §1019.3.3 - Classification of Complaints and Inquiries. Because OPA is making complaint classification decisions, Recommendation 26's reference to the supervisor providing a classification rationale is no longer applicable.

⁵⁰ §1019.5.3 - Supervisor Responsibilities.

⁵¹ Recommendations Report, p. 87.

⁵² Recommendations Report, p. 88.

⁵³ Presumably, PAIT was referring to the Washington State mandatory assessment of potential conflicts of interest on the part of individuals involved in the independent investigations of deadly use of force that results in death, substantial bodily harm, or great bodily harm. WAC 139-12-030.

⁵⁴ PAIT Review, p. 38.

in POSPD investigations, and that a policy change would require a subcommittee of representatives from the Police Department's Office of Professional Accountability (OPA) and the Port's Offices of HR and WR.⁵⁵

Proof of implementation for Recommendation 29 was offered by way of reference to the revised §1019.5.3 - Administrative Investigation Procedures, which provides, "(a) If there is the question of possibility of a conflict of interest in an investigation, the Chief of Police will determine how deconfliction will occur." 21CP advised that it would be beneficial to provide more direction in the policy as to the kinds of issues that can create actual or perceived conflicts of interest in handling misconduct complaints, and suggested that the policy should cover the protocol to follow if the Chief of Police has a potential conflict of interest in the matter under investigation. 21CP provided examples of conflict of interest policies used in other law enforcement organizations and POSPD added a new section §1019.5.2 - Conflict of Interest and Investigative Recusals to include additional language that provides more detailed consideration as to how potential conflicts of interest can arise and are to be addressed. The policy changes include a provision that any complaint allegation naming the Chief of Police will be reported to the Port Deputy Executive Director.

Satisfactory evidence was presented that Recommendation 29 has been implemented.

Recommendation 38 - Hiring: Female Applicants

Follow up with Public Safety Testing to explore why female applicants to the Port of Seattle Police Department fail the written test at a higher level than male applicants and whether the Port is receiving all data analytics needed to assess applicant and hiring patterns and give follow-up consideration as to why there have been no female entry-level hires in the past three years.

When PAIT reviewed this recommendation, it asserted that there had been an error in reference to female applicants failing the *written* test at a higher rate than male applicants, as the higher female failure rate was with regards to the *physical* test.⁵⁶ PAIT also indicated that the test has changed as of 2021, after 21CP's assessment was completed, such that new disaggregated data on fail rates would have to be gathered to learn if the higher failure rates for females persisted, and that any changes would have to be coordinated with the Washington State Criminal Justice Training Commission (WSCJTC).⁵⁷

During 21CP's assessment of the POSPD, it was provided with data indicating that entry-level female applicants failed the written test administered by Public Safety Testing (PST) at a higher rate than males - a 7% failure rate for females verses a 5% failure rate males.⁵⁸ It was not evident that the difference in

⁵⁵ Ibid.

⁵⁶ PAIT Review, p. 48.

⁵⁷ Ibid.

⁵⁸ Recommendations Report, p. 104.

failure rates was statistically significant, as there was very limited data available through PST regarding failure rates by gender for either the written or physical tests. However, because POSPD had not hired any female entry-level applicants for the three years leading up to the Recommendations Report issued in 2021, potential impediments to female applicants was a concern.⁵⁹

Regardless of the confusion and lack of information about the data at issue, the recommendation to follow up with PST to better understand applicant testing outcomes is now moot. As proof of implementation regarding Recommendation 38, POSPD provided a memorandum dated February 7, 2025, from Commander Depolo, Office of Professional Standards & Development, indicating that the POSPD has transitioned away from PST for written and physical testing for entry-level officers. Commander Depolo's memorandum states that, following a process spearheaded by Candie Lorenzo, Port Human Resources - Talent Acquisition, POSPD transitioned to using the National Testing Network ("NTN") in 4th Quarter 2024. NTN testing is more robust, involving multiple prongs, including situational judgement, report writing, reading, and a self-assessment, all measuring specific skills and ethical challenges facing law enforcement. Commander Depolo notes that NTN testing encourages diversity without sacrificing standards and quotes from NTN material that states, "In addition to developing examinations that allow departments to identify the most qualified candidates, one of NTN's top priorities is to provide exams that promote racial and gender diversity in the departments we serve. NTN tests are shown to have both high validity and low impact on protected groups." NTN shows a 95% vs 94% passing rate in general for male and female candidates respectively, based on the written test package used for entry-level applicants.⁶⁰ POSPD does not have data specific to the department at this point in time.

Entry-level applicants must also demonstrate a requisite level of physical fitness as established by the Washington State Criminal Justice Training Commission (WSCJTC).⁶¹ The POSPD uses NTN to administer the Washington Physical Abilities Test (WAPAT), which includes three individual fitness components. In order to receive a passing score, applicants must complete 20 push-ups in 90 seconds, 25 sit-ups in 90 seconds, and 35 squat thrusts in 3 minutes, with a 3 minute rest period between the first two events and a 5 minute rest period between the second and third event. Again, given the relatively small number of applicants since POSPD began using NTN for entry-level testing purposes, data is not available for comparative pass/fail rates between male and female applicants.⁶²

⁵⁹ Ibid.

⁶⁰ While there continues to be a slight difference in outcomes by gender for the written portion of the assessment process, NTN provides much more information concerning test validity. Also, Commander Depolo's memorandum indicates that while POSPD is currently using NTN's recommended scoring matrix, it can change the weightings of test subcategories if testing outcomes do not meet Police Department expectations.

⁶¹ WAC 139-05-230.

⁶² POSPD Recruiting and the Command Team are reviewing entry-level oral board questions to ensure they align with POSPD values and present a neutral playing field for all those involved in the application process. 21CP Recommendation 40 addresses issues with oral board questions and, presumably, the recommendation will be considered for implementation in the next (and last) reporting period.

POSPD created a full-time recruiter position in late 2024, tasked with reviewing the hiring process from top to bottom to identify systemic improvements. Commander Depolo reported that the recruiter has been proactive in finding locations to promote POSPD hiring that typically have been underserved by the Police Department. He noted that female POSPD officers are often present at recruiting events. For instance, at a recent Seattle University event and a Diversity in Law enforcement Careers workshop co-sponsored with other Valley agencies, a large portion of potential applicants who attended and provided contact information were female.

Finally, and perhaps most importantly, one female entry-level officer graduated from the WSCJTC Basic Law Enforcement Academy (BLEA) in March and is now undergoing POSPD PTO training. A second female recruit has accepted an offer of employment with the POSPD and is being scheduled for BLEA training.

When 21CP met with Senior Director Gheisar and representatives from POSPD and Port Human Resources, Workplace Responsibility, and Legal in March 2025, POSPD Commander Depolo and Human Resources personnel supporting the Police Department indicated they will be working to better understand where applicants fall out during the entry-level application process. It is hoped that more data on failure rates at the different application stages will be available through NTN. Also, there was to be an upcoming training on oral board questions and review of questions to consider for areas of improvement.⁶³ Previously, there has not been any formal tracking of oral board pass/fail data, though that is a process the Port and POSPD can more closely monitor. During the meeting with POSPD and Port representatives held in March, there also was discussion about the variety of recruitment efforts being made, ways to encourage and support entry-level test taking, and opportunities to collaborate with other jurisdictions to support preparation and practice for the physical fitness test.

Recommendation 38 is no longer applicable, given POSPD's transition to using the National Testing Network for screening entry-level applicants and the recent success in hiring two female officers.

Recommendation 44 - Special Team Assignment Process

*The POSPD should consider ranking applicants for special team assignments to increase transparency in those processes.*⁶⁴

During 21CP's assessment of the POSPD, many officers expressed concerns about the fairness of assignments to specialty units, such as K9, SWAT, Hostage Negotiation, Dive Team, Boat Team, Police Training Officer (PTO), Bomb Disposal, Honor Guard, Peer Support, and Crowd Management. Testing for these assignments is required, and the Chief of Police or head of the relevant unit makes an assignment

⁶³ Oral board questions are the subject of Recommendation 40, which has not been reviewed for implementation.

⁶⁴ There was a typographical error in this recommendation, as ranking applicants does not necessarily result in increased transparency. The recommendation should have been stated as: The POSPD should consider ranking applicants for Special Team Assignments *and* increase transparency in those processes.

selection from the pool of successful test takers rather than selecting from the top of the list according to the ranked results of test takers. Command Staff reported that selections are generally made based on test scores, but the possibility for substantial discretion to enter the selection process creates a perception of unfairness. 21CP considered the demographics of various special units and found a lack of diversity among some team members, adding to the perception of unfairness about the selection process.⁶⁵

21CP emphasized throughout its Recommendations Report that POSPD leadership is responsible for creating the conditions necessary to build a sense of internal procedural justice in the Police Department. "POSPD leadership can enhance internal procedural justice with a focus on developing collaborative decision-making, team building, employee inclusivity, and empowerment, transparency, and effective internal communication."⁶⁶ Developing a process so there is more transparency and communication regarding special team assignments will help facilitate a sense of fairness and internal procedural justice in the Police Department.

PAIT Review notes indicated that the POSPD needs to have some flexibility in assignments so that selection is not completely based on test scores. Special team positions are not covered by civil service rules and labor contracts already allow for some flexibility with these assignments. During the PAIT review process, the POSPD team expressed openness to 21CP's recommendation and for there to be more transparency, with PAIT Review notes indicating that the Police Department "is already running assessments to provide additional information to the Chief when making selections."⁶⁷ PAIT made the following suggestion: "Mandatory feedback to all participants following appointment/selection."⁶⁸ Port Human Resources offered to collaborate on how to improve the process and its transparency.

POSPD's offer of proof regarding implementation of Recommendation 44 included two emails. One email was dated January 2, 2025, and was addressed to POSPD Chief Villa (and copied to Deputy Chief Thomas) from Commander Depolo, POSPD Professional Standards & Development, regarding Special Team assessment ranking. Commander Depolo wrote:

To summarize our discussion:

- After the completion of a process, a communication will be sent out to all applicants with the ranked list. Scores will not be disclosed to the group.
- Assessment performance feedback will be offered either by the Commander or Sergeant, who will then notify Cmdr Barros that feedback has been completed for EDI tracking.

⁶⁵ 21CP did not have applicant data, so could not determine whether the process was in fact unfair, i.e. whether selection outcomes were representative of the applicant pool. Recommendations Report, p. 113.

⁶⁶ Recommendations Report, p. 114.

⁶⁷ PAIT Review, p. 54.

⁶⁸ Ibid.

- The communication will include that Special Teams assessments are not subject to Civil Service Rules and the assessment process is but one item the Chief will consider when making an appointment to the Special Team.

The second email offered in support of proof of implementation for Recommendation 44, also sent by Commander Depolo, was dated January 3, 2025, and was addressed to seven POSPD officers (and copied to 5 other individuals), with the subject, "PTO Assessment Results."⁶⁹ The email provided a ranked list of the seven POSPD officers who were sent the email and indicated the list was based on the assessment process. The email further notes that the PTO position is not governed by Civil Service rules and, "...the list generated by this process is just one of many factors that the Chief of Police will consider when making appointments to the cadre." Commander Depolo referred to a POSPD Sergeant having spoken with each of the officers on the list, but stated that the recipients could contact the Sergeant or Commander Depolo if anyone wanted additional feedback about the process. Finally, Commander Depolo notes that he anticipates that there will be multiple appointments off the list taking place slowly throughout the year, but that the group will be updated as the time to make appointments draws closer.

The POSPD is using a ranking system in assessing applicants for a Special Team assignment and shares the list with all applicants, though the POSPD Chief will continue to have some discretion in making a final selection. Those interested in a Special Teams assignment are provided with individualized assessment performance feedback, with an option to seek further feedback if desired. This move toward increased transparency about the selection process and more communication concerning individual performance demonstrates a commitment to promoting internal procedural justice at POSPD.

Satisfactory evidence was presented that Recommendation 44 has been implemented.

Recommendation 46 - Use of Force: Training

The POSPD should continue to stress a "guardian mentality" in its trainings.

21CP's Recommendations Report acknowledged that by 2021, POSPD was incorporating a "guardian mentality" in its policies and training. However, trainings prior to 2020 had emphasized a "warrior mindset," with some explicit direction to reinforce the approach throughout training.⁷⁰ Recommendation 46 was included as a reminder that promotion of the "guardian mentality" involved a "career long education process designed to ensure the development of a highly evolved police officer who is prepared

⁶⁹ When a new officer is hired by the POSPD, they must complete a Police Training Officer (PTO) Program lasting 8 - 17 weeks. The training team for each new recruit consists of at least two PTO trainers, the PTO sergeant, the PTO commander, and the PTO evaluator. More information about the PTO Program can be found on the POSPD website: <https://www.portseattle.org/police-units/police-training-officer-ptu>

⁷⁰ Recommendations Report, p.115-116.

at any moment to reflect the best of what policing demands."⁷¹ A police culture with a "guardian" mindset, as developed by the Washington State Criminal Justice Training Commission (CJTC), emphasizes justice-based policing, crisis intervention, tactical social interaction, and individual respect as ways of advancing community safety.⁷² In that regard, Recommendation 46 overlaps with similar recommendations made by 21CP, including those concerning the role of procedural justice in policing, crisis intervention, POSPD's development of alternative responses to issues of homelessness, and training on de-escalation.

Recommendation 46 was considered to be a high priority during the PAIT review process and, at the time the PAIT team considered the recommendation, implementation was underway.⁷³ PAIT Review notes indicate that the "guardian mentality" (Recommendation 46) was "incorporated into our training and will be part of 2022 In Service Training" and that POSPD was working to get related materials from CJTC to expand the curriculum. The PAIT Review also point out that, "measuring the effectiveness of the [guardian mentality] training is difficult."⁷⁴

The Police Department provided a memorandum dated February 11, 2025, from Sgt. R. Leavengood, Office of Professional Standards & Development, to Commander Depolo, that documents the different ways in which the POSPD stresses the "guardian mentality" throughout its trainings, to ensure that engagements are not only lawful, but also moral and ethical. Sgt. Leavengood noted that, in different types of training, instructors underscore the importance of being ready and prepared to take action to protect the public, the subject, one's partners, and oneself. Sgt. Leavengood's memorandum indicates that trainers encourage officers to treat all persons with respect, dignity, empathy, and patience. The memorandum states that training teaches that the lives of innocents are to be prioritized over those of suspects and officers, while using reasonable care, which is manifested in exhausting all other resources prior to using force. De-escalation techniques that are emphasized to avoid using force include less lethal implements, use of the "one voice" principle to facilitate clear communication with the subject, taking advantage of distance and cover opportunities, and repositioning. Sgt. Leavengood also noted that the duty to intervene is taught in scenario-based instruction, another example of how the "guardian mentality" is a focus in POSPD training.

21CP attended a number of POSPD training events during the original assessment of the Police Department and requested an opportunity to observe use of force and other training as follow-up during the recommendation implementation phase. The purpose of observing training at this stage is to watch for examples of implementation in action and to confirm written and verbal information submitted by the POSPD, all of which contributes to building accountability, transparency, and legitimacy in 21CP's audit of the Police Department's implementation progress.

⁷¹ Ibid., referencing the Washington State Criminal Justice Training Commission and as quoted by POSPD.

⁷² Rice, Stephen, and Sue Rahr. "From Warriors to Guardians: Recommitting American Police Culture to Democratic Ideals." *New Perspectives in Policing*, Harvard Executive Session on Policing and Public Safety, 2015.

⁷³ PAIT Review, p. 56.

⁷⁴ Ibid.

21CP had the opportunity to observe both classroom and scenario-based training during the current reporting period and was invited but unable to attend Crisis Intervention Team training. POSPD's classroom based "De-escalation and Lethal Force Safety Training" had the stated dual goals for "Police officers to give proper weight to the SAFETY of the PEOPLE in their communities" and for "Police officers will give proper deference to their own SAFETY in the process."⁷⁵ Using a variety of videos and other illustrations throughout, the lead trainer stressed the importance of giving proper weight to both goals. The de-escalation techniques of using time, distance, and cover to avoid the use of force were also illustrated through videos, attendee participation exercises, and sample scenarios. The trainer stressed the importance of regular and frequent shooting practice, both with ammunition and by dry firing, to improve and maintain accuracy and muscle memory, and as a means to help avoid the unnecessary use of force (and avoidance of use of necessary force) due to lack of preparation.

The scenario-based training that 21CP attended was directed at recent new and lateral hires. Several scenarios involved officer interactions with an actor playing a person sleeping at the airport, apparently there without a legitimate travel-related purpose. Working individually or in a pair, the officers were tasked with contacting the individual to determine their reason for being at the airport, to consider whether the situation involves a criminal trespass, and to take appropriate follow-up action. Once contacted, the actor responded differently in the various scenarios, such as standing up and walking away, staying seated and indicating he was picking up a friend, but not knowing his arrival time or having any other flight information, or indicating the friend was arriving on an airline no longer in operation. In another scenario, an individual was observed using a screwdriver to open up a locker. Once contacted, the actor claimed to be an employee who did not have identification, though continued to hold the screwdriver.

After each trainee engaged with the actor in each scenario described above for a period of time, the trainer stopped the action and asked the trainee about their purpose in making the contact, their chosen course of action once contact was made, what appeared to work well, and where they encountered the unexpected or challenges. Usually, the scenario was repeated, with the training focused on working on a particular skill or aspect of the encounter. The trainees were acknowledged for using a tactical approach to the encounter, for demonstrating respect while maintaining authority, and for avoiding escalation of the situation, such as not responding incredulously when the actor provided clearly implausible flight information. Instructors called out appropriate use of, or reminded the officers to use, time, distance, and cover, and to request officer back-up, a supervisor, the Crisis Coordinator and mental health professional, or other resources, as needed.

While far from a complete description of all that was addressed in the training observed, the examples above illustrate ways the POSPD continues to stress a "guardian mentality" in its officer instruction.

Satisfactory evidence was presented that Recommendation 46 has been implemented.

⁷⁵ Emphasis in the original.

Recommendation 47 - Use of Force: Training

The POSPD should provide positive examples to reinforce good police tactics rather than stressing poor outcomes in training.

The suggestion in Recommendation 47 to provide positive examples that reinforce good police tactics rather than only stressing poor outcomes in training is aimed at emphasizing what officers should do instead of solely what they should *not* do." For example, using BWC videos that demonstrate the use of procedural justice techniques when making a contact provides role modeling for those being trained and shows how justice-based policing potentially can assist in avoiding use of force.

Recommendation 47 was rated as being of medium priority by PAIT, though implementation was underway.⁷⁶ The PAIT team mentioned that the POSPD Training Unit was working to identify videos showing examples of "good policing."

As offers of proof regarding POSPD's implementation of Recommendation 47 and the use of training examples that teach good police tactics, the Police Department provided two memoranda, one from Training Officer Nari Shin and the other authored by Commander Depolo, Office of Professional Standards & Development. Commander Depolo's memorandum summarized the wide range of in-service training POSPD provides to officers September through April each year. He notes that when a training video uses a less than ideal outcome, it is often followed by one illustrating more positive tactics. Commander Depolo indicates that the debrief following scenario-based training exercises aims to help trainees identify the best possible outcome for each event.

Officer Shin's memorandum, also offered in support of implementation, indicates that POSPD's training focus is centered on highlighting what officers can do to achieve successful outcomes (rather than how to avoid mistakes) and states that this is a key element of ensuring effective, safe, and thoughtful interactions with the public. Officer Shin discussed ways that POSPD's training on crisis coordination and mental health and lethal force and de-escalation use success stories where officers communicated effectively with individuals in distress or used de-escalation tactics to defuse potentially dangerous situations. The Training Unit uses Body-Worn Camera (BWC) footage and police training videos to analyze real-life encounters, reviewing both successful interactions and areas for improvement. Officer Shin also summarized POSPD's immersive six-week training program, including scenario-based training such as that observed by 21CP and described above regarding Recommendation 46. The memorandum concludes, "By providing officers with resources, practical scenarios, and constructive feedback, we aim to enhance both individual performance and the overall safety and well-being of our community."

⁷⁶ PAIT Review, p. 57.

As noted in the discussion on implementation of Recommendation 46, 21CP recently attended both classroom and scenario-based training. Both types of training provided examples of POSPD incorporating positive examples to reinforce good police tactics. For instance, where multiple officers were involved in a videotaped event being used for classroom training, discussion centered around which officers used poor tactics as compared to those who took positive steps to resolve the police encounter. During the scenario-based training, trainee actions that the trainers wanted to positively reinforce were highlighted up front and the trainers explained or role modeled specific tactics for the trainee to practice where an alternative approach was suggested. While 21CP was not able to attend the New Hire Crisis Intervention Team instruction, 21CP did review the training's PowerPoint materials. The concept of using positive examples in training could be identified in a slide on POSPD reporting requirements that provided a list of helpful descriptions used to illustrate behavioral health issues based on observation or as relayed to the officer. Overall, POSPD appears to have embraced 21CP's recommendation to use positive examples in training when available, to accentuate tactics the Police Department expects officers to use.

Satisfactory evidence was presented that Recommendation 47 has been implemented.

Recommendation 49 - Training

The POSPD should consider incorporating existing community engagement opportunities as part of training to better understand cultural differences.

POSPD officers engage with a population of people who use the Port of Seattle's services that come from a variety of backgrounds and experiences. However, as 21CP's Recommendations Report noted, given the size of the Police Department, it cannot always commit resources towards creating new opportunities for officers to refine their cultural competency in order to enhance their ability to interface effectively with people from such varying backgrounds.⁷⁷ Thus, Recommendation 49 encourages the POSPD to take advantage of existing community engagement opportunities as an alternative approach to provide training and increase officers' capacities to interact with diverse groups. This might involve officers attending Employee Resource Group (ERG) meetings held among Port employees, sampling affinity group meetings convened through other law enforcement agencies (e.g. the Seattle Police Department's African American Community Advisory Council⁷⁸), or requiring that new recruits work a set number of hours during their PTO training assisting at a local organization that provides food or shelter services for the homeless or other disadvantaged groups.

PAIT considered Recommendation 49 to be of medium priority, though training in cultural competency is mandated by Washington State and the POSPD had begun implementation at the time of the PAIT review,

⁷⁷ Recommendations Report, p. 117.

⁷⁸ <https://www.seattle.gov/police/community-policing/community-programs/demographic-advisory-councils/african-american-community-advisory-council->

as exemplified by POSPD Sergeants connecting with community leaders in the Duwamish district.⁷⁹ PAIT also noted a possible link to Recommendation 42, 21CP's proposal that the POSPD bring representatives of all ERGs into the recruitment and hiring process at all steps, not just for oral boards, so that a variety of perspectives and ideas are shared with the Police Department and the Port throughout the process.⁸⁰

In a memorandum dated February 6, 2025, by Patrol Commander Arman Barros, he summarized ways cultural competency and Equity, Diversity, and Inclusion (EDI) events and training opportunities were provided to officers. In 2024, the Police Department hosted two events open to all Port employees through a program called "Lunch and Learn," in which speakers external to the Port of Seattle provided insight on strategies to address bias. One speaker, Ron Stallworth, was the first African American detective in the Colorado Springs Police Department and worked undercover to infiltrate the Ku Klux Klan, an experience later developed into a book and movie, *BlackKlansman*.⁸¹ A second speaker, Dr. Robert Livingston, is a social psychologist and leading expert on the science underlying bias and racism in organizations. He authored the book, *The Conversation: How Seeking and Speaking the Truth about Racism Can Radically Transform Individuals and Organizations* (Penguin Random House, 2021).⁸² The Lunch and Learn events lasted an average of two hours and POSPD and Port of Seattle employees received EDI credit for their attendance.

The Office of Equity, Diversity, and Inclusion (OEDI) requires six hours of EDI training annually for supervisors and five hours for non-supervisors, and includes the courses Racial Equity 101 and 102, which are required on a rotating two-year basis. During these courses, employees (including POSPD officers) are broken into small groups representing employees from across the Port, to share, discuss, and problem solve. OEDI and other Port groups also host Lunch and Learn events, which POSPD members can attend.

In 2024, the POSPD offered a class in "Spanish for Law Enforcement" to improve the Police Department's ability to communicate and provide law enforcement services for Spanish speaking individuals with whom officers engage. Discussion also began in 2024, continuing into 2025, about offering a "Lunch and Learn" event for Port employees that provides information on the POSPD officer recruitment, hiring, and training process, along with perspective on the diversity of individuals working for the Police Department. While this event seems to be aimed at helping Port of Seattle employees appreciate how officers are hired for the Department and the demographic variety among those currently employed, rather than the goal of enhancing cultural competency among POSPD officers themselves, educating the Port community about the Police Department facilitates understanding and relationship building with diverse individuals working at the Port who might participate.

⁷⁹ PAIT Review, p. 59. 21CP was unable to clarify the nature of the efforts being made with Duwamish community leaders.

⁸⁰ Recommendation 42 was considered in 2023 and is discussed in 21CP's Implementation Progress Report 1.

⁸¹ <https://en.wikipedia.org/wiki/BlackKlansman>

⁸² For more information about Dr. Livingston's background, see: <https://robertwlivingston.com/bio/>

While Recommendation 49 was particularly focused on encouraging the Police Department to take advantage of existing community engagement opportunities in order to leverage available resources, the POSPD's hosting of Lunch and Learn events, its offer of a course on Spanish for Law Enforcement, and the training through OEDI all appear to support the goal of providing opportunities for officers to better understand and appreciate cultural differences. The OEDI training required of all employees, including those at the Police Department, may offer a particularly robust opportunity for a diverse assembly of officers and other Port employees to interface and learn from each other, given the small group break-out approach used in the training. In addition, the POSPD can continue to consider whether there are existing opportunities such as those mentioned that might prove beneficial to enhancing officers' cultural competency.

Satisfactory evidence was presented that Recommendation 49 has been implemented.

CONCLUSION

POSPD continues to make progress in implementing improvement recommendations related to 21CP's assessment of the Police Department. To date, approximately 80% of 21CP's 52 recommendations have been successfully implemented. Of the 13 recommendations reviewed for 2025, there was satisfactory evidence of implementation for 12, with one recommendation determined to be no longer applicable. Representatives of the Police Department and other Port of Seattle entities readily provided information necessary to determine whether the concerns behind the recommendations reviewed have been addressed and were always available for follow-up discussions and receptive to 21CP's input.

As labor negotiations take place and the 2025 update to the Police Department's Policy Manual is completed in the Fall, some policy adjustments may result that relate to some of the recommendations assessed in 2025. Nevertheless, 21CP is optimistic that, if there are relevant policy changes related to recommendations 21CP has already reviewed for implementation, they can be considered along with the recommendations yet to be implemented—and that all remaining matters can be addressed by the time of the 2026 implementation review.

Port of Seattle Police Department Strategic Plan 2024 – 2026



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The Port of Seattle

Founded in 1911, the Port of Seattle has a mission to promote economic opportunities and quality of life in the region by advancing trade, travel, commerce, and job creation in an equitable, accountable, and environmentally responsible manner. The Port is a leader in moving people and cargo across the country and around the world. With facilities and property ranging in scope from a half-acre park to one of the largest airports and container terminals on the West Coast, the Port maximizes the public assets with an eye toward best uses and environmental sustainability.

The Port’s services and programs benefit the region in many ways and allows the communities to experience the impacts and opportunities differently. Through ongoing outreach efforts, educational engagement offerings, and business and community development programs, the Port focuses on building relationships and fostering partnerships with a commitment to being a good neighbor and expanding opportunity. The Port also holds fast to five core values (RAISE): respect, anti-racism and equity, integrity, stewardship, and excellence. These values define the public service commitment of employees who serve millions of people, and foster pride in employees working for one of the region’s most integral economic engines.

The Port of Seattle is governed by the Port of Seattle Commission. Five Commissioners, elected at large by the voters of King County, serve four-year terms, and establish Port policy. The Port is led by the Commission-appointed Executive Director who is responsible for overall activities of the Port.

The Commission adopted the Century Agenda (CA) as the directional compass for the Port of Seattle and the basis for all strategic alignment and goal creation across the Port.

Introduced in 2012 to mark the 100-year anniversary of the Port, the Commission adopted the Century Agenda to establish the Port’s ambitious vision for the next 25 years and beyond. It contains six (6) goals and nineteen (19) objectives that provide structural framework for operating divisions to create tactical objectives and aligned key performance indicators (KPIs) to keep the Port on track to its destinations.

The Century Agenda was updated in December 2017 to add Scope 2 carbon reduction goals to our environmental sustainability priorities that supplement to accompany Scope 1 and Scope 3 carbon reduction goals. Most recently, the CA was updated again in 2020 to add goals on Equity, Diversity, and Inclusion as well as to be a Highly Effective Public Agency.

The Port of Seattle Police Department

The Port of Seattle Police Department, created in 1972, provides the primary law enforcement service to the Seattle International Airport¹ (SEA) and the Port of Seattle’s seaport properties². The key functions of the department are to:

1. Provide a visible presence in and around the airport and seaport to prevent crimes from occurring.
2. Provide traditional law enforcement functions throughout the Port of Seattle jurisdiction.
3. Ensure continuity of operations.
4. Provide police and fire emergency communications.
5. Respond, mitigate, and stabilize acts of terrorism or unusual events.

Comprised of a Services Bureau and an Operations Bureau, several divisions within these bureaus strive to ensure the above functions are accomplished while maintaining the highest professional integrity, in a manner aligned with the Ports priorities, RAISE values and in line with agreed upon levels of service. The department, as of 2023, is authorized 130 commissioned and 52 non-commissioned staff with an approved budget of just over \$36 million.

The Operations Bureau is the most visible representation of the Department. Uniformed members serve our community in many ways including responding to 911 calls, assisting the public, providing proactive patrol, and facilitating the safe and expeditious movement of traffic. Officers may be called to take a

¹ Located approximately 12 miles south of downtown Seattle the Airport has facilities for commercial passengers, air cargo, general aviation, and aircraft maintenance on upwards of 2,800 acres. Airport facilities include the Main Terminal, the South, North Satellites and International Arrival Facility, an 8-level parking garage and consolidated rental car facilities. Over the summer months of 2023, 15.3 million passengers came through SEA.

² Maritime is responsible for the operations, strategic direction and leadership of the largest and fastest growing Cruise homeport on the West Coast, the homeport of the North Pacific Fishing fleet, 4 premier recreational Marina’s comprising 1500 slips, supporting industrial properties, a grain terminal and 65 acres of public waterfront parks.

report of a crime from a travelling member of the public, intervene in a physical confrontation or respond to a security breach within the airport, the recreational or commercial marina or container terminals.

The primary mission of the Services Bureau is to provide support to the Operations Bureau. The Services Bureau consists of the Criminal Investigations Division, Fleet and Supply and the Professional Development and Standards Division. Most of the non-commissioned staff are in this Bureau including a 911 Fire and Police dispatch team who are essential to the safe and efficient operation of the Port of Seattle organization.

The members of the Port of Seattle Police Department are committed to providing professional law enforcement services, protecting the rights of individuals, preventing crime, and building community partnerships. The Police Department is a Commission on Accreditation for Law Enforcement Agencies (CALEA) certified agency and was re-accredited in 2021. The Department was showcased by the International Association of Chiefs of Police (IACP) as a .

The Port of Seattle Police Department, under the direction of Chief Mike Villa, partnered with Strategic Initiatives to develop the department’s 3-year strategic plan. This strategic plan aligns with the Port of Seattle Century Agenda (CA) Strategic Objectives. As examples, we will be improving the operational efficiency and customer experience at SEA (CA Goal 2, objective 3), ensuring structures and practices provide equitable opportunities for all (CA Goal 5, objective 14), and advancing the Port’s dedication to employee safety (CA Goal 6, objective 16).

Internal and External Stakeholder Input

Internal and external stakeholders provided significant input on three recent initiatives that had a major influence in shaping this strategic plan. Those initiatives are:

SEA Cares Initiative:

Shortly after the beginning of the COVID-19 pandemic in 2020, Seattle-Tacoma International Airport (SEA) experienced an influx of non-ticketed persons who committed crimes ranging from felony assaults to misdemeanor thefts. Port employees and visitors felt unsafe and airport operations and security was negatively impacted by suicidal subjects, assaults, hoax bomb threats, and a wide range of calls for service. Biohazard incidents and other custodial needs increased which impacted the cleanliness of the terminal in a disruptive way. In response to this issue, SEA implemented the “SEA Cares” program. The objective was to provide a safe and secure airport for employees and the traveling public along with compassionately directing people experiencing homelessness to off-site social services and other resources.

The SEA Cares working group and steering committee included directors and representatives from Aviation Security, AV Customer Service, AV Operations, External Relations, OEDI, Process Improvement, and the POSPD Chief of Police and command. Various strategies and tactics were implemented during 2020 and 2021 with minimal success. In December of 2021, the Police Department proposed a three-year Trespass Reduction, Crime Prevention, and Airport Employee and Visitor Safety Strategy to the SEA Cares steering committee and subsequently SEA Managing Director Lance Lyttle. The strategy was approved. and implementation initiated in 2022. A key strategy and accomplishment was establishing co-responder teams which included

continuance of the Crisis Coordinator position, the hiring of a non-commissioned Mental Health Professional, and advanced crisis intervention training for officers. Early results proved the program’s success, and the SEA CARES strategic goals are incorporated into this department strategic plan.

Task Force on Policing and Civil Rights:

The Port of Seattle Commission created the Task Force on Policing and Civil Rights via Motion 2020-15. The Task Force in-turn contracted with 21CP Solutions (21CP) to complete an assessment of the Port of Seattle Police Department. 21CP conducted a thorough process with many internal and external stakeholders. Community engagement included Shilshole Bay Marina residents and Dock Captains, Duwamish Valley stakeholders, Harbor Island stakeholders, Drayage Truck Companies and Drivers, aviation stakeholders, homelessness advocates and service providers, and the City of Sea-Tac. Sixteen Task Force Members included Port of Seattle representatives from Strategic Initiatives, Labor Relations, Central Procurement Office, External Affairs, Human Resources, OEDI, Blacks in Government, and the Commission Office. External members included Equal Rights Washington, Seattle Police Department, Police Accountability advocates, ACLU Washington, and Teamsters. With Taskforce involvement, 21CP generated 52 recommendations for implementation or compliance.

In follow up, the Port established the Policing Assessment Implementation Team (PAIT) in December of 2021. The PAIT was an internal team of Port employees with an in-depth knowledge of the implications of implementing the recommendations. PAIT included the Chief Operating Officer of the Port, Police Department, Human Resources, Legal, Finance and Budget, Labor Relations, External Relations, and Strategic Initiatives. The PAIT completed its work in May of 2022 with an exhaustive report that assessed budget, policy, community and external relations, legal, and other implications as well as prioritizing the 21CP recommendations as High, Medium, or Low. Implementation of the recommendations is a multi-year endeavor and is included into this strategic plan.

Service Level Agreements:

In 2021, and again in 2023, the POSPD leadership collaborated with Aviation Managing Director Lance Lyttle and Maritime Managing Director Stephanie Jones-Stebbins and their leadership teams to develop service levels agreements. The Agreements outline the parameters of Law Enforcement services provided as they are mutually understood by the primary stakeholders. The mutually agreed upon objectives are to deter and respond to crimes on Port properties; to respond to disasters and unusual events; to help maintain business continuity at the Airport and Seaport; help to make passengers feel safe and secure; and manage congestion on Port properties, especially Airport driveways. The agreements remain valid until superseded by a revised agreement mutually endorsed by the stakeholders and are thereby incorporated into the strategic plan.

In addition to the above, department input included a 2022 SWOT analysis conducted by the Department Change Team with commissioned personnel and input from department supervisors during two workshops facilitated by Strategic Initiatives in 2023. The supervisor workshops followed the strategic

planning process with Command Staff stakeholders to ensure that supervisors have a voice and a means of contributing to the strategic planning process.

Purpose and guiding principles, business definition, and strategic anchors

In follow up to information gained through the SWOT analysis, the Police Leadership team engaged in a process conducted by an outside consultant to increase team cohesion and enhance organizational clarity. Four clarifying question and answers surfaced from those workshops and are as follows:

Question 1: Why do we exist? (Core Purpose)

We exist to protect and ensure safe passage through our gateways.

Question 2: How do we behave? (Guiding Principles)

- Leadership
- Integrity
- Accountability

Question 3: What do we do? (Business Definition)

We enable continuity of business for the Port of Seattle by providing law enforcement and counter terrorism services.

Question 4: How will we succeed? (Strategic Anchors)

- By being Service-Oriented with travelers and customers
- By ensuring Employee Wellbeing and Safety
- By Building Strong Partnerships (Internally and Externally)
- By demonstrating Anti-Terrorism Expertise

Each of the goals in this strategic plan are tied to at least one of the above Strategic Anchors and supports our Core Purpose.

Goals and Objectives

There are twenty (20) Goals and multiple aligning Objectives found in this document for advancing the Police Department's Core Purpose. Corresponding Tactics and Key Performance Indicators (KPIs) were developed and are included herein to ensure the department can track its progress toward goals.

(Goals No. 1-2) Staffing

PHASE 1: 2024	PHASE 2: 2025	PHASE 3: 2026-Beyond
95% staffing by EOY 2024	Optimal Staffing by Q4 2025 per SLA's	Maintain Optimal staffing levels
KPI	KPI	KPI
% of authorized vacancies filled Target: 95% filled by EOY 2024	# of auth. Positions increased; % of new auth. positions filled Target: 85-95% filled by EOY 2025	% Rate of employee attrition Target: 10-12%

The Command Staff and Chief agreed that all authorized positions must be filled as soon as possible to:

- Achieve minimum agreed upon levels of service to the Port and its divisions,
- Increase officer job satisfaction, and
- Ensure the department's ability to meet the growing needs of the Port.

To accomplish these goals the following objectives have been identified. This list is not exhaustive and may be amended to reach staffing goals.

Phase 1: Goal 1 - Fill at least 85% of current authorized positions by Q1 2024

Objective 1.1: Assess the workload and functions of current commanders to allocate necessary functions to new commander(s) by EOQ1 2024.

As the POSPD is currently very understaffed, employees have been backfilling key roles and functions. With the recent reorganization and the authorization of a new commander, command staff functions need review, and potential reallocation to make the best use of knowledge, skills, and abilities.

Objective 1.2: Partner with Human Resources to increase the speed of recruitment and hiring. Completed by EOQ1 2024.

The current length of the process is too long and makes it difficult for the department to compete for top talent. The speed of the hiring process could be improved by increasing collaboration with HR on the needs of the department, target audiences, external processes (those that live outside the POSPD) and recruitment strategies. Continued HR collaboration needs to be a top priority in reaching acceptable vacancy rates.

Objective 1.3: Develop Key Performance Indicators with HR to measure the effectiveness of marketing campaigns and other recruitment strategies.

Through the 20' – 21' Policing Assessment, 21CP recommended that the force expand its hiring to more women and people of Hispanic/Latino heritage. This will require targeted outreach efforts and KPIs to measure our effectiveness and meet this recommendation.

Objective 1.4: Collaborate with Labor Relations to complete Collective Bargaining Agreements (CBAs) as soon as possible.

To fill positions in a timely fashion, the department needs outstanding CBAs completed as soon as possible. CBAs are frequently stalled for multiple positions across the department. This creates a cooling effect when searching for new candidates as well as uncertainty and strain for current candidates and generally lowers employee job satisfaction. The POSPD will work with Labor Relations to pursue immediately renew expiring CBA's. **A date cannot be assigned to this objective as it is an ongoing process and dependent upon Labor Relations and Teamster negotiations.**

Objective 1.5: Increase officer retention rates; Decrease officer attrition.

Officer attrition rates have been higher over the last three years than the historic average. From 2020 to 2023 an average of 15 officers per year have attritted. Prior to this, a normal range would be six to seven separations per year. To achieve full staffing levels, the Command team identified the need to increase the retention of officers and decrease attrition. Some of this will be accomplished through unit cohesion and trust-building efforts, however, additional potential tactics were suggested. They will need further review before moving forward.

Tactical Item 1.5.1: Explore retention incentives for retirement eligible officers.

Tactical Item 1.5.2: Create a special training rotation schedule to offer new training and development opportunities for officers to increase retention.

Objective 1.6: Conduct a LEAN process on the background check process by January 31, 2024.

Other police departments complete background checks faster than POSPD. Many entry candidates will place their applications with multiple departments and will take the first offer. While we do not want to sacrifice the quality of our backgrounds, we need to assess if and where we can reduce lag time and be more competitive.

Objective 1.7: Collaborate with Port Employee Resource Groups to increase diverse candidates.

The department recruitment team has deployed a multi-prong strategy to recruit candidates from diverse backgrounds. The department will build on those current efforts to reach out to communities through ERG's and broaden the pool of candidates. Collaboration with ERG's should be an ongoing effort.

Objective 1.8: Enhance online presence.

Increase the number of police candidates by extending online presence through various traffic channels. This means building a dedicated recruiting website, creating social media content, and ultimately increasing brand awareness taking into consideration the potential cost increase versus the average online recruitment costs when building a law enforcement marketing strategy.

Phase 2: Goal 2 - Achieve optimal staffing levels by Q2 of 2025 by keeping all 2023 authorized positions filled and obtaining authorization for new FTEs where necessary to achieve optimum service levels across the Department.

Objective 2.1: Fill Special Teams assignments by Q1 2025.

Openings for two (2) detectives; one (1) SWAT team members, two (2) boat officers and one (1) canine unit officer must be trained and filled by the end of Q1 2024 to achieve optimal staffing levels and meet the POSPD mandate.

Objective 2.2: Make the Employee Wellness Program permanent by Q1 of 2024.

To ensure staff health and mental wellness is supported at all levels, the staff wellness program must be made permanent. The program is budgeted and authorized through 2023, however the POSPD would like to continue this program through 2024 and beyond.

Objective 2.3: All command staff review their team outcomes, and current staffing levels, and provide a list of new positions to be authorized along with a justification for each by Q2 2025.

Achieving optimal staffing levels will likely require approval of additional full-time employees. Commanders will work with their teams and staff to catalog the resources necessary to meet and exceed their mandate. A justification for additional staff may be used during the authorization and budget development processes.

Objective 2.4: Develop a list of core competencies necessary for specialists by Q2 of 2024.

Currently, while there is a handbook being created for some specialist positions, the hiring and training processes for these roles needs to be revamped and streamlined to cross train the specialists where appropriate. This will increase the effectiveness of specialists in their jobs and will become the basis for training and on-boarding activities. POSPD specialists are essential support staff with specific and not discreet bodies of work which are necessary for making sure the department runs smoothly.

Objective 2.5: Reduce mandatory overtime by setting staffing levels for peak season by Q2 2026.

Current staffing level projections use off-season activities and responsibilities to anticipate the necessary number of officers needed. Command staff suggests using peak-season instead. Currently, officers are engaged in large amounts of mandatory overtime to meet needs which consistently exceed projections. Overtime is very desirable for some, not so for others. Being

fully staffed for peak-season would create opportunity to increase officer satisfaction and reduce burnout by reducing necessary OT hours.

Phase 3: Prepare for long-term future optimal staffing levels (2026 and beyond)

Maintaining optimal staffing levels is a long-term goal for the POSPD. Objectives are not yet set.

(Goals No. 3-6) Reduce Trespassing and Crime at SEA

PHASE 1: 2023	PHASE 2: 2024	PHASE 3: 2025
Phase 1 completed in 2023. See Previous Plan	- Increase Port capabilities for assisting persons in crisis. - Reduce uniformed law enforcement contacts with Persons Experiencing Homelessness (PEH)	- Establish sustainable Crisis Response Team - Maintain low levels of trespassers at SEA.
	KPI - Increase capabilities for assisting persons in crisis. Target: Identify and send 10 officers and 2 sergeants to 40-hour crisis intervention course. - Reduce uniformed law enforcement contacts with PEH. Target: Reduce overall trespass contacts by 25% from 2023 total documented contacts.	KPI - Maintain low levels of trespassers as SEA. Target: 10% or less increase in repeat trespass offender contacts per quarter - Establish sustainable Crisis Response Team Target: Expand Crisis Response Team to include (1) additional fulltime commissioned officer and (1) additional MHP

During and after the COVID-19 pandemic in 2020, SEA experienced a significant increase in the number of crimes and situations posing a danger to airport customers and employees. During this period, there was also an influx of non-ticketed persons trespassing and negatively impacting airport operations by committing crimes ranging from felony assaults to petty thefts. In response, SEA implemented an overarching “SEA Cares” program. The objective was to provide a safe and secure airport environment for employees and the traveling public, while compassionately directing people experiencing homelessness to off-site resources.

In December of 2021, the Police Department proposed a three-year Trespass Reduction, Crime Prevention, and Airport Employee and Visitor Safety Strategy. This was presented to the SEA Cares steering committee and subsequently SEA Managing Director, Lance Lyttle. The strategy was approved, and implementation initiated in 2022. The SEA Cares strategic goals are incorporated into this department strategic plan beginning with 2024.

Phase 1: See Trespass Reduction, Crime Prevention, and Airport Employee and Visitor Safety Strategy for goals and objectives implemented in 2022 and 2023.

Phase 2: Goal 3 - Increase Port Capabilities for Assisting Persons in Crisis

Responding to a person in crisis call is resource intensive. Correct response often requires extensive de-escalation tactics by specially trained employees. A correct response minimizes the use of force and injuries to all involved.

Objective 3.1: Send a minimum of 10 officers and two sergeants to complete the 40-hour crisis intervention training by June 30, 2024.

Although 2 hours of annual crisis intervention training is mandated by state law, ten officers and two sergeants will be selected to receive an additional eight or more training hours as recommended by the department’s crisis coordinator. The first 8-hour team training course will increase our capabilities in crisis intervention and expand officer knowledge on resources. One officer from each of the ten patrol squads will be selected and become the squad resource, while two sergeants will be selected to help ensure these selected officers are responding to all crisis calls when in service. In addition to law enforcement personnel, the crisis coordinator will provide additional training to Port Fire to further increase the Port’s capabilities of effectively assisting persons in crisis.

Phase 2: Goal 4 – Reduce Uniformed Law Enforcement Contacts with Persons Experiencing Homelessness

Even with extensive training, the mere presence of uniformed law enforcement officers can invoke negative feelings or induce stress in a person experiencing a crisis. The officers and sergeants selected to receive additional crisis training will also have the option to wear a non-traditional uniform when contacting persons experiencing homelessness.

Objective 4.1: Reduce overall uniformed law enforcement trespass contacts by 50% from 2023.

SEA presents unique challenges when responding to persons in crisis because of where these contacts occurs and the possibility to adversely affect airport operations during a prolonged incident. Unlike cities and other residential areas where alternate resources may be readily available, our officers are primary first responders and must still be able to effectively handle emergencies and adjust to quickly evolving situations at the airport. The specially trained crisis officers assigned to each squad will utilize non-traditional uniforms and be the primary responder to crisis calls or the primary co-responder whenever our mental health professional (MHP) is available.

Phase 3: Goal 5 – Maintain Reduced Levels of Persons Trespassing at SEA

Continue to enact alternatives to arrest and booking efforts and reduce law enforcement contacts with trespassers and those in crisis, with civilian staff taking a more direct role in initial response as recommended by the 21CP executive summary. Implementing the co-responder program when Officers must respond to trespassers or persons experiencing homelessness, that will coordinate mental health evaluations and coordinate alternatives to booking when pre-determined criteria are met.

Objective 5.1: 10% or less increase in repeat trespass offender contacts per quarter from 2024.

The Crisis Coordinator plays a key role in following up with the prosecutor’s office and assigned case workers. This follow up ensures that anyone our officers contact and either arrest or refer to social service assistance is following through with their commitments and not intending to returning to the airport.

Phase 3: Goal 6 – Establish Sustainable Crisis Response Team

Our officers are called to handle a variety of situations that they either receive little or no training on or are often unrelated to law enforcement but are still expected to resolve the problem in a timely manner. Unfortunately, the expectation to do more with less often results in non-optimal outcomes when responding to persons in crisis such as quickly using force to resolve an unfamiliar situation. By continuing to build upon our crisis unit, these situations and the unintended consequences that follow may be avoided by expanding our current crisis response unit.

Objective 6.1: Expand Crisis Response Team to include (1) additional fulltime commissioned officer or sergeant and (1) additional MHP by Q1 2025.

Our Crisis Coordinator and Mental Health Professional have proven to be an invaluable asset with assisting our uniformed officers with resolving calls involving persons in crisis whenever they are available. Although the crisis unit was initially intended to be a co-responder model, the crisis coordinator and MHP were split to cover the week to provide some specialized resources for both dayshift and nightshift, seven days per week. Adding one additional fulltime commissioned personnel and an additional fulltime MHP would double the size of the current crisis response team, allow us to return to the co-responder model, and allow uniformed officers to focus on other law enforcement functions such as our anti-terrorism role.

(Goals No. 7-8) Update Service Level Agreements (SLA) with Operating Divisions

PHASE 1: 2024	PHASE 2: 2025-Beyond
Review and revise Service Level Agreements with AV & MT.	- Partner with BI to build POS business unit division satisfaction survey by EOY 2025 - Survey Divisions for satisfaction with SLAs in 2026
KPI	KPI
Milestone: Review and revise all Service Level Agreements with AV and MT by EOY 2024	Customer satisfaction rate Target: Clients report high levels of satisfaction annually (on a 5-point scale, 4.0 and above in 80% of categories)

Service Level Agreements devised and signed with the Aviation and Maritime Divisions were pivotal in increasing understanding of POSPD functions and capabilities. Additionally, they were a major financial contributor to the Police Department.

After staffing gaps are filled and optimal levels of staffing are reviewed, the Command Staff would have Service Level Agreements revisited and updated as necessary.

Phase 1: Goal 7 – Review and Revise Service Level Agreements with Operating Divisions.

Objective 7.1: Review Service level agreements internally to discern what is necessary and feasible considering the departments current status by EOY 2024

Command staff will meet to review current Service Level agreements and agree on what levels of service can be achieved considering current staffing levels and training.

Objective 7.2: Meet with Aviation, Maritime and Economic Development Divisions to sign new service level agreements based on their needs by Q2 2025.

To ensure optimal levels of staffing can be achieved and that the highest levels of service are provided, the POSPD must obtain new service level agreements with division staff and secure the necessary funding from operating divisions to execute.

Phase 2: Goal 8 – Institute biennial surveys to gauge division satisfaction with delivery of Service Level Agreements

Objective 8.1: Work with Business Intelligence (BI) to devise an effective survey of Divisions to gauge their satisfaction with Service Level Agreements by EOY 2025.

A biennial survey of the airport and seaport business unit operating divisions’ satisfaction with the services provided by the POSPD, will provide excellent opportunities for continuous improvement and justification for funding. The BI Team offers services to departments across the Port in building and delivering surveys that are effective and meaningful. The POSPD will work with them to devise and deliver this survey during 2025 for delivery to divisions by EOY 2026.

(Goals No. 9-10) Improving Internal Organizational Health and Cohesion

PHASE 1: 2024	
• Increase direct internal communications between officers and command staff • Invest in support systems for staff	
KPI	KPI
• Use of sick days Target: Reduce Sick Leave by 10% (baseline measured against 2019-2020 to control for COVID)	• # of grievances filed Target: 10-15% reduction

The law enforcement profession in general is a stressful occupation. Over the last several years the field of policing has become more challenging than ever before. Perceived changes in the way the public views law enforcement has created tension and concern for law enforcement personnel. The POSPD has not been immune to these pressures. The 2022 Police Department internal SWOT analysis Policing Assessment alerted POSPD leadership to rifts in the department’s organizational health, cohesion and internal trust.

The command team has set new goals intended to improve trust and communication between leadership and officers. They believe these goals to be pivotal to the health of the department and its ability to serve in its capacity to the best standards.

Phase 1: Goal 9 - Create necessary support systems for employees

Objective 9.1: Implement an employee health and wellness program catering to the mental health needs of employees across the PD by end of Q1 of 2024.

All POSPD employees deserve all the support the Port of Seattle can provide them. A mental health and wellness program is currently in development and early implementation with a finalized plan to be implemented in 2024.

Phase 1: Goal 10 - Provide additional opportunities for direct, honest, and productive internal communications

Objective 10.1: Schedule regular meetings between leadership, command staff, Officers and Sergeants, inviting feedback and discussion of potential grievances by Q1 of 2024.

Lack of unit cohesion is a principal concern of the POSPD Chief and Command staff. There was a pervasive desire among leadership to create better direct communication between leadership and staff to ensure they are heard in a way that improves critical communications and leads to iterative improvement. Regular meetings inviting staff to speak candidly to leadership about their needs and concerns are a way to begin fostering trust and building relationships.

Objective 10.2: Create an anonymous online feedback form for staff using the help of ICT by Q2 2024.

Providing staff with an anonymous means to report concerns may be a useful trust building tool. The tool would allow officers and staff to express their grievances or concerns, in a private forum, monitored by department leadership only. The comments would be anonymous to leadership and not visible to other officers to protect privacy.

When a certain type of complaint or concern comes up more than a few times, the command staff and/or other leadership can address the issue publicly without naming any party involved, addressing constructive and substantive concerns while allowing staff to feel safe in remaining anonymous.

Objective 10.3: Incorporate additional communication training to support RAISE values by Q4 of 2024.

POSPD's guiding principles align in support of the Port's core values (RAISE - Respect, Anti-racism and Equity, Integrity, Stewardship, Excellence). Living our values is an important part of creating the culture we all want to work in at the department and at the Port. Incorporating additional communication training in support of this will ensure clarity and cohesion with our staff.

(Goals No. 11-13) Anti-Terrorism Expertise and Capabilities

PHASE 1: 2024	PHASE 2: 2024-2026
- Conduct POSPD Anti-Terrorism expertise and capabilities analysis - Develop a plan to increase Anti-Terrorism capabilities	Obtain identified equipment, technology, training, or other resources to implement Phase 1 plan.
KPI	KPI
Milestone: POSPD Anti-Terrorism analysis completed by February 28, 2024 Milestone: POSPD resource acquisition plan completed by April 30, 2024	Milestone: Approval of necessary funding for identified equipment, technology, training, or personnel in 2025 approved budget Milestone: Acquisition of resources per said plan Milestone: Implementation of training per said plan

A primary function of the Port of Seattle Police Department is to prevent acts of terrorism or extraordinary violence before they occur or respond and mitigate injury and damage when they occur. POSPD provides the only armed asset that is always present on Port property and responsible to respond and mitigate acts of violence. POSPD is the layer of security that is best equipped, trained, prepared, and likely to stop an active threat. It is therefore imperative that POSPD acquires and maintains the highest feasible level of Anti-Terrorism expertise and capabilities.

Phase 1: Goal 11 - Conduct a POSPD Anti-Terrorism expertise and capabilities analysis by February 28, 2024

*This analysis will start in 2023 with an inventory of current expertise and capabilities **completed by November 31, 2023.***

Objective 11.1: Identify vulnerabilities, areas of insufficient resources, and opportunities to improve capabilities.

Objective 11.2: Produce report to Chief of Police by February 28, 2024.

Phase 1: Goal 12 - Develop a plan to increase and maintain exceptional Anti-Terrorism capabilities by April 30, 2024

Objective 12.1: Rank areas of greatest vulnerability.

Objective 12.2: Identify and prioritize resource acquisition.

Objective 12.3: Develop and present a plan to increase Anti-Terrorism expertise and capabilities by April 30, 2024.

Phase 2: Goal 13 - Obtain identified equipment, technology, training, or other resources to implement Phase 1 plan

Objective 13.1: Request funding for identified equipment, technology, training, or personnel by July 31, 2024, for the 2025 budget per above prioritization.

Objective 13.2: Acquire approved resources by EOY 2025 and in accordance with expenditure schedule.

Objective 13.3: Complete training of personnel and schedule by EOY 2025.

(Goals No. 14-16) Technology and Systems

PHASE 1: 2024-2025	PHASE 2: 2025-Beyond
911 Software Updates - Update POSPD SharePoint By Q4 2024	Technology Audit
KPI	KPI
Milestone: Update or replace existing fire alarm system by Q2 2024	Milestone: Technology Audit started by Q1 2025

The command team shared how technology updates are crucial to their department; technology upgrades enable the department to improve its overall effectiveness, efficiency, and transparency. Upgraded technology will help enhance the department’s ability to respond to emergencies quickly and investigate incidents more thoroughly.

Technology updates will also ensure the safety of both officers and the public by providing access to the latest communication tools, integrated systems, and information sharing. It will help to reduce errors, increase accuracy, streamline administrative tasks, and keep the department current with new laws and regulations regarding mandatory technology use in law enforcement.

Phase 1: Goal 14 - 911 Software Update by Q22024

For the POSPD to improve its effectiveness and efficiencies, updates to many of the department's 911 center technologies are needed.

Objective 14.1.1 Update or Replace the Existing Fire Alarm Monitoring System

The Port of Seattle's 911 Center currently monitors and dispatches all fire alarms for the Port of Seattle at both the airport and seaport properties. The current software managing the fire alarm system's monitoring and display in the communication center not only is inefficient and unreliable, it also is unable to interface with current or future CAD systems. An upgrade or total replacement is necessary for the safety of POS employees and traveling public as well as the greater POS infrastructure, particularly at the airport.

Objective 14.2.2 Complete replacement of the Existing Computer Aided Dispatch (CAD) System with combined CAD and RMS System

The POSPD team has already chosen a new combined Computer Aided Dispatch (CAD) system and Records Management System (RMS) and seeks to have it implemented by Q4 of 2023 as part of their technology updates.

Tactical Item 14.1.3: New CAD/RMS training for the entire department - Q1 2024

Tactical Item 14.1.4: Update 911 Computer Aid Dispatch (CAD) by Q1 2024

Tactical Item 14.1.5: Integration of new online reporting software that is connected to the new CAD by Q1 2024

Tactical Item 14.1.6: The Complete implementation of the new combined CAD/RMS system by Q2 2024

Tactical Item 14.1.7: POS starts negotiations with the King County Emergency 911 office to route all calls to 911 to POS directly by Q1 2024

Phase 2: Goal 15 - Update POSPD SharePoint By Q4 2024

For the Port of Seattle Officers to stay up to date on departmental changes and streamline their ability to retrieve information quickly from a shared database, the POSPD will update its current SharePoint site. As the department starts to build out its support staff, it is important to have department information, such as standard operating procedures, easily accessible.

Objective 15.1: Audit the current SharePoint system by Q4 2024

The POSPD needs to evaluate and sort its current SharePoint site. The admin and command team will evaluate documents that need to be accessed regularly for review or updates. The team will evaluate what types of documents they would like to keep on their SharePoint site.

Objective 15.2: Collaborate with ICT to build tech solutions for SharePoint and POSPD Information sharing needs by Q4 2024

Once the team has evaluated the current documents and information stored on their SharePoint, they will collaborate with ICT Content Services to build out a customer-facing SharePoint site for easy information retrieval and storage system.

Tactical Item 15.2.1: As part of the staffing goals, the department will fill the vacant specialist roles, plus hiring a new non-rep administrative assistant. Employees in these positions will be the main point of contact for SharePoint content and will be able to assist in the updates.

Tactical Item 15.2.2: Build a pilot program to test the success of the document-sharing system.

Phase 3: Goal 16 - Technology Audit started by Q1 2025 and ongoing

The Department should conduct an internal audit of technology that needs to be updated or equipment that they do not have to function in their current positions. For the department to remain efficient and competitive, technology equipment needs to be updated. This allows officers in their current position to perform their duties, as well as new officers coming into the department, to have some cohesiveness with equipment offered at other non-airport departments.

Objective 16.1: Evaluate the usefulness and efficiency of current equipment and technology by Q4 2025

The PD does not have some equipment that will make doing their job easier, such as license plate readers. The department will evaluate its current equipment status and set specific criteria on how to evaluate the technology needs, such as: what they are missing, what needs to be updated, and technologies that will aid in policing.

As part of this assessment, the department should speak with of surrounding/partner departments about what technologies they are using to see where the POSPD has gaps. By documenting this information, the PD will be able to plan for future technology updates.

POSPD is already aware of software they think would be beneficial to their department. This software can be used to integrate systems they are using for officers to have easier access from their desks, cars, and phones. This allows officers to access any information they need from multiple locations easily.

(Goals No. 17-19) Facilities

PHASE 1: 2024	PHASE 2: 2024-2025
Conduct a comprehensive review of facilities used by POSPD Q3 2024	- Conduct a comprehensive review of facilities used by POSPD Q3 2024 - Work with Aviation and Real Estate to determine any available opportunities on Port owned Properties - Work with budget staff to identify funding options. - Obtain necessary funding for facilities upgrades to improve POSPD effectiveness; Have the facilities needs included in the CIP
KPI	KPI
Milestone: POSPD Facilities Review by EOY 2024	Milestone: Meet with Port Leadership regarding immediately needed facility updates EOY Q1 2024 Milestone: Approval of necessary funding for facilities upgrades and Inclusion of facilities needs in the Capital Improvement Plan (CIP) by Q4 2025

It was determined during the work with Strategic Initiatives that multiple facilities used by the department no longer meet its current needs, let alone future requirements. A review of all facilities and infrastructure needs to determine capacity constraints, necessary resources and future state needs will help the department in working with Port leadership to incorporate any facility needs into the Capital Improvement plan.

This is crucial for the department to operate at the highest level of efficiency and effectiveness. The updated facilities at POSPD will also allow for the unique needs of the department and help in attracting and retaining employees.

Phase 1: Goal 17 - Conduct a comprehensive review of facilities used by POSPD Q3 2024

Objective 17.1: Conduct a comprehensive facility needs assessment/audit to identify areas of improvement in the POS facilities by Q3 2024.

A comprehensive assessment is intended to aid the department in making a case for facility needs adjustments and expansions so they can meet the security needs of the Port today and in the future.

The command team identifies the following areas in need of immediate updates:

- 911 facility – will not accommodate optimal staffing levels

- SEA Office Space – will not accommodate optimal staffing levels
- IED robot storage/power supply – currently powered by the generator; unreliable power supply
- Secure storage with power for the department’s HNT van, bomb truck, and Command vehicle. There is currently no storage location with power for these vehicles.
- Seaport assessment

They also identify areas for future updates that will help with employee training and retention:

- Training Center – needed to streamline training of new and existing officers
- Shooting range – needed to streamline training of new and existing officers
- Canine facility

Phase 2: Goal 18 - Submit a facility needs assessment/audit findings to POS leadership by Q1 2025

Objective 18.1: Submit a facilities needs assessment/audit findings to POS leadership by Q1 2025. By presenting to ELT at this time, will allow for any additional edits to conduct a budget analysis for the following year.

Phase 2: Goal 19 - Obtain necessary funding for facilities upgrades to improve POSPD effectiveness; Have the facilities needs included in the CIP

Objective 19.1: Prepare budget proposals for 2026 budget request for facility updates by Q2 2025

Tactical Item 19.1.1: Determine the costs associated with the facilities upgrades needed to improve POSPD effectiveness.

Tactical Item 19.1.2: Identify potential funding sources for the facilities upgrades, including grants and loans.

Tactical Item 19.1.3: Develop a budget proposal outlining the costs and benefits of the facilities upgrades.

Tactical Item 19.1.4: Present the budget proposal for 2026 Budget proposal.

Tactical Item 19.1.5: Advocate for the inclusion of the facilities upgrades in the Capital Improvement Plan (CIP)

(Goal No. 20) Implement 21CP Policing Task Force Recommendations

PHASE 1: 2024-2026

- *Implement 21CP Recommendations*

KPI

- **Target:** complete 75% of recommendations by EOY 2024
- **Target:** complete 100% of recommendations by EOY 2025
- **Target:** complete final validation by Q2 2026

The department is commitment to completing the work of the Task Force on Policing and Civil Rights. The Port established the Policing Assessment Implementation Team (PAIT) in December of 2021. The PAIT completed its work in May of 2022 with an exhaustive report that assessed budget, policy, community and external relations, legal, and other implications as well as prioritizing the recommendations as High, Medium, or Low. Implementation of the recommendations is a multi-year endeavor. In September of 2021, 21CP Solutions issued a report titled, "Recommendations for the Port of Seattle Task Force on Policing and Civil Rights." The report contains 52 recommended changes for the Port of Seattle Police Department (POSPD). The report does not contain metrics or make it clear how progress on the recommendations will be tracked or who determines when a recommendation is complete. This project will provide a mechanism to review on an annual basis, the work of the POSPD to implement the recommendations. It will also provide for a report that details findings and makes transparent the progress on implementing the recommendations.

The department obtained a contract with 21CP to validate completion of the recommendations. Validation will begin in 2023.

Phase 1: Goal #20 – Complete and validate 100% of the 21CP recommendations by Q2 of 2025

Objective 20.1: Obtain validation by 21 CP of 50% completion for 2023 by April 15, 2024.

Objective 20.2: Complete at least 12 additional recommendations per the implementation schedule by end of year.

Objective 20.3: Obtain validation by 21 CP of 75% completion by April 15, 2025.

Objective 20.4: Complete final 15 recommendations by end of year.

Objective 20.5: Obtain validation by 21 CP of 100% completion by April 15, 2026.

Conclusion

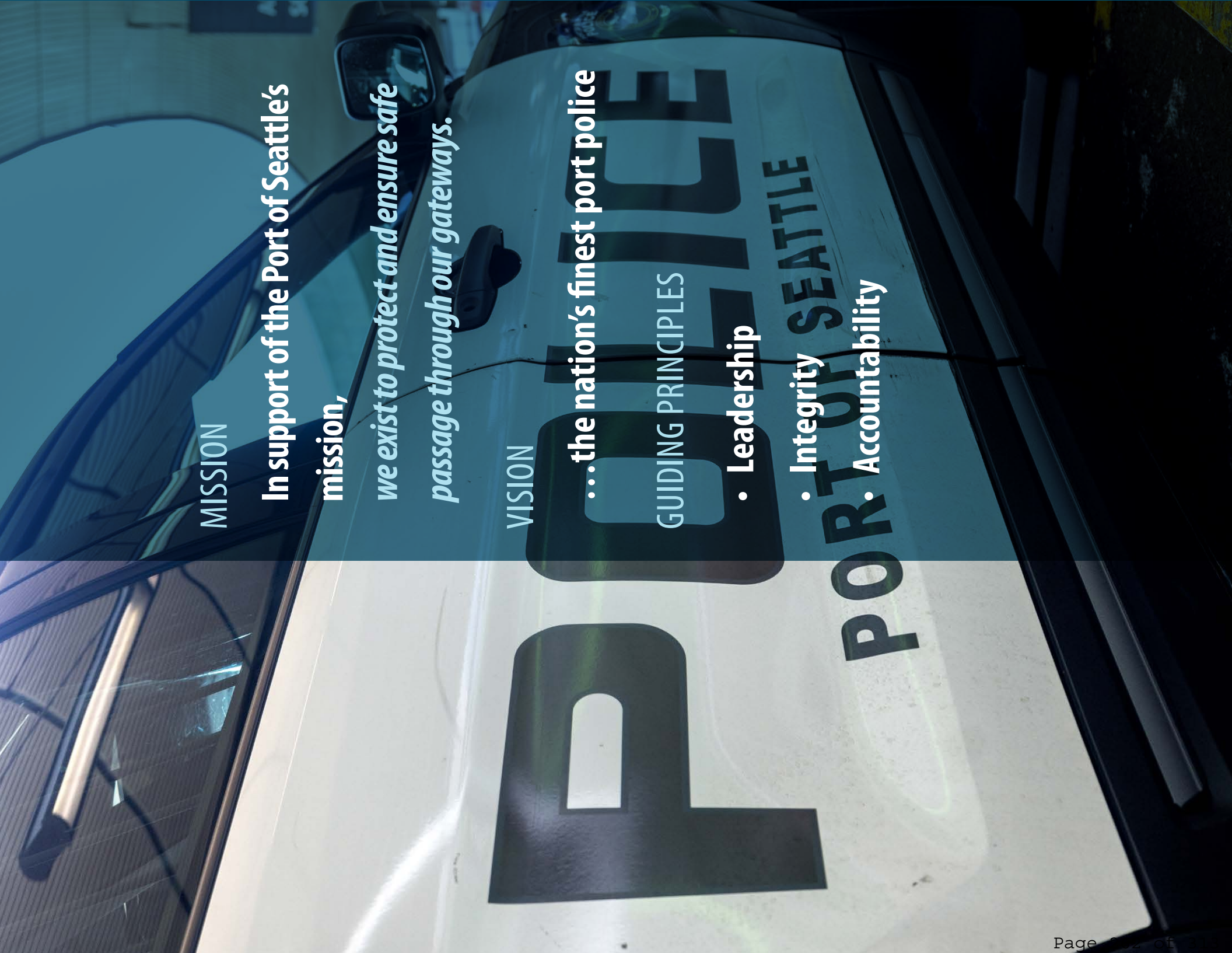
Port of Seattle Police Department is grateful for the work and input of the SEA Cares Working Group, the Task Force on Policing and Civil Rights and 21CP, Aviation and Maritime leadership for their guidance, and the officers and staff that provided their candid feedback throughout the process, without which the development of this strategic plan could not have occurred.

The completion of these strategic goals and objectives will builds stronger organizational health and cohesion, provide a high level of anti-terrorism capabilities, secure exceptional resources for our team members to fulfil their mission, advance our agency as a model of legitimate and trusted law enforcement, and I fulfil the department's vision of being the Finest Port Police in the Nation.

As this document is considered a "living" document subject to updating we will continue to look both inside and outside the department for opportunities to pursue newly discovered best practices in our daily operation.

PORT OF SEATTLE POLICE 2024 Annual Report





MISSION

In support of the Port of Seattle’s mission, we exist to protect and ensure safe passage through our gateways.

VISION

...the nation’s finest port police

GUIDING PRINCIPLES

- Leadership
- Integrity
- Accountability

Port of Seattle Commissioners and Executive Director Metruck:

It is my honor to present to you the 2024 Police Department Annual Report. This year, the Port of Seattle Police Department (POSPD) was tested in ways few could have anticipated, and I am proud to report that our dedicated team rose to the occasion with unwavering professionalism, resilience, and commitment to service.

In 2024, the Port experienced a significant cyberattack that disrupted critical systems and forced our department to rapidly adapt. Despite the challenges of operating without full access to essential technology, our staff implemented innovative workarounds to ensure continuity of operations. While short-staffed and navigating the operational impacts of the cyber incident, our officers and professional staff fulfilled our core purpose — to protect and ensure safe passage through our gateways at Seattle-Tacoma International Airport (SEA) and the seaport facilities. This success speaks to the character and capability of our team.

We continued to make meaningful progress on the 21st Century Policing (21CP) Task Force recommendations, completing several key initiatives and building on the work already in motion. Our ongoing focus on transparency, accountability, and community engagement remains central to the way we serve.

Staffing remains a persistent challenge, primarily due to an increase in retirements. We are addressing this through active recruitment efforts, retention strategies, and succession planning. Despite these hurdles, I’m pleased to share that we successfully promoted several deserving individuals within the department, strengthening our leadership ranks and supporting our next generation of leaders.

Additionally, we undertook a department-wide reorganization designed to align our structure with our strategic priorities, improve operational efficiency, and better support our employees. These changes will help us meet evolving demands and continue providing the highest level of public safety service.

I am deeply grateful for your continued support and for the dedication of the entire Port of Seattle Police Department team. I invite you to review our 2024 Annual Report, which highlights the achievements and resilience of our department during a year of both challenge and progress.

Ryan Calkins, Toshiko Hasegawa, Sam Cho, Hamdi Mohamed, Fred Felleman, and Stephen P. Metruck

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COMMAND TEAM



MIKE VILLA
CHIEF OF POLICE



JENNIFER ROBINSON
SR. ADMINISTRATIVE ASSISTANT



MARK THOMAS
DEPUTY CHIEF
Services Bureau



TOM BAILEY
DEPUTY CHIEF
Special Operations Bureau



SEAN GILLEBO
DEPUTY CHIEF
Operations Bureau



ULLIYA QURESHI
OPERATIONS BUREAU
ADMINISTRATIVE ASSISTANT



APRIL DOYLE
OFFICE OF
PROFESSIONAL
ACCOUNTABILITY



JENNIFER CRIPPEN
POLICE RECORDS
MANAGER



CMDR.
ANDREW DEPOLO
STANDARDS AND
PROFESSIONAL
DEVELOPMENT



STACY WASSALL
911 MANAGER
COMMUNICATIONS
& TECHNOLOGY



CMDR.
DARIUS ALDRIDGE
HOMELAND SECURITY
DIVISION



CMDR.
KYLE YOSHIMURA
CRIMINAL
INVESTIGATIONS



CMDR.
ARMAN BARROS
AVIATION PATROL



CMDR.
DARRIN BENKO
AVIATION PATROL



CMDR.
DANIEL BREED
AVIATION PATROL



CMDR.
LISA DRAKE
MARITIME PATROL

JURISDICTION

The Port of Seattle Police Department provides the primary law enforcement service to Seattle-Tacoma International Airport (SEA) and seaport properties in Seattle owned by the Port of Seattle and Northwest Seaport Alliance (NWSA).

Seaport Properties

The Northwest Seaport Alliance is a marine cargo operating partnership between the Port of Seattle and Port of Tacoma, and is the fourth-largest container gateway in North America. Under a port development authority, the ports manage the container, breakbulk, auto, and some bulk terminals in Seattle and Tacoma.

Airport Properties

With one of the best on-time performance records in the nation, a world-class passenger experience, and an important place in regional and global travel and commerce, SEA Airport stands apart. And it's always improving.

A premier transportation hub, with thousands of employees and its own police and fire departments, SEA Airport operates like a small city:

- 52.6 million total annual passengers in 2024
- 36 airlines serving 93 non-stop domestic and 33 international destinations

SEAPORT UNITS

- Marine Patrol Unit
- Dive Team

AIRPORT UNITS

- Bomb Disposal Unit
- K-9 Unit
- Traffic Support Specialists
- Bike Team
- Honor Guard

PARTNERSHIPS

- FBI Joint Terrorism Task Force
- Valley SWAT
- Crisis negotiators
- Crowd Management Unit
- Valley Independent Investigation Team (VIIT)



PORT OF SEATTLE
PROPERTIES

1. Salmon Bay Marina
2. Maritime Industrial Center
3. Smith Cove Cruise Terminal
4. World Trade Center
5. Bell Harbor Marina
6. Harbor Island Marina

CALEA ACCREDITATION

The Port of Seattle Police Department is one of eight Commission on Accreditation for Law Enforcement Agencies (CALEA) accredited agencies in the State of Washington, have completed four accreditation processes, and are into the third year of our fifth accreditation. POSPD received initial accreditation in 2011 and received reaccreditation in 2014, 2017, and 2021. As CALEA states, the purpose of accreditation is to improve the delivery of public safety services by maintaining a body of standards by establishing a foundation within public safety agencies that focuses on achieving the best outcomes in the delivery of services. Consistent internal and external review, combined with third-party validation of an agency's policies and procedures, is critical in the delivery of high-quality public safety services and promotes accountability.

Specifically, CALEA's goals are to:

- Strengthen crime prevention and control capabilities
- Formalize essential management procedures
- Establish fair and nondiscriminatory personnel practices
- Improve service delivery
- Solidify interagency cooperation and coordination and
- Increase community and staff confidence in the agency

CALEA is a continuous process entailing annual web-based assessments and an on-site evaluation every four years. Every year POSPD is required to proof and maintain files for every standard to be prepared for the annual compliance reviews. Currently there are 165 standards, 130 of which contain written directives that are reviewed and replaced with each policy manual update and well over 500 proofs are entered each year. The site-based assessment is extensive. CALEA assessors hold public meetings and phone-in sessions, conduct interviews, review proofs of compliance, make observations, and collect information from stakeholders to verify the agency's practices complement policies and achieve intended outcomes. Additionally, site-based assessment teams develop areas of focus that are linked to standards which are determined through consultation with the agency and CALEA staff.

There is tremendous value in maintaining CALEA accreditation. Throughout CALEA's standards manuals, there is a clear commitment to procedural justice, ethical policing, community trust and engagement, transparency in service delivery, appropriate organizational culture, fairness in systems and processes, and consistency in what citizens should expect from their law enforcement agency. It is a powerful example of a directed initiative to promote the adherence to the constitution and fairness in the application of justice. It includes employee recruitment and selection, management of internal and criminal investigations, promotion, evidence management, preparation for unusual occurrences, victim and witness support, engagement with at-risk and juvenile populations, contract and administrative management, use of authority and force, and all aspects of operational activities.





EQUITY DIVERSITY AND INCLUSION

Port of Seattle’s Office of Equity, Diversity, and Inclusion (EDI) leads systemic efforts to dismantle historical inequities, ensuring recruitment, promotions, policies, and interactions both within and on the outside reflect the full diversity of the communities we serve. POSPD is committed to diversifying hiring panels, requiring on going anti-bias training, and committing to transparent use of force reporting and complaints. This level of commitment ensures accountability and builds public trust from the ground up.

- **Procedural Justice:** All POSPD staff are certified in Procedural Justice training, emphasizing equitable, respectful, and transparent interactions with the public while recognizing and addressing the diverse experiences and identities within communities. By centering equity and inclusion, the training builds trust, promotes legitimacy, and strengthens public safety through fair and unbiased practices
- **Race and Law Enforcement:** Acting Commander Arman Barros organized the Race and Law Enforcement Lunch and Learn featuring Ron Stallworth. This exemplifies the department’s commitment to equity, diversity, and inclusion and the Port’s RAISE values and reached over 150 Port employees
- **Racial Equity 101:** Detective Ashley Lamb spearheaded the Racial Equity 101 workshop where all POSPD staff explored foundational anti-racism concepts, the importance of centering race in equity work, and strategies to identify and challenge racial bias. In alignment with the Commission’s 2020 Racial Bias and Equity Motion, this required training supports POSPD’s collective responsibility to drive meaningful, lasting change
- **Intro to Survival Spanish for Law Enforcement:** In October 2024, Commander Barros and Detective Lamb launched a department-wide training course, Intro to Survival Spanish for Law Enforcement, to equip officers with basic Spanish skills. This program was designed to improve communication and build bridges between law enforcement and the Latinx community, while fostering trust and equity within the organization and the communities it serves
- **Women’s Outstanding Achievement Award:** Commander Lisa Drake, Commander Hannah Minnehan, and Communications Supervisor Jenny Murry were nominated for the Women’s Outstanding Achievement Award (WOAA). This award recognizes Port of Seattle women for their significant accomplishments at work

EDI SPOTLIGHT

ARMAN BARROS COMMANDER



Arman Barros joined the Port of Seattle Police Department in July 2018 as a patrol officer, transferring from the Redmond Police Department. In October 2024, Arman was promoted to Commander. As Commander, Arman is responsible for and assists in overseeing patrol operations, budgeting, emergency management, and is POSPD’s lead EDI representative.

Shortly after the murder of George Floyd, Arman and Chief Villa had several one-on-one conversations about law enforcement and community relations, and Arman expressed a deep commitment to ensuring that the POSPD was going above and beyond its duty to serve our community.

“I believe we have reached a point in our nation’s ongoing story where we can no longer stand in the shadows. If we want to make our communities, workplaces, and homes better places for all people, we must work for it,” said Arman.

Arman has served on the Port of Seattle’s Change Team since its beginning in the Fall of 2020. Over the last several years, Arman has been an active member of the Change Team and an EDI advocate within the POSPD. He has been instrumental in leading SWOT analyses that have shaped the POSPD’s annual EDI goals and budget, leading Equity Moments and conversations about equity, and encouraging his fellow officers to create a culture of belonging and inclusion.

Arman has been instrumental in organizing several EDI Lunch and Learn events that focus on the intersection of equity and law enforcement. One example is the, Port-wide offering: *A Conversation with Dr. Robert Livingston*, held in December 2024. Dr. Livingston is a social psychologist and one of the nation’s leading experts on the science of underlying bias and racism in organizations. In October 2024 he set up a training for officers — *Intro to Survival Spanish for Law Enforcement*. This course is designed for officers with little or no knowledge of the Spanish language to complete a preliminary police report, citation, or booking report using a method developed and validated. Officers learned how this method can impact an arrest, traffic stop, and high-risk traffic stop, and completed a practical exercise. These are just a few of the many accomplishments that he has made and continues to do for the organization.

Arman brings a friendly, hard-working, dedicated, and hopeful approach to his work. He is committed to fostering and building a workplace where people of all backgrounds want to work, and he is always looking for ways to help the organization improve.

COMMUNITY ENGAGEMENT

Strong relationships of mutual trust between police and the communities they serve are critical to maintaining public safety and effective policing. With the unique community POSPD serves, it is imperative that the department is visible, approachable, and interconnected with community members. Finding opportunities to interact with the community in non-enforcement ways is crucial to help the community break down personal barriers and overcome stereotypes while allowing officers to understand the community's needs. POSPD believes partnering with the community makes everyone safer.

- **Chinatown-International District Celebration:** POSPD joined with the Asian American and Pacific Islander (AAPi) community in the Seattle Chinatown-International District event. This event encourages community connection by fostering open dialogue, cultural appreciation, and trust. It provides a welcoming space for building of relationships through meaningful, in-person engagement
- **National Night Out:** Each year, the Port of Seattle Police Department hosts National Night Out at Shilshole Bay Marina to promote police community partnerships and neighborhood camaraderie. This year we showcased our special teams including K-9, Bomb Disposal Units, and Boat and Dive.. It allowed both kids and adults to come out and enjoy food trucks and drinks, and learn what POSPD does!
- **Coffee with a Cop:** POSPD hosted Coffee with a Cop both at the Jibe Cafe at Shilshole Bay Marina and the AOB in the airport. Officers interacted with members from the community, staff, and frequent visitors
- **Special Olympics:** Torch Run: For over 50 years, the Law Enforcement Torch Run (LETR) has united with law enforcement and communities to promote inclusion and champion Special Olympics athletes. This year the POSPD and other local law enforcement members carried the torch as it made its way to the opening ceremonies. LETR represents a "movement of guardians of the flame who have carried THE FLAME OF HOPE to light the way for a more inclusive world"
- **Take Our Kids to Work Day:** Port of Seattle 2024 Take Our Kids to Work Day was the first in-person opportunity for Port employees to bring their kids to work since 2020. One hundred participants attended the Port of Seattle Police Department (POSPD) events including canine, bomb truck, and robot demonstrations, and patrol car and armored vehicle tours. Children and parents toured the airport's 911 communication center. The Police Dive Team demonstrated what it means to be a professional diver at Bell Harbor Marina. Afterwards, the group toured the Port's police boat. Police officers' favorite part was putting a smile on everyone's face and spreading joy in the work they do while keeping everyone safe
- **Maritime High School:** Much like Aviation High School and the Puget Sound Skills Center, Maritime High School (MHS) is another local educational and vocational resource within Highline Public Schools. POSPD Office Scott Colby developed the department's relationship with MHS and has led conversations with students for the past three years about the Port of Seattle Police Department and career opportunities within the department



The Operations Bureau is the department's most visible presence. Patrol officers form the foundation of the department's ability to protect and ensure safe passage through our gateways. These professionals patrol our airport and seaport jurisdictions, developing creative solutions to ensure safety for the traveling public, airline and seaport workers, and fellow Port employees.

Patrol officers, crisis response team, marine patrol unit, dive team, traffic support specialists, and the crowd management unit fall under Operations Services. Patrol officers are the uniformed first responders to incidents, dispatched by the 911 center, assisting the public, providing proactive patrols, and facilitating the safe and efficient movement of traffic 24 hours a day. The Operations Bureau is comprised of approximately 77 commissioned officers and is divided into two divisions — the Airport and Seaport. In 2024, SEA Airport had a record number 52.6 million passengers and a 3% increase in cruise ship traffic. With these increases, POSPD officers responded to approximately 81,302 calls for service (this number is approximate due to the cyberattack) ranging from assists to thefts, area checks to collision investigations, and unattended items.

Patrol officers have dynamic, diverse, and exciting jobs. Every shift brings a variety of calls, and a chance to interact with diverse groups of people and solve new and ongoing issues.

Patrol Operations' professionalism and experience was showcased on April 15, 2024, when approximately 46 protesters with eight vehicles stopped their cars on the southbound Airport Freeway, as part of a pro-Palestinian protest.

As a result, all southbound traffic on Airport Freeway was shut down for approximately three hours while POSPD and law enforcement partners worked to remove the protesters from the freeway. When protesters blocked the road, Valley Civil Disturbance Unit (CDU) and other mutual aid partners responded to assist. Forty-six people were arrested and eight vehicles were impounded. Although this major incident provided a significant impact on airport operations, POSPD's response resulted in no injuries and a safe resolution for all involved.



RYAN CODY-BERRY

1. *Can you tell us a bit about your background and where you're from?*
I'm from central California — a small town called Turlock. I grew up with my two moms, Sue Berry and Marty Cody. Marty is my birth mom, and Sue Berry is my adopted/stepmom. Growing up I loved playing baseball, any outdoor recreation, and music.

2. *How did you get started in law enforcement?*
I would say I got started in Law Enforcement at a very young age. Both of my parents were firefighters/paramedics for the city of San Francisco, so I was exposed to the first responder life at a very young age. During college I studied Kinesiology and Criminal Justice and finally settled on Law Enforcement as my career of choice. Like most in our career, my goal was and is to help people. Currently, I believe I get to fulfill that goal. As a police officer of more than 6 years I've had the opportunity to help individuals from all walks of life, in any and all circumstances you can think of. Currently I am a member of the SWAT team where I help resolve high risk incidents with the ultimate goal of saving lives.

3. *How do you mentally prepare for each shift?*
I mentally prepare for shifts everyday by ensuring all of my gear and kit is organized and operational. As corny as it might sound, I like to remind myself why I do this job, and who I do it for.

4. *How do you balance life as an officer versus family life?*
The balance between family life and officer life can be a challenge. As a busy SWAT team member, I'm gone a lot for trainings or callouts, and also just regular duty. I'm also married to the love of my life, and we have two boys (three and four) so home life is just as busy. The best way to balance the two is to make time for each and to be intentional with what you do, especially when spending time with family. Having a very supportive wife and kids helps as well.

5. *What part of the job do you find most fulfilling?*
This is a pretty simply answer. Helping people gives me meaning and purpose. It allows me to feel like I'm living a life well lived and I'm very proud to be in this career.

6. *What advice would you give to someone considering a career in law enforcement?*
Do your research, go on ride alongs, talk to both new and experienced officers. Ensure that you know exactly what you're getting into before you do. Law enforcement needs good people with a strong moral compass and desire to help others at the expense of themselves. If you do decide to pursue a career in law enforcement, make sure you never stop learning and growing, and stay physically fit and proficient with your tools. Finally, be able to admit and learn from your mistakes, because there will be a lot of them, and remember, we are all just people trying to do good in this world.

Chiefs and Commanders —

I wanted to take a moment to tell you about the excellent character types that exist in one of our officers here at the Port, Officer Ryan Cody-Berry, or as we refer to him, RCB. On an early Wednesday morning around 0420 hours, RCB was traveling to an early morning Valley SWAT warrant service in Renton. As he was on his way in, he observed a rollover collision on SR410. Even though he was out of his patrol area, RCB is always a first responder and was the first one on scene. When RCB approached the vehicle, he quickly assessed the occupant, and the driver was unconscious and bleeding profusely from somewhere below his waist and on his arm. RCB quickly jumped into action, used his training and experience, and applied a tourniquet to the driver's arm, stopping the bleeding. Unfortunately, RCB was unable to gain access to the driver's waist as the dash of the vehicle was covering that area. RCB realized the driver was not breathing and began to give him CPR. As sad of a day that Wednesday was because the driver passed away, RCB never wavered in his commitment to saving lives. This speaks volumes about RCB's character and dedication to the community and public safety.

CRISIS RESPONSE TEAM

The SEA Cares initiative was implemented in 2022 as an immediate step to ensure the safety of travelers and airport employees while developing a long-term strategy for responding to and assisting people in crisis. The Department collaborated with SEA leadership as part of the SEA Cares Team, which served as a model example of a multi-disciplinary intra-departmental approach to addressing a complex community public safety issue. Since then, the Port continues to learn from these efforts and adjust strategies to meet the objectives below:

- 1) Provide a safe and secure airport for employees and the public
- 2) Offer resources when applicable and be compassionate
- 3) Reduce the likelihood of a serious incident (assault or use of force)
- 4) Understand the airport’s role and responsibility to the community

In 2024, the Crisis Response Team responded to 538 encounters. Of the 538 encounters, 67% of the individuals contacted received formal assistance or a referral. In addition, there was a jail diversion rate of over 91%. This is an outstanding testament to the positive impact the Crisis Response Team has on people’s lives during some of their most vulnerable moments. Providing support, understanding, and compassion to a wide range of individuals who may be going through mental health crises or facing emotional challenges while at the airport is key.

In February 2024, a patrol officer on an area check of bag claim contacted a man who appeared to be using the GMLAH (Gina Marie Linsey Arrivals Hall) as an emergency shelter. During their conversation, the officer found out the man was a U.S. Navy veteran like himself and had served on the same ship the officer had. He was recently released from the hospital and stated he wanted to go to detox for his substance use issues; had a lengthy history of criminal justice involvement, and had current out-of-state warrants. The officer called Officer Michelle Bregel, our Crisis Responder, to the scene to provide assistance. Officer Bregel arrived and was able to connect with the man about their mutual military experience. Officer Bregel was concerned about the man’s cough; however, he insisted he was fine. The man agreed to meet with the Recovery Navigator program, and they departed to the hospital to be medically cleared before he could go to shelter and treatment. That was the last time Officer Bregel had heard from the man. Weeks later, Officer Bregel received a text from the man. The text stated, “You saved my life that day.” He explained to Officer Bregel that he ended up being admitted into the hospital because he had a serious infection that was making him very sick and he almost died. Once the man was released from the hospital, the RNP team was able to get him housed in a transitional housing program in Pierce County specifically for military veterans. He was incredibly grateful to Officer Bregel and the other officer for saving his life and stabilizing him in housing. This is just one of the many success stories from our Crisis Response Team. They strive each day to provide services to individuals in behavioral health crisis with a focus on diversion and improving they and their family’s quality of life.



Crisis Coordinator
Michelle Bregel

As a certified Crisis Intervention Specialist II and Advanced Crisis Negotiator, Officer Michelle Bregel monitors radio traffic, responds to crisis calls, and serves as a key resource for police officers, local outreach organizations, and community programs. Officer Bregel is trained to respond to people needing specialized assistance and is deeply engaged with regional organizations to provide direct assistance to people in distress.

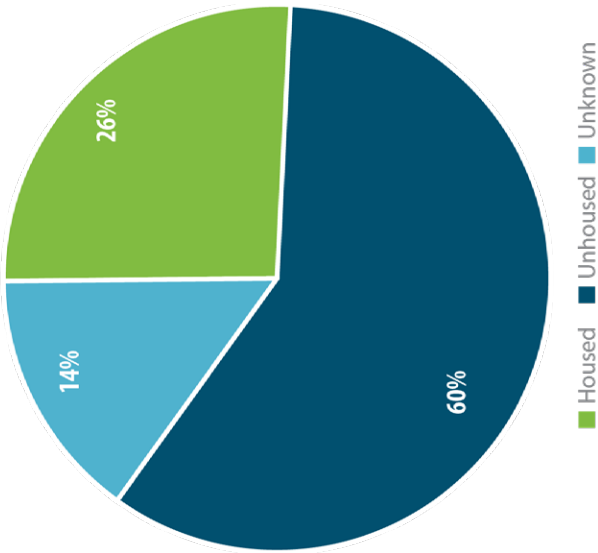


Mental Health Professional (MHP)
Viktoriya Shook

Viktoriya Shook has a master’s degree in social work and a longtime passion for helping people who are experiencing acute mental health issues. She has experience working in hospital emergency rooms and alongside law enforcement.



2024 CRISIS RESPONSE TEAM DATA



- 538 Encounters
- 362 of the 538 encounters received a form of assistance or referral
- 494 of the 538 encounters resolved without an arrest

Note: Numbers are based on manually entered data after each encounter, so the actual count may be slightly higher

HONOR GUARD

The Port of Seattle Police Department's Honor Guard, which includes a bagpiper, has been a proud tradition for many years. Members represent the Port of Seattle and the Police Department at many ceremonies, work with Seattle Police Pipes and Drums association, and participate at formal events, regardless of the hour, weather conditions, or venue. The Honor Guard presents and posts the American and State of Washington flags at Port events.

In 2024, the Port of Seattle Police Department's Honor Guard team participated in several significant events, providing bagpipe performances at 14 memorials. Notable memorials include one for retired Seattle police officers, a Line of Duty Death memorial for Washington State Patrol (WSP) trooper Chris Gadd, and for the Ronald McDonald House Cruise at Shilshole Bay Marina.

Other flag presentations, bagpiping, and Honor Guard services included:

- The Port of Seattle's Memorial Day recognition event
- Peace Officer Memorial / Medal of Honor Ceremony for the State of Washington
- The Port of Seattle's 9/11 Memorial event
- Seattle PD Foundation Awards Ceremony
- Behind the Badge foundation
- Peace Officer Memorial Day at CJTC
- Memorial for Gray's Harbor County Deputy Jason Gregory
- Memorial for Seattle PD Detective Tim Gifford



Membership requires devotion and commitment to Honor Guard standards of ethics, honor, and integrity.



TRAFFIC SUPPORT SPECIALISTS

POSPD's 16-member Traffic Support Specialist (TSS) team supports the mission of the Police Department by providing a vigilant and active presence on the Arrivals and Departures drives of SEA Airport and by facilitating the movement of traffic. They also provide customer support services such as information on terminal locations, transportation services, amenities, and local activities. In 2024, the TSS assisted with the movement of over 14,225,708 vehicles and ensured the safety and security of the traveling community.

Traffic support specialists operate 365 days a year, provide excellent customer service, safely manage traffic on the arrival and departure drives, and offer extra eyes and ears on the drives.

"I wanted to give a high 5 to the traffic support specialists. Today both upper and lower drives were very busy, and they did great moving cars along on Arrivals, where the rental car shuttle line was getting longer. I heard multiple passengers verbally compliment their work, saying, "They're really good!" or "They're doing great moving the cars." This team doesn't always get the recognition they deserve, but with the busy travel season, I wanted to highlight the valuable work they do, especially in the midst of all the construction happening on the drives. Their contribution to the safety and positive experience of the passenger is invaluable!" - Customer Charizz Legaspi

To improve mobility and visibility, TSS incorporate modern equipment such as the Segway P-3 Patroller in everyday operations. Two P-3 Patroller units are currently being utilized to keep traffic moving on the lower and upper drives. The ability for the TSS to respond quickly on Segways has increased productivity, efficiency, and effectiveness. Their presence has deterred criminal activity and provided efficient and immediate aid to the traveling public.

This year TSS have incorporated two new lead positions who are assigned to assist the Sergeant with leadership, training, and day-to-day operations. As SEA continues to grow, so will the crucial role of our TSS employees.

SAADIA FADIL

1. Can you tell us a bit about your background and where you're from?

My name is Saadia Fadil. I was born in Morocco; my story is one of continuous learning and professional growth. After earning an associate degree in economics, I moved to Italy and held positions in sales and customer service. Since joining SEA in 2015, I have held a variety of roles from customer service to translation to now as traffic support specialist.

2. How did you get started as a traffic support specialist?

I got started as a traffic support specialist after working several years in customer service and airport operations at SEA. Over time, I developed strong communication skills, knowledge of airport safety procedures, and the ability to stay calm under pressure. These experiences prepared me to step into the traffic support role, where I now help support the overall safety and efficiency of the airport environment.

3. What are the core responsibilities of a traffic support specialist?

Some of the role's responsibilities are:

- Traffic control support: I assist police officers in managing vehicular traffic around the airport terminal to ensure the safe and efficient movement of people and vehicles
- Customer assistance: I offer directional and informational support to the public, regarding airline line terminals and airport amenities, transportation services, local areas, and ground transportation facilities, improving the passenger experience
- Patrolled airport grounds: I monitor roadways, safety conditions, vehicle activity, and crowds across designated areas, ensuring compliance with safety protocols and operational efficiency
- Collaboration with police: I work closely with law enforcement to request additional crowd and vehicle control as needed, contributing to the safety and orderliness of the airport environment
- Emergency response support: I assist with quick-response measures for traffic or safety incidents, coordinating with police and emergency services to maintain operational flow

4. What are some of the biggest challenges you face on the job?

One of the biggest challenges is managing large crowds and heavy traffic during peak travel times or flight delays. It can get very busy and stressful, especially when travelers are in a rush or frustrated. Another challenge is communicating clearly with people who may not speak English or who are unfamiliar with the airport. I use my multilingual skills to help when I can, and I stay patient and calm. Working in all kinds of weather conditions and always being alert for safety issues is also demanding, but I take pride in staying focused and helping both travelers and my team. Despite the challenges, I find the work rewarding because I know I'm helping create a safe and positive experience for travelers.

5. What accomplishments are you most proud of in your career so far?

One accomplishment I'm very proud of is recently I helped the Police Department arrest an individual who hit several cars on the upper drive. I followed the person and called on the radio to give the full physical description, which helped the police catch him quickly. The sergeants congratulated me, and I was very proud I could help.

6. What motivates you in your work every day?

What motivates me most is helping people, especially travelers who are stressed, confused, or need extra support. I know that a small act of kindness or clear guidance can make a big difference in someone's travel experience. I also feel proud to represent the airport and keep things running safely and smoothly. I enjoy being part of a team, using my language skills to connect with people, and knowing that my work helps create a safer, more welcoming environment for everyone. That feeling of making a positive impact is what keeps me going every day.

High 5 from customer Dwayne Bockman. He wrote, "I would like to acknowledge one of your outstanding traffic support specialists, Saadia Fadil. She consistently does an amazing job managing traffic and handling a multitude of drivers and passengers with exceptional skill. Thanks to her efforts, rental car buses can navigate in and out of traffic with greater ease. Thank you, Saadia Fadil, for all you do, and with a smile while doing her job." Great work, Saadia; we appreciate all your frontline work and glad you are part of the team.

SEAPORT DIVISION

MARINE PATROL UNIT

The Marine Patrol Unit (MPU) consists of four boat operators and operates Harbor 2, a 35-foot Safe Boat. Harbor 2 patrols the waters of Elliott Bay, Shilshole Bay Marina, Fishermen's Terminal, the area around the Hiram Chittenden Locks, and the Duwamish waterways. They conduct water side security during the cruise ship season and respond at the request of the U.S. Coast Guard to other emergency situations on the waters of Puget Sound, from Des Moines all the way to Ballard, including Seattle and Bainbridge Island.

In 2024, the MPU team conducted 76 deployments for cruise ship security zone enforcement (a 25% increase from 2023), and about 350 critical infrastructure checks (12.5% increase over 2023) which is vital to the continuity of commercial operations within Puget Sound and Elliott Bay. 2024 showed a marked increase in cruise ship passenger traffic and revenue. Cruise ship passenger traffic increased almost 3% (2.94%) from 1.7 million passengers to about 1.75 million passengers in 2024.

The MPU team conducted deployments for cruise ship operations, performed rescues, inspected critical infrastructure on several Coast Guard regulated facilities within its jurisdiction, removed navigational hazards from the waterway, contacted suspicious and/or derelict vessels at or near Port properties, and assisted with visiting delegations and Port of Seattle stakeholders from various departments and entities to view Port operations.

One notable moment of 2024 for the MPU is when members cleared a 60-foot boom from Elliott Bay that was drifting dangerously towards the entrance to Bell Harbor Marina and the ferry traffic lanes. This is a perfect example of the team's commitment to ensure the safety and security of the Port of Seattle's gateways.

DIVE TEAM

The POSPD Dive Team provides law enforcement services during Port-sponsored maritime events, waterside security to the cruise ships, and conducts large scale infrastructure inspections and searches in Puget Sound and surrounding bodies of water. They consist of eight members who work closely with the Marine Patrol Unit. Dive Team members are trained in basic and advanced open water SCUBA diving, among other advanced training. Divers use their specialized skills in underwater search and recovery to investigate of waterborne crimes, conduct hull and pier sweeps, and locate underwater navigational hazards. In 2024, the Dive Team executed 20 dives and located a five-foot Mark II munition on the east side of Terminal 91. Navy Explosive Ordnance Disposal (EOD) responded and took possession of it.

The Dive Team also assisted electrical contractors in recovering the last four large conduit pipes that fell into the water at Pier 66 during construction. The divers utilized lift bags to bring the pipes to the surface where the contractors were able to rig the pipes and get them the rest of the way out. The pipes were about four feet in diameter and about 10 feet long, weighing around 130 pounds each.

Both the Marine and Dive units play an important role in community outreach. They attend a variety of events each year including National Night Out and Fishermen's Fall Festival, conduct recruitment at the Seattle Boat Show, and present to students at the Maritime High School forum.



SPECIAL OPERATIONS BUREAU

In 2024, to respond to U.S. and international threats, the Port of Seattle Police Department established a new counterterrorism-focused Homeland Security Division. This new division aligns POSPD's most specialized counterterrorism resources (Bomb Disposal Unit, Bomb Detecting K9s, Joint Terrorism Task Force/ Intel, and Special Weapons and Tactics (SWAT)) under one command, aiming to deploy and utilize these teams in the most effective and efficient manner. The Homeland Security Division will help POSPD accomplish our most important function — “responding to and stabilizing acts of terrorism or unusual events” (Key function 5, Strategic Plan, POSPD.)

We will accomplish our purpose of “deter, detect, defend,” by:

- Dedicating and aligning POSPD special resources to preparing for terrorist and other violent attacks on our jurisdiction. These resources are highly visible, prepared, and well-trained
- Deploying full-time SWAT resources to maintain high visibility seven days a week, plan for major events, train with federal and local law enforcement partners, plan and arrange dignitary and VIP movements through SEA, and provide tactical response to violent incidents at SEA
- Coordinating with partner agencies at SEA, the Seattle waterfront, and across the region to ensure a an effective response to a major event
- Planning for specific events, regular training on the plan (including Port and regional partners), and revising/ adapting the plan as needed
- Equipping personnel to keep themselves and the community safe
- Applying for grants to support Homeland Security Initiatives



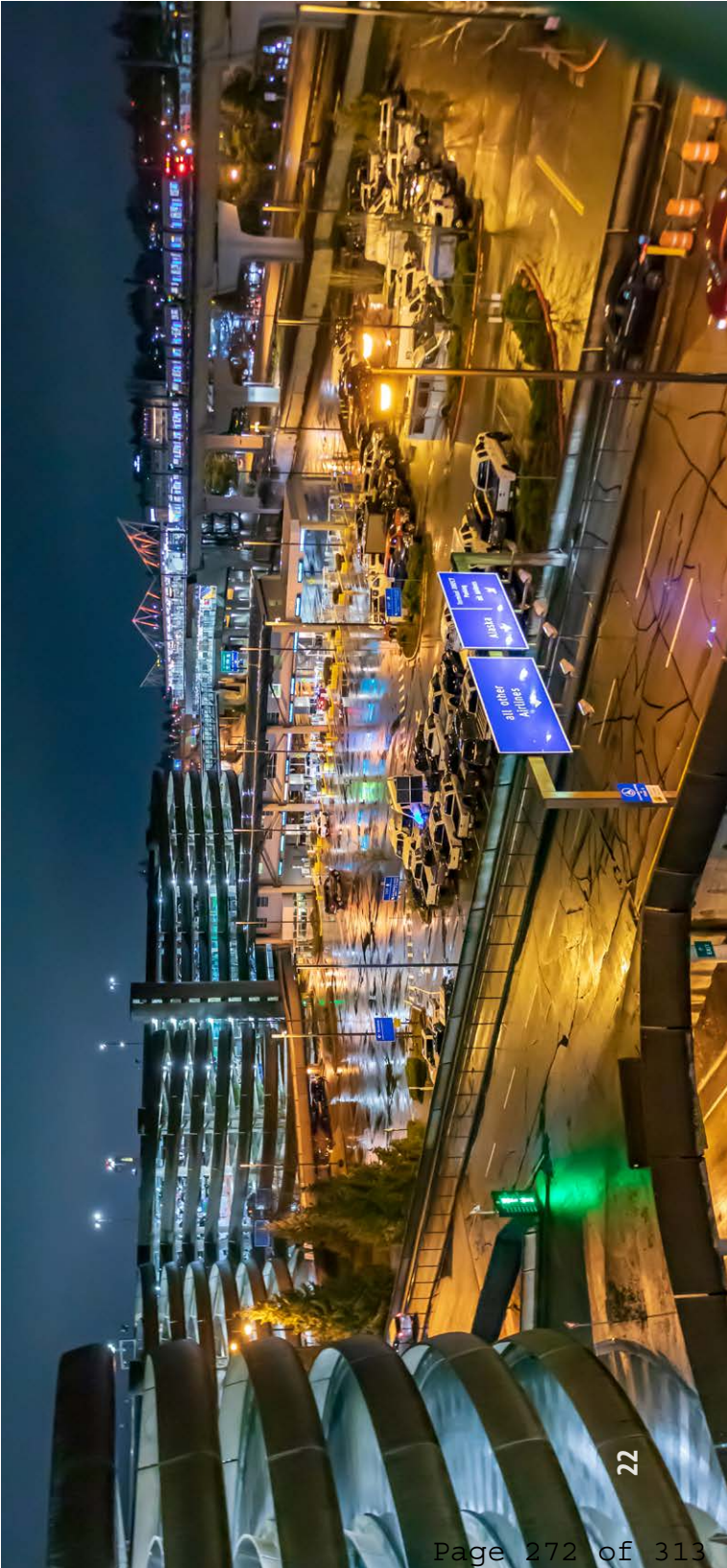
BOMB DISPOSAL UNIT

Established in the early 1970s, the Bomb Disposal Unit (BDU) protects customers, employees, and property at Seattle-Tacoma International Airport (SEA) and the Port of Seattle seaport and serves as a regional asset by assisting surrounding Puget Sound communities.

In 2023, the Port of Seattle Bomb Technicians conducted 265 activities, including SWAT assists (41), training, ammo pickup, maintenance, and magazine inspections. The Unit responded to 29 incidents during the year, 19 of which were on our premises for suspicious items, explosive detection testing (EDT) alarms, pipe bombs, military regulations, and improvised explosive devices (IEDs).

The Bomb Disposal Unit is one of approximately 450 accredited bomb squads in the country. When deployed to a potential bomb threat, the first task is to safely evacuate the area and then inspect and, if necessary, render the suspicious device safe.

A highlight of 2023 was receiving authorization to increase our number of certified technicians. We currently have two officers on the waiting list to attend Hazardous Devices School.





EXPLOSIVES DETECTION CANINE UNIT (K9) UNIT

The Port of Seattle Explosives Detection Canine Unit (K9 Unit) is an element of the Homeland Security Division. As part of the strategic plan enacted by the Port Police, members maintain airport operations, keep employees safe, and provide a physical and psychological deterrence. The K9 Unit does this by conducting directed and variable canine sweeps on airport properties and areas with high passenger volumes or areas of key infrastructure. The K9 Unit is comprised of both Transportation Security Administration (TSA) canines as well as Port- owned and operated Air Scent Canines. All teams undergo a strict certification process where the teams are tested in their ability to detect explosives’ odors to source in various environments.

The Port of Seattle Police Department is the first law enforcement agency in the State of Washington to have certified working Air Scent Canine teams. Because SEA Airport hosts many heads of state, high-ranking government officials, and other VIPs requiring heightened protective measures, the K9 Unit provides sweeps of motorcades to enhance safe travel. In addition, the K9 Unit is seen as a regional expert; they are called upon by other police agencies to assist with searches during heightened security events affecting our region.

In 2024, the Port of Seattle K9 Unit performed the following (2024 stats are unavailable due to the cyberattack in August 2024; listed below are stats from 2023):

- 2,611 canine emphasis patrols of high passenger volume areas at SEA Airport
- 9 callouts/bomb threats where canine are utilized to sweep large areas prior to resuming normal operations
- 38 requested canine sweeps. Generally, these sweeps are requested during other threats like breaches or assists to cargo facilities, or when the POSPD Bomb Squad requests assistance searching additional areas or items
- 274 unattended items on Port of Seattle properties

The canine program serves as a frontline defense on America’s war on terror, plays a key role in keeping air transportation safe, and maximizes commerce at Port-owned facilities. The K9 Unit’s speed and flexibility in detecting the presence of explosives along with their ability to quickly search large areas, gives them a significant edge over currently available technology. In addition, the canines are very popular with airport employees and visitors.

The handlers and their dogs spend most of their time together on and off duty. Canines live with their handlers and become part of the family.



CRIMINAL INVESTIGATIONS DIVISION

The Port of Seattle Police Department Criminal Investigations Division (CID) is responsible for providing specialized investigations for crimes committed within the jurisdiction of the Port of Seattle. Under the supervision of an Investigations Commander, CID works closely with the Patrol Division Leadership Team. CID is comprised of a detective sergeant, six general investigations detectives, two drug interdiction detectives, and a detective assigned to the Homeland Security Division (HSD). Members collaborate on investigations with the Federal Bureau of Investigations (FBI) as part of the Joint Terrorism Taskforce (JTTF), a detective assigned as an evidence and forensic technician, a civilian administrative specialist, and two drug sniffing canines — Poncho, and Demi. Additionally, POSPD CID is part of the Valley Independent Investigative Team, which investigates officer-involved shootings and major uses of force in South King County.

The unique mission of the Port of Seattle Police Department is reflected in the variety of duties and disciplines specific to CID. From baggage thefts and underwater death investigations to threats against aviation and maritime security, CID provides the support services and special investigations needed to detect and prevent crime at Port facilities.

The detective assigned as the Evidence and Identification Technician/Crime Scene Specialist provides technical assistance to detectives and patrol officers at crime scenes. This detective is also responsible for training new officers in the collection and preservation of evidence during investigations.

DRUG INTERDICTION UNIT

POSPD drug interdiction detectives focus on domestic and international narcotics traffickers connected to the airport and seaport. These detectives investigate cases and leads to detect and monitor criminal organizations that may utilize Port property or the transportation in and out of Port facilities for drug trafficking. To assist with these investigations, both detectives are also issued a drug detection canine partner.



CID HIGHLIGHTS

- Narcotics detectives and their canine partners Demi and Poncho were certified on the odor of fentanyl, which has already shown to have a significant impact on the safety of the greater community
- Interdiction detectives assisted the U.S. Postal Inspection Service with a canine application and seizure of more than seven kilograms of M30 fentanyl pills, more than three kilograms of raw fentanyl powder, and nearly 12 kilograms of methamphetamine
- Narcotics interdiction investigation and canine application led to the seizure of more than nine kilograms (80,000+) of fentanyl pills and more than two kilograms of raw fentanyl powder
- Narcotics interdiction investigation and canine application led to the arrest of a narcotics courier in possession of more than one kilogram of cocaine
- Nearly \$150,000 was seized from multiple suspected narcotics traffickers
- One detective was selected and assigned to the Seattle FBI Child Exploitation and Human Trafficking Task Force
- Over 200 felony investigations were assigned to detectives; these crimes include: assaults, auto thefts, burglaries, harassment, fraud, death investigations, human trafficking, and narcotics violations

Garage Auto Theft Ring: Detectives worked countless hours combing through evidence to identify and ultimately arrest an organized auto theft ring responsible for stealing more than 100 high-end vehicles from the SEA parking garage. The primary suspects and several others were arrested and charged with over 20 felony cases. Their collaboration with the King County Prosecuting Attorney from the high-profile offender unit has led to the filing of more than 20 felony cases that include theft of a motor vehicle, theft of a firearm, ID theft, vehicle prowl, and eluding. These arrests and criminal charges have led to a significant decline in criminal activity within the SEA parking garage.

Airport Employee Thefts: Detectives investigated numerous baggage theft and pilferage cases leading to the identification of suspects working at the airport. Through undercover operations and proactive investigative work, detectives arrested these employees and filed criminal charges for forgery, theft, identity theft, and trafficking stolen property with the King County Prosecuting Attorney.

In-flight Crimes: In collaboration with the FBI and JTTF, detectives responded to more than 20 in-flight disturbances, leading to the arrest and prosecution of at least six subjects for various assault crimes. Additionally, detectives investigated numerous counterterrorism and security-related concerns.

EMPLOYEE SPOTLIGHT

DARIN BEAM



1. *Can you tell me a bit about your personal background and what initially drew you to a career in law enforcement?*

I started my law enforcement career a little late. At 36 years old, I was serving on active duty in the U.S. Army. After about 11 years, I decided I was missing too many of my children’s milestones; my youngest son Nick learned to walk while I was deployed. Wanting to spend more time with my family, I made the difficult decision to leave the military. Knowing I wanted a career in a field with a similar structure to the military, I was encouraged to consider (law enforcement) police work by a couple of friends from the Tacoma Police Department. It seemed to be a great fit with the paramilitary structure and the ability to continue to defend and serve the citizens of my community.

2. *Were there any specific experiences or mentors early in your life that influenced your decision to pursue this path?*

Having done several ride alongs with various agencies, I knew what I wanted to do and where I wanted to be a Seattle Police Department bike officer in the west district! Thank God for unanswered prayers. Although I received a job offer from SPD, I also received one from the Port of Seattle Police Department as well. After some soul searching, I decided the Port of Seattle was more aligned with where I wanted my next career and accepted a position with POSPD.

Career in Law Enforcement

3. *What was your first role in law enforcement, and how did that experience shape your approach to policing?*

While working in patrol, I was fortunate enough to have the opportunity to work with detectives on a variety of projects. Working with the Criminal Investigations Division opened a new passion for policing I never knew I had. The unit was tight knit, worked a variety of cases that spanned a spectrum of felonies, and everyone knew what their role was. My Field Training Officer and mentor, Steve Ivey, had become a detective. Watching Detective Ivey working felony cases and Detective Stairs breeze through narcotic interdictions fueled my desire to join their team; they made work look exciting and fun. In 2010, I was lucky enough to land a position in the Criminal Investigations Division as a detective. I have been fortunate enough to find myself further assigned to my dream job as a canine handler in the Narcotics Interdiction Unit with my canine partner Demi.

4. *Over the course of your career, what have been some of the most valuable lessons you’ve learned on the job?*

Over the course of my career, most of the lessons I’ve learned have come from watching my coworkers apply their personal work ethics to criminal investigations and my desire to match, or at least imitate their work; Det. Lamb and King’s enthusiasm, Det. Huston’s and Carlton’s thoroughness, Det. Ivey’s patience and Det. Stairs’ and Leavengood’s no nonsense approach to detective work have left an indelible impression on my approach to each of the cases I’m assigned.

Becoming a Detective at the Port of Seattle

5. *What led you to join the Port of Seattle Police Department, and how does the work there differ from other departments?*

For me, the bottom line is I find I enjoy my job as much as I do because I am lucky enough to be part of a team that values each other’s strengths, helps identify and address their weaknesses, and shares a professional set of work ethics and values that are aligned across the entire Criminal Investigations Division.

Kudos and Recognition:

Detective Darin Beam was assigned a fraud case where the suspect stole the victim’s wallet , subsequently made multiple high-dollar fraudulent charges to a business they owned, and then made payments to them self exceeding \$100k. Suspecting they were going to flee the country, Detective Beam wrote search warrants to freeze the suspect’s bank account and investigate the accounts for cash deposits matching the fraudulent charges. Detective Beam received information that the suspect had left the country before he could stop them but was able to detain them as they returned to SEA. The suspect confessed and was later booked into the King County Jail. The King County Prosecutor’s Office will be filing felony charges against the suspect. Detective Beam faced numerous setbacks and challenges trying to develop this case; however, he persisted through with outstanding results. Nice work, Detective Beam!

Detectives Darin Beam, Cory Stairs, and Sergeant Benko of the POSPD Drug Interdiction Team have recently arrested many smugglers hauling astonishing amounts of fentanyl, methamphetamine, heroin, and large amounts of illegally packaged marijuana.

In recent events, the interdiction team was tipped about a woman who had booked a one-way ticket. Dogs alerted to the presence of drugs in her checked bag. Inside, they found 150,000 fentanyl pills. Another case involved a 26-year-old man recently stopped after landing at SEA. Inside his luggage, a search warrant revealed a box packed with nearly 34 pounds. of fentanyl pills. Another tip led to the discovery of an enormous shipment of heavy cargo ticketed for St. Louis, where pot is not legal. In stacks of boxes, the drug dogs revealed an astounding 934 pounds of illegally grown vacuum-sealed bags of marijuana.

These are just a few examples of amazing work done by this team to reduce the flow of illicit drugs through the airport to help keep our communities safe and drug free.



SERVICES BUREAU

The Services Bureau is responsible for performing all the non-uniformed functions of the Police Department. These include criminal investigations, 911 fire and police communications, and administrative requirements such as training and development, policies and standards, records management, fleet and supply, and finance and budget. Deputy Chief Mark Thomas oversaw and led the Services Bureau during 2024.

The Services Bureau consists of the following divisions:

- Communications Division
- Administrative Services Division

POLICE AND FIRE COMMUNICATIONS CENTER/DISPATCH

The Port of Seattle Police and Fire Communications unit is located at SEA Airport and is staffed 24/7. The Communications Center is a primary public safety answering point (PSAP) and handles the police, fire, and medical requests for the Port of Seattle. All dispatchers complete 24 hours of training annually and are trained in police and fire dispatching/call taking as well as emergency medical dispatching and provide prearrival medical instructions to callers.

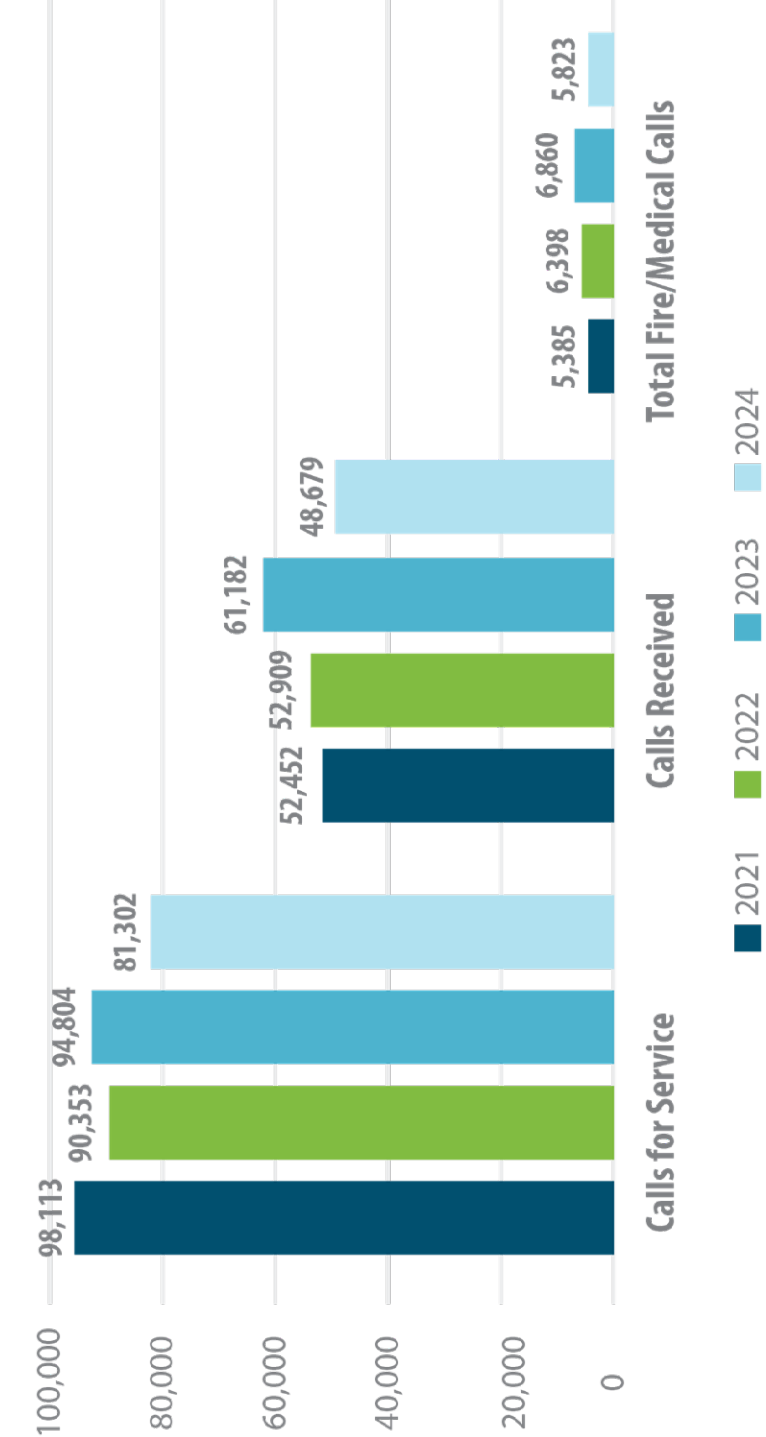
Major Events/Accomplishments:

- The Communications Center processed 81,302 police, fire, and medical calls
- 16 full-time dispatchers
- 3 full-time supervisors
- In 2024 we processed 81,302 dispatchable police and fire events
 - Total CFS: 48,679
 - Total Fire/Medical Calls: 5,823

Please note that the lower call volume is due to the impact the cyberattack had on our life safety systems, including CAD, RMS, and phone system. Phones were restored on 02/11/2025. CAD was partially restored in mid-September 2024. RMS is still not restored.

Call volume January-July 2024 increased 24% over the same time period in 2023.

Call volume August -December 2024 decreased approximately 60% over the same time period in 2023.





ADMINISTRATIVE SERVICES DIVISION

OFFICE OF PROFESSIONAL DEVELOPMENT

The Office of Professional Development (OPD) ensures all Police Department employees meet applicable, legislated training requirements, and have adequate training to perform their jobs effectively and efficiently. Washington State requires all commissioned officers attend at least 24 hours of in-service training each year and the officers' collective bargaining agreement requires 40 hours. Entry level officers require approximately 720 hours of academy training as a new hire. Non-commissioned staff, dispatchers, police specialists, and traffic support specialists, receive several hours of training annually as well.

The Department generally exceeds these requirements, with each commissioned officer receiving an average of 90 hours of in-service and additional training.

OPD conducts a wide range of training to ensure POSPD personnel are some of the best trained in the state of Washington. This includes annual in-service training in firearms, legal updates, high-liability policies (use of force and pursuit), bias-based policing, interaction with persons in crisis, blood-borne pathogens, heat injuries, and other health and safety topics. Additional regular training includes control devices, first aid, driver's training, and more. OPD also acts as the Department's liaison with the Washington State Criminal Justice Training Commission (WSCJTC) in matters related to training, such as the Basic Law Enforcement Academy (BLEA) for newly hired, entry-level police officers, along with advanced instructor level courses for various training cadre members. This has led to an extremely well-trained staff which continues to identify and respond to the needs of the community.

POLICE TRAINING OFFICER (PTO)

The Police Training Officer (PTO) program is responsible for the field training of all entry and lateral officers. PTO is built upon adult-based learning principles and problem-based learning. The program is designed to encourage community-oriented policing and actively encourages officers to not just handle calls but solve problems. PTO is flexible based on the needs of the student officer. Entry-level officers spend 15 weeks and lateral officers spend on average 10 weeks completing the program. The student officer needs to demonstrate proficiency in 15 core competencies before being released to solo patrol. During 2024, the PTO cadre trained approximately 15 new officers. During 2024, due to the large number of new hires, the PTO cadre grew to 10 officers. To serve in the role as a PTO, the officer must complete a weeklong training program covering all aspects of the program.

POLICE SPECIALISTS

The Port of Seattle Police Department employs nine civilian police specialists. These specialists provide critical primary services to the Department in important areas including records administration, payroll, crime analysis, police accreditation, scheduling, purchasing, fleet, supply, and customer service. In addition, these specialists also provide vital assistance in property and evidence support, patrol support, training, criminal investigations, budget management, personnel, and public disclosure.

The behind-the-scenes work these dedicated professionals perform helps the Port of Seattle Police Department operate effectively and efficiently while maintaining local, state, and federal regulatory compliance with applicable laws and regulations as well as national accreditation standards.



TAMARA SHEPPARD

1. Can you tell us about your early background and where you grew up?

My name is TaMara Sheppard. I was born in a small town in Illinois and I moved here with my husband, three children, and dogs in 2008. We enjoy spending time together traveling, playing games, and hanging out at the park.

2. What drew you to the specialist side of police work?

After many years of working shift work and missing time with my family and friends during holidays and vacations, it was time for a change. The opportunity to change career paths into an administrative role such as a police specialist could not be overlooked. The Port of Seattle Police Department gave me the chance to develop expertise and work with like-minded individuals. Having the possibility to achieve a work-life balance has been tremendously appreciated.

3. Can you describe a typical day in your role?

A typical day as the POSPD payroll/time administrator for a department with 167 employees revolves around managing, processing, and maintaining employees time data, ensuring accuracy, and resolving any discrepancies. The day often begins with checking the shared payroll mailbox and answering any payroll-related questions. The police scheduling system "Planit" is then reviewed to check for employee straight time hours and overtime slips are coded correctly with corresponding overtime shift documented in Planit. Leave slips are checked to ensure they are accurately reflecting available leave banks. Throughout the shift, time is spent maintaining and updating several payroll databases. I also collaborate with HR, payroll, and leave team to resolve time reporting issues or discrepancies. End-of-day involves payroll preparation which requires resolving any outstanding issues or discrepancies that arise, working with employees and supervisors.

4. What are the biggest challenges you face in your role?

The biggest challenges in the role of administrator often revolve around effectively managing multiple employees' time and ensuring timely completion of tasks, especially with constant interruptions and competing demands. Balancing the needs of multiple individuals and ensuring everyone's deadlines are met is difficult for one person to accomplish. Lack of clear communication can lead to delays.

5. What achievement in your career are you most proud of?

I have worked in this role for a short period of time. I am very proud of my own personal growth by challenging myself to step into a new career path with a positive outlook. Department payroll/time administrator was an unexpected role. I have learned to balance payroll tasks, ensuring accurate timekeeping and navigating complex Collective Bargaining Agreement (CBA) policies and procedures. I have maintained strong organizational skills, attention to detail, and the ability to effectively communicate with various co-workers, HR teams, and supervisors. I really appreciate the advice of those who have worked in this position before me as I learn and grow my knowledge of the job. I often lean on their expertise for help.

6. What keeps you motivated to serve and protect, especially in challenging times?

I have served my community in various roles in the U.S. Army, Department of Corrections, and as a deputy sheriff and 911 dispatcher. I am motivated by my choice to enjoy what I do every day.

I draw strength from remembering why I am here, and that my presence serves a purpose to those I am here to help.

I take on challenges of the day by breaking down large goals into smaller, manageable tasks and focusing on what I can control.

Additionally, I seek support, celebrate small victories, and maintain a positive routine.

Kudos and Recognition:

Thank you, Police Specialist TaMara Sheppard, for your outstanding dedication and hard work in managing our payroll. Your attention to detail — from making timely corrections to consistently reminding us to submit time sheets and verify Planit — ensures everything runs smoothly. We truly appreciate your commitment to keeping us on track!

EMPLOYEE WELLNESS PROGRAM

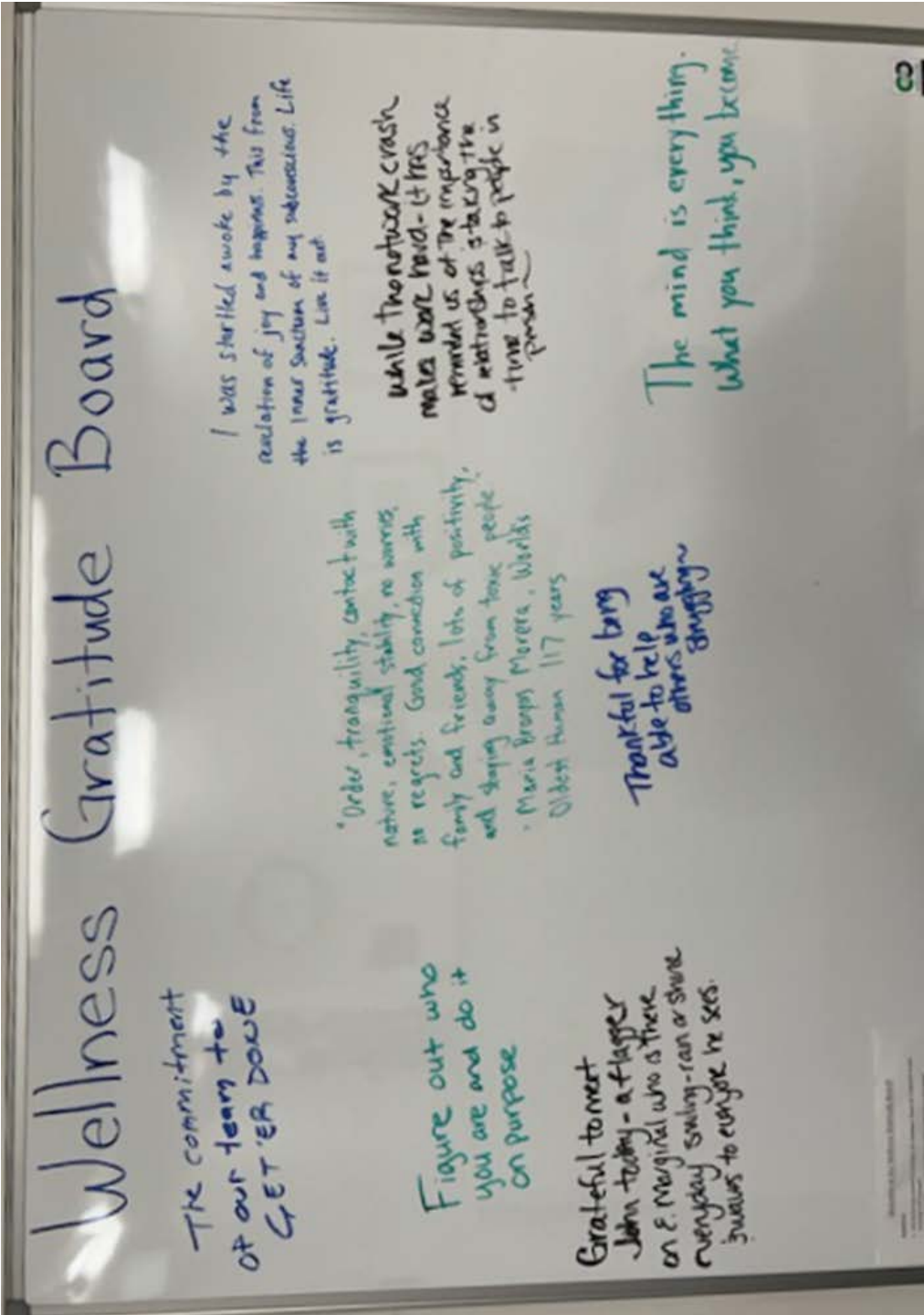
A healthy department is a stronger department, one that benefits everyone — the officers, their families, and the community. The Department-wide Wellness Program is available to all staff to address the physical and mental health demands of POSPD's personnel. The program focuses on the holistic development of mental, physical, social, and financial resiliency to foster a healthier and more resilient department.

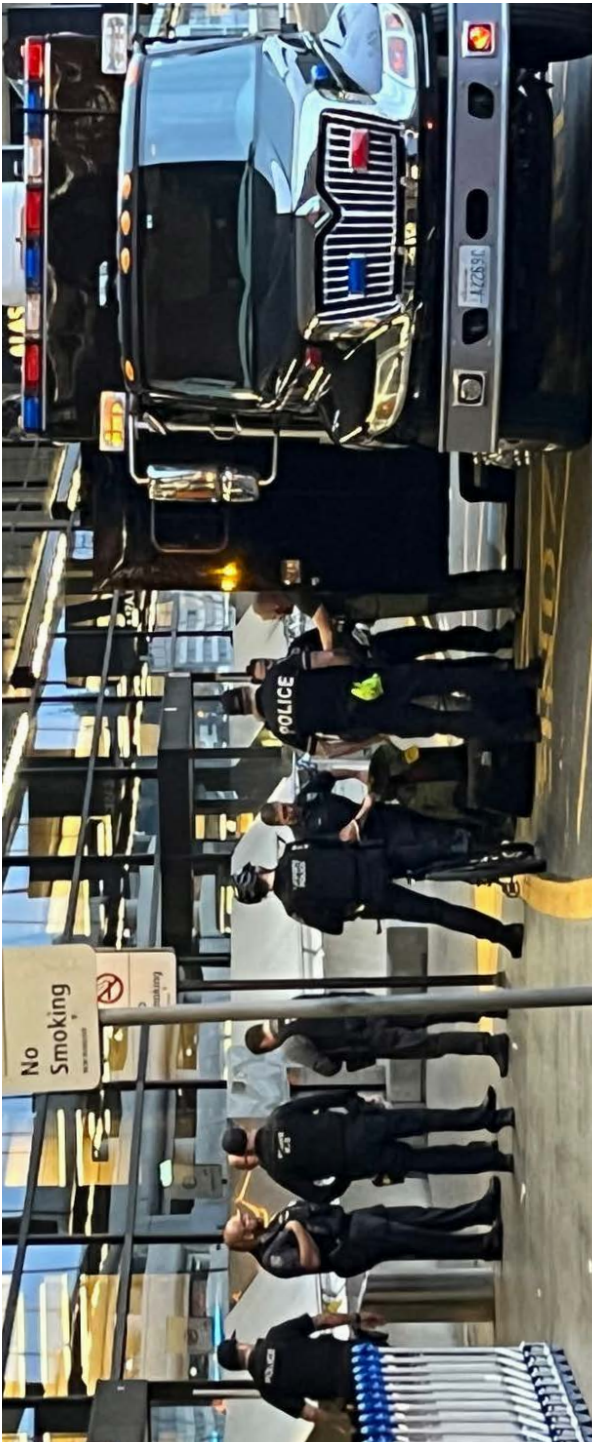
Saltwater State Park Family Picnic: On September 7, the Department had its first family picnic at Saltwater State Park. Sergeant Kali Matuska and Officer Cat Citron coordinated a fun-filled family day of food, games, and connection.

Fall Family Fun Celebration: POSPD Wellness Unit hosted a night of spooky fall fun on October 23 for POSPD families. Families were invited to participate in a potluck, trick-or-treating, games, crafts, and even vote for the best decorated workspace.

Quarterly Wellness Updates: In 2024, our Wellness Unit sent out quarterly updates regarding resources in the CORDICO app. In addition, these updates were posted on the POSPD Wellness SharePoint site to ensure easy accessibility for our employees.

Wellness Gratitude Boards: Wellness gratitude boards were installed in the Police Department, the waterfront office, and dispatch. Department members contribute by sharing positive messages of thankfulness and appreciation with each other. They foster joy, positivity, and a sense of belonging amongst employees. When the boards are full, they are not erased but photographed, and the images are uploaded to the POSPD Wellness SharePoint site.



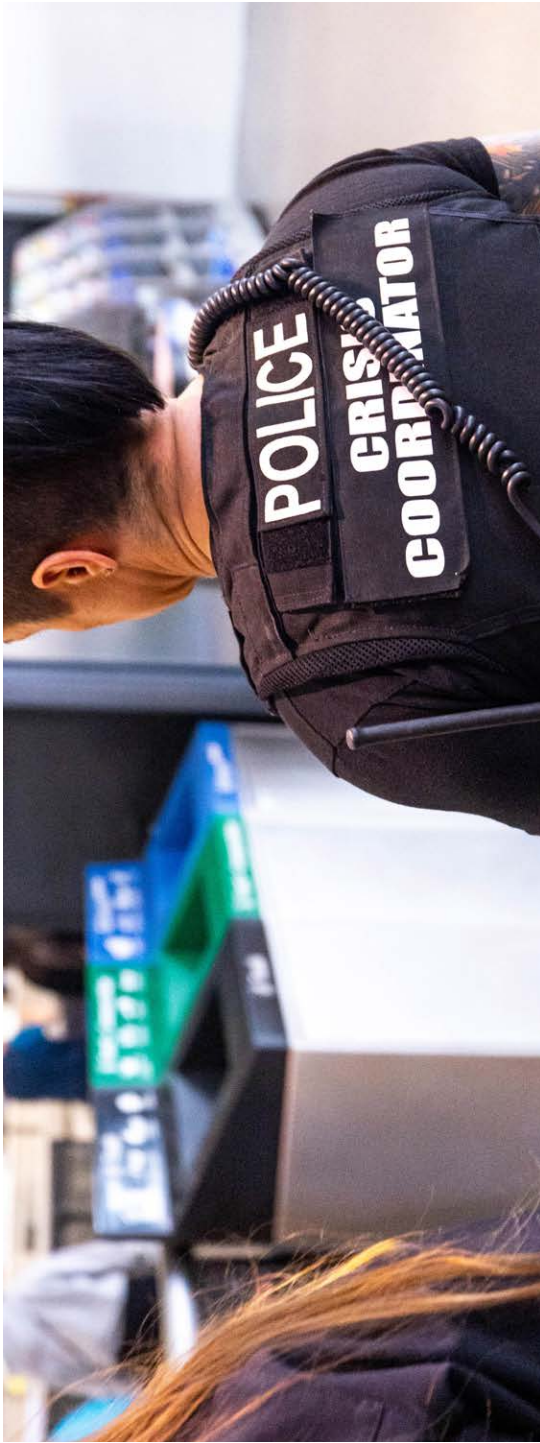


PEER SUPPORT TEAM

Formalized in 2016, the Peer Support Team is comprised of commissioned law enforcement officers, sergeants, commanders, dispatchers, and civilian employees of the Port of Seattle Police Department. The team is supported by a certified Mental Health Professional (MHP) available to officers involved in critical incidents. All team members are appointed volunteers, with each receiving special training in critical incident stress management and crisis intervention techniques.

The purpose of the Peer Support Team is to prevent or lessen the potential negative impact of stress upon Department members by providing emotional support, information, and assistance. The program provides Police Department personnel with psychological and emotional support through pre-incident education, wellness check-ins, family support, demobilization, post-incident defusing, and confidential one-on-one interactions. A critical incident can be defined as any event that has a stressful impact sufficient enough to overwhelm the usually effective coping skills of an individual.

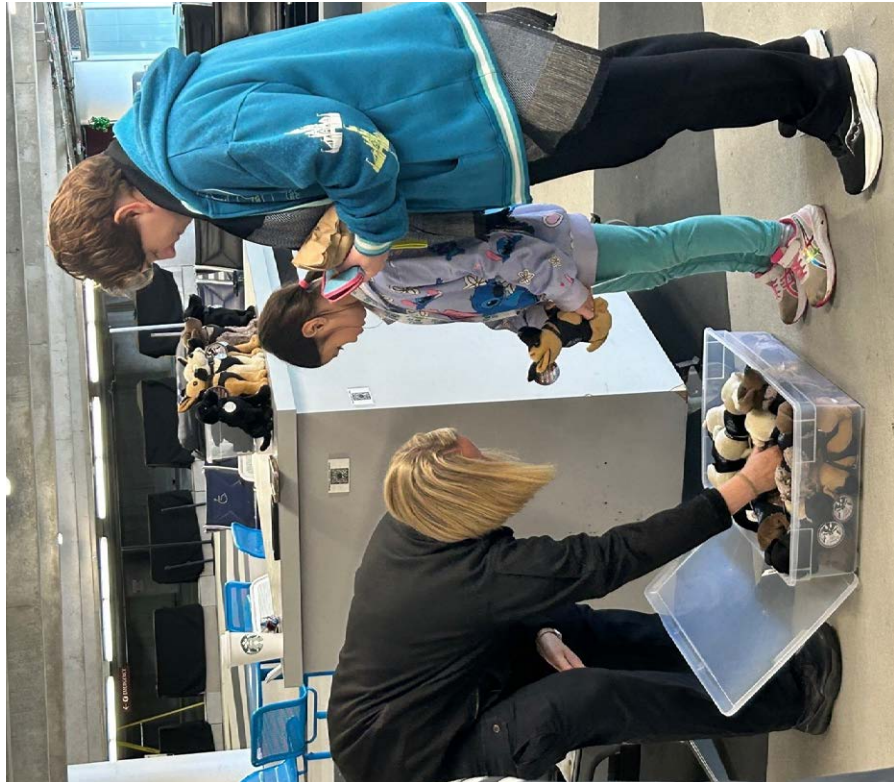
In 2024, the Peer Support Team collaborated with the POSPD Employee Wellness Program to provide a holistic wellness support system to department members. In the coming year, the two teams will continue to work together to ensure Department members have access to a robust support system of resources that ensure their overall well-being.



POLICE BENEVOLENT ASSOCIATION

The Port of Seattle Police Department Police Benevolent Association (PBA) is a member-driven organization dedicated to supporting our officers and their families. The PBA provides bereavement assistance not only in cases of officer injury or death, but also when members experience the loss of close family. This includes financial help, emotional support, and aid with related expenses — ensuring no one faces hardship alone.

PBA programs are funded through member contributions and community donations, and reinvested back into the Department. This includes producing POSPD-branded merchandise that builds camaraderie while raising funds and maintaining a convenient lunchroom “market” stocked with food, snacks, and drinks. Proceeds from these initiatives help sustain the PBA’s mission of care and support for our Department family.



OFFICE OF PROFESSIONAL STANDARDS

The Office of Professional Standards (OPS) serves as the department’s central coordination point for policy/procedure development, manual updating, and directive/order creation and dissemination. OPS manages our agency’s Lexipol-based policy manual system. Lexipol is a subscription service providing state-specific policies which are foundational for further OPS policy development and customization.

POSPD played a proactive role in bringing Lexipol to Washington State by assisting Lexipol in developing their initial draft policy manual and training related content to meet the unique needs of our state. Once the Lexipol Washington State master policy manual was ready, our agency quickly adopted and fielded our first, Lexipol-based policy manual in 2007. Through the years, under management of OPS, our Lexipol-based manual has allowed the department to successfully obtain, and maintain, first, state level, and then, international level accreditation.

In addition to accreditation and policy-related work, OPS also provides technical support to other agency entities to include: the Office of Professional Development (OPD) — ensuring training reconciles with policy and fulfills accreditation requirements, the Office of Professional Accountability (OPA) — responding to external policy /procedure related inquiries, and as requested by leadership, assisting with other special projects.





OFFICE OF PROFESSIONAL ACCOUNTABILITY

The Office of Professional Accountability (OPA) has a multitude of responsibilities which include conducting internal affairs, serving as the department liaison to Port Media Relations, and overseeing and releasing police records through public disclosure requests. The OPA works closely with the Port of Seattle Legal Department, Human Resources and Workplace Responsibility, Labor Relations, Media and External Relations, and the Public Disclosure Department.

While the primary function of the OPA is conducting investigations of alleged employee misconduct, we also seek to identify potential issues, training needs, and opportunities to self-correct and to build community trust and relationships.

The use of force by law enforcement officers is another area of public concern which can lead to deteriorating relationships within our community when it is not accounted for. Therefore, OPA tracks all incidents where physical force is used by any of our officers to ensure we are acting within policy and law.

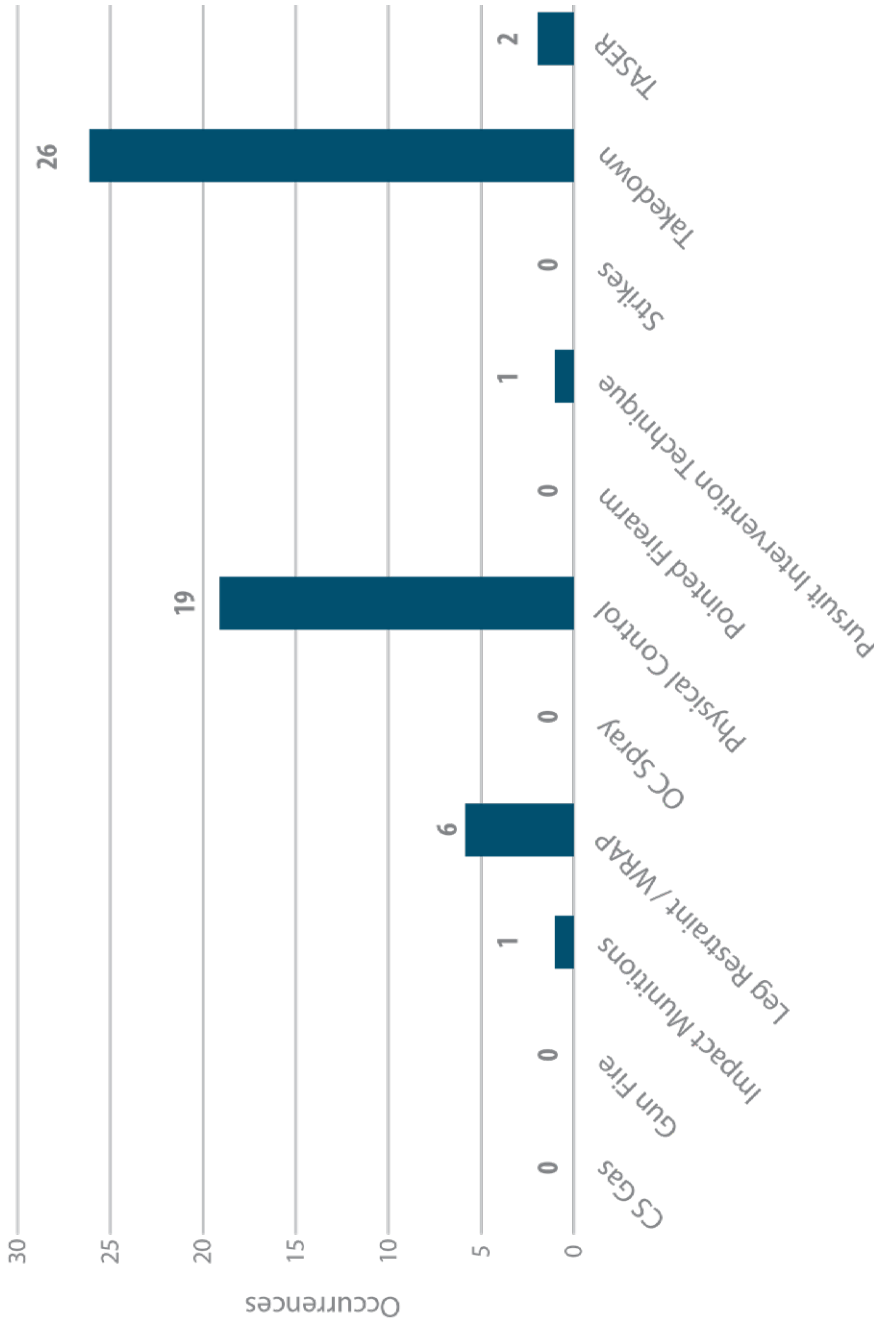
In 2024, the Port of Seattle Police Department initiated 28 use of force events and a total of 55 separate uses of force.

REPORTABLE FORCE EVENTS TABLE

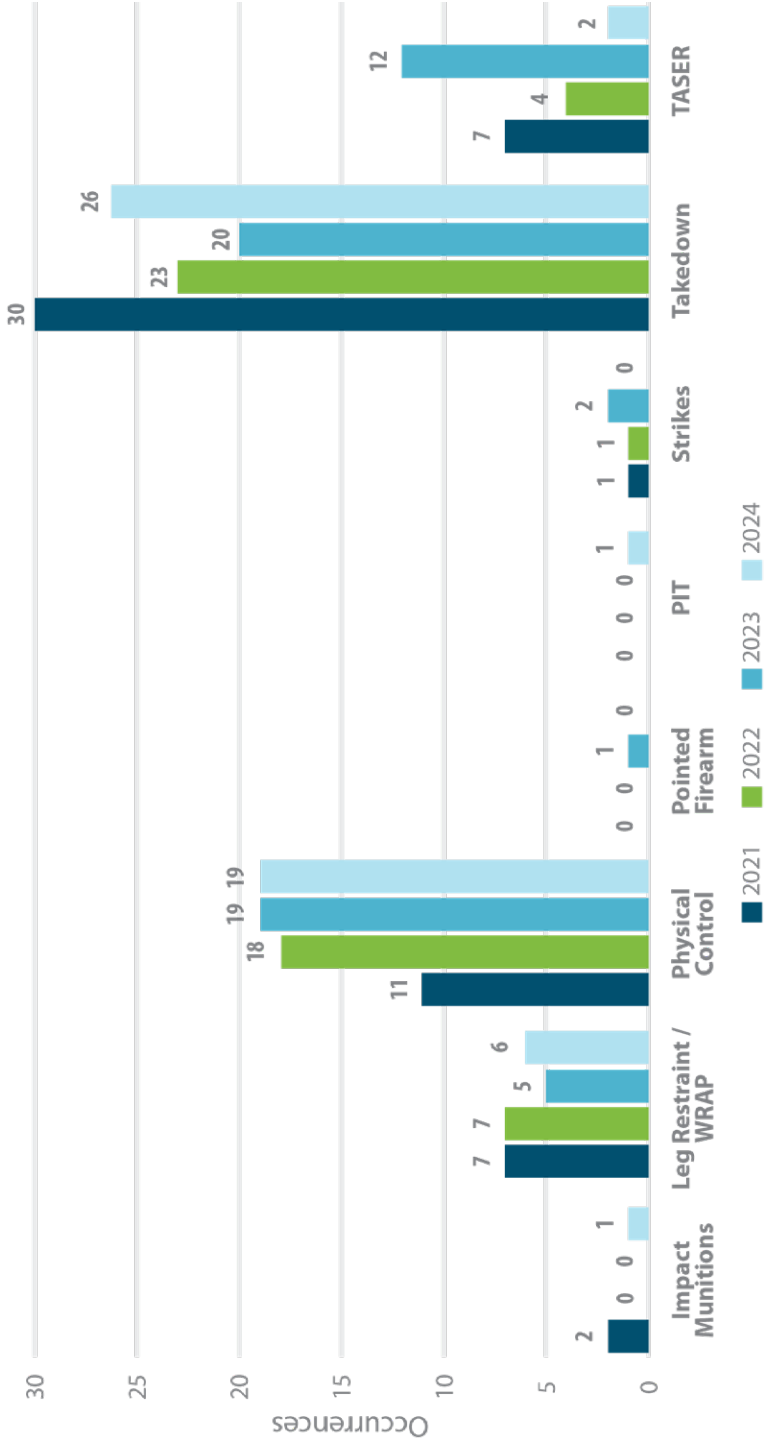
	2021	2022	2023	2024
Reportable Uses of Force	34	30	23	35
Takedowns	30	23	20	26
TASER	7	4	12	2
Impact Munitions	2	0	0	1
OC Spray	0	0	0	0
Leg Restraint	7	7	5	2
WRAP	0	0	0	4
Physical Control	11	18	19	19
Gun Fire	0	0	0	0
Pointed Firearm	0	0	1	0
CS Gas	0	0	0	0
PIT	0	0	0	1
Strikes	1	1	2	0

The Reportable Force Events referenced here may have required multiple techniques to be applied by the officers involved. For this reason, the total sum of the number of actual techniques listed as being used by our officers may be higher than the overall number of Reportable Force Events.

2024 USE OF FORCE



2021 - 2024 USE OF FORCE COMPARISON



PUBLIC SAFETY PARTNERSHIPS

VALLEY INDEPENDENT INVESTIGATIONS TEAM

The Valley Independent Investigative Team (VIIT, formed in 2012) investigates all officer-involved shooting (OIS) or other deadly force that results in great bodily/serious bodily harm or death.

- Consists of POSPD Criminal Investigations Division, along with detectives from Auburn, Des Moines, Federal Way, Kent, Renton, King County Sheriff's Office, and Tukwila Police Departments
- Based on foundational principles of independence, transparency, communication, and credibility
- Since its inception in 2012, VIIT has investigated over 80 officer-involved shootings and in custody deaths
- The involved agency does not participate in an independent investigation
- This requires the involved agency and VIIT follow the LETSCA (Law Enforcement Training and Community Safety Act) and WAC Rules (WAC 139-12-020 and 139-12-030)

In 2024, POSPD detectives were the Valley Independent Investigative Team (VIIT) primary investigating agency for one officer-involved shooting incident that occurred in the City of Kent. POSPD Detectives responded to assist in several other Valley Independent Investigative Team (VIIT) callouts in 2024.



PUGET SOUND JOINT TERRORISM TASK FORCE (PSJTTF)

The Puget Sound Joint Terrorism Task Force (PSJTTF) was formed in 2000. The Port of Seattle is a participating agency. It provides personnel to work with the Federal Bureau of Investigation (FBI) in conducting domestic and international terrorism investigations. The taskforce uses the skills, experience, and resources of local agencies to prevent and solve acts of terrorism and support cases nationally and internationally.



VALLEY PARTNERSHIPS

The Port of Seattle Police Department is one of seven partner agencies in the South King County Valley region. This partnership allows the Department to align resources and facilitate the creation of special teams made up of agency personnel and resources. This partnership results in each Valley agency having access to larger, highly-trained, and well-equipped teams that specialize in Special Weapons and Tactics, Crisis Negotiations, Civil Disturbance, and Special Investigations. Chief Villa has served as the chair of both the Valley CDU and Valley SWAT Executive Boards since 2020 and 2021 respectively.

These participating Valley agencies consist of:

- Auburn
- Des Moines
- Federal Way
- Kent
- Renton
- Tukwila
- Port of Seattle Police Department



VALLEY SWAT

Valley SWAT (VSWAT) maintains an excellent reputation across the region and the nation. SWAT officers from the Port of Seattle Police Department serve as instructors and in leadership roles for both the Washington State and National Tactical Officers associations.

The team facilitates the region-wide Valley Active Shooter School, which trains the region's police officers in patrol-level active shooter response and provided active shooter response training to Port of Seattle stakeholders. Such training better prepares POSPD and law enforcement partners to neutralize active killer threats, EMS partners to ensure trauma care to victims, and other stakeholders to mitigate and recover from these types of extraordinary events.

Valley SWAT is composed of one sergeant, five officers, and one commander from each participating Valley agency. The team's mission is to save lives by providing stabilization and resolution to high-risk situations that are beyond the ability of standard police patrol units to resolve safely.

The large number of highly-trained and well-equipped officers allows for:

- Safe and effective response to potentially volatile situations on all Port properties
- Access to the largest tactical team in the State of Washington
- Increased financial responsibility by spreading the costs of maintaining a team across six jurisdictions

Valley SWAT's primary duties focus on:

- High-risk warrant service
- Dignitary protection
- Armed barricade suspect resolution
- Critical infrastructure protection
- Response to coordinated multi-cell terrorist attacks
- Hostage rescue
- Narcotics enforcement

During 2024 Valley SWAT completed 75 tactical missions that included high-risk search warrants, narcotics enforcement, barricaded subjects, and hostage rescue details. Port members of Valley SWAT conducted over 65 dignitary protection details at SEA. In 2024 VSWAT trained approximately 150 officers at its regional active shooter class. VSWAT completed over 7000 training hours and provided instruction as a member of the Washington State Tactical Officers' Association.

The POSPD members of Valley SWAT are highly regarded in the tactical community and provide POSPD with an increased capability to respond to critical incidents which could occur at SEA or other Port facilities. POSPD SWAT has been incorporated into POSPD's newly-formed Homeland Security Division on a full-time basis.

In September 2024 VSWAT completed counter terrorism training at the Direct-Action Resource Center (DARC). This is the most prestigious counter terrorism training program in the United States for law enforcement tactical units.



VALLEY CIVIL DISTURBANCE UNIT

The Port of Seattle Crowd Management Unit (CMU) includes 19 commissioned officers with specialized training using bicycles as a crowd management tool. The CMU is a member of the Valley Civil Disturbance Unit (VCDU) which is comprised of over 100 officers and command personnel. The Port team specializes in bike deployment and is the main bike group for VCDU. The team also deploys as a regional asset for crowd management issues in the region and is known as one of the premier crowd management teams in the state.

The CMU unit is in place to provide crowd management in a way that protects the rights of individuals and groups to peacefully assemble and protest but also to discourage acts of lawlessness. The CMU unit deploys to a wide variety of events ranging from active riot situations to special events with large crowds.

To become a member of CMU, an officer must demonstrate their ability to make sound decisions under the most stressful of situations. Officers that are selected must also complete a 40-hour bike class which includes eight hours of bike crowd management.

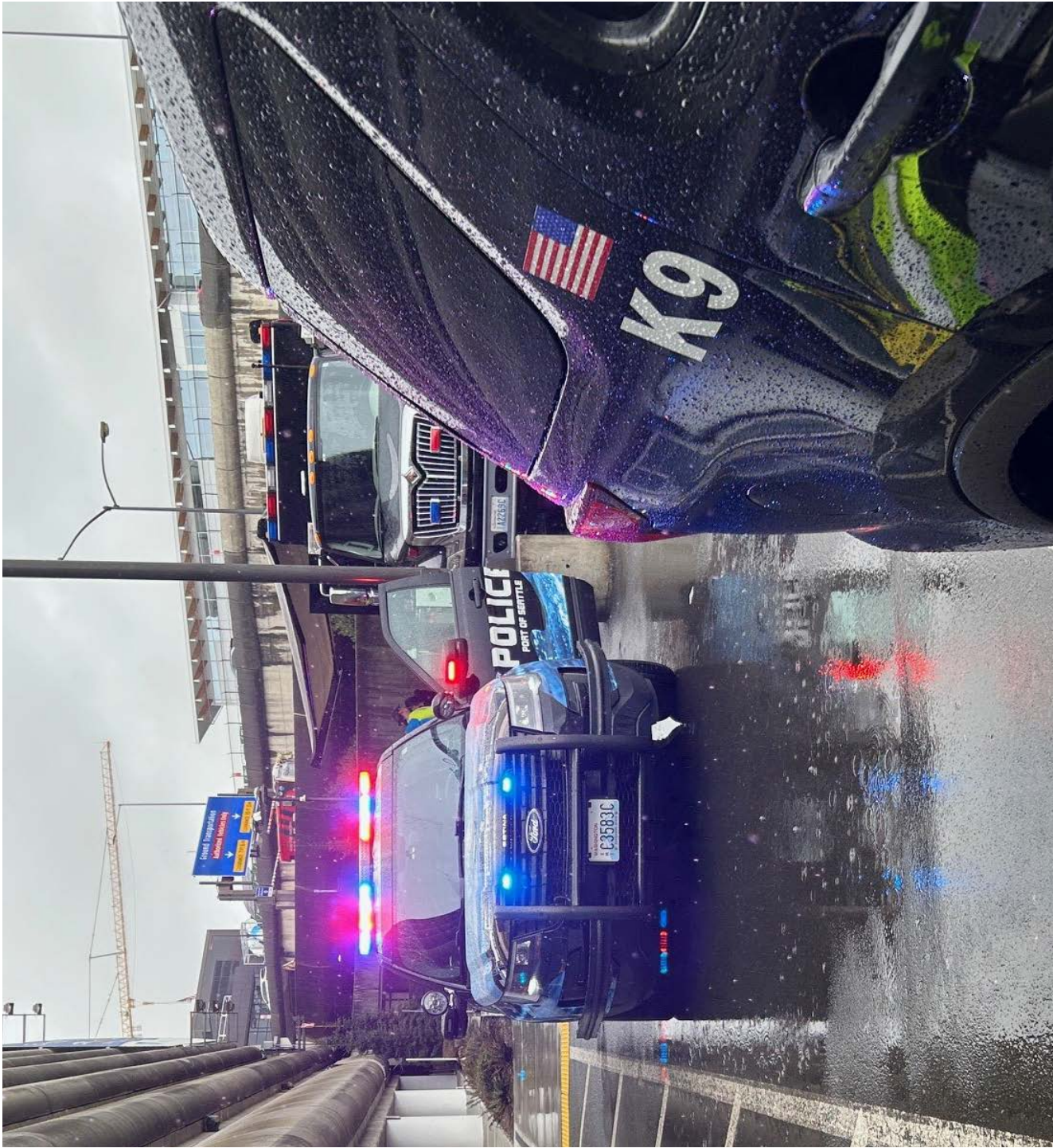
The members of the POSPD Crowd Management Unit are the standard for professionalism, and are proud to serve the Port and our community.



VALLEY HOSTAGE NEGOTIATIONS TEAM

The Port of Seattle Police Department’s Hostage Negotiation Team (HNT) contributes personnel to the Valley Hostage Negotiations Team (VHNT) and is fully integrated with Valley SWAT. This contribution consists of one commander, one team leader, and two officers. The VHNT provides trained negotiators to the Valley agencies when they experience high risk and stressful incidents that could involve hostage situations, domestic violence events, barricaded subjects, suicidal subjects, and subjects suffering from mental health issues. The goal is to use crisis communications and tactics to save lives and resolve crisis incidents while avoiding unnecessary risk to officers, citizens, victims, and others.

In 2024, POSPD VHNT members responded to 22 incidents in which team members engaged in crisis communications to help bring safe resolution to these critical incidents. In 2024 POSPD VHNT members completed 211.5 hours of training specific to crisis/hostage negotiations.





POLICING ASSESSMENT

In 2020, Port of Seattle commissioners voted to hire an outside consultant to review policing practices within the Port of Seattle Police Department. The final selection was a team with 21CP Solutions. As pulled from the 21CP Solutions business page:

“21CP Solutions helps cities and communities effectively tackle the challenges of delivering safe, effective, just, and constitutional public safety services in the 21st Century. We empower communities across the country to develop and implement equitable and integrity-driven public safety – grounded in building trust and strengthening relationships.”

The assessment conducted was a collaborative approach, involving Police Department members, Port of Seattle stakeholders, and community members. There were eight sections involved with the assessment: training and development, general recommendations, use of force, advocacy recommendations, diversity in recruitment and hiring, mutual aid recommendations, oversight/accountability/equity and civil rights, and budget/roles and equipment. Each of these sections had subject matter experts from the Police Department provide greater insight and understanding. More important, in each of these sections, members of our community and stakeholders participated, providing valuable feedback.



The collaborative approach allowed us to discover ways we could improve our services as a department.

At the conclusion of the assessment, 21CP Solutions provided the Police Department with 52 recommendations. The recommendations brought forward will help ensure the Police Department continues to provide exceptional service to the community, while always striving for our vision, “the nation’s finest port police.”

The Police Department continues to be proactive in the implementation of the 52 recommendations provided by the 21CP Solutions assessment conducted in 2021. To validate that the recommendations were being properly implemented, the Port Commission approved a contract with 21CP to review and evaluate such recommendations. By the end of 2023, 21CP reviewed 20 recommendations (37% percent of the total recommendations) and found that 19 of the 20 recommendations had been satisfactorily met. After completing the next review in early 2024, 21CP Solutions’ report indicated that 27 of the 52 recommendations (or 52%) had been implemented.

The next review period is scheduled for early 2025 with the goal of implementing a total of 75% of the recommendations. The process continues to be a collaborative approach, and the Police Department is committed to have all 52 recommendations implemented by the end of 2026.

RECRUITING

The Port of Seattle Police Department ramped up recruiting efforts through the creation of a dedicated recruitment team. This highly-dedicated, eight-member team helped POSPD recruit and hire 15 officers in 2024. The goal of the Port of Seattle Police Department Recruitment Plan is to attract the highest qualified individuals to pursue a career with the Port of Seattle Police Department. The vision is to develop a team that is fully staffed, maintains national standards of professional law enforcement, mirrors the diversity of its community, and increases trust and credibility for the law enforcement profession.

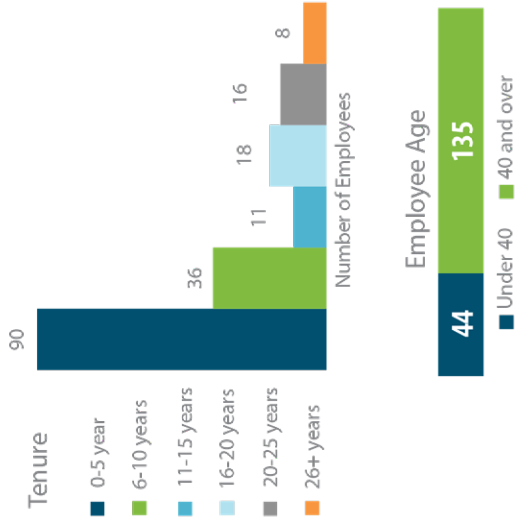
In addition, detectives have conducted numerous thorough background checks on applicants, to ensure new hires model POSPD values and will truly contribute to the team.



DEPARTMENT DEMOGRAPHICS (2024)

179 employees*

126 Commissioned personnel
53 Non-Commissioned personnel



STAFFING - FILLED POSITIONS FOR 2023



- Officers**
- 1 chief
 - 3 deputy chiefs
 - 7 commanders
 - 21 sergeants
 - 86 police officers
- Communications**
- 1 communications manager
 - 3 communications supervisors
 - 16 communications specialists
- Support**
- 1 police records manager
 - 1 non-sworn administrative supervisor
 - 1 Sr. administrative assistant
 - 1 administrative assistant
 - 1 mental health professional
 - 9 police specialists
 - 14 traffic support specialists

PROMOTIONS

- **Thomas Bailey** – promoted to Deputy Chief
- **Darrin Benko** – promoted to Commander
- **Arman Barros** – promoted to Commander
- **Daniel Breed** – promoted to Commander
- **Jesse Petersen** – promoted to Sergeant
- **Vincent Gonzales** – promoted to Sergeant
- **Pete Sele** – promoted to Sergeant
- **Nicholas Jensen** – promoted to Sergeant
- **April Calabrese** – promoted to Communications Supervisor

AWARDS

- 2024 Officer of the Year:** Ryan Dacey
- 2024 Non-Sworn Employee of the Year:** Brad Owen

Spirit of the Vision: Cory Stairs

Soldiers of the Mission:

- Brian Presley
- Jenny Murry
- Ryan Leavengood
- Al Baalaer
- Matt Huston

Lifesaving:

- John Minshall and Josh Landers from 7/17/2024 event
- Eric Mattson and Alexandr Ignatov from 11/27/2024 event

Letters of Commendation:

- Robert Omatsu
- Matt Oh







**PORT OF SEATTLE
COMMISSIONERS**

Ryan Calkins

Sam Cho

Fred Felleman

Toshiko Hasegawa

Hamdi Mohamed

EXECUTIVE DIRECTOR

Stephen P. Metruck

Port of Seattle

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www.portseattle.org



Learn more about us
www.portseattle.org/about/port-police
or follow us on Facebook

Sept. 2025

MEMORANDUM

To: Port of Seattle Commissioners
From: Bookda Gheisar, Senior Director, Office of Equity, Diversity and Inclusion,
Chief Michela Villa, Port of Seattle Police Department
Date: October 10, 2025
Re: Policing Assessment Implementation Review Committee: Summary of 2025 Review

Executive summary

Motion 2020-15 led to the hiring of our consultants at 21CP and the formation of standing, cross-departmental implementation teams that have sequenced and implemented policy, training, hiring, transparency, and data improvements beginning in 2022.

In 2025, in response to Commission President Hasegawa's direction to provide additional analysis and oversight of 21CP's work, Executive Director Metruck requested that a committee review the 21CP annual progress reports to confirm that the recommendations are consistent with the Port's equity and inclusion policies. This new committee, the Policing Assessment Implementation Review Committee, will continue to meet in the next two years to support and review reports from 21CP. For 2025, the committee has chosen to focus on fourteen HR-related recommendations for additional independent review. This memo describes the work that has been done to date on these items, as well as the work that lies ahead as we near the final implementation deadline for all 52 recommendations in Q2 2026.

Background:

On September 14, 2021, after a year of comprehensive interviews and analysis involving over 50 external subject matter experts, Port employees, and the Port of Seattle Police Department (POSPD), the Port of Seattle's Task Force on Port Policing and Civil Rights released a final assessment report. This report was launched as a result of Motion 2020-15, which required a comprehensive assessment of POSPD utilizing "the highest nationwide standards," with specific direction on hiring panel diversity, training, equity, use-of-force, oversight, transparency, and advocacy.

The report, which was brought together by consulting firm 21CP Solutions, covers the Port of Seattle Police Department's policies, protocols, and procedures impacting issues of diversity, equity, and civil rights. External stakeholders, consultants, and staff identified a total of 52 recommendations for the POSPD in the report.

In 2022, the Port established the Policing Assessment Implementation Team (PAIT), comprised of an internal team of Port employees, which reviewed and prioritized adoption

of the 52 recommendations. In 2023, POSPD contracted with 21CP for a second time to review the progress of implementing the recommendations and to share its findings each year in a report, making transparent the implementation process and outcomes. 21CP will issue a report every April for the 2023-2026 period to report on the implementation process.

In November 2024, Port of Seattle Executive Director Metruck requested that a committee review the 21CP annual progress reports to confirm that the recommendations are consistent with the Port's equity and inclusion policies. This committee is called the Policing Assessment Implementation Review Committee, and its review (captured in this memo) is meant to complement the 21CP progress reports.

Policing Assessment Implementation Review Committee membership:

Co-chairs: Chief Mike Villa and Bookda Gheisar

Internal:

1. Milton Ellis, Labor Relations
2. Ericka Singh, Human Resources
3. Delmas Whittaker, Maritime Division

External:

4. Monisha Harrell, King County, County Exec office
5. Shaunie Wheeler, MLK Labor (formerly Teamsters, Local 117, Political & Legislative Director, Joint Council of Teamsters No. 28)

This committee has met monthly since November 2024 and has reviewed all 52 recommendations and the most significant findings and focus areas. For its 2025 review, this committee decided to focus on 14 of the recommendations related to HR. Please see below for a narrative of the Committee's findings on these recommendations in 2025 and a preview of the work still to come.

HR-related highlights and progress in 2025:

1) Improved interviews and panels. Command staff finalized new entry-level officer interview questions that will better assess character, integrity, and accountability in prospective officers. These have been in use since October 1, 2025. The Port's interview policy has also been updated to allow some limited clarifying follow-up questions so

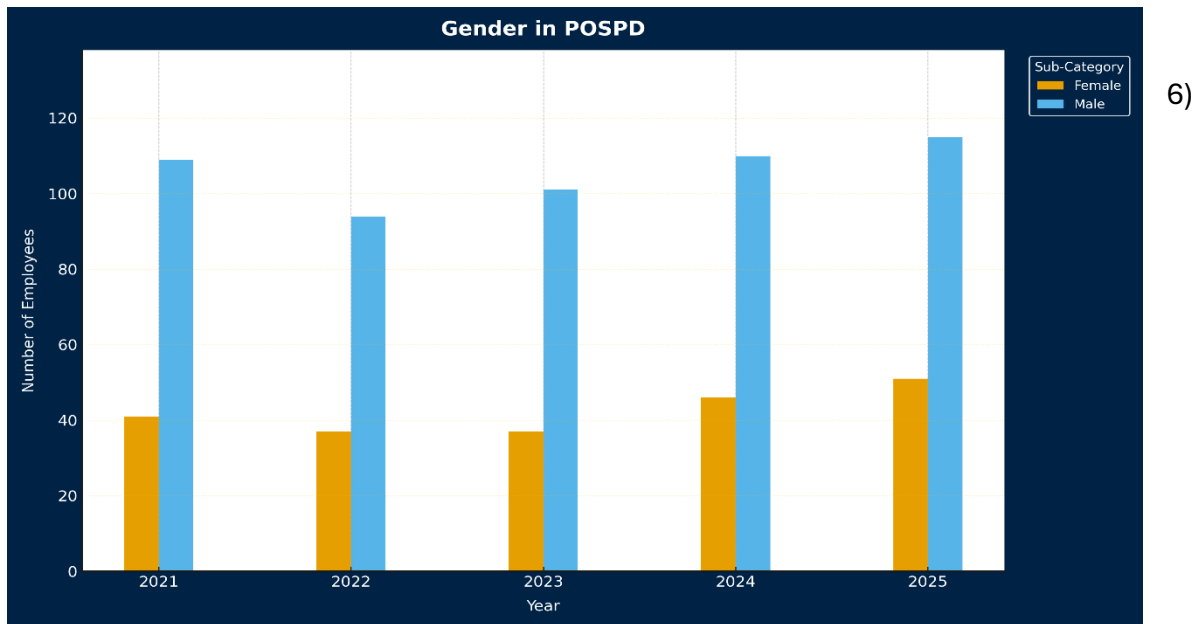
interview panels can pursue substance on critical interview questions while maintaining fairness. The next step here is updating the interview questions for lateral hires.

2) Complaint routing and employee protections. Work advanced on the recommendation to explicitly map which complaints go to POSPD Internal Affairs versus Workplace Responsibility (WR), the investigative team within HR. The general WR investigation infographic is now available on Compass. Negotiations regarding the Officer's Bill of Rights continue with the goal of aligning the practices that will be used for investigations by both POSPD Internal Affairs and WR. One key note here is that the WR investigation process will not include hard timelines (as these may compromise investigations.)

3) A wider, more inclusive candidate pipeline. As of late 2024, POSPD employs a full-time recruiter and has significantly scaled outreach (42 events and counting in 2025) with emphasis on venues that reach underrepresented candidates.

4) Increased transparency RE: specialty assignments. POSPD made significant changes that boosted visibility for candidates applying to serve specialty assignments. POSPD is now using a ranking system in assessing applicants and all applicants are provided with individualized assessment performance feedback.

5) Early signals of results. After several years with no female entry-level officer hires, the department hired one entry-level female officer in 2024 and three in 2025 YTD. Even given these positive early results, the Committee views continued improvement on gender disparities as an important point of emphasis going forward. Please see below for a visual on self-reported gender in POSPD.



Policies. All Code of Conduct policies are currently under review, and the following have already been updated: Anti-Harassment, EEO, Reporting Concerns or Violations, and Anti-Retaliation. The next group for review includes Workplace Violence and our HR-18 Corrective Action and Progressive Discipline policies.

Areas of focus for the committee in 2026: Where we still have work to do

Data and accountability to promote gender and racial diversity: The Port began consolidating applicant and hiring data to understand where candidates fall out of the application process and to design interventions (e.g., coaching for physical ability, refining interview prompts, etc.) Port implementation team members, OEDI, and Business Intelligence will continue to collaborate to access the vendor data and craft the solutions.

Standardize civilian/ERG panelist training and coverage. The Port has invited ERG/civilian participation in oral interview boards, as a signal that hiring quality and legitimacy are Port-wide responsibilities, versus solely internal police matters. However, civilian/ERG panel involvement remains uneven outside promotional boards; we next need to build a standing, HR-run training cycle (with OEDI) and a panelist “ready roster” to normalize this practice across all POSPD hiring.

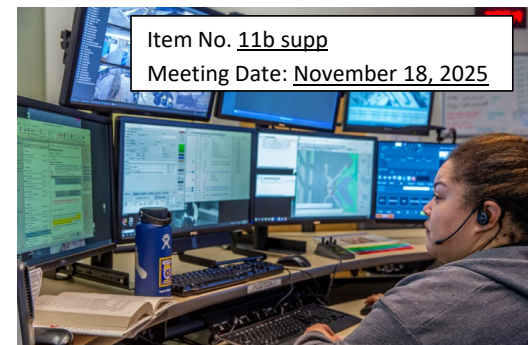
Language access incentives. Determine scope and implement a multilingual pay premium and/or identify roles where language skills are mission-critical. This item is subject to bargaining, and Teamsters 117 has opened this conversation.

Finish the data story and publish it. The Port needs a unified, validated hiring-funnel dashboard (posting to application to eligibility to oral boards to background check to hire)

that separates commissioned and non-commissioned roles and enables stage-by-stage checks to tease out any equity concerns in any of these stages. This data is reported by our vendors; the Port must standardize data cleaning, storage, and routine release to the public.

Set Port-level benchmarks post-EO 14173. Even with changes to federal affirmative-action reporting, the Port can still set availability/utilization baselines referencing the local labor market and track disparities over time.

Sustain broad outreach. POSPD authorized and resourced a Recruitment Team, which substantially increased outreach events and candidate generation beginning in 2022–2023, with an explicit objective to align department composition with the demographics of the communities we serve. The increase in outreach in 2025 should evolve into a deliberate annual plan (which communities, which schools, which national associations), with quarterly reporting to the Commission on total reach, conversion, and hires.



2025 Police Department Update Commission Briefing

Tom Bailey, Deputy Chief of Police
Andrew Depolo, Police Commander
Bookda Gheisar, Sr. Director EDI



2024-2026 Strategic Plan

Goals 1-2



90%

Achieve and Maintain optimal staffing at 95% by Q4 2025

Goals 3-6



100%

Increase Port capabilities for assisting persons in crisis



100%

Reduce LEO contacts with persons experiencing homelessness

Data unavailable

Reduce levels of persons trespassing

2024-2026 Strategic Plan

Goals 7-8

*updated SLA not complete
in 2025 budget for 2026
due to current vacancies
/economic restrictions*

Ensure delivery of Service Level Agreements

Goals 9-10

 100%

Improve internal organizational health and cohesion

Goals 11-13

 73%

Develop and implement a plan to increase anti-terrorism capabilities

2024-2026 Strategic Plan

Goals 14-16	
 62%	Update and improve technology and systems
Goals 17-19	
 20%	Review and plan for future facility needs
Goal 20	
 75%	Complete and validate 100% of 21CP recommendations by Q2 2026
New Goal+	
<i>underway</i>	Prepare for 2026 FIFA World Cup

The badge is a circular emblem with a gold border. Inside the border, the words "POLICE OFFICER" are written in blue on a silver banner at the top, and "PORT OF SEATTLE POLICE" is written in blue on a silver banner at the bottom. In the center of the badge is a circular portrait of a man with a mustache, likely a historical figure, with the words "STATE OF WASHINGTON" written around it. The background of the badge features a stylized illustration of a ship and a city skyline.

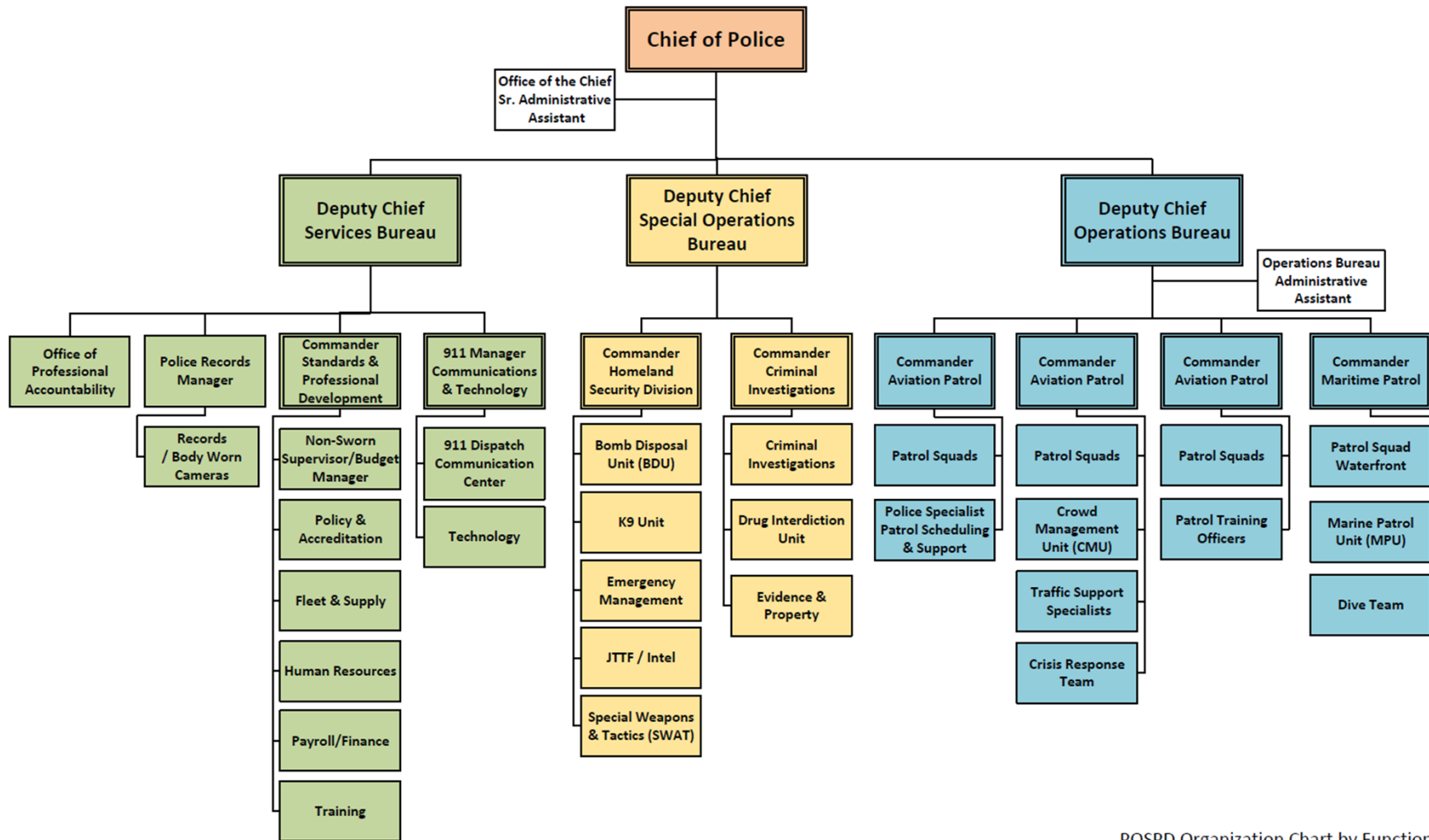
Our Vision

The Port of Seattle Police Department...A world-class law enforcement agency.

Providing excellence in public safety through impeccable character, dedicated professional staff, innovative technology, equipment, and a state-of-the-art facility.

Port of Seattle Police Department





POSPD Organization Chart by Function
2025

Homeland Security Division

Mission: Deter. Detect, Defend,
Defeat acts of extreme violence.

21 members consisting of

- SWAT
- K9
- BDU
- JTTF

Implementation of counter terrorism tactics and defensive posture planning for daily operations and FIFA World Cup preparations.



Staffing

Current Staffing YTD 2025:

- Law Enforcement Officers: 138
- Non-Commissioned: 58
- Total Employees: 196

Hired in 2025: 14 Officers (13 separations)

Q4 2024 - Full-Time POSPD Officer dedicated to recruiting & hiring



Increasing capabilities for assisting persons in crisis

POSPD Training:

- 53% POSPD officers have completed enhanced 40-hour CIT training
- Ongoing de-escalation, trauma-informed policing, & crisis-themed training

Resources contributed by POSPD:

- Crisis communication, de-escalation, safety and incident reporting trainings for Port employees, stakeholders, airline/airport staff and volunteers.

Referrals:

- 41 to King County Mobile Rapid Response Crisis Team
- 22 to Recovery Navigator Program
- 14 to Crisis Diversion Facility
- 35 to hospitals (voluntary or involuntary)
- 19 to Shelters/Other Resources
- **131 Total referrals YTD**



2024 Use of Force

	2021	2022	2023	2024
Reportable Force Events	34	30	23	35
Takedowns	30	23	20	26
TASER	7	4	12	2
Strikes	1	1	2	0
Pointed Firearm	0	0	1	0
40mm Impact Munitions	2	1	0	1
OC Spray	0	0	0	0
CS Gas	0	0	0	0
Impact Weapon	0	0	0	0
Leg Restraints	7	7	5	2
WRAP	-	-	-	4
Gun Fire	0	0	0	0
Pursuit Intervention Technique (PIT)	0	0	0	1
Other Physical Control (e.g., pinning, joint manipulation)	11	18	19	19
Citizen Complaints from Force Used	0	0	0	*

Demographic data

- 2024 demographic data is unavailable
- New RMS is being implemented currently
- Completion of demographic reporting Q1 2026

Washington Agency Data Exchange for Public Safety (WADEPS)

- Started in September 2025
- Greatly improves data sharing and transparency for public safety use of force data in Washington State.

Policing Assessment Implementation



- June 2023, after receiving Commission approval, 21CP was contracted to complete four yearly reviews of implementation efforts
- End of 2023: 19 of the 52 recommendations (37%) implemented
- Early 2024: 27 of the 52 recommendations (52%) implemented
- Early 2025: 40 of the 52 recommendations (77%) implemented

Policing Assessment Implementation



2025 Implementation Included:

- **Use of Force Reporting and Training: 15 & 18**
POSPD policy changed from a supervisor “should” respond to all applications of force to “shall”. 21CP noted this was already happening in practice.
- **Mutual Aid & Crowd Management: 20 & 22**
Mutual Aid agreements updated to comply with to 2020-2021 legislative session and AGO’s model policy and best practices. POSPD Policy 435 drafted to address Crowd Management

Policing Assessment Implementation



2025 Implementation Included:

- **Oversight & Accountability: 25, 26, 27, & 29**
Multiple recommendations regarding the classification of complaints and their routing through the investigative process. 21CP noted the collaborative efforts and open communication between POSPD, Human Resources, Workplace Responsibility & Legal.
- **Use of Force & Training: 46, 47, & 49**
Reinforcing the Guardian Mentality and highlighting successful outcomes in training. POSPD hosting Lunch & Learns as a forum for community engagement.

Policing Assessment Implementation

2026 Remaining Objectives:

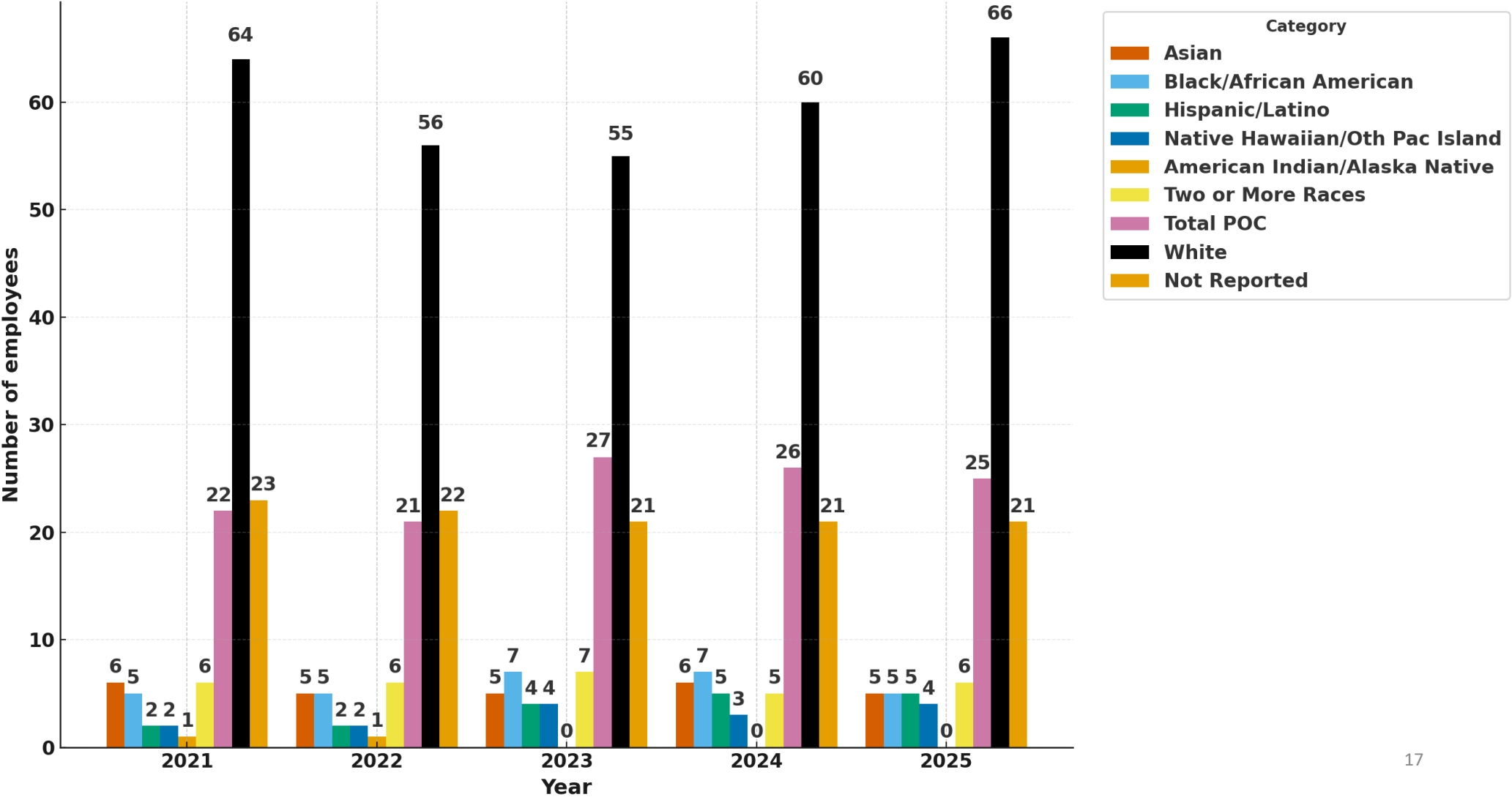
- **Oversight & Accountability : 28, 30, & 31**
Further work addressing timelines, complaint visibility & ADR
- **Recruitment & Hiring : 32, 33, 37, 40, & 43**
Gathering demographic data and failure rates through the hiring process. Revision of oral interview questions
- **Miscellaneous : 3, 9, 48, & 51**
Updating Vision/Mission in POPSD policy, criteria for leadership development, stakeholder engagement



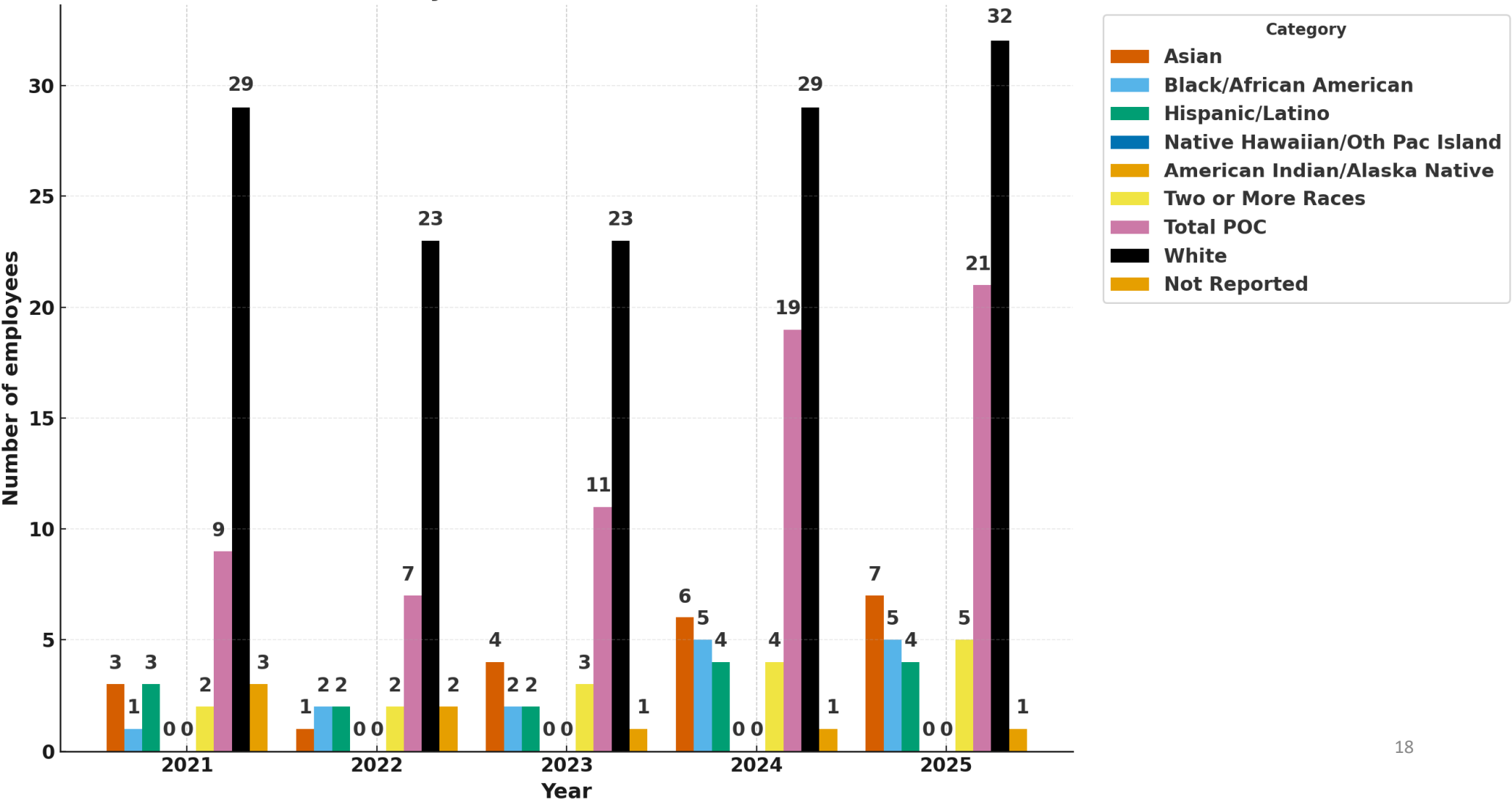
Implementation Review Committee

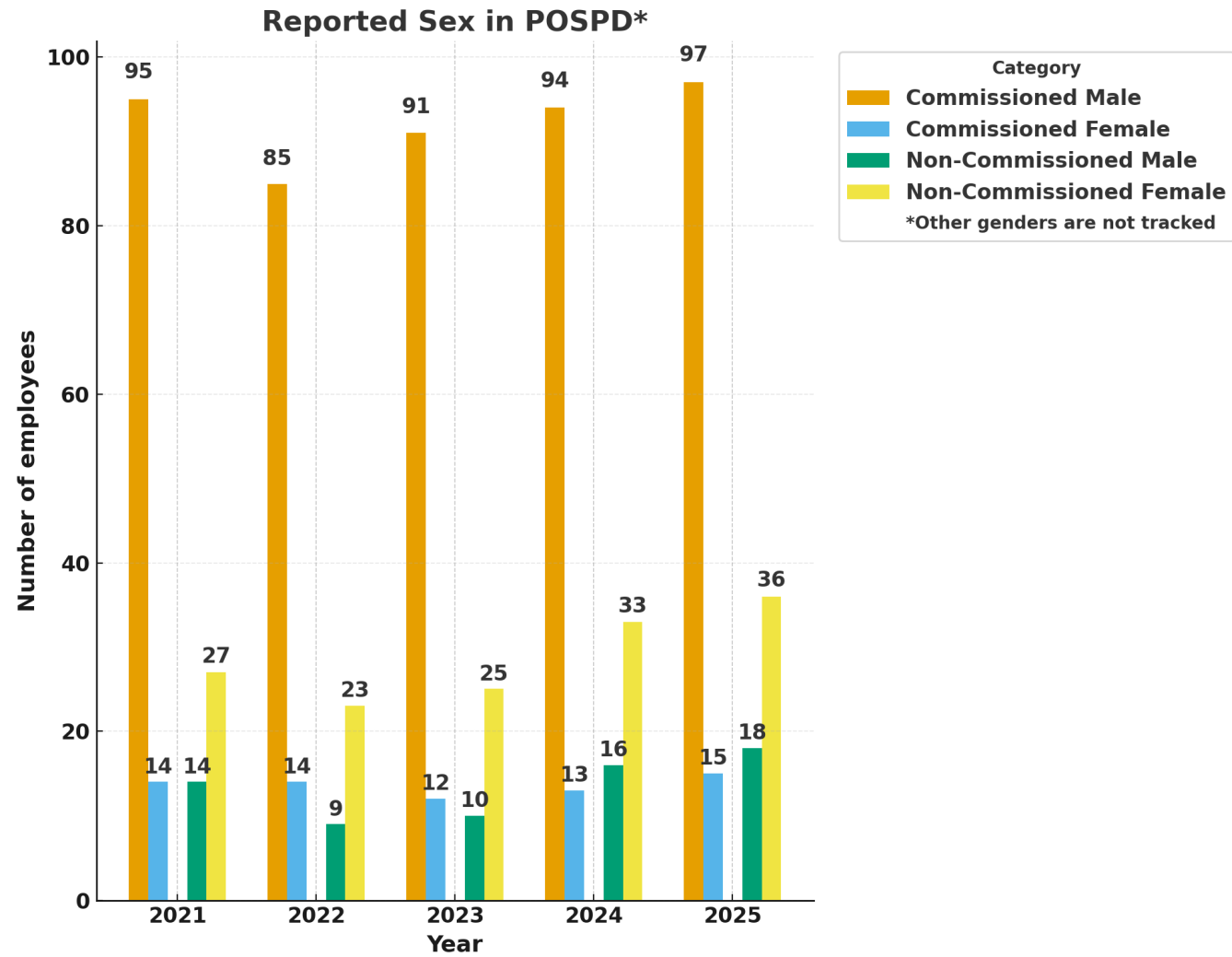
- Committee Background
- Structure and Mission
- Focus on 14 HR-related recommendations
- 2025 progress on HR recommendations:
 - Hiring & Interviews
 - Complaint Routing & Protections
 - Recruitment & Pipeline
 - Identifying systemic barriers for gender and race diversity
 - Early Results

Race and Ethnicity of POSPD Commissioned Officers



Race and Ethnicity of POSPD Non-Commissioned Staff





Implementation Review Committee

- HR-related work ahead in 2026
 - Data & Accountability
 - Standardized Civilian Panelist Participation
 - Language Access Incentives
 - Benchmarks & Reporting
 - Sustained Outreach

Questions

