


2025 ACCELERATOR PROGRAM KICK-OFF



Time	Topic	Speakers
2:00	Introductions	All
2:30	Port of Seattle and Diversity in Contracting Introduction	Mian Rice, Diversity in Contracting Director Emily Ho, Diversity in Contracting Program Manager
3:00	Networking	All
3:30	Aviation Division Capital Program	John Wellons, Aviation Chief Development Officer
4:00	NWMMSDC and Accelerator Program Overview	Northwest Mountain Minority Supplier Diversity Council

Introductions

Let's get to know one another! Please share:

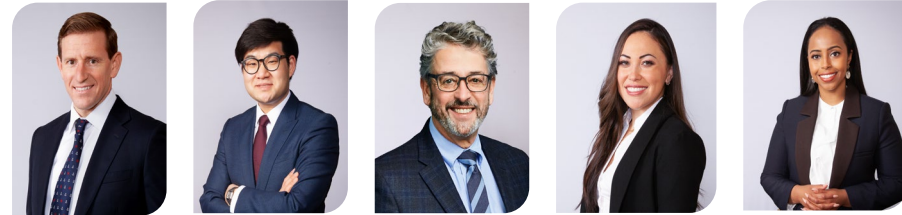
1. Your Name
 2. Title/Position
 3. Business Name
 4. Short Business Description
 5. What about the program are you most looking forward to?
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Port of Seattle: Who We Are

*Founded in 1911 by a vote of the people as a special purpose government, the Port of Seattle's mission is 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.*



King County
Voters



Port
Commission



Executive
Director



Operational
Divisions

**POT
Commission**

**POS
Commission**

POS Commission

**The Northwest
Seaport Alliance
CEO
John Wolfe**

**Port of Seattle
Executive Director
Stephen P. Metruck**

- ORG CROSS CUTTING SUPPORT SERVICES**
- Business Intelligence
 - Continuous Process Improvement
 - Cyber Security
 - Emergency Preparedness
 - Engineering
 - Environment & Sustainability
 - Equity
 - External Relations
 - Finance & Budget
 - Human Resources
 - Information & Communications Technology
 - Internal Audit
 - Labor Relations
 - Legal Services
 - Police Services
 - Port Construction Services
 - Procurement
 - Safety & Health
 - Strategic Planning

**Chief of Staff
Kathy Roeder**

**Assistant to Executive Director
Carlene Tudor Lee**

**Executive Assistant/
Executive Office
Joel Chapman**

**Deputy Executive
Director
Karen Goon**

**Deputy Chief of Staff
Tunny Vann**

Operating Divisions

<p>Aviation <i>Managing Director Lance Lyttle</i></p> <p>Customer Experience</p> <p>Commercial Management</p> <p>Facilities</p> <p>Maintenance</p> <p>Operations</p> <p>Security & Fire Department</p> <p>Emergency Preparedness</p> <p>Capital Program Management</p> <p>Marketing</p> <p>Planning</p>	<p>Maritime <i>Managing Director Stephanie Jones Stebbins</i></p> <p>Cruise, Fishing, Marinas</p> <p>Facilities and Capital Programs</p> <p>Capital Delivery</p> <p>Maintenance</p> <p>Industrial Planning</p> <p>Marketing</p> <p>Stormwater Utility</p> <p>Security</p> <p>Project Management</p>	<p>Economic Development <i>Managing Director David McFadden</i></p> <p>Real Estate Property Development</p> <p>Innovation</p> <p>Facilities and Capital Programs</p> <p>Diversity in Contracting</p> <p>Leases</p> <p>Marketing</p> <p>Small Business "Incubator"</p> <p>Tourism</p>
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Equity, Diversity & Inclusion
Senior Director Bookda Gheisar

Equity Goals and Objectives

Equity, Diversity and Inclusion infused into Corporate Culture, Strategies and Goals

Workforce Development

External Relations*
Senior Director Pearce Edwards

Public Affairs

Community Engagement

City, State and Federal External Government Relations

Strategic Communications

Finance
Chief Financial Officer Dan Thomas

Accounting and Financial Reporting

Aviation, Corporate and Maritime Finance and Budget

Business Intelligence

Information and Communications Technology

Risk Management

Information Security

Human Resources
Senior Director Katie Gerard

Total Rewards

Health and Safety

Talent Management

Organizational Effectiveness

EEO and Professional Standards

Internal Audit*
Director Glenn Fernandes

Concession Audit

Operational Audit

Capital Audit

IT Audit

Labor Relations
Senior Director Mikel O'Brien

External Labor Relations

Internal Labor Relations

Collective Bargaining Agreement Negotiations

Legal*
General Counsel Pete Ramels

Attorney Services

Public Records

Workplace Responsibility Office

Environment and Sustainability
Senior Director Sandra Kilroy

Aviation Environmental Services

Maritime Environmental and Planning

Engineering
Chief Engineer Janice Zahn

Design

Construction Management

Safety

Survey

Administration

Central Procurement Office
Director Nora Huey

Purchasing Services/ Construction/ Customer Service

Port Construction Services
Director Jermaine Murray

Rapid Small Works Projects

Police Department
Chief Michael Villa

Aviation/ Maritime/ Mutual Aid

Strategic Initiatives
Director Vacant

Continuous Process Improvement

Strategic Planning

Port of Seattle Regional Footprint



Capital Project Plan
\$5.6 Billion
2025-2029

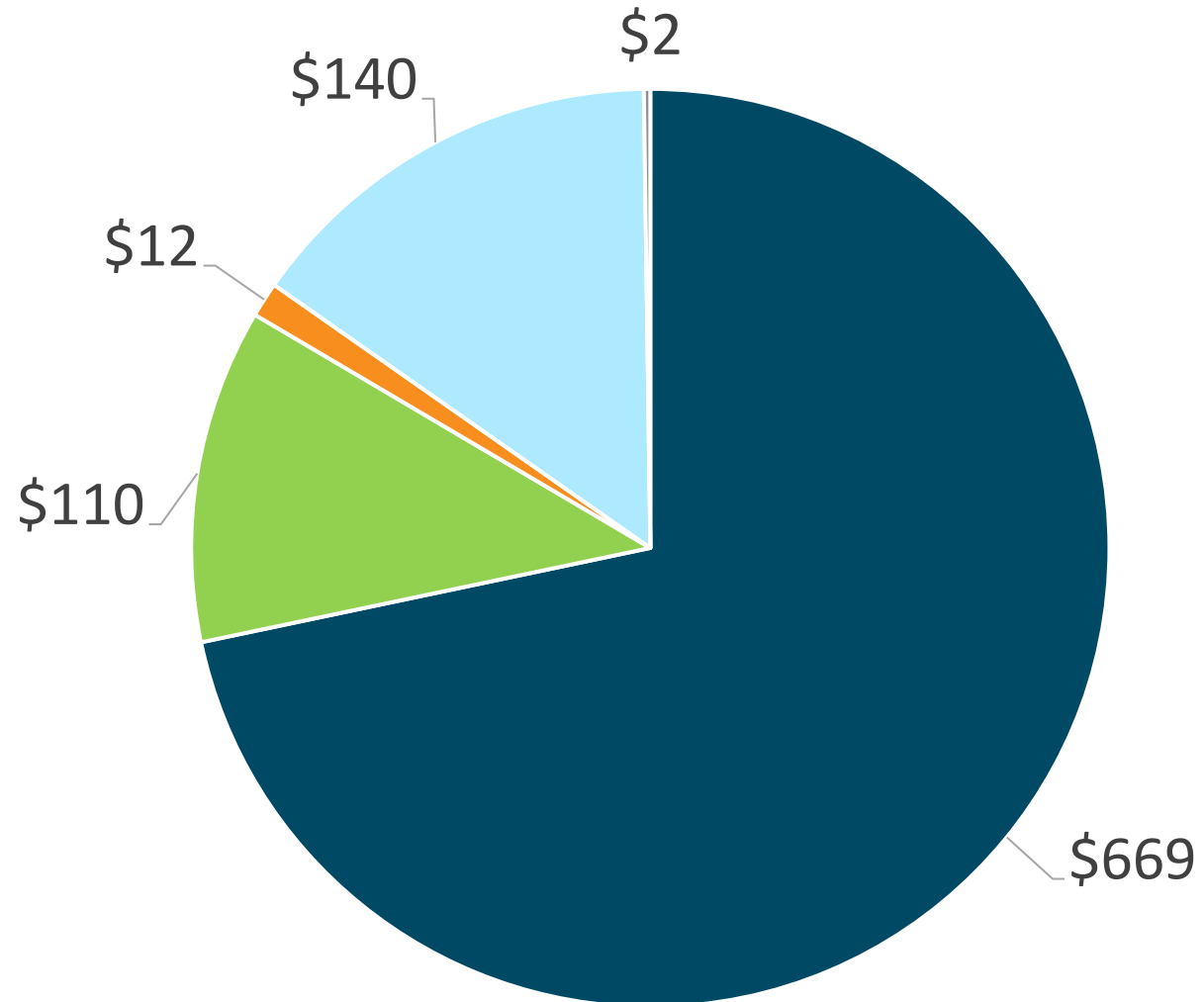


All Port Activities
121,200
Area Jobs



2024 Port Spend by Division (in millions)

- Aviation
- Maritime
- Economic Development
- Corporate
- NWSA



2024 Port Spend by Procurement Type

Construction
\$570M

Service Agreements \$141M

Purchasing
\$221M

■ Major Construction - \$565M

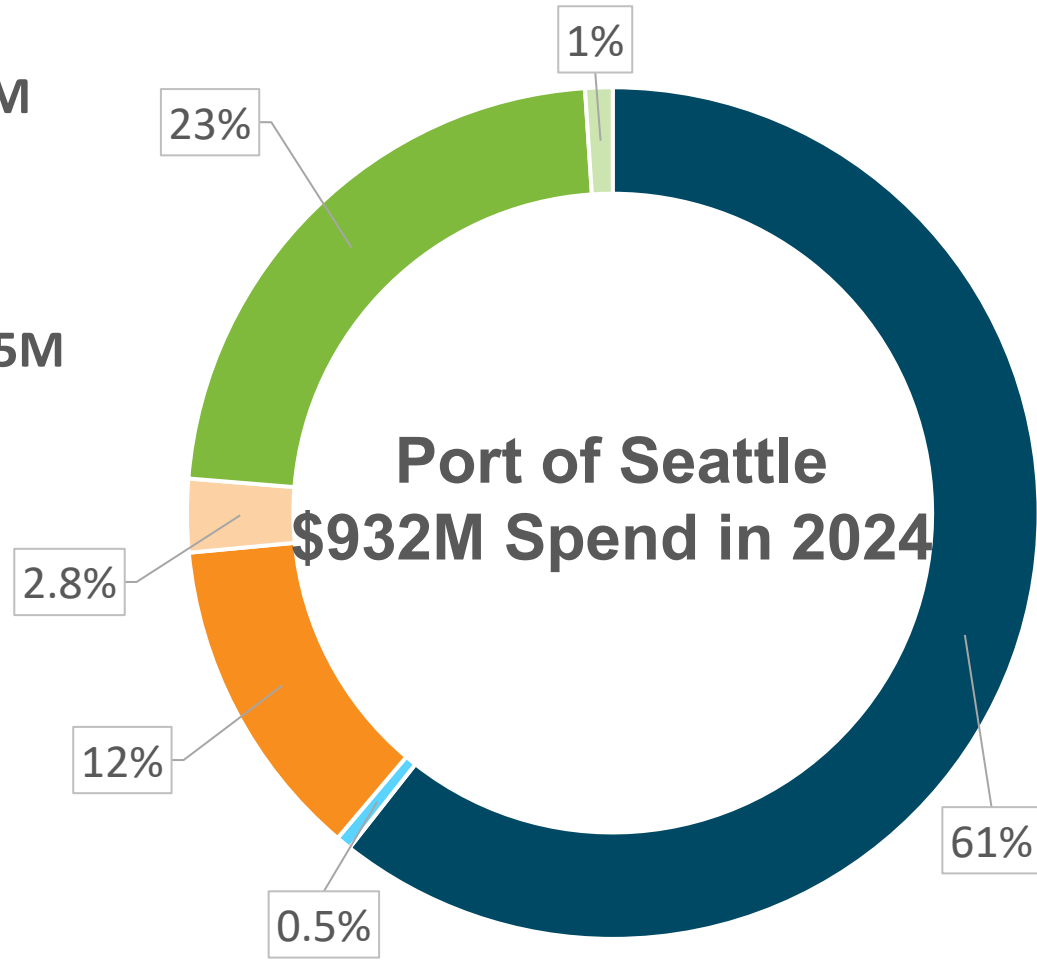
■ Small Works - \$5M

■ Professional Services - \$115M

■ Personal Services - \$26M

■ Goods & Services - \$211M

■ P-Card - \$10M



Purpose

Affirmative efforts to increase WMBE participation in Port contracts and ensure WMBEs are afforded fair and equitable opportunity to compete for Port contracts

2025 Goals

- Increase the amount of spend on WMBE contracts to 16%
- Increase the number of WMBE firms doing business with the Port to 500



Port-wide WMBE Utilization

WMBE Utilization	2016	2019*	2020	2021	2022	2023	2024 Gap Year**
Percent Utilization (%)	5.3	11.3	12.0	14.0	12.6	12.4	13.3
Firm Count	118	342	366	349	359	392	388

*Start of Five-Year Goals (2019 – 2023) - 15% utilization with 354 WMBE Businesses utilized

**Gap Year Goals - 15% Utilization with 400 Businesses utilized

WMBE Program

Local

- Sets aspirational WMBE goals annually
- Manages inclusion plan requirement and process
- Conducts affirmative efforts
- Monitors goal attainment
- Accepts certified and self-certified firms

DBE Program

Federal (& SBE)

- Sets triennial goal
- Increases DBE participation on FAA-funded Port projects
- Conducts informational sessions & technical assistance
- Performs Commercial Useful Function Monitoring
- Only accepts firms certified through OMWBE

Engagement &

Training

- Organizes PortGen training events and series
- Executes PortGen networking events
- Communicate contracting opportunities to the diverse and small business community
- Establish and maintain relationships with the community

Diversity In Contracting Dept. Org Chart



101

Online webinars providing firms with general information about the Port and the Port procurement processes.

First Looks

Online webinars providing specific information about upcoming projects.

Connects

In-person networking events for firms to meet Port personnel, primes, and other small/WMBE businesses.

Advanced PortGen

Series of technical assistance workshops that the Port hosts annually in the Fall to empower WMBE firms with what they need to obtain their first government contract.

Business Accelerator

10-week cohort program designed to enable WMBE firms with previous government contracting experience to level up and get more work. Program includes a robust business development curriculum and weekly one-on-one sessions with a mentor who is selected just for them.

Online Trainings	Date	Industry	Content
You won! Now what?	9/24	Construction	Checklist for Job Order Contract (JOC) subcontractors
Prevailing Wage Compliance	10/1	Construction	How to set yourself up well with compliance requirements
Indirect Cost Rates	10/8	Architecture & Engineering	Learn how rates are determined and how to apply that to your proposals
Positioning your Firm to Work with the Port	10/15	All	Use VendorConnect and Public Disclosure Requests (PDRs) to your advantage for market research
Bonding Basics for Small Businesses	10/22	Construction	Understand types of bonds and why they are needed
Advanced Bonding Strategies for your Small Business	10/29	Construction	Increase your bond limits or lower the cost of your bonds
Construction Contracting at the Port of Seattle	11/5	Construction	What to consider and how to prepare for projects with Project Labor Agreements and badging requirements

Online Trainings	Industry	Date	Time	Location
Regional Contracting Forum	All	10/17	8am-3pm	Muckleshoot Casino
PortGen 101 Construction	Construction	9/24	2-4pm	Online
Port Maritime Industry Day	Construction and A&E	10/8	1-4pm	Pier 69
Aviation/Maritime Maintenance PortGen	Maintenance Service Providers	10/16	2-4pm	SEA Distribution Center
PortGen 101 Service Agreements	A&E and Consulting	10/22	2-4pm	Online
North Puget Sound Contracting Forum	All	11/6	9am-3pm	Lynnwood Event Center

1. Register your business on [VendorConnect](#)
2. Sign up for [DC Mailing List](#)
3. Questions about Port contracting? Call Emily Ho at 206-661-8080 (preferred) or email at ho.e@portseattle.org



SEA Capital Program

John Wellons | Aviation Chief Development Officer

Century Agenda Drives Division Plans and Budgets

Port-wide Strategic Alignment under the Century Agenda

The Century Agenda (CA) is the guiding force behind Port business planning initiatives.

Widely embraced throughout the Port, Directors and Managers ensure vertical alignment of their operations and initiatives under the CA.

The Executive Director Priorities (EDPs) are the initiatives identified each year as being most important or impactful.

By aligning all our work under the CA, all Port staff can see and understand how their individual work contributes to Port goals.



SEA: Mission and Vision

MISSION

Seattle-Tacoma International Airport (**SEA**) promotes regional economic vitality by operating a world-class international airport, providing an extraordinary customer experience, and being a model of environmental innovation for our region and industry.

VISION

Connecting the region to the world through flight. The journey begins here.

(P) – Planning
(D) – Design
(EC) – Early Construction

\$4.3 Billion
In Capital Improvements

S Concourse Evolution (D)

SEA Underground Satellite Train Replacement (P)

C Concourse Expansion*

Main Terminal Improvements Program (P)

SEA Gateway*

Curbside Accessibility and Safety

Airfield Pavement Replacement Program 2026-2030 (D)

Concourse A Building Expansion for Lounges

Checkpoint 1 Relocation

Concourse HVAC Replacement (D)

Baggage Optimization (EC)

Automated Parking Guidance System

Restroom Renovation

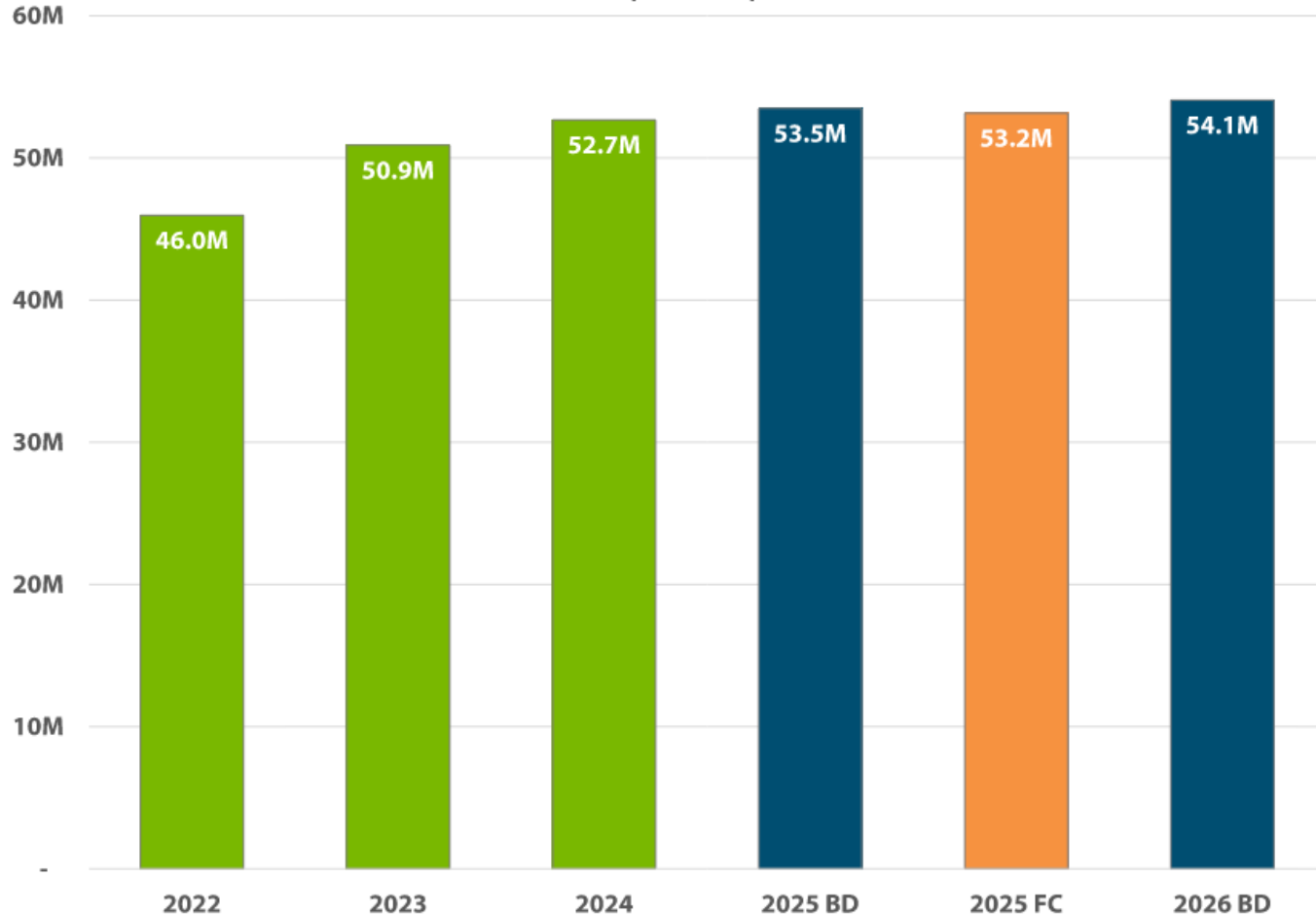
Roadway Improvements

*Mega projects completed prior to the FIFA World Cup in 2026



Passenger Forecast

Passengers 2022 - 2026
(Millions)

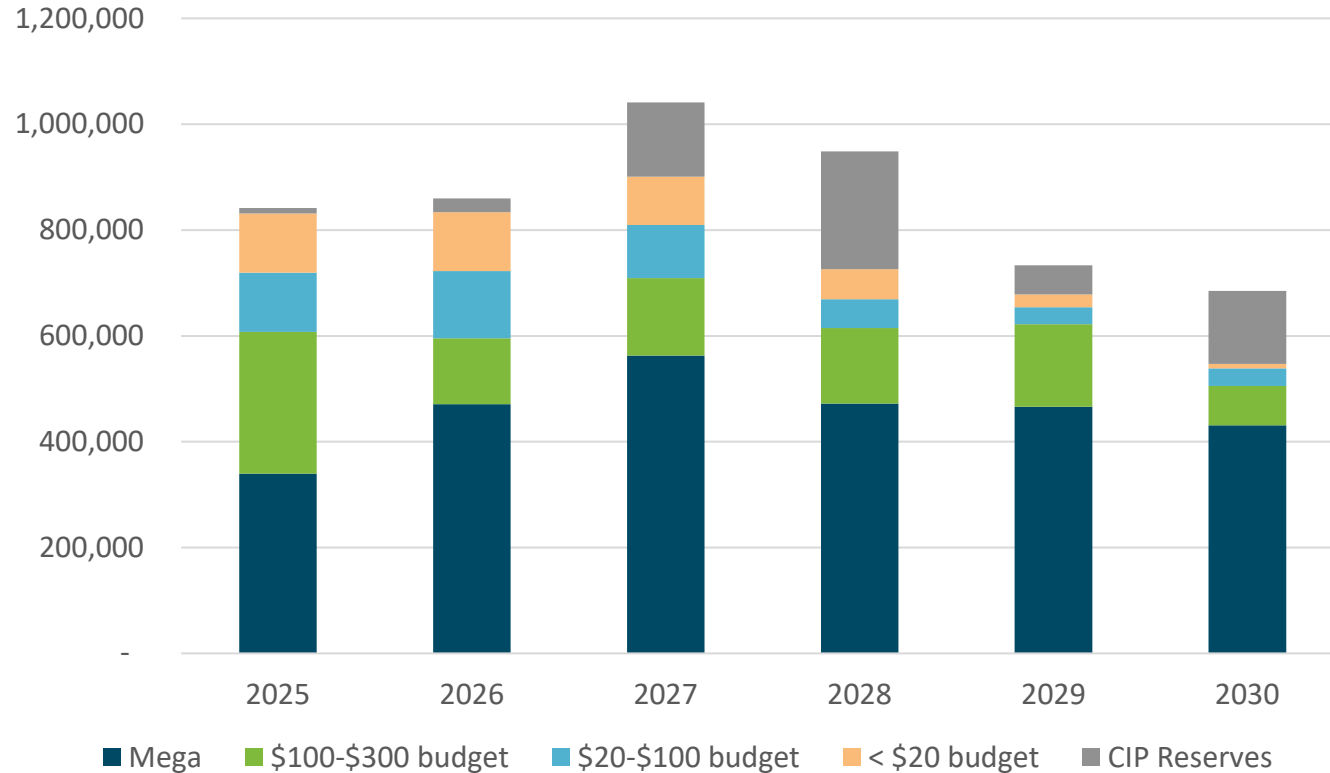


YoY Change %	
2022	27.1%
2023	10.7%
2024	3.5%
2025 BD	1.5%
2025 FC	0.9%
2026 BD	1.7%

- 2025 forecast 0.5M passengers more than 2024
- 2026 proposed budget 0.9M passengers more than 2025

Major Projects Drive Capital Program

Spending in \$000's



Mega projects 2026 – 2030:

- S Concourse Evolution (D)
- Baggage Optimization (D)
- 2026-2030 Airfield Pvmnts (D)
- C Concourse Expansion*
- SEA Gateway*
- Main Terminal Renovation (P)

Total Spending:

- 2026 – 2030 = **\$4.3 billion**

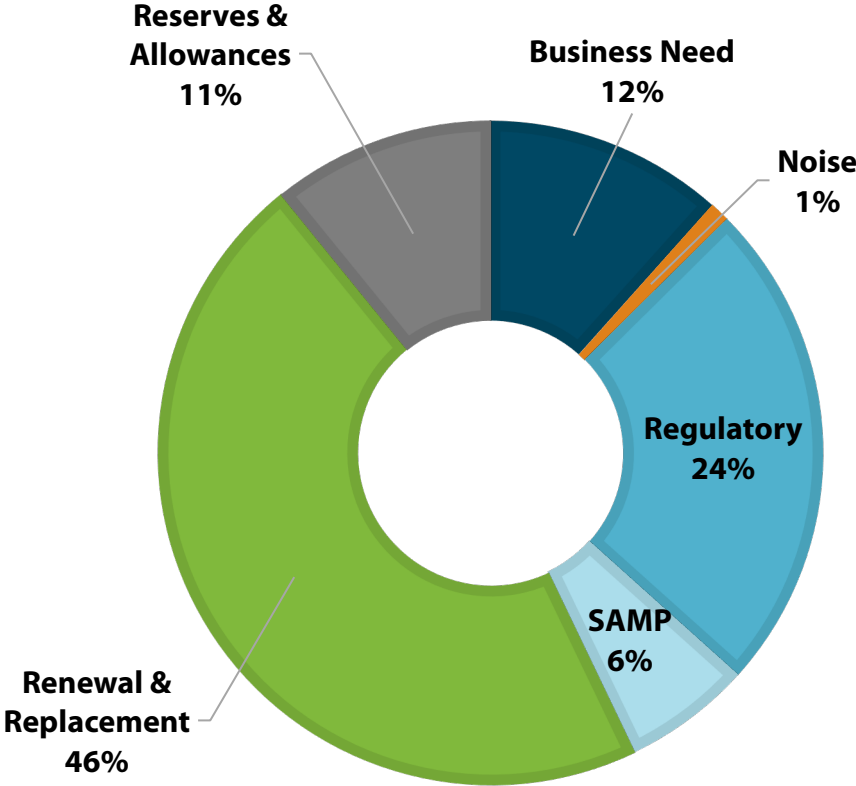
Spending forecast includes Sustainable Airport Master Plan Preliminary Planning & Design for \$266M.
Excludes other divisions' projects funded by the airport

**Mega projects completed prior to the FIFA World Cup in 2026*

2026 – 2030 Capital Forecast

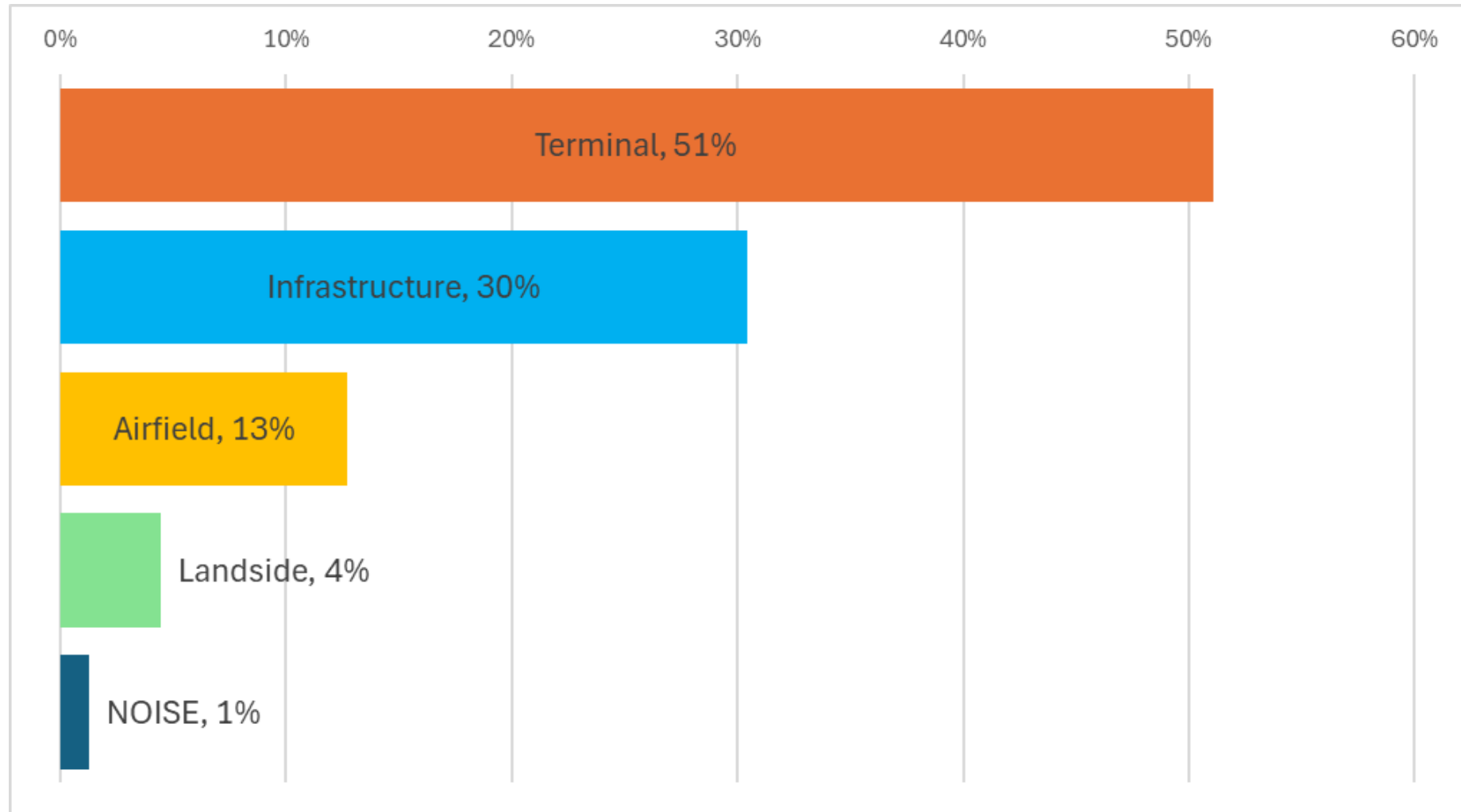
Category Breakdowns

Category	Number of Projects	Total 5-year Cash Flow
Regulatory & Contractual	20	\$1.0B
Renewal & Replacement	67	\$2.0B
Business Needs	34	\$495M
Noise	4	\$42M
SAMP Design Pre-approval in SLOA Agreement	5	\$266M
Reserves & Allowances	9	\$462M
TOTAL	134	\$4.3B



Excludes other divisions’ projects funded by the airport

5-year Cash Flow by Program Categories



Significant Future Procurements (1-Year Look-Ahead)

CONSTRUCTION OPPORTUNITIES		CONSTRUCTION OPPORTUNITIES	
FLOW METER REPLACEMENT @ CENTRAL MECH PLANT (CMP)	Q3 2025	Generator Controls (Building Engineered Systems)	Q3 2025
WIDEN ARRIVALS BUS CANOPY	Q3 2025		
CARGO BUILDING 161E RETRO & COMMISSIONING - DBB	Q3 2025	DESIGN OPPORTUNITIES	
UTILITY METER NETWORKING	Q4 2025	AIR CARGO ROAD PHASE 2	Q3 2026
SNOW STORAGE EXPANSION - PHASE 2	Q4 2025	VFD REPLACEMENT PH 3	Q3 2026
CUSS RENEWAL/REPLACEMENT	Q4 2025	GCCM OPPORTUNITIES	
BOILER ROOM UPGRADES	Q4 2025	Concourse HVAC Infrastructure Renewal & Replacement (CHIRRP)	Q2 2026
AIRFIELD IMPROVEMENTS CONTRACTS 1 & 2	Q4 2025	COMMISSIONING	
1947 WATER MAIN IMPROVEMENTS	Q4 2025	South Concourse Evolution	Q4 2025
PARKING GARAGE UPS	Q2 2026		
BIFFY FACILITY IMPROVEMENTS	Q2 2026		

Industry Headwinds and Trends

❖ Tariffs and supply chain uncertainties

❖ Federal policy issues

- Federal funding availability
- Equity, Diversity, and Inclusion (EDI), Environmental Justice (EJ), etc.
- Disadvantage Business Enterprise (DBE)

❖ Workforce and labor availability

❖ Partnerships, collaboration and multi-year mindset

- Delivery method, risks and contractor interest
- Regional construction project pipeline and outlook
- Regional owners of choice
- Industry organizations

Internal Challenges & Risks

CIP Funding Capacity

- Historically high level of **infrastructure investment** is straining financial flexibility.
- Current financial capacity supports near-term delivery, but **long-term affordability is uncertain**.
- **Aligning capital investments** to business objectives and priorities is critical for sustainable program execution.

Organizational Capacity

- **Limited staffing resources** across planning, project management, and delivery teams.
- **Increased project volume** impacting workload balancing, delivery timelines, and quality assurance.
- **Recruitment, retention, and training** of skilled staff remains an ongoing challenge.

Land Constraints & Aging Infrastructure

- **Limited available land** is driving increased project complexity, cost, and coordination challenges.
- End-of-life systems and facilities **increasing operational risks** and **unplanned maintenance costs**.
- Need for **integrated land** and **asset management** plans to inform project prioritization and optimize capital investment.

Risk Mitigation

Supply chain dislocation

- COVID playbook, long lead materials

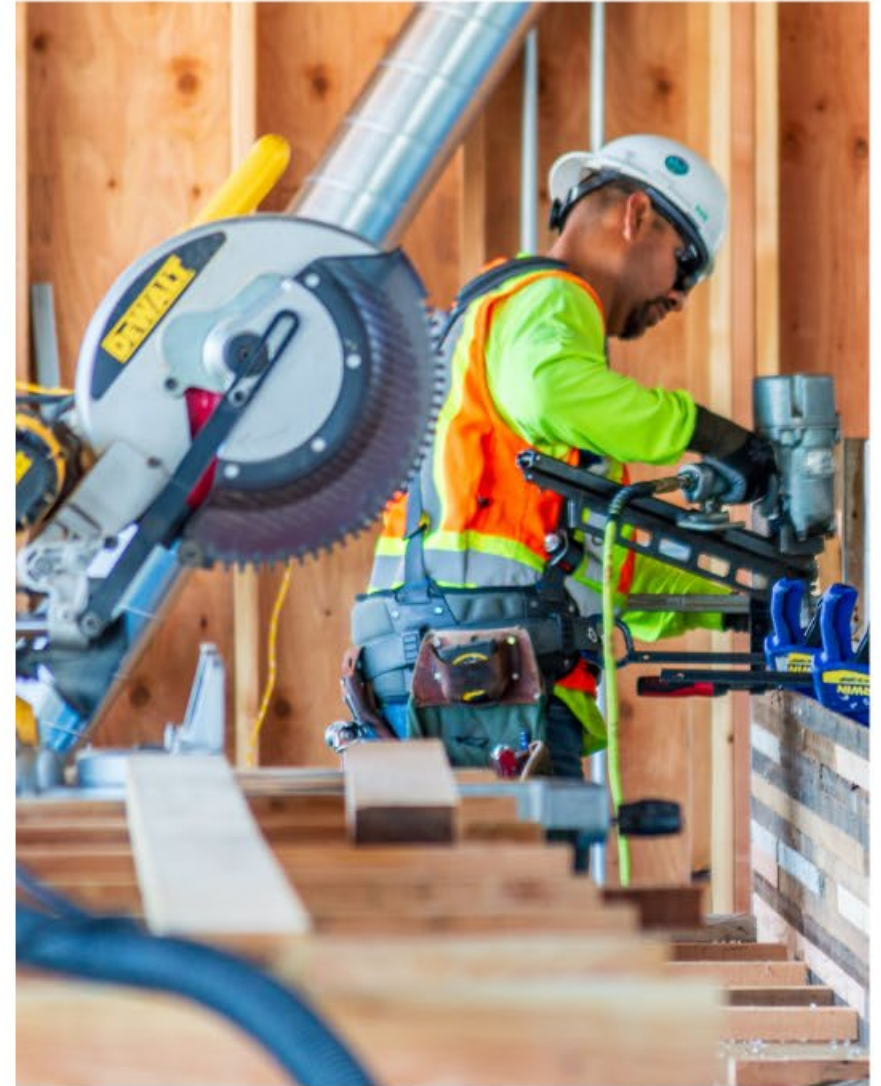
Cost certainty

- Project & program level contingencies
- CIP management reserves

Alternative delivery methods

- Leverage design-build & GC/CM
- More cost certainty & schedule predictability
- Earlier and more collaborative construction input
- Risk sharing & transfer


Robust and predictable long-range planning





Thank you

Icebreaker & Networking

 **If your business was featured on the front page of The Times, what would your headline be?**

Directions:

- Take a moment to think of your headline
- Time to network! Go around the room and collect a minimum of three headlines
- Share your headline and explain why you chose it.
- Be prepared to share one other headline

