

**What attracted you to the job here at the Port of Olympia?**

The diversity of business lines here at the Port was something I considered. The Port manages all of the lines that are authorized by the State statute – seaport, marina, airport and real estate. At the Port of Port Townsend, they have three of those business lines. So, the opportunity was there for me to grow in my own professional experience. This community is also very attractive as well – everything from the incredible quality of life here to the fact that it is the State Capitol, which brings a certain amount of daily buzz and culture.

**What role do you see for the Seaport in creating economic opportunities here in Thurston County?**

The Seaport is an economic engine for the Port and our community. Our studies show the direct and indirect benefits of bringing cargo across our docks. Those effects include the number of jobs that are created and in the taxes that are paid on services. It is important to keep in mind that we are creating family wage jobs that allow our region to grow and prosper. We have a direct impact on jobs here such as our longshoremen and our tenants. But thanks to a multiplier effect, we create an economic ecosystem. We impact Port and cargo suppliers, but also those ripples go out into the service industry, restaurants, retailers and other businesses. One of the things that I have learned since being here is that often the crew that come into our Port, go out to eat in our restaurants, and spend a lot in our retail shops. That's a huge benefit we provide to our downtown and Thurston County businesses.

I see a big opportunity for the Seaport to be an even more effective economic engine in the future. My goal is to work with the Commission and our talented and professional staff to increase our volume and productivity.

**You have a strong background in building relationships and partnerships with stakeholders and the community. Tell me about that approach to spur economic development.**

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**The Port of Port Townsend, like the Port of Olympia, is not a container-driven operation. What sectors going forward are you optimistic about for the seaport here?**

We are niche market and that provides a great opportunity to deliver a really high level of customized customer service. I saw that recently during a cattle shipment. It's snowing to beat the band, and everyone showed up and worked in some unbelievably challenging conditions to make sure we delivered effectively and on time.

Our current business focus is on niche cargoes that require unique handling by an experienced workforce and business team. What we can do is effectively deliver special care and attention to detail, especially with high-valued cargoes. The key to being a great service provider is providing value to the supply chain through collaboration with our fantastic Local 47 longshore and other partnerships.

**And the collaborative effort the Port has with labor, really helps ensure that high level of customer service.**

I experienced that during the recent cattle operation during the snowstorm. I spent two days on the docks and saw that level of cooperation and commitment. There was problem solving in the moment. There weren't a lot of lines drawn where someone might say, "that's outside my job description." It was a joint effort, with labor, with the agents, and with our staff to getting the job done right. That level of customer service happens with every shipment here at the Port.

**In addition to your commitment to be an economic engine for the region, the Port has also earned a great reputation for its commitment to environmental stewardship. Why is that important?**

First of all, it's a reflection of our community's values and our Commission's values. The Commission has made environmental stewardship one of the pillars of our strategic plan. We want to see business and industry grow while incorporating these kind of best management practices and the ethic of stewardship along with it. Do we always have room for improvement? Absolutely. Is this organization going to continue to invest a tremendous amount and act as a real leader in environmental stewardship? Unequivocally.

I think customers also look for that kind of commitment when they think about where they want to do business. They prefer to do business with environmentally-friendly partners. Our seaport is one of few in Washington which is part of Green Marine, a third-party certification requiring us to create baseline performance indicators in multiple facets of our operations. We are on a path to continuous improvement to demonstrate tangible year-over-year improvements in our daily operations.

## **Going forward, what do you see as some of the challenges facing the seaport?**

One of the biggest challenges, and this is facing local jurisdiction across the country, is what is it going to take to repair or sometimes replace infrastructure? We went from a model in the post-World War II era where there was a lot of federal investment made in communities of all sizes across America. And as a country, we have benefited greatly from that and experienced our greatest economic growth during those decades. As a civil engineer, I do have a bias toward maintaining investments in our infrastructure. But policies and funding have shifted dramatically on both the federal and state fronts. And so, we as local governments, are called on now to respond to the question of how we are going to repair, maintain and/or replace these critical assets? I don't believe this is an impossible challenge, but we have to have our eyes wide open and our pencils very sharp.

## **Local ports are in many ways at the mercy of global economic or political factors. And that's a huge challenge.**

It is a huge challenge for our seaport to operate in a global economy, but it is also a huge opportunity. One of the things we are trying to do at the Port of Olympia is to build resiliency into our organization on many different fronts. There are natural ups and downs in business or political cycles. The more diversity we can build into our business model, the more the opportunity is for us to weather those ups and downs.

## **The Port of Olympia is approaching its 100th anniversary. Sounds like you are optimistic about the future of the Port.**

We as humans, we're a trading species. So being connected to the global market it is a huge opportunity here in Olympia. We have to ask: What's going to happen with climate change, the fleets, fuel standards, etc.? But I think that kind of challenge brings incredible opportunities. On many different fronts, we are going through some radical transformations in our economy. Everything from autonomous vehicles and vessels to fuel systems. And that to me is exciting. To be alive at this moment in time. To respond to the question of how we can use technology and strategy to move goods around in new ways. We have built trade routes since the dawn of civilization. We will continue to do that. But now we're called upon to create economic opportunities in a way that allows us to continue to inhabit the planet. And we at the Port of Olympia look forward to collaborating with our community and stakeholders to respond to that opportunity.