

SECTION II

In this section, we are seeking responses that reflect the four ratings criteria: involvement, effectiveness, character, and knowledge. These are defined as follows:

- **Involvement:** What has the candidate done previously in family, neighborhood, community, volunteer work, employment or public life to suggest readiness to accomplish challenging objectives? How do these activities demonstrate readiness for the challenges unique to the office sought?
- **Effectiveness:** Has the candidate demonstrated promise of being productive in the office sought? Has the candidate shown the ability to work with other people?
- **Character:** Do the candidate's personal traits show the ability to take on the responsibilities of campaigning for and holding the public office she or he is seeking? Is the candidate a leader, participant or observer? Is the candidate trustworthy, reliable and candid?
- **Knowledge:** Has the candidate demonstrated the willingness and ability to learn and adapt? Does the candidate understand the duties and challenges of the office sought? Does the candidate have a firm grasp of the issues important to his or her constituency and their potential effects?

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1. In one page or less, why are you running for this office? (Note: the interview committee will be given a copy of this statement before your interview; at the beginning of your interview you will have the opportunity to expand on this statement in any way you wish.)

I'm running for the Port of Seattle Commission to make an impact on three issues. Economic opportunity, environmental sustainability, and effective leadership. As a former small business owner that operated an import business in the Georgetown neighborhood, a nonprofit professional working with economically disadvantaged communities in our region, and a father of three children, I'm uniquely qualified to carry out the responsibilities of the Port Commission.

The economic boom we are experiencing is both an opportunity for our region and a source of conflict. We need civic leaders who ensure that economic prosperity reaches all members of our community. Currently South Seattle, home to most of the Port of Seattle's assets, is experiencing increasing rates of poverty as the cost of living skyrockets while wages stagnate. The Port of Seattle has the economic power and the responsibility, as outlined in its mission, to address this disparity. The Port Commission should expand the already successful apprentice programs such as the collaboration between Seattle College and Vigor industries that trains hundreds of maritime welders and places them in family-wage jobs. The Commission should also expand outreach to South Seattle neighborhoods, taking into account cultural and language barriers, to engage new Americans who are seeking well-paying jobs.

At a time when the Port of Seattle is struggling to keep up with demand at SeaTac while also advocating for the continued viability of the seaport, environmental sustainability must be at the forefront of every discussion about Port management and expansion. We can no longer make decisions that sacrifice our long term economic and environmental well-being for short term economic benefit. Forty percent of the landed catch of the domestic fishing industry comes from the commercial fishing fleet based here in Seattle (principally moored at the Port of Seattle's Fishermen's Terminal). The livelihood of the thousands of men and women who work in the fishing industry is at stake as a result of ocean acidification caused by global warming. Our response as a Port Commission ought to be both local and global. Locally, we need to electrify the vehicles and equipment that serve the airport and the seaport. While the upfront investment would be high, the benefits for local air quality, for Port competitiveness and for the indirect effects of reducing emissions would far outweigh the costs. Globally, the Port of Seattle needs to take a stand against further extraction and transport of fossil fuels. Specifically, the Port of Seattle should block the transport of coal and oil through its facilities.

Finally, the Port Commission needs to improve its oversight and leadership of the Port staff. Since I first became a close Port watcher in 2005, I have witnessed instance after instance of the Port Commission being asleep at the switch as the executive leadership engaged in ethically questionable practices. The search is on for a new CEO which gives the incoming Port Commission a rare chance to set a new tone. One of my first roles as Port Commissioner would be to ensure that the new CEO is someone with a sterling ethical record, ample experience in the management of a public entity, and with local roots. In addition, the new Commission should initiate an evaluation of the Commission itself for consideration by the State Legislature. Possible reform should ensure independence from Port staff and a composition that reflects the community. The current composition of the Port - five at large commissioners elected by the entirety of King County - may not result in the most representative body.

2. Describe your most important personal characteristics or traits as they relate to the office you seek.

As a manager of teams of people for over a decade, I'm regularly evaluated by colleagues and employees. The trait that is most often ascribed to me is integrity. And I take no credit for that. Rather, I was raised by two people for whom honesty and ethics were non-negotiables. Watching the litany of scandals at the Port over the last decade, I finally felt compelled to step up to run for the Port Commission. Some progress has been made to improve the culture of ethics at the Port, but there is still much more work to be done.

I work hard. In the last few years, I've run a business, simultaneously served as a corporate officer to two other businesses, started a 501(c)3 nonprofit, sat on the boards of two other nonprofits, volunteered on various campaigns, and, most important, raised three children. While the Port Commissioner role is not a full time position, I plan to put my strong work ethic toward the goals of the Port, whether that is developing new international trade, negotiating mutually beneficial outcomes among competing Port stakeholders, or engaging with the Port staff as part of the leadership team.

I'm a natural extrovert, in that I am energized by my interactions with other people. A successful Port Commissioner needs to be willing to engage a wide range of stakeholders in dozens of settings and on hundreds of topics. I have a nearly endless capacity for that kind of work.

3. Please describe, in sufficient detail, one to three accomplishments or contributions of which you are most proud. These examples should illustrate skills and capabilities you think apply to the office you are seeking. These accomplishments may have occurred at any time in your personal, professional, or public life.

In 2015 my company was named one of Seattle's greenest businesses by Seattle City Light. I had been president and co-owner of the business for seven years, and had made environmental sustainability a hallmark of success for us. In order to achieve the highest level of sustainability, we examined the question from two angles: business operations and product sourcing, as it had become clear to me that those two areas were most responsible for our environmental impacts. After an extensive audit of both areas, we made significant changes to our physical plant, including vehicles, HVAC systems, and paperwork processing, and we adopted seven criteria for evaluating new product. Our evaluation criteria became so well recognized that I was asked to sit on the national board of the organization tasked with greening the flooring industry. Many of our criteria were adopted through that organization which set the standard for hundreds of importing companies around the country.

In 2007, I founded Seattle Microfinance Organization, a 501(c)3 nonprofit dedicated to the expansion of microfinance as a means of alleviating poverty. We started when microfinance locally was still in its early stages and the goal was to raise awareness and funds for the the larger microfinance community in Seattle. For five years, we held dozens of public events for organizations such as Global Partnerships, Mercy Corps, Unitus, Kiva, and World Vision, and raised thousands of dollars for microfinance. We also published one of the most widely-read microfinance blogs and were invited to participate in microfinance forums throughout the United States. By 2012, the microfinance had reached sustainability

and our mission had been eclipsed by its success. By unanimous agreement the board decided to dissolve the organization and donate all remaining assets.

From 2001 to 2003 I lived in Bogota, Colombia working as a researcher and human rights monitor for an organization called Witness for Peace. My seminal project was a report to the US Congress on the impacts of US-sponsored aerial fumigation of coca crops as part of the War on Drugs. Over many months, I and my colleagues traveled to outlying rural areas of war-torn Colombia to interview small farmers, local small town leaders, religious officials, and other community members to gather evidence of the impacts of the program. The conclusion of my report was clear: the effectiveness of aerial fumigation to reduce coca production was uncertain, but the impacts on human and environmental health were grave. After publication of the report, I was invited to meet with staff of the US House of Representatives who were responsible for overseeing the program.

4. Please list or describe current and past activities in the community in which you have acquired skills that relate to the office you seek. Include your role in the activity and the year(s) in which you were involved. Involvement consists of many areas such as family, neighborhood, community, employment, or public life.

For many years I have been active in the Democratic Party. Since I returned home to Seattle in 2005, I have volunteered on campaigns during every election cycle. I have served as a PCO, delegate, campaign staff person, and done my share of phone-banking and door-knocking. My experience as an activist has taught me how to organize communities on behalf of a campaign or around a policy, and how important it is to have input from communities. The Port of Seattle sits squarely in the middle of some of our most disadvantaged communities and my role would include significant outreach to those communities. As a fluent Spanish-speaker, I'd also have the ability to communicate more fluidly, and with greater credence, with the Latino/a community in our region.

While not listed above in my accomplishments above, my greatest achievement to date has been the raising of our three children. Both my wife and I work full time, and we experience the strains of raising children in the city while balancing the demands of work. A part of that balance is setting aside time to be involved in my children's education. Since my eldest son started at a Seattle Public elementary school, I have volunteered one Friday a month for the inservice program during which parents teach a topic relevant to their experience for half a day.

In 2016 I participated in the regional civic leadership training program called Leadership Tomorrow. I had an outstanding experience as a participant, and was asked to serve as a coach of this year's class, which concludes in June. With a curriculum centered around race and equity issues, Leadership Tomorrow taught me a great deal about identifying my own blind spots with regard to equity and about how to lead organizations to more equitable and just outcomes for staff, clients, and community members.

5. Please describe the duties of the office you seek. Which are the most important duties and why?

The principal duty of the Port of Seattle Commission is the financial well-being of the Port. The role of the Port in crafting and approving a responsible, future-facing budget is essential to the long term viability of the Port. Having served on various boards with budget oversight responsibilities, I am very familiar with how to serve that fiduciary role for one of our region's most important economic assets. And as a business owner, I have a real sense of the need to balance prudence and risk.

As mentioned above, the current Port Commission has a special duty to transition the Port leadership to a more transparent model that demands the highest of ethics from Port commissioners, executive leadership, and staff.

The Port Commission also serves a critical business development role for the Port of Seattle, particularly as it relates to international trade. For our maritime sector, there is a desperate need to increase trade partnerships around the Pacific

Rim. While the relationship with China is unlikely to be surpassed, we also need to be strengthening our ties to Latin America, which has experienced robust economic growth over the past two decades and has become a viable consumer of our state's manufacturing and agricultural production.