

PCC FALL LEADERSHIP CONFERENCE 2026

Everett, Washington | October 26–28, 2026

Hosted by the Port of Everett

This isn't a conference about leadership theory. It's a chance to step inside a real port, mid-transformation, and hear directly from the people who built it, what worked, what didn't, and what they'd do differently. Two days, one waterfront, and an inside look you won't get anywhere else.

Monday, October 26

Evening (time TBD) Informal No-Host Happy Hour Gathering

Sound2Summit Taproom and Pizzeria

Beat the rush and start the conversation early. Join fellow harbormasters and port managers for a relaxed, no-host evening before the program begins.

Tuesday, October 27 — Full Conference Day

7:00 AM Networking Breakfast

Provided by PCC

Start the day fueled up and in good company.

8:00 AM Cast Off

Opening Icebreaker

Every great voyage starts together. A quick, hands-on icebreaker gets every voice in the room before the real conversation begins.

8:45 AM Opening Remarks

Lisa Lefeber, CEO, Port of Everett

Lisa Lefeber takes the room back to where it all began: the Port of Everett's original vision, the setback that could have ended it, and the pivot that set the course for everything that followed.

Movement 1: The Story From the Inside

9:00 AM Where It All Started: The Story From the Inside

Jeff Lindhout, Kate Anderson, Cat Soper — Facilitated Panel

Three Port of Everett leaders, three different points of entry, one transformation story told in layers. This is the version you won't find in a press release.

9:45 AM Having the Right People

A candid look at the principle Port of Everett leadership returns to again and again: the right people, in the right place, make everything else possible.

10:00 AM Networking Break

10:15 AM The Relationship Edge: Tenants, Partners, and Community

Kate Anderson, Cat Soper — Facilitated Panel and Open Forum

The Port of Everett's leaders know everyone on Port property, and it's no accident. A candid conversation on what it takes to build relationships that hold up when things get hard.

Movement 2: How We Get Things Done

11:00 AM The Decisions That Shaped Everything

Jeff Lindhout, Kate Anderson, Cat Soper — Facilitated Panel

Every major development comes down to decisions made under pressure, with competing voices in the room. Go inside the calls that shaped Waterfront Place and the Millwright District.

12:00 PM Lunch

Provided by PCC

The Boat Yard opens: a running board for the ideas and questions that surface throughout the day.

1:00 PM The Engine Room: Logistics, Planning, and Execution

Port of Everett Staff — Panel

Behind every ribbon-cutting is a team that made it real. Meet the people who navigate permitting, environmental review, financing, and grants, the work that makes or breaks a project long before anyone sees it.

1:45 PM Networking Break

2:00 PM When Things Don't Go as Planned

Jeff Lindhout, Cat Soper, with PCC Member Port Leaders

No development story is a straight line. An honest, unscripted conversation about roadblocks and hard calls, joined by fellow PCC members sharing what they've navigated at their own ports.

2:30 PM Bringing People Along: How the Port Tells Its Story

Kate Anderson, Cat Soper — Panel and Open Forum

Keeping a community engaged through a project that spans years is one of the hardest jobs in public port management. Kate and Cat share what's worked, what hasn't, and how to turn skeptics into supporters.

3:15 PM Networking Break

3:30 PM Still Building: What Comes Next

Cat Soper, Kate Anderson

The Port of Everett isn't finished, not by a long shot. A forward-looking conversation on what's next, and what it takes to sustain a vision across years and economic cycles.

Movement 3: What You Are Taking Home

4:00 PM Open Water: Peer Forum and Boat Yard

Open Forum, PCC Member Led

The floor belongs to you. Share what you're navigating at your own port, with Port of Everett staff in the room as peers, not presenters.

4:45 PM Setting Course

Giuseppe Alvarado, PCC President

PCC President Giuseppe Alvarado closes out Day 1 and sets the stage for tomorrow, previewing what to watch for as today's stories become tomorrow's ground to walk on.

6:00 PM Group Dinner

Tapped at the Port

An evening of good food and better company, right on the waterfront.

Wednesday, October 28 — Conference Morning and Tour

7:00 AM Networking Breakfast

Provided by PCC

8:00 AM From the Classroom to the Waterfront

A deliberate bridge between yesterday's conversations and today's walk, surfacing the questions that will carry through the tour.

8:30 AM The Living Classroom: Port of Everett Facility Tour

Led by Kate Anderson

History is one thing. Standing in front of it is another. A guided tour through the Marina and Working Waterfront, Fisherman's Harbor, Waterfront Place and Restaurant Row, the Millwright District, and the Shipping Terminal, with Port staff sharing the inside story at every stop.

10:30 AM What You're Taking Home

Giuseppe Alvarado, PCC President

Every attendee shares one takeaway and one action to carry back to their own port, closing with a well-earned thank-you to the Port of Everett team that made it all possible.

11:00 AM Adjourn

Program details are subject to change as speakers and logistics are finalized.