PCC FALL LEADERSHIP CONFERENCE 2026

Transformation Through Leadership

Everett, Washington | October 26–28, 2026 | Hotel Indigo

PCC's first Fall Leadership Conference takes an inside look at the Port of Everett's transformation, told by the people who led it. Over a day and a half, attendees will hear first-hand how real decisions were made, trade experiences with peers from ports and harbors across the Pacific Coast, and see the results on a guided tour of the Everett waterfront.

Monday, October 26

5:00 PM Informal Happy Hour Gathering

Sound2Summit Taproom and Pizzeria | Hosted by Mantle Industries

Arriving early? Join fellow attendees for an informal gathering before the program begins. Optional and open to all.

Tuesday, October 27 | Full Conference Day

7:00 AM Networking Breakfast

Provided by PCC

8:00 AM Cast Off: Opening Icebreaker

Facilitator-led

Every voice in the room is heard before the first session begins. A quick round of introductions leads into an interactive exercise that gets attendees moving, mingling, and meeting peers from ports and harbors up and down the coast.

8:45 AM Opening Remarks

Lisa Lefeber, CEO, Port of Everett

Lisa sets the stage by tracing the Port of Everett's transformation from its original vision, through a major setback, to the pivot that shaped everything that followed.

Movement 1: The Story From the Inside – *Sponsored by VoltSafe*

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

Jeff Lindhout, Marina Director; Kate Anderson, Marina Manager; Cat Soper, Chief of Business Development and External Affairs | Facilitated Panel

Each panelist picks up the Port's story from the moment they arrived. Together they offer a layered, first-hand account of the transformation that no single narrator could tell alone, including what the pivot felt like from the inside and what surprised them along the way.

9:45 AM The Decisions That Shaped Everything

Jeff Lindhout, Kate Anderson, Cat Soper | Facilitated Panel

One major decision, walked from start to finish. Drawing on the development of Waterfront Place and the Millwright District, the panel shows how the Port weighed competing stakeholder priorities, what finally moved things forward, and what they would look at differently today.

10:30 AM Networking Break

10:45 AM The Relationship Edge: Tenants, Partners, and Community

Kate Anderson, Cat Soper | Facilitated Panel and Open Forum

A candid look at how the Port builds and sustains relationships with tenants, partners, and the boating community, and how those relationships hold up when things get hard. The conversation covers repairing a relationship that has broken down and working with the public voice, whether it is with you or pushing against you.

11:30 AM Having the Right People

Jeff Lindhout, Cat Soper, and Barb Hackman, HR Manager, Port of Everett

The thread running through every story, decision, and relationship of the morning is people. Port leaders and HR share what they look for beyond the résumé, how they hire and organize for staff who wear many hats, and how to recover when a hire doesn't work out.

12:00 PM Lunch

Provided by PCC

The Boat Yard opens, a running board where attendees can post ideas and questions that surface throughout the day.

Movement 2: How We Get Things Done – Sponsored by Scribble Software

1:00 PM When Things Don't Go as Planned

Facilitated by Angie Thrower | Open Forum

In this session, the room is the panel. Attendees, joined by members of the Port of Everett team, share setbacks they have already worked through at their own ports, what those setbacks really cost, and the lessons they would pass on to a peer.

1:45 PM Networking Break

2:00 PM The Engine Room: Logistics, Planning, and Execution

Port of Everett Staff | Panel

The behind-the-scenes work that makes or breaks a project. Port of Everett specialists in permitting, environmental planning, financing, and grants follow two recent projects, the Segment E bulkhead replacement and the Restaurant Row buildings, through each phase of the work, from how they were prioritized to the moments they nearly stalled.

2:45 PM Bringing People Along: How the Port Tells Its Story

Kate Anderson, Cat Soper | Panel and Open Forum

Building on the morning's Relationship Edge conversation, this session explores how the Port keeps the community informed and engaged through a multi-year development cycle, from media relations and timing to navigating public opposition.

3:30 PM Networking Break

3:45 PM Still Building: What Comes Next

Kate Anderson

A look at what's on the horizon for the Port of Everett and what it takes to sustain a development vision across years and economic cycles.

Movement 3: What You Are Taking Home – *Sponsored by Wood Harbinger*

4:15 PM Open Water: Peer Forum and Boat Yard

Open Forum, PCC Member Led

The floor belongs to the attendees. Bring the challenges you are navigating right now and work through them with your peers, with Port of Everett staff participating alongside. The session also returns to the morning's Cast Off and the questions collected on the Boat Yard.

4:45 PM Setting Course: Day 1 Close

Giuseppe Alvarado, PCC President

Closing remarks for Day 1 and a preview of Wednesday's tour, including each stop and the questions to carry along.

6:00 PM Group Dinner

Tapped at the Port

Close out the day with dinner and conversation on the Everett 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 short transition from Tuesday's conversations to what attendees are about to see on the ground, setting up the questions to carry through the tour.

8:30 AM The Living Classroom: Port of Everett Facility Tour – *Sponsored by PND Engineers*

Led by Kate Anderson, Marina Manager

A guided bus tour with stops at the Marina and Working Waterfront, Fisherman's Harbor, Waterfront Place and Restaurant Row, the Millwright District, and the Shipping Terminal. Port staff join the group at each stop to share the inside story of their area.

10:30 AM What You're Taking Home

Giuseppe Alvarado, PCC President

Attendees share their key takeaways and one action they will carry back to their own port. The conference closes with formal recognition of the Port of Everett team.

11:00 AM Adjourn

Agenda subject to change. A Field Observer Guide will be provided to all registered attendees.

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