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## **APPROVED MINUTES COMMISSION SPECIAL MEETING JUNE 3, 2021**

The Port of Seattle Commission met in a special meeting Thursday, June 3, 2021. The meeting was held remotely in accordance with Senate Concurrent Resolution 8402 and in accordance with Governor Inslee's Proclamation 20-28. Commissioners Bowman, Calkins, Cho, Felleman, and Steinbrueck were present.

### **1. CALL to ORDER**

Pursuant to RCW 42.30 and Article IV, Section 8, of the commission bylaws, the meeting convened at 12noon to conduct a 2022 budget priorities planning retreat session.

#### **Attendees**

- Seattle Port Commissioners Peter Steinbrueck, Stephanie Bowman, Ryan Calkins, Sam Cho, Fred Felleman.
- Executive Director Metruck and the Executive Leadership Team
- Michael Tong, Director of Corporate Budget & Finance
- Marin Burnett, Strategic Planning Manager
- Commission Staff: Barb Wilson, Aaron Pritchard, Pete Mills, LeeAnne Schirato, David Yeaworth, Erica Chung, Michelle Hart, Aubree Payne, Tyler Emsky, Patti Ward, and Marycruz Talavera

#### **Goals & Objectives**

- 2022 Budget Guidance
- 2022 Budget Strength, Weakness, Opportunity, Threats (SWOT) Analysis
- Listening Session Report Overview and Recommendations/Commissioner Discussion
- Commissioner Budget Request Package Development Discussion

#### **[Executive Director Overview and Budget Presentation](#)**

Executive Director Metruck provided an overview of the retreat agenda and spoke regarding Portwide budget and planning timelines for the 2022 budget.

Marin Burnett, Strategic Planning Manager, continued to present regarding the Port's strengths, weaknesses, opportunities, and threats (SWOT) analysis. Members of the Commission and staff discussed:

- staffing resources;
- climate change issues;

- cybersecurity and discussing specific Port strategies to safeguard against attacks;
- telework policies and striking a balance between working from home and maintaining team connections through direct physical interaction;
- telework policies and keeping an equity focus in mind for employees who have to physically be at a Port facility;
- Commissioner commitments and also being under-resourced to keep pace with demands;
- ascertaining if identified weaknesses are getting worse over time, including demand to human resource capacity;
- advancing the idea of inefficient processes within the scope of review of the Delegations of Responsibility and Authority policy directive of the Commission;
- incorporating a SWOT analysis in the annual budgeting process as a way of forecasting uncertainties;
- exploring different resources and wrap around services to retain and attract workforce;
- creating a window of opportunity for innovation and efficiencies for 'the Port of the future;'
- being deliberate in communications to the community that the Port's intention is to be part of economic recovery; and
- adapting to emerging situations.

Executive Director Metruck continued the presentation by addressing 2022 budget planning and building on strong fundamentals. Budget guiding principles were discussed. Budget strategies and the 2022 budget process were overviewed.

Members of the Commission and Executive Director Metruck discussed:

- high-level strategies and exploring possible new lines of business for the Port;
- addressing barriers to employment through the equity lens in an effort to combat a constrained labor market; and
- looking at personnel in the budgeting process - having programmatic asks that specifically look at workforce development with respective fiscal notes and staff resource impact statements attached.

Michael Tong, Director of Corporate Budget and Finance provided the 2022 budget calendar.

Commission and staff discussion continued regarding:

- the number of positions at the Port currently frozen from hire;
- opportunities to rethink how we do our work;
- not holding the November budget adoption meeting at the airport due to holiday travel; and
- the potential of conducting an external community engagement process around the budget prior to its adoption and building this into the budget calendar timeline.

*(The special meeting recessed at 1:30 p.m. and reconvened at 1:36 p.m.)*

**[Listening Sessions Report Overview](#), Recommendations, and Commissioner Discussion**

Chief of Staff Barb Wilson and Commission Specialist Tyler Emsky provided a report to the Commission regarding discussions held with the community regarding economic recovery during and post- pandemic. The [presentation](#) addressed:

- Thirteen sessions held with 101 participants;
- leaders and stakeholders from around King County participated;
- key sectors and interest areas were focused on;
- feedback received from the listening sessions;
  - aviation – relief initiatives, restaffing, Port as coordinator
  - maritime – workforce development, public safety/public order advocacy, regulations
  - represented labor – disproportionate impacts on pandemic, jobs creation through investment in capital projects
  - contractors – capital spending, growth trajectory, cost escalators, design-build, and minority contracting
  - environmental – Port as advocate, electrification, air quality
  - arts – affordability, paid opportunities, arts ecosystem
  - equity – equitable recovery, Port contracting improvements, investments in youth
  - workforce development – career pathways, Port as convener, pandemic impacts
- takeaways;
  - the Port is a key economic engine for the region
  - keep the engine running and step on the accelerator – do more, go faster, and go further
  - we are going in the right direction
  - we may have more work to do and are poised to help lead the region’s recovery
- issues identified;
  - disproportionate impacts of the pandemic
  - contracting and grant processes
  - strategic economic rebound
  - job losses and lack of opportunities
  - uncertainties driven by the pandemic
- actions identified; and
  - invest in capital programs and operations
  - support jobs and workforce development
  - invest in community programs and tourism
  - convene and advocate with our partners
  - equitable, sustainable, inclusive recovery
  - include communities at Port tables
  - simplify contracting to serve equity
- outcomes;
  - 2022 budget priorities
  - medium and longer-term efforts
  - policy changes
  - partnerships.

Chief of Staff Barb Wilson, Commission Specialist Tyler Emsky, and Members of the Commission discussed the Commission's key takeaways from the listening sessions; how those sessions influences Members' budget priorities; and if the process was valuable and worth repeating in the future.

Commission discussion ensued regarding:

- leveraging other resources available to compliment where we are leading efforts – being more discerning in areas where the Port can play a more supportive role;
- being a strong advocate for housing and quality of life regarding housing near to work locations;
- caution regarding moving into the scope and functions of general government;
- a priority on workforce development – green jobs, clean innovative new industries, and pipelines supporting youth and career pathways;
- diversity in contracting and reducing barriers to increasing diversity;
- contributing to the housing issue by helping to close the income gap in the state;
- getting out to others' meetings in order to better ascertain the needs and interests of those leaders and differences in those needs based on geography;
- organizing core competencies for the Port to include Port business lines; and
- positioning the Port for future opportunities.

*(The special meeting recessed at 2:32 p.m. and reconvened at 2:37 p.m.)*

At this time, Members of the Commission discussed their individual budget priorities for the 2022 budget.

Priorities included:

- Eco tourism conference in 2022 – Commissioner Bowman
- Electric trucks vis Northwest Seaport Alliance – Commissioner Bowman
- Human trafficking training certification – Commissioner Cho
- Refunding Workforce Development's budget – Commissioner Cho
- Performing a trip reduction study to establish clear and definitive baseline and recommendations on increasing mode splits to transit – Commissioner Steinbrueck
- South King County fund expansion with green jobs - Commissioner Steinbrueck
- Resiliency study response to fund recommendations – Commissioner Steinbrueck
- Policing taskforce funding – Commissioner Steinbrueck
- Bio refinery investment and shared costs with King County – Commissioner Steinbrueck
- Portwide art program funding, expanded beyond SEA – Commissioner Steinbrueck
- SEA Architect and needed support for the scope of work before the Port – Commissioner Steinbrueck
- TMA staff – Commissioner Steinbrueck
- Conducting building energy audits – Commissioner Steinbrueck
- Conducting a park activation study – Commissioner Steinbrueck

- Providing wraparound services to reduce Port employee attrition and employee turnover, which is a cost to the Port – Commissioner Cho
- Making investments so we are the airport of the future – Commissioner Steinbrueck
- Conducting an offshore wind feasibility study – Commissioner Calkins
- Conducting a Pacific Coast Offshore Wind symposium, similar to SAF symposium the Port hosted a couple of years ago – Commissioner Calkins
- Offshore wind ancillary expenses to include annual membership in a national trade association and staff site visits to Demark, epicenter of offshore wind, and the east coast – Commissioner Calkins
- Continued funding of Maritime High School - asking the Port to make a 4-year commitment of \$250,000 from 2022 to 2025 – Commissioner Calkins

**3. ADJOURNMENT**

There being no further business, the meeting adjourned at 4:06 p.m.

Prepared:

Attest:

Michelle M. Hart, Commission Clerk

Sam H. Cho, Commission Secretary

Minutes approved: June 22, 2021.