

START OF TRANSCRIPT

[00:00:36] Good afternoon, everyone.
[00:00:37] Thank you for being here.
[00:00:39] I'm Peter Steinbrueck, President of the Seattle Port Commission, reconvening this special
[00:00:44] meeting of January 28, 2020.
[00:00:47] The time is now approximately-- who's got the time?--
[00:00:51] 12:10. Thank you.
[00:00:54] We're meeting at the conference center at SeaTac Airport.
[00:00:57] Present with me today are Commissioners Cho and Felleman.
[00:01:02] We're expecting Commissioner Calkins to arrive anytime soon.
[00:01:05] Commissioner Bowman has been excused for today.
[00:01:09] This meeting is being digitally recorded and may be viewed or heard at any time on the
[00:01:14] port's website and may be rebroadcast by King County Television.
[00:01:20] I'd like to take a moment and start this meeting by recognizing that the Port of Seattle
[00:01:27] operates on ancestral lands and waters of the Duwamish and the coastal Salish peoples--
[00:01:35] and other coastal Salish peoples--, and that these communities continue today in their
[00:01:40] contributions across Kent County to our economy, our culture, our vitality and our
[00:01:45] environment. As we start our meeting today, I would like us to keep in mind these
[00:01:50] legacies and values of these communities so that we can make informed decisions to
[00:01:56] advance our mission here at the Port of Seattle.
[00:01:59] And now please stand for the Pledge of Allegiance.
[00:02:06] [The Pledge of Allegiance is recited
[00:02:19] .]
[00:02:30] [Mumbling] Well, we'll talk about later.
[00:02:34] OK. All right. Excuse me just a minute here.
[00:02:42] Commissioners, we are now at the order of approval of the agenda.
[00:02:45] Are there any motions to rearrange the orders of the day or request to remove items from
[00:02:50] the consent agenda?
[00:02:55] We have... Just a second here...
[00:02:58] We have a request to lay agenda item 6A on the table and a request to consider agenda
[00:03:05] item 7B immediately before item 7A.
[00:03:12] Are there any other revisions?
[00:03:14] Is there a motion for these changes?
[00:03:18] I don't see a 7B.
[00:03:20] OK. Oh, that was Larry?
[00:03:24] OK. OK.
[00:03:26] Yes, that's that. That's what it is.
[00:03:29] Ok. Are there any other revisions?
[00:03:31] Is there a motion? Is there a motion for these changes?
[00:03:34] So moved. It's been moved.
[00:03:35] Is there a second? Second.
[00:03:37] All those in favor say Aye.
[00:03:39] Opposed, Nay. No.
[00:03:43] So. The preliminary agenda as revised is approved without objection.
[00:03:51] Now we'll turn to the Executive Director's report.
[00:03:59] Commissioners, I'd like to begin our meeting this afternoon by noting that just over one
[00:04:03] week ago, our nation celebrated the life and work and legacy of Dr.
[00:04:07] Martin Luther King Jr.,
[00:04:09] a man whose vision and leadership changed our country and continues to inspire
[00:04:12] generations. There are many lessons to take from Dr.
[00:04:17] King's philosophy.
[00:04:18] His message that every single person deserves respect is needed as much today as it was
[00:04:24] then. The practice of demonstrating respect for all individuals is not universal, but we
[00:04:29] still have to actively model what it means to truly show respect to each other.
[00:04:34] One of the ways the Port is modeling this behavior is through our welcoming Port Policy
[00:04:38] Directive passed by the Commission a few years ago.
[00:04:42] As you may have heard, the media continues to report that the administration is
[00:04:45] considering an extension of its visa restrictions policies to include additional nations.
[00:04:50] In light of this news, we have been in communication with the staff of federal and state
[00:04:55] elected officials and community partners to remind them of our practices and policies to
[00:05:00] be a welcoming organization here at the Port of Seattle.
[00:05:03] Staff is prepared to respond in case of the Executive action.

[00:05:07] Now, moving on to announcements.
[00:05:09] Commissioners I'd like to share a few brief announcements.
[00:05:14] As many of you know, in the public--- our concern--- well the spread.
[00:05:18] Well, we know from the news that many are concerned about the spread of the Corona virus.
[00:05:22] What steps the Port of Seattle is taking to respond.
[00:05:25] So if you'd just indulge me, Mr.
[00:05:27] President, I'd like to go through a few items related to this.
[00:05:30] Sure, thank you. I want to assure everyone including our passengers at SeaTac Airport,
[00:05:35] employees, that our staff is working closely with our federal partners and airlines to do
[00:05:40] everything possible to protect the public and our workers.
[00:05:44] Based on our best information, there is no cause for alarm and it's safe to travel
[00:05:48] through SeaTac. A team of senior Port staff from Customer Services, Operations, Health
[00:05:55] and Safety, Emergency Management, and External Affairs is up and running to focus
[00:06:00] specifically on protecting passenger and employee health.
[00:06:03] At the same time, everyone traveling through the airport can and should take some
[00:06:07] commonsense actions to protect your own health.
[00:06:10] The CDC has been conducting enhanced screening at airports that receive direct flights
[00:06:14] from Wuhan, China, with all flights now canceled.
[00:06:19] And then CDC officials have announced that they will transition to monitoring at 20
[00:06:23] airports with quarantine stations, likely including Seattle-Tacoma International Airport
[00:06:28] but there's no word on that right now.
[00:06:30] According to officials, public health staff will monitor for signs of ill passengers who
[00:06:35] present signs and symptoms of disease.
[00:06:38] The screening builds on established infections, infectious disease protocols, which
[00:06:43] include reviewing information received from pilots, flight attendants, or crew who are
[00:06:47] trained to spot and report symptoms.
[00:06:49] We are directing our janitorial staff to step up cleaning of high touch areas throughout
[00:06:53] the airport like elevator buttons, escalators, restroom doors, and baggage carousels, and
[00:06:59] other locations.
[00:07:00] At the international inspection areas and other areas, we are widely distributing hand
[00:07:04] sanitizers. Signage with signs and symptoms for passengers' self-awareness are posted at
[00:07:10] arrivals and passenger check-in.
[00:07:12] As I mentioned, we are in close coordination with federal, CDC, TSA, and Customs and
[00:07:17] Border Protection, and state and local health authorities.
[00:07:21] Most importantly for the traveling public, self awareness is the best thing that you can
[00:07:25] do to protect yourself from possible infection.
[00:07:28] Like all infectious diseases, including flu and measles, wash your hands frequently.
[00:07:34] Be aware of your own health, such as fever or other flu like symptoms.
[00:07:37] If you feel ill.
[00:07:38] Contact your health care provider immediately.
[00:07:41] We're committed to updating the Commission, the public and our employees regularly.
[00:07:45] As new information becomes available and we anticipate to send out another report this
[00:07:49] afternoon. In other news over the weekend, the pedestrian walkway for the International
[00:07:55] Rivals facility was successfully lifted into place.
[00:07:59] This major milestone has been years in the making.
[00:08:02] You'll be briefed about this in the project later in our meeting.
[00:08:05] For now, I just want to congratulate the entire joint team for this major milestone and
[00:08:09] accomplishment. [Applause] As you know, the Commission biometrics motion
[00:08:19] makes it very clear that we will not implement any new biometrics at Port facilities
[00:08:23] until after formal policies are passed.
[00:08:26] I do want you to know that as part of the Port's biometrics policymaking process, I've
[00:08:32] authorized the release of a request for proposals of facial recognition cameras for
[00:08:38] international--- up to 30 international passenger departure gates at SeaTac.
[00:08:43] This RFP will go out to the vendor community explicitly asking how they would be able to
[00:08:47] meet the commission's biometric principles after the commission completes its biometrics
[00:08:53] policy making process this year.
[00:08:56] We'll use the results of the RFP to help us make final decisions about our policy
[00:09:00] recommendations to the commission, which are due by March 31st.
[00:09:05] I want to emphasize that this RFP will not result in actual procurement without a
[00:09:09] Commission authorization.
[00:09:11] We're also ensuring that our external stakeholders are kept up to date on this topic,
[00:09:15] both through the external stakeholder advisory group meetings as well as through the
[00:09:19] ports website, which now has a public biometrics project page with all relevant materials

[00:09:24] posted. We'll work with you to identify the appropriate time for next Commission action
[00:09:28] on this topic. Another announcement, communities in Burin, Des Moines and SeaTac will
[00:09:35] soon enjoy new and expanded environmental projects benefiting high school students' p
[00:09:39] arks and gardens as the Port of Seattle awards its fifth round of grants provided by the
[00:09:44] Airport Community Ecology or ACE Fund.
[00:09:48] Earth Corps, Environmental Science Center, Friends of Saltwater State Park, Key Tech Labs
[00:09:53] in North Hill Elementary School PTSA are the grant recipients for this round of funding.
[00:10:02] Turning back to the airport, I'd like to highlight the launch of the new SEA airport
[00:10:07] brand identity for a Seattle-Tacoma International Airport, an effort spearheaded by
[00:10:11] Aviation Managing Director, Lance Little and Julie Collins, Director of Customer
[00:10:15] Experience and Branding.
[00:10:17] This effort is aimed at improving airport customer experience with a promise to create a
[00:10:22] passionate service culture and elevated travel experience that is inspired by the
[00:10:26] original nature of the Pacific Northwest.
[00:10:30] Lastly, Commissioners, as you know, we've been engaged in state legislative session on a
[00:10:34] proposed bill relating to setting wages for airport related workers.
[00:10:38] There was a hearing in Olympia yesterday and we will continue to be engaged in this
[00:10:41] matter. Commissioners, just moving to today's meeting, I want to highlight four items on
[00:10:48] the agenda: Continuing with the theme of customer service, item 6H on the unanimous
[00:10:53] consent calendar, is a request to provide additional customer service staffing to help
[00:10:57] travelers navigate the Port.
[00:10:59] This is in response to continued growth in the number of passengers.
[00:11:03] Item 7A is our annual update on the port's anti-human trafficking efforts.
[00:11:08] As you know, January is National Anti-Human Trafficking Awareness Month.
[00:11:12] The Port has a unique role to play in stopping human trafficking, not only because of our
[00:11:17] moral obligation to protect residents and visitors and King County, but also because of
[00:11:21] our role as a large employer and as a manager of significant trade and travel facilities.
[00:11:27] As you'll still be learning during this presentation, staff have the implemented nearly
[00:11:30] all aspects of the Port's anti-human trafficking strategy.
[00:11:35] Item 8C seeks your final adoption of Sustainable Evaluation Framework Policy Directive.
[00:11:42] This will identify sustainability actions to be considered early in capital project
[00:11:46] development and operational decisions in order to reduce or eliminate negative
[00:11:50] environmental impacts.
[00:11:52] And finally, item 9B is a briefing on the sustainable aviation masterplan.
[00:11:56] Staff will provide you with the results of the updated forecasts for growth in passengers
[00:12:00] and flight operations.
[00:12:01] I know that was long, but there's a lot of things happened here at the Port,
[00:12:04] Commissioners. So thanks for your time.
[00:12:06] All right. Thank you, Director Metruck.
[00:12:09] With that, we'll move on to the public comment.
[00:12:14] I also want to recognize highlight yesterday was the 75th anniversary of the liberation
[00:12:20] of Auschwitz. And the fact that we have a Holocaust museum in Seattle is news to me.
[00:12:26] And I really recommend that.
[00:12:29] We actually have one of the oldest Sephardic population of Jews in the country, which was
[00:12:35] news to me. And in fact, one of the great factoids that Mr.
[00:12:39] Steinbrueck would take particular amusement by, my understanding is some of the first
[00:12:43] fishmongers at Pike Place Market where Sephardic Jews.
[00:12:47] Who would have known. Jack's Fish Market.
[00:12:49] Jack? No, that was another one.
[00:12:51] So, yeah, you're right.
[00:12:53] Great. Thanks. So back to public comment.
[00:12:58] I should mention that any written materials can be given to the clerk for inclusion in
[00:13:02] the meeting record. If you wish to speak, please sign in.
[00:13:06] And we have several.
[00:13:08] And identify the specific item you are addressing.
[00:13:11] We will limit public--- the comment time to 30 minutes.
[00:13:16] Excuse me, not 30 minutes per person.
[00:13:19] That's the total time for now.
[00:13:22] But we actually have just a short number.
[00:13:24] So we'll ask that you limit your speaking points to two minutes.
[00:13:28] With that, the first speaker signed up is Ronnie Lalimo.
[00:13:42] Dear Board of Commissioners, my name is Ronnie Lalimo and I work at LSC Skies.
[00:13:48] We have come to many times to tell you our stories.

[00:13:53] We are doing everything in our power to win a better future for our families.
[00:13:58] Over the last few weeks, my my coworkers and I have signed cards asking for your help.
[00:14:06] Hundreds of us have signed it.
[00:14:09] Our message is simple to our elected officials.
[00:14:13] We are calling you to support us as a headline catering workers.
[00:14:18] we wash their dishes, cook the food, back the carts, and transport the food to the
[00:14:24] planes. We work 24/7 and contribute to the success of SeaTac Airport.
[00:14:32] This year the airlines earned billions and the Port earned millions while we live in
[00:14:39] poverty. We deserve to be equal to all other [inaudible] workers and make the same
[00:14:47] minimum wage. We feel invisible and we refuse to be treated unfairly.
[00:14:52] We are counting on you.
[00:14:57] We will find a solution.
[00:14:59] We'll find a solution.
[00:15:00] We bring you this card to show you this name of the people who lives in your [inaudible].
[00:15:07] You can help make better.
[00:15:10] We are doing everything we can, please do everything you can.
[00:15:15] All we want is for our work to be respected.
[00:15:19] All we want is to be equal.
[00:15:21] Thank you. Thank you, Ronnie.
[00:15:23] The next speaker is Stephan Moritz.
[00:15:28] Ok, we'll take a minute and accept these cards.
[00:15:31] Thank you very much. OK.
[00:15:39] Oh, well, OK. Thank you very much.
[00:15:45] All right. Stefan.
[00:15:48] Thank you, commissioners.
[00:15:51] Thank you, Ronnie. So to the point that Ronnie was making, I think you have an
[00:15:57] opportunity with Senate Bill 6217 and House Bill 2715, legislation in Olympia that
[00:16:06] Executive Director Metruck was referencing earlier in his comments.
[00:16:12] You have an opportunity to make a difference and you have an opportunity by--- to make a
[00:16:20] difference by joining us in working with the state legislature to clarify the legal
[00:16:28] framework that you're operating under in order to have the ability to make a difference
[00:16:35] in this crisis for workers.
[00:16:37] There's hundreds of families that will be impacted by that .
[00:16:42] And I think what is going on in the state legislature and the opportunity we have is
[00:16:48] going to be one of the most meaningful things that you can do in in your career as
[00:16:54] elected officials, because it will have a direct impact on hundreds of workers and their
[00:17:01] family members, on thousands of people.
[00:17:04] And so. We know that there is some details to be worked out.
[00:17:10] Right. And we are ready to work with your team in the state legislature to figure out
[00:17:16] those details. But the core issue of creating clarity so we actually have a chance to
[00:17:24] address this problem here at the airport is so important to so many people.
[00:17:30] And we hope that we can move the Port from having questions to actually supporting
[00:17:37] workers in finding a solution.
[00:17:39] So I'm looking forward to seeing you all in Olympia over the next few weeks and I'll be
[00:17:44] working with your team to figure out the details that need to be figured out.
[00:17:48] Thank you. Thank you, Stefan.
[00:17:51] Next speaker is Tom Barnardt.
[00:17:57] Then please restate your name with your comments.
[00:18:03] Hello, my name is Tom Barnhardt.
[00:18:06] And happy to be here.
[00:18:08] Commissioners, Port Director Metruck.
[00:18:11] I would like to make a comment on the proposed cruise terminal at T46.
[00:18:17] I listened recently to the video of the meeting where this project was first laid out.
[00:18:21] Noting all the pro-business positive logic, the cheerleading about the wonders of
[00:18:25] economic development. Soon to follow yet more cruise ships.
[00:18:30] Unfortunately, reminded me of a comment by Greta Thunberg, who when speaking at the U.N.
[00:18:34] recently, said we are in the beginning of a mass extinction and all you can talk about is
[00:18:39] money and fairy tales of eternal economic growth.
[00:18:43] Commissioners a climate emergency exists now globally and locally.
[00:18:48] I'm sure you're aware of the recent story on how ocean acidification is damaging the
[00:18:52] shells of young Dungeness crab in the Pacific Northwest.
[00:18:56] We know the orca pods are dying.
[00:18:58] We know the population of certain species of salmon is collapsing.

[00:19:02] Yet we proceed with infrastructure that will bring more cruise ships with their
[00:19:06] voluntary, quote unquote commitment to shore power while they use open loop scrubbers to
[00:19:12] wash their exhaust gases.
[00:19:13] Yet a major study found that along major shipping lines, sulfur dioxide emissions from
[00:19:19] ship scrubbers can further ocean acidification with a rate that is two fold.
[00:19:23] With respect to that's caused by carbon dioxide emissions.
[00:19:27] I understand your difficulty with grasping the situation we are in.
[00:19:32] The Port of Seattle is an economic development agency.
[00:19:36] And you're here to grow it. I get that.
[00:19:39] The logic underlying this is that economic growth is primary and we just need to do some
[00:19:44] environmental mitigation.
[00:19:46] For instance, a new cruise terminal will have shore power.
[00:19:50] Even though you're not willing to compel any ships to use it.
[00:19:54] Commissioner, it is that kind of thinking, these kinds of practices that got us where we
[00:19:58] are today. It is time to flip the equation.
[00:20:01] The first question is not-- should not be-- economic growth.
[00:20:05] It's whether the targets of lower emissions and reducing the temperature and
[00:20:09] acidification and pollution of the oceans, or reducing the air pollution that our
[00:20:13] residents breathing can be met.
[00:20:16] Any economic growth model needs to fit inside these parameters.
[00:20:19] Any other-- I'd like to quote Greta again it's: "...just
[00:20:21] to pretend that this can be solved with just business as usual and some technical
[00:20:26] solutions." I urge you to kill this project.
[00:20:29] Thank you. Thank you, Mr.
[00:20:30] Barnhardt. Next speaker is Jordan Van Voss.
[00:20:35] Please state your name for the record, Jordan.
[00:20:45] Good afternoon commissioners and director.
[00:20:47] My name is Jordan Van Voss.
[00:20:48] I'm the co-president of the Dharma Friendship Foundation.
[00:20:52] One winter's evening on the Salish Sea, I heard orcas coming down from the north.
[00:20:56] It was pitch black out with barely a breath of wind so dark I couldn't even see the water
[00:21:02] as I launched my kayak.
[00:21:04] Soon the pod was breathing all around me.
[00:21:07] I saw nothing with my eyes, but I didn't need to.
[00:21:10] In their presence ego separation melted away, my heart awakened to something much bigger
[00:21:17] than I'd ever known in the colonized, materialistic confines of American thought.
[00:21:22] Another time a gray whale swam underneath me and looked up at me with her gigantic eye.
[00:21:28] She spoke to me that night in a dream.
[00:21:31] You must do whatever you can to save the oceans and the world from disaster.
[00:21:36] She, like many, could not be here today.
[00:21:38] So I speak on their behalf.
[00:21:41] The five of you commissioners have a historic decision to make.
[00:21:45] You can chase the illusion of economic progress and happiness measured in dollars and
[00:21:50] cents, and vote for a global sized theme park for cruise ships that will continue to kill
[00:21:56] the magical abundance and diversity of nature.
[00:22:00] Or you can reflect deeply on the truth that the harmful impacts of more giant cruise
[00:22:05] ships are too great for the climate emergency we face or for Mother Earth to bear.
[00:22:11] Let us learn to live in connection with all life.
[00:22:14] Listening, not domination, being humble, compassionate, truthful, looking seven
[00:22:21] generations into the future when making decisions of great consequence.
[00:22:25] Please cancel the T46 project.
[00:22:28] We are all related.
[00:22:30] Thank you. Thank you, Jordan.
[00:22:33] Next speaker is Jan von Lake, I think.
[00:22:36] Please read your name for the record.
[00:22:40] Thank you, commissioners and executive staff.
[00:22:42] My name is Jan Vonlake.
[00:22:43] I'm a retired nurse living in Seattle for 40 years, volunteering with 350 Seattle and my
[00:22:49] church's Sacred Earth Ministry.
[00:22:54] I'm speaking today in concern of your draft resolution number 3768 , which is the 8C
[00:23:02] agenda item. I think this framework should be truthful and consistent with your
[00:23:08] commitment, transparency and yet in the sections number 32 through 37 it speaks to
[00:23:16] negotiating the purchase of renewable natural gas that will get us to our 2030 goals in

[00:23:23] 2020. This is, at minimum, misleading from the science that we know from the IMO, the New
[00:23:30] York Times, our own Sightline Institute, that methane, which is how we get renewable
[00:23:38] natural gas, has multiple problems, mostly leakage.
[00:23:43] And it's not just at the point of combustion that we need to be considering the
[00:23:48] greenhouse gas emissions.
[00:23:50] So I urge you to amend this draft resolution to remove that language so that it is based
[00:23:57] in science and moves us to a true measure of greenhouse gas emission reduction.
[00:24:04] Thank you so much. Thank you.
[00:24:07] The next speaker is Stacey Oaks.
[00:24:10] Please state your name for the record, Stacy.
[00:24:17] Hi, my name is Stacy Oaks.
[00:24:19] I'm an organizer with 350 Seattle.
[00:24:21] And I'd like to thank you for your land acknowledgement that you offered today to start
[00:24:25] the meeting. So I want to talk to you again about the planned expansion of the cruise
[00:24:32] ship industry at T46 and specifically how it relates to an agenda item that you have
[00:24:38] today, the Sustainable Evaluation Framework Resolution.
[00:24:43] So just to give an idea, here's a few of the quotes that I really noticed from that
[00:24:47] resolution. "We strive to be the most greenest and most efficient Port in the nation.",
[00:24:54] "The climate crisis drives us, drives the need for the innovation, for innovation and far
[00:25:00] reaching solutions.",
[00:25:02] "The Port of Seattle's focus on equity issues obligates the Port to consider its impact
[00:25:06] on society and collaborate with communities to promote equity."
[00:25:11] None of those three statements can coexist with expanding the cruise ship industry as it
[00:25:18] currently exists today.
[00:25:20] It can't. So a huge flaw I see with this resolution is that the framework it brings in
[00:25:29] doesn't start until after a project, after a capital investment is decided and then we
[00:25:35] use this lens. This lens needs to be used when we're first talking about making capital
[00:25:41] investments. We can't just invite it to dessert and skip asking it to dinner.
[00:25:48] We're not going to be able to hit our goals that way.
[00:25:53] So I'm asking you to reconsider not only the T46 expansion, but to also think deeply
[00:25:58] about the resolution you're passing today and how to make this something that's invited
[00:26:04] into the discussion when it needs to be.
[00:26:06] When we're making those key decisions.
[00:26:08] Thank you so much. Thank you.
[00:26:12] The next and final speaker who signed up is Bernadine Lund.
[00:26:18] And if anyone else wishes to speak, we still have time.
[00:26:21] So. Good afternoon, commissioners, I'm Bernadine Lund, I'm a resident of
[00:26:31] Federal Way and I'm speaking here about something from 9B, the Sustainable Airport Master
[00:26:38] Plan. During the presentation, I wondered if you could ask a question or more specific
[00:26:46] examples of the additional analysis that is planned for the environment.
[00:26:51] On Slide 4, one of the bullet points is additional technical environment analysis in
[00:26:59] response to the scoping comments.
[00:27:04] [Inaudible] I mean, it's allergies, not a cold.
[00:27:11] So I thought you could ask the staff what extra analysis they want to have.
[00:27:16] And I'm not sure I'm going to stay for the whole meeting, but I'm going to go home and
[00:27:22] listen to you to see what happened here.
[00:27:27] The other thing I'd like to recommend is that you expand the area, that you do the
[00:27:31] testing to areas outside of the immediate airport area.
[00:27:36] I'm thinking something like a 12 mile radius around the airport.
[00:27:40] Twelve mile radius would encompass Federal Way so I have a personal interest in that and
[00:27:46] I think it would also cover Vashon.
[00:27:48] Vashon Island has been really impacted lately.
[00:27:51] And I think it would cover them as well.
[00:27:54] All right. Thank you very. And I want to say separately that I full heartedly support the
[00:28:00] union efforts to get better wages.
[00:28:03] When I worked at Fred Hutchinson, we were under a federal contract.
[00:28:08] And sometimes they said, well, this is the salary you can have for certain wages, for
[00:28:13] certain jobs. We actually did a market analysis of what it was like in Seattle and got
[00:28:19] extra money for those people.
[00:28:21] There are ways to do it.
[00:28:22] And I full heartedly supported this \$12 in Seattle, is not the same as \$12 in, say,
[00:28:29] Arkansas, Mississippi.
[00:28:32] Ok. Thank you.

[00:28:34] Is there anyone else wishing to speak?
[00:28:37] Ok. Hearing none.
[00:28:39] Can I--? Oh, sure, yeah. I just wanna make sure no one else is--.
[00:28:43] I'd just like to thank you folks for showing up, and the flight kitchen workers, we are
[00:28:48] clearly working to find a solution for you and collaboration is going to be key to that.
[00:28:53] So we'll keep up the communication and thank you for all the time you spend coming to
[00:28:58] hearings as well as coming to this.
[00:28:59] So appreciate that.
[00:29:01] It's a real problem and you put a real face on it.
[00:29:04] So thank you. I also just want to quickly note that there has been no decision on the
[00:29:08] cruise ship terminal, that this is an EIS process.
[00:29:11] Your input during the scoping is being incorporated into the analysis so that when you
[00:29:18] make declarations that we're not going to require a cold on air, things like that, these
[00:29:21] things are not based on anything other than conjecture.
[00:29:25] So wait until the EIS is done before making such determinations.
[00:29:30] And finally, with regards to renewable and natural gas, this methane is being produced
[00:29:37] regardless. If we put it to use.
[00:29:40] It's certainly far better than that.
[00:29:43] And as far as the sustainable framework that we will be discussing, it's been four years
[00:29:50] in the making. This provides the transparent analysis of the alternatives that we are
[00:29:56] considering. Whether or not we do the best thing or not will be disclosed transparently
[00:30:04] in that review. So.
[00:30:06] We have goals. We state the goals.
[00:30:09] We review projects and you'll see on the amendment number two that we are making sure
[00:30:14] that that analysis occurs at 30% design so that it's not wagging the dog as was
[00:30:19] suggested. Thank you.
[00:30:21] Commissioner Felleman.
[00:30:22] And I'm sure that we will have more to say on the item under our agenda for the
[00:30:29] resolution on sustainable valuation framework policy.
[00:30:32] So with that at this time I will entertain a motion to approve the consent calendar
[00:30:39] covering item 6B through 6J.
[00:30:42] Is there a motion? So moved.
[00:30:45] Is there a second? All those in favor say Aye.
[00:30:49] Aye. Nay?
[00:30:52] The consent agenda items are approved unanimously.
[00:31:03] Commissioners, I understand that to Commission, Calkins is with us now.
[00:31:06] Ok. Greetings, Commissioner Calkins, are you on the airwaves?
[00:31:12] Thanks, Sam. We're enroute to, we should be there shortly.
[00:31:17] Well, we'll wait for you.
[00:31:18] But we'll, continue. OK.
[00:31:22] Thank you. We'll still be here.
[00:31:24] We'll still be here. Commissioners the next item is under special orders 7B: Adoption of
[00:31:33] a proclamation honoring Mr.
[00:31:34] Larry Gosset for his decades long work and the impact he has made on King County.
[00:31:40] Commissioners this Wednesday we'll be holding an event to honor the life and legacy of
[00:31:43] Martin Luther King Jr.,
[00:31:45] at pier 69.
[00:31:46] We're excited to have Larry Gosset join us for that event and recognizes many
[00:31:50] contributions to our community.
[00:31:52] Our Senior Director for Equity Diversity Inclusion Mokda Guystar will brief you about
[00:31:57] this proclamation, which we intend to present to Mr.
[00:31:59] Gosset on Wednesday.
[00:32:01] Thank you. Executive Director of Metruck.
[00:32:03] Good afternoon, Commissioners.
[00:32:05] The Office of Equity, Diversity and Inclusion and Employee Resource Group Blacks in
[00:32:11] Government are co-sponsoring an event tomorrow, Jan.
[00:32:16] 29 at Pier 69, from 4:00 to 6:00 p.m.
[00:32:20] to honor the legacy of council member Larry Gosset for his achievements of over 40 years
[00:32:26] of advocating on behalf of communities of color in King County and Washington State.
[00:32:31] We hope that everyone here is able to join us.
[00:32:34] We plan... we would like to present council member Gosset with a proclamation.
[00:32:39] And I'm here to ask for your approval of this proclamation and for Commissioner
[00:32:43] Steinbrueck to present this proclamation to Council Member Gosset tomorrow.

[00:32:49] Would you like me to read you the proclamation?
[00:32:51] Yes, please. Why don't we take a minute or two?
[00:32:53] He deserves that. Yes.
[00:32:56] Yes. Thank you.
[00:32:57] Honoring Mr. Larry Gosset.
[00:32:59] Whereas Mr. Larry Gosset, whose 50 year legacy of advocating for the personal and
[00:33:04] political well-being of marginalized communities across Seattle and King County.
[00:33:10] And whereas Mr.
[00:33:11] Boxset, who was instrumental both as a student and an employee in transforming a
[00:33:17] University of Washington's campus culture into one that is inclusive of students and
[00:33:23] faculties of color, needs and interest.
[00:33:26] Whereas Mr. Gosset was integral in chartering and founding multiple successful black led
[00:33:32] organizations and movements in Seattle was a fierce ally with fast cultural and
[00:33:38] multicultural coalitions and served in leadership capacities for community based
[00:33:43] organizations and committees.
[00:33:45] And whereas in order to disrupt any remaining association King County had with its former
[00:33:51] namesake and to solidify its commitment to equity and social justice, Mr.
[00:33:57] Gosset led successful efforts to change King County's simple symbol from that of an
[00:34:03] imperial crown to the silhouette of Dr.
[00:34:05] Martin Luther King Junior.
[00:34:08] And whereas for the last twenty five years, Mr.
[00:34:11] Gosset has served humbly on the King County Council, striving towards the enactment of
[00:34:16] policies that would radically transform Seattle's justice and housing system.
[00:34:22] And whereas the Port of Seattle is hosting a celebration to honor their life and the work
[00:34:27] of Dr.
[00:34:28] Martin Luther King and the impact it has on our nation.
[00:34:32] Now, therefore, the Port of Seattle Commission hereby honors council member Larry Gosset
[00:34:37] for his decades long work and the impact it has on King County proclaimed by the Port
[00:34:44] Commission on this twenty eighth day of January 2020.
[00:34:48] Thank you very much. And I, for one, have known Mr.
[00:34:52] Gossett admired and respected him for a good part of my life.
[00:34:56] My mom, as a social worker, worked at the Central Area Motivation Program, which he
[00:35:02] directed at one time in my youth, and I admire his tenacity, his courage, his strength
[00:35:11] and his under scoring and epitomizing the principles of non violent protest.
[00:35:18] But she has consistently followed where appropriate where injustices wherever have
[00:35:24] occurred or are occurring.
[00:35:26] He has stepped up to the plate and fought for truth and justice and rights.
[00:35:32] So I'll be very pleased on behalf of the Port Commission, the entire Port of Seattle to
[00:35:38] present to Mr.
[00:35:39] Gosset this proclamation tomorrow night.
[00:35:41] And thank you very much. We appreciate it.
[00:35:45] You know, I-- I just want to say real quick that I've had the privilege and honor of
[00:35:51] campaigning alongside Councilman Gossett during this last cycle.
[00:35:55] And I will tell you that every time I ran into him at an event, he was just filled with
[00:36:01] so much wisdom. And as, you know, as a person of color, I feel so indebted to the work
[00:36:06] that he did. I feel in part the reason that I'm here sitting at this table today is
[00:36:11] because of the work that he did in his youth and throughout his career in public service.
[00:36:15] And so, first, obviously he's not here, But I just want to thank Councilman Gosset for
[00:36:21] all his work. But we also know, if anyone knows Larry Gosset, we all know that he's not
[00:36:26] going anywhere. Right.
[00:36:27] And so even in his retirement, we fully expect him to show up and to continue fighting
[00:36:33] for justice and social justice in our community.
[00:36:35] And so I am personally looking forward to continuing to work with the councilman in
[00:36:42] battles going forward.
[00:36:43] And so I just want to say that.
[00:36:45] Ok. Thank you. Commissioner.
[00:36:47] Felleman. Well, I had the honor of serving with him on the Transportation Committee of
[00:36:51] the Puget Sound Regional Council a couple of years ago and was on the same rubber chicken
[00:36:58] reelection campaign circuit with Commissioner Cho and had the pleasure of seeing him
[00:37:03] quite regularly during that time.
[00:37:05] One of the things that really strikes me about its contributions, although many, is the
[00:37:09] multicultural aspect of them.
[00:37:11] He was the big tent and the work that he did with Bernie White Bear and others, it's a--

[00:37:16] it was a true-- lifted all the boats.
[00:37:19] And I think we need more folks like that and more than happy...
[00:37:22] We're also joining, I think, the King County and the city.
[00:37:25] Who've also passed such motions.
[00:37:27] And I don't know whether the state has declared a Larry Gossett Day yet, but it shouldn't
[00:37:32] be soon behind. Thanks so much.
[00:37:34] Thank you so much. Thank you.
[00:37:35] I hope we'll see all of you tomorrow.
[00:37:38] Thank you. Ok, with that, we'll move on to item 7A.
[00:37:43] I believe you want to take a vote on that.
[00:37:45] Oh, I'm sorry. Yes, we need to take a vote on this, do we .
[00:37:50] I would so move that we support and sign off on motion 7B.
[00:37:56] A resolution in support of recognizing a councilman Larry Gossett.
[00:38:01] And I would second. It's been moved and seconded.
[00:38:03] All, those in favor say Aye.
[00:38:04] Aye. Oppose?
[00:38:06] The motion carries and the item is approved.
[00:38:13] Next item is 7A.
[00:38:14] We took those out of order, so.
[00:38:19] Annual progress report on Port-wide human trafficking strategy implementation.
[00:38:25] Commissioners, January is National Human Trafficking Awareness Month.
[00:38:30] In January 2018, the commission passed a motion directing staff to finalize and implement
[00:38:35] a Port wide strategy to combat human trafficking.
[00:38:38] Staff will provide you an update on our efforts to date and the next steps.
[00:38:42] The presenters are Tracy Patterson and Chad Aldridge.
[00:38:48] Please continue. Good morning Commissioners, Chad Aldridge, manager here, at SeaTac
[00:38:55] Airport. And Tracy Patterson, manager Development and Diversity Human Resources.
[00:39:18] Commissioners, this next slide here just reiterates.
[00:39:23] Just wanted to restate what our focus areas are and what our culminating goals are and
[00:39:29] have been for the Port wide strategy.
[00:39:37] In this slide, commissioners, we just-- just another reminder what motivated the Port to
[00:39:45] step up and begin to do more in our efforts and establishing the strategy as we move
[00:39:51] forward. These are the reasons.
[00:40:00] When we talk to our partners in the community and around the state, in the nation, we
[00:40:04] identify these reasons why, as a Port, we have stepped up to do more in our area within
[00:40:10] the transportation industry.
[00:40:18] Today with the launch of our Human Trafficking Awareness Training, we are completing all
[00:40:25] original deliverables and the original strategy and motion.
[00:40:29] However, our strategy continues to evolve as we continue to move forward.
[00:40:34] We're working with our local partners around the region, and the state, and nationally.
[00:40:43] And this slide is some examples of signage that we have deployed across our spaces.
[00:40:51] The safe space sign here, this was deployed across SeaTac Airport and the bathroom stalls
[00:40:59] around the airport. The bottom sign is what us and our partners with King County and City
[00:41:06] of Seattle and Sound Transit deployed during the human trafficking awareness campaign
[00:41:12] that we began last January.
[00:41:15] These signs are still being utilized across King County, on King County Metro and King
[00:41:20] County Parks. King County has allotted \$25,000 for the 2021 human trafficking awareness
[00:41:28] campaign that will continue to work with our partners to revamp the signage, to bring it
[00:41:34] up to current dates.
[00:41:36] The Ports to Freedom sign here, this is a this is a public facing multilingual poster
[00:41:43] that is being placed in public spaces throughout Port properties, airport, seaport and
[00:41:48] parks. This multilingual sign comes from suggestions from the community and from within
[00:41:56] our Port to have a multilingual poster.
[00:42:00] We've also, from suggestions from the community, we've updated the safe space signage to
[00:42:05] reflect that sexual assault is a crime anywhere.
[00:42:13] Commissioners, if I can just point out something.
[00:42:16] Can you go back one slide? I think just to call out, if you look at the one in the upper
[00:42:21] left hand corner here is the positive-- I would say this is a positive social-- This is
[00:42:26] media, social media.
[00:42:27] The positive comments on this, I think it's something that really to point this out of
[00:42:31] the encouragement for that I think adds-- really adds to the value of the sign and anyone
[00:42:36] who could be in a circumstance.
[00:42:38] So I just want to point that out for everyone of how what a positive message this is from

[00:42:42] other travelers to those that could be impacted.
[00:42:50] Great. We are so excited to also begin training our employees.
[00:42:55] I just want to acknowledge various partners who've been a part in bringing this to our
[00:43:02] 2,100+ folks.
[00:43:04] So including businesses ending slavery and trafficking who were involved in the public
[00:43:12] awareness campaign last year and recently produced for us a number of training
[00:43:18] opportunities for our folks.
[00:43:20] So I want to recognize Marv Ratman, who is the CEO of Businesses Ending Slavery and
[00:43:25] Trafficking. And again, appreciate their contributions.
[00:43:29] It makes a big difference.
[00:43:31] So we-- with training we have just launched this month, require training for all Port of
[00:43:37] Seattle employees.
[00:43:39] There's a number of ways, number of options for completing this required training.
[00:43:44] One, there will be online training so folks can log on from a computer, a Port computer
[00:43:52] through our LMS to complete the training.
[00:43:55] Two, we're also offering classroom based training.
[00:43:59] Part of the work with Best was to create a curriculum for our Port employees to spread
[00:44:04] the word to their teams and provide a deeper learning experience than what we provide in
[00:44:10] the online learning. So, more conversation, interaction, opportunities to expand.
[00:44:16] I also want to highlight that we initially planned to do one e-learning module and
[00:44:23] classroom based training.
[00:44:26] In assessing the needs and how human trafficking takes place in Port context, Best found
[00:44:34] that there was a need to look at airport context as well as seaport context, that we see
[00:44:40] different kinds of activity in different contexts.
[00:44:43] So that means we have two fantastic trainings.
[00:44:47] One, Ports to Freedom with a maritime focus.
[00:44:51] The other is Lights to Freedom with an aviation focus.
[00:44:57] Employees will be assigned the trainings according to which groups they're in and they
[00:45:03] have the opportunity to complete both.
[00:45:06] Let's see, new employees who aren't-- over the year will be assigned the training beyond
[00:45:14] the current rollout, and we expect to have every couple of years a refresher, required
[00:45:21] refresher for all of our employees.
[00:45:25] I want to call out one thing about the training that I think is particularly important
[00:45:29] and effective, that we're looking at giving our folks some understanding of, one, what
[00:45:35] human trafficking is and how to intervene in situations that they're concerned about by
[00:45:43] looking at behaviors.
[00:45:44] So given the current focus of the Port on equity, right, that our training makes a point
[00:45:50] in helping the learners distinguish between a situation of bias where they may see
[00:45:56] someone of a race or religious orientation that may make them uncomfortable.
[00:46:05] The training distinguishes, right?
[00:46:06] You don't judge people by who they are, you judge what's going on in their interactions.
[00:46:12] So just want to appreciate again the partnership of Best as well as the Port's current
[00:46:17] focus on equity.
[00:46:19] Because I think that makes the work much more effective.
[00:46:27] Commissioners this next slide regards to our role as a national leader.
[00:46:33] I cannot stress that since passing this motion in 2018, we have become recognized across
[00:46:40] the transportation industry, within aviation, seaport, and at U.S.D.O.T.
[00:46:46] as a national leader in spearheading the way with our strategy and what we're doing here
[00:46:50] at the Port across all of our facilities.
[00:46:54] With that, these are just some snippets from receiving requests for our products, asking
[00:47:01] for our best practices.
[00:47:04] Over the last year, I represented the Port as a member-- as an appointed member of the
[00:47:09] Protocols and Policy Subcommittee for the U.S.
[00:47:12] D.O.T. Advisory Committee on Human Trafficking.
[00:47:16] We were heavily referenced in the final D.O.T.
[00:47:19] report as a best practice.
[00:47:23] Most recently, I was invited by U.S.
[00:47:25] D.O.T. to the Transportation Research Board conference to participate as a panel member
[00:47:31] for combating human trafficking and transportation and a follow up gathering with the
[00:47:35] research board as they look at potentially standing up a research committee on how to do
[00:47:43] better in the transportation industry and preventing human trafficking or interdicting
[00:47:47] it. I am regularly contacted myself and the other partners here at SeaTac and the Port by
[00:47:55] other airports and seaports asking for our strategy, our policies and our signage that we

[00:48:00] have developed during our implementation of the of the initial strategy.
[00:48:06] I have also over the last-- since October of last year have been participating as an
[00:48:11] industry partner with Washington Alliance for Better Schools aviation team, guiding the
[00:48:17] teachers on this team as they develop a high school lesson plan on human trafficking
[00:48:21] initiatives where they are engaging students to think critically about how to prevent
[00:48:26] human trafficking in schools and the community.
[00:48:33] And here we're going to show you a couple of clips from both Flights to Freedom and Ports
[00:48:41] to Freedom. I also want to call out that we have some of the support materials you've
[00:48:46] received. There are cards which are resource cards folks can offer them to folks who may
[00:48:53] be in need of assistance, but in an unclear circumstance, there's also posters promoting
[00:48:58] the training. I'm happy to share those with folks in our audience today as well.
[00:49:04] So our first one is maritime and it features this clip features Russ Reed, our maritime
[00:49:09] security lead. At our facilities on the waterfront, sometimes we have people that have
[00:49:19] interaction with our security guards and they're attempting to come on the facility.
[00:49:23] In this particular instance that we had, we had three women that were in their mid 20s
[00:49:28] and they're coming on the facility about 11:00 at night.
[00:49:31] Our security guard has been trained, if we see something that looks unusual, report it:
[00:49:36] see something, say something.
[00:49:37] And that's exactly what they did.
[00:49:39] They noticed the behavior was not appropriate.
[00:49:42] They didn't have appropriate protective clothing on.
[00:49:45] They didn't have hardhats, visible vest for being on industrial property.
[00:49:49] And so they reported that to our Port of Seattle police and let the people know that
[00:49:55] something's not right here. That led to a little more investigation to find out these
[00:49:59] women were there for the people on board the ship.
[00:50:02] It took me a really long time to realize that the problem actually was the buyer.
[00:50:09] And that's what ended up really getting me out because I was so tired of them touching
[00:50:17] me. You know, just the conversations, the lies, the manipulation and
[00:50:28] being exploited by them.
[00:50:32] Even though I didn't realize that's what it was, you know, I just knew it wasn't OK.
[00:50:40] Sex buying drives demand for sex trafficking victims.
[00:50:43] Without sex buying, there would be no victims coerced into the sex trade.
[00:50:49] So if we want to prevent sex trafficking, we need to reduce sex buying.
[00:50:54] The security guard was probably witnessing a sex buying situation that could have
[00:50:59] involved sex trafficking.
[00:51:01] If the potential victims were alone, he could have asked them, are you OK?
[00:51:05] And let them know that there are services available.
[00:51:09] But if he observed that there was a person, male or female, who is controlling the group
[00:51:13] or speaking for that group, that was very likely the controller.
[00:51:18] In that case, he would need to call 9-1-1.
[00:51:26] I'm going to move to Flights to Freedom in the aviation realm.
[00:51:37] So I'm from Bangladesh, from a very poor family in a village.
[00:51:42] There was a white gentleman that came to the village and befriended my parents, told my
[00:51:49] parents that we could come to America, have a better life, better opportunities, get an
[00:51:54] education. And my parents were hesitant about it for some time.
[00:52:00] And as he, you know, built my family a new home, gave us, you know, all this food and
[00:52:07] clothes. And my parents said, OK, you know, we can come to America.
[00:52:13] I was seven years old and there were family that was the age of-- my niece, was three
[00:52:20] years old to my brother, who was 17.
[00:52:27] Here's a white man in his late 40s with nine brown children who do not speak, read, write
[00:52:34] English, have no control of our passports.
[00:52:38] We're not able to speak at all for ourselves.
[00:52:42] And when we were traveling through the airports, we were told specifically to always look
[00:52:48] down, to not make any eye contact with anybody.
[00:52:52] We were in fear.
[00:52:54] We were scared. We looked down.
[00:52:55] We weren't acting like normal kids.
[00:52:57] Kids look around.
[00:52:59] They find joy in everything.
[00:53:00] And there was none of that with us.
[00:53:02] But really, our reality was we were brought to a very rural, small community and we were
[00:53:09] actually enslaved on a 65 acre farm and forced to work from sunup to sundown, could not
[00:53:16] leave, did not have the freedom to leave.

[00:53:18] Lived in constant fear, threats, beatings, starvation.
[00:53:23] And we were forced to work herding cows, sheeps, lambs, doing any agriculture work.
[00:53:30] So he profited from our slavery because he was able to sell the meat, but we got nothing
[00:53:38] in return. My 14 year old cousin actually committed suicide on that farm and we ended up
[00:53:47] getting help from authority.
[00:53:49] And actually two weeks later that detective would come back to the farm and remove all
[00:53:54] the children because he felt like something in his gut just wasn't right .
[00:54:08] I hope that makes you want to complete the whole training.
[00:54:10] Those are very gripping personal stories that really drive home the importance of this
[00:54:16] area of concern.
[00:54:19] Thank you. Commissioners, that concludes our brief subject.
[00:54:23] To your questions. Questions.
[00:54:26] Commissioner Cho? I don't have any questions, but I did want to take a minute to commend
[00:54:31] both the Port staff and more the people at Best who put this together.
[00:54:35] And I think it would be remiss if we didn't mention that the genesis of this was really
[00:54:40] when my predecessor, Gregoire, brought this issue up.
[00:54:44] And so I just want to acknowledge that, you know, this is all the fruits of a lot of her
[00:54:47] labor and that, you know, we shouldn't steal too much from it.
[00:54:51] But also, I think that there are natural next steps, that this work is finished.
[00:54:57] And that, you know, for me, at least, the natural next step is to go beyond just Port
[00:55:01] staff and training Port staff and looking into how we can get buy-in from our industry
[00:55:05] partners so that all across our footprint we are making an active effort in combating
[00:55:11] human trafficking. So I'm excited to work with you all as our staff, but also with Best
[00:55:19] and making sure we get this done.
[00:55:20] So thank you very much. Sure.
[00:55:22] Felleman? Following on that, I have had people send me photographs of the bathroom door
[00:55:31] signage, and I do love those affirmative signs and stuff like that.
[00:55:36] However, we obviously-- first of all, I don't see them in the men's room, nor do I see
[00:55:45] them in the airplanes.
[00:55:47] And so to the point about, you know, making sure we have industry partners.
[00:55:51] I mean, that sort of signage seems to be appropriate.
[00:55:54] And these little business cards that you have also.
[00:55:56] I mean, the fact that they could be dispensers or something like that.
[00:56:00] I think it's great. Thank you for your work and finding the airline partners to help with
[00:56:05] us. We'd only go that much further.
[00:56:08] And I, too, wish to express my tremendous appreciation to our former Commissioner
[00:56:14] Courtney Gregoire for her-- she was a driving force behind this effort that will continue
[00:56:21] long after. I'm sure we have much more work to do, and it's probably premature to ask
[00:56:28] what outcomes have been achieved thus far as we have organized this effort around these
[00:56:34] key strategies and worked with trainings.
[00:56:36] I think what resonates particularly for me is the "see something, say something."
[00:56:42] And so we all can take part in this effort whenever we're in areas where there may be
[00:56:49] international travelers at our seaport and at our airport.
[00:56:53] That's something we can do individually.
[00:56:55] So be vigilant and observant and report it and call for help if it appears that that's
[00:57:02] needed. I wanted to ask about one of the efforts on the long list of undertakings here
[00:57:11] with this is to work with the Northwest Seaport Alliance because obviously Port of Tacoma
[00:57:17] is a very significant gateway as well.
[00:57:20] And so what work has been undertaken there?
[00:57:25] Commissioners, we have reached out to them and we are in the same boat as we begin to
[00:57:30] offer this training to our tenants on our facilities to incorporate them into that offer
[00:57:36] as well, to work with them, to get them more engaged with us as a partner.
[00:57:43] All right. I'll definitely, as excuse me, as co-chair of the Northwest Seaport Alliance,
[00:57:49] I will follow up and see that we can get some of these efforts implemented across the
[00:57:55] organizations here.
[00:57:56] That will be much appreciated and may help spur that motivation on that as well.
[00:58:01] I'll see to it. Thank you.
[00:58:03] And Commissioner Felleman. I'm sorry.
[00:58:04] I was just going to add that the training is available to Port employees on our internal
[00:58:10] learning management system.
[00:58:12] It's also available through Best's learning management system.
[00:58:16] So we will begin promoting it to our customers and looking at a strategy of engagement.
[00:58:22] But just to say you can spread that word and send people to Best's website to take

[00:58:27] measure. To that end, this was the day that all three of us got our badges renewed and
[00:58:34] there were no questions on the test.
[00:58:36] Which we could add.
[00:58:38] Commissioners are educable as well.
[00:58:40] And I think we could have a little reminder there as well.
[00:58:45] And I just wanted to really say that one of the things about the initial briefing that we
[00:58:49] got on this, the level of collaboration, the number of different organizations that have
[00:58:52] been committed to this for so many years to see the Port is part of that as the portal to
[00:58:57] so many worlds that have-- need this attention.
[00:59:01] I just want to thank you for all that work and keep it up.
[00:59:05] Okay. Well, thank you very much for that presentation.
[00:59:09] And we'll move on now to Item 8 on the authorizations and final actions.
[00:59:14] Agenda Item 8A: Authorization for the Executive Director to one, use existing job order
[00:59:20] contracts or removal of current and future flight path obstructions from non Port
[00:59:25] properties and associated replanting of replacement trees.
[00:59:29] Two, advertise and execute construction contracts for replanting of replacement trees.
[00:59:34] Three, pay fees to the Washington State Department of Transportation and local
[00:59:37] jurisdictions for them to perform replanting for certain obstructions removed from their
[00:59:42] properties. Four, execute agreements with public agency and private property owners as
[00:59:46] needed for purposes of obstruction management.
[00:59:49] And five, acquire those property rights reasonably necessary for obstruction management
[00:59:54] and preventing future creation or establishment of airport hazards.
[00:59:57] The total cost estimate for this request is \$5,895,000 for a total estimated product cost
[01:00:04] of \$8.5
[01:00:05] million. Commissioners, this project will enable the airport to remain in compliance with
[01:00:10] FAA regulations to protect flight operations from obstructions.
[01:00:14] Staff will describe the project, including our plan for planting replacement trees and
[01:00:18] vegetation. The presenters are Mark Cotes, Marco Milanese, and Chris Coulter.
[01:00:27] Commissioners and Executive Director Metruck.
[01:00:29] We are before you here today to provide the Commission with an update on the flight
[01:00:34] corridor safety program and to formally request Commission authorization for a series of
[01:00:40] actions connected to the program's next cycle of work in 2020.
[01:00:45] My name is Marco Milanese and I am the Community Engagement Manager here at SeaTac
[01:00:49] Airport, part of the external relations department.
[01:00:52] With me today is Mark Cotes, Senior Manager from Airport Operations.
[01:00:56] And Mark, can provide greater detail about the FAA requirements that necessitated this
[01:01:00] program and why the Port has been able to significantly reduce the number of trees
[01:01:05] requiring removal.
[01:01:07] Also with us today is Chris Coulter, Capital Project Manager from the Aviation Project
[01:01:12] Management Group. Chris can discuss scheduled budget risks in greater detail in the
[01:01:17] actions that we are requesting authorization on today.
[01:01:20] Also, to help answer questions that might arise, we have staff from Environment and
[01:01:25] Sustainability with us today to assist.
[01:01:31] So in summary, the asks are: using existing contracts and advertising and executing new
[01:01:37] contracts for removing and replanting trees; approving the agreement with WASHDOT
[01:01:42] regarding the trees on their property; executing agreements with other public agencies
[01:01:48] and private property owners on removing and replanting trees on their property; and
[01:01:54] acquiring property rights for obstruction management.
[01:01:57] Total request is \$5,895,000 and that includes tree removal, site restoration and the
[01:02:05] purchase of permanent easements.
[01:02:07] Total cost for this project is \$8.5
[01:02:09] million .
[01:02:11] To sum it up simply the Flight Quarters Safety Program is an ongoing Port effort to
[01:02:17] remove and replant trees around SeaTac Airport that have grown or will soon grow into FAA
[01:02:24] designated flight surfaces.
[01:02:26] Removal of obstructions will ensure the airport's compliance with FAA regulations, state
[01:02:32] laws and the airports operating requirements.
[01:02:37] Wherever trees have been removed, the Port has instituted environmental best management
[01:02:42] practices that include planning lower height trees and native shrubs on site.
[01:02:47] And if that's not possible, we identify sites nearby that don't have height restrictions.
[01:02:53] The Port has replanted more than four times as many trees and shrubs on Port property as
[01:03:00] it removed and is on the second year of monitoring the success of these new plantings.
[01:03:05] And that's part of a five year commitment.

[01:03:08] To date, 783 trees have been removed on Port property and 3,684 trees have been planted
[01:03:18] in their place.
[01:03:19] Could you repeat that, please?
[01:03:21] That's again. Seven hundred eighty three trees have been removed on Port property and
[01:03:26] three thousand six hundred eighty four trees have been planted in their place.
[01:03:30] And that's more than four times as many trees as removed.
[01:03:32] Excuse me for just a moment, Mr.
[01:03:34] Milanese. I'd like to point out to the Commission you've now lost well.
[01:03:37] Is Brian still on the phone?
[01:03:39] To Mr. Calkins?
[01:03:40] Are you on the phone? I am here.
[01:03:44] Please excuse the interruption.
[01:03:47] Keep going. Stepping back a bit, specifically, we're going to look back at the Fall of
[01:03:52] 2016. After hearing from the public at a Commission public meeting that was focused
[01:03:58] exclusively around this issue, the Flight Quarters Safety Program, and I believe
[01:04:02] Commissioner Felleman, you were the only Commissioner present at that meeting who's with
[01:04:05] us here today, the Port Commission called for more community engagement to help inform
[01:04:11] the plan for the Port properties just south of the airport.
[01:04:15] These properties were selected because there's a higher concentration of mature trees on
[01:04:20] those property and they were adjacent to some residential neighborhoods.
[01:04:25] Based on that request from the Commission, Port staff held a separate public workshop and
[01:04:30] developed an online open house and at the separate public workshop and through that
[01:04:36] online open house, what we heard from the public as they had a strong desire to see fewer
[01:04:42] trees removed. That desire ultimately informed the finalized removal and replanting
[01:04:47] approach for those Port properties.
[01:04:50] Port staff briefed the commission at July 25th, 2017 meeting on that approach.
[01:04:56] And on November 14, 2017, they received Commission authorization for the work.
[01:05:01] And that was the last time we are in front of Commission on this issue.
[01:05:04] Removal and replanning work on Port properties is now nearly complete.
[01:05:11] The Flight Corridors, Safety Program's next cycle of work on non-Port public property and
[01:05:17] private property, which we are seeking authorization from you today, is scheduled to
[01:05:23] begin this year.
[01:05:25] The Port's approach for tree removal and replanting for this cycle of work is strongly
[01:05:30] based on that public supported approach for removing fewer trees.
[01:05:35] To get to that fewer number of trees,
[01:05:37] the Port beginning back in 2018 underwent a comprehensive re-analysis of the airspace in
[01:05:45] consultation with the FAA.
[01:05:47] The reanalysis led the Port to modify its guidelines for tree removal to emphasize
[01:05:53] surfaces impacting primary flight operations, rather than emphasizing every surface
[01:05:59] subject to FAA obstruction guidelines.
[01:06:02] That reanalysis concluded that 174 trees required removal on non-Port public and private
[01:06:09] property. That's a significant decrease from the initial number of trees that were
[01:06:14] identified by the Port and shared with Commission.
[01:06:16] This is something I believe the community will find very encouraging.
[01:06:20] Going forward, though the next phase of work-- though the next phase of work will be
[01:06:26] almost exclusively on non-Port property, which means there's a patchwork of different
[01:06:31] jurisdictional requirements and standards, the Port is still committed to the same
[01:06:34] environmental best management practices.
[01:06:37] The Port will ensure that removal and replanting plans are carefully executed and
[01:06:41] consistent with the specific environmental characteristics at each location.
[01:06:46] The Port will also continue to meet and exceed all federal and state environmental laws
[01:06:50] and regulations and will substantively comply with all tree replacement standards.
[01:06:56] Also, though, not part of the Flight Quarter Safety Program, the Port's Airport Community
[01:07:01] Ecology ACE program, which you just heard about earlier today in Mr.
[01:07:04] Metruck's introduction, which supports environmental projects and programs in the cities
[01:07:09] of SeaTac, Burien, and Des Moines, has distributed over \$285,000 to 22 organizations for
[01:07:17] 33 unique environmental projects.
[01:07:20] And again, that's within the cities of SeaTac, Burien, and Des Moines.
[01:07:24] It's funded [inaudible] Green Partnership Program to develop 20 year urban forest
[01:07:29] management plans for Burien, SeaTac, and Des Moines.
[01:07:33] And it's led to the hosting of numerous volunteer restoration events that have planted
[01:07:38] hundreds of trees and leveraged the support of hundreds of volunteers and that includes
[01:07:44] last Saturday's event just south of the airport, where about 60 participants planted

[01:07:49] roughly 350 native trees and shrubs on Port property that was previously, previously
[01:07:55] overtaken by blackberries and English ivy.
[01:07:58] A big thanks to Commissioner President Steinbrueck for taking part and being involved in
[01:08:03] attending the event on Saturday.
[01:08:07] For the 174 trees that are part of the next cycle of work, you can refer to the map in
[01:08:13] front of you. Nine trees are north of SeaTac, you can see them identified there by the
[01:08:18] blue arrows and the rest, for reasons mainly having to do with topography, are south of
[01:08:23] the airport. The nine trees north of the airport are all on private property.
[01:08:29] The 165 trees south of the airport are mainly on WASHDOT property and primarily on the
[01:08:35] future right away for the S.R.
[01:08:37] 5 0 9 extension.
[01:08:40] In fact, nearly 60 percent of all the trees identified for removal in this cycle of work
[01:08:45] are on WASHDOT property.
[01:08:48] To break it down, 26 trees are on Highline School District property, and those are
[01:08:54] primarily on or near the former Maywood School site, which is south of the airport.
[01:09:00] Twenty trees are on city of SeaTac property again, all south of the airport on city right
[01:09:05] away. Eighteen trees are on eight private property parcels both north and south of the
[01:09:12] airport. And six trees are on Port property south of the airport.
[01:09:17] And as I mentioned previously, a hundred and four are on WASHDOT property and those are
[01:09:21] all south of the airport.
[01:09:23] The 174 trees are primarily within the city of SeaTac, though we have seven in Burin and
[01:09:29] just one in Des Moines.
[01:09:31] The Port conducted an environmental review, which included a two week public comment
[01:09:36] period that ended on December 16th.
[01:09:42] The Port of Seattle CEPA determination concludes that the program's environmental impacts
[01:09:48] are not significant.
[01:09:50] Leading up to that CEPA process, the Port engaged in a comprehensive outreach and
[01:09:54] communications plan to reacquaint local communities with the program.
[01:09:58] The program's next cycle of work and how and where members of the public can provide
[01:10:02] comment within that CEPA process.
[01:10:04] Information was spread well in advance through the use of the airport's newsletter, Air
[01:10:09] Mail. A hardcopy newsletter reached ninety five thousand residents in the airport
[01:10:14] communities. We used airport specific list-serves, Connections, which is the port's
[01:10:19] e-mail newsletter, a media advisory was sent out, and we developed a project-specific
[01:10:25] online open house that summarized the program's work to date and what will occur next and
[01:10:30] verbally through venues like the Highline Forum.
[01:10:33] For those directly--.
[01:10:35] Excuse me a second, Marco.
[01:10:37] When you said we had, basically a DNS determination of non-significant, wasn't it really
[01:10:41] an MDNS because we end up having this 4 to 1 planting.
[01:10:45] W as n't a mitigated determination of non-significant?
[01:10:49] I am hearing the answer is no.
[01:10:52] But we did have a mitigation plan associated with this, correct?
[01:11:00] Right. So that. I'm just-- you know, the net result is probably the same.
[01:11:07] It's just, to suggest that we didn't think it had an environmental impact, we wouldn't
[01:11:12] have done the 4 to 1 match.
[01:11:14] And I am-- h ere's Steve Hribal, who's the Aviation Environmental Manager who can speak
[01:11:19] to this. We did issue a determination of non-significance, even though mitigation was
[01:11:27] built into it. But we did not issue a mitigated determination of non-significant
[01:11:31] officially. Would it be-- is this a difference without--
[01:11:40] Is it really? Anyway, the net result is that we had this four to one match.
[01:11:45] The only thing that I've asked was maybe for, by the time this is done, that the net
[01:11:51] greenhouse gas analysis for the whole cumulative project is, I think, calculable and that
[01:11:57] we have such a broader replanting schedule, although the sequestration will take longer
[01:12:02] to get there. I think the net result is likely to be beneficial.
[01:12:06] But I think in terms of, like, when we're going to pass this framework, this sort of
[01:12:11] transparent disclosure, I think would be valuable and I think the net result will be
[01:12:16] positive. And this is unfortunately a necessary evil of running an airport.
[01:12:20] But I thank you for the work that you put into this and actually in the extra effort.
[01:12:24] And I'll let you finish your thing, but extra effort you've been doing with community
[01:12:27] outreach and something that is greatly appreciated and even the planting process has been
[01:12:31] incredibly thoughtful and engaging.
[01:12:34] So. But I'll let you finish first.

[01:12:39] So those directly affected by the program's next cycle of work, the Port has worked hard
[01:12:43] to keep those individuals and property owners informed about the program throughout the
[01:12:48] process and this includes WASHDOT.
[01:12:50] For the highest concentration of trees are the Highline School District, the cities of
[01:12:54] SeaTac, Burien and Des Moines, and private property owners.
[01:12:58] The Port has contacted all private property owners, either by phone, by mail or in person
[01:13:04] or some combination of the three.
[01:13:07] And lastly, the Hillgrove Cemetery Association, which I know many of you know about.
[01:13:12] The Port staff has met several times with board members and are in the process of
[01:13:16] developing an agreement that should lead to some improvements within the cemetery and
[01:13:20] we're actually going to meet with them again on Thursday.
[01:13:23] The Port will coordinate directly with all property owners before any work commences on
[01:13:28] the property. Port will also negotiate with each private property owner on securing a
[01:13:33] permanent easement on the property should any trees require removal in the future.
[01:13:38] The goal always be to secure agreements and easements voluntarily.
[01:13:42] However, condemnation will be pursued if those efforts are unsuccessful.
[01:13:47] And I want to be clear that there is no signs
[01:13:51] Up to this point, I have suggested the condemnation process will be required wherever
[01:13:56] it's a tool that the Port should have ready if needed and a resolution of condemnation
[01:14:00] will be introduced at the February 25th Commission meeting.
[01:14:05] Port staff's intent is to make their best effort to remove a limited number of trees,
[01:14:12] having the highest potential to impact flight operations prior to March 1st, beginning of
[01:14:17] the bird nesting period.
[01:14:19] Most trees, though, will begin being removed after the end of the bird nesting period,
[01:14:25] which happens on July 15th with all removal work complete by the end of the year.
[01:14:31] Barring any adverse weather conditions, trees and shrub replanning work would begin
[01:14:35] happening on all sites once the trees are removed and the site prep work is complete.
[01:14:41] The Port expects to conduct similar obstruction removal replanning work roughly every
[01:14:46] five years, and as the work commences in 2020, we'll be sure to keep the Commission
[01:14:52] informed through written updates and Commission meeting presentations regarding the
[01:14:57] progress to date. Thank you.
[01:14:59] And we are now able to take any additional questions.
[01:15:04] Felleman. Once again, I do want to express my appreciation.
[01:15:09] This is not an easy undertaking.
[01:15:11] The one thing is, you know, I'm glad folks are [unclear] collaborative.
[01:15:15] And in fact, my understanding is that some folks feel their trees need trimming or
[01:15:20] removal so it's actually we're providing a service in the process of dealing with some of
[01:15:24] these challenges. But the-- when the rubber hits the road, when it comes down to actually
[01:15:30] securing easements and that sort of stuff, we'd like to be able to have reports about it.
[01:15:34] In fact, if there are challenges when when it comes to signing on the dotted line and
[01:15:39] obviously my extra sensitivity about the cemetery.
[01:15:44] There are unique options there that I would love to stay abreast of.
[01:15:47] But you guys are doing yeoman's work.
[01:15:49] And thank you so much for that.
[01:15:51] Great. We will certainly plan regular updates on this program to Commission.
[01:15:55] I want to make a few comments and I do have a question.
[01:15:58] First of all, this has been an incredible outcome.
[01:16:02] More from where we started.
[01:16:04] And it's been several years.
[01:16:05] I think Port step have worked extremely hard to minimize the direct impacts, if you will.
[01:16:15] And I'm not talking about through the legal sense of impacts, but to the area.
[01:16:21] Whenever we talk about tree removal, that hits me at a visceral level.
[01:16:25] When we talk about obstruction management, that's a visceral level for me, when it comes
[01:16:30] to trees because trees give so much and ask for so little, as we know, and I think having
[01:16:38] participated this weekend in the Des Moines Creek community effort to replant some 700
[01:16:45] trees and shrubs, I saw the incredible spirit of love and passion that people had in the
[01:16:53] community, including many of our own Port staff who were out there.
[01:16:55] You as well, Marco and Kathy and her daughter-- son was there.
[01:17:00] And I just, there's something that we-- there's a connectedness that we have.
[01:17:06] And it's particularly true for our natural environment here in the Northwest that we love
[01:17:11] trees and to talk of removing some thirty six hundred trees around the airport, actually,
[01:17:17] it's hard to understand how that could be determined to be not significant.
[01:17:22] It is significant.

[01:17:24] It was significant.
[01:17:25] That order from F.A.A.
[01:17:28] And we've we've done the best we could, I think, with this program.
[01:17:32] And actually, it's resulted in 10 percent of the original, I think, correct me if I'm
[01:17:36] wrong, Marco. That's correct.
[01:17:37] The original thirty six hundred was brought down to 10 percent and approved by F.A.A.
[01:17:42] So that's a remarkable turnaround in itself.
[01:17:46] So we've made the best of this.
[01:17:48] We've done what-- we are doing, what we have to do here.
[01:17:51] And I think there is a silver lining in that we're engaging community in this effort.
[01:17:57] I learned a new term "rescue tree" from Marco, I think it was.
[01:18:03] Have you heard of that? Of rescue tree?
[01:18:05] Trees that were rescued from the airport corridor that were identified as problematic and
[01:18:13] then replanted in the Des Moines Creek Woods there by community members.
[01:18:19] So a new term, but it's positive one.
[01:18:23] We rescued some 70 or so young firs and ceders.
[01:18:28] I replanted some of those.
[01:18:30] It was a great thing to see.
[01:18:32] So I'm grateful for the effort that has been undertaken here.
[01:18:36] I did want to ask with regard to the other properties in question that are not within our
[01:18:43] jurisdiction, WASHDOT, the various jurisdictions.
[01:18:48] Will the same commitment, I think, of 1 for 3 be applied in those areas in terms of
[01:18:55] replacement? The requirement is up to 4.
[01:18:57] But Chris, if you have more details about, for example, what's going on at WASHDOT and
[01:19:02] those discussions. Yeah, I think we're working with the jurisdictions and I think with,
[01:19:07] correct me if I'm wrong, but with regard to Des Moines and City of SeaTac, that that will
[01:19:12] be at a 4 to 1 ratio, I believe.
[01:19:16] Nodding yes, sure. But with regard to WASHDOT, we're still in discussions with them about
[01:19:20] it. However, they're going to abide.
[01:19:23] They have indicated at this point they're going to abide by their own policy on tree
[01:19:30] replacement. And are they responsible themselves for removing them?
[01:19:36] So there's some trees-- it's complicated.
[01:19:39] There's--
[01:19:40] What isn't these days?
[01:19:41] There's some trees that fall within an easement.
[01:19:45] Some of the WASHDOT parcels fall within an easement that makes them responsible for it.
[01:19:49] There's some parcels that don't.
[01:19:51] Approximately 70 percent of the trees on WASHDOT property they are indicating they'll
[01:19:57] take responsibility for.
[01:19:59] And I think with regard to understanding the WASHDOT replanting ratios, it looks like
[01:20:05] four to ones in the sweet spot for where we could try to have some dialog with them and
[01:20:10] get them there. So I think it's good news.
[01:20:12] And I would I would just acknowledge that when we talk about 4 to 1, these are young
[01:20:17] saplings that may not quite yet reach that value, the importance of a significant mature
[01:20:24] tree. So in time they will grow in and they'll be better placed and they'll be done in a
[01:20:29] way that respects the native environment also of what we have.
[01:20:35] So we're restoring habitat as well in the process, pulling out invasives, ivy and
[01:20:42] blackberries, and restoring a more native like environment with the species that are
[01:20:49] being planted. So all good.
[01:20:51] Yeah. Okay.
[01:20:53] Commissioner. Yeah. So I would like to be kept abreast.
[01:20:57] We asked that question before about WASHDOT's policy and we can talk to WASHDOT if
[01:21:01] there's an impasse there.
[01:21:03] Also, in keeping with Commissioner Cho's point of remembering the shelters we all stand
[01:21:08] on this, The ACE fund was an initiative of Commissioner Crayton that I was happy to be a
[01:21:14] second on. And we continue have some funds to spend and we're working on the legislation
[01:21:20] this session to make the 3 to 1 match go down to a 1 to 1 so that the community can
[01:21:26] better access those resources as we'll be doing with the South King County fund at large.
[01:21:31] So anyway, I just wanted to.
[01:21:34] I think we should always remember the folks that come before us.
[01:21:37] Most definitely. Okay with that, I think.
[01:21:40] Well, thank you again.
[01:21:41] Move on to item 8B.

[01:21:47] You, this would be an action item, Commissioner.
[01:21:49] Oh, I'm sorry. We need an action.
[01:21:51] I'm sorry. I was so engrossed--
[01:21:54] So, I move that we support Item 8A Flight Quarter Safety Program, 219 contracts,
[01:22:00] agreements and real property interests.
[01:22:02] I will second that motion. It's been moved and second.
[01:22:04] All, those in favor say Aye.
[01:22:07] Opposed? The motion carries.
[01:22:09] And thank you again.
[01:22:11] And I would ask the clerk to remind me not to miss a call for motions.
[01:22:16] OK. I can agree to do that.
[01:22:19] I get engrossed in the subject and I forget that we've got a job to do here.
[01:22:23] So. I do have a request for clarification.
[01:22:26] Did Commissioner Calkins vote on that last vote?
[01:22:29] I didn't hear a vote. Commissioner Calkins, Are you still worth us?
[01:22:35] Hoo hoo? [Laughter] Well, maybe you had to turn his attention elsewhere so it does not
[01:22:40] include-- the record, does not reflect a vote from Commissioner Calkins.
[01:22:46] Thanks for that. Ok.
[01:22:48] On to the next item.
[01:22:49] Item number 8B: Authorization for the Executive Director to one, execute a construction
[01:22:55] contract with the low, responsive and responsible bidder for the baggage optimization
[01:22:59] Phase 2 project at Seattle-Tacoma International Airport not withstanding the low bid
[01:23:03] exceeding the estimate, at time of bid by more than 10 percent.
[01:23:06] And two, authorize an additional \$190,737,800 for Phase 2 construction and Phase 3 design
[01:23:15] for a total program authorization of \$540,050,000 .
[01:23:21] Commissioners, in this briefing, you'll get to understand the market conditions and other
[01:23:25] factors that have resulted in construction bids that have exceeded our estimates.
[01:23:30] And then further, we're requesting additional funding to continue the project as
[01:23:34] scheduled and the presenters on this on this item are Wayne Growthyear and Ed Whites.
[01:23:43] Good afternoon, commisioners, I'm Ed Whites, program leader and I'm here with Wayne
[01:23:46] Growthyear. So.
[01:23:51] We'll discuss various items we have listed on the agenda that you see on the slide above
[01:23:57] and just dig right into those.
[01:23:59] So as you know, the Port of Seattle is currently working with the TSA to optimize the
[01:24:05] outbound baggage handling systems here at SeaTac Airport.
[01:24:08] TSA is currently funding \$93 million, though, of the funding for this program.
[01:24:14] So the new system will replace the current six outbound conveyor screening systems that
[01:24:19] are in place and that graphic on the left is designating the different colors, showing
[01:24:24] you the six different systems that are currently in place.
[01:24:28] The graphic on the right is showing you that we're gonna have it integrated, fully
[01:24:32] connected when we get this project done.
[01:24:35] So the new system will ensure reliability, flexibility and efficiency for airlines,
[01:24:40] passengers and TSA allowing any bag to be conveyed from any ticket counter to any gate
[01:24:47] while saving energy, shrink bags, meet federal TSA or screening requirements, and are
[01:24:52] safe the load on aircraft.
[01:24:59] So here are some some airport facts for you guys for growth facts.
[01:25:05] And so originally when we put this project together, the airport was serving 33 million
[01:25:11] passengers, we had projected at that time that we would not hit.
[01:25:15] Forty five million annual passengers until 2027.
[01:25:19] Currently, we've well exceeded that.
[01:25:21] We're well over 50 million today.
[01:25:24] And with that, I've got some details of the different systems.
[01:25:28] So one of the things I want to point out with the building, this new system is we're
[01:25:32] doing that in existing space in an operating system.
[01:25:36] So. So next slide shows just a graphic of where in location
[01:25:46] overall we are with the phase one and where that is inside the main terminal.
[01:25:50] So currently we installed a majority of the screening system in Phase 1 and we're getting
[01:25:56] near completion with that.
[01:26:00] The next slide shows the Phase 2 and the areas that we're gonna be doing work.
[01:26:06] So phase two systematically will be removing 4 of the outbound screening systems, adding
[01:26:13] a new rotation system, connecting the ticket counters and the makeups to the new
[01:26:17] centralized screening system.
[01:26:18] So we add some more capacity, that centralized screening system and basically the

[01:26:23] graphic's just showing you all the areas that will be impacted and, kind of, overlaying
[01:26:27] over the top of our phase one.
[01:26:29] So with that, I'd like to also point out there's two elements to that scope of work.
[01:26:33] There's main terminal and south satellite.
[01:26:35] So those are two separate items that we'll discuss a little bit further in the
[01:26:39] presentation. So this slide represents all of the 10 miles of conveyor that we're taken
[01:26:47] out and replacing. So it's a graphic design--.
[01:26:50] Mind boggling. Yes.
[01:26:52] It's multiple floors and multiple levels with-- underneath the ticket counters, the
[01:26:59] concourse level all the way through the airport and how it's all interconnected.
[01:27:04] Who's the genius behind us?
[01:27:06] There's many geniuses, right, Rube Goldberg.
[01:27:10] There you go. Many, many.
[01:27:13] We have many engineers helping out.
[01:27:16] Well, I can imagine.
[01:27:19] So the next slide just represents what we've competed to date.
[01:27:22] So we've previously been before you and voiced our concerns about exceeding our overall
[01:27:26] program budget, but not near the magnitude of what we're seeing with this bid.
[01:27:31] So our team worked really hard to try to market this project to make sure we got
[01:27:35] competitive bids in this construction environment.
[01:27:39] So let me explain to you a little bit about the market conditions.
[01:27:42] So currently there's five manufacturers in the world that could do this job.
[01:27:46] These manufacturers also do e-commerce and automated material handling systems.
[01:27:51] So e-commerce is Amazon, FedEx, U.P.S.,
[01:27:57] car manufacturers. So they do a lot of work there.
[01:28:00] So initially when we marketed this, we had four of the five were interested in doing the
[01:28:05] project. So one of the examples is the current manufacture that we have on our phase one
[01:28:10] is Jarvis B. Web and their overall business, it's only one third of their business is
[01:28:17] actually baggage. So we we did a peer review with couple of their airports and they
[01:28:23] didn't suggest any changes after we went through and met with them on our approach
[01:28:27] contract strategy.
[01:28:29] They looked at our budgets and our estimates.
[01:28:32] And we've also briefed the airlines.
[01:28:37] So basically, how I'm going to explain this, so we're going to start on the left under
[01:28:43] "bid item" and so there's two main elements within this bid.
[01:28:47] So as you look at the column on the left, there's main terminal and south satellite.
[01:28:52] So if you go across the main terminal, basically it's significantly higher than our
[01:28:57] engineers estimate. And this represents the two bids that we did receive.
[01:29:02] And then the next, if you go to the left, come down to south satellite, that scope work
[01:29:07] is significantly less than our engineer's estimate.
[01:29:10] So, and this slide basically represents a variance and shows the market conditions and
[01:29:15] that they're 9 percent apart between Hensel Phelps and Siemens Logistics.
[01:29:23] With that, let's see, slide 9...
[01:29:29] So we're going to contrast that-- basically the contrast between our engineers estimate
[01:29:32] and where our bids came in.
[01:29:36] With that, I'll go the next slide.
[01:29:39] So this slide represents the overall bid amount and it'll start on the left.
[01:29:44] And then just go down the column on the left and what makes up our-- we have a hard
[01:29:48] dollar bid amount, then we have tax, construction contingency, project oversight.
[01:29:54] One of the things that we're recommending with this moving forward is we do an executive
[01:29:58] director reserve of 10 million and that will address the airline requested changes,
[01:30:06] design changes, those kind of things.
[01:30:08] This makes us be able to react quickly to changes.
[01:30:13] And then as we go across, basically it shows you the variance in the total increase.
[01:30:18] So any questions on that?
[01:30:21] It's always a concern when our estimates might be considerably off, but there's some
[01:30:28] complexity to this that's perhaps unique and maybe there's a deeper explanation.
[01:30:35] Yes. And I'll get into that. OK.
[01:30:36] All right. And I can address that for you.
[01:30:39] Any more questions on this?
[01:30:40] I'll just go to the next slide.
[01:30:43] So basically, this is a overall budget that shows phase one we actually, we're one
[01:30:50] hundred thirty five million is what we started out.

[01:30:51] We're going gonna complete that at about one hundred one million.
[01:30:55] Then projecting our phase two across that, the four twenty five.
[01:31:00] And then what we're also requesting in this is that we do-- with this authorization we
[01:31:07] include the design of Phase 3 that gets us to the total of five hundred forty.
[01:31:13] So with that, unless there's questions, go to the next slide, start digging into the
[01:31:16] details. So here's what we learned.
[01:31:22] We sat down with our contractor and we did an evaluation with them.
[01:31:26] We met with them a little bit. But this is an extremely complex project.
[01:31:30] It's got 64 sequencing steps.
[01:31:33] It includes 2,000+ shut downs.
[01:31:35] A significant part of that work can only be done in a two hour, 45 minute timeframe and
[01:31:40] that's when all of our baggage systems are not operational.
[01:31:44] As you see, there's a number different factors that drove that difference between the
[01:31:47] contractors bid and our estimate: low bid guarantees, the costs material.
[01:31:52] But it puts the liability on the contractor, too.
[01:31:56] And that associated cost and risk, if the system is impacted and the operation doesn't
[01:32:03] come back up, that is put in the contract.
[01:32:06] The contractor has to deal with that.
[01:32:09] So one of the things is the contracting committee came back and said that we didn't allow
[01:32:13] enough contract time.
[01:32:14] So we ended up adding an extra year to the contract time so that we could get two bids.
[01:32:20] So they, of course, include risk, labor increases, escalation on materials, and it's--
[01:32:26] can be--- the inefficiency for this long duration project.
[01:32:30] So with those-- the 64 steps we went through and we helped-- we sat down with the
[01:32:35] airlines and their airline technical reps and develop those with the airlines.
[01:32:40] So phase one in comparison, we did phase one and we got a very favorable bid because it
[01:32:46] didn't impact the operation.
[01:32:48] So the-- one of the things I want to draw on is that the Phase 2 component of that, or
[01:32:54] the South Satellite, excuse me, is a separate element of work and that scope of work is
[01:33:01] actually going to-- as soon as I.F.
[01:33:02] completes and the facility is moved over to I.F.
[01:33:06] We actually shut the South satellite down, we go in there, the contractor is going to get
[01:33:10] a 24/7 time slot to actually do the work.
[01:33:14] It's limited operational impacts at that point.
[01:33:18] And they have laid out space.
[01:33:21] There's high risk and inefficiencies which made this an unattractive project.
[01:33:25] And that's why we only got two bids.
[01:33:27] They don't-- we don't have laid out space in the main terminal.
[01:33:29] There's nowhere to actually put the material.
[01:33:32] They have to actually rent a warehouse offsite within 10 months of the airport, they have
[01:33:36] to pre-assemble their equipment, and build that, bring it in nightly, put it up on the
[01:33:42] scaffold, put it in place.
[01:33:44] And at the end of that shift, they've got to take that back to the warehouse.
[01:33:47] So we just don't have any room inside the footprint for a contractor to actually be
[01:33:52] efficient with that. So risk is pretty expensive, continuous operations are pretty
[01:33:57] expensive. So what I mean by that is if the system doesn't come back up the next morning,
[01:34:02] the contractors get to supply all the manpower to actually physically move those bags off
[01:34:08] the conveyor, to deliver those to the airlines.
[01:34:10] So they have to account for that.
[01:34:14] So one of the other things that we came up with, too, is we've talked to some other
[01:34:19] airports and they say the way that they deal with this is they have space.
[01:34:23] They take out gates, then they'll build a temp facility, they'll put a temp facility in,
[01:34:28] feed that system, they'll take down the area and rebuild it and then get it back online.
[01:34:34] So that-- we actually don't have any space to take gates out of service to be able to do
[01:34:39] that. So with that, I'll go to the next slide.
[01:34:44] So it's just a comparison for you.
[01:34:46] Basically, I think I've talked about this.
[01:34:48] This is the the south satellite work versus what we have to do in the main terminal.
[01:34:53] That's not a live operating system in the south satellite.
[01:34:57] That came in right on what we estimated that at, or actually below our estimate.
[01:35:03] So, and that work is very similar to what we receive for phase one.
[01:35:08] So. So I'll go through this.
[01:35:12] So you've identified 13, or three alternatives, not 13.

[01:35:18] We have a full explanation and all the details of the alternatives in the appendix and
[01:35:21] the Commission memo. There's significant downsides to do alternative one and alternative
[01:35:29] two. And I'll just touch on a few key points to that.
[01:35:32] Alternative one is basically we rebid this project, we package this into a phase two and
[01:35:39] a phase three, and we'd go out and hire a general contractor/ construction manager type
[01:35:43] contract. We'd get them in early.
[01:35:46] We would work through a design and then go out on the street and do that.
[01:35:50] The second alternative would be de-scope this phase two work and rebid it.
[01:35:56] And then basically we're recommending proceeding with the construction of Phase 2 as bid.
[01:36:04] That's the market pricing.
[01:36:07] And then we've also requested additional TSA funding.
[01:36:10] The letter has been sent, they acknowledged that they received the letter.
[01:36:15] They're working in-- they're working on the details of that currently.
[01:36:19] How much have they committed to thus far?
[01:36:21] So currently, \$94 million dollars of the program.
[01:36:25] So, significant chunk.
[01:36:28] Can you remind the public of where these revenues come from on the airport side?
[01:36:33] So these revenues are, I believe these are facility charges, rates, and leases, if I got
[01:36:38] that right. Wayne Growthyear.
[01:36:44] Essentially all of these revenues that that funds come from the airlines.
[01:36:50] So if we don't do alternative three, that's going to impact other major projects that we
[01:36:54] are trying to get done around the airport, and I'm just gonna highlight two.
[01:36:57] So I'm going to talk about the C1 building and the other component that I'm going to talk
[01:37:02] about as the airlines requested that we accelerate some makeup that we're gonna trying to
[01:37:07] do out in south satellite.
[01:37:08] And so that got moved from phase three into phase two.
[01:37:11] So that impacts us being able to add that work in.
[01:37:15] This is currently out for airline MIA, Majority interest approval.
[01:37:21] We're expecting that back by February 9th.
[01:37:25] This project is also regulated by TSA and it's required.
[01:37:31] And also, if we delay or don't do move forward with it, then it doesn't help us get any
[01:37:36] more TSA funding in the future for other projects.
[01:37:40] With that, I'm going to turn it over to Wayne and talk about some lessons learned on
[01:37:43] estimating. Thank you.
[01:37:45] And thank you Commissioners. Obviously, when we have an estimate that is this far below
[01:37:50] what ends up being a market price from two bidders, we have to look very hard in the
[01:37:54] mirror and look at our processes and look at how we put our estimate together and how we
[01:37:59] work with the Commission on this.
[01:38:00] And think about how we would do this differently.
[01:38:03] What lessons do we learn from this going forward?
[01:38:06] So I'd like to go through the items that are listed here.
[01:38:09] First is when we have a large project like this, the estimates actually put together by
[01:38:14] our designer working with our estimating manager.
[01:38:18] What we will now do, and we are doing this right now for the C1 building project, is use
[01:38:24] another independent estimator to have a second estimate for large and complex projects.
[01:38:30] This was actually an idea that came out of our recent airport peer review.
[01:38:34] Second, is making key project risks transparent to you when we come to you for a major or
[01:38:40] a high risk project briefings [coughs], excuse me, or authorizations.
[01:38:45] An example of that fairly recently was when we came to you last fall for the checkpoint
[01:38:50] one project relocation excuse me, checkpoint one relocation project authorization.
[01:38:56] We were quite explicit about the risks.
[01:38:58] Here, frankly, in retrospect, an obvious risk that we should have pointed out right from
[01:39:02] the start is that there are five firms in the world that can supply this kind of baggage
[01:39:06] system. Third, reviewing projects with other airports and other airlines.
[01:39:14] We, as Ed mentioned, we did that on this project and the other airports did not suggest
[01:39:19] that we do anything differently.
[01:39:21] But an informed second or third set of eyes can add great insights to difficult projects
[01:39:27] and we will do more of it.
[01:39:30] Fourth is looking at our contracting method as we go through phased projects.
[01:39:35] For the first phase of this, we did design bid build.
[01:39:38] At the time, that was essentially TSA's requirement.
[01:39:42] Over time, TSA has become more flexible.
[01:39:45] We need to look harder as we get to phase two and we will certainly, excuse me as we get

[01:39:49] the Phase 3 of this project, and certainly do the same thing in any other phase project
[01:39:54] of always look at what is our best contracting method and potentially use outside
[01:40:00] advisors to help with that as well.
[01:40:02] State law does, as you know, allow us to use different contracting methods for
[01:40:06] construction subject to your authorization.
[01:40:09] Finally, notwithstanding the construction market locally, which, of course, is--
[01:40:15] continues to be very strong.
[01:40:17] Our projects are getting harder to do.
[01:40:19] As airlines grow, as passenger traffic increases, and as we strive to meet customer
[01:40:24] service expectations while doing quite extensive construction.
[01:40:29] Projects getting harder to do means more risk and higher costs.
[01:40:33] So the idea of historically looking at, for complex projects, how high have we been over
[01:40:43] our initial cost estimate, get some outside expertise, say should we adjust those those
[01:40:48] cost estimates in some way to account for that is the idea and the fifth bullet.
[01:40:59] So with that, we're requesting authorization to execute the contract with the low
[01:41:05] response of bidder and increased total program budget to \$540 million.
[01:41:11] Commissioners, questions or comments?
[01:41:13] I have a quick question--
[01:41:15] By the way, we've been rejoined by Commissioner Calkins.
[01:41:18] Thanks for being here. Kind of going back to lessons learned, I'm wondering just on a
[01:41:22] broader level, if we ever leverage RFQs to get a better sense of cost projects.
[01:41:30] RFQs for project in the public works--
[01:41:34] Requests For Quotations. Yeah.
[01:41:35] No, thank you. Thank you for clarifying.
[01:41:39] And how that's different from--
[01:41:42] So that's requesting-- for doing actually public works construction, that's essentially
[01:41:47] what we did here was to actually request a hard bid.
[01:41:52] There are certain-- there are different construction methods that we can-- construction
[01:41:56] contracting methods we can use.
[01:41:57] And essentially, that's what we did here was ask bidders for what would it cost to do
[01:42:03] this. But I apologize
[01:42:05] Commissioner Cho, I think you're missing something--
[01:42:07] The distinction I'm trying to make is that if we put out an RFP, it would get proposals,
[01:42:10] then we need to essentially make a decision on those proposals, whereas if we get a
[01:42:15] quotation we can just look at those numbers and see and help inform the costs of some of
[01:42:20] these projects prior to making it-- putting out a plan for an actual proposal.
[01:42:25] Does that make sense? Right.
[01:42:28] Yeah. Yeah. Thank you for clarifying.
[01:42:30] It's something frankly, I don't know that anyone's here from our procurement office.
[01:42:34] I think it's a better off-- a better question for procurement office to address in terms
[01:42:38] of just what state law allows and doesn't allow for a contract.
[01:42:42] I would love a briefing on that. OK.
[01:42:44] We will follow up. Probably note that Director Metruck has been undertaking in an effort
[01:42:50] to reevaluate our procurement methods for more efficient and reliable delivery on our
[01:42:58] capital projects. And we'll be getting a report on that some point, I expect.
[01:43:03] Yes. Commissioner, if I could, just to add to that is that especially in these lessons
[01:43:08] learned, and appreciate some of these that Wayne has brought up here or some of the ones
[01:43:11] that we're looking at, you know, we're doing that analysis of how do we do , you know, is
[01:43:16] this is a great example on things where there's less complexity and straightforward,
[01:43:20] where you're not interrupting operations.
[01:43:23] We're pretty good on estimating it.
[01:43:24] And then when you get it in the complexities and anticipating that, and then in this
[01:43:28] case, there were other the market factors that developed from the time as this project
[01:43:31] matured. But I think we've got to continue our analysis as we look at that's our capital
[01:43:35] delivery system to kind of carve these out.
[01:43:38] Do our analysis of that.
[01:43:40] But in these specific cases, can we anticipate, you know, and one of the things that
[01:43:45] Wayne brought up is getting those two independent bids.
[01:43:47] So there's a bunch of things. And we'll look at that, talk with you, Commissioner Cho
[01:43:51] about that. But I think that's part of these complexities.
[01:43:54] How more can we can we get better at these estimates for these mega projects, these large
[01:44:00] scale projects, which, you know, is-- if you look around the country, though, other
[01:44:05] people have encountered the same problem with complexities and market forces, which can

[01:44:10] be changing rapidly.
[01:44:12] But there's-- I think there were some good lessons learned out of this one for us that
[01:44:16] we'll incorporate to our overall approach to these larger projects.
[01:44:19] And we will give you a report on that progress on that effort.
[01:44:24] When looking at the discrepancy between our initial estimate and we're being asked to
[01:44:29] authorize today, after having received a briefing on this drill down into it, it does
[01:44:37] seem to me that the the suspicious number, let's say, is the estimate and that it appears
[01:44:43] as if you all have identified that in the sort of hindsight analysis, recognizing that
[01:44:50] doing a second-- having a second firm come in and provide guidance on that estimate
[01:44:56] number, I think is a great idea moving forward on these mega projects.
[01:45:00] Because it does not seem as if we're getting fleeced on this bid.
[01:45:04] It is just a very expensive project in a very constrained environment for a type of
[01:45:13] contractor that's very rare.
[01:45:15] So it's going to be expensive to do.
[01:45:19] That said, I do support these initiatives by staff to make for a more robust initial
[01:45:25] estimate. And I'm appreciative of Executive Director Metruck's efforts to ensure that.
[01:45:31] As we quote numbers at various stages in project development, we're very clear about the
[01:45:36] certainty around those numbers.
[01:45:39] And I know that often the first number that's cited, even if it's an early guess by an
[01:45:45] outside consultant, somehow becomes gospel, that that will be the final number that we're
[01:45:50] using. I think we're all going to be really cautious about how we quote with these
[01:45:54] things, especially as we look ahead to other projects around the Port.
[01:45:59] Oh, and I do have a question.
[01:46:01] So what happens if that, I believe it's a two hour and 45 minute work window that we're
[01:46:07] going to have on many nights when the only time during the night when we can shut down
[01:46:11] the the current system and be able to work in, on, and around it.
[01:46:17] What happens if that work window widens a little bit so that the work teams would have
[01:46:22] access to for a longer period of time?
[01:46:24] Do we save money or time?
[01:46:25] So we actually go back
[01:46:27] There's some opportunity in the contract to go back and ask the contractor if they
[01:46:31] actually get a wider work window that we can receive a credit on that.
[01:46:35] So we have to work that out with our construction manager team, and the contractor.
[01:46:38] So if we do get some flexibility, we can go back in and receive a credit.
[01:46:43] Not that you're going to get dollar for dollar potentially, but we would hope fully be
[01:46:49] able to accelerate schedule, too?
[01:46:51] Potentially, yes. If we can do that, we will.
[01:46:54] At any any opportunity again.
[01:46:56] Great. So. I think, you know, we've been down this road a little bit before in that there
[01:47:04] seems to be a certain amount of boilerplate that we could say for almost any project at
[01:47:08] the airport. And, you know, it's.
[01:47:11] Operating at the same time, constructing is difficult.
[01:47:13] To be on a tiny footprint is even more ridiculous.
[01:47:17] Doing things that have very few people in the world that can do the work.
[01:47:21] I mean, these are all knowns and it's known for almost everything.
[01:47:24] And if it involves vertical transport, which is the new term of art for me, elevators and
[01:47:29] escalators, it's even more ridiculous.
[01:47:30] So we just know those are always constraints of-- what I guess what we have a challenge
[01:47:34] with is trying to enumerate how much of a premium is that to the company doing the job.
[01:47:39] And that would probably also vary about, you know, what other work they have in line.
[01:47:43] So it is a-- it's a known.
[01:47:46] But how much of it is attributable seems to be the big gap in our ability to get to that.
[01:47:54] And hopefully multiple bids will help us with that.
[01:47:57] But it seems almost gonna be like contractor specific kind of a question.
[01:48:01] The the only other question I had-- the question I had was with regards to this
[01:48:06] obligation to be able to, you know, shuttle bags manually if they can't do it.
[01:48:11] I mean, the idea of having, it's like an oil spill response, like, all of a sudden you're
[01:48:15] gonna have to cascade 100 people to go start watching rocks.
[01:48:19] I mean, how, what is the consequence of not being able to do that?
[01:48:23] You know, it's like a huge burden to be able to, all of a sudden be--
[01:48:27] So part of the part of what we developed with our shutdown procedures is the contractor
[01:48:30] has to present us with an entire document that says, here's how we're gonna shut this
[01:48:34] down. Here's the contingency plan.

[01:48:37] Here's the staffing that is going to be onsite to be able to deal with if I've got an
[01:48:42] outage and I need to move bags, where were they providing those bodies for?
[01:48:47] So we have a very detailed plan that we've developed with-- that they have to follow.
[01:48:52] And if they don't follow that, then with a contingency plan that we don't let them
[01:48:56] shutdown so they can't do the work.
[01:48:59] So we will-- we evaluate that on every single shutdown we do.
[01:49:03] There's quite a process that we go through before we'll approve that process for them to
[01:49:08] actually proceed. So if we think that there's some risk there, then they won't be allowed
[01:49:13] to do the work. And again, I appreciate that.
[01:49:17] That's assuming that we have control of the situation, correct?
[01:49:20] Right. So some widget breaks and--
[01:49:23] And we do run into these issues on occasion.
[01:49:26] And then that's what our contingency-- that's what our fallback plan is.
[01:49:29] And then we'll get the resources we need to make sure that we can shuttle those bags
[01:49:33] through the system and get them there.
[01:49:35] So I'm just wondering. So let's say they just can't meet their contingency plan
[01:49:39] requirements. What is the--
[01:49:42] Some of the backup plans that we've used before is we'll call Port Construction Services
[01:49:46] to assist us. We'll get our field crew in.
[01:49:49] So if there's things like that pop up, sometimes we'll ask for assistance by the airline
[01:49:54] to help shuttle those bags around.
[01:49:56] So we'll go to the next level.
[01:49:58] I'm asking a different question, right.
[01:50:00] There's a premium we're paying for them to be able to do this.
[01:50:04] Yeah. And so it's let's say somehow it's their fault that some unanticipated thing
[01:50:09] happens. We're shut down.
[01:50:11] They now have to do the manual shuttle and they can't meet the contingency that we held
[01:50:19] them to. What the consequence of not doing that.
[01:50:23] I think we would look at that to say, you wanting to-- what's the penalty for failing to
[01:50:27] be able to execute their contingency plan?
[01:50:28] I mean, they're holding that as a premium over our head, what is the pressure that we
[01:50:33] have-- Let me call Chris Sherwood up and see if he can--
[01:50:40] Is it a planning standard or is that a requirement?
[01:50:48] Good afternoon, Commissioners. Chris Sherwood here, construction manager for the program.
[01:50:52] We don't have, really, a contingency plan or a penalty on a case by case basis.
[01:50:58] But if the contractor does have a series of these and are late on the overall schedule,
[01:51:02] then we do have liquidated damages that will be enforced.
[01:51:05] So not on a night by night basis, but on the overall contract duration basis.
[01:51:11] I could be a very bad night for some people.
[01:51:14] Yeah, I think. I think the point is, Commissioner, just, you know, I understand you're
[01:51:18] train of thought of this. But I think the thing is that you wouldn't allow them to go
[01:51:22] forward unless they had you know, the plan is one thing.
[01:51:24] But it sounds like they have to have the resources in place as well.
[01:51:28] You know, if the resources aren't in place I think that's the insurance policy to
[01:51:33] backstop it versus just a penalty, because I think that's a better, actually.
[01:51:37] I'll just comment on that without looking at this.
[01:51:39] That's a better solution, because sometimes if the penalty is not high enough, it may
[01:51:43] make sense to not do that, to pay the penalty versus getting the work done.
[01:51:49] I understand I understand what you're saying.
[01:51:50] But the other point I'd make just briefly is that the plans are quite specific to the
[01:51:54] individual shut down. So it's not just, to come up with a plan of how you would deal with
[01:51:58] this over the next four years.
[01:52:00] The plans are quite specific for each shut out that we do so, which could require a major
[01:52:06] response. So there-- we're going through that step many, many, many numbers of times.
[01:52:11] Thank you. Let me also add, we want them to succeed as well.
[01:52:14] Right. I think if the contractor fails then we've all failed on this because the
[01:52:20] passengers and the airlines are the ones who can take the biggest hit.
[01:52:22] So we're going to work with them as best we can develop the original plan, the
[01:52:26] contingency plan, maybe a secondary contingency plan and help make sure that everybody's
[01:52:31] successful on each of those shutdowns down.
[01:52:35] I'd like to offer a few comments here.
[01:52:39] It's just a design build or bid build procurement-- this is one where I'm particularly
[01:52:47] interested in the area of method of procurement for the range of projects that we

[01:52:55] undertake. This one is a unique project.
[01:52:58] I think it's fair to say and it is more complex than just about anything else I could
[01:53:04] think of at SeaTac Airport.
[01:53:06] I also think it's unique to SeaTac Airport, the challenges that must be undertaken in
[01:53:14] replacing the old system.
[01:53:16] It's-- I think it's not unlike a surgeon with no elbow room operating on multiple organs,
[01:53:23] more or less, at the same time while keeping the body alive.
[01:53:26] It's something as complex as that and difficult.
[01:53:29] And I think that makes it particularly difficult to provide a guaranteed price, you know,
[01:53:37] in this manner.
[01:53:38] There's so many unknowns.
[01:53:40] And from the estimator's side, on the owner side, us, there's no handbook to refer to
[01:53:47] here. You could find the motors and the equipment and conveyors and all that and price
[01:53:53] out those things. But pricing out or estimating the intricacy of, I'm speaking out on the
[01:54:01] construction side, there's nothing else to compare it to.
[01:54:06] Even another airport with a baggage system that's being-- our airport is unique.
[01:54:10] It's confined, it's growing extremely rapidly.
[01:54:15] And yet the public doesn't see much of this one when it comes to the 10 miles plus, maybe
[01:54:22] they'll be fewer miles in this new system.
[01:54:24] I would expect.
[01:54:26] It's the same, actually. Is it?
[01:54:27] Well and maybe some energy efficiencies as well?
[01:54:32] But I would point out that the public sees almost none of the system.
[01:54:37] I've taken a tour down below, and it's just it's almost incomprehensible how, you know,
[01:54:43] challenging it must be to replace the existing six system mechanisms while maintaining
[01:54:52] the airport. I think Alaska still guarantees 15 minutes.
[01:54:57] Or is it 20 that your bag will be delivered to the carousel.
[01:55:04] And we take for granted, you know what it takes to get that bag where it's supposed to be
[01:55:09] within a limited time frame.
[01:55:11] So I think when we're looking at lessons learned, we have to also consider.
[01:55:15] Well, I think I put high attention on the procurement method at the beginning, first of
[01:55:20] all, and we have now a track record in that regard and there's ever evolving procurement
[01:55:26] methods and so forth.
[01:55:28] And the progressive design build that method, which I guess underwent proved to have its
[01:55:34] challenges. But that being said, I think what we-- the estimator invariably has a degree
[01:55:43] of optimism and which I think some of these challenges from the contractor side are
[01:55:50] overlooked. And the risk taking that as part of this type of procurement is huge.
[01:55:55] And I think that's why we only got two bidders for a half billion dollar project,
[01:56:00] basically, and there's only five in the world to this kind of work.
[01:56:04] So there's a lot of very difficult constraints and factors that go into making this
[01:56:12] project particularly unique and challenging that, you know, but we still can always do
[01:56:18] better with regard to the estimating side.
[01:56:21] And I think we've-- I appreciate the transparency in which our staff has evaluated this
[01:56:29] project and looked hard and been very open about the potential lessons learned that can
[01:56:35] be carried forward.
[01:56:38] And so I think we absolutely need this system and we need not lose time in terms of
[01:56:46] delivering it. I think we're probably already, you know, is the IAF going to be served by
[01:56:53] this new system?
[01:56:55] So that's currently a separate system within the--
[01:56:57] It's entirely independent?
[01:56:59] Currently. And it will be remain independent or it will be connected?
[01:57:02] In phase three we'll go down and connect that in.
[01:57:05] So is there any issue in terms of delay with regard to integrating with the new IAF?
[01:57:10] Not currently.
[01:57:11] Well, that's a program that--- we've got our teams worked pretty intently with the IAF, I
[01:57:17] mean their baggage. We've got that pretty well dialed in.
[01:57:20] Ok. So I think we're doing all we can and we're putting the effort in to do better in the
[01:57:26] future. I think we're always-- seems like we could always do better.
[01:57:30] And I think we're intent on doing better in the future as well.
[01:57:34] So I think.
[01:57:36] Thank you. Yeah. Thanks so much.
[01:57:39] Just to add to that, as we look at phase three, there's different complexities and risk
[01:57:43] with Phase 3. So we'll be taking lessons learned and thinking about them as we look, as

[01:57:47] you know, as we lean towards that design and looking towards phase three, OK.
[01:57:52] Any further comments, questions, commissioners?
[01:57:55] All right. Thank you. Is there a motion?
[01:58:00] [Unclear] Is there a second? Seconded.
[01:58:02] It's been moved. And I said as that the year the big number, but you should think hard
[01:58:08] about that and feel confident.
[01:58:09] So, and I do. So it has been moved, it has seconded.
[01:58:12] all those in favor?
[01:58:14] Aye. All those opposed, nay.
[01:58:16] The motion carries. The motion is adopted.
[01:58:19] We are now onto item 8C.
[01:58:23] Thank you. Commissioner. Adoption of resolution number 3768 as amended.
[01:58:29] The Resolution of the Port of Seattle Commissioner Establishing a Sustainable Evaluation
[01:58:33] Framework Policy Directive.
[01:58:36] Commissioners. There are four amendments on the desk.
[01:58:40] Commissioners, this resolution is the result of work through the Energy and
[01:58:43] Sustainability Committee.
[01:58:45] This framework will be applied to all capital projects and key operational decisions to
[01:58:50] advance the port's sustainability goals.
[01:58:53] One amendment was adopted on November 19th and there is, as the Clerk has said, Paul
[01:58:59] said, there's four additional amendments to consider today.
[01:59:01] And Aaron Pritchard is presenting.
[01:59:04] But in the meantime, I'd like -- I think we could take all of these amendments in a
[01:59:09] single vote. Is that possible?
[01:59:11] Mr. Clerk, if that-- if there are no objections?
[01:59:16] We could speak to each of them.
[01:59:17] But I think we can vote on them all together unless somebody wants to vote them
[01:59:22] individually. All right.
[01:59:26] Let's proceed. Thanks.
[01:59:27] Good afternoon, commissioners and executive director.
[01:59:30] Today, I bring before you the adoption of the Sustainable Evaluation Framework Policy
[01:59:33] Directive. I also have four non-controversial amendments that I'll review.
[01:59:38] For the public, the primary purpose of this policy is to require the application of a
[01:59:42] sustainable evaluation framework to all capital projects and key operational decisions to
[01:59:47] advance the Port's sustainability goals and other social objectives.
[01:59:50] A secondary outcome of the policy, but no less important, will be to ensure that
[01:59:54] decisions associated with the application with the framework are documented in a manner
[01:59:58] that is transparent to the public, commission, and to Port staff.
[02:00:03] The sustainable evaluation refers to a set of criteria recommended and adopted by the
[02:00:07] Commission back on December 19, 2017, to assist the Port in achieving its sustainability
[02:00:12] goals. The framework criteria are: to reduce GHG emissions, increase resilience, protect
[02:00:19] health and the environment, support local economic development, advance innovation,
[02:00:23] leverage partnerships, and advance equity.
[02:00:26] The slide in front of you shows the project-- the progression of a project to completion.
[02:00:32] You'll note some green leaves, I think they're green in statuses 1, 2, 4 and 6.
[02:00:39] Under the framework, these are new touch points for the Commission.
[02:00:45] Under the framework. I'll also- so you see, I think, status one in the second box:
[02:00:51] Identify the sustainability theory.
[02:00:53] You'll see a little leaf there.
[02:00:54] And that's sort of a new element that's been added by this framework.
[02:00:58] Then again, under status two about halfway down: environmental compliance, Sustainable
[02:01:03] design approach. So that's sort of one of the new elements that will be brought within
[02:01:07] design. Then again, in status four Energy and Sustainability committee reviews
[02:01:12] sustainable design strategy at 30 percent and so on through this.
[02:01:16] Two others that I also wanted to show was that Commission will see the sustainable design
[02:01:21] approach when they approve the design.
[02:01:23] And again, that's status four when you approve construction.
[02:01:27] And this document in particular focuses on sort of the aviation processes.
[02:01:32] But really I think Commissioner Felleman asked that this slide would be shown today to
[02:01:39] just highlight how this will be integrated into the overall process to sort of quote our
[02:01:44] executive director that this isn't become a bolt on process to what we do, but going--
[02:01:49] part of how we do our work here at the Port of Seattle.
[02:01:55] And the second, there's a second slide here that-- procedures for sustainable project

[02:01:59] framework. This slide takes the elements of the sustainable evaluation framework in
[02:02:04] isolation outside of how we do, go through the other project, capital projects, steps.
[02:02:09] So each of the steps here, project intake, planning/notebook, design, construction, and
[02:02:15] close out shows where the sustainable evaluation framework will be plugged into our
[02:02:20] processes. So finally, I do want to note, as we move
[02:02:30] into our committee processes this year, we have the opportunity in the Energy
[02:02:36] Sustainability Committee's draft work plan to follow the C-1 planning process.
[02:02:41] I believe that the authorization for design for C-1 will be coming forward in Q1, maybe
[02:02:49] in March. And the Energy Sustainability Committee will sort of get a peek behind the
[02:02:55] scenes to see how the the framework is applied throughout that process.
[02:03:00] A little more than we would on a usual project in the future but because it is
[02:03:04] implementation. We're gonna get a peek behind the curtain here.
[02:03:07] C-1? That's right.
[02:03:08] Correct. What the?
[02:03:09] Define. Well, I don't necessarily--
[02:03:12] It's a new project at the airport that's going to be coming down for approval within the
[02:03:16] next-- in March.
[02:03:24] So I'll pause here and jump into the amendments if there aren't any questions on the
[02:03:30] framework itself. Sure.
[02:03:33] I just wanted to point out that my desire to see the the incorporation into the
[02:03:38] construction planning with the green leaves, I think in one part was it the question that
[02:03:44] was asked from the audience immediately said, "So when does this come in?"
[02:03:48] You know, and I guess the other point is, you know, having an Executive like
[02:03:52] Commissioner, Steve Metruck, who wants to see that's folded into the system these leaves
[02:03:58] are not the critical thing as much as for the future.
[02:04:02] And, you know, I think previous executives perhaps wouldn't have looked to the leaf in
[02:04:08] the course of construction.
[02:04:10] So I just feel that this is a way to institutionalize what I would feel, it doesn't need
[02:04:15] to be, you know, a stick to be beaten on now.
[02:04:19] But we're looking for a future.
[02:04:21] Future sticks to beat.
[02:04:22] All right. Thank you. Excellent.
[02:04:29] So I'll go through each of the amendments in order here.
[02:04:31] Amendment 2 as offered by Commissioner Felleman is probably the most substantive
[02:04:35] amendment to the operation of the framework.
[02:04:37] This amendment adds a step to the design process where the executive director will
[02:04:43] consult with the Energy and Sustainability Committee on the Sustainable Design Strategy
[02:04:48] at 30% design.
[02:04:50] Essentially as they begin to design the project, the team that is working on the
[02:04:54] sustainability elements will come back and say, "here's where we are and here's what
[02:04:58] we've seen" regarding sort of new sustainability elements.
[02:05:02] This gets particularly as expressed by Commissioner Felleman to ensure the Commissioner
[02:05:06] receives appropriate visibility of alternatives early in the design process.
[02:05:09] The amendment also affirms that the commission will receive a review of key
[02:05:16] sustainability decisions, where there are significant sustainability, GHG, or cost market
[02:05:22] implications. This amendment has been reviewed by the Executive and his team, and they've
[02:05:26] agreed that the amendment is a reasonable step in the process and won't add any
[02:05:29] significant administrative burden or delay to the design process.
[02:05:36] All right. Amendment 3 Offer by Commissioner Steinbrueck provides a suggested definition
[02:05:42] for resiliency as Executive Director Metruck takes up the effort to incorporate
[02:05:46] resiliency into the framework.
[02:05:51] Amendment 4, offered by Commissioner Felleman enhances the "Purpose" section of the
[02:05:56] framework elevating the century agenda goals, the Port wide nature of the policy,
[02:06:01] highlights the GHG reduction, and the transparency framework will bring to the public on
[02:06:07] how we incorporate sustainability.
[02:06:10] And finally, Amendment 5 is an administrative amendment that gives the senior director of
[02:06:15] engineering environment sustainability, otherwise known as Elizabeth Leavitt, the
[02:06:19] flexibility to delegate responsibility to review changes in the state of design after
[02:06:24] construction authorization.
[02:06:26] It's pretty routine element to allow somebody to delegate that responsibility.
[02:06:31] That's the evidence we have for today.
[02:06:33] Commissioners, questions?
[02:06:34] Comments? Well, I'll make one.

[02:06:39] Oh, no. I was just going to move it.
[02:06:41] No, I think this is a remarkable achievement.
[02:06:44] And the-- and expresses the values that-- of Port wide values under our Century agenda
[02:06:51] and our commitment to doing things differently than have been done in the past in terms
[02:06:57] of the planet, people, and the economics of this.
[02:07:04] I think all of these things will be examined through new lenses when it comes to major
[02:07:10] construction capital projects.
[02:07:12] I don't know of another organization or governmental entity that has this level of
[02:07:19] screening early in the process of delivering a major capital project.
[02:07:25] Certainly there's been a considerable ramping up and commitment to green buildings to,
[02:07:33] you know, to achieving a certain standard under LEED and other sort of certification
[02:07:40] systems. But this is more comprehensive, in my view, and it should be.
[02:07:45] In the world we live in today, these considerations reflect and the screening process
[02:07:54] here with specialized knowledge in each area, expert knowledge within our capabilities of
[02:08:01] our Port staff, I think will ultimately deliver a much better product that is responsive
[02:08:10] to a range of our environmental concerns and social equity concerns, financial concerns.
[02:08:18] So, and also resiliency, as has been mentioned as an additional component of this.
[02:08:25] And you know, we're in a world of climate change where we're seeing extremes both here
[02:08:31] and all over the world, all over the country.
[02:08:33] We don't need to really convince anybody of that.
[02:08:38] We should be building for a future with some of these uncertainties and exigencies as
[02:08:43] well. And so I appreciate the effort that's gone into this.
[02:08:47] I know it's been years in the making and Commissioner Felleman has been integrally
[02:08:52] involved, as has the Energy Sustainability Committee, and we all should be involved.
[02:08:56] So from that standpoint, I would entertain a motion to approve.
[02:09:03] Unless there are further comments. I had--
[02:09:13] The one thing that I guess in the course of doing this that I think become very apparent
[02:09:17] to me is that there's a latent desire at staff level to come up with really clever ideas.
[02:09:23] And this is this is really, I see this as like an authorization to go forth and be
[02:09:29] smarter than us and tell us how we can more cleverly skin the cat or two birds with one
[02:09:35] seed or whatever it might be.
[02:09:36] So I really think that there's a latent desire to do justice.
[02:09:42] And this is just a clear way in which you can show us how it should be done.
[02:09:46] So I thank you all for your help in doing this.
[02:09:49] And I would love to move item 8C.
[02:09:53] Excuse me. I need to interrupt.
[02:09:54] Oh, we we have a question I think on the amendments first.
[02:09:58] Yes, we have.
[02:10:00] We will move the amendments, which would be second through five.
[02:10:05] Is that it? Two, three, four, five, two, three, four, five.
[02:10:09] Is there a motion to approve the amendments?
[02:10:11] Two through five.
[02:10:14] It's been moved. Seconded .
[02:10:15] A ll those in favor say-- Oh, sorry, you want to...?
[02:10:18] Just a quick question for legal counsel on the amendments in particular.
[02:10:23] And just more generally, we are becoming intimately familiar, as Commissioners, with the
[02:10:31] processes that are required under state and federal law to conduct environmental reviews
[02:10:37] of particularly capital projects through Yays or EISes.
[02:10:43] I want to make sure that we're not creating an internal system that trips up any of those
[02:10:48] required external environmental review requirements.
[02:10:56] So I'm hoping our legal counsel can speak to that and assure us that we aren't.
[02:11:02] Since there are moments in this process now where their staff is soliciting input from
[02:11:08] commissioners, which at times during environmental review is explicitly prohibited.
[02:11:17] Can you speak to that? Yes. I'd be happy to, and it's not a question I've given thought
[02:11:20] to. But this internal process is something that's being built into the Port by its own
[02:11:29] motion and resolution.
[02:11:31] And so I think these are standards that we can follow independently without being
[02:11:35] influenced or having to follow on state or federal overlays.
[02:11:39] So I'm not concerned.
[02:11:41] I guess we could give it more thought.
[02:11:43] And if we saw a problem we needed to solve later, we could.
[02:11:46] But I don't see any reason not to move ahead now.
[02:11:48] I guess I'm just imagining that we will need to make sure that there is very clear

[02:11:55] communication between Elizabeth Levitt and whoever the official is in charge-- the staff
[02:12:04] person in charge of the environmental review to make sure that we're not having-- we're
[02:12:10] not providing input on our project that's in the environmental review, even if it's
[02:12:13] through something as official as the ENS committee doing this designated role.
[02:12:19] I mean, I think this policy definitely calls for coordinated communication throughout a
[02:12:23] lot of layers in the Port.
[02:12:24] So this is project definition.
[02:12:26] I mean, this is not what's being subject to environmental review.
[02:12:29] We're defining the project at this phase that will then be subject.
[02:12:33] So far as I'm concerned, this is a transparent decision about, like, how much do we want
[02:12:38] to do and then whether or not there's more needed or whatever, that's the environmental
[02:12:43] analysis. So, I think we're well before us running afoul of CEPA or NEPA.
[02:12:51] And that makes sense. These are design decisions, essentially, what our proposed project
[02:12:54] would be. So, most of these inputs from Commission would pre-date the review.
[02:13:02] Effectively, yes. This is a thought on this.
[02:13:06] Well, I just think they're complementary processes.
[02:13:08] So as the staff begins thinking about projects that are coming up, they'll be analyzing
[02:13:13] what tier project is it?
[02:13:15] If it's a project with lots of opportunity, it'll make it into this process.
[02:13:21] The project will go through environmental review, understanding what's required in terms
[02:13:26] of mitigation. And then on top of all of that, this process would be layered and it could
[02:13:31] be that you decide you wanted to do more: put a solar panel on, invest in wind energy.
[02:13:37] You know, there's lots of things that could happen here that are really additional to the
[02:13:41] environmental review. So I see them as complementary and I don't think that the direction
[02:13:46] we'll get from you, will do anything but inform much more informed environmental review
[02:13:52] processes. And just to be clear, I'm very pleased with this process and extraordinarily
[02:14:02] grateful to Commissioner Felleman in particular for the amount of time and effort he's
[02:14:07] put into creating this new framework for the Port and also to Liz and her team for
[02:14:15] working through what it's like in a large organization, too.
[02:14:19] What I think our hope is that this will inculcate the kind of environmental culture that
[02:14:27] we aspire to.
[02:14:29] And if, as we've seen with just the presentation today of around human trafficking, when
[02:14:35] we do this well, people emulate us.
[02:14:37] And so I'm really looking forward to the knock on impacts of this work, so good effort.
[02:14:43] Thank you for that and I would add the project management teams of both maritime and
[02:14:47] aviation have been a huge part in bringing this as well as project sponsors.
[02:14:52] So we're the front people, but there's a lot of folks behind us that have really helped
[02:14:56] us get to this point. Ok, and we have a motion and it's been seconded to approve the
[02:15:04] amendments 2 through 5.
[02:15:06] Is there...? All those in favor?
[02:15:10] Aye. Oppose? Motion carries.
[02:15:12] Now we're onto the main amended motion.
[02:15:15] I would like to move that we accept motion 8C request the adoption
[02:15:21] of resolution 3768 as amended, a resolution to the Port of Seattle Commission
[02:15:27] establishing a sustainable evaluation framework policy director.
[02:15:31] Second. Yes, that's been moved and seconded.
[02:15:35] All those in favor say Aye.
[02:15:37] Aye. Oppose? Motion carries and we are on to item 8D.
[02:15:42] Thank you. Good work.
[02:15:45] Authorization for the Executive Director to enter into any local agreement with the
[02:15:49] University of Washington Green Futures Lab in substantial the form attached to fund and
[02:15:54] provide support for a continuation of the bio barge pilot project in an amount not to
[02:15:58] exceed \$45,000 .
[02:16:01] Commissioners, is this is a very exciting and innovative project that advances our goal
[02:16:05] of improving and restoring green habitat in the Puget Sound.
[02:16:12] This also addresses our desire to assist with orca recovery efforts.
[02:16:16] And we'll talk about the way forward on this as well.
[02:16:19] With that, the presenter is John Sloan.
[02:16:23] Thank you. Executive Director Metruck and Commissioners.
[02:16:25] Good afternoon. My name is John Sloan.
[02:16:27] I'm a senior environmental project manager-- program manager with Maritime Environment
[02:16:30] Sustainability. Here to talk about an innovative research project with the University and
[02:16:36] to request authority to sign and enter local agreement that will enlist their continued

[02:16:40] support by providing forty five thousand dollars in funding.
[02:16:46] See if we get the presentation...
[02:16:53] The Maritime Environment Sustainability Group worked with UDub in 2019 with funding from
[02:16:59] King County to explore the usefulness of floating wetland islands also called bio barges,
[02:17:05] which are compact rafts of wetland plants that provide habitat for juvenile salmon while
[02:17:10] also improving water quality.
[02:17:12] Between April and July of 2019, four of these units were deployed and studied at Terminal
[02:17:17] 105 and 108.
[02:17:19] The study included support for Marine Maintenance Division, Global Diving and Salvage,
[02:17:23] one of our tenants, UDub Faculty, Students, Port staff, and Port interns.
[02:17:28] The work was funded by King County and the Rose Foundation, primarily.
[02:17:32] Through the first year of the study, we determined that the bio barges were successful in
[02:17:36] providing habitat and water quality improvement to the study sites in the Duwammish
[02:17:40] River, however, they proved to be somewhat not durable.
[02:17:46] They suffered physical limitations from vessel wakes, currents, and weather.
[02:17:51] As such, we're proposing to enter into an inner local agreement with the U[niversity]
[02:17:56] with the Green Futures Lab to supplement funding for a second year of study, where we'll
[02:18:01] evaluate a rebuilt version of the first generation bio barges with a heavier built second
[02:18:05] generation that you see in these photos.
[02:18:09] Under the inner local Port and UDub staff, including students and interns, we'll collect
[02:18:13] data, compare the two prototypes and generate a final report with recommendations for
[02:18:17] further improvements.
[02:18:22] In addition, the inner local will also provide funding to support continued community
[02:18:26] involvement in the project.
[02:18:28] We had 33 community scientists, primarily from the Duwammish Valley, participate last
[02:18:33] year and we hope to increase that number this year.
[02:18:38] If you approve the inner local, the executor director will sign it in early February and
[02:18:43] will commit the funding to the University.
[02:18:45] The public outreach will get underway in late February and the study will begin in March.
[02:18:51] By entering into this agreement, we're supporting important research which will determine
[02:18:55] whether floating wetland islands or bio barges can be scaled up to contribute to our
[02:19:00] salmon recovery and orca recovery goals.
[02:19:04] With that, I thank you for your time and happy to answer any questions.
[02:19:08] Questions? comments? Well, this is a very comfortable little project in terms of dollar
[02:19:14] amount here. I think it's going to meet with strong support.
[02:19:21] But I want to just mention that the the Green Lab at the University of Washington, Green
[02:19:28] Futures Lab that it's called, the built environments, is doing extraordinary work around
[02:19:35] green space, open space, parks throughout the city-- cities and King County.
[02:19:41] And I think they will be an exceptionally good partner.
[02:19:44] It's a bit of a unique project.
[02:19:47] But what I know of-- what little I know of history regarding such floating gardens goes
[02:19:56] back to the Aztec times in Mexico City.
[02:20:00] Two villages in particular, pardon me if I misstate these in terms of pronunciation.
[02:20:05] But Caio Coyula Card and Zovko Melco are part of the Aztec canal system by which they
[02:20:14] actually use floating farms basically on rafts to provide the region with its
[02:20:24] corn. And I'm sure that it also had the added beneficial qualities which this will which
[02:20:32] is a bio remediation of polluted water, which I think is the central objective here.
[02:20:37] So but I just wanted to point out that this is not a new concept, but it's being brought
[02:20:41] back. And I think it's very exciting.
[02:20:43] And we should look at it in terms of a model to be studied in terms of effectiveness,
[02:20:49] like some of the other great innovations we're doing around eelgrass and at Smith's Cove
[02:20:56] and producing, you know, sequestration of greenhouse gases there.
[02:21:01] Carbon that is.
[02:21:03] It's great that we can do this as a public organization to do these kinds of innovative
[02:21:09] projects. And I think it will demonstrate its worthiness in time.
[02:21:14] So thank you very much for that.
[02:21:15] Commissioner Felleman. All for aquatic vegetation.
[02:21:20] Not to suggest we're vegetative here, but the, I think one of the great things about it
[02:21:25] is the collaboration with King County.
[02:21:27] I when I met with Dow, he was very proud of that.
[02:21:31] I saw other commissioners, a councilman touting this project in particular, and Jeannie
[02:21:38] Caldwell's was very proud of this effort.
[02:21:40] And the fact that the Rose Foundation funds this is a little funny given where they get

[02:21:44] their money from. But I like that.
[02:21:47] I think it's a very positive thing.
[02:21:48] And the fact that the interns are engaged with this is particularly good.
[02:21:51] And I'm hoping that our outreach with the tribal kids, we'll be able to engage this
[02:21:56] effort in particular.
[02:21:57] So I think it's fantastic and the more the merrier.
[02:22:01] Also, the fact that global diving and salvage is basically donating their resources and,
[02:22:05] with the vessels to move things around.
[02:22:08] All good. And what a great aquatic habitat for our salmon.
[02:22:13] And the fact that the Duwammish is a significant Chinook salmon place, I mean, that this
[02:22:18] is refugia for smolts and things like that.
[02:22:21] It's remarkable. Like the top four Chinook producers in the Salish Sea.
[02:22:26] So clearly killer whale bait is good.
[02:22:29] Thank you. I think just in our briefing of this earlier, I was discussing of how the
[02:22:34] science feeds into this.
[02:22:35] You know, some of these were-- there's a lot of science going into this to make sure that
[02:22:38] you're getting those primal small-- and eliminating the predators.
[02:22:43] I thought it was really impressive on some of those efforts to do that.
[02:22:46] So. And then the scalability of this, which is-- that's where we want to take it, just
[02:22:51] not beyond this program, but into a scalable program beyond that.
[02:22:55] You know, the fact that the the the Duwammish is such a hardened shoreline that we are
[02:22:59] doing our part with our pocket beaches and restoring little places that we can.
[02:23:03] But here we are sort of creating habitat where there's, you know, rip rap.
[02:23:08] I think it's fantastic. Okay.
[02:23:11] Any further questions or comments?
[02:23:15] I'll entertain a motion. It's been moved and is there a second?
[02:23:20] Second. It's been moved and seconded.
[02:23:22] All those in favor, please say Aye.
[02:23:25] Aye. Opposed? Motion carries.
[02:23:27] Thank you. Thank you.
[02:23:28] That concludes our authorization and final actions, I believe.
[02:23:33] And we're on now to presentations, reports, and staff briefings.
[02:23:37] Item 9A International Arrival Facility Progress Briefing.
[02:23:41] Ok, commissioners, obviously there's a lot of interest in this.
[02:23:47] We've had some exciting news also from the weekend.
[02:23:50] Over the weekend, Commissioner, we reached a significant milestone with our international
[02:23:54] arrival facility with the raising of the pedestrian aerial walkway, which, at 780 feet
[02:24:00] long as the longest structure over an active runway lane, taxi lane, in the world.
[02:24:05] Here to provide updates on the progress, the facility, is Dave Swanky.
[02:24:09] And obviously he's, I think he's got a number of presenters here.
[02:24:11] I don't know if they're all going to talk, Dave, but he's got a long list here, but
[02:24:15] includes from Clark Construction, Bill Calhoun from Washington, D.C.,
[02:24:20] and then Brian Ahearn, the project coordinator here.
[02:24:24] Thank you very much, Steve. Yeah, we're excited today, commissioners, to be here.
[02:24:29] First, let me express just a, in maybe two minutes of remarks before we go forward, I
[02:24:35] want to say kudos to Clark in the SOM Design Build team and all the subcontractors and
[02:24:41] suppliers for getting the overhead pedestrian walkway moved from the cargo area to its
[02:24:46] final position, eight stories above the taxi line between Concourse A and South
[02:24:51] Satellite. Many key team members are in the room today, and we will log them during the
[02:24:58] presentation. That overhead walkway visibly changed the face of the airport and an
[02:25:02] aesthetic and exciting way.
[02:25:04] And when the program's fully complete, it's going to help your airport staff provide
[02:25:08] service and a warm welcome to international arriving guests.
[02:25:14] What are we going to cover today?
[02:25:16] Today, we're going to cover an update on the requirements that were set early in the
[02:25:20] beginning of the contract for small business contract requirements.
[02:25:24] And we've moved a step farther on giving you an update on goals, not contract
[02:25:29] requirements, but goals regarding women, minority business participation and other
[02:25:33] participations. We're going to cover the status of the baggage installation, the Grand
[02:25:38] Hall construction, and how our building meets environmental goals that were set when we
[02:25:42] got this contract underway.
[02:25:45] And of course, you're going to hear personally from our design builder and be able to
[02:25:48] celebrate their achievement of lifting that overhead walkway into place.

[02:25:52] A couple of great videos are going to cap off today's presentation.
[02:25:56] And I want to say that the design builder has overcome some mighty challenges so far, and
[02:26:02] they have an intention of finishing strong and delivering this program for the Port.
[02:26:07] Two comments. First, it takes many teams, prime building firms, suppliers,
[02:26:13] subcontractors, project managers, inspectors, labor, airfield teams, the FAA and many
[02:26:20] other Port teams to pull this kind of thing off.
[02:26:24] There's often one forgotten team that rarely ever gets a mention.
[02:26:26] I'm going to take this moment to do that.
[02:26:29] Surveyors are often forgotten.
[02:26:31] They come in early, our Port teams that surveyors set controls.
[02:26:36] Nothing's ever straight or level without them.
[02:26:39] Once the controls are in place, our contractor's expert surveyors take over from our Port
[02:26:44] expert surveyors and they have done an excellent job in making sure the fit of that
[02:26:49] particular overhead walkway's done.
[02:26:51] Kudos to all involved.
[02:26:54] Second, I'm continuing to feature various excellent Port staff in each of our I.F.
[02:26:59] briefings to you. That gives you a chance to get to know them and it gives them a chance
[02:27:03] to grow and understand how their great careers are progressing.
[02:27:07] They'll introduce themselves as we get underway.
[02:27:10] I'll now turn over to Steve.
[02:27:18] Good afternoon. Good afternoon, Commissioners and Executive Director Metruck.
[02:27:24] My name is Steve McCabe. I'm one of the I.F.
[02:27:26] program managers. My focus today will be on project cost and schedule status.
[02:27:42] Before I get going, I, too, would like to acknowledge a core group of our I.F.
[02:27:46] team here. The program control staff.
[02:27:50] If I could, as I say, your name Doug Grimm is our program controls manager right there.
[02:27:57] Jeff Straughn is our cost estimate.
[02:27:59] Dave Jones is our cost engineer and Pete Galloway is our program scheduler.
[02:28:05] These guys do a lot of their work behind the scenes.
[02:28:07] They're really the engine that provides a lot of data and analysis that we use for our
[02:28:13] reporting. They are a tremendous support resource for our team, for our project managers,
[02:28:18] REs, CMs, and really give us essential information and analysis for us to make sound
[02:28:23] decisions. So this is a tremendous group and key members of our team.
[02:28:28] So thank you. Jumping into the report itself here on the cost side of things here.
[02:28:36] Why don't we just work our way from the top left and go counterclockwise around here.
[02:28:40] Looking at just the cost metrics of where we are on the Port side, this is our internal
[02:28:45] costs. You can see that we're still below budget, comfortably below budget.
[02:28:51] The one thing of note there in that blue hatched is the management reserve.
[02:28:55] So I think it's sort of key interest here and importance that you see the the management
[02:29:00] reserve that we've set aside is untapped.
[02:29:03] OK. So that's a key indicator for the health of the project.
[02:29:09] And save that for the big party at the end!
[02:29:11] Correct, at your place.
[02:29:16] Below that is the GMP portion.
[02:29:17] So this is where the clerk's responsibilities really kick in.
[02:29:21] You can see where those actuals are compared to the overall unspent there as well.
[02:29:25] Again, a nice general metric to the health of the project and take those two and stack
[02:29:30] them looking at the total program budget.
[02:29:32] We're a hair under 74 percent.
[02:29:35] That tracks well with the percent complete in general.
[02:29:39] Top right. You see, we've given this a, on our dashboard here, an on watch.
[02:29:44] The only reason it gets that is because while we do forecast being within the contracted
[02:29:48] budget, we do think at some point we will be tapping into that management reserve.
[02:29:56] Digging down one layer here.
[02:29:58] Still within the GMP.
[02:29:59] There are these contingency and allowance budgets.
[02:30:02] You can see the percentages of allocated versus unallocated here.
[02:30:06] Again, there's a general alignment between those percentages and our percent complete.
[02:30:10] So that's a healthy indicator.
[02:30:14] Again, the only reason here, similar to the previous slide that it's on watch, is that we
[02:30:18] do forecast an exceedance at current currently of the Port allowance.
[02:30:23] And that's where we would be tapping into that managers reserve.
[02:30:31] Switching gears to the schedule side, just to sort of land land ourselves here on the

[02:30:37] data date and what it means.
[02:30:39] This is all based on Clark's November update.
[02:30:42] That type of generally 60 day lag is typical in these reporting cycles.
[02:30:48] The contractor provides the update mid-month after the work is completed and then there's
[02:30:53] time for analysis and falling into these reporting cycles.
[02:30:56] So we just want to make sure no one thought there was something unusual about that data
[02:30:59] date. Currently, Clark is now forecasting beyond the contractual substantial completion
[02:31:06] date which is the dotted line there.
[02:31:09] That's actually early June, 6/6 of 20.
[02:31:12] And they are now forecasting to go out to the end of August 2020.
[02:31:19] You can see beyond that in the sort of patched red, our forecasts based on our analysis,
[02:31:26] looks looks to be a little bit to the right of that.
[02:31:29] So we're out about 30 days beyond what Clark is currently projecting.
[02:31:34] Last thing I'll point out on this slide here is that all of this I'm providing you from
[02:31:40] the project's perspective.
[02:31:41] That's essentially when we look to hand the keys over.
[02:31:45] Charles, Getkin will be reporting to you a little later on the presentation with regard
[02:31:49] to the activation of those facilities and all the effort that goes into actually getting
[02:31:56] the facility open and operating.
[02:32:03] All right. Let's see if I can use my.
[02:32:07] Fantastic Four s stretch your arms.
[02:32:09] Well, while you're while you're doing that, in terms of the constructive schedule right
[02:32:14] now, in terms of the-- Congratulations on this bridge accomplishment and all but we
[02:32:20] supposed to be able to get planes under it within a week of this time, it's that-- are we
[02:32:24] able to be able to be doing that?
[02:32:30] What I can tell you is the contractor has been afforded 168 hours from the moment they
[02:32:37] impact the air field operation till those impacts are to be discontinued and were suppose
[02:32:43] to be reopened to unobstructed use of the airfield.
[02:32:46] So that is still the plan.
[02:32:52] All right. I think I'm set.
[02:32:54] Hello Commissioners, My name is Miam Rice and I'm the director of the Diversity in
[02:32:57] Contracting Department.
[02:32:59] And real quick.
[02:33:01] I did want to acknowledge you.
[02:33:06] I would like to acknowledge a couple of people as well and is from Clark Construction.
[02:33:11] Is Vicki Bombo here?
[02:33:15] U nable to hear.
[02:33:17] But Vickie and Ralph Ibarra from diverse American network.
[02:33:25] And then also we've already acknowledged Mr.
[02:33:27] Doug Graham. All of them were worked really hard on this particular project in terms of
[02:33:33] really helping the small businesses out, seeing the numbers that you hear today.
[02:33:36] So as we move forward here, prior to your wonderful policy directive, the diversity and
[02:33:45] contracting policy directive that was established, we're now in 2020, we're saying.
[02:33:51] about 2018 when the policy directive was established focusing on women minority
[02:33:57] participation. Prior to that, we had a small business program and that small business
[02:34:01] program encompasses all sizes of small businesses.
[02:34:07] But also we mostly focused on what they call small contractor and supplier businesses,
[02:34:13] S-E-S, businesses, SES businesses are half the size standard of this federal Small
[02:34:22] Business Administration size limit.
[02:34:25] So as example, if a painter's threshold for SBA criteria is a million dollars.
[02:34:34] The SES program would be, our threshold would be five hundred thousand.
[02:34:40] So when this project kicked off, C lark and the Port of Seattle, our department worked
[02:34:46] really hard in terms of identifying what is a good requirement for establishing the SES
[02:34:56] number, as you see on the left hand side of the
[02:35:03] chart. And you see here.
[02:35:05] \$25.6 million was the dollar threshold that we're really trying to get for those SES
[02:35:11] businesses as a requirement.
[02:35:15] The middle, as you see, what is currently going on right now is what has been awarded and
[02:35:23] awarding businesses equates up to \$33.6
[02:35:28] million. So as you see, what the requirement was versus what it's awarded is much higher.
[02:35:36] So we're doing really well from those businesses that actually have been awarded.
[02:35:40] And I thought it would be more transparent to really show not only just the requirements
[02:35:49] and the awards, but also to this point in time, the snapshot in time and day is, who has

[02:35:55] been paid. I mean, not who, but how much has been paid to this point.
[02:35:59] So what you see from the SES perspective
[02:36:06] is the full picture of awards versus pay versus the goal.
[02:36:12] Similarly. On the right hand side, you'll see the general SBE participation.
[02:36:20] There is the same format.
[02:36:23] We are well above the goal
[02:36:26] versus the requirement.
[02:36:28] Regardless of that, the awarded businesses, the businesses that have been awarded have
[02:36:33] really shown to be quite significant in this regard versus also the
[02:36:43] pay. That's, we're talking about \$8.7
[02:36:46] million dollars. To small businesses, and that's fabulous.
[02:36:51] So as you see, thus far, in this point in time, this is a good news story.
[02:36:58] And this presentation is all good news.
[02:37:00] So just want to let you know about that.
[02:37:02] Yeah, please. Commissioner. How much is really great?
[02:37:10] How many is another question?
[02:37:12] Right? Yes. That's the next slide? .
[02:37:14] All right. And the other thing was, like you said, over time.
[02:37:17] So I was just wondering in terms of for the life of the project, do you show like where
[02:37:20] these folks come into the project?
[02:37:24] And right now, it's classic exploitation.
[02:37:26] Right. Yeah. Where did all this money that haven't been paid--
[02:37:29] Right. Right. That's exactly right.
[02:37:31] And so, you know, I don't want to misspeak here, but as in any construction project,
[02:37:38] there's different phases within the actual schedule.
[02:37:40] And so essentially, a lot of these scopes will come towards more of the, if I had to
[02:37:47] guess, the tenant improvement types areas.
[02:37:52] A lot of the smaller SES businesses, that's where they flourish.
[02:37:56] So comes towards the end.
[02:37:58] Toward the end. Makes sense. Now.
[02:38:06] Although. Although not required, we are tracking, with the help of Clark and
[02:38:16] Ralph Abair, and crew, we are tracking those, when he visits, we want to see what it
[02:38:21] looks like from those woman and minority participation.
[02:38:24] And if you look at the box to the right where it says current findings.
[02:38:30] As of today, 44 woman and minority businesses have been paid and together, we're looking
[02:38:37] at \$104 million for this project and we're still going.
[02:38:41] Right. So this is this is fabulous and--
[02:38:46] Probably unprecedented, I would think, in terms of local achievement in that regard.
[02:38:51] It's... it's a good one.
[02:38:53] And these are distinct firms, right?
[02:38:55] These are distinct firms, they're not overlapping.
[02:38:57] There's no double counting whatsoever.
[02:38:59] And diverse American network with Ralph Abair.
[02:39:03] We've had-- doing a lot of double checking and making sure that there is no double
[02:39:08] counting as we move the ball forward.
[02:39:13] Lastly. We get more sunshine.
[02:39:16] Can I ask a question? Sure.
[02:39:19] I'm noticing this-- but it says the ethnicity was not tracked.
[02:39:25] It was not a contract requirement for the IAF.
[02:39:27] Nope. But Diverse America Network did validate each certification.
[02:39:32] So I'm wondering if we can go back and disaggregate that data and see, even if they
[02:39:38] didn't report it, if we can go back and look and see how that distribution was on a more
[02:39:43] granular level. Absolutely, Commissioner Cho, you bring up a very good question.
[02:39:51] Good afternoon, commissioners.
[02:39:52] Executive Director Metruck.
[02:39:54] For the record, my name is Ralph B.
[02:39:56] I'm president of Diverse America Network and I have resided in King County for four
[02:39:59] years-- or 40 years, excuse me.
[02:40:02] And I'm here in my capacity to fulfill services as the IAF Diverse Business and Manpower
[02:40:08] Acquisition, Consulting and Reporting member of the project team under Dave Swanky.
[02:40:14] One of my deliverables is to engage with the appropriate functionaries from the Port of
[02:40:18] Seattle and Clark Construction Group to confirm specific subcontractors and suppliers
[02:40:24] awarded contracts on the IAF.

[02:40:27] I, in turn have verified and validated the business classifications and status of the
[02:40:31] individual firms awarded contracts on this project using a variety of criteria.
[02:40:38] That is to say, certifications by the King County Small Contractors and Suppliers
[02:40:42] Program, The Washington State Office of Minority and Women Business Enterprises, State
[02:40:46] and Federal Programs, The Federal System for Award Management, and other verifying
[02:40:51] sources. Now specific to your question, actually, we have been in the process of
[02:40:57] identifying the ethnicity of the individual firms that are on the IAF project.
[02:41:04] That's not reflected in these particular slides, but with Doug Grim's assistance, as well
[02:41:10] as the various data and details that Clark Construction has been providing and that we
[02:41:15] have been augmenting to get a better picture and to get more granular, that information
[02:41:22] is available and will become part of the reporting.
[02:41:26] We can easily provide what we have now.
[02:41:28] Great. Looking forward to it. Thank you.
[02:41:31] All right. So lastly, just for some of the folks in the audience or some Commission
[02:41:37] members, this is just a breakdown, the top chart where it says WNBE and this is different
[02:41:44] various categories for the federal certified disbands businesses, women small businesses
[02:41:50] when businesses better known and so forth.
[02:41:52] So that is just kind of it.
[02:41:53] Just in case you were curious about that breakdown and how much each side of-- each one
[02:41:58] of those areas folks have been paid.
[02:42:01] There it is. That's for your edification.
[02:42:05] Lastly, we have the apprenticeship utilization where you'll see the total apprentice
[02:42:12] hours, we're talking about 20 percent for minority, thirty two point six percent of
[02:42:17] labor, all labor hours here, which is doing great.
[02:42:21] But I think there's some room for improvement in the female area as you see, that comes
[02:42:29] up to 4 percent.
[02:42:32] So with that, that concludes the small business portion of my presentation.
[02:42:40] Any questions before I move on?
[02:42:43] Thank you for your hard work and attention here, it's a great achievement.
[02:42:48] So overall.
[02:42:49] Thanks Commissioner, sir. We often hear that the price tag is big, but the benefits are
[02:42:53] huge. That's right. That's right.
[02:42:55] Mm hmm. Hello again, Commissioners, Executive Director Metruck.
[02:43:05] My name is Chris Sherwood.
[02:43:06] I'm a construction manager for the Port of Seattle and I also support this project on the
[02:43:12] baggage portion. I will take you through the slide here and show you some of the progress
[02:43:15] we've been making on baggage.
[02:43:18] Starting out on the photograph on your left.
[02:43:20] That's a photograph of the CBRA.
[02:43:22] The CBRA is a TSA acronym that stands for Checked Baggage Resolution Area.
[02:43:27] And this is a room that TSA officers might perform a secondary search on your bag.
[02:43:32] The progress of the CBRAs is about 75 percent complete.
[02:43:36] Some of the remaining work includes installing the TSA electronics that support this
[02:43:40] room. The photograph in the middle there, the second photograph is a photograph standing
[02:43:46] on the ramp level, looking from north the south at our in-bound system.
[02:43:51] Now the in-bound system here is really straightforward.
[02:43:54] It takes bags from the ramp level, it routes them up through the floor, and deposits them
[02:43:59] on to one of seven baggage claim carousels.
[02:44:03] The photograph's a little bit busy, but I'd like to draw your attention to the yellow in
[02:44:07] that photograph. That's the really heavy duty crossover and catwalk system that we've
[02:44:15] installed in the project. And that allows our aviation maintenance folks to safely trip
[02:44:21] over some of these very precarious locations and clear bag jams and perform routine
[02:44:25] maintenance on the system. The inbound portion of the project is about 70 percent
[02:44:31] complete. Some of the remaining work includes installing the remaining two baggage claim
[02:44:36] carousels and then hooking up the feed conveyors to those carousels.
[02:44:41] Now, the third and final photograph there on the right is a photograph of the outbound
[02:44:46] portion of the system, and that is our most complicated portion of the system.
[02:44:50] It's sort of the meat and potatoes, if you will.
[02:44:52] If you are a traveler coming to Seattle and Seattle is not your final destination.
[02:44:57] Then you will be rechecking your bags at a ticket counter within the IAF.
[02:45:02] And from there, Conveyers is going to take your bags down through the floor to a TSA
[02:45:07] explosive detection system.
[02:45:10] And assuming that they clear that, they'll get on conveyers, just like the ones you see

[02:45:13] here in the photograph, or they'll end up on one of four makeup devices.
[02:45:19] Those four makeup devices are all installed at this point.
[02:45:23] From there, the baggage handlers will make sure that your bags get from the makeup device
[02:45:26] to the correct gate and then hopefully on the correct airplane.
[02:45:31] I am pleased to announce that at this point there's about two weeks left of installation
[02:45:34] on the outbound system. Then we'll be fully installed from a mechanical standpoint.
[02:45:39] I would say the hard work starts at that point.
[02:45:41] We've got several months after that of testing and commissioning of the system to make
[02:45:45] sure it gets certified to TSA standards and meets our own standards that can eventually
[02:45:49] be opened up for use. And that concludes my portion of the presentation.
[02:45:56] I'm happy to field any questions.
[02:46:06] Good afternoon Commissioners and Executive Director Metruck.
[02:46:08] My name is Tyler Symbol.
[02:46:09] I'm a construction manager for the Port of Seattle.
[02:46:12] My focus on the project is over-arching Contract Management and the construction of the
[02:46:17] actual IAF building itself.
[02:46:20] I want to spend a couple of minutes talking about a couple of slides showing progress of
[02:46:23] the IAF. building itself and then conclude with just a quick update on LEED.
[02:46:29] So in late November, early December, the IAF now has its permanent power to the facility.
[02:46:38] The picture on the left is subcontractor, Vally Electric, doing the final connections
[02:46:43] inside the main distribution room throughout the IAF.
[02:46:46] Shortly after that was energized, permanent powers had been pushed to the major
[02:46:53] distribution panels and to the vast majority of the baggage handling system.
[02:46:59] The picture on the right is our mechanical room number one.
[02:47:03] It has now received all utilities that it needs.
[02:47:06] Steam, domestic water, and other utilities to become activated so we can start up the air
[02:47:11] handlers and start the HVAC system to bring heating and cooling to the building.
[02:47:15] Pre-functional testing will begin in February.
[02:47:23] I'll talk a little bit about finishes.
[02:47:25] Contractors method of working through the building has kind of been from a north to south
[02:47:29] kind of perspective. The picture on the left is the CBP Trusted Traveler area.
[02:47:36] This is where, one of the only public areas of the building that, folks can go to to get
[02:47:41] global entry entered into that program.
[02:47:44] From this, you can see that ceilings are starting to go in, flooring is starting to go
[02:47:48] in, and we're starting to see final paint on walls.
[02:47:51] The picture on the right is the TSA checkpoint area.
[02:47:56] The [inaudible] is complete.
[02:47:57] Starting to install column covers, painting is complete.
[02:48:02] And we're getting ready for the TSA equipment.
[02:48:04] The automated screen lanes do start being installed in late March.
[02:48:13] This slide is a picture of our Terrazzo.
[02:48:17] It was a major accomplishment in something that both the Port and Clark worked diligently
[02:48:21] on to make sure that we could install all hundred and forty five thousand square feet of
[02:48:26] this throughout the project timeline.
[02:48:29] As of right now, the contractor is about 75 percent complete.
[02:48:34] These pictures up here show the different stages of the nine step process to install.
[02:48:40] On the bottom left, you can see the black material, which is a pre level material with
[02:48:44] the architectural dividers.
[02:48:46] Moving onto the pictures on the right of the folks putting in the actual terrazzo mix.
[02:48:53] Finally, it'll get ground and polished in place and give us that exposed shiny aggregate
[02:48:57] that we're used to seeing throughout the airport.
[02:49:03] My next slide is a very interesting one, it shows where we were in August and where we
[02:49:10] were at the start of July.
[02:49:11] In the Grand Hall, January, excuse me, inside the IAF.
[02:49:17] In this picture, you can see the production of the terrazzo has started from the north,
[02:49:21] moved all the way throughout the south.
[02:49:23] Five of the seven baggage claim units have been installed.
[02:49:28] And also in the middle of the picture, you can see these white frames and columns.
[02:49:33] That's the art support and we're getting ready for the artists to come in to install in
[02:49:37] late March, start of April.
[02:49:39] So really shown some progress inside of the the IAF Grand Hall.
[02:49:48] These are the only slides that I have for the progress inside.
[02:49:52] Before I go to lead, is there any questions?

[02:49:57] [Inaudible] Correct.
[02:50:06] It's the posts and columns inside each of the baggage claim units and the art will be put
[02:50:11] in by the artist on on top of those supports.
[02:50:14] Nothing hanging from the ceiling?
[02:50:16] Not in this area.
[02:50:17] There's two kinetic sort of mobiles that will be installed by a different artist.
[02:50:22] One of them was back in the CBD.
[02:50:24] Ah, excuse me. In the TSA area.
[02:50:26] There's one. There's gonna be one probably right where the camera took the picture.
[02:50:31] And they're also on schedule to come in March and April.
[02:50:35] And the vantage of the camera?
[02:50:36] Is that space that we have flexibility on how to use now?
[02:50:41] Correct. Yes, it is the area right on top of the escalators.
[02:50:46] And has the decision been made about another photo platform?
[02:50:53] Not that I know of. Charles? Yeah.
[02:50:55] So Commissioners, Charles Getkin.
[02:50:57] We are looking at that mezzanine level that you're talking about where the APC kiosks
[02:51:02] were gonna go. We're still reviewing that with terminal operations as far as a customer
[02:51:06] service counter or some additional seating.
[02:51:09] So we have not finalized those plans yet.
[02:51:12] Somebody had mentioned and, I don't know, I thought was really clever, folks with like
[02:51:17] kids with strollers or wheelchairs or people that needed extra handling.
[02:51:23] Was that something that was being discussed as a staging area?
[02:51:27] Or? No. Not that I'm aware of, no, not in that-- not from that vantage point.
[02:51:34] That vantage point is the mezzanine level before you take the three escalators going down
[02:51:41] into the baggage claim area.
[02:51:46] Commissioners, Jeffery Brown, Director of Citizen Capital programs.
[02:51:49] I think it's best given the concerns that we have with biometrics we haven't resolved yet
[02:51:54] that we reserve decision in that space.
[02:51:57] I think at that time is ripe for us to make a decision so for right now, I think let's
[02:52:01] hold off on that space. Ok.
[02:52:09] Now move on to a quick slide on LEED.
[02:52:13] Currently, the project team is working and on track to the LEED silver certification.
[02:52:18] Some of the highlights you'll see here: Infrastructure, the purple pipe's been installed
[02:52:23] for future rainwater reuse.
[02:52:25] We have increased daylight throughout the facility and the contractors diverting a large
[02:52:31] percentage of their construction waste from lands from, excuse me, from landfills.
[02:52:35] The project team is going to continue working with Port Environmental and Clark to obtain
[02:52:39] this LEED certification.
[02:52:49] This, you know, we are very proud of our amount of glass gazing at the views of Rainier
[02:52:55] and all that good stuff. I mean, are there like, you know, all sorts of coatings and
[02:52:59] stuff like that you put on glass? I mean, are there are multiple tiers of glass, I mean,
[02:53:04] when it was determined.
[02:53:06] I mean, I'm just wondering what the decision making process of is this triple pane, is
[02:53:11] this. Whatever.
[02:53:13] How is that determined?
[02:53:15] I've been on the project for about a year.
[02:53:17] I can't answer that question.
[02:53:18] We can take a look back into it.
[02:53:19] But I know that we do have blinds and shades that go in there.
[02:53:23] Also, the actual type of glass, I do not know.
[02:53:27] Just one of the bigger energy considerations.
[02:53:31] Okay. Ok.
[02:53:35] Thank you very much. I'll turn over to Charles Goodkin.
[02:53:42] Good afternoon, Mr. Metruck, Commissioners.
[02:53:44] My name is Charles Getkin and I'm a senior manager for ORAT: Operational Readiness And
[02:53:49] Airport Transition.
[02:53:51] We are responsible for making sure that all staff and employees are ready to operate in
[02:53:56] the IAF when it opens.
[02:53:58] So our goal for activation of the IAF is to ensure that all tenants, airlines, and
[02:54:04] vendors operating in and around the IAF are fully prepared for opening day operations.
[02:54:10] That entails many things from familiarization tours and orientations through the
[02:54:16] facility, making sure tenants on Concourse A know how to get out to the new load dock

[02:54:22] that's being built on Concourse A, to training on new systems and elements within the
[02:54:30] facility, operational trials that we'll do on escalators, elevators and other areas,
[02:54:36] passenger flow simulation, and making sure that everybody's familiar with new standard
[02:54:42] operating procedures and contingency plans.
[02:54:45] We'll also be collecting risks and issues that our various stakeholders have to make sure
[02:54:51] that we implement proper countermeasures and mitigation tactics before opening.
[02:54:56] So what you have on the slide here, activation generally breaks down.
[02:55:03] What can you do before substantial completion?
[02:55:07] And we'll be doing, we've been doing lots of familiarization tours.
[02:55:10] We've done over 300 familiarization tours, mostly with Customs and Border Protection,
[02:55:16] since they are the primary tenant of the IAF, but also with our airlines, customer
[02:55:21] service representatives, and other various stakeholders.
[02:55:27] We're also developing S.O.P.s
[02:55:29] with all these stakeholders, contingency plans based on the risks that we're seeing as we
[02:55:34] walk through the facility and identifying different areas they need training that the
[02:55:41] contract is not covering.
[02:55:45] So this is what you do before substantial completion.
[02:55:49] Once we get into substantial completion and we get hot and heavy, that's when the
[02:55:54] activation period begins.
[02:55:56] We'll be doing more refined familiarization tours with frontline staff, going through
[02:56:03] emergency egress routes, rally points, as well as doing operational trainings.
[02:56:09] And now we're actually going to get to use the new system's equipment, walk through the
[02:56:14] facility without hardhats and do a lot of the training that we've been talking about for
[02:56:19] the past few or several months.
[02:56:21] We'll also be putting together the operational trials.
[02:56:25] That's how we verify that the frontline staff actually received and retained that
[02:56:29] training, making sure that they can actually perform in the IAF with all the new
[02:56:34] equipment in the facility.
[02:56:36] Talked a little bit about the public simulation.
[02:56:39] So that's a passenger flow simulation to try and stress the noon peak and actually put
[02:56:44] public participants through the facility with checked baggage.
[02:56:50] And then we'll get into move and relocation efforts.
[02:56:53] So what can we move from the old FIS and the South Satellite into the new IAF ahead of
[02:57:00] time and what needs to be moved overnight as we then get into the actual opening
[02:57:05] transition from one night in the FIS at the south satellite to now all passengers and
[02:57:11] staff are working in the IAF on opening day.
[02:57:15] After we open up, then we've got post openings support.
[02:57:17] Typically, we're checking in frontline staff and their supervisors, making sure that
[02:57:23] everything's performing the way it was supposed to, that SOPs are actually being followed
[02:57:28] the way we had we described with our stakeholders and management.
[02:57:33] If there's any makeup training that's needed, we'll be coordinating that.
[02:57:37] We'll be working through lessons learned and collecting all of that from our different
[02:57:41] stakeholders, frontline staff, lots of talking with them and actually being out on the
[02:57:47] floor with the staff during operations to actually capture what went well, what didn't go
[02:57:52] well and what needs to be fixed.
[02:57:55] These lessons learned will then be used as as we did at North Star Phase 1A, use those
[02:58:01] for the next the next opening that we have, the next new facility.
[02:58:06] So that's some that's kind of an overview of activation coming up for the IAF.
[02:58:11] I got a couple of questions here on the subject.
[02:58:13] This is sort of the softer side of the delivery and operational side at some point, I
[02:58:20] presume, in all of this.
[02:58:22] There's a full and careful inspection of all-- of the entire building and all of the
[02:58:29] mechanical systems.
[02:58:30] And then that would be followed presumably for maybe up to a year.
[02:58:35] Building, commissioning, is that part of the--?
[02:58:39] We have a third party commissioning agent that's verifying commissioning all of the
[02:58:44] systems and there--.
[02:58:45] Post construction, post activation,
[02:58:48] Right? Hopefully all systems are commissioned before substantial completion.
[02:58:54] Oh, they would be? Yeah.
[02:58:55] So what what's the timeframe for all of this?
[02:59:00] It's usually, my understanding with projects like this, it would be a period of-- more
[02:59:06] extended period of commissioning post construction.

[02:59:13] Yeah. Not to confuse the two.
[02:59:15] Commissioning is all about making sure the systems and equipment are fully operational,
[02:59:21] activations about making sure the staff and the people are ready to operate.
[02:59:25] You're right, like distinguishing between those, OK?
[02:59:28] Absolutely. All right. Commissioner.
[02:59:30] Yeah. Mr.
[02:59:32] Merritt. Commissioner Steinbrueck.
[02:59:34] This is Brian Ahearn with Clark Construction here.
[02:59:37] The commissioning scope of work is in the design build subcontract.
[02:59:41] And currently we've started planning for the commissioning process three or four years
[02:59:45] ago. The commissioning plan has been in place.
[02:59:48] It's been approved and we're currently implementing it as we speak.
[02:59:53] We'll start a very aggressive building systems commissioning process within the next
[02:59:59] month in March, and that'll continue through the substantial completion.
[03:00:03] And that'll be coordinated with the activation team and the training of the staff to move
[03:00:10] towards the successful opening of the IAF facility.
[03:00:13] Okay, there's quite a bit that will occur or maybe entirely before opening.
[03:00:17] Absolutely. Every system will be tested.
[03:00:19] Every system will be commissioned, every system will be, will go through extensive
[03:00:25] maintenance on it, training, getting the end user familiar with it prior to winning,
[03:00:31] prior to even substantial completion.
[03:00:33] That's good. I was recalling the pre-opening of the Alaskan Way tunnel.
[03:00:40] You remember when they ran the exhaust system to flush it out?
[03:00:46] It blew the doors off the elevators.
[03:00:48] It was so powerful.
[03:00:51] We won't be blowing any doors off of anything.[Laughter]
[03:00:53] And Sheet Rock, too Yeah.
[03:00:56] Good. Any other questions about activation before I turn it over to Brian?
[03:01:07] Thank you all very much.
[03:01:09] Thank you.
[03:01:26] Commissioners, Executive Director Metruck, thank you for the opportunity to address the
[03:01:31] Commission here today on behalf of Clarke Construction.
[03:01:34] I'm here along with Clarke Construction's Vice Chairman of the company, Bill Calhoun, and
[03:01:40] he will address the Commission as well.
[03:01:43] I'm here really today to talk about a very exciting milestone that the IAF project has
[03:01:51] recently achieved. Many of you have probably seen in the media, I know Commissioner
[03:01:56] Steinbrueck has personally seen it and been out there and we appreciate that.
[03:02:01] But we've truly achieved a significant milestone in raising the pedestrian walkway
[03:02:07] bridge, which ultimately connects the South Satellite to Terminal A and to ultimately
[03:02:14] the new international arrival facility.
[03:02:19] This is no standard milestone, no standard dry milestone or completion of steel.
[03:02:26] This is truly an amazing feat by an amazing group of people and was truly a collaborative
[03:02:35] effort. You know, this is the largest and longest clear band bridge over an active
[03:02:43] taxiway in the world, and that's here at SeaTac Airport.
[03:02:47] I want to take this moment to recognize the entire bridge team.
[03:02:54] It was a truly collaborative effort.
[03:02:56] There's approximately 400 different entities that are involved, companies that are
[03:03:01] involved in the IAF project, and many of them have pieces and parts of this pedestrian
[03:03:06] walkway in this bridge.
[03:03:08] And it truly took a collaborative effort.
[03:03:09] So we have many of the experts here in the in the audience.
[03:03:14] And I want to take a moment to recognize a few key individuals as part of this.
[03:03:22] Can we have you stand up, please?
[03:03:25] So let's give them a little bit more.
[03:03:27] Let's have you stand up . I'm going to introduce them by team.
[03:03:35] I want to start with the Port of Seattle.
[03:03:38] This truly could not have been done without such a great owner by our side.
[03:03:44] Dave mentioned it before, but this is an active airport and we did this work in and
[03:03:49] around active planes with minimizing operations, or minimizing impacts operations as a
[03:03:56] priority. And truly a feat working in and around aircraft and the port of Seattle's
[03:04:02] leadership under Dave Swanky on the air side.
[03:04:06] Eileen Francisco, we had Mark Cotes, Steve St.
[03:04:11] Lewis, Sarah Mitchell, Jermaine Murray and Mattie Mackenzie.

[03:04:17] And I can't name everybody, but those were key players involved in the bridge.
[03:04:22] On the Clarke side, led by our bridge team, led by Brad McDermott, our superintendent,
[03:04:29] Jeff Nyeblack, our general superintendent, Michael Tavarez, J.
[03:04:34] Hastings, one of our lead engineers, Trevor Jerod, and Brian Peterson, were key members
[03:04:40] of the Clarke side again.
[03:04:42] Truly a collaborative effort.
[03:04:44] We had the best engineering firms in the world involved in this with SLM and KPFF.
[03:04:53] And I specifically want to recognize Jacob McCann and Jordan Deluthe who are here, who
[03:04:58] are the structural engineers of record who pulled off this engineering feat with our
[03:05:02] team. And then our contractor, our craft
[03:05:13] workers, the contractor here, TEC, The Erection Company.
[03:05:18] I want to specifically mention J.C.
[03:05:21] Hating, excuse me, J.C.
[03:05:23] Hayden, the project manager.
[03:05:25] And we have Jeff Glockner here, our general superintendent, who are in charge of hundreds
[03:05:31] of dedicated craft iron workers who are out here working in the rain and in tough
[03:05:37] conditions, but doing it in a safe manner.
[03:05:41] So I want to congratulate the TEC team, Supreme
[03:05:51] Jeff Jensen.
[03:05:52] We have the team that actually did the lift, a specialty firm called Mamu, who was a huge
[03:06:00] part. I want to specifically recognize a independent engineering expert, renowned, world
[03:06:08] renowned, who came out and has been here ever since the beginning of the lift.
[03:06:12] And a huge part of this in Caseys, the name of the company, and Alan Killchalmers is the
[03:06:17] engineer, and also want to recognize the third party testing agency who has been a huge
[03:06:25] part, ensuring that we're meeting code and doing the welds and getting the inspections
[03:06:31] with the Mays testing.
[03:06:32] Mike Mays and Jim Kay have been a huge part of that team.
[03:06:35] So I just want to give that group an extra round of applause.
[03:06:39] Thank you. Yeah, it was a truly remarkable achievement and very exciting to watch
[03:06:49] as well. After a few hours, it got a little cold out here.
[03:06:53] As this thing was inching its way up, you know, but it's really exciting.
[03:06:58] I had my son out there at midnight on Saturday, Friday night.
[03:07:01] I think it was. But you guys have pulled something off.
[03:07:05] That's truly a remarkable achievement.
[03:07:08] And for me, I think about the likelihood of millions of people walking across that bridge
[03:07:16] as they arrive, many for the first time to the United States, let alone, you know, the
[03:07:22] great Northwest here.
[03:07:24] And that's going to be a really exciting experience, I think, for arriving travelers.
[03:07:31] And they will remember that I'm sure of it, as their first, you know, view upon their
[03:07:37] arrival. The excitement will be unending there.
[03:07:41] So once again, thank you so much for a tremendous achievement, Clarke and all of our Port
[03:07:47] staff and everybody else, all the subcontractors and the engineers and technical folks.
[03:07:54] Remarkable. Absolutely.
[03:07:55] You know, though, the one thing that I'm most proud about is, you know, we had a lot of
[03:07:59] trials and tribulation, but we all had a commitment to do this safely.
[03:08:05] And that took priority at all times.
[03:08:07] And these experts and the culture we built related around safety and doing this right and
[03:08:13] minimizing any impacts to operations.
[03:08:17] I'm proud of that team for that.
[03:08:18] So thank you again.
[03:08:23] So with that, I wanted to give a quick update on some of the sequence of the
[03:08:31] construction, including the V Piers.
[03:08:34] These pictures here show just the complexity of just building the V Piers structures.
[03:08:41] We have to mirror image V Piers structures.
[03:08:44] One is on the Concourse A side as seen over here and the other on the left in the far
[03:08:51] corner you could see at the South Satellite side.
[03:08:55] And as you can see from this vantage point, we are working directly adjacent to active
[03:09:01] airports and active airplanes which made this even more complex.
[03:09:09] These next three pictures show some of the critical equipment, lifting equipment, we
[03:09:15] used. These are called Strand Jacks.
[03:09:18] Mamu installed these strand jacks along with TEC on top of the V piers, which ultimately
[03:09:25] were the lifting mechanisms that allowed us to do this complex lift and this complex
[03:09:32] engineered pick. These three pictures are the center

[03:09:41] section itself, which was prefabricated in fully clad and roofed in cargo two.
[03:09:51] It's approximately three million pounds and the size of a football field.
[03:09:57] And we put it on wheels.
[03:09:59] Now, I've done a lot of aviation work in my career and I've walked on a lot of runways at
[03:10:05] night doing a lot of typical utility relocations and runway paving work.
[03:10:11] But I can say at midnight on Thursday was the first time I walked down the runway
[03:10:17] alongside a three million pound bridge leading the way, effectively moving two point
[03:10:27] nine miles from cargo all the way over to its final point of erection at the between the
[03:10:35] South Satellite and Terminal A.
[03:10:37] So pretty, pretty unique experience here.
[03:10:39] And again, another feat that this team here pulled off.
[03:10:43] Including repairing a flat tire.
[03:10:45] Right? Yeah, absolutely.
[03:10:48] As part of that process, luckily we had two hundred and twenty three other wheels, but we
[03:10:57] ran into a flat tire.
[03:10:58] And again, kudos to this team and the planning.
[03:11:02] We had every contingency plan thought through as it relates to what could go wrong.
[03:11:07] And so we had several spare tires, several spare motors, several spare pieces of
[03:11:13] equipment that we could use in case something were to come up so that we wouldn't end up
[03:11:19] getting stuck on your center runway there and be able to open it back up.
[03:11:23] So, Jack. At the end of this
[03:11:33] presentation, I'm going to show a few videos which will highlight what we were able to
[03:11:39] pull off. But I did want to talk through two more slides related to the International
[03:11:45] Arrivals Facility Overall Project.
[03:11:48] This is a billion dollar mega project and it does have its challenges and its complexity.
[03:11:54] I'm proud to say that this team has overcome one of the biggest challenges and one of the
[03:11:59] most complex engineering feats on the project.
[03:12:02] But we still have a few challenges left ahead, especially with the pedestrian walkway,
[03:12:08] you know. In terms of safety, we took that as a priority, but the schedule now, the back
[03:12:16] end of the walkway is an aggressive schedule to achieve.
[03:12:19] And we'll be accelerating trades on the back end, on the schedule.
[03:12:24] And that will be a challenge here that we'll continue to face as we move through the rest
[03:12:28] of this project. We need to make sure that we're focused and this team is truly focused
[03:12:34] on continuing to attack these challenges and in a similar way that we did this bridge.
[03:12:40] We still have other things to resolve related to the facial recognition and some of the
[03:12:46] outbound baggage completion as part of the substantial completion date.
[03:12:52] We're currently working in a collaborative manner with the Port to achieve the best
[03:12:59] facility opening day and working with the team hand in hand.
[03:13:03] On the activation process so that we can come to a mutually agreed upon opening date and
[03:13:12] working collaboratively towards that.
[03:13:13] So. Really, that gets into my next slide of the opening.
[03:13:18] The big question is what is the opening day for the project?
[03:13:22] And that is something that we are going to work together with the airport.
[03:13:25] But it does depend on several different factors that are, that need to be resolved here
[03:13:32] that we're working diligently towards.
[03:13:34] The first is our design build schedule.
[03:13:37] The second is the IAF program team, the Port operations and maintenance team, the Customs
[03:13:45] and Border Protection.
[03:13:47] We have several key agencies who have to bring in their technology, move into the
[03:13:54] facility and activate the facility so that it's a smooth and effective opening similar to
[03:14:02] what Charles was saying and that's CBP, TSA and then working hand-in-hand with the Port,
[03:14:08] and the airports, ORAT team, and activation team to make this opening a successful
[03:14:16] opening. Yeah.
[03:14:24] So that, again, hats off to a remarkable accomplishment.
[03:14:29] And and obviously still a daunting schedule ahead of us.
[03:14:34] The near-term question is really what?
[03:14:37] Just getting back to operational on the on the field and this one week window is-- we're
[03:14:43] feeling confident that we'll be able to start getting planes across the under the bridge?
[03:14:49] So as Steve McCabe alluded to, there's a 168 allocated period for opening the taxiway,
[03:14:57] which would open it on Friday.
[03:14:59] We have some critical milestones that we're currently experiencing.
[03:15:04] The first one of those is to remove the Strand Jacks this afternoon.
[03:15:09] And the team here needs to go immediately out there to make sure that we do that safely.

[03:15:16] But we will at the end of today, we will know much better where we stand with that.
[03:15:22] Currently, we still are on target for that.
[03:15:26] Again, opening the taxiway is going to be dictated by safety.
[03:15:31] We're going to open the taxiway when it's safe to open.
[03:15:35] We're currently working around the clock.
[03:15:37] We have 80 welders, or 80 ironworkers, who 40 on each shift working day and night trying
[03:15:43] to make that happen. There's several key welds that need to get tested and approved as
[03:15:50] part of this process.
[03:15:52] And as long as all of that goes smoothly, we will be opening the taxiway on Friday as
[03:15:57] planned. So with
[03:16:07] that, I'm going to play here a video of the engineering feat that this team accomplished
[03:16:14] here.
[03:17:47] I got a question for you.
[03:17:49] There was a one inch tolerance on each side.
[03:17:51] Right? How close was it within the tolerance, the bridge structure?
[03:17:57] Matter of fact, there was actually a little bit less than an inch, but we had 16 major
[03:18:02] connections to make and for the most part, most of those connections, we were dead on
[03:18:09] within tolerance.
[03:18:11] We had a amazing field engineering survey team working with us.
[03:18:16] There were some connections where our structural engineering team here, KPFF and Casey
[03:18:23] and Allen, Killchimer.
[03:18:24] We had to make some minor adjustments, but we were prepared for those.
[03:18:28] We understood the nature of these tolerances, so we worked in a proactive manner to come
[03:18:33] up with contingency plans in case we had tolerance issues.
[03:18:40] But for the most part, all of the connections were within the tolerances that we needed.
[03:18:48] And a few we had the contingency plans really already worked into place for the fixes to
[03:18:53] make sure that we were within tolerance.
[03:19:00] How many of those Mamu tractor's do exist in the world?
[03:19:06] Is that just like built for, you know, do they just have multiple uses for those sort of
[03:19:12] things? So Mamu is a-- moving things is what they do.
[03:19:17] They're specialized in moving heavy objects, everything from nuclear submarines to
[03:19:22] bridges down a runway.
[03:19:25] They go around the world moving heavy, complex items.
[03:19:29] And that's their bread and butter business.
[03:19:31] And we sort of identified, you know, five years ago that this was a critical activity.
[03:19:36] And we went out as part of our team and got the, you know, got the specialty firms we
[03:19:41] needed to achieve this type of left.
[03:19:44] So they do have SBMTs that they use for different types of moves.
[03:19:51] They are at a premium.
[03:19:52] And they were, you know, we planned this, you know, years in advance to have as part of
[03:19:57] this operation. Yeah.
[03:20:05] Any further questions or comments?
[03:20:08] Commissioners. We are..
[03:20:11] . Ok, yeah.
[03:20:13] So I want to let Bill say a few words on behalf, of Clarke, and we'll wrap up our
[03:20:17] presentation. Very good. If there's any other questions, feel free.
[03:20:21] Good afternoon Commissioners and Executive Director Metruck.
[03:20:24] This is my, I want to say third or fourth time in front of you, and it's great to be here
[03:20:29] today. It's gotten better with each visit.
[03:20:31] And I'm certainly glad that we're on the tail end of a huge success that Brian just
[03:20:36] described. It would be a very different meeting if we weren't celebrating today.
[03:20:41] I want to thank Brian.
[03:20:42] We didn't stop and thank Brian and all of the individuals and that's just not the design
[03:20:47] build team, but it's the entire Port team.
[03:20:49] And it took everyone here in full collaboration.
[03:20:53] But Brian was the team leader.
[03:20:55] He was the coach. He had the vision.
[03:20:57] And he, like the entire team, had many sleepless nights and had the contingency plans, if
[03:21:03] you got to see behind the curtain and see the contingency plans in the playbook, flat out
[03:21:07] amazing. There's no surprise that we succeeded.
[03:21:11] David, Swanky mentioned the many hurdles and he said the design build team and I don't
[03:21:16] want to correct David, but I want to expand David's comment.
[03:21:19] It was the entire team, including the Port team, and there were many hurdles of all

[03:21:23] types. But the planning is what, was the reason for the success.
[03:21:28] And so I want to congratulate and thank Brian in front of everybody, because he certainly
[03:21:32] deserves it. So he deserves a round of applause.
[03:21:40] It's hard to follow the comments and the success that's just described.
[03:21:44] But I do have just one or two quick things to mention to you.
[03:21:49] I want to reiterate the gravity of the feat that's been accomplished so that we all have
[03:21:55] that in our mind, one of a kind in the world that's been accomplished.
[03:22:00] I think as time goes on, it will be the standard.
[03:22:02] People will come, they will talk to you all, they will talk to us.
[03:22:05] They will talk to this design and build team.
[03:22:07] And there are many questions about the planning and the engineering.
[03:22:10] And this will become an icon bigger as time goes on, in my opinion, and we will all refer
[03:22:16] to the accomplishment that we had here.
[03:22:18] And I think it will be the standard of accomplishment and planning that others will look
[03:22:23] to. And I'm very proud to have been part of that with this entire team.
[03:22:28] I want to take everyone back.
[03:22:29] I want to say it was a year and a half or more.
[03:22:32] Actually, I should take everyone back when we bid this project.
[03:22:36] This bridge was always the special part.
[03:22:38] And we began planning before we bid the job.
[03:22:41] Can we do it? How would we do it?
[03:22:43] And so this is probably five years or thereabouts in the planning.
[03:22:47] And of course, as time went on, the intensity has grown.
[03:22:50] With, with focus on what we have to do.
[03:22:53] So this is really the culmination of many years of planning.
[03:22:58] I will say that I take us all back to, maybe it was a year and a half or so, when I first
[03:23:02] appeared in front of you. And the then apparent issues caused you all and Executive
[03:23:07] Director Metruck to Commission the executive review panel and you we all hit the reset
[03:23:13] button together and Director Metruck's message to us was clear and it was one team, one
[03:23:21] mission. And here today I think represents that we have lived that direction as we
[03:23:29] pledged to at that time.
[03:23:31] I certainly pledge to. And this team meant it when we said we would do that one team,
[03:23:35] one mission and we've heard collaboration and having seen some of the making of the
[03:23:39] sausage, I can attest to.
[03:23:41] We could not have done this without the full collaboration.
[03:23:43] So I think Director Metruck, you, and your team for creating the vision and giving us the
[03:23:49] charge and we all marched to that vision.
[03:23:52] And we're here today to say we've gotten what is the most visible and probably physical,
[03:23:58] the biggest physical hurdle out of the way.
[03:24:01] And I want to pledge the continued corporate commitment of the Clarke organization, not
[03:24:08] only our Seattle office, this team, but our entire corporation.
[03:24:11] This is a very critical and important project to us, and it will remain so.
[03:24:15] You've got my personal commitment to stay with this project.
[03:24:19] I think the continued success, Bryan had a slide that had challenges.
[03:24:24] None of those challenges are unique or a surprise to a project of this complexity.
[03:24:29] But nonetheless, they have to be reckoned with.
[03:24:31] And I think the the basis of collaboration that we've established with this success is a
[03:24:39] great indicator that we can all build upon because we're gonna need to continue this
[03:24:44] collaboration as we get into the activation, the commissioning, the activation, the
[03:24:49] turnover, the startup and then the opening.
[03:24:52] And there's a lot to be done.
[03:24:54] And we're going to call on the strengths that we have gained in this history together.
[03:24:58] And I think the secret to the success of the successful completion and opening, which is
[03:25:02] what we want, projects success here, is going to be this continued collaboration as we
[03:25:08] work together even more than we have in the past.
[03:25:11] So you've got our commitment, my pledge, this team's pledge.
[03:25:14] And I thank you for the opportunity here today.
[03:25:17] Thank you. Commissioner--
[03:25:20] Thank you as well, Bill, Brian, Clarke Construction.
[03:25:24] Thank you very much. If Director Metruck--
[03:25:29] Thanks, Commissioner.
[03:25:30] And if I could just add a couple of things.
[03:25:32] Bill, I want to thank you in the leadership, and Robin, and Brian, and the whole team.

[03:25:36] But I do also want to say, you know, if I can reflect back, it's not quite two years.
[03:25:41] I started in February 1st, but.
[03:25:43] But it's almost two years.
[03:25:44] But two years ago when we were here, I can reflect.
[03:25:47] The weather was very common like it is right now.
[03:25:50] We were looking out. It was basically just a big mud puddle when we're looking at things.
[03:25:53] So we talked. We did gather at that short period of time after that, those first couple
[03:25:57] of weeks and talked about this project and really moving ahead.
[03:26:00] I think we only envisioned where we would be today with this with a big milestone that we
[03:26:06] have here. And as you said, I think continuing to work and work together collaboratively
[03:26:12] with those hundreds of different companies and things that it's going to make this happen
[03:26:17] is important for us.
[03:26:18] I think, for the Commissioners to reflect.
[03:26:19] You know, we can see, we're talking just last night, but we can see the finish line in
[03:26:24] sight. And now we just have to get there.
[03:26:26] And I think it's important to have Lance and his team here, because it's not really it's
[03:26:31] not the completion of the construction, but it's the opening of the of the project.
[03:26:35] Putting it into operation is the finish line for us.
[03:26:37] And so but I appreciate and Clarke.
[03:26:40] So I'm realizing that that's where we're going to do that.
[03:26:43] But but I have to say, just to, we've called everybody here and I think it's all
[03:26:47] appropriate. But for what for me is that Dave Swanky, the commitment that he's done to
[03:26:51] this, I want to call him out personally and recognize him, Dave, because we wouldn't be
[03:26:55] in this position. I think.
[03:27:00] And just saying, so typical of Dave in that fashion, but I wouldn't, we wouldn't be here.
[03:27:06] None of us would be here. So thank you, Dave.
[03:27:09] Peter, can I? Absolutely.
[03:27:13] My remarks will mostly echo what's been said.
[03:27:17] But for me, I recall a book called The Pillars of the Earth, which I imagine some folks
[03:27:25] in the room will have read about the building of a cathedral.
[03:27:29] And as we've gone through this process, if you'll recall from this wonderful story in
[03:27:36] which as a child, reading it, I felt like I wanted to be an engineer or an architect
[03:27:42] afterwards because it just really painted the picture of what it takes on the ground from
[03:27:47] every worker and manager and anyone who's putting resources into a project like this.
[03:27:52] And recently I was asked about the project.
[03:27:56] Somebody had seen a video on social media of the bridge moving down the runway.
[03:28:00] And they asked me, well, why didn't you build that tunnel?
[03:28:03] And my inclination was just to answer the sort of dollars and cents question.
[03:28:06] All would have been more expensive, actually, surprisingly to build the tunnel.
[03:28:11] But I actually responded, "Why build a tunnel when you can build a bridge that allows
[03:28:17] everyone who's coming into Seattle for the first time these glorious views."
[03:28:21] And in fact, as I was driving in today, I was dropped at the departure level, which meant
[03:28:29] that I could see the entire IAF.
[03:28:31] It is a gorgeous building.
[03:28:33] For the folks from Seattle coming to the airport.
[03:28:36] It's this new look that we get to show off.
[03:28:38] And so I congratulate everyone on the team for building this contemporary cathedral that
[03:28:43] is truly an engineering marvel.
[03:28:47] And as I shared an email to the leadership team, I cannot wait.
[03:28:50] In fact, I think I'm going to book a flight as soon as I can out of the country to come
[03:28:55] right back in and be able to walk across that bridge.
[03:28:58] So thank you all. Ok.
[03:29:01] Sure. Given the trials and tribulations all the way, I think it's really wonderful that
[03:29:07] we built the bridge in many ways in the course of constructing this project.
[03:29:10] So thank you so much for having us come together on what is truly been a phenomenal
[03:29:16] accomplishment. Thank you, sport.
[03:29:20] OK, with that, I think we'll close this presentation.
[03:29:26] I will say that if there are no motions--.
[03:29:29] There is one additional on your agenda.
[03:29:32] Ok. And we do have a four o'clock also after this.
[03:29:35] So agenda item 9B Sustainable Airport Master Plan Near-term Project Environmental Review.
[03:29:42] Briefing, Forecast, and schedule update.
[03:29:46] Commissioners, this briefing will provide an overview of the results of the forecast

[03:29:50] update conducted to meet future airport travel demand as well as provide insight on
[03:29:54] environmental review and current schedule and presenters are Lance Little,
[03:30:00] Arlene Purcelle, and Steve Rybolt.
[03:30:02] Thank you, Executive Director Metruck, Commissioners.
[03:30:06] So today we will update you regarding the latest work on the Sustainable Airport
[03:30:11] masterplan, or SAM.
[03:30:14] As part of the environmental review, we have reviewed the forecast and updated it
[03:30:17] accordingly. We have also updated the schedule for the environmental review and we will
[03:30:24] share the information on these topics with you today.
[03:30:28] The SAM proposes facilities that can improve the level of service at SEA and continue to
[03:30:34] serve regional demand.
[03:30:36] Despite the spike in growth of the past few years, the airport can continue to
[03:30:41] accommodate more passengers.
[03:30:43] The level of service those passengers would experience will decline without the type of
[03:30:48] improvements included in the SAM near term projects.
[03:30:52] We will need to keep investing at SEA to serve passengers with an improved level of
[03:30:57] service and so that we are not a choke point to the region's economic performance.
[03:31:03] At the same time, we are a part of a regional conversation regarding the future of
[03:31:08] airports in our region, including the Puget Sound Regional Council's capacity to study
[03:31:13] and the state's aviation coordinating commission.
[03:31:17] The SAM environmental review of the near term project is a very important next step in
[03:31:21] meeting demand at SEA.
[03:31:23] However, even as we continue our environmental review, we continue to invest in our
[03:31:28] current facilities to address existing issues.
[03:31:32] We have nearly 100 terminal projects currently underway to improve efficiency and
[03:31:37] customer experience from the parking garage, and security checkpoints, to Terminal C, and
[03:31:43] restrooms. Before handing over to Arden.
[03:31:46] I would like to reiterate that it is important for us to make the necessary investments
[03:31:50] to meet the needs of the region.
[03:31:52] However, it is also important that we address the impact of this growth on the
[03:31:57] neighboring communities, and that is why the work of the environmental review is so
[03:32:03] important. Now I'd like to ask Arlene Purcell and Steve Rybolt to present the latest
[03:32:08] information. Thank you, Lance.
[03:32:10] Good afternoon Commissioners and Mr.
[03:32:12] Metruck. I'm Arlon Purcell, Director of Aviation Environment and Sustainability.
[03:32:18] As Lance said, our interest is in understanding the potential community impacts
[03:32:24] accurately. We were last in front of Commission in early 2019 where we briefed you on the
[03:32:30] results of scoping and as discussed then we are back to share with you one of the first
[03:32:34] key pieces of our work.
[03:32:37] We received scoping comments expressing concern about capturing growth at the airport.
[03:32:42] Given that the airport has experienced strong growth since the time the approved SAM
[03:32:47] forecasts were prepared, we took those scoping comments seriously and conducted a
[03:32:52] thorough review which led to the development of an updated demand forecast and what are
[03:32:57] known as constrained growth scenarios.
[03:33:01] These scenarios represent the more limited growth that is likely to occur at the airport
[03:33:07] due to lack of gates and aircraft parking, both without and with the proposed near-term
[03:33:13] projects. As a reminder, we're currently in the federal part of the environmental review
[03:33:19] work where FAA is the lead, but we'll be using this information for both the federal and
[03:33:24] the state environmental reviews.
[03:33:26] Now I'm going to turn the presentation over to Steep Rybolt Senior Environmental Program
[03:33:31] Manager to walk you through the details.
[03:33:34] Good afternoon Commissioners and Executive Director Metruck.
[03:33:38] This presentation will update you on the forecast and schedule, both of which are related
[03:33:42] to action we've taken to incorporate feedback that we've heard during the environmental
[03:33:47] scoping process.
[03:33:48] There are total of five slides.
[03:33:50] The first two slides will discuss the demand forecast and the last two slides will
[03:33:55] provide an update of the S AM Near Term Projects Environment Environmental Review.
[03:34:02] Commissioners, there are a lot of numbers on this slide.
[03:34:05] I want to first briefly walk you through our collaborative approach with F.A.A.
[03:34:09] and then discuss what these numbers represent.
[03:34:12] As part of the environmental review process, and based on comments received during
[03:34:16] scoping, the Port and the FAA reviewed the existing forecast and determined it needed to

[03:34:23] be updated to better reflect current and anticipated future conditions.
[03:34:28] We began the update of the band forecast following scoping and it was approved by the FAA
[03:34:33] on January 10th of 2020.
[03:34:36] The updated and unconstrained demand forecast is 5.1
[03:34:39] million more passengers than originally forecasted for 2027 conditions.
[03:34:46] As a result of the updated demand forecast, gate and aircraft parking constraints will
[03:34:51] likely limit significant activity at the airport beyond 2023.
[03:34:57] In collaboration with the FAA, we developed constrained operating growth scenarios that
[03:35:02] more realistically reflect future operating conditions with and without the near-term
[03:35:08] projects. For the no action, or if the airport does not build the near term project, this
[03:35:14] is approximately 2.1
[03:35:16] million passengers greater than originally forecasted for 2027.
[03:35:22] For the proposed action, or if the airport builds the near-term projects, this is
[03:35:27] approximately 3.2
[03:35:28] million passengers greater than originally forecasted for 2027.
[03:35:34] The airport, under these constrained scenarios, is the most likely-- is the most
[03:35:39] realistic view of demand that can be served at SeaTac.
[03:35:43] The constraints scenario numbers will be used for the S AM Near Term Project's
[03:35:47] environmental review analysis.
[03:35:56] This slide is a visual representation of the updated demand forecast and the constrained
[03:36:01] operating growth scenarios.
[03:36:03] In this diagram, the dark blue line represents the updated demand forecast.
[03:36:08] The Green Line shows a no action alternative, or without the near-term projects.
[03:36:14] If the airport does not build the S AM Near Term projects, SeaTac will be limited by
[03:36:19] gates and places to park aircraft.
[03:36:22] Not building gates or aircraft parking will limit growth at SeaTac.
[03:36:27] However, the airport would still see minor growth since airlines will find ways to
[03:36:31] squeeze additional operations into the facility.
[03:36:35] The light blue line shows the proposed action, or with the near term projects.
[03:36:41] Around 2027, you see an increase in growth when gates and other projects come online.
[03:36:48] However, not long after the second terminal and North gates open, the airport will be in
[03:36:52] a constrained environment with minimal growth.
[03:36:56] As mentioned in the previous slide, the constrained operating growth scenarios for the no
[03:37:00] action and proposed action will be used as the basis for the S AM Near Term project's
[03:37:05] environmental review analysis.
[03:37:08] The key takeaway related to the updated demand forecast and the constrained operating
[03:37:12] growth scenario is that new numbers more adequately reflect current and future
[03:37:17] environmental conditions.
[03:37:25] The forecast update and other scope changes have resulted in an extension of the
[03:37:29] schedule. Many of these changes are a result of feedback received during scoping.
[03:37:34] The primary reasons for the updated schedule include: update to the demand forecast and
[03:37:40] development of the constrained operating growth scenarios, continued coordination with
[03:37:44] planning to better understand and validate assumptions made during stamp and identify
[03:37:49] where additional planning is needed to support the environment review, in response to
[03:37:54] public comment, additional technical analysis.
[03:37:58] This analysis include air quality, human health, environmental justice, noise, greenhouse
[03:38:05] gas emissions, and transportation.
[03:38:08] The schedule was also extended as a result of the separation of the NEPA and CEPA
[03:38:12] processes and documents.
[03:38:15] We will also continue our extensive stakeholder engagement and community outreach with
[03:38:19] the release of draft documents for agency and public review.
[03:38:23] The additional analysis and schedule extension will also add additional cost to the
[03:38:27] environmental review. The updated schedule is delayed approximately a year
[03:38:37] from what we showed you in February as part of the scoping report briefing.
[03:38:42] The gray dots represent items that have been completed, that includes scoping, updating
[03:38:46] the forecast, and a draft refined purpose in need.
[03:38:50] The green dots represent key milestones.
[03:38:53] The blue dots represent milestones where agency and community engagement occur.
[03:38:58] Looking forward, key updates to the schedule include: agency and public review of the
[03:39:03] NEPA Environmental Assessment, or NEA, in the fall of this year.
[03:39:07] A decision from the FAA on the NEPA EA in the spring of 2021, the release of the SIPA
[03:39:13] Environmental Impact Statement, or EIS, for public in agency review in late spring of
[03:39:20] 2021, and a decision from the Port on the CEPA EIS in the fall of 2021 concluding the

[03:39:26] environmental review process of the S AM NTP.
[03:39:30] The environmental team will continue to conduct an objective environmental review with a
[03:39:35] thorough analysis to identify any potential environmental impacts of the near-term
[03:39:39] projects. If there are any additional impacts to the schedule, we'll continue to keep you
[03:39:44] updated. Lastly, we will be coming back to you next month asking for additional funding
[03:39:50] to complete the S AM near term projects.
[03:39:52] Environmental review. This concludes our briefing.
[03:39:56] Questions commissioners?
[03:39:57] Yeah. I'd like to ask a quick question about the additional technical environment
[03:40:01] analysis. Do you, have your identified specific parameters of those projects or are they
[03:40:06] still high level? Can you give some more detail on that?
[03:40:09] And how does it fit within the extended schedules?
[03:40:11] I'm not seeing it on here. Yeah.
[03:40:13] So we initially had anticipated to be releasing a draft NEPA environmental assessment
[03:40:20] around this time. Because of the extension of the schedule and the detailed environmental
[03:40:25] analysis that we're doing, we've delayed it and we'll be doing that impact analysis that
[03:40:29] will be completed around June of this year.
[03:40:32] So we've extended it, more or less, greater than six months.
[03:40:38] That more detailed analysis includes dispersion modeling under air quality, better
[03:40:44] understanding ultrafine particulate matter, and doing a detailed human health study which
[03:40:50] includes the risk associated with known air quality impacts, a robust stakeholder based
[03:40:58] investigation for environmental justice, for noise,
[03:41:03] a review of current knowledge on aircraft noise exposure, and greenhouse gas emissions
[03:41:07] will be taking an enhanced comparative assessment.
[03:41:10] And then our transportation area is much larger than we originally scoped out.
[03:41:15] Thank you. Commissioners questions?
[03:41:19] Do we have.
[03:41:21] Is there any potential for other delays to affect the schedules, such as after the draft
[03:41:26] document is released and there's another public comment period there from late?
[03:41:33] What other potential delays could there be to this schedule?
[03:41:37] So we are in the process now of identifying, completing our alternative screening
[03:41:42] process, looking at existing environmental conditions and doing our environmental
[03:41:47] consequences, or addressing what are our impacts-- potential impacts of the project.
[03:41:53] And as we get into those analysis, it may be that we have to go into-- dig a little
[03:41:58] deeper, which may take more time.
[03:42:01] We do have an extensive outreach plan and engagement that we've already accounted for,
[03:42:06] which is similar to what we did under scoping.
[03:42:09] So, yes, there may be additional time, but we're gonna do everything we can to stay
[03:42:13] within the boundaries that we've shown you today.
[03:42:15] And just to add to that, we've built in a substantial amount of time to respond to
[03:42:20] comments on the draft EA.
[03:42:23] And we're hoping to learn from those comments as we publish the EIS for public review.
[03:42:29] So we have built in less time, relatively speaking, to deal with those comments.
[03:42:35] But if there should be some large amount of additional comments that we hadn't had before
[03:42:41] on the CPA, draft CEPA EIS, yes, that might also be a factor that extends the schedule.
[03:42:47] Ok. Other questions or comments, Commissioners?
[03:42:51] What is-- Does the one year extension also result in a one year delay and any anticipated
[03:42:58] construction projects?
[03:42:59] I'm guessing it does. We'd like to turn to Jeffrey Brown to answer that question, please.
[03:43:11] Jeffrey Brown, Director of Covert Programs and Facilities at the airport.
[03:43:15] Currently, if we stay on schedule and if we continue to design at risk, we will not, we
[03:43:20] should not see an impacted schedule.
[03:43:22] However, if there is a further three month delay in the branch review process, or for
[03:43:27] whatever reason, we can not continue to design at risk.
[03:43:30] Coming back to you next there for additional authorization.
[03:43:33] If we can't continue design, then it'll have some impacts.
[03:43:37] If we have to wait until the C EPA EIS is released in July, July 2021, then we probably
[03:43:45] have a one year delay in construction .
[03:43:51] I want to ask a question, which I'm guessing there's no answer to.
[03:43:54] What happens after 2027?
[03:43:56] I think you said there would be little or no continued growth at that point due to
[03:44:00] constraints. So the S AM includes a long term vision and we have decided
[03:44:11] at this point to focus only on environmental review of the near term projects.

[03:44:15] In order to proceed with development beyond that, we would need to do additional
[03:44:21] planning, including an airfield airspace study with the FAA to determine what the next
[03:44:26] steps might be. So what happens after 2027 would depend, in part, on the outcome of that.
[03:44:33] I could add to that. I'm not sure if you were on the Commission at the time, but when we
[03:44:38] completed our planning in 2018 and we did a briefing to you, we identified three
[03:44:43] constraints: airspace, airfield, and financial.
[03:44:47] For those reasons, we could not pursue the long term vision.
[03:44:50] So in 2027, or before, we have to address those constraints, if we can implement that
[03:44:58] long term vision. So as I understand this, clearly the planning horizon is 2027.
[03:45:04] We have a vision beyond that, but our updated demand forecasts of unconstrained demand
[03:45:13] would indicate that 2027, or approximately there, growth is very likely to slow
[03:45:23] or stop. Is that what I heard?
[03:45:24] To be constrained, I think is the terminology that we're using today.
[03:45:28] It will be constrained, growth will be constrained for, in this case, it would be a lack
[03:45:33] of gates on the airfield.
[03:45:35] Without another set of projects carrying for ward, presumably or alternatively, another
[03:45:40] airport. Who knows what?
[03:45:42] I think part of the story is what Lance said when he introduced the topic is the work
[03:45:46] that we're doing on the airport site and study.
[03:45:48] I mean, it is a regional issue and it has to be addressed regionally.
[03:45:54] And the SAP plan itself, once environmental are completed, at that point, I presume
[03:46:03] there is some sort of approval process?
[03:46:07] Yes. The review is on the proposed action, the ultimate alternatives to the action, then
[03:46:15] Commissioners, I'm not sure if legal should be answering this.
[03:46:18] But the Commissioners would have to take actions for those couple of projects per year.
[03:46:24] So, does the Commission actually approve the SAM itself?
[03:46:29] As a plan for moving forward, in addition to the individual projects that would be under
[03:46:35] SAM? That will be a choice that you'll have, that you'll be able to exercise at that
[03:46:39] time. That's all I wanted to know if we have that option of exercising that.
[03:46:43] So there will be no work regarding the future beyond the planning horizon currently until
[03:46:52] we reach that point or we'll work in terms up from a planning point.
[03:46:59] What would work on planning beyond 2027 proceed at some point for Phase two if there is
[03:47:09] going to be a Phase two.
[03:47:10] I think that's a decision that the Commissioners would have to make.
[03:47:13] OK, a stop in consultation with the Commission--.
[03:47:15] It's just not on a continuing path--.
[03:47:18] Yeah. Yeah. We have identified possibilities, but it's not up to--.
[03:47:22] Okay, that's helpful.
[03:47:24] I understand. I'm trying to look at the future and see what what might, what it might
[03:47:29] entail. So. Commissioner Felleman.
[03:47:33] And the future is so easy to predict.
[03:47:36] So. And so I don't envy you none trying to have to plan for it.
[03:47:41] But. Obviously, from the community's perspective , the question of cumulative analysis,
[03:47:49] you know. So if you if the planning horizon is 2027 , that's some nine thousand
[03:47:55] additional flights with the-- above what the constraint.
[03:47:59] Right. Well, I guess that would be the additional flights of the-- with the new forecast.
[03:48:08] And then we could be another 18000 with the updated forecast in 2032 from the-- in
[03:48:16] comparing the new constraints.
[03:48:18] So I'm just wondering if let's say we were to look into the future, we're not committing
[03:48:23] you to anything, post-2027.
[03:48:28] That would become like the new baseline.
[03:48:31] Would that be the case? I mean, this would be a whole nother analysis starting again.
[03:48:35] That's correct. So we will have done whatever mitigation or whatever necessary to get us
[03:48:40] to 2027.
[03:48:42] And that's our planning horizon for now.
[03:48:45] That's correct. Any further questions?
[03:48:51] OK, with that, I think we will now recess.
[03:48:54] Thank you very much. To executive session to continue discussion of one matter related to
[03:49:01] litigation and legal risk.
[03:49:03] The commission will not reconvene afterwards.
[03:49:08] Thank you and have a good evening.

END OF TRANSCRIPT