

START OF TRANSCRIPT

[00:00:29] THIS IS COMMISSION PRESIDENT FRED  
[00:00:32] FELLEMAN CONVENING THE SPECIAL MEETING OF  
[00:00:34] FEBRUARY 23RD 2021. THE TIME IS 1:31.  
[00:00:38] WE ARE MEETING REMOTELY TODAY VIA TEAMS  
[00:00:41] TO COMPLY WITH THE GOVERNOR'S SAFE START  
[00:00:43] STAY HEALTHY ORDER AND IN ACCORDANCE WITH  
[00:00:46] PROCLAMATION 2028. PRESENT WITH  
[00:00:49] ME TODAY ARE COMMISSIONERS BOWMAN,  
[00:00:51] CALKINS, CHO, AND STEINBRUECK. THIS MEETING  
[00:00:55] WILL BE HELD FOR THE PURPOSES OF HOLDING  
[00:00:57] A STUDY SESSION REGARDING ECONOMIC  
[00:00:59] RECOVERY. WE HAVE  
[00:01:04] RYAN MCGOWAN, PRESIDENT CEO OF GREATER  
[00:01:08] SEATTLE PARTNERS, RYAN DONAHUE, BROOKINGS  
[00:01:11] INSTITUTE, MARIE AROSE, SEATTLE KING  
[00:01:13] COUNTY WORKFORCE DEVELOPMENT COUNCIL, AND  
[00:01:16] DAVID BLANFORD, WASHINGTON TOURISM  
[00:01:18] ALLIANCE. DAVE MCBAIN WILL BE  
[00:01:21] COORDINATING THIS GROUP AND WE ARE  
[00:01:23] LOOKING FORWARD TO THIS GREAT DISCUSSION  
[00:01:25] WITH REALLY TALENTED GROUP. I'LL ASK THE  
[00:01:28] CLERK TO DO A ROLL CALL OF ALL THE  
[00:01:30] COMMISSIONERS TO ENSURE EVERYONE IS  
[00:01:31] ONLINE. CLERK HART? THANK YOU. BEGINNING  
[00:01:34] WITH COMMISSIONER BOWMAN. PRESENT. THANK  
[00:01:37] YOU COMMISSIONER. COMMISSIONER CALKINS.  
[00:01:39] HERE. THANK YOU. COMMISSIONER CHO. PRESENT.  
[00:01:43] THANK YOU. COMMISSIONER STEINBREUCK. HERE.  
[00:01:47] THANK YOU. AND COMMISSIONER FELLEMAN.  
[00:01:49] PRESENT. THANK YOU. YOU DO HAVE A FULL  
[00:01:52] COMMISSION PRESENT. THANK YOU. TODAY'S  
[00:01:54] MEETING IS STRUCTURED FOR A VIRTUAL  
[00:01:57] FORMAT. WE'VE MADE SPECIAL ARRANGEMENTS  
[00:01:59] TO PROVIDE FOR REMOTE PARTICIPATION FOR  
[00:02:01] ALL OF OUR STAFF, COMMISSIONERS, AND  
[00:02:03] EXTERNAL GUESTS AND I JUST LIKE TO  
[00:02:06] START WITH QUICK STATEMENT. I'D  
[00:02:11] LIKE TO WELCOME YOU ALL TO THIS SEATTLE  
[00:02:14] PORT COMMISSION. PORT EXECUTIVE STEVE  
[00:02:16] METRUCK, DAVE MCFADDEN, OUR DIRECTOR OF  
[00:02:19] ECONOMIC DEVELOPMENT AND TO ALL OUR  
[00:02:21] GUESTS AND PARTNERS, THANKS FOR JOINING  
[00:02:23] US TODAY, A YEAR AFTER THE FIRST SIGNS OF  
[00:02:26] THE IMPACTS OF THE PANDEMIC WE'RE COMING  
[00:02:27] TO LIGHT. WE CERTAINLY DID NOT HAVE KNOW  
[00:02:31] HOW SIGNIFICANT AND PERSISTENT THIS  
[00:02:32] DISRUPTION WOULD BE ACROSS OUR ECONOMY  
[00:02:35] AND SOCIETY AT THE TIME. NOW WE'VE BEEN  
[00:02:38] ABLE TO TAKE STOCK OF THE SITUATION AND  
[00:02:40] ADJUSTED OUR NEAR TERM PLANS ACCORDINGLY.  
[00:02:42] I GREATLY APPRECIATE OUR GUESTS JOINING  
[00:02:45] US TODAY FOR THE STUDY SESSION FOCUSED  
[00:02:46] ON THE URGENT NEED TO ADVANCE AN  
[00:02:48] EQUITABLE ECONOMIC RECOVERY THROUGHOUT  
[00:02:50] OUR REGION. BY SUPPORTING OVER 121,000  
[00:02:54] JOBS AND 38,000,000,000 DOLLARS IN  
[00:02:55] BUSINESS REVENUE, THE PORT IS AN ECONOMIC  
[00:02:58] ENGINE KEY TO KEEPING OUR ECONOMY  
[00:02:59] ROLLING WHILE THE COVID 19 PANDEMIC--  
[00:03:03] THE PORT OF SEATTLE IN COLLABORATION  
[00:03:05] WITH OUR BUSINESS AND COMMUNITY PARTNERS

[00:03:08] IS UNIQUELY POSITIONED TO HELP OUR  
[00:03:09] REGION BUILD BACK BETTER. OUR 2021  
[00:03:13] BUDGET WHICH EXECUTIVE METRUCK WILL  
[00:03:15] BRIEFLY SUMMARIZE SHORTLY REFLECTS OUR  
[00:03:17] DETERMINATION TO LEVERAGE OUR  
[00:03:19] INVESTMENTS IN AVIATION, MARITIME  
[00:03:21] COMMERCE, FISHING TRADE, AND TRAVEL TO  
[00:03:23] EXPAND OPPORTUNITIES ACROSS THE ECONOMY  
[00:03:25] FOR AN EQUITABLE RECOVERY. TODAY'S  
[00:03:30] STUDY SESSION IS A GREAT OPPORTUNITY FOR  
[00:03:32] US TO CHECK IN ON THE MANY REGIONAL  
[00:03:34] CONVERSATIONS THE PORT IS INVOLVED WITH  
[00:03:36] AND TO IDENTIFY AREAS TO DEVELOP  
[00:03:38] STRATEGIC COLLABORATIONS. CENTRAL TO  
[00:03:41] OUR EFFORTS IS BUILDING ON OUR  
[00:03:42] STRATEGIES TO ADVANCE INNOVATION, PROTECT  
[00:03:44] THE ENVIRONMENT, AND PROMOTE EQUITY  
[00:03:46] DIVERSITY AND INCLUSION SO THAT THE  
[00:03:49] ECONOMIC INVESTMENTS WE MAKE ARE BROADLY  
[00:03:51] FELT IN ALL THE WORK WE DO. BUT WE NEED  
[00:03:54] TO DO WELL TO DO GOOD. THE ECONOMIC  
[00:03:56] DOWNTURN CAUSED BY COVID 19 RESULTED IN  
[00:03:59] SEVERE DECLINES IN TRADE, TRAVEL, AND  
[00:04:01] TOURISM, THE LIFEBLOOD OF THE PORT.  
[00:04:03] SPECIFICALLY THE PANDEMIC RESULTED IN  
[00:04:05] THE LOSS OF THE ENTIRE 2020 CRUISE  
[00:04:07] SEASON AND A DECLINE IN AIR TRAVEL.  
[00:04:10] HOWEVER AS THE RESULT OF THE PORT'S  
[00:04:14] WELL ESTABLISHED FISCAL STEWARDSHIP  
[00:04:16] WE'VE BEEN ABLE TO PROVIDE SOME SHORT  
[00:04:18] TERM RELIEF TO OUR TENANTS AND EXPAND  
[00:04:20] ECONOMIC STIMULUS GRANTS AND INTERNSHIPS TO  
[00:04:22] DISPROPORTIONATELY IMPACTED COMMUNITIES  
[00:04:24] ALONG THE DUWAMISH RIVER VALLEY IN SOUTH  
[00:04:26] KING COUNTY AND YOU WILL HEAR MORE  
[00:04:29] ABOUT HOW OUR CAPITAL IMPROVEMENT PLAN  
[00:04:32] AND PROJECTS LIKE THE INTERNATIONAL  
[00:04:35] ARRIVALS FACILITY OPENING CONTINUE  
[00:04:37] DESPITE THE SITUATION. HOWEVER EARLY ON  
[00:04:41] IN THE PANDEMIC WE RECOGNIZED THAT  
[00:04:42] PROTECTING THE HEALTH AND SAFETY OF OUR  
[00:04:44] PORT WORKERS, BUSINESS PARTNERS, AND THE  
[00:04:46] PUBLIC WAS OUR TOP PRIORITY AND KEY TO  
[00:04:48] RECOVERY. WE INCURRED ADDITIONAL  
[00:04:50] EXPENSES TO ENSURE CONSTRUCTION OF OUR  
[00:04:52] CRITICAL INFRASTRUCTURE  
[00:04:54] SO THAT WE COULD CONTINUE TO  
[00:04:55] MAINTAIN OPERATIONS OF ESSENTIAL  
[00:04:57] SERVICES THROUGHOUT THE GATEWAY. ONE  
[00:05:00] PRIME EXAMPLE IS THE EFFORTS TO CONTINUE  
[00:05:02] INVESTMENTS IN OUR MARITIME  
[00:05:03] INFRASTRUCTURE TO SERVICE THE LARGEST  
[00:05:05] CONTAINER SHIPS SUCH AS TERMINAL FIVE  
[00:05:07] LOCATED NEAR WEST SEATTLE. THE NORTHWEST  
[00:05:10] SEAPORT ALLIANCE, A MARINE CARGO  
[00:05:12] OPERATING PARTNERSHIP WITH THE MARINE  
[00:05:13] CARGO TERMINALS IN THE PORTS OF SEATTLE AND  
[00:05:15] TACOMA HAS MADE OUR GATEWAY MORE  
[00:05:17] COMPETITIVE, ENABLED SUCH INVESTMENTS TO  
[00:05:20] CONTINUE DESPITE THE PANDEMIC. BY SHARING  
[00:05:23] IN THE EXPENSES AND REVENUES OF THESE  
[00:05:25] DEVELOPMENTS OUR GATEWAY HAS BEEN ABLE  
[00:05:26] TO CAPITALIZE ON THE INCREASING DEMAND

[00:05:29] FOR ECOMMERCE AND DRAW BUSINESSES AWAY  
[00:05:31] FROM OTHER PORTS ON THE WEST COAST WHICH  
[00:05:33] HAVE BEEN EXPERIENCING CONGESTION IN  
[00:05:35] THEIR GATEWAYS. AS WE CONTINUE TO  
[00:05:38] EXPERIENCE THE IMPACTS OF THE COVID 19  
[00:05:39] PANDEMIC THE PORT MISSION IS MORE  
[00:05:41] IMPORTANT THAN EVER AND IT'S CLEAR THAT  
[00:05:44] IN ADDITION TO THE HEALTH EMERGENCY  
[00:05:45] WE'RE ALSO LIVING THROUGH THE PANDEMICS  
[00:05:48] OF ECONOMIC, SOCIAL, AND ENVIRONMENTAL  
[00:05:50] INEQUITIES. OUR  
[00:05:53] 2021 BUDGET AND WORK PLAN REFLECTS THAT  
[00:05:56] THE PUBLIC'S WELL BEING IS OUR BOTTOM LINE.  
[00:05:59] THANK YOU ONCE AGAIN FOR OUR GUESTS WHO  
[00:06:00] ARE JOINING US TODAY TO SHARE YOUR  
[00:06:02] EXPERTISE. WE WELCOME YOUR ENGAGEMENT SO  
[00:06:06] THAT WE CAN ESTABLISH A PARTNERSHIP TO  
[00:06:08] BE MORE INCLUSIVE, RESILIENT, AND  
[00:06:10] SUSTAINABLE. SO EXECUTIVE METRUCK WILL  
[00:06:13] KICK US OFF WITH SOME LEVEL SETTING FROM  
[00:06:16] THE PORT AND THEN WE WILL ENGAGE WITH  
[00:06:17] OUR PARTNERS FROM THE GREATER SEATTLE  
[00:06:19] PARTNERS, WORKFORCE DEVELOPMENT COUNCIL,  
[00:06:21] AND WASHINGTON TOURISM ALLIANCE. WE'LL  
[00:06:24] HAVE A CHANCE FOR A DIALOGUE WITH EACH  
[00:06:26] AND WE'LL WRAP UP WITH A SHORT  
[00:06:27] CONVERSATION ABOUT COMMISSIONS  
[00:06:29] ENGAGEMENT AND EFFORTS TO GO FORWARD IN  
[00:06:32] 2021. SO WE ALL WELCOME YOU  
[00:06:36] AND ASK WITHOUT FURTHER ADO FOR STEVE  
[00:06:40] METRUCK TO KICK US OFF. THANK YOU  
[00:06:43] PRESIDENT FELLEMAN AND GOOD AFTERNOON  
[00:06:45] COMMISSIONERS AND OUR GUEST PRESENTERS.  
[00:06:48] I'M PLEASED THAT WE HAVE SET ASIDE TIME  
[00:06:50] TO CONTINUE OUR CONVERSATION ABOUT THE  
[00:06:52] PORT OF SEATTLE'S EFFORTS TO SUPPORT  
[00:06:54] REGIONAL ECONOMIC RECOVERY. TODAY WE'LL  
[00:06:56] LEARN MORE ABOUT REGIONAL RECOVERY  
[00:06:59] EFFORTS BEING MADE BY OUR PARTNERS. CAN I  
[00:07:01] GET THE FIRST SLIDE PLEASE? JUST A SHORT  
[00:07:03] SLIDE DECK HERE COMMISSIONERS. SO NEXT  
[00:07:09] SLIDE PLEASE. HERE'S OUR  
[00:07:12] AGENDA FOR TODAY. AS YOU CAN SEE WE'VE  
[00:07:14] INVITED OUR PARTNERS  
[00:07:18] INCLUDING GREATER SEATTLE PARTNERS, THE  
[00:07:20] SEATTLE KING COUNTY WORKFORCE COUNCIL, AND  
[00:07:22] THE WASHINGTON TOURISM ALLIANCE TO  
[00:07:24] UPDATE US ON THEIR RECOVERY PLANS AND  
[00:07:26] INITIATIVES WITHIN THE REGION. WE'LL HAVE  
[00:07:28] TIME FOR QUESTIONS AT THE END OF EACH  
[00:07:30] PRESENTATION. AFTER THOSE PRESENTATIONS  
[00:07:32] WE'LL ALSO HAVE TIME TO DISCUSS THE WAY  
[00:07:34] AHEAD. WE'LL REVIEW THE PORT'S DEVELOPING  
[00:07:36] RECOVERY PLANS AND INITIATIVES AND A  
[00:07:39] DRAFT TIMELINE FOR IMPLEMENTATION. WE  
[00:07:41] LOOK FORWARD TO YOUR FEEDBACK AS WE  
[00:07:43] IMPLEMENT RECOVERY INITIATIVES AND PLAN  
[00:07:45] FOR 2022 BUDGET RECOMMENDATIONS. IN  
[00:07:49] A MOMENT I'LL INTRODUCE OUR GUEST  
[00:07:50] SPEAKERS OR ACTUALLY I'LL LEAVE THAT TO  
[00:07:53] DAVE MCFADDEN TO INTRODUCE GUEST SPEAKERS BUT  
[00:07:55] I WANT TO QUICKLY SET THE STAGE FOR OUR  
[00:07:57] DISCUSSION THIS AFTERNOON. NEXT SLIDE

[00:07:59] PLEASE. COMMISSIONER  
[00:08:03] FELLEMAN WAS JUST TALKING ABOUT  
[00:08:05] THESE AND A LOT OF PEOPLE HAVE SEEN  
[00:08:06] THESE FIGURES BEFORE BUT IT'S WORTH  
[00:08:08] REPEATING. THE PORT OF SEATTLE IS A  
[00:08:11] JOB GENERATING ENGINE THAT SUSTAINS THE  
[00:08:13] ECONOMY OF THE REGION AND IN FACT THE  
[00:08:16] STATE. SEATTLE TACOMA INTERNATIONAL  
[00:08:19] AIRPORT AND RELATED BUSINESSES SUPPORT  
[00:08:21] 22.5 BILLION DOLLARS IN ECONOMIC  
[00:08:23] ACTIVITY. MARITIME INTERNATIONAL TRADE  
[00:08:26] PUMPS AN ADDITIONAL 16.3 BILLION INTO  
[00:08:29] OUR ECONOMY. OUR FIVE YEAR CAPITAL  
[00:08:32] IMPROVEMENT PLAN CALLS FOR SPENDING 3.7  
[00:08:35] BILLION TO EXPAND AND UPGRADE OUR  
[00:08:36] CRITICAL AVIATION AND MARITIME  
[00:08:38] INFRASTRUCTURE THAT SUPPORTS ECONOMIC  
[00:08:40] ACTIVITY. IN ITSELF IT CREATES MANY  
[00:08:44] JOBS AND MULTIPLIES ACROSS THE REGION  
[00:08:46] AND ALL THE PORT ACTIVITY SUPPORTS 121,000  
[00:08:49] JOBS. NEXT SLIDE PLEASE. OF  
[00:08:54] COURSE THE PANDEMIC HAS HIT ALL OF OUR  
[00:08:58] KEY LINES OF BUSINESS. AVIATION  
[00:09:00] ACTIVITIES WERE DOWN 61%. THE NORTHWEST  
[00:09:04] SEAPORT ALLIANCE SAW SHIPPING ACTIVITY  
[00:09:06] DROPPED BY 12%. OUR ENTIRE 2020  
[00:09:08] CRUISE SEASON AND ITS VALUE OF  
[00:09:10] 26,000,000 DOLLARS WAS CANCELED. AND  
[00:09:13] SO WE WENT THROUGH AS WE WENT THROUGH  
[00:09:17] THE YEAR THAT WAS 2020 CONTINUING  
[00:09:21] WE HAD TO ADOPT A NEW  
[00:09:24] BUDGET WHICH THE COMMISSION APPROVED IN  
[00:09:26] THAT GOING FORWARD AND DID OUR  
[00:09:29] REDUCTIONS AND MADE REALLY IMPORTANT MOVES  
[00:09:33] TO CONSERVE OUR FUNDS IN 2020. NEXT  
[00:09:37] SLIDE PLEASE. IT'S  
[00:09:43] ALMOST BEEN A YEAR NOW SINCE OUR WORLD  
[00:09:44] CHANGED. WHO WOULD HAVE IMAGINED THE  
[00:09:46] IMPACT THE PANDEMIC HAD ON OUR LIVES,  
[00:09:49] OUR COMMUNITIES, AND PORT OPERATIONS. I'M  
[00:09:51] PROUD OF THE ADAPTATIONS AND SACRIFICES  
[00:09:54] THAT WE MADE. YOU PROVIDED STRONG  
[00:09:57] LEADERSHIP FROM THE BEGINNING. YOUR  
[00:09:59] RECOVERY MOTION IN APRIL SET THE STAGE  
[00:10:01] FOR EQUITABLE RELIEF AND RECOVERY EFFORTS  
[00:10:03] ACROSS THE PORT. BUILDING STRONG  
[00:10:05] COMMUNITIES MEANS MORE THAN CONCRETE AND  
[00:10:07] STEEL. IT ALSO MEANS ENGAGING WITH  
[00:10:10] RESIDENTS AND COMMUNITIES TO SUPPORT  
[00:10:11] TOURISM, WORKFORCE DEVELOPMENT,  
[00:10:13] SUSTAINABILITY, AND THE ENVIRONMENT,  
[00:10:16] AND THE ARTS. BY OPERATING  
[00:10:19] OUR GATEWAYS SAFELY, BUILDING CAPITAL  
[00:10:21] PROJECTS, AND PARTNERING WITH COMMUNITY  
[00:10:24] WE SUPPORTED OUR EMPLOYEES, OUR TENANTS,  
[00:10:26] AND OUR NEAR PORT COMMUNITIES. NEXT  
[00:10:31] SLIDE PLEASE. I AM PLEASED  
[00:10:34] THAT WE'VE CENTERED OUR EFFORTS AROUND  
[00:10:37] EQUITY. WE NEED THIS TO MAKE SURE THAT  
[00:10:39] THE HELP IS GETTING TO OUR MOST IMPACTED  
[00:10:42] COMMUNITIES. I THINK YOU'LL HEAR A STRONG  
[00:10:43] FOCUS ON EQUITY FROM OUR PARTNERS IN THE  
[00:10:46] PRESENTATION TODAY AS WELL. HOW WE BUILD

[00:10:48] BACK IS IMPORTANT AND WE'LL MAKE SURE  
[00:10:50] OUR COMMITMENT TO EQUITY ANCHORS  
[00:10:53] PORT RECOVERY INITIATIVES. NEXT  
[00:10:56] SLIDE PLEASE. SO I'D  
[00:11:02] LIKE TO TURN THE PROGRAM OVER TO OUR  
[00:11:04] DISTINGUISHED GUESTS. WE APPRECIATE THEIR  
[00:11:05] TIME TODAY. I'D LIKE TO ASK DAVE MCFADDEN,  
[00:11:08] MANAGING DIRECTOR OF THE ECONOMIC  
[00:11:09] DEVELOPMENT DIVISION TO INTRODUCE OUR  
[00:11:11] PANEL MEMBERS AND MODERATE THE  
[00:11:12] DISCUSSION. DAVE?  
[00:11:25] YOU'RE ON MUTE. THANK YOU. SORRY ABOUT  
[00:11:28] THAT. GOOD AFTERNOON  
[00:11:31] COMMISSIONERS, EXECUTIVE DIRECTOR METRUCK.  
[00:11:34] REALLY LOOKING FORWARD TO THE  
[00:11:36] CONVERSATION THIS AFTERNOON. A VERY  
[00:11:39] IMPORTANT TOPIC. I WAS JUST READING THE  
[00:11:41] PAPER OVER THE LAST FEW DAYS AND JUST  
[00:11:43] STRUCK BY HOW MUCH IS IN THE NEWS AROUND  
[00:11:46] THIS CONVERSATION RIGHT NOW FROM  
[00:11:49] PANDEMIC RESTAURANT CLOSURE PRODUCED A  
[00:11:51] LOT OF USED EQUIPMENT. MILLIONS OF JOBS  
[00:11:55] ARE NOT COMING BACK. DOWNTOWN SEATTLE  
[00:11:58] FACES A LONG ROAD TO RECOVERY. AND I  
[00:12:01] FOUND THAT ONE PARTICULARLY INTERESTING  
[00:12:02] BECAUSE IT CITED THE LOSS OF TOURISM AND  
[00:12:05] THE LACK OF CRUISE AND HOW HARD AN  
[00:12:07] IMPACT IT IS ON THE DOWNTOWN WATERFRONT  
[00:12:10] BUSINESSES. SO A VERY IMPORTANT  
[00:12:13] DISCUSSION FOR US AND IT'S MY PLEASURE  
[00:12:15] TO MODERATE THE PANEL AND I'M GOING TO  
[00:12:19] GO RIGHT AHEAD AND START THE  
[00:12:21] INTRODUCTIONS. FIRST AND FOREMOST MY  
[00:12:23] PLEASURE TO INTRODUCE BRIAN MCGOWEN. HE'S  
[00:12:26] THE PRESIDENT CEO OF GREATER SEATTLE  
[00:12:28] PARTNERS. HE STARTED HIS CAREER IN  
[00:12:30] ECONOMIC DEVELOPMENT IN CALIFORNIA. IT  
[00:12:33] THEN GRAVITATED TO WORK FOR FORMER  
[00:12:36] GOVERNOR LOCKE UNDER THE  
[00:12:39] DEPARTMENT OF COMMERCE WHILE HE WAS AT  
[00:12:41] THE ECONOMIC DEVELOPMENT ADMINISTRATION.  
[00:12:43] FROM THERE HAD MANY SUCCESSFUL YEARS IN  
[00:12:47] ATLANTA UNTIL WE FOUND HIM AND BROUGHT HIM OUT  
[00:12:49] HERE TO LEAD THE GREATER SEATTLE  
[00:12:52] PARTNERS, A NEW REGIONAL ECONOMIC  
[00:12:54] DEVELOPMENT ORGANIZATION SPANNING  
[00:12:56] SNOHOMISH, KING, AND PIERCE COUNTIES. WITH  
[00:12:59] HIM TODAY IS RYAN DONNAHUE. RYAN IS  
[00:13:02] A NON RESIDENT FELLOW WITH THE BROOKINGS  
[00:13:04] INSTITUTE. BRIAN HAS HIRED HIM  
[00:13:07] SPECIFICALLY TO PUT AN EQUITY LENS ON  
[00:13:09] THIS REGIONAL ECONOMIC RECOVERY PLAN AND  
[00:13:12] SO WITH THAT BRIAN THE SHOW IS YOURS.  
[00:13:16] WELCOME. THANK YOU. THANK YOU VERY  
[00:13:19] MUCH. I APPRECIATE THAT INTRODUCTION. I'M  
[00:13:24] VERY GRATEFUL FOR THE TIME YOU'RE GIVING  
[00:13:28] ME TODAY. I WANT TO SAY GOOD AFTERNOON TO  
[00:13:29] THE COMMISSIONERS AND DIRECTOR METRUCK.  
[00:13:31] STEVE IT'S BEEN A WHILE SINCE I'VE SEEN  
[00:13:34] YOU. I MISSED OUR LUNCHES TOGETHER BUT  
[00:13:37] WE'RE SUPER EXCITED ABOUT SHARING WITH  
[00:13:39] YOU THE STATUS OF OUR ECONOMIC RECOVERY  
[00:13:41] FRAMEWORK FOR THE REGION SOMETHING WE'VE

[00:13:44] BEEN WORKING ON FOR A GOOD SIX MONTHS  
[00:13:46] NOW. BUT I ALSO WANT TO TAKE THIS  
[00:13:48] OPPORTUNITY WHILE I HAVE YOU ALL HERE TO  
[00:13:51] THANK THE PORT FOR ITS CONTINUED SUPPORT  
[00:13:54] OF GSP. IN PARTICULAR THE LEADERSHIP OF  
[00:13:57] COMMISSIONER BOWMAN AND COMMISSIONER  
[00:13:59] CALKINS AND STEVE AND BOOKDA BUT ESPECIALLY  
[00:14:03] YOU DAVE. YOU'VE BEEN JUST SUCH A GREAT  
[00:14:05] FRIEND AND SUPPORTER AS I WAS TRYING TO  
[00:14:07] GET MY LEGS UNDER ME HERE. I APPRECIATE  
[00:14:10] YOU ALWAYS BEING THERE FOR ME. SO I'M  
[00:14:13] GOING TO START BY GIVING A LITTLE  
[00:14:16] BACKGROUND AS TO HOW WE ENDED UP LEADING  
[00:14:18] THIS EFFORT AND WHY IT'S SO IMPORTANT.  
[00:14:21] I'LL THEN GIVE YOU THE PREMISE BY WHICH  
[00:14:24] WE APPROACH THE FRAMEWORK OR CREATING  
[00:14:26] THE FRAMEWORK AND WHAT THE BUSINESS CASE  
[00:14:28] IS FOR THAT APPROACH AND THEN I'LL SHOW  
[00:14:31] YOU THE CURRENT STATUS AND A SAMPLE OF  
[00:14:33] WHAT WILL SOON BE THE FINAL PRODUCT. BUT  
[00:14:37] JUST KEEP IN MIND WE'RE STILL RECEIVING  
[00:14:38] INPUT FROM THE TASK FORCE OF WHICH  
[00:14:40] THERE'S OVER 200 PEOPLE SO IT'S STILL A  
[00:14:43] WORK IN PROGRESS AND AS MENTIONED I HAVE  
[00:14:46] RYAN WITH ME WHO IS REALLY THE  
[00:14:48] BRAINS BEHIND THIS WORK AND HE'S HERE TO  
[00:14:51] ANSWER THE HARD QUESTIONS. SO WE CAN  
[00:14:54] START THE PRESENTATION. LET'S  
[00:14:59] GO TO THE NEXT SLIDE PLEASE. SO BACK  
[00:15:05] IN APRIL OR SO WHEN THE WORLD WAS  
[00:15:08] RUNNING OFF THE TRACKS WE WERE  
[00:15:12] LOOKING AROUND AT A LOT OF OUR SISTER  
[00:15:16] ORGANIZATIONS FOCUSED ON HEALTH AND  
[00:15:19] SAFETY AND PPP. ORGANIZATIONS LIKE YOURS  
[00:15:22] AND OTHERS. AND ALL APPROPRIATELY FOCUSED  
[00:15:25] ON MITIGATING THE SHORT TERM IMMEDIATE  
[00:15:28] EFFECTS OF THE PANDEMIC AND BEING AN  
[00:15:31] ENTITY THAT DIDN'T HAVE GRANTS TO GIVE  
[00:15:33] OUT WE THOUGHT IT WOULD BE A GOOD  
[00:15:36] OPPORTUNITY FOR US TO FOCUS ON LONG TERM  
[00:15:38] ECONOMIC RECOVERY. SO AT THAT POINT IF  
[00:15:40] YOU REMEMBER I DON'T THINK ANYBODY HAD A  
[00:15:43] CLUE WHAT WE WERE IN FOR BUT WHAT WE DID  
[00:15:45] KNOW WAS THAT THE LOSSES WOULD BE DEEP  
[00:15:48] AND THAT IT WOULD TAKE MANY YEARS TO GET  
[00:15:51] BACK WHAT WE LOST AND THAT ONCE WE  
[00:15:54] PIVOTED TOWARDS RECOVERY IT WOULD BE  
[00:15:56] COMPETITIVE MEANING OTHER REGIONS IN  
[00:15:58] AMERICA ARE GOING TO TRY TO GAIN BACK  
[00:16:00] THEIR LOSSES AS WELL AND OUR REGION HAS  
[00:16:03] A BIG TARGET ON ITS BACK BECAUSE WE  
[00:16:06] PUNCH ABOVE OUR WEIGHT. WE CREATE A LOT  
[00:16:08] OF JOBS AND WE'RE ALREADY IN FACT SEEING  
[00:16:11] SOME OF OUR COMPETITIVE ORGANIZATIONS  
[00:16:13] TARGETING OUR REGION TO TRY TO KIND OF  
[00:16:16] STEAL JOBS FROM US. BUT WE ALSO KNEW THAT  
[00:16:19] IF WE DIDN'T WORK TOGETHER AS A REGION  
[00:16:21] THAT WOULD SLOW OUR ECONOMIC RECOVERY. WE  
[00:16:26] ALSO KNOW THAT THE ECONOMY THAT EMERGED  
[00:16:28] FROM THE PANDEMIC WOULD NOT BE THE SAME  
[00:16:30] AS THE ONE THAT WENT INTO IT. AS I  
[00:16:33] MENTIONED THE JOB LOSSES WERE GOING TO  
[00:16:34] BE DEEP WHICH MEANT THAT THERE WAS GOING



[00:16:36] TO BE SIGNIFICANT WORKFORCE CHALLENGES  
[00:16:38] WHICH MARIA IS REALLY FOCUSED ON. WE KNEW  
[00:16:42] THERE'D BE MARKETING, MESSAGING, BRANDING  
[00:16:43] ISSUES. AS A MATTER OF FACT I WAS ON A  
[00:16:46] CALL THIS MORNING A LOT OF CITIES  
[00:16:47] REGIONS AROUND AMERICA ARE NOW PREPARING  
[00:16:50] FOR THE ECONOMIC RECOVERY  
[00:16:53] AND REALLY TRYING TO FIGURE OUT WHAT  
[00:16:54] THEIR MESSAGE IS TO THE WORLD TO ADJUST TO  
[00:16:57] WHATEVER MIGHT BE THE NEW NORMAL. BUT THE  
[00:16:59] BIGGEST POINT IS THAT WE ALL KNOW THAT  
[00:17:01] THE ECONOMY WASN'T WORKING FOR EVERYONE  
[00:17:03] PRE PANDEMIC AND SO THIS JUST REALLY  
[00:17:06] KIND OF HIGHLIGHTED SOME OF THE  
[00:17:07] FUNDAMENTAL WEAKNESSES THAT WERE IN THE  
[00:17:09] ECONOMY. NEXT SLIDE. SO  
[00:17:16] AS WE APPROACHED THIS WORK WE KNEW AT THE  
[00:17:19] OUTSET THAT WE WANTED TO FOCUS ON MAKING  
[00:17:21] SURE THAT THIS WAS AN EQUITABLE RECOVERY  
[00:17:23] AND ACTUALLY WE STOLE THIS FROM BOOKINGS BUT  
[00:17:26] WE USE THIS AS PRINCIPLES FOR HOW WE  
[00:17:29] APPROACH THE WORK. ONE WAS THAT WE WANTED  
[00:17:32] TO MAKE SURE WE SET SPECIFIC REGIONAL  
[00:17:34] GOALS TO INCREASE PROSPERITY AND RACIAL  
[00:17:36] EQUITY. SO THIS ISN'T AN EXERCISE  
[00:17:39] IN THE THINGS THAT WE SHOULD DO. IT'S  
[00:17:43] GOING TO BE THE THINGS THAT WE'RE GOING  
[00:17:45] TO DO AND WE'RE GOING TO BE ABLE TO  
[00:17:46] MEASURE THE RESULTS OF THE WORK THAT WE  
[00:17:48] DO. WE ALSO KNEW THAT IT NEEDED  
[00:17:51] TO BE HOLISTIC SO WE NEEDED TO LOOK  
[00:17:53] ACROSS SECTORS PUBLIC, AND PRIVATE,  
[00:17:56] GOVERNMENT, NONPROFIT. WE NEEDED TO  
[00:17:59] LOOK AT ISSUES OF WORKFORCE AND  
[00:18:01] TRANSPORTATION AND MAKE SURE THAT WE  
[00:18:03] WERE REALLY LOOKING AT THIS FROM A  
[00:18:04] HOLISTIC PERSPECTIVE. AND THE LAST POINT  
[00:18:07] THERE IS WE KNEW THAT THERE WOULD NEED  
[00:18:09] TO BE NEW INSTITUTIONAL COALITIONS THAT  
[00:18:11] WOULD NEED TO BE CREATED TO DRIVE THAT  
[00:18:13] CHANGE AND I'M HAPPY TO SAY THAT SIX  
[00:18:16] MONTHS LATER WE'VE REALLY STUCK TO A LOT  
[00:18:18] OF THESE PRINCIPLES. NEXT SLIDE. SO  
[00:18:24] THE KEY GOALS HERE I WANT TO EMPHASIZE  
[00:18:26] IS THAT THIS IS A REGIONAL PLAN. THIS IS  
[00:18:29] NOT A KING COUNTY PLAN. THIS IS THE NSA  
[00:18:32] REPRESENTING 4,000,000 PEOPLE IN THREE  
[00:18:34] COUNTIES. AND THE OTHER POINT I WANT  
[00:18:37] EMPHASIZE IS THIS IS NOT A GREATER  
[00:18:39] SEATTLE PARTNERS PLAN. I KIND OF LOOK AT  
[00:18:42] IT AS WE'RE YOUR UBER DRIVER. WE'RE  
[00:18:45] DRIVING THE CAR. YOU TELL US. WE HAVE  
[00:18:48] PARTNERS WHO ARE OVER THE REGION WHO ARE  
[00:18:50] TELLING US WHERE TO GO AND WHERE TO STOP  
[00:18:53] BUT WE'RE HOPING AT THE END OF THE DAY  
[00:18:55] EVERYBODY ALL OF OUR SISTER PARTNER  
[00:18:58] ORGANIZATIONS SEE THIS AS THEIR PLAN AS  
[00:19:00] WELL NOT JUST ESP'S PLAN. THE SECOND ONE  
[00:19:04] IS THAT IT'S A FRAMEWORK MEANING WE WANT  
[00:19:06] TO BUILD A FRAMEWORK BY WHICH OTHER  
[00:19:08] ORGANIZATIONS CAN KIND OF ADD PIECES AND  
[00:19:10] PARTS TOO. SO WE SPECIFICALLY DESIGNED IT  
[00:19:14] TO MAKE SURE THAT IT WASN'T A TOP DOWN

[00:19:15] DRIVEN PROCESS SO WE WANTED TO SET THE  
[00:19:19] FRAMEWORK FOR ECONOMIC RECOVERY INVITE  
[00:19:22] OTHER PARTNER ORGANIZATIONS TO COME IN  
[00:19:24] AND CREATE THEIR OWN KIND OF PLANS AND  
[00:19:26] STRATEGIES ON HOW THEY CAN SUPPORT SOME  
[00:19:28] OF THE GOALS THAT WE'VE SET OUT.  
[00:19:31] COLLECTIVELY DRIVE INCLUSION AND EQUITY.  
[00:19:33] I TALKED ABOUT THAT. ASPIRATIONAL.  
[00:19:37] THIS IS THE OPPORTUNITY AND IT'S  
[00:19:39] PROBABLY AN OVERUSED TERM JUST LIKE  
[00:19:42] YOU'RE ON MUTE BUT THE IDEA IS TO BUILD  
[00:19:45] IT BACK BETTER RIGHT SO WE WANT TO MAKE  
[00:19:47] SURE THAT WE'RE USING THIS AS AN  
[00:19:48] OPPORTUNITY A FOCUSING EVENT TO KIND OF  
[00:19:51] CHANGE OUR TRAJECTORY AND THE TRAJECTORY  
[00:19:54] THAT WE WERE ON I OFTEN SAY WAS THE SAN  
[00:19:56] FRANCISCO TRAJECTORY OF CREATING AN  
[00:19:58] EXCLUSIVE ECONOMY. SO WE NOT ONLY WANT TO  
[00:20:00] RECOVER BUT WE WANT TO MAKE SURE WE  
[00:20:02] BUILD IT BACK BETTER THAN IT WAS. WE ALSO  
[00:20:05] WANT TO MAKE SURE THAT THEY WERE ACTIONABLE.  
[00:20:07] THIS IS AN ACTION PLAN THAT WE WERE  
[00:20:09] IMPLEMENTING AND WE KNEW- WE WOULD KNOW  
[00:20:12] WHETHER OR NOT WE WERE MOVING THE  
[00:20:13] NEEDLES ON THINGS. AND THE LAST POINT IS  
[00:20:15] JUST THE CRITICALITY OF MAKING SURE THAT  
[00:20:17] THERE WAS PRIVATE SECTOR LEADERSHIP  
[00:20:19] AT THE TABLE AND ENGAGEMENT AND  
[00:20:21] ULTIMATELY DOLLARS TO HELP SUPPORT SOME  
[00:20:24] OF THE INITIATIVES THAT WILL COME OUT OF  
[00:20:25] THIS. NEXT SLIDE. SO  
[00:20:30] INITIALLY THIS IS HOW WE STRUCTURE THE  
[00:20:33] TASK FORCE. WE HAVE- WE CURRENTLY HAVE  
[00:20:35] THREE CO CHAIRS BETSY CABWALTER FROM US  
[00:20:38] BANK, GOVERNOR LOCK, AND AARON WOODARD  
[00:20:41] FROM TACOMA. INITIALLY WE HAD SIX WORKING  
[00:20:44] GROUPS AND YOU CAN SEE HERE DAVE MCFADDEN  
[00:20:47] WAS THE CO CHAIR OF ONE OF THEM BUT A  
[00:20:50] VERY BROAD GROUP OF PEOPLE. I WAS SAYING  
[00:20:53] EARLIER BEFORE THAT WE STARTED THE CALL  
[00:20:56] THAT WE WORKED VERY HARD TO MAKE SURE  
[00:20:59] THAT WE HAD PUBLIC AND PRIVATE AND WE  
[00:21:01] HAD GOVERNMENT AND WE HAD GEOGRAPHIC  
[00:21:03] EQUITY AND WE HAD MEN AND WOMEN AND  
[00:21:06] PEOPLE OF COLOR. WE HAD A BIG SPREADSHEET  
[00:21:08] AND WE WERE COUNTING NUMBERS TO MAKE  
[00:21:10] SURE THAT THIS WAS TRULY AN INCLUSIVE  
[00:21:12] PROCESS AND THERE'S OVER- I THINK WE'RE  
[00:21:13] UP TO 250 PEOPLE WHO HAVE PARTICIPATED  
[00:21:16] IN THIS WORK THUS FAR. NEXT SLIDE. SO  
[00:21:22] AT THIS POINT IN THE PROCESS WE'VE NOW  
[00:21:24] MORPHED SO WE HAD THOSE SIX WORKING  
[00:21:27] GROUPS WE NOW HAVE THESE FOUR. SO THIS  
[00:21:31] IS AS- WE WRAP THE WORK UP IN THE NEXT  
[00:21:33] TWO MONTHS WE'RE REALLY KIND OF FOCUSING  
[00:21:37] ON PRIORITIZING AND WE'VE COME DOWN  
[00:21:40] TO KIND OF FOUR KEY AREAS THAT WE NEED  
[00:21:43] TO FOCUS ON AND WE'VE CREATED METRICS  
[00:21:45] AROUND YOU AS WELL WHICH I'LL SHARE WITH  
[00:21:47] YOU IN A MOMENT. NEXT SLIDE. THE  
[00:21:53] TIMELINE I MENTIONED WE STARTED TALKING  
[00:21:55] ABOUT THIS BACK IN APRIL THE WORK REALLY  
[00:21:56] GOT STARTED IN EARNEST IN JUNE. I'M NOT



[00:21:58] GOING TO GO THROUGH ALL OF THESE. JUST  
[00:22:00] SHOWING YOU WE DID A LOT OF WORK. A LOT  
[00:22:03] OF TASK FORCE MEETINGS. THIS IS NOT EVEN  
[00:22:05] HALF OF IT BUT WE'RE LOOKING TO WRAP  
[00:22:08] THIS WORK UP IN APRIL BUT WE'LL HAVE THE  
[00:22:11] RECOVERY FRAMEWORK COMPLETED AND  
[00:22:13] ENDORSED AND READY FOR IMPLEMENTATION.  
[00:22:16] NEXT SLIDE. SO THE  
[00:22:21] PROCESS OVERVIEW VERY QUICKLY STARTING  
[00:22:23] FROM THE BOTTOM. IN THE FALL WE WORKED VERY  
[00:22:26] HARD ON THIS EXPLORATION ANALYSIS. WE  
[00:22:28] HIRED [INAUDIBLE] FROM CAI TO HELP US  
[00:22:31] WITH THIS WORK. WE DID INTERVIEWS AND WORK  
[00:22:34] GROUPS AND SURVEYS AND WE IDENTIFIED 150  
[00:22:37] PLUS OPPORTUNITIES FOR ACTION SO  
[00:22:39] SPECIFIC THINGS THE REGION CAN DO. NOW  
[00:22:41] CLEARLY THAT'S TOO MANY AND SO THE REST  
[00:22:44] OF THE PROCESS BECAME KIND OF A  
[00:22:46] WHITTLED DOWN PROCESS TO FIGURE OUT  
[00:22:49] WHICH THINGS ARE WE GOING TO ACTUALLY  
[00:22:51] FOCUS ON THAT WE CAN DO WELL. WE  
[00:22:55] COMPLETED THE PROBLEM DEFINITION IN  
[00:22:56] JANUARY. I'M GOING TO SHARE WITH YOU THE  
[00:22:59] METRICS NOW THAT WE'RE ALMOST COMPLETE I  
[00:23:01] WOULD SAY. WE'RE STILL TWEAKING AND  
[00:23:03] LOOKING AT- LITERALLY THIS IS CHANGING ALMOST  
[00:23:05] EVERY DAY rYAN SAYS OFTEN. AND THEN  
[00:23:08] ULTIMATELY WE'LL IDENTIFY SIGNATURE  
[00:23:11] INITIATIVES THAT WILL HELP ACHIEVE AND  
[00:23:14] TRACK TOWARDS THOSE METRICS AND THOSE  
[00:23:16] GOALS THAT WE'RE SETTING OUT. NEXT SLIDE.  
[00:23:20] SO A COUPLE OF THINGS. WE OBVIOUSLY-  
[00:23:24] RECOVERY MUST BE INCLUSIVE. I MADE THAT  
[00:23:26] POINT BUT THE THESIS HERE IS THE  
[00:23:30] ECONOMIC RECOVERY WILL BE SLOW AND  
[00:23:31] INCOMPLETE IF ALL PEOPLE IN THE GREATER  
[00:23:33] SEATTLE REGION DO NOT HAVE THE  
[00:23:35] OPPORTUNITY TO PROSPER. SO THIS FIRST  
[00:23:38] POINT HERE INCLUSION WILL DRIVE GROWTH.  
[00:23:42] SO JUST BY CLOSING RACIAL AND GENDER  
[00:23:44] DISPARITIES AND EMPLOYMENT INCOME THAT  
[00:23:46] WOULD ADD 50,000,000,000 DOLLARS TO OUR  
[00:23:48] ECONOMY. SO TO PUT THAT INTO PERSPECTIVE  
[00:23:51] OUR ECONOMY IS CURRENTLY THE TENTH  
[00:23:54] LARGEST ECONOMY IN THE UNITED STATES FOR  
[00:23:56] LARGE METROPOLITAN AREAS. BY ADDING  
[00:23:58] 50,000,000,000 DOLLARS THAT WOULD MOVE  
[00:24:00] US UP TO THE EIGHTH LARGEST ECONOMY IN  
[00:24:01] THE UNITED STATES AND THAT IS NOT  
[00:24:03] NECESSARILY JUST BY ATTRACTING NEW  
[00:24:06] INVESTMENT. THAT'S BY GETTING OUR OWN  
[00:24:09] TALENT THAT'S ALREADY HERE IN THIS  
[00:24:11] REGION MORE ACTIVELY AND GAINFULLY  
[00:24:13] PARTICIPATING IN THE ECONOMY. INCLUSION  
[00:24:16] WILL RAISE WAGES FOR EVERYONE. A 10%  
[00:24:20] INCREASE IN FEMALE LABOR PARTICIPATION  
[00:24:23] MEANS 5% PLUS  
[00:24:26] MEDIUM WAGE INCREASE FOR MEN AND WOMEN.  
[00:24:29] WE SHOULDN'T HAVE TO SAY THESE THINGS.  
[00:24:32] INCLUSION WILL CATALYZE INNOVATION.  
[00:24:33] OBVIOUSLY COMPANIES THAT ARE MORE  
[00:24:35] INCLUSIVE ARE MORE PROFITABLE AND  
[00:24:38] INCLUSION GENERATES MORE HIGH GROWTH

[00:24:40] STARTUPS SO ON THAT ALONE JUST BY  
[00:24:42] CLOSING RACE AND GENDER DISPARITIES OF  
[00:24:44] HIGH GROWTH FIRMS THAT WOULD ADD 6,000  
[00:24:46] MORE BUSINESSES TO OUR REGION'S ECONOMY.  
[00:24:49] SO AGAIN USING VALUE THAT IS ALREADY  
[00:24:53] HERE ALREADY IN THE REGION AND JUST  
[00:24:54] EMPLOYING IT BETTER. NEXT SLIDE. SO  
[00:25:03] I BRAG OFTEN ABOUT HOW GREAT WE ARE AND  
[00:25:05] A LOT OF THINGS BUT THIS PROCESS HAS  
[00:25:08] REALLY CAUSED US TO LOOK AT THE FACT  
[00:25:10] THAT THERE WERE SOME SERIOUS UNDERLYING  
[00:25:13] WEAKNESSES IN OUR ECONOMY AND CRISES  
[00:25:16] LIKE THIS TEND TO SHINE A LIGHT AND A MAGNIFYING LENS  
[00:25:19] ON A LOT OF THOSE THINGS  
[00:25:20] SO THERE WAS A LACK OF GOOD JOBS AND NEW  
[00:25:22] BUSINESSES IN OUR REGION. SO WE HAD  
[00:25:24] 860,000 PEOPLE OUT OF WORK OR IN LOW  
[00:25:27] WAGE JOBS THROUGHOUT THE REGION. THAT'S A  
[00:25:30] HUGE NUMBER CONSIDERING THIS 4,000,000  
[00:25:32] PEOPLE WHO LIVE IN THIS REGION BUT THIS  
[00:25:34] OTHER STATISTIC WAS SURPRISING A 13%  
[00:25:37] DECLINE IN JOBS FROM NEW BUSINESSES. SO  
[00:25:40] JUST IN COMPARISON DURING THAT SAME TIME  
[00:25:43] PERIOD DENVER AND AUSTIN HAD GAINS OF 12  
[00:25:45] AND 35% SO THERE'S SOMETHING  
[00:25:48] SYSTEMICALLY WRONG THAT WE'RE NOT  
[00:25:50] STARTING NEW BUSINESSES. THAT'S NOT GOOD  
[00:25:51] FOR LONG TERM SUSTAINABLE ECONOMIC  
[00:25:54] GROWTH. AND THE SECOND POINT IS THE  
[00:25:55] FAILURE TO REALIZE THE POTENTIAL OF  
[00:25:57] DIVERSE TALENT. SO 46% OF THE EMERGING  
[00:26:00] WORKFORCE ARE PEOPLE OF COLOR AND YOU CAN  
[00:26:03] SEE THE STATISTICS HERE. WE'RE JUST NOT  
[00:26:06] USING THE TALENT THAT WE HAVE CREATED  
[00:26:08] WITHIN OUR REGION TO CREATE BUSINESSES  
[00:26:11] OR TO TAKE JOBS AT SOME OF OUR GREAT  
[00:26:12] FIRMS SO WE HAVE TO DO BETTER AT THESE  
[00:26:15] THINGS IF WE WANT TO GROW OURSELVES OUT  
[00:26:18] OF THIS CRISIS. NEXT SLIDE. SO  
[00:26:23] THE ROLE OF THE TASK FORCE WAS NUMBER  
[00:26:26] ONE WE KNEW WE WOULD NEED A BOLD  
[00:26:28] REGIONAL RESPONSE AND I JUST WANT TO  
[00:26:30] REALLY EMPHASIZE REGIONAL BECAUSE  
[00:26:32] ECONOMIES DON'T WORK WITHIN THE LITTLE  
[00:26:34] LINES WE DRAW ON MAPS SO IT WAS CRITICAL  
[00:26:37] THAT WE WORK TOGETHER AS A REGION AS A  
[00:26:40] THREE COUNTY REGION. WE ALSO KNEW THAT  
[00:26:43] FUNDERS WOULDN'T ORGANIZE AND INVEST AT  
[00:26:46] SCALE WITHOUT A COMPELLING AGENDA SO WE  
[00:26:48] WORKED VERY HARD IN BUILDING THE  
[00:26:50] BUSINESS CASE WITH MEASURABLE OUTCOMES  
[00:26:52] SO THAT AGAIN WE WOULD KNOW IF WE'RE  
[00:26:54] MOVING THE NEEDLE ON THINGS. AND THE  
[00:26:57] BIGGEST RISK IS THAT WE DO AS I  
[00:26:59] MENTIONED EARLIER HAVE THIS KIND OF  
[00:27:01] MOMENT IN HISTORY A TRANSFORMATIVE  
[00:27:03] MOMENT TO MAKE CHANGE BUT A LOT  
[00:27:06] OF REGIONS SQUANDER OPPORTUNITIES LIKE  
[00:27:08] THIS AND WE'VE ALREADY SEEN IT. A COUPLE  
[00:27:12] OF REGIONS HAVE ALREADY COMPLETED THEIR  
[00:27:13] REGIONAL ECONOMIC RECOVERY PLANS AND  
[00:27:15] THEY'RE COMING OUT WITH SMALL PROJECTS.  
[00:27:16] THEY'RE BALCONIZING. DIFFERENT COUNTIES DOING

[00:27:20] DIFFERENT THINGS. NOT WORKING TOGETHER.  
[00:27:22] AND THAT'S THE PERFECT WAY TO ALLOW  
[00:27:24] STATUS QUO TO RETURN. SO WE WANTED TO  
[00:27:28] DEFINE THE PROBLEM AND CLEARLY DEFINE  
[00:27:31] THE OPPORTUNITY AND WE'VE EVEN TAKEN A  
[00:27:33] STEP FURTHER AND DETERMINE WHAT WOULD  
[00:27:37] COST TO ACTUALLY EXECUTE ON SOME OF THE  
[00:27:41] INITIATIVES SOME OF THE METRICS IN THIS  
[00:27:42] PLAN AND WE WANTED TO MAKE SURE  
[00:27:46] THAT WE WERE IDENTIFYING PROJECTS- GOOD  
[00:27:48] PROJECTS AND INITIATIVES THAT WERE  
[00:27:49] EITHER EXISTING THAT COULD BE SCALED BUT  
[00:27:52] ALSO OPPORTUNITIES FOR CREATING  
[00:27:54] SOMETHING NEW. NEXT SLIDE PLEASE. SO  
[00:28:00] THIS IS THE MONEY SHOT HERE. SO WE KNOW  
[00:28:04] THAT THERE'S MORE THAN 10% OF PEOPLE OUT OF  
[00:28:07] WORK IN THIS REGION SO WHAT WE DID IS WE  
[00:28:09] LOOKED AT WHICH REGIONS WERE BEST  
[00:28:13] PERFORMING IN CERTAIN METRICS. SO AT THE  
[00:28:15] VERY BOTTOM LINE HERE IN EACH OF THE  
[00:28:17] COLUMNS YOU'LL SEE MINNEAPOLIS WAS  
[00:28:19] ACTUALLY DOING REALLY WELL. SO IN ORDER  
[00:28:22] FOR US TO DO AS WELL AS MINNEAPOLIS OR  
[00:28:25] BETTER WHICH IS DOING BETTER THAN ANY  
[00:28:27] OTHER REGION IN AMERICA WE WOULD NEED TO  
[00:28:29] CONNECT 70,000 PEOPLE TO PROMISING JOBS.  
[00:28:32] AND YOU CAN GO THROUGH THE NEXT THREE  
[00:28:35] COLUMNS AND WE APPLIED THE SAME LOGIC TO  
[00:28:37] EACH OF THOSE THINGS BUT WE HAVE 50,000-  
[00:28:39] WE WOULD NEED TO ADD 50,000 PEOPLE IN  
[00:28:42] LOW WAGE JOBS JUST TO CATCH UP TO WHERE  
[00:28:44] HARTFORD IS. I'M NOT SAYING WE STOP  
[00:28:46] THERE BUT IN ORDER TO BE THE BEST IN  
[00:28:48] AMERICA AT THESE THINGS THOSE ARE THE  
[00:28:51] NUMBERS WE NEED TO TARGET. UNDER EMPLOYED  
[00:28:55] THE NUMBER IS 60,000. LA IS ACTUALLY  
[00:28:59] DOING A LOT BETTER THAN US IN THAT  
[00:29:00] MEASURE AND THEN THE GROWTH OF  
[00:29:02] ENTREPRENEURS. I TALKED EARLIER ABOUT OUR  
[00:29:05] REGION FOR SOME REASON IS NOT CREATING  
[00:29:07] AS MANY NEW BUSINESSES AS OUR COMPETITOR  
[00:29:09] REGIONS SO WE WOULD NEED TO CREATE 4,000  
[00:29:13] NEW FIRMS JUST TO CATCH UP WITH OUR NEXT  
[00:29:17] BEST REGION. NEXT SLIDE PLEASE. SO  
[00:29:23] THOSE NUMBERS AT THE TOP ARE VERY LARGE  
[00:29:25] NUMBERS AND WE'VE BEEN VERY DELIBERATE  
[00:29:28] ABOUT NOT SETTING GOALS THAT WOULD  
[00:29:32] FRUSTRATE PEOPLE GOALS THAT WOULD BE TOO  
[00:29:34] HIGH TOO HARD SO WE BROKE THEM DOWN. OKAY  
[00:29:37] DAVE SORRY I SEE THREE MINUTES LEFT.  
[00:29:39] RIGHT OKAY SO WE BROKE THEM DOWN INTO  
[00:29:41] INITIATIVE METRICS SO OF THOSE 70,000  
[00:29:44] PEOPLE OUT OF WORK IN ORDER TO REALLY  
[00:29:46] KIND OF DO THIS RIGHT WE WOULD NEED TO  
[00:29:49] FOCUS ON GETTING 4,500 YOUNG WOMEN OF  
[00:29:51] COLOR CONNECTED TO PROMISING JOBS. THAT'S  
[00:29:54] NOT TO SAY WE'RE EXCLUDING ANYBODY ELSE  
[00:29:56] WE'RE JUST SAYING ACROSS THE BOTTOM  
[00:29:58] THEY'RE THE HARDEST POPULATIONS TO  
[00:30:00] SERVE. IF WE CAN SERVE THOSE POPULATIONS  
[00:30:02] WE CAN SERVE ALL POPULATIONS NUMBER ONE.  
[00:30:05] NUMBER TWO, THESE WERE THE POPULATIONS  
[00:30:08] THAT WERE MOST ADVERSELY AFFECTED BY THE

[00:30:10] PANDEMIC. SO IF YOU SAW THE NUMBERS THAT  
[00:30:12] CAME OUT OF WASHINGTON DC IN DECEMBER  
[00:30:15] THEY'RE REFERRING TO THIS AS A RECESSION  
[00:30:20] THAT IS AFFECTING WOMEN MORE THAN ANYONE  
[00:30:23] SO IF WE DON'T ADDRESS THOSE NUMBERS AT  
[00:30:25] THE BOTTOM WE WILL EMERGE FROM THIS  
[00:30:27] PANDEMIC MORE INEQUITABLE  
[00:30:31] THAN WE WERE BEFORE. NEXT SLIDE SO  
[00:30:37] THIS IS MY LAST SLIDE SO THIS IS A VERY  
[00:30:40] ROUGH CONSTRUCT OF WHAT WE WOULD LIKE TO  
[00:30:44] SEE AND DON'T JUDGE BY THE GRAPHICS  
[00:30:46] WE'RE WORKING ON MAKING IT LOOK NICER  
[00:30:48] AND BETTER AND FILLING IN THE BLANKS  
[00:30:49] IT'S STILL A WORK IN PROGRESS. BUT YOU  
[00:30:51] CAN SEE FOR EACH OF THOSE METRICS- SO  
[00:30:53] THERE'S EIGHT METRICS THERE. THE HORIZON  
[00:30:56] GOAL, THE INITIATIVE METRIC, AND THEN WHAT  
[00:30:59] IT IS. WE WANT TO IDENTIFY A CONVENER, A  
[00:31:02] CONVENING ORGANIZATION THAT WILL BUILD A  
[00:31:04] COALITION OF ORGANIZATIONS THAT WILL  
[00:31:06] LOOK TO IDENTIFY, COORDINATE, OR CREATE  
[00:31:10] NEW INITIATIVES TO HELP ACHIEVE THOSE  
[00:31:12] NUMBERS .SO AGAIN THIS ISN'T  
[00:31:15] ABOUT NECESSARILY CREATING NEW  
[00:31:17] ORGANIZATIONS OR NEW INITIATIVES. THERE'S  
[00:31:20] A LOT OF REALLY GREAT EXISTING PROGRAMS  
[00:31:22] THAT MIGHT NEED TO BE SCALED UP. WE'VE  
[00:31:25] TALKED A LOT ABOUT YEAR UP. WE LOVE THE  
[00:31:28] ORGANIZATION AND WHAT THEY DO ACROSS THE  
[00:31:30] UNITED STATES BUT THE COLLECTIVE IMPACT  
[00:31:32] THEY'RE HAVING IN A REGION OF 4,000,000  
[00:31:34] PEOPLE IS VERY SMALL SO WE COULD JUST  
[00:31:36] SCALE THAT UP AND DIRECT RESOURCES  
[00:31:38] TOWARDS THAT, WE COULD GET BETTER  
[00:31:40] OUTCOMES. SO THIS IS THE PROCESS HERE  
[00:31:44] RIGHT NOW. WE'RE REALLY FOCUSING FOR THE  
[00:31:45] NEXT MONTH AND A HALF REALLY FINALIZING  
[00:31:48] THE METRICS AND WE'RE TWEAKING SOME  
[00:31:50] THINGS BUT THE FOCUS IS TO FILL IN THIS  
[00:31:54] CONSTRUCT AND THEN WE WILL BEGIN THE  
[00:31:57] PROCESS OF IMPLEMENTATION HOPEFULLY IN  
[00:32:00] APRIL. SUPER. THANKS  
[00:32:03] SO MUCH BRIAN. I'D LIKE TO TURN IT BACK OVER  
[00:32:07] TO OUR COMMISSION CLERK MICHELLE HART  
[00:32:11] FOR QUESTIONS FROM THE COMMISSIONERS.  
[00:32:13] MICHELLE? THANK YOU DAVE. THROUGH  
[00:32:16] COMMISSION PRESIDENT FELLEMAN, WOULD YOU  
[00:32:18] LIKE ME TO RUN THROUGH THE ROLE AND I  
[00:32:21] WILL START THAT NOW BEGINNING WITH  
[00:32:22] COMMISSIONER BOWMAN. THIS IS FOR OPEN  
[00:32:24] DIALOGUE. WE HAVE ABOUT 15 MINUTES FOR  
[00:32:26] THIS SEGMENT. I DON'T HAVE  
[00:32:30] ANY QUESTIONS OR COMMENTS. I'VE BEEN  
[00:32:31] HONORED TO WORK WITH BRIAN AND THE REST  
[00:32:33] OF THE TEAM FOR THE LAST COUPLE OF YEARS  
[00:32:36] ON THIS AND THANK YOU FOR INCLUDING ME  
[00:32:38] PERSONALLY ON SOME OF THE WORKING GROUPS.  
[00:32:40] I THINK IT'S GREAT WORK. I'M EXCITED  
[00:32:42] ABOUT THE EVENTUAL OUTCOMES. AS I'VE SAID  
[00:32:45] I THINK THAT THE FOCUS ON EQUITY IS  
[00:32:48] CRITICALLY IMPORTANT AND I THINK WE NEED  
[00:32:51] TO FIGURE OUT WHERE EXACTLY WE'RE GOING  
[00:32:54] SO I THINK WE'RE ALL KIND OF EAGER TO

[00:32:56] GET TO THAT END POINT. I DON'T WANT TO  
[00:32:58] RUSH IT BUT BRIAN I THINK YOU'VE DONE  
[00:33:01] JUST AMAZING WORK IN PIVOTING GREATER  
[00:33:03] SEATTLE PARTNERS TO GOSH WHEN I STARTED  
[00:33:06] ON THE BOARD IT WAS ABOUT ECONOMIC  
[00:33:07] EXPANSION AND NOW IT'S ABOUT ECONOMIC  
[00:33:09] RECOVERY AND IT'S A MUCH DIFFERENT JOB  
[00:33:12] THAN THE ONE THAT YOU SIGNED UP FOR  
[00:33:13] QUITE FRANKLY BUT YOU'VE DONE A GREAT  
[00:33:16] JOB. I'M PROUD OF THE PORT OF SEATTLE'S  
[00:33:18] CONTINUED SUPPORT AND I WANT TO ECHO  
[00:33:22] YOUR COMMENTS ABOUT DAVE MCFADDEN'S GREAT  
[00:33:24] WORK. DAVE HAS BEEN REALLY OUR SCHOLAR IN  
[00:33:27] BRINGING ALL OF OUR RESOURCES AT THE  
[00:33:29] PORT TOGETHER. OKAY SORRY. THANK  
[00:33:35] YOU. THANK YOU COMMISSIONER  
[00:33:38] BOWMAN. COMMISSIONER CALKINS. YEAH THANK YOU  
[00:33:41] BRIAN AND RYAN FOR A GREAT PRESENTATION  
[00:33:44] AND IT'S BEEN A REAL PLEASURE GETTING TO  
[00:33:46] WORK WITH YOU GUYS AS WELL THROUGH GSP.  
[00:33:51] ONE OF THE THINGS THAT HAS BECOME  
[00:33:53] APPARENT TO ME FIRST TIME AS AN  
[00:33:56] ELECTED OFFICIAL EXPERIENCING A  
[00:33:58] RECESSION IS THAT IN SPITE OF ALL OF OUR  
[00:34:02] BEST INTENTIONS THERE IS A TENDENCY  
[00:34:04] AMONG CIVIC LEADERSHIP AND BUSINESS  
[00:34:06] LEADERSHIP TO FOLLOW THE  
[00:34:10] PATH OF LEAST RESISTANCE WHEN WE'RE  
[00:34:12] LOOKING FOR SOLUTIONS AND SO IT'S OFTEN  
[00:34:15] THE INGRAIN PATHWAYS THAT WE'VE USED IN  
[00:34:17] THE PAST OR THINGS THAT ALLOW US TO YOU  
[00:34:20] KNOW SKIRT COMMUNITY ENGAGEMENT.  
[00:34:24] IT'S A WHOLE LOT EASIER TO CALL ONE CEO  
[00:34:28] WHO HAS 10,000 EMPLOYEES THAN TO CALL  
[00:34:32] 10,000 SOLE PROPRIETORS IN SPITE OF THE  
[00:34:34] FACT THAT THEY'RE BOTH RESPONSIBLE FOR  
[00:34:36] 10,000 JOBS IN OUR REGION. SO I'VE BEEN  
[00:34:40] REALLY WRESTLING WITH HOW DO WE CREATE  
[00:34:41] AN ECONOMIC RECOVERY PLAN THAT IS SORT  
[00:34:45] OF MODELED ON THAT PERCOLATE UP IDEA  
[00:34:47] RATHER THAN THE TRICKLE DOWN. HOW DO WE  
[00:34:49] REACH OUT TO THE SOLE PROPRIETORS AND I  
[00:34:53] THINK IT'S ESPECIALLY IMPORTANT AS WE  
[00:34:54] TALK ABOUT EQUITY BECAUSE WE KNOW THAT  
[00:34:56] THE FURTHER UP THE SORT OF BUSINESS SIZE  
[00:34:59] PYRAMID WE GO THE LESS DIVERSE WE GET IN  
[00:35:02] TERMS OF OWNERSHIP. THE MOST DIVERSE  
[00:35:06] LEVEL IS THAT BASE OF THE PYRAMID,  
[00:35:09] VERY SMALL BUSINESS UP TO 25 EMPLOYEES.  
[00:35:12] AND SO THAT THEN CORRESPONDS  
[00:35:16] WITH THE NUMBERS THAT WE'VE LEARNED  
[00:35:17] AROUND THE DISPARATE IMPACT OF THE  
[00:35:20] PANDEMIC THAT AS YOU DESCRIBE THIS IS A  
[00:35:23] SHE SESSION WHERE TONS OF WOMEN HAVE  
[00:35:25] LEFT THE WORKFORCE OR ABANDONED  
[00:35:27] BUSINESSES BECAUSE OF NECESSITY.  
[00:35:29] SOMEBODY'S GOT TO BE HOME WITH THE KIDS  
[00:35:31] OR THE BUSINESSES ARE COMPELLED  
[00:35:35] TO CLOSE BECAUSE OF SAFETY PROTOCOLS AS  
[00:35:38] ISSUED BY THE GOVERNOR, THE PRESIDENT. AS  
[00:35:42] I LOOK AT THESE INITIATIVES AND AS YOU  
[00:35:46] BEGIN TO SUSS THOSE OUT I THINK THE  
[00:35:48] VIEWPOINT THAT I'M GOING TO TRY TO PUT

[00:35:50] TO IT IS WHICH OF THESE ARE MOST LIKELY  
[00:35:53] TO BE THAT KIND OF PERCOLATE UP MODEL  
[00:35:54] RATHER THAN A TRICKLE DOWN AND  
[00:35:59] I ALSO THINK THAT SOMETHING  
[00:36:02] I REALLY APPRECIATE THAT I WANT TO TIP  
[00:36:06] THE HAT TO COMMISSIONER STEINBRUECK. ONE  
[00:36:08] OF THE THINGS THAT HE'S TAUGHT ME OVER  
[00:36:10] THE LAST THREE YEARS IS TO REALLY THINK  
[00:36:12] ABOUT ECONOMIC DEVELOPMENT. THE KEY  
[00:36:14] METRIC IN THAT IS HOW MANY LIVING WAGE  
[00:36:16] JOBS DOES SOMETHING PRODUCE. NOT OVERALL  
[00:36:18] BUSINESS REVENUES, NOT HOW MUCH TOTAL  
[00:36:21] ECONOMIC ACTIVITY IN A REGION, BUT REALLY  
[00:36:23] HOW MANY LIVING WAGE JOBS DOES THIS  
[00:36:24] CREATE FOR OUR REGION BECAUSE THE END OF  
[00:36:26] THE DAY THAT'S ALL THE ECONOMY IS FOR IS  
[00:36:27] TO MAKE SURE WE HAVE FOOD ON OUR TABLE,  
[00:36:29] ROOF OVER AHEAD, AND WE DO THOSE THROUGH  
[00:36:31] WELL PAYING JOBS. IT'S ESPECIALLY  
[00:36:35] WHY I APPRECIATE THESE NUMBERS YOU HAVE  
[00:36:37] PUT IN THE INITIATIVE AND HOW YOU'VE  
[00:36:39] BROKEN THEM DOWN. IN FACT THE FIRST TIME  
[00:36:40] I HEARD THIS PRESENTATION I THINK IT WAS  
[00:36:42] A COUPLE OF MONTHS AGO AT A GSP MEETING. MY  
[00:36:44] IMMEDIATE PROBLEM SOLVING INSTINCT WAS  
[00:36:47] TO SAY ALL RIGHT HOW MANY OF THOSE CAN  
[00:36:48] WE ASSIGN TO THE PORT OF SEATTLE AND  
[00:36:50] LET'S GET GOING RIGHT. BUT I ALSO  
[00:36:52] RECOGNIZE THAT THAT FALLS RIGHT BACK  
[00:36:55] INTO THAT PATH OF LEAST RESISTANCE. SURE  
[00:36:57] WE'LL CARVE OUT OUR LITTLE NICHE AND  
[00:37:00] GRAB THE ONES THAT ARE EASIEST FOR US TO  
[00:37:02] ADDRESS AND INSTEAD I LOVE THIS  
[00:37:05] COMPREHENSIVE FOUR COUNTY APPROACH WHERE  
[00:37:08] WE'RE REALLY LOOKING AT OUR THREE COUNTY  
[00:37:09] APPROACH WE'RE REALLY LOOKING AT THE THE  
[00:37:13] SCOPE OF THAT INNER RELATIONSHIP BETWEEN  
[00:37:16] PRIVATE SECTOR NONPROFIT AND GOVERNMENT  
[00:37:19] AGENCIES ALL TRYING TO WORK TOGETHER TO  
[00:37:21] RESOLVE THIS. SO APPRECIATE THE WORK. I  
[00:37:23] KEEP THINKING ABOUT FIVE ATTRIBUTES THAT  
[00:37:26] I'M LOOKING FOR IN A PLAN THAT ADDRESSES  
[00:37:28] ECONOMIC RECOVERY THAT IT IS TARGETED TO  
[00:37:31] THOSE WHO ARE HARDEST HIT BY THE  
[00:37:32] PANDEMIC, ENDURING MEANING THAT IT'S NOT  
[00:37:35] JUST A PROGRAM THAT PHASES  
[00:37:39] OUT ONCE IT'S OVER- ONCE THE PANDEMIC IS  
[00:37:42] OVER, THAT IT'S EQUITABLE WHICH I THINK  
[00:37:44] WE'VE TALKED ABOUT THAT A FAIR BIT. I  
[00:37:46] ACTUALLY THINK WE CAN MODEL THIS IN A  
[00:37:48] WAY THAT PAYS FOR ITSELF PARTICULARLY  
[00:37:50] WITH REGARD TO IF WE'RE SEEDING  
[00:37:52] BUSINESSES HERE, TAX RECEIPTS, ECONOMIC  
[00:37:56] ACTIVITY, THE VELOCITY OF MONEY IN PORT  
[00:37:58] COMMUNITIES WILL RESULT IN THIS ACTUALLY  
[00:38:00] PAYING FOR ITSELF AND THEN FINALLY WHAT  
[00:38:02] I MENTIONED BEFORE THAT IDEA THAT IT  
[00:38:04] PERCOLATES UP RATHER THAN TRICKLES DOWN  
[00:38:05] THROUGH OUR ECONOMY. SO THANKS AGAIN FOR  
[00:38:08] ALL YOUR WORK ON THIS. YEAH THANK YOU.  
[00:38:12] THANK YOU COMMISSIONER CALKINS.  
[00:38:14] COMMISSIONER CHO FOR DISCUSSION. YEAH  
[00:38:18] THANKS SO MUCH BOTH BRIAN AND RYAN FOR



[00:38:20] BEING HERE. I HAVE A FEW QUESTIONS HERE.  
[00:38:23] THE FIRST ONE IS I'VE SEEN THE TERM  
[00:38:26] PROMISING JOB IN THIS PRESENTATION  
[00:38:28] SEVERAL TIMES. I'D LIKE TO KNOW WHAT  
[00:38:31] EXACTLY- HOW DO YOU DEFINE PROMISING JOB.  
[00:38:34] IT'S A GREAT QUESTION AND IT CORRESPONDS  
[00:38:38] TO WHAT COMMISSIONER CALKINS JUST  
[00:38:40] MENTIONED AS WELL RIGHT. IT'S REALLY  
[00:38:41] IMPORTANT TO THINK ABOUT ALL THE  
[00:38:43] CREATION OF THE QUALITY OF JOBS IN  
[00:38:47] AN ECONOMY. A PROMISING JOB AS DEFINED BY  
[00:38:50] BROOKINGS IS ONE THAT PROVIDES A PATHWAY  
[00:38:53] TO A GOOD JOB. A GOOD JOB IN THE GREATER  
[00:38:57] SEATTLE REGION IS ABOUT 24 DOLLARS AN  
[00:39:00] HOUR. THAT'S SLIGHTLY OUTDATED IT'S  
[00:39:02] PROBABLY IN THE 25 RANGE NOW. SO LET'S  
[00:39:03] SAY 25 PLUS BENEFITS IS A GOOD JOB. A  
[00:39:07] PROMISING JOB IS ONE THAT IS NOT YET  
[00:39:10] GOOD BUT THE RESEARCH SUGGESTS THAT IF  
[00:39:13] YOU START IN THAT ROLE YOU WILL FIND  
[00:39:16] YOUR WAY RELATIVELY QUICKLY INTO A GOOD  
[00:39:19] JOB. AN IMPORTANT POINT THERE IS IT'S NOT  
[00:39:21] NECESSARILY A LINEAR PATHWAY SO IN THE  
[00:39:24] WORKFORCE WORLD WE TALK ABOUT YOU KNOW  
[00:39:26] JOB LADDERS THAT EXIST WITHIN A CERTAIN  
[00:39:28] OCCUPATION OR A CERTAIN INDUSTRY. A GOOD  
[00:39:31] JOB COULD BE LIKE IF YOU START OFF AS A  
[00:39:33] BANK TELLER THE RESEARCH WHEN YOU LOOK  
[00:39:36] AT MILLIONS OF PEOPLE MOVING THROUGH THE  
[00:39:37] ECONOMY SUGGESTS THAT OVER TIME YOU CAN  
[00:39:39] MAKE YOUR WAY INTO A GOOD JOB EVEN IF  
[00:39:42] IT'S IN A DIFFERENT INDUSTRY. BUT THAT'S  
[00:39:45] SORT OF THE IDEA OF MAKING SURE THAT  
[00:39:46] WE'RE REALLY THINKING ABOUT THE UPWARD  
[00:39:48] MOBILITY. AND I THINK THIS IS REALLY  
[00:39:50] IMPORTANT HERE BECAUSE WHAT YOU'RE  
[00:39:51] REFERRING TO IS GIVING PEOPLE THE  
[00:39:54] ABILITY TO TRANSITION UPWARD. WE'RE NOT  
[00:39:57] EXPECTING PEOPLE TO MAKE 6, 7 FIGURES  
[00:40:00] OVERNIGHT. WE'RE REALLY TRYING TO CREATE  
[00:40:02] THAT ON RAMP TO EVENTUALLY MAKING IT TO  
[00:40:05] FAR BEYOND LIVING WAGE. EXACTLY. RIGHT.  
[00:40:09] AND SO I APPRECIATE THAT DISTINCTION  
[00:40:11] BECAUSE I FEEL LIKE WHEN WE TALK ABOUT  
[00:40:13] LIVING WAGE JOBS, GOOD JOBS, PROMISING  
[00:40:16] JOBS THOSE DISTINCTIONS AREN'T REALLY  
[00:40:18] MADE AND PEOPLE TEND TO JUMBLE IT ALL UP.  
[00:40:22] GOING BACK TO THE SLIDE THAT SAYS THE  
[00:40:25] RECOVERY MUST ADJUST PRE EXISTING  
[00:40:27] CONDITIONS. THE FIRST ONE SAYS THE LACK  
[00:40:30] OF GOOD JOBS AND NEW BUSINESSES. I'M  
[00:40:35] A LITTLE SKEPTICAL OF THIS PREMISE GIVEN  
[00:40:38] THAT SEATTLE HAS BEEN THE ENVY OF MANY  
[00:40:41] CITIES IN TERMS OF GOOD JOBS. I THINK  
[00:40:44] THERE'S A LOT OF EVIDENCE TO SUGGEST  
[00:40:46] THAT WITH SO MANY TRANSPLANTS INTO  
[00:40:49] SEATTLE. NOWADAYS I FEEL LIKE THERE ARE  
[00:40:51] MORE PEOPLE WHO HAVE MOVED HERE THEN WHO  
[00:40:53] HAVE ACTUALLY GROWN UP HERE. SO I WONDER  
[00:40:56] IF THE PROBLEM IS NOT SO MUCH A LACK OF  
[00:40:58] GOOD JOBS BUT A LACK OF JOB SKILLS  
[00:41:01] TRAINING OR JUST A LACK OF SKILLS. SO I'M  
[00:41:04] WONDERING IF YOU CAN SPEAK A LITTLE BIT

[00:41:06] TO THE GAP HERE IN THE TRAINING AND THE  
[00:41:09] SKILLS RATHER THAN IF YOU GO ON AMAZON'S  
[00:41:12] WEBSITE YOU CAN PROBABLY FIND THOUSANDS  
[00:41:13] OF JOBS THAT FOLKS COULD PROBABLY APPLY  
[00:41:15] TO. I'M WONDERING IF THE REAL PROBLEM  
[00:41:17] HERE IS IS THE LACK OF SKILLS OR JOB  
[00:41:19] TRAINING. I CAN SEE MARIE. SHE'S  
[00:41:23] TURNING THERE. RYAN DO YOU  
[00:41:27] WANT TO TAKE A CRACK AT THAT? MAYBE MARIE  
[00:41:29] YOU CAN JUMP IN TOO. YEAH I MEAN SO THIS  
[00:41:32] AGAIN GETS TO THE IMPORTANCE OF  
[00:41:34] PRECISION WITH LANGUAGE WHICH MAYBE  
[00:41:35] WE'RE A LITTLE BIT GUILTY OF NOT  
[00:41:37] FOLLOWING OURSELVES ON THAT SLIDE. SO IN A  
[00:41:40] LOT OF REGIONS THE SORT OF INFORMAL USE  
[00:41:44] OF GOOD JOBS MEANS ABOVE OR  
[00:41:47] AROUND THAT 25 DOLLARS AN HOUR LEVEL  
[00:41:49] LET'S SAY bUT DOES NOT REQUIRE A FOUR  
[00:41:51] YEAR DEGREE. SO WE SPECIFY THIS IN DETAIL  
[00:41:55] BUT I THINK LIKE THE SORT OF HOLY GRAIL  
[00:41:57] OR THE GOLD STANDARD THAT EVERY REGION  
[00:41:59] IN THE COUNTRY IS TRYING TO FIGURE OUT  
[00:42:01] IS HOW DO YOU CREATE THOSE LIVING WAGE  
[00:42:04] UPWARD MOBILITY JOBS THAT DON'T  
[00:42:07] NECESSARILY REQUIRE A FOUR YEAR DEGREE  
[00:42:09] AND THAT CAN BE SOLVED IN VARIOUS  
[00:42:12] WAYS TO YOUR POINTS RIGHT. SO YOU CAN  
[00:42:14] ACCEPT THE PREMISE THAT A CERTAIN LEVEL  
[00:42:16] OF SKILLS ARE NEEDED FOR A GIVEN JOB  
[00:42:18] AND TRAIN PEOPLE ACCORDINGLY. BUT THERE'S  
[00:42:22] ALSO A LOT OF MOVEMENT AROUND THE  
[00:42:23] COUNTRY IN TERMS OF COMPANIES AND  
[00:42:25] INSTITUTIONS LOOKING AT WHERE THEY HAVE  
[00:42:28] USED BACHELOR'S DEGREES UNNECESSARILY AS  
[00:42:31] SORT OF A A CREDENTIAL TO ACT AS LIKE  
[00:42:35] A FILTERING MECHANISM AND A LOT OF  
[00:42:37] COMPANIES ARE REALIZING WE CAN OPEN  
[00:42:39] OURSELVES UP TO A BROADER SOURCE OF  
[00:42:41] TALENT IF WE JUST GET A LITTLE BIT  
[00:42:42] SMARTER ABOUT WHAT CREDENTIALS WE'RE  
[00:42:44] REALLY DEMANDING. SO I THINK IT NEEDS TO  
[00:42:46] BE A COMBINATION OF THE TALENT  
[00:42:48] DEVELOPMENT PROGRAMS REACHING THE RIGHT  
[00:42:50] PEOPLE AND CONNECTING WITH BUSINESSES IN  
[00:42:52] THE RIGHT WAY BUT ALSO BUSINESSES COMING  
[00:42:53] TO THE TABLE AND SAYING MAYBE WE'VE  
[00:42:55] GENERATED SOME OF THIS PROBLEM FOR  
[00:42:57] OURSELVES BY NOT BEING SUPER THOUGHTFUL  
[00:42:59] ABOUT HOW WE HIRED. GREAT. ONE LAST  
[00:43:02] QUESTION OR LET ME JUST ASK THIS ONE  
[00:43:04] LAST QUESTION HERE. I'D LIKE TO HEAR YOUR  
[00:43:07] THOUGHTS RYAN ON YOU KNOW I THINK THAT  
[00:43:10] ONE OF THE THINGS THAT WILL COME OUT OF  
[00:43:12] COVID 19 IS THIS REALIZATION THAT YOU  
[00:43:14] DON'T NECESSARILY NEED TO HIRE LOCALLY.  
[00:43:16] THE FACT THAT WORK FROM HOME HAS BECOME  
[00:43:19] SO PREVALENT- THESE TECH COMPANIES- A LOT  
[00:43:22] OF COMPANIES ARE REALIZING I CAN HIRE MY  
[00:43:24] HR PERSON OVER IN TEXAS OR ON THE EAST  
[00:43:27] COAST AND SO WHAT THIS IS GOING TO DO IS  
[00:43:29] GOING TO REDUCE SOME GEOGRAPHIC BARRIERS  
[00:43:31] THAT PREVIOUS EXISTED THAT QUITE FRANKLY  
[00:43:34] COULD HAVE HELPED OUR LOCAL WORKFORCE

[00:43:36] FIND JOBS BECAUSE THEY NEEDED TO HIRE  
[00:43:39] LOCALLY AND SO I'M CURIOUS TO GET YOUR  
[00:43:41] THOUGHTS ON HOW WORK FROM HOME POST  
[00:43:43] COVID IS GOING TO FUNDAMENTALLY SHIFT  
[00:43:47] HOW COMPANIES HIRE AND HOW THAT MIGHT  
[00:43:50] ACTUALLY WORK AGAINST OUR EFFORTS TO GET  
[00:43:53] SOME OF OUR LOCAL- OR MAYBE EVEN HELP  
[00:43:55] BECAUSE SOME PEOPLE IN SEATTLE COULD GET  
[00:43:56] HIRED FROM BY A COMPANY IN TEXAS RIGHT?  
[00:43:59] SO IT WORKS BOTH WAYS BUT I'M CURIOUS TO  
[00:44:01] HOW THE THINGS MIGHT FUNDAMENTAL  
[00:44:03] CHANGE. I'LL COMMENT QUICKLY ON THAT SO  
[00:44:07] NUMBER ONE I THINK THE GOOD IS THAT IF  
[00:44:11] PEOPLE CAN LIVE FROM ANYWHERE THEY CAN  
[00:44:13] LIVE WHERE IT'S MORE AFFORDABLE WHICH IS  
[00:44:15] PROBABLY ON THE ENDS OF THE REGION. SO  
[00:44:17] FACEBOOK IN BELLEVUE HAS ALREADY GIVEN  
[00:44:20] PERMISSION TO THEIR EMPLOYEES THEY CAN  
[00:44:22] LIVE ANYWHERE WITHIN TWO HOURS OF THE  
[00:44:24] MOTHERSHIP SO THAT MEANS THEY WANT THEM  
[00:44:26] TO COME IN EVERY ONCE IN A WHILE, SO I  
[00:44:28] THINK THAT'S GOOD. IT TAKES CARS OFF THE  
[00:44:30] ROAD RIGHT, IT'S BETTER FOR THE  
[00:44:34] AIR QUALITY TO HAVE PEOPLE WORK FROM HOME.  
[00:44:36] BUT THERE IS A THREAT AT ZILLOW FOR  
[00:44:39] EXAMPLE ONE OF OUR GREAT COMPANIES THEY  
[00:44:40] HAVE ALLOWED THEIR EMPLOYEES TO WORK  
[00:44:42] FROM ANYWHERE IN THE UNITED STATES OR  
[00:44:44] CANADA SO WE ARE GOING TO LOSE SOME JOBS  
[00:44:47] THAT WAY. BUT TO YOUR POINT WE MAY  
[00:44:50] ATTRACT NEW JOBS AS WELL AS PEOPLE WHO  
[00:44:52] WANT TO LIVE IN THE PACIFIC NORTHWEST.  
[00:44:53] THEY DON'T WANT TO LIVE IN ST. LOUIS. THEY  
[00:44:56] WANT TO LIVE SOMEPLACE COOL. SORRY IF  
[00:44:59] ANYBODY IS FROM ST. LOUIS. I THINK THE  
[00:45:03] JURY'S OUT ON ALL OF THIS ON HOW IT WILL  
[00:45:06] LEVEL OUT BUT I THINK BECAUSE WE'RE A  
[00:45:08] TOP FIVE TECH REGION IN AMERICA WE HAVE  
[00:45:13] A LOT OF GREAT OPPORTUNITY THERE. I  
[00:45:15] ACTUALLY HAD A SOCIAL MEDIA EXCHANGE  
[00:45:17] WITH A GUY NAMED RICHARD FLORIDA ABOUT  
[00:45:20] HOW ECONOMIC DEVELOPMENT INCENTIVES USED  
[00:45:22] TO TARGET HEADQUARTERS RIGHT? YOU WANTED  
[00:45:24] TO GET THE COMPANY TO LOCATE TO THE CITY.  
[00:45:27] BUT COMPANIES DON'T PAY A LOT OF TAXES  
[00:45:29] AS WE ALL KNOW. THE REASON WHY YOU DID  
[00:45:30] THAT WAS FOR THE SALARIES. YOU WANTED THE  
[00:45:32] SALARIES OF THE EMPLOYEES BECAUSE THAT'S  
[00:45:34] THE MULTIPLIER EFFECT. WELL THAT'S NOT  
[00:45:36] THE CASE ANYMORE. IT'S REALLY NOW ABOUT  
[00:45:39] TALENT ATTRACTION. SO YOU WANT TO FIND  
[00:45:41] THAT COMPANY IN BOSTON THAT IS ALLOWING  
[00:45:43] THEIR EMPLOYEES TO WORK FROM HOME AND  
[00:45:45] ENTICE THEIR EMPLOYEES TO LIVE HERE. WHO CARES  
[00:45:47] ABOUT THE HEADQUARTERS? YOU WANT THE  
[00:45:49] EMPLOYEES FOR THE SALARY. SO I THINK  
[00:45:51] THERE'S GOING TO BE A LOT OF SHAKE UP  
[00:45:53] ADJUSTMENT IN THE ECONOMIC DEVELOPMENT  
[00:45:54] WORLD OVER THE NEXT COUPLE OF YEARS AS  
[00:45:56] PEOPLE ADJUST THIS NEW NORMAL. YEAH BRIAN  
[00:45:58] I'D LOVE TO HEAR YOUR- I'M  
[00:46:03] GOING TO BE A TIMEKEEPER NOW AND JUST  
[00:46:06] REMIND FOLKS THEY'RE RUNNING JUST A

[00:46:08] LITTLE BEHIND TIME AND WE STILL GOT TWO  
[00:46:10] COMMISSIONERS THAT HAVEN'T ASKED  
[00:46:11] QUESTIONS OR MADE ANY COMMENTS. SO I GUESS  
[00:46:15] WHAT I'D ENCOURAGE IS TO HAND IT BACK TO  
[00:46:16] MICHELLE AND KEEP THIS GOING. YEAH WE  
[00:46:18] WANT TO MAKE SURE WE HEAR FROM MARIE WHO  
[00:46:20] YOU WERE TEEING UP SO PERFECTLY BUT I  
[00:46:23] REALLY APPRECIATE YOUR COMMENTS SAM  
[00:46:25] ABOUT THIS UNIQUE CHALLENGE AND WE  
[00:46:27] WANT TO REVITALIZE OUR DOWNTOWN CORE AND  
[00:46:29] THAT'S NOT GOING TO BE EFFECTUATED FROM  
[00:46:31] PEOPLE WORKING OUT OF AUSTIN SO YOUR  
[00:46:34] POINT IS REALLY WELL TAKEN. MICHELLE WHO  
[00:46:37] IS NEXT ON OUR TALK? THANK YOU, WE ARE AT  
[00:46:39] COMMISSIONER STEINBRUECK. THANKS MICHELLE.  
[00:46:42] MY QUESTION IS PRETTY SIMPLE AND  
[00:46:45] I'LL MAKE IT SHORT. THAT IS WHAT ARE THE  
[00:46:49] BEST WAYS- WHAT ARE THE BEST STRATEGIES  
[00:46:51] THAT YOU SEE WHERE THE PORT CAN PARTNER  
[00:46:55] WITH THIS EFFORT GIVEN OUR RESOURCES  
[00:46:58] AND OUR MISSION? IT'S A GREAT QUESTION. SO  
[00:47:03] I MEAN ONE AREA THAT I WOULD MENTION IS  
[00:47:06] IN TERMS OF PROCUREMENT. I KNOW THE PORT  
[00:47:08] IS ALREADY THINKING A LOT ABOUT THIS. I  
[00:47:10] THINK THE BEST MODELS IN THE COUNTRY ARE  
[00:47:14] DOING A REALLY GOOD JOB OF REACHING THE  
[00:47:17] RIGHT COMPANIES AND PREPARING THEM SO  
[00:47:20] FINDING WHO THE MINORITY OWNED AND WOMEN  
[00:47:23] OWNED BUSINESSES IN A COMMUNITY ARE,  
[00:47:25] MAKING SURE THAT THEY ARE GETTING ALL  
[00:47:26] THE CONSULTING SERVICES AND CAPITAL AND  
[00:47:29] PREPARATION THEY NEED TO BE GOOD  
[00:47:31] PARTNERS FOR REALLY MEANINGFUL CONTRACTS  
[00:47:34] FROM INSTITUTIONS AND COMPANIES. AND THEN  
[00:47:36] ON THE OTHER SIDE BIG COMPANIES AND  
[00:47:39] INSTITUTIONS. THOUGH THEY HAVE A LOT OF  
[00:47:41] MEANS OFTEN NEED TO DO A LOT OF KIND  
[00:47:44] OF CHANGE MANAGEMENT INTERNALLY IN ORDER  
[00:47:46] TO SHIFT THE WAYS THAT THEY DO  
[00:47:48] PROCUREMENT. SO THE BEST MODELS IN THE  
[00:47:49] COUNTRY ARE REACHING THE SMALL  
[00:47:52] BUSINESSES, WORKING INTERNALLY REALLY  
[00:47:54] INTENSIVELY WITH BIG BUSINESSES AND BIG  
[00:47:56] INSTITUTIONS, AND DOING PRETTY INTENSIVE  
[00:47:59] KIND OF MATCHMAKING AND FACILITATION AND  
[00:48:02] AND I THINK THE PORT IS ALREADY DOING A  
[00:48:04] LOT OF REALLY GOOD THINKING ON THAT  
[00:48:05] FRONT AND IT'S A HUGE OPPORTUNITY TO  
[00:48:09] SORT OF GET AT THE FOURTH PILLAR OF THAT  
[00:48:11] PLAN WHICH IS SCALING A LARGE NUMBER OF-  
[00:48:15] IN MANY CASES ALREADY EXISTING MINORITY  
[00:48:18] AND WOMEN OWNED SMALL BUSINESSES. `  
[00:48:21] THANK YOU. COMMISSIONER STEINBREUCK CAN  
[00:48:25] I ASK YOU THAT WE SAVE TIME FOR  
[00:48:27] EVERYBODY AND THEN YOU COME BACK AROUND AND  
[00:48:28] YOU GET THE FIRST BITE OF THE ROUND  
[00:48:30] CIRCLE SO WE CAN MAKE SURE WE KEEP  
[00:48:32] EVERYBODY- I'M FINISHED, THANKS. THEN  
[00:48:36] COMMISSIONER FELLEMAN WE ARE BACK TO  
[00:48:38] YOU. WE ARE AT TIME ON THIS Q AND A BUT  
[00:48:41] THAT DOES NOT STOP YOUR QUESTIONS SIR  
[00:48:43] AND IF YOU STILL WANT TO HEAR FROM MARIE.  
[00:48:45] THIS IS WHY I INTERRUPTED COMMISSIONER

[00:48:47] TIMBRE SO I CAN GO ON FOR HOURS. NO  
[00:48:49] ACTUALLY I JUST REAL QUICKLY- I WANTED TO  
[00:48:52] MAKE SURE THAT YOU COULD GIVE US THE  
[00:48:54] TIME FRAME FORWARD. I SEE ONE OF THE  
[00:48:56] ROLES AND ANSWER TO COMMISSIONER  
[00:48:57] STEINBREUCK'S QUESTION COULD WE POTENTIALLY  
[00:49:01] SERVE AS A CONVENER AS ONE OF THE NEXT  
[00:49:03] STEPS I SEE IN THIS PROCESS. I SEE THAT  
[00:49:05] MIGHT BE A GOOD ROLE FOR US TO  
[00:49:06] ASSIMILATE INFORMATION AND THINK ABOUT  
[00:49:08] WAYS WE CAN INTERACT WITH THE GOOD IDEAS  
[00:49:12] THAT ARE GOING TO COME FORWARD. BUT COULD  
[00:49:14] YOU JUST END ON THE CALENDAR? I SEE YOU  
[00:49:16] HAVE- YOU HAVE IT LAID OUT A LITTLE BIT  
[00:49:18] BUT IT SEEMS LIKE WE'RE COMING TO A BIT  
[00:49:19] OF AN INFLECTION POINT THAT I WANT TO  
[00:49:21] MAKE SURE THAT WE HAVE THE RIGHT LEVEL  
[00:49:23] OF ENGAGEMENT AT THE RIGHT TIME. YEAH OUR  
[00:49:26] GOAL IS TO WRAP THIS UP BY APRIL AND SO  
[00:49:29] THAT MEANS WE WANT TO HAVE AGREEMENT ON  
[00:49:32] THE METRICS, AGREEMENT ON THE SIGNATURE  
[00:49:36] PROJECTS, WE WANT TO HAVE CONVENERS FOR  
[00:49:38] EACH OF THOSE FOUR PILLARS, AND WE ALSO  
[00:49:41] NEED COALITIONS TO SUPPORT EACH OF THOSE  
[00:49:44] PILLARS. SO WE'RE HOPING BY APRIL IS  
[00:49:48] DONE. WE'RE ANNOUNCING WHO'S LEADING WHAT  
[00:49:50] AND THEN OVER THE NEXT YEAR, ENSUING  
[00:49:53] YEARS, GSP WILL PLAY THE ROLE OF MAKING  
[00:49:56] SURE WE RECONVENE THOSE FOUR WORKING  
[00:49:59] GROUPS TO SHARE INFORMATION AND TRACK  
[00:50:02] NUMBERS AND DO THE NUMBER TRACKING. EVERY  
[00:50:05] YEAR WE'LL KNOW WHERE WE'RE TRACKING  
[00:50:06] AGAINST THOSE METRICS. WELL IT SEEMS TO  
[00:50:09] ME WE SHOULD PROBABLY BE DOING IT MORE  
[00:50:10] LIKE QUARTERLY IN THE NEAR TERM. BUT YEAH  
[00:50:13] THAT'S WHAT I SHOULD HAVE SAID. I SAID  
[00:50:15] ANNUALLY BUT WE'RE GOING TO BE DOING A  
[00:50:17] QUARTERLY. YES. I REALLY APPRECIATE THE  
[00:50:19] PRESENTATION AND THE FACT THAT YOU'VE  
[00:50:21] ALREADY MADE ALL THESE OUTREACHES INTO  
[00:50:22] THE COMMUNITY. WE KNOW WE'RE GOING TO  
[00:50:24] GET SOME GOOD INPUT THROUGH THAT. CLERK HART  
[00:50:28] CAN WE PLEASE HEAR FROM- NO I'M  
[00:50:31] SORRY THAT'S- I'D LIKE TO INTRODUCE  
[00:50:35] MARIE. IT'S MY PLEASURE TO INTRODUCE  
[00:50:37] MARIE. I DON'T THINK SHE'S FAMILIAR  
[00:50:41] TO MANY OF US AT THE PORT AND MARIA IS  
[00:50:44] THE CEO OF THE SEATTLE KING COUNTY  
[00:50:46] WORKFORCE COUNCIL AND YET  
[00:50:50] FOR FIVE PLUS YEARS DID GREAT WORK FOR  
[00:50:53] US AT THE PORT. I HAD THE PLEASURE OF  
[00:50:58] WORKING WITH HER AND REALLY WITH FEW  
[00:51:01] RESOURCES, THE PROGRAMS AND WORKFORCE  
[00:51:04] DEVELOPMENT YOU SEE TODAY ARE REALLY  
[00:51:06] BUILT AS A RESULT OF MARIE. SHE HAD A HAND  
[00:51:10] IN HELPING CREATE THE MARITIME YOUTH  
[00:51:12] COLLABORATIVE, THE CONSTRUCTION TRADES  
[00:51:14] TRAINING PROGRAM, THE AEROSPACE TRAINING  
[00:51:18] PROGRAM WE'RE JUST GETTING UP AND  
[00:51:19] RUNNING, AND OTHER INITIATIVES AS WELL.  
[00:51:22] AND WHAT I REALLY HOLD  
[00:51:25] DEAR ABOUT MARIA SHE'S A CHAMPION FOR  
[00:51:27] DIVERSITY EQUITY AND INCLUSION AND I

[00:51:29] LEARNED A LOT FROM HER OVER THE YEAR SHE  
[00:51:32] WAS AT THE PORT AND SHE IS STILL  
[00:51:34] PROVIDING THAT TORCH OUT IN THE  
[00:51:35] COMMUNITY AND SO IT'S GREAT TO HAVE HER  
[00:51:37] BACK. SHE'S GOING TO SHARE COMPONENTS OF  
[00:51:39] HER NEW WORKFORCE PLAN FOCUSED ON  
[00:51:42] RECOVERY. SO MARIE THE SHOW IS YOURS.  
[00:51:46] THANK YOU DAVE. AND FOUR YEARS 7  
[00:51:50] MONTHS IS ACTUALLY HOW LONG I WAS AT THAT THE  
[00:51:52] PORT. THAT FIVE PLUS SO I THINK THERE'S  
[00:51:55] SOME OF THE QUESTIONS YOU ASKED ABOUT  
[00:51:57] THE PORT ROLE AND I WE'LL GET TO THAT AT  
[00:52:00] THE END AND I'M NOT GOING TO GO THROUGH  
[00:52:02] THE ENTIRE SIDE BECAUSE MUCH OF THE  
[00:52:04] INFORMATION THAT BRIAN COVERED IN HIS  
[00:52:07] KIND OF IS DUPLICATED BUT AS I GOT  
[00:52:11] TO MAKE SURE I CAN SEE THE SCREEN SO IF  
[00:52:13] YOU STARTED THE SLIDE I'M GOING TO DO A  
[00:52:15] QUICK OVERVIEW OF OUR SLIDE AND  
[00:52:19] THEN SPEND A LOT MORE TIME ON KIND OF  
[00:52:21] THE QUESTIONS AND DRILLING DOWN. I THINK  
[00:52:24] MOST IMPORTANTLY WE WENT THROUGH A VERY  
[00:52:29] LONG FIVE MONTH REGIONAL PLANNING  
[00:52:31] PROCESS AND IT WAS APPROVED IN DECEMBER  
[00:52:35] BY OUR BOARD. THE NEXT SLIDE PLEASE. SO  
[00:52:43] SIMILAR TO BRIAN WE REALLY APPROACHED  
[00:52:47] THIS AS CREATING A SHARED REGIONAL  
[00:52:49] BLUEPRINT AND WE KNEW THAT WHEN I CAME  
[00:52:52] ON BOARD AND I WAS HIRED BY THE  
[00:52:55] WORKFORCE DEVELOPMENT COUNCIL I WAS  
[00:52:57] HIRED TO LEAD A MAJOR REORGANIZATION AND  
[00:53:00] TRANSFORMATION ABOUT LOOKING AT HOW DO  
[00:53:02] WE GET RID OF ALL OF THESE SEPARATE  
[00:53:04] WORKFORCE DEVELOPMENT SILOS IN SEPARATE  
[00:53:07] PROGRAMS AND REALLY THINK ABOUT IT AS A  
[00:53:09] SYSTEM AND CENTER, THE WDC AS  
[00:53:13] KIND OF THE REGIONAL BACKBONE THAT  
[00:53:15] SUPPORTS A LOT OF THE EFFORTS AROUND  
[00:53:18] ENGAGING INDUSTRY ON BEHALF OF THE  
[00:53:20] SYSTEM AND REALLY ENGAGING COMMUNITIES  
[00:53:23] AND EMBEDDING RACTUAL EQUITY IN THE WORK  
[00:53:26] THAT WE DO. LITTLE DID I KNOW THAT SIX MONTHS  
[00:53:29] INTO MY JOB WE WOULD HAVE THIS PANDEMIC RIGHT  
[00:53:32] AND IN MANY WAYS THE PANDEMIC CREATED  
[00:53:34] SOME OF THE MOTIVATION TO KIND OF BRING  
[00:53:37] PEOPLE TOGETHER TO COLLABORATE.  
[00:53:42] I MEAN WE'RE NOT QUITE THERE ON A  
[00:53:44] REGIONAL PLAN BUT WHAT WE SAW IN THE  
[00:53:46] COMMUNITY WAS EVERYBODY AND ALL THESE  
[00:53:49] SEPARATE ENTITIES HELPING THEIR RECOVERY  
[00:53:52] PLAN SEPARATELY AND WE HEARD FROM  
[00:53:55] INDUSTRY AND WE HEARD FROM ESPECIALLY BIPOC  
[00:53:58] COMMUNITY LEADERS THAT THEY ARE  
[00:53:59] TIRED AND WE'RE ALL GOING TO THEM  
[00:54:02] SEPARATELY AND WE REALLY NEED TO THINK  
[00:54:04] MORE ABOUT HOW DO WE COME TOGETHER AND  
[00:54:06] ALIGN OUR RESOURCES AND OUR APPROACH AS  
[00:54:09] WELL AS DO A BETTER JOB OF-  
[00:54:13] NOT LIKE THERE WAS A LOT OF FATIGUE IN  
[00:54:15] BIPOC COMMUNITIES THEY SAID THEY WERE  
[00:54:17] JUST TRAFFIC JAM AND WE WERE TIRED. IT'S  
[00:54:21] REALLY MEANT TO SERVE NOT ONLY FOR MY  
[00:54:23] HIGH LEVEL STRATEGIC PLAN FOR MY



[00:54:24] ORGANIZATION BUT ALSO KIND OF TO GROUND  
[00:54:28] OUR HOPEFULLY SHARED REGIONAL APPROACH.  
[00:54:31] NEXT SLIDE PLEASE, WHEN  
[00:54:36] WE STARTED WE THOUGHT IT WAS REALLY  
[00:54:37] IMPORTANT TO CALL OUT AND ESTABLISH OR  
[00:54:40] DEFINE OUR NORTH STAR AND FIRST BEING  
[00:54:45] EQUITABLE ECONOMIC RECOVERY WHICH IS  
[00:54:47] REALLY ANCHORING ON A RECOVERY EFFORT  
[00:54:49] THAT PRIORITIZES INCLUSION OF BIPOC  
[00:54:53] WORKERS, IMMIGRANT AND REFUGEE WORKERS,  
[00:54:55] AND OTHER ECONOMICALLY MARGINALIZED  
[00:54:57] COMMUNITIES AND IT'S FOCUSED ON RECOVERY  
[00:55:02] AS AN OPPORTUNITY TO DO BETTER BECAUSE  
[00:55:04] WE KNOW THAT FROM THE PAST RECESSION AND  
[00:55:08] LESSONS LEARNED IS INEQUALITY AND  
[00:55:12] RACIAL DISPARITIES  
[00:55:14] INCREASED ACROSS EVERY INDICATOR. AND  
[00:55:19] TO SPEAK TO COMMISSIONER CHO'S QUESTION  
[00:55:21] THERE ARE NOT ENOUGH QUALITY GOOD JOBS  
[00:55:23] IN THIS REGION. WE HAVE A SHORTAGE OF  
[00:55:26] GOOD JOBS BECAUSE IN THE PAST 30 YEARS  
[00:55:29] BUT ALSO FROM THE RECESSION, THE POST  
[00:55:31] RECESSION WE SAW JOB QUALITY GO AWAY  
[00:55:35] AND WE SAW A GUTTING OUT OF MIDDLE WAGE  
[00:55:38] JOBS, THOSE THAT PAY LIVEABLE WAGES AND  
[00:55:42] YES THERE'S BEEN GREAT WEALTH BUT THAT  
[00:55:44] HAS NOT BENEFITED MANY PEOPLE IN OUR  
[00:55:46] COMMUNITY. SO REALLY THINKING ABOUT IT  
[00:55:50] IN CENTERING RACIAL EQUITY AS IN THE  
[00:55:53] WORK THAT WE DO, THE ANALYSIS, BUT ALSO AS  
[00:55:55] WE DEVELOP OUR APPROACHES AND STRATEGIES  
[00:55:57] AND AGAIN RE ENVISIONING WORKFORCE  
[00:55:59] DEVELOPMENT FROM- IT'S NOT JUST ABOUT  
[00:56:01] SKILLS, IT'S LOOKING AT THE WAY THAT WE  
[00:56:05] WORK COLLECTIVELY ACROSS SYSTEMS. AND THEN  
[00:56:07] NEXT I THINK IS SOMETHING THAT SHOULD BE  
[00:56:09] VERY FAMILIAR TO THE PORT AND JOB  
[00:56:12] QUALITY AND VERY MUCH IN MANY WAYS IT  
[00:56:15] MIRRORS KIND OF THE DEFINITION OF JOB  
[00:56:19] QUALITY THAT THE PORT COMMISSIONERS CAME  
[00:56:21] UP WITH FOR THE AIRPORT BACK IN THE DAY  
[00:56:24] WITH THE JOB QUALITY RESOLUTION. NEXT  
[00:56:28] SLIDE PLEASE. SO  
[00:56:35] WHEN WE TALK ABOUT QUALITY AND THIS WILL  
[00:56:37] HELP PROVIDE SOME CONTEXT HAVE  
[00:56:41] A PARTNERSHIP WITH THE UNIVERSITY OF  
[00:56:43] WASHINGTON SCHOOL OF SOCIAL WORK AND  
[00:56:44] WE'VE HAD THIS PARTNERSHIP FOR A LONG  
[00:56:48] TIME AND IT REALLY STARTS TO IDENTIFY  
[00:56:51] WHAT IS THE COST TO LIVE IN- OOPS  
[00:57:00] WE WE LOST YOU MARIE. THERE  
[00:57:06] WE GO.  
[00:57:10] [CROSSTALK]  
[00:57:20] OKAY SO IT  
[00:57:24] REALLY LOOKS AT RECOGNIZING  
[00:57:27] GEOGRAPHY AND FAMILY COMPOSITION MAKES A  
[00:57:30] DIFFERENCE IN TERMS OF WHAT IT COSTS TO  
[00:57:33] BE SELF SUFFICIENT AND RATHER THAN  
[00:57:35] LOOKING AT THE POVERTY LEVEL WHICH WAS  
[00:57:37] ESTABLISHED MANY MANY DECADES AGO IT  
[00:57:40] REALLY LOOKS AT THE COST OF HOUSING,  
[00:57:42] CHILD CARE, OF HEALTH CARE, TRANSPORTATION  
[00:57:46] IN TAXES. AS YOU SEE AND IT SHOULDN'T

[00:57:49] BE A SURPRISE THAT KING COUNTY HAS ONE  
[00:57:52] OF THE HIGHEST COST OF LIVING AND THAT  
[00:57:55] IS IN PART BECAUSE OUR COST OF HOUSING  
[00:57:57] HAS JUST GROWN OUTRAGEOUSLY  
[00:58:02] DO IMPART TO SOME OF THE HIGHER WAGE  
[00:58:05] JOBS THAT CAME INTO THE REGION. NEXT  
[00:58:08] SLIDE PLEASE. THIS  
[00:58:13] GOES AGAIN TO THE AVAILABILITY OF  
[00:58:16] QUALITY JOBS AND IT SHOWS IN KING COUNTY  
[00:58:21] OF THOSE JOBS, TOP 10 JOBS  
[00:58:24] IN TERMS OF DEMAND WHAT THEY PAY AND  
[00:58:27] YOU'LL SEE HOW THEY STACK UP TO  
[00:58:31] PAY IN TERMS OF WAGES AND IF THEY USE  
[00:58:34] THE INDICATOR 38 DOLLARS AND 85 CENTS  
[00:58:36] FOR ONE ADULT WITH A PRESCHOOLER AND A  
[00:58:38] SCHOOL AGE CHILD. NEXT  
[00:58:44] SLIDE PLEASE. YOU  
[00:58:50] HEARD BEFORE THIS ISN'T  
[00:58:54] NEW. THIS HAS BEEN- COVID HAS HAD AN  
[00:58:57] UNPRECEDENTED IMPACT BOTH ON  
[00:58:58] BUSINESSES AND WORKERS. OVER HALF A  
[00:59:01] MILLION NEW UI CLAIMS ARE FILED BUT I  
[00:59:04] THINK IT'S REALLY IMPORTANT- IT'S THE  
[00:59:06] DURATION, THE IMPACT HAS VARIED BY  
[00:59:10] SECTOR AND POPULATION. SO WE  
[00:59:14] ALL KNOW THAT AND RECOGNIZE THAT COVID 19  
[00:59:18] EXACERBATED THE PREEXISTING RACIAL AND  
[00:59:20] ECONOMIC DISPARITIES IN BLACK, INDIGENOUS,  
[00:59:24] PEOPLE OF COLOR, IMMIGRANT, REFUGEE, WOMEN  
[00:59:26] AND OTHERS WITH LOWER EDUCATIONAL  
[00:59:28] ATTAINMENT HAVE BEEN DISPROPORTIONATELY  
[00:59:30] IMPACTED. YOU'LL BE SEEING ON THE NEXT  
[00:59:34] SLIDE KIND OF THE GEOGRAPHY. THE AIRPORT  
[00:59:36] COMMUNITY IS ONE OF THE SEVEN ZIP CODE  
[00:59:38] THAT HAS BEEN DISPROPORTIONATELY  
[00:59:40] IMPACTED AS YOU KNOW IN TERMS OF THE  
[00:59:42] SECTOR. GO TO THE NEXT SLIDE. WITH AN  
[00:59:46] OVERVIEW. WE SEE ACCOMMODATION AND  
[00:59:50] FOOD SERVICES OVER- NEARLY 60% OF THE JOBS  
[00:59:54] IN THAT INDUSTRY HAVE BEEN IMPACTED. IT'S  
[00:59:56] HUGE. NEXT SLIDE.  
[01:00:03] AND HERE ARE THE ZIP CODES, THE SIX ZIP  
[01:00:07] CODES IN KING COUNTY THAT HAD THE  
[01:00:10] HIGHEST PER CAPITA OF UI CLAIMS ARE  
[01:00:14] LAID OUT: SEATAC TUKWILLA IS NEARLY  
[01:00:19] 61% PER CAPITA BUT IF THEN YOU LOOK OVER AT  
[01:00:23] THE PERCENT OF BIPOC RESIDENTS THEY'RE  
[01:00:26] ALSO HIGH. SO IT'S VERY MUCH THOSE ZIP  
[01:00:28] CODES THAT HAVE THE MOST DIVERSITY IN  
[01:00:30] TERMS OF RACE AND THE HIGHEST PORTION OF  
[01:00:33] POVERTY LOW INCOME RESIDENTS WERE  
[01:00:36] DISPROPORTIONATELY IMPACTED. OKAY  
[01:00:41] NEXT SLIDE. SO  
[01:00:46] WE REALLY TAKE A LOOK AT KIND OF WHAT  
[01:00:48] THE RECOVERY OUTLOOK IS GOING TO BE AND  
[01:00:49] KIND OF SOME SUBSTANCE AND KNOWING THAT  
[01:00:52] AGAIN WE WANTED TO LOOK BY  
[01:00:56] SECTOR BECAUSE WE KNEW THINGS WERE- IT  
[01:00:59] VARIED AND IF YOU GO IN THE NEXT SLIDE  
[01:01:01] KIND OF LOOKING AT- THIS IS NOT LIKE THE  
[01:01:05] RECESSION. PEOPLE IMMEDIATELY WENT TO  
[01:01:07] LET'S LOOK AT WHAT WE DID IN THE PAST  
[01:01:09] RECESSION. WELL THE REALITY IS THIS IS NOT-

[01:01:12] YOU KNOW THE RECESSION RECOVERY IS GOING  
[01:01:15] TO BE CONTINGENT ON CONSUMER BEHAVIOR,  
[01:01:17] THE VACCINE, BETTER RELIEF FUNDING, AND  
[01:01:19] IT'S VERY VERY DIFFERENT THAN THE PAST AND  
[01:01:23] WE TOOK A LOOK AT BOTH NATIONAL DATA AS  
[01:01:25] WELL AS REGIONAL DATA TO LIKE TRY AND  
[01:01:29] IDENTIFY WHEN SOME OF THE JOBS SOME OF  
[01:01:31] THE SECTORS ARE GOING TO COME BACK OR  
[01:01:33] EXPECTED TO COME BACK. AGAIN RECOVERY IS  
[01:01:36] SLOWER. WE'VE ALREADY SEEN FOR PEOPLE OF  
[01:01:38] COLOR WOMEN AND WORKERS WITH LOWER  
[01:01:41] LEVELS OF EDUCATION AND THAT WORK IS  
[01:01:45] NOT GOING TO BE THE SAME AS A RETURN. I  
[01:01:48] THINK YOU SPOKE TO THE PEOPLE GOING MORE  
[01:01:50] VIRTUAL. WE ALSO KNOW THAT AUTOMATION  
[01:01:54] IS GOING TO BE ACCELERATED. NOW PEOPLE  
[01:01:55] ARE GOING TO BE CHANGING THE NATURE OF  
[01:01:57] WORK AND THE SCALE REQUIREMENT. NEXT  
[01:02:01] SLIDE. SO AS  
[01:02:06] YOU SEE IN THIS CHART IT REALLY SHOWS  
[01:02:08] THE GREEN IS KIND OF WHERE IT'S EXPECTED  
[01:02:10] TO RECOVER LIKE RECOVERY BY SECTOR AND  
[01:02:14] YOU SEE ACCOMMODATION FOOD SERVICES IS  
[01:02:18] NOT EXPECTED TO COME BACK AT LEAST UNTIL 2024  
[01:02:22] 2025 AND YOU SEE OTHERS WHERE  
[01:02:25] TRANSPORTATION, WAREHOUSING, MANUFACTURING  
[01:02:27] THAT ARE PRETTY MUCH ALREADY  
[01:02:31] GETTING INTO SOME RECOVERY MODE AT  
[01:02:34] CERTAIN LEVELS. NEXT  
[01:02:40] SLIDE PLEASE. AND I HAVE A LOT OF DATA  
[01:02:43] THAT WENT INTO THAT BUT I COULD PROVIDE  
[01:02:45] THAT LATER FOR YOU. SO AS  
[01:02:48] I SPOKE TO WE KNOW THAT THINGS ARE GOING  
[01:02:51] TO CHANGE BOTH IN TERMS OF HOW WE THINK  
[01:02:52] ABOUT WORKFORCE DEVELOPMENT. WE CAN'T GO  
[01:02:54] BACK TO THE SAME CURRICULUM AND SAY I  
[01:02:57] WAS JUST TRAINING PEOPLE IN THIS BECAUSE  
[01:03:00] WE KNOW THAT WE'RE GOING TO NEED  
[01:03:03] TARGETED BOTH UPSCALE OR RESCALING FOR  
[01:03:06] THOSE THAT ARE GOING BACK INTO THEIR  
[01:03:07] SECTOR AND MANY OF THOSE AND THE  
[01:03:10] PROJECTIONS ARE SHOWING THAT THOSE THAT  
[01:03:12] ARE REALLY MORE OPERATIONALLY INTENSIVE  
[01:03:14] ARE GOING TO BE MORE AT RISK OF  
[01:03:17] AUTOMATION AND THAT IF WE DON'T ADDRESS  
[01:03:21] THESE INTERVENTIONS IN THIS UPSCALING  
[01:03:24] NOW THAT WE'RE GOING TO SEE EVEN MORE  
[01:03:26] KIND OF EXAGGERATED IMPACT ON PEOPLE OF  
[01:03:29] COLOR. SO WE  
[01:03:34] SEE IT BOTH AS AN OPPORTUNITY TO THINK  
[01:03:37] ABOUT HOW WE APPROACH OUR RECOVERY BUT  
[01:03:40] ALSO LOOKING AT HOW WE PARTNER WITH  
[01:03:43] EMPLOYERS IN A DIFFERENT  
[01:03:46] WAY IN TRAINING. NEXT SLIDE. JUST  
[01:03:50] A TIME CHECK HERE THAT WE HAVE FIVE  
[01:03:52] MINUTES LEFT AND THAT'S JUST THE DATA ON  
[01:03:55] KIND OF AUTOMATION VULNERABILITY. I'M  
[01:03:58] GOING TO GO QUICKLY TO THE OPPORTUNITY  
[01:04:00] SECTORS NEXT SLIDE. NEXT TWO  
[01:04:04] SLIDES. SO AGAIN WE LOOK AT PROMISING  
[01:04:07] SECTORS IN TERMS OF SOME OF THE DATA  
[01:04:09] LIKE THE SITE AND PRESENT JOB RECOVERY  
[01:04:12] IMPLICATIONS. WE ALSO LOOKED AT WAGES,

[01:04:16] EDUCATION TRAINING REQUIREMENTS FOR  
[01:04:19] PATHWAYS, SAFETY, SECTOR ENGAGEMENT  
[01:04:23] THAT WAS REALLY ABOUT INDUSTRY THAT IS  
[01:04:27] PARTNERING AROUND WORKFORCE AND OR  
[01:04:30] POTENTIAL PARTNERING AND POTENTIAL  
[01:04:33] FOR PARTNERING ON ISSUES AROUND RACIAL  
[01:04:35] EQUITY INCLUSION. BASED ON THIS ANALYSIS  
[01:04:39] WE CAME UP WITH SOME OPPORTUNITY SECTORS  
[01:04:41] IN OUR ARCHETYPE, THE NEXT SLIDE, ARE  
[01:04:45] THOSE THAT WERE PROJECTING MODERATE  
[01:04:47] RECOVERY WITH GOOD JOB QUALITY AND JOB  
[01:04:50] ACCESS AND YOU SEE CONSTRUCTION,  
[01:04:52] TRANSMISSION, WAREHOUSING, AND MARITIME  
[01:04:54] ARE IN THAT KIND OF MODERATE RECOVERY  
[01:04:57] THAT TOP SECTION. THE NEXT ARE THOSE THAT  
[01:05:01] HAVE MODERATE RECOVERY LOWER JOB QUALITY  
[01:05:03] HIGHER JOB ACCESS MEANING SOME OF THE  
[01:05:06] EASIER TO GET INTO WITH TRAINING.  
[01:05:09] MANUFACTURING, AND RETAIL TRADE. AND THE  
[01:05:12] LAST ARE THOSE THAT STRONGER RECOVERY  
[01:05:14] OUTLOOK HIGHER JOB QUALITY BUT LOWER JOB  
[01:05:17] ACCESS AND PROBABLY MORE SIGNIFICANT  
[01:05:20] STRUCTURAL RACIAL BARRIERS FOR  
[01:05:23] BIPOC WORKERS AND THAT'S THE IT AND  
[01:05:25] HEALTH CARE. NEXT SLIDE. SO  
[01:05:32] PROPOSED STRATEGIES. WE KNEW THAT. NEXT  
[01:05:36] SLIDE I'M SORRY. IT'S GOING TO TAKE MORE  
[01:05:40] THAN JUST TRAINING AND THAT IT'S GOING  
[01:05:43] TO TAKE- REALLY THERE'S SOME COMPLEXITY.  
[01:05:46] WE NEED TO WORK ACROSS BOTH TRAINING AND  
[01:05:49] RELIEF BUT ALSO LOOK AT ADVOCACY AND  
[01:05:51] SYSTEMS CHANGE AND MUCH MORE IMPORTANT  
[01:05:54] TO WORK ACROSS SILOS AND INTEREST AND  
[01:05:58] IT'S GOING TO TAKE A WHILE. SO THE RELIEF  
[01:06:00] STRATEGIES ADDRESSES THE NEED FOR PEOPLE  
[01:06:03] TO GET INCOME. THERE ARE MANY PEOPLE THAT  
[01:06:05] WE KNOW, AIRPORT WORKERS MANY OF  
[01:06:08] THEM WILL NOT BE COMING BACK AND THEIR  
[01:06:10] JOBS MAY NEVER COME BACK FOR A LONG TIME  
[01:06:12] THAT ARE GOING TO BE IN NEED OF INCOME  
[01:06:15] AND SO HOW DO WE BUILD LIKE A RECOVERY  
[01:06:17] CORE THAT PROVIDES SOME ACTUAL WORK, PAID  
[01:06:21] WORK EXPERIENCE AS WELL AND CONNECTED TO  
[01:06:24] TRAINING. THAT'S THE RELIEF.  
[01:06:27] ON THE RECOVERY SIDE WE'RE REALLY  
[01:06:29] LOOKING AT IDENTIFYING THOSE OPPORTUNITY  
[01:06:32] SECTORS AND ADVANCING THOSE PARTNERSHIPS  
[01:06:34] AND STRATEGIES AND WORKING TO- IT'S VERY  
[01:06:37] SIMILAR- BUILDS OFF OF THE WORK AT THE  
[01:06:39] PORT CO CREATING HIGH DEMAND CAREER  
[01:06:41] PATHWAYS, EXPANDING APPRENTICESHIP BUT  
[01:06:44] ALSO LOOKING AT THE CREDENTIALS THAT  
[01:06:47] ENTITIES, EMPLOYERS ARE SAYING THEY'RE  
[01:06:49] REQUIRING BECAUSE THEY'RE NOT- THERE'S  
[01:06:51] NOT ALWAYS REQUIRED THOSE- THOSE SAME  
[01:06:54] CREDENTIALS WHAT ARE REALLY FOCUSING ON  
[01:06:56] COMPETENCIES VERSUS CREDENTIALS WHICH  
[01:06:59] HAVE BEEN IN PART EXCLUSIONARY AND  
[01:07:01] LOOKING AT ISSUES AROUND DIGITAL  
[01:07:03] LITERACY. WE ALSO KNOW THAT ONE SIZE HAS  
[01:07:06] MAPPED IT OUT TARGETED APPROACHES AND  
[01:07:10] STRATEGIES NEED TO BE DEVELOPED IN  
[01:07:12] PARTNERSHIP WITH COMMUNITIES, IMMIGRANT,

[01:07:14] REFUGEE. COMMUNITIES, JUSTICE INVOLVED  
[01:07:17] COMMUNITIES AND OTHERS. NEXT SLIDE.  
[01:07:23] SO THIS JUST GIVES AN EXAMPLE. THIS IS AN  
[01:07:27] OPPORTUNITY I THINK COMMISSIONER  
[01:07:30] STEINBRUECK ASKED ABOUT OPPORTUNITIES  
[01:07:32] FOR THE PORT IN PARTNERSHIP GOES  
[01:07:35] TO THE WORKFORCE DEVELOPMENT AND THE  
[01:07:38] LONG RANGE PLAN DEVELOPED. WHEN I WAS  
[01:07:40] THERE WAS REALLY LOOKING AT EXPLOITING  
[01:07:43] THE PORT POSITION AS AN ANCHOR  
[01:07:45] INSTITUTION, AS A PUBLIC EMPLOYER AND SO  
[01:07:47] HOW DO YOU UTILIZE THE PORT'S POSITION AS  
[01:07:49] AN EMPLOYER AND PARTNER AND LOOK AT  
[01:07:53] POTENTIALLY BRINGING ON APPRENTICESHIP  
[01:07:56] CORPS, ENVIRONMENTAL CORPS AND RETAIN MORE  
[01:07:58] WORKERS RIGHT. THERE'S  
[01:08:02] GOING TO BE A LOT OF POTENTIAL AND  
[01:08:03] INFRASTRUCTURE AND GREEN JOBS COME YET.  
[01:08:05] THE NEXT SLIDE. AND  
[01:08:11] THIS IS AGAIN LOOKING AT ADVANCING  
[01:08:13] SECTOR PARTNERSHIPS IN HIGH DEMAND.  
[01:08:15] PATHWAYS IN CONSTRUCTION, IT, HEALTHCARE  
[01:08:18] AND OTHER OPPORTUNITY SECTORS THAT WERE  
[01:08:21] IDENTIFIED MARITIME, MANUFACTURING,  
[01:08:24] STATION WAREHOUSE, DOING IT IN A WAY THAT  
[01:08:27] CENTERS RACIAL EQUITY AND I THINK THE  
[01:08:28] WORK THAT THE PORT IS DOING AROUND THE  
[01:08:30] REGIONAL CONSTRUCTION PARTNERSHIP IS A  
[01:08:33] GREAT MODEL AS AN EXEMPLAR OF SECTOR  
[01:08:37] STRATEGY THAT CENTERS RACIAL EQUITY. OKAY  
[01:08:42] SO THAT WAS LIKE A VERY  
[01:08:46] VERY QUICK OVERVIEW. PERFECT. AGAIN AND I  
[01:08:50] COULD PROVIDE MORE INFORMATION BUT I'M  
[01:08:52] ALSO JUST GOING TO PUT IN THE CHAT. WE  
[01:08:56] JUST RELEASED A REPORT WITH POLICY LINK  
[01:08:59] THAT PROVIDES A LOT OF THE DATA THAT  
[01:09:01] BREAKS DOWN KIND OF BOTH IN TERMS OF JOB  
[01:09:04] QUALITY BUT THE RACIAL EQUITY BARRIER.  
[01:09:07] IT'S NOT JUST ABOUT TRAINING AND  
[01:09:10] CREDENTIALS THAT- AN EXAMPLE OF THAT, A  
[01:09:13] PERSON OF COLOR THAT YOU'RE  
[01:09:17] A BLACK MALE WITH AN ASSOCIATES DEGREE  
[01:09:20] YOUR EARNINGS POWER IS THE SAME AS A  
[01:09:21] WHITE MALE WITH A HIGH SCHOOL DIPLOMA. SO  
[01:09:24] THOSE ARE THE STRUCTURAL BARRIERS THAT  
[01:09:26] WE NEED TO BREAK DOWN AND GETTING TO  
[01:09:28] COMMISSIONER CALKINS' COMMENT AND THERE  
[01:09:31] WAS ONE OF THE LAST SLIDES I FORGOT  
[01:09:33] ABOUT WAS REALLY LOOKING AT HOW DO WE  
[01:09:35] EMPOWER COMMUNITIES OF COLOR AND PARTNER  
[01:09:38] WITH THEM IN A DIFFERENT WAY AND WE ARE  
[01:09:41] LOOKING AT REALLY INVESTING IN BIPOC  
[01:09:46] LED DATA STRATEGY DEVELOPMENT  
[01:09:50] ENGAGEMENT TO REALLY HELP US COME  
[01:09:54] UP WITH INSTEAD OF US TELLING THEM  
[01:09:55] FIXING THEM BUT IT REALLY INVESTING IN  
[01:09:58] THE COMMUNITIES TO CO CREATE STRATEGIES  
[01:10:02] AND APPROACHES. AND  
[01:10:06] I ALSO WANT TO SAY I'VE BEEN PARTNERING  
[01:10:08] EVEN SINCE I'VE LEFT THE PORT, THANK YOU  
[01:10:11] TO BOOKDA. SHE HAS BEEN PART OF MY BOARD AND  
[01:10:14] ALSO RACIAL EQUITY COMMITTEE AND ALSO  
[01:10:17] BEEN PARTNERING WITH YOU ALL IN MANY

[01:10:19] OTHER WAYS. SO THANK YOU SO MUCH. THANK  
[01:10:22] YOU MARIE. I'M GOING TO TURN IT RIGHT  
[01:10:24] OVER TO MICHELLE TO GO THROUGH  
[01:10:25] COMMISSION QUESTIONS AND COMMENTS.  
[01:10:27] THROUGH YOU, COMMISSION PRESIDENT FELLEMAN WE  
[01:10:30] WILL BEGIN WITH COMMISSIONER BOWMAN.  
[01:10:32] THANK YOU MARIE. GREAT TO SEE YOU AGAIN  
[01:10:36] AND I REALLY APPRECIATE THE SUPER  
[01:10:38] COMPREHENSIVE PRESENTATION. I'M SORRY  
[01:10:41] WE HAD TO KIND OF RUSH THROUGH IT  
[01:10:42] TOWARDS THE END. MY QUESTIONS ARE YOU  
[01:10:44] COVERED SO MUCH THERE AND I REALLY  
[01:10:46] APPRECIATE THE DATA IN PARTICULAR ABOUT  
[01:10:49] THE DISPARITIES IN TERMS OF RECOVERY IN  
[01:10:53] SOUTH KING COUNTY. IF YOU COULD NAME TWO  
[01:10:56] OR 3 THINGS THAT YOU THINK ARE THE MOST  
[01:10:59] IMPORTANT INVESTMENTS TO MAKE WHAT MIGHT  
[01:11:01] THEY BE ?AND I DON'T MEAN TO PUT YOU ON  
[01:11:03] THE LINE, YOU CAN GET BACK TO US, BUT  
[01:11:05] THERE'S SO MUCH THERE AND YOU  
[01:11:09] TALK ABOUT- AND IT'S A SIMILAR QUESTION  
[01:11:12] FOR BRIAN AND I KNOW THAT THAT'S WHAT  
[01:11:14] GREATER SEATTLE PARTNERS EFORTS ARE AROUND OR  
[01:11:17] WHAT ARE SOME SORT OF MARQUE PROJECTS  
[01:11:20] THAT THE REGION CAN INVEST IN TO TRY AND  
[01:11:23] CHANGE THE PARADIGM AROUND THIS. I LOOK  
[01:11:26] AT THE FACT THAT YOU MENTIONED IN YOUR  
[01:11:29] PRESENTATION. THERE AR-E THE HARDEST HIT  
[01:11:32] WERE THE SERVICE INDUSTRY. THAT'S NOT  
[01:11:35] ROCKET SCIENCE. WE ALL KNOW THAT AND AS  
[01:11:37] YOU JUST MENTIONED THOSE JOBS MANY OF  
[01:11:39] THEM ARE UNLIKELY TO COME BACK AT LEAST  
[01:11:41] FOR THE NEXT COUPLE OF YEARS AND SO WHAT  
[01:11:45] ARE A COUPLE OF THE REALLY CONCRETE  
[01:11:48] THINGS THAT WE CAN DO IN THE MEANTIME TO  
[01:11:50] HELP. WE'RE ALWAYS GOING TO HAVE A  
[01:11:51] SERVICE INDUSTRY. AS SOMEBODY THAT WORKED  
[01:11:54] IN THE SERVICE INDUSTRY FOR MANY YEARS  
[01:11:57] IN MY YOUTH AND EARLY ADULthood, THEY'RE  
[01:12:01] NOT GREAT PAYING JOBS. THEY OFTEN DON'T  
[01:12:04] HAVE GREAT BENEFITS. THERE'S CHALLENGES  
[01:12:06] WITH HAVING CHILD CARE. THOSE ARE NOT  
[01:12:09] THINGS THAT I FEEL LIKE WE'RE GOING TO  
[01:12:11] BE ABLE TO TURN AROUND ANYTIME OVER THE  
[01:12:14] NEXT 12 MONTHS SO OTHER THINGS THAT WE  
[01:12:18] MIGHT BE ABLE TO DO OVER THE NEXT 12 TO  
[01:12:19] 18 MONTHS WHAT WOULD YOU THINK IS THE  
[01:12:21] MOST IMPORTANT? I WOULD SAY  
[01:12:24] SOME VERY TARGETED STRATEGIES ON  
[01:12:27] REACHING THOSE WORKERS AND ACTUALLY  
[01:12:29] FINDING CAREER PATHWAYS SO WHERE THE  
[01:12:32] TRANSFERABLE SKILLS AR.E ONE EXAMPLE IS WITH  
[01:12:36] THE FOOD AND COMMERCIAL WORKERS UNION  
[01:12:38] HOW DO WE TAKE SOME FOLKS AND ACTUALLY  
[01:12:41] LOOK AT SOME OF THE TRANSFERABLE SKILLS  
[01:12:43] ACTUALLY PARTNER TO BRING THEM ON TO  
[01:12:46] SOME OF THOSE IN DEMAND JOBS WITH SOME  
[01:12:49] ADDITIONAL TRAINING. AND I ALSO THINK THE  
[01:12:50] RECOVERY FOR IS GOING TO BE REALLY  
[01:12:52] REALLY IMPORTANT THAT WE PROVIDE SOME  
[01:12:55] SUBSIDIZED EMPLOYMENT. SO WE HAVE FUNDS  
[01:12:58] RIGHT NOW FOR COVID DISASTER RECOVERY TO  
[01:13:01] HELP PAY FOR COVID RESPONSE SO



[01:13:04] WORKING IN CONTACT TRACING PUBLIC HEALTH  
[01:13:07] NAVIGATORS ANY OF THOSE TYPES OF  
[01:13:08] SERVICES TO HELP RESPOND TO THE  
[01:13:12] PANDEMIC. GET SOME PAID WAGES AND BRING IN  
[01:13:16] TRAINING ON TOP OF THAT. BUT WE NEED  
[01:13:17] PUBLIC SECTOR PARTNERS WHO WANT TO  
[01:13:19] PARTNER WITH US AND TO PROVIDE SOME OF  
[01:13:22] THE WORK SITES SO I THINK  
[01:13:25] THERE ARE A LOT OF OPPORTUNITIES FOR US  
[01:13:27] TO WORK COLLECTIVELY VERSUS DOING  
[01:13:31] KIND OF SEPARATE EFFORTS. YOUR  
[01:13:36] FUND ALSO DID SUPPORT ACRS  
[01:13:39] AND THE FOOD AND COMMERCIAL WORKERS AND  
[01:13:42] ACS IS ALSO ONE OF OUR PROVIDERS SO  
[01:13:44] WE'RE ABLE TO BLEND DOLLARS BUT BEING  
[01:13:47] VERY INTENTIONAL ABOUT HOW WE DO THAT  
[01:13:49] WORK I THINK AND LEVERAGE EACH OTHER'S  
[01:13:52] DOLLARS. YOU'RE MUTED COMMISSIONER.  
[01:13:58] IF I MIGHT ASK THIS ONE MORE QUESTION  
[01:14:00] OR I JUST WANTED TO CALL OUT ON YOUR  
[01:14:01] SIDE WHERE YOU MENTIONED OPPORTUNITY  
[01:14:05] USE AND DIDN'T HAVE A CHANCE TO  
[01:14:06] ELABORATE IF YOU MIGHT ON THAT. I THINK  
[01:14:08] I'M NOT SURE HOW MANY PEOPLE ARE  
[01:14:10] ACTUALLY WATCHING THIS MEETING BUT  
[01:14:11] CERTAINLY THAT WAS A BIG EFFORT BY THE  
[01:14:13] PORT LAST YEAR TO PROVIDE FUNDING TO  
[01:14:16] NONPROFITS TO BE ABLE TO HIRE YOUTH  
[01:14:19] PARTICULARLY IN UNDERSERVED COMMUNITIES  
[01:14:21] TO BE AN EMPLOYEE AT A TIME WHEN THERE  
[01:14:24] WERE NO OTHER JOBS AND I THINK THAT  
[01:14:26] WE'RE GOING TO BE FACING A SIMILAR  
[01:14:28] SITUATION THIS SUMMER. I HAVE A  
[01:14:31] PARTICULAR PASSION AROUND MAKING SURE  
[01:14:33] THAT KIDS HAVE AN OPPORTUNITY TO WORK  
[01:14:35] FOR A WHOLE VARIETY OF REASONS BUT IT  
[01:14:37] SETS THEM UP FOR SUCCESS LATER IN LIFE  
[01:14:39] SO COULD YOU TALK FOR A MOMENT ABOUT  
[01:14:42] WHAT YOUR THOUGHTS ARE IN TERMS OF  
[01:14:44] OPPORTUNITY YOUTH AND WHAT- HOW WE MIGHT  
[01:14:47] PARTNER WITH YOU OR OTHER ORGANIZATIONS?  
[01:14:50] I DON'T THINK IT'S THAT DIFFERENT THAN  
[01:14:56] THE APPROACH EARLY ON FROM THE PORT- IS  
[01:14:59] HOW DO YOU PARTNER WITH THE WORKFORCE  
[01:15:00] DEVELOPMENT SYSTEM INSTEAD OF CREATE  
[01:15:02] YOUR OWN PROGRAM RIGHT THERE IS AN  
[01:15:05] INFRASTRUCTURE SO THROUGH THE WORKFORCE  
[01:15:07] INVESTMENT OPPORTUNITY ACT WE HAVE A  
[01:15:09] CORE INFRASTRUCTURE. WE DON'T HAVE A LOT  
[01:15:11] OF FLEXIBLE DOLLARS BUT MANY OF THE  
[01:15:14] AGENCIES PROVIDING SOME OF THE SUPPORTS  
[01:15:16] ARE THE SAME ONES- HOW DO WE CREATE LIKE  
[01:15:20] PARTNER WITH US TO BRING INDUSTRY AND  
[01:15:22] THE PORT AS YOUR LEVERAGE IN WORKING  
[01:15:24] WITH INDUSTRY, MARITIME, AND AIRPORT  
[01:15:27] INDUSTRY. THAT'S WHERE YOU HAVE STRENGTH  
[01:15:30] AND THAT'S THE VALUE, GREAT VALUE, YOU  
[01:15:32] BRING TO THIS FIELD AND  
[01:15:36] THEN WORKING WITH US SO WE CAN HELP  
[01:15:39] BLEND OUR DOLLARS TO SUPPORT. BECAUSE WE  
[01:15:41] KNOW SOME OF THE ISSUES AROUND  
[01:15:43] TECHNOLOGY ACCESS ,BECAUSE NOT EVERYONE'S  
[01:15:45] GOING BACK FULL SCALE, AND WE'RE BUILDING

[01:15:49] OUT VIRTUAL TRAINING AND VIRTUAL  
[01:15:51] PLATFORMS. NOW HOW DO WE DO THAT IN A  
[01:15:53] COLLABORATIVE WAY SO THAT WE DO AS A  
[01:15:56] SYSTEM AND EVEN WE ARE WORKING BEYOND  
[01:15:58] KING COUNTY ON THE INDUSTRY SIDE. WE'RE  
[01:16:01] PARTNERING WITH PIERCE  
[01:16:03] COUNTY AND THOSE INDUSTRIES THAT WE KNOW  
[01:16:05] CROSS OUR COUNTY BORDERS.  
[01:16:13] THANK YOU MARIE. COMMISSIONER BOWMAN. WE  
[01:16:16] ARE VERY MUCH APPRECIATIVE OF THOSE  
[01:16:18] COMMENTS AND I THINK WE KNOW WHERE TO  
[01:16:20] FIND MARIE. I THINK WE HAVE A LOOK OVER  
[01:16:22] THE DATA THAT YOU JUST POSTED. LET'S DO  
[01:16:24] SOME FOLLOW UP WITH THAT AND THE  
[01:16:27] PARTNERSHIP IDENTIFICATION IS REALLY WHY  
[01:16:30] WE ORGANIZED THIS STUDY  
[01:16:33] SESSION SO I'M GOING TO WAIVE ANY  
[01:16:35] FURTHER COMMENTS BUT MY COLLEAGUE  
[01:16:37] SHOULD- CLERK HART PLEASE GO THROUGH SO  
[01:16:40] WE CAN TRY TO STAY ON TIME. CERTAINLY. WE  
[01:16:43] CAN TAKE IT A LITTLE LATE. QUITE FRANKLY  
[01:16:44] THESE CONVERSATIONS IS WHY  
[01:16:46] WE'RE DOING THIS SO IF WE HAVE A LITTLE  
[01:16:49] LESS ROUND ROBIN AT THE END AS LONG AS  
[01:16:51] OUR PRESENTERS ARE NOT UNDER THE GUN FOR  
[01:16:54] A QUICK DEPARTURE I REALLY THINK THIS  
[01:16:56] CONVERSATION HAS BEEN VERY VALUABLE.  
[01:16:59] ABSOLUTELY. GOING THEN MOVING TO  
[01:17:02] COMMISSIONER CALKINS. CLERK HART CAN  
[01:17:05] YOU CIRCLE BACK TO ME AT THE END? I  
[01:17:08] CERTAINLY CAN. BEFORE I MOVE ON TO  
[01:17:10] COMMISSIONER CHO, MR MCGALLEN OR MR DONNAHUGH  
[01:17:13] DID YOU HAVE ANYTHING YOU WANTED TO ADD?  
[01:17:15] THERE YEAH AS A MATTER OF FACT I WAS  
[01:17:18] JUST TEXTING WITH BRIAN. GO AHEAD BRIAN.  
[01:17:21] YEAH I MEAN SO ONE THING THAT'S BEEN A  
[01:17:24] HUGE EMPHASIS NATIONWIDE AND THIS IS  
[01:17:26] VERY MUCH IN LINE WITH WHAT MARIE  
[01:17:28] MENTIONED IS JUST- ESPECIALLY GIVEN  
[01:17:32] THE THREAT OF RISING AUTOMATION WHICH  
[01:17:35] WE'RE ALREADY SEEING ACROSS INDUSTRIES  
[01:17:37] AS A RESULT OF COVID THERE HAS TO BE  
[01:17:40] LIKE WIDESPREAD INCREASES IN DIGITAL  
[01:17:43] SKILLS, TECH SKILLS IN THE WORKFORCE AND  
[01:17:46] THAT DOESN'T MEAN JUST FOR TECH  
[01:17:47] COMPANIES. I MEAN YOU ALL KNOW- EVERY  
[01:17:49] SINGLE INDUSTRY- THE NEED FOR TECH SKILLS  
[01:17:53] IS GOING UP SO THERE'S OFTEN THIS SENSE  
[01:17:56] THAT TECH SKILLS INITIATIVE IS ABOUT THE  
[01:17:58] TECH INDUSTRY OR IT'S JUST GOING TO BE  
[01:18:00] BOOT CAMPS FOR THE TECH INDUSTRY BUT I  
[01:18:02] THINK REGIONS THAT ARE BEING REALLY  
[01:18:04] SMART ARE LOOKING AT EVERY SINGLE SECTOR  
[01:18:06] WHETHER IT'S MANUFACTURING OR HEALTH  
[01:18:08] CARE OR WHATEVER AND THINKING ABOUT SORT  
[01:18:12] OF WHAT THE NEW DIGITAL SKILLS ARE GOING  
[01:18:14] TO BE IN THAT INDUSTRY IN THE NEXT FEW  
[01:18:16] YEARS AND REALLY GETTING AHEAD OF THE  
[01:18:17] CURVE AND TRAINING PEOPLE FOR THAT. I  
[01:18:19] THINK WHAT'S CRUCIAL IS THAT THE FOLKS  
[01:18:22] WHO ARE MOST IMPACTED BY COVID ARE THE  
[01:18:24] LEAST ABLE TO TAKE TIME OFF OF WORK AND  
[01:18:27] PAY TO DO TRAINING AND SO THE PROGRAMS

[01:18:30] THAT REALLY WORK AND REALLY REACH WHO WE  
[01:18:32] NEED TO REACH, PAY  
[01:18:36] PEOPLE OR PROVIDE A STIPEND OR AN  
[01:18:38] APPRENTICESHIP DURING THE COURSE OF THE  
[01:18:41] TIME THAT THEY'RE LEARNING SO I DON'T  
[01:18:42] THINK THAT WE CAN SOLVE THIS ISSUE BY  
[01:18:44] JUST MAKING TRAINING AVAILABLE. THERE HAS  
[01:18:46] TO BE APPRENTICESHIPS AND REAL SUPPORT AS  
[01:18:50] MARIE MENTIONED DURING THE TIME THAT  
[01:18:51] PEOPLE ARE LEARNING. SO PROGRAMS LIKE  
[01:18:53] YEAR UP AND APPRENTICEE HAVE KIND OF NAILED  
[01:18:56] THAT MODEL IN THE TECH INDUSTRY AND I  
[01:18:57] THINK WE NEED TO FIGURE OUT A WAY TO  
[01:18:59] EXTEND THAT. I WILL ALSO ADD  
[01:19:02] WE KNOW IF WE DON'T DEAL WITH IT WE'RE  
[01:19:05] NEVER GOING TO GET TO AN EQUITABLE  
[01:19:06] RECOVERY AND OUR RECOMMENDATION TO  
[01:19:10] CENTER IT AND LAUNCH IT WITH A BIPOC  
[01:19:12] IT LEADERSHIP SUMMIT SO THAT THEY COULD  
[01:19:15] REALLY TALK ABOUT WHAT THOSE STRUCTURAL  
[01:19:16] ISSUES ARE, HELP GUIDE AND INFORM OUR  
[01:19:20] STRATEGY. GREAT. THANK YOU  
[01:19:23] VERY MUCH MR. MCALLEN. ACTUALLY I'M GOING  
[01:19:27] TO ACTUALLY KEEP THE PARTY GOING.  
[01:19:29] I WANT TO GO TO  
[01:19:32] COMMISSIONER CHO FOR ANY QUESTIONS HE  
[01:19:34] MIGHT HAVE. YEAH THANK YOU MARIA. I  
[01:19:37] APPRECIATE YOU FRAMING THE STRATEGY  
[01:19:39] WITHIN THE FRAMEWORK THAT YOU DID AND I  
[01:19:41] ALSO APPRECIATE THAT YOU'RE LOOKING AT  
[01:19:43] THIS THROUGH THE EQUITY LENS AND CALLING  
[01:19:45] OUT THE RACIAL DISPARITY. THE QUESTION  
[01:19:47] THAT I HAD IN YOUR FRAMEWORK, YOU TALK  
[01:19:51] ABOUT WORK FORCE DEVELOPMENT, ADVOCACY,  
[01:19:52] AND SYSTEMS CHANGE. I'M CURIOUS TO GET  
[01:19:56] YOUR THOUGHTS BECAUSE YOU TALK ABOUT  
[01:19:58] TARGETED STRATEGIES AND PART OF  
[01:20:01] THE CHALLENGE THAT I THINK WE HAVE  
[01:20:02] SOMETIMES IS THAT WE'RE TARGETED AND  
[01:20:05] SOMETIMES IT'S BECAUSE WE HAVE SYSTEMS  
[01:20:09] IN PLACE THAT DON'T ALLOW US TO BE  
[01:20:10] TARGETED. SO I KIND OF WANT TO HEAR YOUR  
[01:20:12] THOUGHTS ON HOW CAN  
[01:20:16] WE GET OUT OF OUR OWN WAY SO TO SPEAK  
[01:20:18] RIGHT. I THINK THERE ARE PROBABLY NOT TO  
[01:20:20] BE TOO OBVIOUS OR STEER YOU IN A  
[01:20:22] DIRECTION BUT THERE ARE RULES,  
[01:20:24] REGULATIONS, LAWS IN PLACE THAT MIGHT BE  
[01:20:28] GETTING IN OUR WAY OF PROMOTING  
[01:20:31] MORE EQUITABLE OR TARGETED STRATEGIES  
[01:20:34] AND I'M WONDERING HOW WE CAN ADVOCATE  
[01:20:36] BETTER FOR CHANGES SYSTEMICALLY. THAT'S  
[01:20:42] ONE OF OUR STRATEGIES AND THE  
[01:20:44] CENTERPIECES REALLY. HAVE BIPOC LED  
[01:20:47] POLICY AND ADVOCATES. BECAUSE I  
[01:20:50] GOT TO SAY THEY CAN ACTUALLY GUIDE BUT  
[01:20:53] ALSO THAT- WE'RE AT- THERE'S THIS  
[01:20:56] OPPORTUNITY RIGHT NOW. I THINK THE  
[01:20:58] CONVERGENCE OF THE PANDEMIC ALONG WITH  
[01:21:00] THIS KIND OF RACIAL AWARENESS AND  
[01:21:03] RECKONING IT'S NOT NEW BUT IT BECAME  
[01:21:07] THIS AWARENESS THAT WE HAVE TO TAKE  
[01:21:11] ADVANTAGE OF THIS OPPORTUNITY BECAUSE WE

[01:21:14] HAVE A LOT OF FOLKS THAT - OR NOT EVEN  
[01:21:18] RECOGNIZING STRUCTURAL RACISM AND DIDN'T  
[01:21:21] RECOGNIZE BLACK LIVES MATTER THAT HAVE  
[01:21:23] CALLED OUT THEIR SUPPORT FOR THAT. SO I'M  
[01:21:27] WORKING WITH THE BIPOC COMMUNITY ON  
[01:21:29] HOW DO WE TAKE THAT SUPPORT THEY  
[01:21:31] CALLED OUT AND MAKE IT ACTUALLY MAKE IT  
[01:21:34] IN SOME VERY CONCRETE STEPS. HOW DO WE  
[01:21:36] WORK WITH THEM SO THEY'RE MEETING WITH  
[01:21:39] THE WASHINGTON EMPLOYEES ROUNDTABLE.  
[01:21:40] THEY'RE MEETING IN THE [INAUDIBLE]  
[01:21:43] TO SAY PARTNER WITH US BECAUSE  
[01:21:46] THERE'S NO- IT'S ALWAYS BEEN FOCUSED ON  
[01:21:48] WORK DEVELOPMENT LOOKS AT THE DEFICIT MODE.  
[01:21:51] IS ALWAYS A DEFICIT MODE FOR THE  
[01:21:53] COMMUNITY. IT'S ABOUT [INAUDIBLE]  
[01:21:57] SORRY I WAS JUST- MAYBE I'LL MAKE MY  
[01:22:00] QUESTION A LITTLE MORE POINTED. I FEEL  
[01:22:02] LIKE WHEN WE TALK ABOUT TARGETED  
[01:22:04] STRATEGIES THROUGH AN EQUITY OR RACIAL  
[01:22:07] DISPARITY LENS. I'M JUST GOING TO CALL IT  
[01:22:09] OUT, THINGS LIKE I-200 MAKE IT VERY  
[01:22:11] DIFFICULT FOR US TO ADDRESS THE RACIAL  
[01:22:14] DISPARITY WHEN IT COMES TO THINGS LIKE  
[01:22:16] CONTRACTING AND OTHER FORMS OF- OTHER  
[01:22:21] FORMS OF HELPING COMMUNITIES. AND SO I'M  
[01:22:25] WONDERING AND WANT TO GET YOUR THOUGHTS  
[01:22:27] ON WHETHER OR NOT THIS IS JUST ANOTHER  
[01:22:29] AREA WHERE WE ARE HAMSTRUNG AS A RESULT  
[01:22:31] OF A STATEWIDE SYSTEM OR LACK THEREOF  
[01:22:34] THAT FACILITATE THIS TYPE OF STRATEGIC  
[01:22:37] TARGETING. YOU CAN GET PRIVATE  
[01:22:41] SECTOR TO JOIN IN ON SOME OF THE. ONE OF  
[01:22:45] THE THINGS YOU GET PRIVATE DEVELOPERS TO  
[01:22:47] PARTNER ON TARGETED HIRE. PRIORITY HIRE  
[01:22:51] WORK. HOW DO YOU GET PRIVATE SECTOR  
[01:22:53] EMPLOYERS MAKING COMMITMENT TO IN THE  
[01:22:57] PORT AND THEY ARE THROUGH THE WASHINGTON  
[01:22:59] EMPLOYERS ROUNDTABLE. HOW YOU MAKE SURE  
[01:23:02] THAT ACTUALLY IS HAPPENING RIGHT. WE  
[01:23:05] DEPEND ON PUBLIC SECTOR ALL  
[01:23:08] DETAILS. GREAT POINT. THANK YOU SO MUCH.  
[01:23:10] THANK YOU COMMISSIONER CHO. MOVING TO  
[01:23:13] COMMISSIONER STEINBREUCK. I'M GOOD THANKS.  
[01:23:16] WE CAN MOVE ALONG.  
[01:23:24] THEN GO INTO COMMISSIONER CALKINS. THANKS  
[01:23:29] FOR ACCOMMODATING A SWITCH  
[01:23:33] IN ORDER THERE. I AM LIVING OUT  
[01:23:36] SOMETHING THAT I'M GOING TO IDENTIFY  
[01:23:38] WHICH IS FOR MANY WORKERS AND SMALL  
[01:23:41] BUSINESS OWNERS, CHILD CARE IS A  
[01:23:44] FINANCIAL BARRIER. SO YOU'RE  
[01:23:48] CATCHING ME RIGHT NOW AT DRIVE THROUGH PICK UP FOR MY  
[01:23:50] DAUGHTER FOR DAYCARE. AND WE'RE LUCKY TO  
[01:23:53] BE ABLE TO AFFORD DAY CARE AND TO BE  
[01:23:56] ABLE TO FIND DAYCARE IN OUR COMMUNITY  
[01:23:58] THAT'S REASONABLY CLOSE ENOUGH TO BE  
[01:24:01] ABLE TO ACCOMMODATE OUR SCHEDULES. AND IT  
[01:24:06] POINTS TO A LARGER ISSUE THAT I THINK IS  
[01:24:08] EXACERBATING THE EQUITY GAP FOR WOMEN  
[01:24:12] AND FOR PEOPLE OF COLOR AND THAT IS THAT  
[01:24:15] WE HAVE DECIDED IN OUR SOCIETY THAT  
[01:24:19] BASIC NEEDS AREN'T A

[01:24:23] GIVEN AND INSTEAD WE ATTACH  
[01:24:27] THEM, WHETHER IT'S EARLY CHILDHOOD  
[01:24:31] EDUCATION OR HEALTH CARE FOR RETIREMENT  
[01:24:34] PENSION, PRINCIPALLY TO EMPLOYMENT AND  
[01:24:37] ONLY THE MOST EXTREME CIRCUMSTANCES ARE  
[01:24:40] THEY CONSIDER TO BE SOMETHING THAT WE  
[01:24:43] SHOULD COLLECTIVELY WORK TO ENSURE THAT  
[01:24:45] EVERYBODY HAS. AND THE REASON I THINK  
[01:24:49] THIS IS IMPORTANT FOR THIS CONVERSATION  
[01:24:51] IS BECAUSE AS MARIA IS TALKING ABOUT,  
[01:24:53] WE'RE AT A MOMENT WHERE WE CAN BUILD  
[01:24:57] BACK BETTER, WHERE WE CAN DO THIS BETTER  
[01:24:59] THAN WE'VE DONE IN THE PAST. SO FOR  
[01:25:02] ME WHEN I THINK ABOUT WHETHER IT'S  
[01:25:04] WORKFORCE MOBILITY OR THE  
[01:25:07] LACK THEREOF, THE INABILITY OF A WORKER  
[01:25:09] TO LEAVE A JOB THAT IS MISERABLE OR  
[01:25:11] UNDERPAID BUT BECAUSE IT  
[01:25:15] PROVIDES A MODICUM OF BENEFITS FOR WHICH  
[01:25:18] THEY ARE RESPONSIBLE IN THEIR HOUSEHOLD,  
[01:25:19] THE MEDICAL BENEFITS OR RETIREMENT  
[01:25:22] BENEFITS, KNOWING THAT THEY MAY NOT BE  
[01:25:25] ABLE TO GET THEM IN THE NEXT GIG OR THAT  
[01:25:26] THEY WOULDN'T KICK IN FOR A WHILE  
[01:25:28] REPRESENTS WHY WE'RE STRUGGLING TO KEEP  
[01:25:32] PACE WITH OTHER INDUSTRIALIZED ECONOMIES.  
[01:25:35] AND SO AS I WRAP  
[01:25:39] UP MY DIATRIBE HERE I WOULD SAY THAT  
[01:25:41] ANY ECONOMIC RECOVERY PLAN NEEDS TO  
[01:25:45] ADDRESS ISSUES OF EARLY  
[01:25:49] CHILDHOOD EDUCATION. MAKING IT LOWER, NO  
[01:25:53] COST AND ACCESSIBLE. IT NEEDS TO ADDRESS  
[01:25:56] THE PORTABILITY OF BENEFITS LIKE MEDICAL,  
[01:26:00] VISION, AND DENTAL BENEFITS. AND IT NEEDS  
[01:26:02] TO ADDRESS THE UNCERTAINTIES AROUND  
[01:26:05] RETIREMENT PENSION. I HOPE  
[01:26:09] THAT WE INCLUDE THAT IN OUR  
[01:26:11] CONSIDERATION AND ALSO THAT WE THINK  
[01:26:14] VERY CONCRETELY AS A COMMISSION ABOUT  
[01:26:15] HOW WE MIGHT MODEL THE WAY AS A LARGE  
[01:26:18] PUBLIC AGENCY WITH OUR OWN WORKFORCE. SO  
[01:26:21] WITH THAT I WILL WRAP UP. THANK YOU SO MUCH RYA.N  
[01:26:26] CAN I MAKE A COMMENT? YEAH JUST  
[01:26:29] VERY QUICKLY, RYAN, OR COMMISSIONER CALKINS,  
[01:26:32] AS YOU MENTIONED CHILDCARE, RYAN  
[01:26:36] AND I AND THE TEAM HAVE BEEN TRYING TO  
[01:26:38] FIGURE OUT HOW TO ADDRESS SOMEBODY'S- WE  
[01:26:41] DON'T KNOW WHAT TO CALL THEM- THESE LARGER  
[01:26:44] ISSUES THAT WILL AFFECT OUR ABILITY TO  
[01:26:46] ACHIEVE ANY ONE OF THOSE FOUR HORIZON  
[01:26:48] GOALS. SO THINGS LIKE BROADBAND ACCESS,  
[01:26:51] HOW TRANSPORTATION INVESTMENTS SHOULD BE  
[01:26:55] MAYBE RETHOUGHT IN LIGHT OF WORK FROM  
[01:26:57] HOME, AND WHAT WE'RE SEEING IS CHILD CARE IS  
[01:27:00] ONE OF THOSE AS WELL. AND THE OTHER THING  
[01:27:03] WE'VE TALKED ABOUT IS KIND OF MARIE  
[01:27:05] TALKS ABOUT THIS A LOT OF THE  
[01:27:07] INSTITUTIONAL BARRIERS LIKE CREDIT IF  
[01:27:09] YOU'RE A SMALL BUSINESS OR HIRING  
[01:27:11] PRACTICES ET CETERA. SO OUR REPORT, WHAT  
[01:27:14] WE'VE DONE WILL ADDRESS THAT. THOSE ARE  
[01:27:17] MAJOR THINGS AND WE ARE GOING TO WORK TO  
[01:27:19] IDENTIFY PARTNERS THAT MAY BE ABLE TO

[01:27:22] LEAD ON SOME OF THOSE ISSUES GOING  
[01:27:24] FORWARD. THANK YOU. COMMISSIONER FELLEMAN  
[01:27:28] I JUST WANTED TO NOTE THAT WE ARE ONLY  
[01:27:31] ABOUT 13 MINUTES OVER TIME SO WE'RE  
[01:27:33] DOING PRETTY GOOD. WE JUST COMPLETED 15  
[01:27:35] MINUTES ON THIS Q AND A SEGMENT AND I  
[01:27:37] THINK WE'RE READY FOR OUR NEXT  
[01:27:39] PRESENTATION. THAT WOULD BE RIGH.T SO IT'S  
[01:27:41] MY PLEASURE TO INTRODUCE OUR NEXT  
[01:27:44] SPEAKER DAVID LANFORD WITH THE  
[01:27:47] WASHINGTON TOURISM ALLIANCE. AND I MET  
[01:27:50] DAVID YEARS AGO WHEN HE WAS AT VISIT  
[01:27:53] SEATTLE. ONE OF TOM'S KEY  
[01:27:56] LEADERS AT THAT ORGANIZATION AND HAS  
[01:27:59] REALLY BEEN HIS CAREER ADVOCATING AND  
[01:28:02] ADVANCING TOURISM AND TOURISM  
[01:28:04] INITIATIVES. GLAD HE'S WITH US BECAUSE  
[01:28:09] ONE OF THE BIG SIGNATURE INVESTMENTS WE  
[01:28:10] MADE IN THE NAME OF RECOVERY WAS TO TRY  
[01:28:13] AND REBUILD OUR TOURISM AND TRAVEL  
[01:28:15] ECONOMY AND WE SPECIFICALLY ARE  
[01:28:19] PARTNERING WITH THE WASHINGTON TOURISM  
[01:28:21] ALLIANCE. AND AT THE GATE IN TERMS OF  
[01:28:24] IMPLEMENTING SOME OF THOSE KEY  
[01:28:26] INITIATIVES AND I JUST SAY VITALLY  
[01:28:29] IMPORTANT TO US. OUR GATEWAYS ARE BUILT  
[01:28:31] ON TRAVEL AND TRADE AND FOR US TO GET  
[01:28:34] BETTER WE'VE GOT TO SEE A RESURGENCE  
[01:28:36] IN THIS ENTIRE INDUSTRY AND  
[01:28:38] IT'S CERTAINLY BEEN VERY HARD HIT AND SO  
[01:28:42] DAVID I THINK WE'RE ALL ANXIOUS TO HEAR  
[01:28:45] JUST YOUR PERSPECTIVES AND OUR  
[01:28:48] PLANS GOING FORWARD. SO I'M GOING TO TURN  
[01:28:50] IT OVER TO YOU AT THIS POINT. THANK YOU.  
[01:28:52] THANK YOU DAVE. THAT'S A GREAT  
[01:28:55] ORIENTATION TO EXACTLY WHERE WE'RE AT  
[01:28:58] AND I'M VERY EXCITED TO BE WORKING WITH  
[01:28:59] ALL OF YOU. THANK YOU COMMISSIONERS. THANK  
[01:29:02] YOU MR. METRUCK. AND READY  
[01:29:07] FOR MY FIRST SLIDE WHENEVER YOU ARE.  
[01:29:10] THERE WE GO. SO WE'LL  
[01:29:16] GO AHEAD AND ADVANCE TO THE FIRST SLIDE  
[01:29:19] AND WE'LL BEGIN HERE WITH THE NEWS  
[01:29:23] THAT- I'LL JUST ECHO THE NEWS .THE  
[01:29:25] SITUATION WE'RE IN AS WE SPEAK OF COURSE  
[01:29:28] VERY DIRE FOR THE WHOLE TRAVEL AND  
[01:29:31] TOURISM INDUSTRY. GLOBALLY, NATIONALLY, AND  
[01:29:34] HERE IN WASHINGTON STATE. YOU MAY BE  
[01:29:37] AWARE THE US TRAVEL ASSOCIATION SAYS  
[01:29:39] THAT THE IMPACT ON THE TRAVEL INDUSTRY  
[01:29:42] OF COVID 19 WILL BE NINE TIMES WORSE  
[01:29:45] THAN THE IMPACT OF 911. 911 WAS  
[01:29:49] SIGNIFICANT. THAT WAS YEARS OF RECOVERY  
[01:29:52] THAT FOLLOWED. US TRAVEL  
[01:29:56] INDUSTRY HAS LOST 500,000,000,000  
[01:30:00] IN TRAVEL EXPENDITURES THROUGHOUT 2020.  
[01:30:04] HERE IN WASHINGTON STATE 8,000,000,000, 75%  
[01:30:08] DROP IN TRAVEL EXPENDITURES IN 2020. AND  
[01:30:12] WHILE THE TRAVEL AND LEISURE SEGMENT LED  
[01:30:16] JOB GROWTH PRIOR TO THE PANDEMIC IT'S  
[01:30:19] FALLING THE FARTHEST WITH UNEMPLOYMENT  
[01:30:22] AS HIGH 40%. WE'LL GO TO THE  
[01:30:25] NEXT SLIDE PLEASE. THAT DATA COMES FROM



[01:30:28] TOURISM ECONOMICS, A NATIONAL TRAVEL  
[01:30:31] RESEARCH FIRM THAT WTA EMPLOYS AND  
[01:30:34] HERE'S A SYNOPSIS OF THE IMPORTANCE OF  
[01:30:37] TRAVEL AND TOURISM AS THE STATE'S FOURTH  
[01:30:40] LARGEST INDUSTRY AND HOW THAT CAN HELP  
[01:30:42] JUMP START ECONOMIC RECOVERY FOR THE  
[01:30:44] WHOLE STATE ECONOMY IF WE RESTORE TRAVEL.  
[01:30:49] THE NEXT SLIDE. WE'VE  
[01:30:54] LOOKED AT THE FACTS BUT WE SHOULD ALSO  
[01:30:56] LOOK AT CONSUMER SENTIMENT AND IN FACT  
[01:30:58] JUST ABOUT EVERY DAY WHEN I WAKE UP I'M  
[01:31:00] LOOKING AT THE LATEST REPORTS FROM  
[01:31:02] VARIOUS SOURCES. THERE IS SOME GOOD NEWS  
[01:31:05] AFTER THAT VERY DARK HOLIDAY PERIOD THE  
[01:31:08] HARD COLD LIGHT OF JANUARY. WE DO SEE  
[01:31:11] SOME SIGNS OF ENCOURAGEMENT. WE KNOW THAT  
[01:31:14] DEMAND IS HIGH FOR TRAVEL. IT WAS HIGH  
[01:31:17] BEFORE COVID IT HAS REMAINED HIGH  
[01:31:19] THROUGHOUT COVID. PEOPLE ARE DREAMING OF  
[01:31:21] TRAVEL, WANTING TO GET OFF THEIR COUCH  
[01:31:23] AND GET OUT THERE AND DO SOMETHING. WE'RE  
[01:31:26] SEEING THAT MANY ARE ACTUALLY MAKING  
[01:31:28] SOME INITIAL PLANS, SOME LONG RANGE  
[01:31:30] BOOKINGS. DEFINITELY DREAMING OF TRAVEL.  
[01:31:33] MANY ANTICIPATE THAT THEY WILL TRAVEL  
[01:31:36] THIS YEAR. THE REAL KEY VARIABLE  
[01:31:40] HERE THOUGH WOULD BE THE VACCINE ROLLOUT.  
[01:31:42] SO CONSUMERS WANT TO KNOW THAT THAT  
[01:31:45] VACCINE IS ROLLING OUT, THAT THEY WILL  
[01:31:47] HAVE A SHOT, AND WITH THAT I THINK FEEL  
[01:31:51] MUCH MORE CONFIDENT ABOUT TRAVEL. AND  
[01:31:53] WE'LL GO TO THE NEXT SLIDE. BASED  
[01:31:58] ON THE IMPACT- BASED ON CONSUMER  
[01:32:01] SENTIMENT BASED ON WHAT WE HOPE WILL BE  
[01:32:03] A GRADUAL REOPENING HERE IN 2021 THE  
[01:32:07] PRIORITIES FOR THE WASHINGTON TOURISM  
[01:32:09] ALLIANCE AND RECOVERY AND CERTAINLY OUR  
[01:32:11] HOPES FOR THIS VERY ENCOURAGING  
[01:32:13] PARTNERSHIP WITH THE PORT OF SEATTLE  
[01:32:15] WOULD BE OF COURSE LONG TERM ECONOMIC  
[01:32:18] RECOVERY AND RESILIENCY. WTA IS THE  
[01:32:22] DESTINATION MARKETING ORGANIZATION FOR  
[01:32:24] WASHINGTON STATE SO WE WILL DRIVE DEMAND,  
[01:32:26] WE WILL DRIVE OUT OF STATE VISITS. THAT'S  
[01:32:29] JOB NUMBER ONE. WE WANT THAT TO STIMULATE  
[01:32:32] EXPENDITURES, RESTORE TAX RECEIPTS,  
[01:32:36] AND REGENERATE JOBS. EQUALLY IMPORTANT  
[01:32:40] BECAUSE OF THE STATE WE'RE IN AND I  
[01:32:41] THINK PICKING UP ON SOME CONVERSATION  
[01:32:43] FROM A LITTLE EARLIER IT'S REALLY ALL  
[01:32:46] ABOUT RECOVERY NOW. WE HAVE TO LOOK AT  
[01:32:48] THIS INDUSTRY AND HOW WE CAN HELP AT  
[01:32:50] RECOVERY. PUNDITS SAY THAT WE'RE LOOKING  
[01:32:53] AT A THREE TO 5 YEAR RECOVERY PERIOD FOR  
[01:32:56] THIS INDUSTRY. SOME SEGMENTS LONGER THAN  
[01:32:58] THAT. WE HAVE TO LOOK WITH SPECIAL  
[01:33:01] INTEREST AT RURAL AND UNDERSERVED  
[01:33:04] COMMUNITIES. THAT'S PART OF OUR CHARTER  
[01:33:06] AT WTA, PART OF THE ENABLING LEGISLATION  
[01:33:08] THE GOVERNOR INSLEE SIGNED. RURAL OF  
[01:33:11] COURSE ARE MORE DEPENDENT ON TOURISM  
[01:33:13] THAN CITIES ARE. 80%  
[01:33:17] OF THIS INDUSTRY IS MADE UP OF SMALL

[01:33:21] BUSINESSES, SERVICE BUSINESSES. WE KNOW  
[01:33:23] THEY'VE BEEN HARD HIT. THE TERM  
[01:33:25] UNDERSERVED FOR US MEANS MANY THINGS. IT  
[01:33:28] MEANS ALL- IT MEANS RURAL BUT IT ALSO  
[01:33:30] MEANS DIVERSE AND WE KNOW THAT TOURISM  
[01:33:33] IS AN INCUBATOR FOR SMALL DIVERSE  
[01:33:37] BUSINESSES, EVEN MICRO BUSINESSES. THIS  
[01:33:40] IS A PLACE WHERE THE BIPOC COMMUNITIES  
[01:33:43] CAN START AND BUILD AND BECOME  
[01:33:45] ENTREPRENEURS. THESE ARE TRAINING WHEELS  
[01:33:48] FOR BUSINESSES AND THESE BUSINESSES HAVE  
[01:33:51] BEEN HARD HIT, AS HAVE RURAL COMMUNITIES.  
[01:33:54] SO BOTH OF THESE THINGS ARE IMPORTANT.  
[01:33:56] JOB NUMBER ONE, STIMULATE DEMAND. JOB  
[01:33:59] NUMBER TWO, HELP LEAD THE INDUSTRY  
[01:34:02] THROUGH RECOVERY. THEN WE'LL GO TO THAT  
[01:34:04] NEXT SLIDE. WE  
[01:34:10] WILL BEGIN OUR PARTNERSHIP WITH THE PORT  
[01:34:13] OF SEATTLE WITH A COUPLE OF KEY AREAS.  
[01:34:15] ONE IS TRAVEL TRADE DEVELOPMENT AND  
[01:34:18] GOALS HERE WOULD BE THAT WE EXPAND OUR  
[01:34:22] PRODUCT THROUGHOUT WASHINGTON STATE. WE  
[01:34:25] WILL ALSO INCREASE CONSUMER SALES  
[01:34:27] THROUGH THE RETAIL DISTRIBUTION SYSTEMS,  
[01:34:30] THROUGH TRAVEL SUPPLIERS, TRAVEL AGENTS,  
[01:34:31] TOUR OPERATORS. VERY CRITICAL TO MOVE  
[01:34:35] PEOPLE AROUND THE STATE FROM THE  
[01:34:37] GATEWAYS OF SEATTLE FROM SEA OUT  
[01:34:40] THROUGHOUT THOSE RURAL COMMUNITIES WHERE  
[01:34:43] WE NEED TO REALLY DEVELOP TOURISM. THE  
[01:34:46] STRATEGIC PLAN SHOWS A VARIETY OF  
[01:34:48] DIFFERENT MECHANISMS TO DO THAT FROM  
[01:34:50] DIRECT SALES AND PROMOTION OUT ON  
[01:34:53] THE ROAD TO BRINGING KEY CLIENTS AND  
[01:34:56] TRAVEL MEDIA BACK TO WASHINGTON STATE ON  
[01:34:59] FAMILIARIZATION TOURS. LOTS OF  
[01:35:02] COOPERATIVE PROGRAMS WITH THE INDUSTRY.  
[01:35:05] EDUCATION PROGRAMS FOR THE INDUSTRY  
[01:35:08] TO HELP BRING THEM BACK UP TO SPEED, GIVE  
[01:35:10] THEM THE BUILDING BLOCKS THAT THEY NEED  
[01:35:13] TO BE A PART OF TRAVEL TRADE DEVELOPMENT  
[01:35:15] AND THEN WORKING REALLY COLLEGIATELY  
[01:35:17] WITH TRAVEL SUPPLIERS THROUGH  
[01:35:19] ADVERTISEMENTS, THROUGH PARTNERSHIPS. NEXT  
[01:35:22] SLIDE PLEASE. WE'VE  
[01:35:27] BEEN RAMPING UP TO REALLY RESTORE OUR  
[01:35:30] TRAVEL TRADE PROGRAM OVER THE PAST FEW  
[01:35:33] MONTHS HERE. THESE TRAVEL TRADE SHOWS ARE  
[01:35:36] KEY ONES. DOMESTICALLY AND  
[01:35:37] INTERNATIONALLY THEY'VE ALL BEEN VIRTUAL  
[01:35:40] NOT SURPRISINGLY IN THE PAST FEW MONTHS.  
[01:35:43] BUT KEY THAT WE ARE THERE. VERY IMPORTANT  
[01:35:46] THAT WE MAINTAIN WASHINGTON'S REPUTATION,  
[01:35:48] THAT WE ESTABLISH OR REESTABLISHED KEY  
[01:35:52] CONTACTS WITH CLIENTS THOSE WHO WOULD  
[01:35:54] BOOK THE BUSINESS. NEXT SLIDE. GOING  
[01:36:01] FORWARD IN 2021 WE SEE SOME MORE  
[01:36:05] TRAVEL TRADE SHOWS BEGINNING WITH  
[01:36:07] VIRTUAL AND AT A CERTAIN POINT IN THE  
[01:36:09] YEAR THEY BECOME IN PERSON AGAIN MOST  
[01:36:12] PROBABLY WITH THE IP SHOW WHICH IS THE  
[01:36:15] BIG INBOUND SHOW FOR THE US. ALL NATIONS  
[01:36:19] COME IN. WTA WILL BE THERE, WILL LEAD A

[01:36:23] BOOTH AND CONTINGENT FROM OUR STATE  
[01:36:25] ALONG WITH THE PORT OF SEATTLE AND THEN  
[01:36:28] WE FOLLOW UP WITH SOME EUROPEAN AND  
[01:36:30] DOMESTIC SHOWS AS WELL. KEY INITIATIVES  
[01:36:34] HERE WOULD BE THAT WE'RE OUT THERE  
[01:36:36] SELLING AND WE'RE BRINGING BACK REAL  
[01:36:38] LEADS FOR THE STATE INDUSTRY DEVELOPING  
[01:36:41] A DISTRIBUTION SYSTEM SO THAT THEY HAVE  
[01:36:43] ACCESS TO THOSE LEADS AND CAN ACT ON  
[01:36:45] THEM. NEXT SLIDE PLEASE. ANOTHER  
[01:36:52] PROGRAM THAT WE'VE ALREADY BEGUN IS  
[01:36:56] ALREADY FAIRLY ROBUST AND WILL CERTAINLY  
[01:36:59] BE A FOCAL POINT HERE IN Q ONE AND Q TWO  
[01:37:01] IS OUR DESTINATION DEVELOPMENT PROGRAM. A  
[01:37:04] FEW STATES HAVE THESE. NOT ALL STATES DO.  
[01:37:07] WE'VE TALKED TO THE STATES THAT HAVE  
[01:37:10] DEVELOPED VERY SUCCESSFUL PROGRAMS  
[01:37:12] COLORADO, OREGON, AND A FEW OTHERS. THE  
[01:37:14] IDEA HERE IS THAT WE WILL HELP THE  
[01:37:17] INDUSTRY AROUND WASHINGTON STATE RAMP UP  
[01:37:20] TO BE GOOD TOURISM MARKETERS AND TO  
[01:37:23] BUILD TOURISM INFRASTRUCTURE. OF COURSE  
[01:37:26] THAT MEANS IN A CLIMATE LIKE THIS WE'VE  
[01:37:28] GOT TO REALLY HELP RESTORE THE INDUSTRY  
[01:37:31] AND RECOVER KNOWING THAT OUT AROUND THE  
[01:37:34] STATE WE'RE TALKING ABOUT RURAL  
[01:37:36] COMMUNITIES, WE'RE TALKING ABOUT DIVERSE  
[01:37:38] COMMUNITIES, WE'RE TALKING ABOUT SMALL  
[01:37:41] BUSINESS AND SENSITIVE BUSINESSES THAT  
[01:37:43] HAVE BEEN SO HARD HIT. WE WILL LOOK AT  
[01:37:45] PROGRAMS LIKE A GRANT PROGRAM TO HELP  
[01:37:48] SUSTAIN THEM AND BRING THEM BACK UP TO  
[01:37:50] SPEED. WE HAVE A SCHOLARSHIP PROGRAM FOR  
[01:37:52] CERTAIN BUSINESSES THAT WILL ALLOW THEM  
[01:37:54] TO COME TO KEY INDUSTRY FUNCTIONS TO  
[01:37:56] LEARN AND GROW. TECHNICAL ASSISTANCE  
[01:37:59] PROGRAMS. WE'VE DEVELOPED A CURRICULUM  
[01:38:02] FOR TOURISM DEVELOPMENT REGION BY REGION  
[01:38:06] AROUND THE STATE AND ARE RUNNING  
[01:38:09] WORKSHOPS AND TOWN HALLS TO HELP  
[01:38:13] ENGENDER PARTNERSHIPS, REGIONAL  
[01:38:15] PARTNERSHIPS, AND BUILD MOMENTUM IN EACH  
[01:38:18] OF THOSE AREAS. AND NEXT SLIDE PLEASE.  
[01:38:25] EARLIER TODAY WE HAD A WORKSHOP WITH  
[01:38:28] ABOUT 100 OR SO SMALL BUSINESSES  
[01:38:31] COMMUNITY LEADERS, ECONOMIC DEVELOPMENT  
[01:38:33] COUNCILS, AND SUCH. THOSE CONTINUE  
[01:38:36] THROUGHOUT Q ONE. WE WILL GO TO EVERY  
[01:38:39] REGION IN THE STATE THROUGHOUT 2021. WE  
[01:38:42] MAKE ASSESSMENTS ON WHAT IS NEEDED THEN  
[01:38:45] GO BACK AND WE HELP CREATE A STRATEGIC  
[01:38:47] PLAN FOR TOURISM DEVELOPMENT. A GRANT  
[01:38:50] PROGRAM IS BEING DEVELOPED AS WE SPEAK.  
[01:38:54] WE WANT TO GET A LITTLE BIT MORE HEADWAY  
[01:38:57] WITH THE ASSESSMENT PROGRAM FIRST AND  
[01:38:59] MAKE SURE WE UNDERSTAND COMPLETELY WHAT  
[01:39:01] WILL BE NEEDED. THERE'S COLLABORATION  
[01:39:05] WITH THE DEPARTMENT OF COMMERCE IN TERMS  
[01:39:06] OF SMALL BUSINESS MITIGATION LOOKING AT  
[01:39:10] THE KEY INDUSTRIES FOR THIS- INDUSTRY KEY  
[01:39:13] BUSINESS MODEL ISSUES THEY FACE. NEXT  
[01:39:16] SLIDE. A COMPONENT  
[01:39:22] OF DESTINATION DEVELOPMENT WOULD BE

[01:39:25] MANAGEMENT AS WELL AND ALSO TRAVEL  
[01:39:27] ADVOCACY. WE WANT TO BE SURE THAT AS WE  
[01:39:30] DRIVE DEMAND AND STIMULATE TOURISM  
[01:39:34] GROWTH AND RECOVERY THROUGHOUT THE STATE  
[01:39:36] THAT WE DO IT IN A BALANCED WAY. VERY  
[01:39:39] IMPORTANT TO MAKE SURE THAT WE ARE  
[01:39:42] RESPONSIBLE IN THE FLOW OF TOURISM. WE'RE  
[01:39:46] SENSITIVE ABOUT INDIGENOUS COMMUNITIES,  
[01:39:49] SEASONALITY, PUBLIC LANDS AND WATERS.  
[01:39:52] WE'VE SEEN SOME NEGATIVE EXAMPLES OVER  
[01:39:54] THE PAST YEAR WITH AN INFLUX OF TRAVEL  
[01:39:58] TO TRAILHEADS AND OTHER PLACES AND SO WE  
[01:40:00] WANT TO MAKE SURE THAT AS WE GROW WE DO  
[01:40:03] IT IN A SMART WAY. SO WE ARE TALKING  
[01:40:06] WITH STATE AGENCIES, LAND MANAGEMENT  
[01:40:09] AGENCIES, AND OTHERS ABOUT THE BEST WAYS  
[01:40:11] TO DO THAT. HOW TO COORDINATE WITH THEM,  
[01:40:13] THEIR BUDGETS, THEIR PLANNING. EXAMPLES  
[01:40:17] OF THAT MAY BE THAT IF WE WORK WITH A  
[01:40:19] COMMUNITY ON SAY AGRICULTURE TOURS OR  
[01:40:22] WORK WITH COMMUNITIES THAT ARE GATEWAYS  
[01:40:25] TO THE OUTDOORS THAT WE MAKE SURE WE  
[01:40:27] LEASE WITH STATE AGENCIES ON THEIR  
[01:40:30] BUDGETING GROWTH OF SAY TRAILHEAD  
[01:40:34] PARKING LOTS, TRANSPORTATION TO AND FROM.  
[01:40:36] WE WANT TO MAKE SURE THAT IT'S HOLISTIC  
[01:40:38] AND WE THINK IT THROUGH 360. WE ALSO  
[01:40:42] ARE HIGHLY INVESTED IN TRAVELER  
[01:40:45] EDUCATION AND TRAVELER MEANS IN STATE OR  
[01:40:47] OUT OF STATE. WE THINK THAT WITH COVID 19  
[01:40:51] WE'VE HIT A PARADIGM SHIFT HERE. THERE'S  
[01:40:53] NO GOING BACK REALLY. TRAVEL EDUCATION IS  
[01:40:56] GOING TO BECOME A PART OF TOURISM  
[01:40:58] MARKETING AND REALLY WHAT WE'RE TALKING  
[01:41:00] ABOUT IS RESPONSIBILITY AND TRAVEL. ALL  
[01:41:03] TRAVELERS SHOULD BE STEWARDS OF THE  
[01:41:05] ENVIRONMENT. THEY SHOULD BE UNDERSTANDING  
[01:41:08] AND SENSITIVE ABOUT INDIGENOUS  
[01:41:09] COMMUNITIES, RURAL COMMUNITIES, GATEWAY  
[01:41:12] COMMUNITIES AND SUCH. WE ALSO WANT TO  
[01:41:16] ENCOURAGE THEM TO EDUCATE THEMSELVES  
[01:41:19] ABOUT SAFE TRAVEL, PUBLIC SAFETY, AND  
[01:41:23] TO KNOW THAT THEY CAN TRAVEL CONFIDENTLY  
[01:41:27] AS NEW TECHNOLOGY TOUCH LESS TECHNOLOGY  
[01:41:30] COMES ONLINE. AND WE'LL GO TO THE NEXT  
[01:41:34] SLIDE PLEASE. THE  
[01:41:44] BIGGEST COMPONENT OF OUR RECOVERY  
[01:41:46] PLANNING OVER THE NEXT YEAR OR SO WILL  
[01:41:48] OF COURSE BE CONSUMER MARKETING AND THIS  
[01:41:50] MEANS AS YOU WOULD EXPECT REALLY  
[01:41:52] PROMOTING THE DESTINATION AS A WHOLE. THE  
[01:41:55] STATEWIDE DESTINATION THROUGH  
[01:41:57] ADVERTISING, PAID ADVERTISING THROUGHOUT  
[01:42:00] NORTH AMERICA DIRECTLY TRYING TO  
[01:42:02] STIMULATE AND RESTIMULATE GROWTH IN OUR  
[01:42:05] US AND CANADA AIR MARKETS. THERE WILL BE  
[01:42:09] AN INTEGRATED CAMPAIGN THAT WOULD  
[01:42:12] INCLUDE EARN MEDIA, SOCIAL MEDIA OF  
[01:42:14] COURSE, DIRECT MARKETING, ADVERTISING,  
[01:42:17] OTHER COMPONENTS, WE BEGIN CLOSE TO  
[01:42:21] HOME. WE KNOW CONVERSELY THAT OVERSEAS  
[01:42:26] HAS THE BIGGEST IMPACT, THAT OVERSEAS  
[01:42:28] PRIMARY MARKETS ARE GOING TO STAY THE

[01:42:30] LONGEST AND SPEND THE MOST. IT'S GOING TO  
[01:42:32] TAKE LONGER TO GET THOROUGHLY INTO THOSE  
[01:42:35] MARKETS. FOR THE MEANTIME WE WILL BEGIN  
[01:42:37] LOCALLY, BEGIN IN STATE, ENCOURAGE TRAVEL  
[01:42:41] IN WASHINGTON'S OWN BACK BACKYARD. WE  
[01:42:44] HAVE A CAMPAIGN POISED TO DO THAT,  
[01:42:47] EXPLORE WASHINGTON'S BACKYARD AND WE'LL  
[01:42:50] MOVE THEN BEYOND INTO THE REGIONAL  
[01:42:52] GATEWAYS, THE NORTHWEST FEEDER MARKETS  
[01:42:55] OUT THROUGHOUT NORTH AMERICA. THIS  
[01:42:59] COMPONENT OF OUR PLAN BEGINS A LITTLE  
[01:43:02] BIT LATER IN Q TWO. WE BEGIN FIRST WITH  
[01:43:05] TRAVEL TRADE AND WITH DESTINATION  
[01:43:07] DEVELOPMENT. THOSE THINGS ARE ALREADY  
[01:43:09] MOVING QUICKLY AS WE GET INTO REOPENING  
[01:43:12] AND WE HAVE MORE CONFIDENCE THAT  
[01:43:14] TRAVELERS CAN TRAVEL, THAT BUSINESSES ARE  
[01:43:18] OPEN, THE GUIDELINES HAVE OPENED UP A BIT  
[01:43:20] AND THIS IS LESS RESTRICTIVE. WE WILL  
[01:43:23] HAVE A LOT MORE ABILITY I THINK TO  
[01:43:25] REALLY INFLUENCE CONSUMER TRAVEL.  
[01:43:27] NEXT SLIDE. AN  
[01:43:33] EXAMPLE OF A VERY EARLY CAMPAIGN THAT  
[01:43:35] HONESTLY WE THOUGHT A YEAR AGO IN MARCH  
[01:43:37] WHEN WE LAUNCHED THE SHOW WA LOVE  
[01:43:39] CAMPAIGN WAS SIMPLY TRIAGE FOR ABOUT A  
[01:43:41] MONTH OR SO TO DRIVE RESTAURANT AND  
[01:43:44] RETAIL GIFT CARDS AT A TIME WHEN PEOPLE  
[01:43:47] WERE NOT ABLE TO TRAVEL AND FREQUENT  
[01:43:49] THOSE BUSINESSES. AND INTERESTINGLY  
[01:43:52] THOUGH WE'VE TRIED TO STAY AWAY FROM  
[01:43:56] THIS INTO OTHER CAMPAIGNS SINCE WE'VE  
[01:43:59] HAD MORE THAN 1,500 BUSINESSES  
[01:44:01] UPLOAD OFFERS AND THEY SAID PLEASE DO  
[01:44:03] KEEP THIS CAMPAIGN GOING. SO WE HAVE  
[01:44:05] INDEED. THROUGHOUT THE YEAR WE'VE  
[01:44:08] NEARLY TRANSITIONED INTO OUR EXPLORE  
[01:44:11] WASHINGTON'S BACKYARD CAMPAIGN A FEW  
[01:44:13] TIMES BUT THE RESURGENCE OF COVID FORCED  
[01:44:15] US TO REALLY TAKE A HARD LOOK AND SAY  
[01:44:18] RIGHT NOW IS NOT THE TIME TO ENCOURAGE  
[01:44:20] PEOPLE TO TRAVEL ABOUT BUT WE'RE GOING  
[01:44:22] TO DO WHAT WE CAN. SO I THINK THIS IS A  
[01:44:25] REMINDER TO US GOING FORWARD IN THIS NEW  
[01:44:27] TRAVEL PARADIGM THAT TRAVEL ADVOCACY AND  
[01:44:31] EDUCATING ELECTED OFFICIALS AND  
[01:44:35] OTHER BUSINESSES AND CONSUMERS AT LARGE  
[01:44:38] ABOUT THE IMPORTANCE OF SHOWING SUPPORT  
[01:44:40] FOR TRAVEL BUSINESSES WILL ONLY CONTINUE.  
[01:44:42] AND NEXT SLIDE. BUT  
[01:44:47] EXPLORE WASHINGTON'S BACKYARD IS POISED-  
[01:44:50] AS I SAID THIS CAMPAIGN WILL PROMOTE  
[01:44:54] WASHINGTON STATE TO WASHINGTONIANS BUT  
[01:44:57] ALSO NEARBY NORTHWEST TRAVEL CONSUMERS.  
[01:45:00] NEXT SLIDE. THERE  
[01:45:04] WILL BE A ROAD TRIP COMPONENT SINCE WE  
[01:45:08] KNOW THAT CONSUMERS ARE LOOKING FOR THAT  
[01:45:10] KIND OF TRAVEL BUT ALSO BEYOND  
[01:45:13] THAT ALL KINDS OF OTHER TRIPS.  
[01:45:18] OUTDOOR RECREATION DEALS,  
[01:45:21] BARGAINS, OTHER KINDS OF PACKAGING THAT  
[01:45:24] COME UP AS THE INDUSTRY REOPENS. THERE'LL  
[01:45:27] BE A PASSPORT PROGRAM THAT ENCOURAGES

[01:45:29] TRAVEL CONSUMERS TO HIT  
[01:45:33] CERTAIN OPEN SPOTS IN THE STATE AND  
[01:45:36] THERE'LL BE A REAL TIME RESOURCE SITE, A  
[01:45:39] MICRO SITE, WHERE TRAVELERS CAN CHECK TO  
[01:45:41] SEE WHAT IS OPEN, WHAT THE GUIDELINES ARE.  
[01:45:45] OUR PARTNERSHIP WITH RECREATE  
[01:45:48] RESPONSIBLY WILL HAVE GUIDELINES THERE  
[01:45:50] AS WELL. AND NEXT SLIDE. TWO  
[01:45:54] MINUTES LEFT. FINALLY A VERY ROBUST EARNED  
[01:45:59] MEDIA CAMPAIGN FOCUSING ON TRAVEL  
[01:46:01] PUBLICITY, TRAVEL MEDIA THROUGHOUT THE  
[01:46:04] NORTHWEST, THROUGHOUT THE COUNTRY, AND  
[01:46:07] CANADA, AND EVENTUALLY BEYOND. WE'RE JUST  
[01:46:10] ABOUT TO BEGIN WORK ON THAT CAMPAIGN. A  
[01:46:15] LITTLE BIT MORE REOPENING NEEDED BUT  
[01:46:17] THAT WILL BE HAND IN HAND WITH OUR  
[01:46:19] OVERALL CONSUMER MARKETING EFFORTS. AND  
[01:46:23] FINALLY THE LAST SLIDE WHICH  
[01:46:27] IS JUST TO SAY THANK YOU. THANK YOU FOR  
[01:46:29] YOUR PARTNERSHIP AND WE'RE VERY MUCH  
[01:46:31] LOOKING FORWARD TO REALLY GETTING GOING  
[01:46:33] HERE IN EARNEST. THANK YOU SO MUCH DAVID.  
[01:46:36] AND I'D LIKE TO TURN IT BACK TO MICHELLE  
[01:46:39] FOR COMMISSIONER COMMENTS AND QUESTIONS.  
[01:46:41] THANK YOU. AND THROUGH COMMISSIONER  
[01:46:44] FELLEMAN WE WILL START WITH  
[01:46:45] COMMISSIONER BOWMAN. GREAT DAVID. GREAT TO  
[01:46:49] SEE YOU AND THANK YOU. THAT WAS A REALLY  
[01:46:51] COMPREHENSIVE PRESENTATION AND I  
[01:46:54] PARTICULARLY APPRECIATE THE PARTNERSHIP  
[01:46:56] WE'VE HAD WITH YOU OVER THE LAST YEAR.  
[01:46:57] YOU'VE BEEN WONDERFUL. I'M WONDERING I'VE  
[01:47:01] BEEN THINKING A LOT OVER THE LAST COUPLE  
[01:47:03] OF DAYS AS COMMISSIONER FELLEMAN AND I  
[01:47:04] HAVE SPENT A LOT OF TIME ON THE TOURISM  
[01:47:06] INDUSTRY IN WHAT WAYS CAN WE REALLY  
[01:47:09] DISTINGUISH OURSELVES AND I MEAN BY THAT  
[01:47:12] WASHINGTON STATE FROM OTHER STATES. I  
[01:47:17] TEND TO GO TOWARDS OUR OUTDOOR  
[01:47:19] RECREATION AND NATURAL ASSETS BECAUSE I  
[01:47:22] THINK THERE ARE THINGS THAT ARE UNIQUE  
[01:47:23] FROM THE SALISH SEAS TO MOUNT RAINIER.  
[01:47:27] OUR CLASS FOUR AND CLASS THREE AND CLASS  
[01:47:29] FIVE RIVERS. WE HAVE SO MANY THINGS THAT  
[01:47:32] OTHER STATES DON'T HAVE AND SO I'M  
[01:47:35] WONDERING TO WHAT EXTENT WTA  
[01:47:38] AND OUR OTHER PARTNERS COULD REALLY TALK  
[01:47:41] ABOUT THE UNIQUENESS OF WASHINGTON STATE.  
[01:47:43] I ALSO BELIEVE THAT WHEN WE'RE TALKING  
[01:47:45] ABOUT OUTDOOR RECREATION AND NATURAL  
[01:47:48] ASSETS IN PARTICULAR OR MY INSTINCT AND  
[01:47:51] IT'S NOT JUST AN INSTINCT I THINK IT'S  
[01:47:53] BASED ON DATA AS WELL IS THAT PEOPLE ARE  
[01:47:55] MORE COMFORTABLE BEING OUTSIDE OVER THE  
[01:47:58] NEXT SIX TO 12 MONTHS EVEN IF THEY'RE  
[01:48:01] GOING TO GET VACCINATED. THEY'RE NOT  
[01:48:03] GOING TO BE RUSHING BACK INTO A MOVIE  
[01:48:05] THEATER OR A BIG CROWDED CONCERT VENUE  
[01:48:07] RIGHT AND SO I'D JUST LOVE SOME OF YOUR  
[01:48:11] THOUGHTS ON THAT. CAN WE HAVE MORE OF A  
[01:48:14] COORDINATED EFFORT TO TALK ABOUT ALL OF  
[01:48:16] WHAT WASHINGTON BRINGS. AND THEN THE LAST  
[01:48:17] THING I'D ADD TO THAT IS WE ALWAYS TOUCH



[01:48:21] ON IT BUT I THINK THERE MUST BE A WAY TO  
[01:48:22] HIGHLIGHT A LITTLE BIT MORE THE WHY  
[01:48:25] ABOUT TOURISM AND IT REALLY FOR ME IS  
[01:48:27] ABOUT THE SUPPORT FOR THE SMALL LOCAL  
[01:48:30] BUSINESSES. BECAUSE THE PEOPLE- WE  
[01:48:33] KNOW THAT THAT'S THE FOUNDATION OF OUR  
[01:48:35] TOURISM INDUSTRY. IT'S NOT THE HYATT  
[01:48:38] HOTEL. IT'S THE SMALL VENDOR AT PIKE  
[01:48:40] PLACE MARKET. AND SO THE MORE THAT WE CAN  
[01:48:43] HIGHLIGHT THOSE BUSINESSES AND DO WHAT  
[01:48:45] WE CAN TO SUPPORT THEM THROUGH THE NEXT  
[01:48:47] COUPLE OF MONTHS WOULD BE GREAT. JUST  
[01:48:50] SOME OF YOUR THOUGHTS ON THAT WOULD BE  
[01:48:51] MUCH APPRECIATED. ABSOLUTELY. THOSE ARE  
[01:48:54] GREAT QUESTIONS COMMISSIONER BOWMAN. I  
[01:48:57] WOULD TAKE A PAGE FROM OUR BRANDING  
[01:48:59] EXERCISE RIGHT NOW, OUR DESTINATION  
[01:49:01] BRANDING EXERCISE WHICH IS THE FIRST IN  
[01:49:03] MORE THAN 10 YEARS SINCE THE CLOSURE OF  
[01:49:06] THE LAST TOURISM OFFICE AND SO BADLY  
[01:49:09] NEEDED RIGHT NOW. WE'RE ABOUT 50% OF THE  
[01:49:11] WAY THROUGH. WE HAVE COMPLETED A  
[01:49:13] STATEWIDE STAKEHOLDER PROCESS WITH  
[01:49:16] PROBABLY MORE THAN 250 VOICES ALL COMING  
[01:49:19] TOGETHER FROM SMALL TOWNS TO URBAN  
[01:49:22] TRIBAL DIVERSE VOICES FROM  
[01:49:26] ALL OVER THE STATE AND WHAT OCCURS TO ME  
[01:49:29] NOW THAT WE'VE GONE THROUGH THAT IS THAT  
[01:49:31] MANY WESTERN STATES, OUR COMPETING STATES  
[01:49:33] HAVE BEAUTIFUL MOUNTAINS AND WATERS  
[01:49:37] AND RIVERS AND A LOT OF THE ASSETS WE  
[01:49:40] HAVE I PERSONALLY THINK OURS ARE MORE  
[01:49:41] BEAUTIFUL BUT WE'VE REALLY DRILLED  
[01:49:45] DOWN HERE AND I THINK TAKING THE TIME TO  
[01:49:47] LOOK AT REALLY WHAT THE BRAND IS  
[01:49:50] IN WASHINGTON AND TRY TO UNCOVER WHAT  
[01:49:53] AUTHENTICALLY IS THERE AND I THINK IT IS  
[01:49:55] YES INDEED SOME WONDERFUL ENVIRONMENTAL  
[01:49:58] ASSETS BUT ALSO 29 TRIBES  
[01:50:02] WHICH IS UNIQUE. AND I THINK  
[01:50:06] PEOPLE WHO SO REVERE THE  
[01:50:10] LANDSCAPE AND THEIR ENTREPRENEURSHIP,  
[01:50:14] THEIR CREATIVITY, THE LIFESTYLES,  
[01:50:18] THEY HAVE FORGED HAVE BEEN FORGED WITH  
[01:50:20] TIES TO THE LAND AND I DON'T  
[01:50:24] WANT TO SAY TOO MUCH ABOUT THE DIRECTION  
[01:50:25] WE'RE GOING BUT I DO THINK THAT  
[01:50:27] WASHINGTON STATE HAS A VERY UNIQUE- IS  
[01:50:31] THAT A CONFLUENCE OF OUTDOOR TREASURES  
[01:50:35] A CITIZENRY THAT SO VALUES  
[01:50:39] THAT AND THE STEWARDS OF IT AND A  
[01:50:42] TRAVEL VIBE IF YOU WILL THAT FEW OTHER  
[01:50:45] DESTINATIONS REALLY HAVE THAT IS  
[01:50:48] INCLUSIVE THAT INVITES, DOESN'T ROLL  
[01:50:51] OUT THE RED CARPET BUT IT CERTAINLY  
[01:50:53] INVITES AND SAYS WE HAVE ABUNDANCE HERE  
[01:50:56] AND YOU CAN BE A PART OF IT. BUT IN BEING  
[01:50:59] A PART OF IT YOU ABSOLUTELY MUST SUPPORT  
[01:51:01] IT AND BE STEWARDS OF IT THE WAY THAT WE  
[01:51:03] ARE. THAT IS TO BE CELEBRATED AND I THINK  
[01:51:05] THAT WE CAN FIND A WAY TO CREATE A  
[01:51:09] COMPETITIVE ADVANTAGE FOR WASHINGTON  
[01:51:12] STATE HERE THAT HASN'T BEEN DONE BEFORE.

[01:51:15] SO THERE'S ONE ANSWER TO YOUR QUESTION.  
[01:51:18] REGARDING YOUR LAST QUESTION, YES  
[01:51:23] I THINK SMALL BUSINESSES MAKE UP THE  
[01:51:25] FABRIC OF TOURISM AROUND THE STATE AND  
[01:51:28] IT GOES BACK TO COMMISSIONER  
[01:51:32] CALKINS' QUESTION THOUGHT ABOUT THE  
[01:51:35] PERCOLATE UP MODEL AND CERTAINLY WITH SO  
[01:51:38] MANY SMALL BUSINESSES A PART OF THIS  
[01:51:40] INDUSTRY WE NEED TO SUPPORT THEM. WE NEED  
[01:51:44] TO EMPOWER THEM. WE NEED TO EDUCATE THEM  
[01:51:46] AND SHOW THEM AND GIVE THEM THE BUILDING  
[01:51:48] BLOCKS OF TOURISM TO HELP THEM PARTNER  
[01:51:51] WITH US. THAT IS REALLY THE ONLY WAY TO  
[01:51:54] REALLY AUTHENTICALLY RESTORE TOURISM  
[01:51:57] OVER THAT THREE TO 5 YEAR PERIOD. THANK  
[01:52:01] YOU. THANK YOU COMMISSIONER BOWMAN. MOVING  
[01:52:04] TO COMMISSIONER CALKINS. YEAH  
[01:52:07] THANK YOU DAVID. WE'VE ALL BEEN READING  
[01:52:11] THESE NUMBERS FROM INDUSTRY EXPERTS  
[01:52:14] CONSULTANCIES EVEN BILL GATES I THINK  
[01:52:16] WAS THE LAST SOURCE I HEARD ON  
[01:52:20] EXPECTATIONS FOR THE NEW NORMAL IN TERMS  
[01:52:24] OF AVIATION, LEISURE TRAVEL, BUSINESS  
[01:52:28] TRAVEL. THE MOST CONCRETE NUMBERS  
[01:52:32] OR ESTIMATES EDUCATED GUESSES I GUESS I  
[01:52:35] HEARD ARE POTENTIALLY A 30% REDUCTION IN  
[01:52:39] BUSINESS TRAVEL FOR THE LONG  
[01:52:43] TERM BUT I HAVEN'T HEARD ANYTHING ON  
[01:52:46] LEISURE TRAVEL AND I FEEL LIKE THERE'S-  
[01:52:48] ON THE ONE HAND A PENT UP DEMAND  
[01:52:53] BUT ON THE OTHER HAND MAYBE A RELUCTANCE.  
[01:52:57] IT'S NOW SUFFERED THROUGH A  
[01:53:01] PANDEMIC. SO IF YOU COULD MAYBE ALLUDE TO  
[01:53:03] WHAT YOU'RE HEARING AMONGST EXPERTS AND  
[01:53:06] HELP US UNDERSTAND IF WE'RE MOVING TO A  
[01:53:10] WORLD THAT SOUNDS MORE TOWARDS LEISURE  
[01:53:11] TRAVEL AND LESS TOWARDS BUSINESS HOW DO  
[01:53:13] WE ADAPT TO THAT AS A REGION TO  
[01:53:17] HIGHLIGHT WHAT YOU'VE BEEN TALKING ABOUT  
[01:53:20] AND ALSO MAKE UP FOR POTENTIAL LOSS OF  
[01:53:22] THOSE VERY LUCRATIVE BUSINESS TRAVEL  
[01:53:24] DOLLARS. GREAT QUESTION. I  
[01:53:28] DO THINK THAT TRAVEL- I HESITATE  
[01:53:32] TO USE THE WORD FOREVER I THINK TRAVEL  
[01:53:34] IS FUNDAMENTALLY CHANGED JUST LIKE AFTER  
[01:53:37] 9 11 WITH TRAVEL SECURITY. I THINK THAT  
[01:53:40] COVID OR THE LEGACY OF IT WILL BE WITH  
[01:53:43] US FOR SOME TIME AND EVEN WHEN IT ISN'T  
[01:53:45] IT I THINK THAT TRAVELERS HAVE JUST  
[01:53:47] SIMPLY LEARNED A LOT ABOUT PUBLIC HEALTH  
[01:53:51] AND HAVE A LOT MORE WORLDLY  
[01:53:55] WISDOM ABOUT PROTECTING THEMSELVES WHEN  
[01:53:58] THEY TRAVEL. I DO THINK THAT THERE IS  
[01:54:01] THAT OPPORTUNITY TO NOT ONLY PROMOTE OUR  
[01:54:04] DESTINATIONS BUT PROMOTE THE IMPORTANCE  
[01:54:08] OF TRAVEL, THE INTRINSIC BENEFITS YOU CAN  
[01:54:11] ONLY GET FROM TRAVEL. VIRTUAL IS  
[01:54:13] WONDERFUL AND CAN DO MANY THINGS BUT WE  
[01:54:16] CAN'T GIVE UP ON THAT REAL IN PERSON  
[01:54:19] TRAVEL THAT IS SO KEY. AND CERTAINLY WHEN  
[01:54:21] WE LOOK AT DIVERSITY, EQUITY, INCLUSION  
[01:54:24] THE POWER OF BEING TOGETHER TO  
[01:54:27] EXPERIENCE NEW CULTURES TO BE IN A PLACE

[01:54:30] YOU HAVEN'T BEEN BEFORE AND BE EXPOSED  
[01:54:33] TO DIFFERENT CULTURES, CHALLENGES,  
[01:54:35] COMMUNITIES IS VITAL I  
[01:54:38] THINK FOR US GOING FORWARD. SO I THINK AS  
[01:54:40] TOURISM MARKETERS WE NEED TO THINK ABOUT  
[01:54:43] NOT JUST PROMOTING OUR DESTINATIONS IN THE  
[01:54:45] FUTURE OR CRUISE LINES OR HOTELS OR  
[01:54:50] THEME PARKS, WE NEED TO BE STEWARDS  
[01:54:54] OF THE TRAVEL EXPERIENCE AND I THINK  
[01:54:56] THAT LEISURE TRAVEL WILL REMAIN ROBUST.  
[01:54:59] TO ANSWER YOUR QUESTION ABOUT DEMAND ,YES  
[01:55:02] WE'VE SEEN DEMANDS SUSTAINED THROUGHOUT  
[01:55:04] THIS. WE KNOW THAT PEOPLE HIGHLY VALUE  
[01:55:06] TRAVEL. THEY'VE BEEN DREAMING ABOUT IT  
[01:55:08] THROUGHOUT THIS PANDEMIC. SO I DO THINK  
[01:55:11] THAT WE CAN TWEAK THAT A LITTLE BIT AND  
[01:55:13] I THINK THAT WE CAN INSTALL SOME  
[01:55:17] EDUCATION, SOME ADVOCACY FOR  
[01:55:20] TRAVEL BUSINESSES AND COAX  
[01:55:24] TRAVELERS INTO BELIEVING AS WE DO THAT  
[01:55:27] THERE IS A RESPONSIBILITY THAT COMES  
[01:55:29] WHEN YOU LEAVE YOUR HOME AND YOU TRAVEL.  
[01:55:31] THAT'S NOT A BAD THING. THAT SHOULD BE AN  
[01:55:34] HONOR TO BE A PART OF THAT. WHAT I'D LIKE  
[01:55:37] TO JUST NOD TO HERE, THE SECOND PART OF YOUR  
[01:55:38] QUESTION I THINK EVERYTHING CONGREGATE  
[01:55:40] OBVIOUSLY IS VULNERABLE RIGHT NOW.  
[01:55:42] CONVENTION CENTERS, HOTELS, AIRLINES ARE  
[01:55:44] HAVING SUCH A DIFFICULT TIME. I THINK  
[01:55:47] THAT THERE IS A UNIQUE CHALLENGE FOR OUR  
[01:55:49] INDUSTRY IN LOOKING AT THE CONTROLLED  
[01:55:52] ENVIRONMENTS WHERE WE HAVE THE ABILITY  
[01:55:55] TO MANAGE THE FLOW AND SOCIAL  
[01:55:59] DISTANCING. AND I WAS  
[01:56:02] JUST ON A CALL LAST WEEK ABOUT THIS NEW  
[01:56:04] VERIFY APP THAT THE DENVER INTERNATIONAL  
[01:56:08] AIRPORT IS USING THAT WOULD HELP TO  
[01:56:11] VALIDATE HEALTH SCREENINGS THROUGH AN  
[01:56:14] APP, CREATE DEDICATED QUEUES AND THINGS  
[01:56:18] LIKE THAT THAT WOULD HELP US BETTER  
[01:56:20] MANAGE THE FLOW. I THINK WHEN YOU LOOK AT  
[01:56:23] CONTROLLED ENVIRONMENTS LIKE A  
[01:56:25] CONVENTION CENTER, HOTEL, OTHERS, WE AND  
[01:56:28] THE TOURISM INDUSTRY HAVE THE ABILITY TO  
[01:56:30] MANAGE OUR ENVIRONMENTS AND I THINK THAT  
[01:56:32] WE JUST ARE GOING TO NEED TO STEP UP. WE  
[01:56:34] MAY SEE A REDUCTION IN BUSINESS TRAVEL.  
[01:56:36] IT MAY BE MORE DIFFICULT AND TAKE LONGER  
[01:56:39] FOR CONVENTION BUSINESS AND OTHER  
[01:56:40] BUSINESS TO COME BACK BUT I DON'T THINK  
[01:56:42] THAT'S DONE. I THINK IT IS SO ESSENTIAL  
[01:56:44] THAT WE KEEP ON TRAVELING, WE KEEP ON  
[01:56:46] CONGREGATING AND MEETING TOGETHER. WE  
[01:56:49] JUST HAVE TO BE A LOT MORE INNOVATIVE.  
[01:56:54] THANK YOU. MOVING TO COMMISSIONER CHO.  
[01:56:58] YEAH THANK YOU DAVID FOR BEING HERE  
[01:57:00] TODAY. I THINK RYAN KIND OF HIT ON  
[01:57:03] SOMETHING THAT I WANTED TO ASK YOU ABOUT  
[01:57:05] AND THAT IS THE DISTINCTION BETWEEN  
[01:57:07] TOURISM AND TRAVEL. AND I NOTICED IN YOUR  
[01:57:10] FIRST SLIDE THE TITLE SO THE STATE OF  
[01:57:12] TOURISM BUT ALL THE STATISTICS WERE ON  
[01:57:14] TRAVEL SO I'M WONDERING IF YOU HAVE THE

[01:57:16] DISAGGREGATED DATA THAT SHOWS THE SHARE  
[01:57:19] OF BUSINESS TRAVEL VERSUS LEISURE TRAVEL  
[01:57:22] AND IF YOU DON'T HAVE IT ON YOU IT COULD  
[01:57:26] JUST BE A SPLIT WHATEVER BUT I WOULD  
[01:57:27] LOVE TO FOLLOW UP WITH YOU ON THAT AND  
[01:57:29] JUST GET A SENSE BECAUSE MY GUESS WOULD  
[01:57:30] BE THAT WITH MICROSOFT AND AMAZON AND  
[01:57:32] ALL THESE COMPANIES HERE, OUR SHARE IS  
[01:57:34] VERY MUCH MORE ON THE BUSINESS SIDE AND  
[01:57:36] THEN SECONDLY BASED ON THAT DATA HOW YOU  
[01:57:38] INTEND TO TARGET YOUR PROMOTION OF THE  
[01:57:42] REGION WHETHER THAT'S FOR TRADE SHOWS  
[01:57:44] VERSUS GOING TO SNOQUALMIE PASS HOW  
[01:57:47] YOU INTEND TO STRATEGICALLY TARGET SO  
[01:57:51] THAT WE CAN INCREASE SOME OF THAT TRAVEL?  
[01:57:54] GOOD QUESTION. LIKE ALL DESTINATIONS  
[01:57:58] WE HAVE A MIX OF BUSINESS AND LEISURE  
[01:58:01] AND THIS REGION HAS A LOT  
[01:58:05] OF BUSINESS AND I CAN FOLLOW UP AND  
[01:58:08] GIVE YOU MUCH MORE DATA ON THAT THAN WE  
[01:58:11] HAVE TIME TO LOOK AT HERE TODAY. IT'S  
[01:58:15] YET TO BE SEEN WHAT DECISIONS BUSINESS  
[01:58:18] WILL MAKE IN TERMS OF WHERE THEY HOLD  
[01:58:21] THEIR MEETINGS AND WHAT THEY ALLOW IN  
[01:58:23] TERMS OF BUSINESS TRAVEL VERSUS VIRTUAL  
[01:58:26] THOSE KINDS OF THINGS. I THINK IT'S BEING  
[01:58:29] DISCUSSED AS WE SPEAK. WE'RE ALL GOING TO  
[01:58:32] ARGUE THAT OR ADVOCATE FOR THE  
[01:58:36] IMPORTANCE OF BOTH THAT TECHNOLOGY WILL  
[01:58:39] MOVE US FORWARD IN TERMS OF VIRTUAL,  
[01:58:41] TOUCHLESS TECHNOLOGY, CONTACTLESS  
[01:58:45] PURCHASES THINGS LIKE THAT THOSE ARE ALL  
[01:58:48] IMPORTANT STEPS BUT WE NEED TO KEEP ON  
[01:58:50] TRAVELING. AGAIN I WOULD JUST UNDERSCORE  
[01:58:53] THE IMPORTANCE OF THAT.  
[01:59:00] DOES ONE HAVE A BIGGER MULTIPLIER EFFECT  
[01:59:03] THAN THE OTHER? LIKE WOULD YOU SAY THAT  
[01:59:05] TOURISM MONEY SPENT HAS A HIGHER  
[01:59:07] MULTIPLIER EFFECTIVE IN THE LOCAL  
[01:59:09] ECONOMY THAN A BUSINESS TRAVEL OR WOULD  
[01:59:12] YOU SAY THAT THEY'RE ROUGHLY EQUAL? HARD  
[01:59:15] TO SAY BECAUSE THERE ARE SO MANY  
[01:59:17] SEGMENTS WITHIN BUSINESS TRAVEL AND  
[01:59:19] LEISURE BUT WE KNOW THAT FOR  
[01:59:22] EXAMPLE CONVENTION DELEGATES COMING  
[01:59:26] MEETING IN DOWNTOWN SEATTLE SPEND AN  
[01:59:28] AVERAGE OF 2.4 DAYS TOURING SOME OTHER  
[01:59:30] PART OF THE STATE. THAT MAY BE AS CLOSE  
[01:59:32] AS WOODINVILLE WINE COUNTRY. IT MAY BE A  
[01:59:34] DAY TRIP TO MOUNT RAINIER. IT MAY BE A  
[01:59:36] FLIGHT UP TO THE SAN JUAN ISLANDS OR THE  
[01:59:38] OLYMPIC PENINSULA. BUT SEATTLE IS A  
[01:59:41] GATEWAY WE KNOW FROM OUR RESEARCH, FROM  
[01:59:45] DEMOGRAPHICS, PSYCHOGRAPHICS. VISITORS  
[01:59:48] COME HERE AND THEY REALIZE THEY HAVE  
[01:59:50] ACCESS TO THE WHOLE STATE AND THEY WANT  
[01:59:52] TO SEE A PART OF IT. THEY OFTEN CAN'T DO  
[01:59:54] ALL OF IT BUT THEY WANT TO SEE A PART OF  
[01:59:56] IT. IT DEPENDS WHAT SEGMENT YOU'RE  
[01:59:59] LOOKING AT. LEISURE TRAVELERS CAN BE  
[02:00:01] QUITE LUCRATIVE. IT JUST DEPENDS WHAT IT  
[02:00:05] IS THEY'RE DOING, WHERE THEY'RE STAYING.  
[02:00:06] AGAIN THERE'S A DISTANCE SO LOCALLY

[02:00:10] NOT AS IMPACTFUL AS SAY ONE OF OUR  
[02:00:12] PRIMARY MARKETS LIKE THE UK, FRANCE,  
[02:00:14] GERMANY, CHINA, SOUTH KOREA. THOSE ARE  
[02:00:17] GOING TO BE MORE IMPACTFUL. AND THEN YOU  
[02:00:20] HAVE TO LOOK AT REALLY THE CLIMATE AND  
[02:00:23] WHAT PEOPLE ARE AFFORDED TO DO, HOW MUCH  
[02:00:26] TIME THEY HAVE. RIGHT NOW WE'RE SEEING A  
[02:00:29] LOT OF TRENDS FOR THE LAST MINUTE TRAVEL.  
[02:00:31] THE BOOKING WINDOWS ARE SHRINKING. PEOPLE  
[02:00:34] WANT CONFIDENCE TO KNOW THAT THOSE  
[02:00:37] BOOKING POLICIES ARE FLEXIBLE. SO THERE'S  
[02:00:39] ALL KINDS OF THINGS THAT ARE SKEWING IT  
[02:00:41] AND CHANGING IT AND THAT'S WHY I SAY  
[02:00:42] WHEN I WAKE UP IN THE MORNING I'M  
[02:00:44] LOOKING AT ALL MY SENTIMENT REPORTS, I'M  
[02:00:46] LOOKING AT THE LATEST GREATEST WHAT'S  
[02:00:47] HAPPENING NOW. SO DYNAMIC. YEAH. THANK  
[02:00:51] YOU SO MUCH. SURE. COMMISSIONER CHO, I  
[02:00:53] WOULD JUST SAY THE WAY THAT WE  
[02:00:54] STRATEGIZE TO ANSWER THAT LAST QUESTION  
[02:00:57] IS WE'RE LOOKING AT BOTH TRADE AND  
[02:01:01] WE'RE LOOKING AT LEISURE. BOTH ARE REALLY  
[02:01:05] IMPORTANT COMPONENTS. THE WTA IS NOT  
[02:01:07] ACTUALLY SELLING CONVENTION BUSINESS PER  
[02:01:10] SE WE'RE ALLOWING THE DMO'S AROUND THE  
[02:01:12] STATE TO DO THAT. BUT WE'RE STILL  
[02:01:13] SUPPORTIVE OF IT AND ADVOCATES OF GROUP  
[02:01:16] TRAVEL. THANK YOU. MOVING TO COMMISSIONER  
[02:01:20] STEINBREUCK. YOU'RE MUTED SIR. THANKS  
[02:01:26] MICHELLE. THANKS VERY MUCH FOR THIS  
[02:01:30] PRESENTATION. IT'S REALLY THOUGHT  
[02:01:31] PROVOKING. AT THE SAME TIME IT'S  
[02:01:37] CHALLENGING TO SAY THE LEAST TO THINK OF  
[02:01:40] WHAT WE CAN BE DOING. IN THE MEANTIME  
[02:01:44] DAVID AS WE SLOG THROUGH WHAT LOOKS LIKE  
[02:01:48] AT LEAST ANOTHER YEAR YOU  
[02:01:51] KNOW TRYING TO GET THE  
[02:01:55] VACCINE OUT AND THE NUMBERS  
[02:01:59] THAT ARE NEEDED AND IT SEEMS LIKE IT'S  
[02:02:01] DIFFICULT TO BE TALKING ABOUT TRAVEL  
[02:02:05] TOURISM DURING THIS TIME IN ANY  
[02:02:08] WAY THAT IS ADVOCATING FOR TRAVEL.  
[02:02:13] NOW I HAPPEN TO BELIEVE THAT WE CAN  
[02:02:15] TRAVEL SAFELY RIGHT NOW IF WE TAKE THE  
[02:02:18] BASIC PRECAUTIONS AND WE DON'T HAVE TO  
[02:02:22] FREAK OUT BUT I STRUGGLE  
[02:02:27] WITH HOW TO TALK ABOUT IT PUBLICLY AND  
[02:02:30] OPENLY AND ETHICALLY.  
[02:02:34] WHETHER WE SHOULD EVEN BE PROMOTING  
[02:02:36] TRAVEL NOW, AT LEAST THROUGH THE  
[02:02:40] NEXT YEAR UNTIL WE SEE A SIGNIFICANT  
[02:02:43] DECLINE IN THE NUMBERS AND A SIGNIFICANT  
[02:02:48] 70% TO 80% VACCINATION RATE. I  
[02:02:53] DON'T KNOW. THAT'S SORT OF AN OPEN  
[02:02:55] QUESTION. THERE MAY NOT BE ANY GOOD  
[02:02:57] ANSWERS BUT I'M ACTUALLY LOOKING TO YOU  
[02:02:59] DAVID FOR ADVICE ON THAT. I APPRECIATE  
[02:03:02] THAT. I AGREE WITH YOU. IT IS REALLY  
[02:03:05] CHALLENGING. IT IS WHY WE HAVE CREATED  
[02:03:10] VERY SPECIFIC CAMPAIGNS AND THEN HAD TO  
[02:03:13] PULL THEM BACK. AND AS I SAY SOME ARE  
[02:03:15] POISED NOW BUT I THINK WE HAVE RIGHTLY  
[02:03:17] PULLED THEM BACK WITH EACH RESURGENCE OF

[02:03:20] COVID AND STAYED INSTEAD WITH TRIAGE AND  
[02:03:23] INDUSTRY SUPPORT AND THE THINGS WE  
[02:03:24] NEEDED TO DO IN THE MOMENT. IT'S  
[02:03:27] FRUSTRATING I WILL TELL YOU. WE WANT TO  
[02:03:29] BE OUT THERE MARKETING. WE WANT TO  
[02:03:31] STIMULATE DEMAND BECAUSE THAT'S WHAT  
[02:03:32] WE'RE BUILT TO DO SO IT'S BEEN VERY  
[02:03:34] FRUSTRATING TO DO IT BUT I THINK IT WAS  
[02:03:36] RIGHT. I DO THINK THAT WHEN  
[02:03:40] WE LOOK AT TRAVEL TRADE FOR EXAMPLE AND  
[02:03:42] WE LOOK AT DESTINATION DEVELOPMENT WHICH  
[02:03:44] ARE ONGOING RIGHT NOW WE HAVE TO BEGIN  
[02:03:47] THOSE NOW BECAUSE IT TAKES TIME TO  
[02:03:50] BUILD THAT MOMENTUM, TO ESTABLISH THE  
[02:03:52] RELATIONSHIPS, TO LAY THE GROUND WORK  
[02:03:54] WITH SALES THAT THEN LEAD  
[02:03:58] TO TOUR PRODUCT BEING BUILT AND COME  
[02:04:01] BACK TO US A YEAR FROM NOW OR TWO YEARS  
[02:04:03] FROM NOW. THE LEAD TIME ON A LOT OF THE  
[02:04:06] DEVELOPMENT WORK WE DO IS QUITE LENGTHY  
[02:04:09] AND SO THERE IS A LITTLE BIT OF A GAMBLE  
[02:04:13] HERE. WE'RE SAYING THE WORLD WILL OPEN UP,  
[02:04:15] WE WILL BE BACK IN THE TOURISM BUSINESS  
[02:04:18] BUT WE'RE NOT GOING TO WAIT. WE'RE GOING  
[02:04:21] TO BEGIN THAT BUILDING NOW WITH CONSUMER  
[02:04:24] MARKETING. WE ARE WAITING A LITTLE BIT  
[02:04:26] BECAUSE THAT IS HYPER CURRENT. WE WANT  
[02:04:30] TO BE VERY CAUTIOUS ABOUT WHAT WE SAY  
[02:04:32] TRAVELERS CAN DO. A NEW  
[02:04:36] TENANT OF OUR MARKETING IS TRAVEL  
[02:04:39] ADVISORY. WE ARE MARKETERS BUT WE ARE  
[02:04:42] TRAVEL ADVISORS AND WHAT THAT MEANS IS  
[02:04:44] IT'S ALERTS, IT'S NOTIFICATIONS, IT'S  
[02:04:47] PUBLIC EDUCATION, IT'S SHOWING THAT THEM  
[02:04:50] THOSE RECREATE RESPONSIBLY GUIDELINES  
[02:04:52] AND SAYING, 'TRAVELER YOU'RE PART OF THIS  
[02:04:55] TOO' AND SO IT'S NOT TOO EARLY TO BEGIN  
[02:04:58] THOSE THINGS. LASTLY I WOULD SAY  
[02:05:00] BECAUSE IT IS A WONDERFUL QUESTION IT  
[02:05:03] BEHOVES US AND OUR ELECTED LEADERS AND  
[02:05:07] PUBLIC HEALTH OFFICIALS TO UNDERSTAND  
[02:05:11] THE BUSINESS MODEL OF TOURISM, HOW  
[02:05:14] POWERFUL TOURISM COULD BE AS OUR FOURTH  
[02:05:16] LARGEST INDUSTRY. REMEMBER IT LED JOB  
[02:05:19] GROWTH PRIOR TO COVID AND THINK  
[02:05:23] THROUGH THE WORK THAT SHOULD BE DONE NOW  
[02:05:25] CONCURRENTLY TO BUOY THAT BUSINESS  
[02:05:30] MODEL. WHAT WILL IT TAKE WHEN? I THINK  
[02:05:34] IT'S VITAL THAT WE DO THAT AS WE'RE  
[02:05:37] DEPLOYING THESE GUIDELINES. WE DON'T WAIT  
[02:05:39] UNTIL THE MAGIC POINT IN THE FUTURE AND  
[02:05:41] THEN START THINKING ABOUT WHAT IT WILL  
[02:05:42] TAKE TO RESTORE THE TOURISM BUSINESS  
[02:05:44] MODEL, IT NEEDS TO BE THOUGHT THROUGH NOW.  
[02:05:48] YEAH, DAVID, THERE'S  
[02:05:52] GOING TO BE AN AMAZING  
[02:05:56] BURST OF TRAVEL, AN EXPLOSION OF RETURN  
[02:06:00] TO TRAVEL AT SOME POINT WHEN PEOPLE FEEL  
[02:06:02] CONFIDENT. I JUST THINK THAT  
[02:06:04] THERE'S SUCH PENT UP DESIRE AND DEMAND  
[02:06:08] FOR ALL TYPES OF TRAVEL REALLY AND  
[02:06:11] WE PROBABLY NEED TO BE PREPARED FOR A  
[02:06:14] MASSIVE SURGE AT SOME POINT. THAT'S HOW



[02:06:17] OPTIMISTIC I AM. SO I AM. TOO AND THE DATA  
[02:06:20] DOES SHOW THE DEMAND AND IT COMES BACK  
[02:06:22] TO WHEN WE DO HAVE SURGES THAT WE  
[02:06:25] ARE POISED AND READY TO PROMOTE  
[02:06:28] RESPONSIBLE TRAVEL AND DESTINATION  
[02:06:29] MANAGEMENT. THAT'S GOING TO BECOME PART  
[02:06:31] OF OUR JOB AS WELL AS STIMULATING DEMAND  
[02:06:33] AND CHANGE PRACTICES FOR THE LONG TERM.  
[02:06:36] THAT'S ALL SO THANK YOU VERY VERY  
[02:06:40] MUCH FOR AN EXCELLENT PRESENTATION. THANK  
[02:06:42] YOU COMMISSIONERS STEINBRUECK. AND WE WILL  
[02:06:45] CONCLUDE THIS PARTICULAR Q AND A WITH  
[02:06:47] COMMISSIONER FELLEMAN. THANK YOU AND I  
[02:06:50] DO WANT TO LEAVE SOME TIME FOR OUR  
[02:06:53] EXECUTIVE METRUCK TO WRAP THINGS UP FOR  
[02:06:55] US BUT I DO GREATLY APPRECIATE THE  
[02:06:57] AMOUNT OF TIME DAVID YOU SPENT WITH US  
[02:07:00] AND WITH COMMISSIONER BOWMAN REALLY  
[02:07:02] EXPLORING THIS AND SUFFERING THE  
[02:07:04] FRUSTRATIONS ABOUT WHEN WE CAN REALLY  
[02:07:06] ROLL OUT OF PLAN DEALING WITH THE  
[02:07:09] UNEXPECTED CONTINUATION OF THIS PANDEMIC.  
[02:07:13] I THINK THERE'S A COUPLE OF THINGS THAT  
[02:07:16] I JUST WANT TO TOUCH ON IS THAT WHEN YOU  
[02:07:18] TALK ABOUT THE AMOUNT OF MONEY WHETHER  
[02:07:20] IT BE RECREATIONAL OR BUSINESS TRAVEL  
[02:07:23] IT'S ALSO WHERE THE MONEY IS BEING SPENT.  
[02:07:25] YOU KNOW A DOLLAR HERE VERSUS A DOLLAR  
[02:07:28] EAST OF THE MOUNTAINS TO THE  
[02:07:31] POINT THAT COMMISSIONER BOWMAN SAID IS LIKE  
[02:07:33] RURAL ECONOMIC DEVELOPMENT OPPORTUNITIES  
[02:07:35] THAT REALLY BENEFIT THE ENTIRE REGION. SO  
[02:07:37] I REALLY THINK IT'S NOT JUST THE  
[02:07:39] ABSOLUTE AND I BELIEVE IT WAS- I THINK  
[02:07:44] IT WAS THE GSP PRESENTATION THAT WE SAW-  
[02:07:48] NO I THINK IT WAS MARIE'S PRESENTATION  
[02:07:51] WHAT DOES IT MEAN TO- WHAT DOES IT COST  
[02:07:52] TO LIVE IN ANY GIVEN REGION RIGHT? WHAT  
[02:07:54] IS THE MINIMUM WAGE YOU NEED TO LIVE  
[02:07:56] THERE AND YOU COULD JUST SCALE WHAT THAT  
[02:07:59] DOLLAR IS WORTH BASED ON WHAT THE COST  
[02:08:01] OF LIVING IS FOR THESE VARIOUS REGIONS.  
[02:08:04] AND I ALSO THINK WE HAVE LIKE- WE'RE  
[02:08:07] TRADITIONALLY LOOKING AT FLYING PEOPLE  
[02:08:09] IN AND THIS IS ULTIMATELY WHERE WE WANT  
[02:08:11] TO GET TO BUT WE HAVE A DRIVE MARKET AND  
[02:08:14] OUR LOCAL REGIONAL MARKET. AS KING COUNTY  
[02:08:17] FOLKS YOU KNOW WE HAVE ISSAQUAH AT THE  
[02:08:19] FOOTHILLS OF THE NATIONAL PARKS  
[02:08:23] RIGHT. SO WE HAVE PLACES THAT WE REALLY  
[02:08:26] CAN MARKET MORE FOR PEOPLE IN OUR  
[02:08:28] BACKYARD THAT MAY NOT BE EVEN AS AWARE  
[02:08:32] OF BUT GIVEN WHERE WE ARE RIGHT NOW I  
[02:08:34] THINK BY DEFINITION WE'RE REALLY  
[02:08:36] PROMOTING FALL AT THE EARLIEST FOR  
[02:08:39] PROMOTION AND AND THAT'S  
[02:08:42] ONE OF THE THINGS- ONE OF THE BENEFITS OF  
[02:08:44] THIS IS REALLY TRYING TO EXPAND THE  
[02:08:46] SEASON OF WHAT WE SELL FOR TOURISM. SO  
[02:08:49] THAT ALSO HAS THIS MAGNIFYING BENEFIT OF  
[02:08:52] NOT JUST TRYING TO FIND A HOTEL ROOM IN  
[02:08:54] AUGUST DOWNTOWN SEATTLE WHICH IS  
[02:08:56] IMPOSSIBLE AT LEAST USED TO BE AND

[02:08:58] REALLY SHARE THAT ECONOMIC WEALTH  
[02:09:00] THROUGHOUT THE YEAR. AND THEN AS YOU  
[02:09:03] POINTED OUT THE REALLY THE CRITICAL  
[02:09:06] THING IS THAT IN THE MEANTIME HAVING  
[02:09:09] OUTDOORS IS PERHAPS THE MORE ACCEPTABLE  
[02:09:12] WAY TO DO IT AND I GO BACK AND LOOK AT  
[02:09:14] MY PREVIOUS TOURISM PROMOTION THINGS.  
[02:09:17] EVEN VISIT SEATTLE WE TALK ABOUT WATER  
[02:09:20] FUN URBAN PARTS AND LITERARY LOVE. WHAT  
[02:09:23] WE TRY TO SELL IS THE FULL MEAL DEAL IN  
[02:09:26] SEATTLE AND THEN THAT WAS IN 2018. IN  
[02:09:29] 2019 THE STATE VISITOR GUIDE IS  
[02:09:32] WASHINGTON'S NATURAL WONDERS AND WE HAVE  
[02:09:34] LIKE THESE LARGE BOOKS AND OF COURSE MY  
[02:09:37] FAVORITE FOR THIS YEAR IS AGAIN WE'RE  
[02:09:41] TALKING ABOUT GREAT GETAWAYS IN THE  
[02:09:43] EVERGREEN STATE. YOUR POINT IS THAT WE  
[02:09:45] HAVE TO INVOKE THAT SENSE OF STEWARDSHIP  
[02:09:48] WHEN PEOPLE COME HERE. I THINK IT'S- YOU  
[02:09:50] KNOW WHEN PEOPLE ASK NOW TO USE YOUR  
[02:09:53] TOWEL FOR ANOTHER DAY, WHEN PEOPLE ARE  
[02:09:55] BEING ASKED OH MY GOD HOW DARE YOU, IN  
[02:09:58] FACT I THINK PEOPLE FEEL IF YOU ASK THEM  
[02:10:00] TO DO SOMETHING THERE'S ALMOST LIKE  
[02:10:02] THEY'RE COMPELLED. PEOPLE GOING UP TO THE  
[02:10:04] SAN JUANS SHOULDN'T FEEL THAT THEY SHOULD  
[02:10:06] JUST RUN THAT SHOWER AS LONG AS THEY DO  
[02:10:07] AT HOME. WATER IS LIMITED ON AN ISLAND. THEY  
[02:10:10] NEED TO BE TOLD THAT. BUT I THINK PEOPLE  
[02:10:12] WILL BE INCLINED TO DO THAT. IT'S OURS  
[02:10:15] TO TAKE CARE OF. I LOVE THE SENTIMENT.  
[02:10:17] 'RECREATE RESPONSIBILITY' IS GOING TO BE I  
[02:10:20] THINK A DRAW NOT LIKE A NANNY STATE  
[02:10:23] ISSUE AND THEN ULTIMATELY WHERE YOU  
[02:10:25] REALLY HAVE TO TRY TO DO THIS STUFF  
[02:10:27] CULTURALLY APPROPRIATELY. IT'S NOT JUST  
[02:10:30] IN ALL OUR DIVERSE COMMUNITIES BUT  
[02:10:32] SPECIFICALLY IF OUR LOCAL TRIBAL  
[02:10:35] GOVERNMENTS WANT TO OPEN THEIR DOORS TO  
[02:10:38] VISITORS, THIS IS A UNIQUE DRAW AS YOU  
[02:10:41] POINTED OUT BUT ONE THAT CAN ONLY BE  
[02:10:42] DONE WITH REALLY CULTURAL SENSITIVITY. SO  
[02:10:45] I THINK YOU COVERED A GREAT AMOUNT OF  
[02:10:47] THINGS. WE LOOK FORWARD TO CONTINUING TO  
[02:10:49] WORK WITH YOU ON THIS AND I'M SORRY  
[02:10:52] WE RAN LONG BUT I'M NOT REALLY SORRY WE  
[02:10:54] RAN LONG. I THINK THIS HAS BEEN A  
[02:10:56] FANTASTIC CONVERSATION. NOT THE  
[02:10:59] BREATH OF YOUR BACKGROUNDS THAT WE  
[02:11:01] SHARED WITH US. I THINK THE CHALLENGE- THE  
[02:11:04] DIVERSITY OF INTEREST OF OUR  
[02:11:05] COMMISSIONERS HAVE BROUGHT TO THE  
[02:11:07] CONVERSATION- THIS HAS BEEN VERY FRUITFUL  
[02:11:09] AND THANK YOU DAVID AS WELL AS DAVID AND  
[02:11:12] EVERYBODY ELSE THAT'S BEEN ON BOARD. I JUST ECHO YOUR  
[02:11:19] THANKS FRED. THANK ALL THE SPEAKERS BRIAN,  
[02:11:21] RYAN, MARIE, DAVID. GREAT JOB TODAY. I  
[02:11:25] THINK THE THINGS YOU HIT ON TODAY  
[02:11:28] MATCH OUR INTERESTS IN OUR DNA SO  
[02:11:31] WELL IN TERMS OF WHAT WE TALK ABOUT IN  
[02:11:34] TERMS OF ECONOMIC RECOVERY AND I KNOW WE  
[02:11:37] WANT A FEW MINUTES AT THE END TO TURN IT  
[02:11:38] BACK OVER TO STEVE AND THAT'S WHAT I'M

[02:11:40] GOING TO DO TO JUST TALK ABOUT OUR OWN  
[02:11:42] NEXT STEPS TO SUPPORT AS WE WORK ON OUR  
[02:11:45] OWN INITIATIVES. THANKS AGAIN EVERYONE.  
[02:11:50] THANKS ALL, THANKS DAVE AND I WANT  
[02:11:54] OFFER MY OWN THANKS TO BRIAN, RYAN,  
[02:11:57] MARIE AND DAVID FOR THE PRESENTATIONS.  
[02:12:00] VERY INFORMATIVE PRESENTATION AND I  
[02:12:03] THINK COMMISSIONER STEINBRUECK DESCRIBED  
[02:12:05] THEM AS THOUGHT PROVOKING AND I THINK  
[02:12:06] THAT'S REALLY- I HAVE LOTS OF GEARS  
[02:12:08] TURNING AS WE'RE PRESENTING BECAUSE WE  
[02:12:10] SEE DIFFERENT PIECES  
[02:12:14] AND BRIEFINGS OF THESE BUT THEN TO SEE  
[02:12:15] THEM ALL TOGETHER I THINK IT REALLY  
[02:12:18] INFORMS OUR THINKING ON OUR ABILITY TO  
[02:12:20] PARTNER WITH YOUR ORGANIZATION, GIVES US  
[02:12:24] A LOT OF OPTIMISM ABOUT OUR ABILITY TO  
[02:12:26] REBUILD OUR ECONOMY IN A COORDINATION  
[02:12:29] AND COLLABORATION FASHION WITH A FOCUS  
[02:12:31] ON THE EQUITY RECOVERY AND ESPECIALLY ON  
[02:12:34] SOME OF THESE AND THE TIMING IS AN  
[02:12:35] IMPORTANT ISSUE. WE JUST HEARD FROM  
[02:12:36] DAVID ON THE TIMING OF TOURISM AND I  
[02:12:39] THINK THERE ARE SOME THINGS. THERE'S A  
[02:12:41] LOT OF UNCERTAINTY WITH THAT BUT IF WE  
[02:12:42] HAVE THE PLANS AND WE'RE THINKING ABOUT  
[02:12:44] IT AND THEN WE KNOW TO EXECUTE THOSE  
[02:12:46] PLANS WHEN WE REACH THE SPECIFIC POINTS  
[02:12:49] THAT'S KIND OF IMPORTANT FOR US. THE  
[02:12:53] LAST PORTION I JUST HAVE A COUPLE OF  
[02:12:55] THINGS TO SHARE LAST PORTION BEFORE WE  
[02:12:57] TURN ON THE GENERAL DISCUSSION I WANT TO  
[02:12:59] TALK TO YOU ABOUT OUR RECOVERY  
[02:13:01] INITIATIVES AND PLANNING FOR 2022.  
[02:13:03] SO IF I CAN GET THE SLIDE SHOW PLEASE.  
[02:13:09] AND SO NEXT SLIDE PLEASE. SO I  
[02:13:14] ALREADY TALKED ABOUT THIS IN JANUARY 28.  
[02:13:17] WE WENT INTO DETAIL ABOUT THIS APPROACH  
[02:13:19] ON OUR RECOVERY AND I THINK JUST TO  
[02:13:21] RECAP THAT FOR EVERYONE HERE I SHOWED  
[02:13:23] THIS BEFORE BUT OUR OPERATIONS,  
[02:13:25] CONSTRUCTION, ACTIVITIES, AND PARTNERSHIPS  
[02:13:28] HAVE MADE A DIFFERENCE IN 2020 AND WILL  
[02:13:30] DEFINITELY HELP TO DRIVE THE ECONOMIC  
[02:13:32] RECOVERY MOVING TO 2021 BEYOND. BUT I  
[02:13:36] THINK THAT PEOPLE WERE DISCUSSING TODAY  
[02:13:38] WE'RE DEFINITELY NOT OUT OF THE WOODS  
[02:13:39] YET FOR RECOVERY. OUR GATEWAY COULD TAKE  
[02:13:42] YEARS AND IT WILL TAKE US A WHILE FOR US  
[02:13:44] TOO AND OUR TENANTS AND PARTNERS TO RECOVER  
[02:13:47] AND TO HEAL AND WE FACED TREMENDOUS  
[02:13:51] UNCERTAINTY SO WE NEED TO REMAIN  
[02:13:53] VIGILANT. WHEN I REMAIN VIGILANT MEANS TO  
[02:13:56] UNEXPECTED IMPACTS OF OUR OPERATIONS IN  
[02:13:59] OUR REVENUES. WE HAVE TO BE CAREFUL  
[02:14:02] FINANCIALLY MAKE SURE WE'RE COVERING OUR  
[02:14:04] RESPONSIBILITIES AND OUR CORE MISSION AT  
[02:14:06] THE PORT. AT THE SAME TIME WE NEED TO BE  
[02:14:09] A SUBSTANTIAL SUPPORTER OF OUR REGIONAL  
[02:14:11] RECOVERY EFFORTS AND TODAY I THINK  
[02:14:13] ALIGNMENT IS REALLY IMPORTANT. THE THINGS  
[02:14:16] THAT I WAS WRITING DOWN AS WE LOOK  
[02:14:18] FORWARD IN TALKING ABOUT THESE ELEMENTS

[02:14:19] OF THE ECONOMIC RECOVERY IS USING THE  
[02:14:21] INFORMATION IN THE FRAMEWORKS PROVIDED  
[02:14:24] HERE FOR EACH OF THE PRESENTATIONS AND  
[02:14:26] HOW THEY OVERLAP, LOOKING AT THE METRICS,  
[02:14:28] AND THE PLANS, AND THE GOALS, AND MAKING  
[02:14:32] SURE HOW WE MEASURED AGAINST THOSE. AND I  
[02:14:34] THINK SPECIFICALLY ON SOME OF THOSE  
[02:14:37] THERE'S IMPORTANT THINGS THAT WE BRING  
[02:14:41] TO THOSE PARTS OF THE ECONOMIC RECOVERY.  
[02:14:43] AS PART OF THAT OVER THE NEXT FEW MONTHS  
[02:14:46] WE HAVE TO SEE OUR CAPACITY TO  
[02:14:48] CONTRIBUTE TO THIS WHICH IS LOOKING AT  
[02:14:49] OUR BUDGET AND DETERMINING HOW WE CAN-  
[02:14:52] HOW WE'RE PERFORMING AGAINST THAT. I DID  
[02:14:54] GO OVER IN DETAIL BEFORE EACH OF THESE  
[02:14:57] ELEMENTS. IT IS SOMETHING TO BRING UP  
[02:14:59] THERE JUST A CROSS REFERENCE OF EACH OF  
[02:15:02] THESE ELEMENTS HERE IS THAT THE BIG  
[02:15:05] THING OF OPERATING THESE GATEWAYS AND  
[02:15:07] ALL THE VALUE AND THE JOBS THAT THAT  
[02:15:09] CREATES IN THE OPERATION OF THE GATEWAYS  
[02:15:10] AND THEN THOSE SCALE DEPENDING ON THE  
[02:15:12] AMOUNT OF TRAFFIC THAT OCCURS AT THE SEA  
[02:15:18] BUT ALSO IN OUR MARITIME FACILITIES IF  
[02:15:20] AND WHEN CRUISE COMES BACK, THE IMPACT  
[02:15:22] THAT'S GOING TO HAVE ON THE ECONOMY AS  
[02:15:23] WELL. ON THE CONSTRUCTION SIDE JUST THE  
[02:15:26] THINGS WE'RE DELIVERING AS WE WERE  
[02:15:27] BRIEFED ON LAST- AS WE TALKED ABOUT AT THE  
[02:15:30] JANUARY 28 RETREAT, THE IAF ITSELF  
[02:15:34] WILL PROVIDE 45 NEW JOBS  
[02:15:37] CUSTODIAL JOBS, THE NORTH SATELLITE  
[02:15:40] PROVIDES 10 CONCESSION OPPORTUNITIES  
[02:15:42] LEADING TO OVER 350 CONCESSIONNAIRE JOBS.  
[02:15:45] SO IT JUST SHOWS THAT AS WE CONTINUE OUR  
[02:15:48] PROJECTS AND WE CONTINUE OUR OPERATIONS  
[02:15:50] WE HAVE A TREMENDOUS IMPACT. AND THEN WE  
[02:15:52] WALK THROUGH THE 13.4 MILLION AND  
[02:15:56] COMMUNITY PARTNERSHIPS AND PROGRAMS THAT  
[02:15:58] WE HAVE SCHEDULED FOR 2021. BUT I THINK  
[02:16:01] AS PART OF THIS- I'D LIKE TO MOVE TO THE  
[02:16:03] NEXT SLIDE PLEASE- AND  
[02:16:08] THIS REALLY IS- I'M NOT GOING TO GO OVER  
[02:16:09] THIS IN DETAIL BUT JUST TO PROVIDE THIS,  
[02:16:12] THIS IS PART OF THE PROCESS OF OUR  
[02:16:15] PLAN. WE'RE GETTING READY TO IMPLEMENT  
[02:16:18] OUR COMMUNICATIONS ENGAGEMENT PLANS THAT  
[02:16:20] HIGHLIGHT OUR MISSION, PROJECTS, AND  
[02:16:22] ACCOMPLISHMENTS GOING FORWARD. AS PART OF  
[02:16:26] THIS OUTREACH WE CAN ALSO SUPPORT  
[02:16:28] LISTENING TOURS THAT ALLOW US TO GET  
[02:16:29] VALUABLE INPUT FROM OUR OTHER PARTNERS  
[02:16:33] INCLUDING THE ONES WE HEARD FROM TODAY  
[02:16:35] AND COMMUNITIES AS WELL AND THESE  
[02:16:37] LISTENING SESSIONS WILL TENTATIVELY BE  
[02:16:39] SCHEDULED IN APRIL AND MAY SO FEEDBACK  
[02:16:41] FROM THESE MEDIAS CAN FEED INTO OUR  
[02:16:43] BUDGET PROCESS AND HELP INFORM OUR 2022  
[02:16:46] PRIORITIES. AND I THINK EVEN THE  
[02:16:47] DISCUSSIONS WE HEARD TODAY AND ABOUT THE  
[02:16:49] METRICS AND THE METRICS  
[02:16:53] THAT WE'RE LOOKING FOR REGIONALLY WILL  
[02:16:55] FEED INTO THOSE PRIORITIES AS WELL, SO I

[02:16:58] THINK THERE'S A LOT THAT WE'RE GOING TO  
[02:16:59] TAKE AWAY FROM THIS SESSION. I THINK THIS  
[02:17:01] IS A REAL OPPORTUNITY. RATHER THAN  
[02:17:03] LOOKING AT TODAY AS NOT HAVING A LOT ON  
[02:17:05] THE ACTION AGENDA, WE HAVE A LOT OF THIS  
[02:17:08] OPPORTUNITY TO LOOK AT- TAKE A DEEP DIVE  
[02:17:10] ON THIS AND TO LOOK AT HOW WE MATCH UP  
[02:17:12] AS WE DEVELOP OUR PLANS FOR GOING  
[02:17:14] FORWARD AND REALLY BUILDING INTO SEEING  
[02:17:18] HOW WE PERFORM, SEE HOW OUR ACTIONS THAT  
[02:17:20] WE'RE GOING TO FOLLOW IN 21, SEE WHAT THE  
[02:17:22] RESULTS OF THOSE ARE, CONTINUE TO MEASURE  
[02:17:24] THOSE PROGRAMS AND THE RESULTS AGAINST  
[02:17:27] THE METRICS WE HEARD ABOUT TODAY BUT  
[02:17:29] THEN THE HELP AS FASHION AS WE COME BACK  
[02:17:30] STARTING IN JUNE AND REALLY THE  
[02:17:32] DEVELOPMENT OF THE BUDGET FOR FOR 2022  
[02:17:36] AND BEYOND. I THINK THERE'S A LOT OF  
[02:17:38] FORECAST, YOU CAN LOOK AT A LOT OF  
[02:17:40] DIFFERENT MODELS FOR WHAT THE RECOVERY  
[02:17:42] IS GOING TO LOOK LIKE. I'LL HAVE TO SIDE  
[02:17:45] AGAIN WITH COMMISSIONER STEINBRUECK WHO  
[02:17:47] SAID THAT THERE'S A LOT OF PENT UP  
[02:17:49] DEMAND FOR TRAVEL AND A LOT OF PEOPLE TO  
[02:17:52] DO THINGS AND I THINK WE HAVE TO  
[02:17:54] CONTINUE OUR WORK TO DELIVER OUR  
[02:17:56] PROJECTS IN 21 SO THAT WE'RE  
[02:17:58] POSITIONING OURSELVES TO GO FORWARD IN  
[02:18:00] SUPPORT OF THOSE ACTIVITIES BUT I THINK  
[02:18:02] IT'S GOING TO HAPPEN. WHEN IT HAPPENS,  
[02:18:04] WHEN WE REACHED THAT TIPPING POINT I  
[02:18:06] THINK FOR US AS A REGION WE WILL SEE  
[02:18:08] THINGS MOVE QUICKLY SO IT MEANS TO MAKE  
[02:18:11] SURE THAT WE HAVE TO TAKE ALL THOSE  
[02:18:13] ACTIONS NOW. SO I APPRECIATE EVERYONE'S  
[02:18:15] INTEREST IN THE ECONOMIC EQUITABLE  
[02:18:17] RECOVERY AND HOPE OUR NEXT STEPS  
[02:18:19] WILL HIGHLIGHT OUR NEXT STEPS- WILL PUT  
[02:18:23] TOGETHER AND GATHER MORE INFORMATION TO  
[02:18:25] DO THAT. AND THE LAST THING I WANT TO  
[02:18:26] MENTION, THIS ALSO INFORMS THE EFFORT  
[02:18:28] THAT I SAID ON THE 28TH OF JANUARY ON  
[02:18:30] THOSE COMMUNITY PROGRAMS TO PUT  
[02:18:33] EVALUATION ON THOSE AND COME BACK TO YOU  
[02:18:35] WITH SOME ANALYSIS ON HOW  
[02:18:38] THOSE THINGS- THE IMPACT OF  
[02:18:41] THOSE PROGRAMS WHETHER A LEAD, WHAT OTHER  
[02:18:43] EFFORTS ARE THERE, WHICH ONES ARE  
[02:18:44] CONNECTING TO OUR CORE MISSION. AND SO  
[02:18:46] THAT ANALYSIS IS ONGOING NOW AND WE'LL  
[02:18:49] EXPECT TO RETURN TO YOU TO GIVE YOU THE  
[02:18:51] FEEDBACK OF THAT AS WE DEVELOP THE  
[02:18:53] PLAN FOR MOVING FORWARD. SO WITH THAT  
[02:18:55] I'M GOING TO STOP THERE AND TRANSITION  
[02:18:57] BACK TO COMMISSIONER FELLEMAN TO  
[02:19:01] TO CONTINUE THE DISCUSSION. THANK YOU.  
[02:19:03] THANK YOU SO MUCH. I SEE WE HAVE REALLY  
[02:19:06] LOOKING FORWARD TO WORKING TOGETHER WITH  
[02:19:09] YOU STEVE ON THAT. AND I THINK THE NEW  
[02:19:12] SOUND BITE IS GOING TO BE BUILDING BACK  
[02:19:14] BETTER TOGETHER. OBVIOUSLY I THINK THAT'S  
[02:19:17] REALLY WHAT I WAS HOPING THAT THIS  
[02:19:19] MEETING WOULD BRING TOGETHER.

[02:19:20] MAKING SURE WE SEE EACH OTHER'S EFFORTS  
[02:19:23] AND THAT COLLABORATING ON THE TIMING OF  
[02:19:25] THIS OUTREACH MEETINGS THAT GSP IS  
[02:19:28] UNDERTAKING AND BUILDING BACK PLANS ON  
[02:19:31] THE TOURISM WHEN IT'S SEASONALLY  
[02:19:33] APPROPRIATE AND I THINK HAVING ALL OF  
[02:19:36] THIS COORDINATION WILL MAKE ALL OF US  
[02:19:37] STRONGER IN THE PROCESS. SO I DO SEE WE  
[02:19:40] HAVE COMMISSIONER BOWMAN HAS A QUESTION  
[02:19:42] AND THEN WE'LL HAVE A CLERK HART GO ONCE  
[02:19:45] MORE AROUND THE TABLE AND CALL IT A DAY.  
[02:19:48] OKAY. THANK YOU I'LL JUST START THEN.  
[02:19:52] MAYBE A QUESTION AND A COMMENT, MORE OF A  
[02:19:53] COMMENT FOR STEVE. STEVE I JUST ONLY  
[02:19:55] ASK THAT- MAYBE WE COULD GO BACK TO THE  
[02:19:57] SLIDE WITH THE SCHEDULE AND SEE IF  
[02:20:00] THERE'S A WAY TO ACCELERATE THE PROCESS.  
[02:20:03] I KNOW THAT WE'RE A GOVERNMENT AGENCY  
[02:20:06] AND ACCELERATION OF PROCESS ISN'T  
[02:20:07] SOMETHING WE NORMALLY DO BUT I GUESS THE  
[02:20:10] ONLY REASON I'M SAYING THAT IS THAT I  
[02:20:13] THINK THE SOONER THAT WE CAN GET- THERE  
[02:20:16] WE GO THANK YOU- I'M JUST A LITTLE  
[02:20:17] CONCERNED ABOUT GETTING INTO  
[02:20:20] THE SUMMER MONTHS BEFORE WE REALLY MAKE  
[02:20:23] SOME DECISIONS ABOUT WHERE THE PORT IS  
[02:20:25] BEST POSITIONED TO LEAN INTO RECOVERY. I  
[02:20:28] THINK THIS HAS BEEN A REALLY USEFUL  
[02:20:31] SESSION AND MAYBE WHAT WE NEED IS FOR  
[02:20:33] THE COMMISSIONERS TO GO BACK AND LET  
[02:20:35] SOME OF THIS PERCOLATE AND THEN COME  
[02:20:37] BACK TO YOU AND HAVE ANOTHER DISCUSSION  
[02:20:39] ABOUT WHERE WE GO BUT I'M JUST HOPING  
[02:20:41] THAT WE COULD DO THAT SOONER RATHER THAN  
[02:20:43] LATER. I'M JUST WORRIED THAT IF WE WAIT  
[02:20:47] UNTIL THE EARLY SUMMER MONTHS TO  
[02:20:49] FORMULATE A PLAN AND KNOWING HOW THINGS  
[02:20:51] GO IT COULD BE TOWARDS THE END OF THE  
[02:20:53] YEAR BEFORE WE GET SOME EFFORTS REALLY  
[02:20:55] UNDERWAY AND I JUST DON'T THINK THE  
[02:20:57] REGION CAN WAIT. I THINK THAT ALL FIVE OF  
[02:20:59] US HAVE SOME SPECIFIC IDEAS BASED ON THE  
[02:21:03] INFORMATION TODAY ABOUT WHERE WE CAN  
[02:21:05] REALLY LEAN IN AND TAKE ADVANTAGE OF THE  
[02:21:08] PORT'S ASSETS AND DO WHAT WE DO BEST AND  
[02:21:10] THEN DELINEATE WHERE OTHER ORGANIZATIONS  
[02:21:13] SHOULD LEAD. I GUESS I THINK WE ALL FEEL  
[02:21:16] TIME IS OF THE ESSENCE. THANK YOU. IF I  
[02:21:19] CAN JUST COMMENT. I HEAR YOU COMMISSIONER.  
[02:21:21] WE'LL GO BACK. WE'RE TAKING FEEDBACK NOW  
[02:21:22] ON THIS AND THAT'S PART OF THE  
[02:21:24] PRESENTING OF THIS TO GET THE FEEDBACK  
[02:21:26] SO THANK YOU. THANK  
[02:21:30] YOU COMMISSIONER FELLEMAN. I ALSO SEE MR.  
[02:21:33] MCFADDEN'S HAND UP. DO WE WANT TO TAKE HIM  
[02:21:35] NOW OR COMPLETE QUESTION? I JUST TOOK IT  
[02:21:38] DOWN. I WAS AGREEING WITH COMMISSIONER  
[02:21:40] BOWMAN AND HOPING THAT  
[02:21:44] WE GET AROUND TO THOSE GOOD CONVERSATION  
[02:21:46] SOON. GREAT, THANK YOU. MOVING TO  
[02:21:49] COMMISSIONER CALKINS. NO FURTHER  
[02:21:52] COMMENTS FROM ME. THANK YOU COMMISSIONER.  
[02:21:55] COMMISSIONER CHO. YEAH ALL I REALLY



[02:21:58] WANTED TO SAY WAS THAT I THINK TODAY'S  
[02:22:00] SESSION WAS EXTREMELY HELPFUL IN  
[02:22:01] UNDERSTANDING WHAT SOME OF THE OTHER  
[02:22:03] ORGANIZATIONS IN THE REGION ARE DOING IN  
[02:22:05] TERMS OF ECONOMIC RECOVERY AND HOW  
[02:22:07] THEY'RE THINKING ABOUT IT AND  
[02:22:08] APPROACHING IT. AS MY COLLEAGUES KNOW I'M  
[02:22:12] CURRENTLY WORKING ON KIND OF LISTENING  
[02:22:14] TOUR TO FIGURE OUT WITHIN THE  
[02:22:17] COMMUNITIES WHAT IT IS EXACTLY  
[02:22:19] THEY FEEL LIKE IT NEEDS TO BE DONE SO  
[02:22:21] THINK OF IT MORE LIKE A GRASS ROOTS IN A  
[02:22:25] DOWN UP APPROACH TO FIGURING  
[02:22:28] OUT WHAT WE NEED TO DO FOR RECOVERY AND  
[02:22:31] I THINK THAT WITH THIS TOP DOWN APPROACH  
[02:22:33] BEING DONE BY WTIA AND GSP WE CAN REALLY  
[02:22:37] FIND AND ZONE IN ON WHAT NEEDS  
[02:22:40] TO BE DONE FOR SHORT TERM AND LONG TERM  
[02:22:42] RECOVERY. SO I REALLY LOOK FORWARD TO  
[02:22:45] DOING THAT. I'LL JUST SAY I AGREE WITH  
[02:22:47] STEPHANIE THAT TO THE EXTENT THAT WE CAN  
[02:22:50] TRY AND GET ALL THESE RECOMMENDATIONS  
[02:22:52] AND THOUGHTS DONE BY MAY ISH WE  
[02:22:55] CAN GO INTO THE BUDGET PLANNING PROCESS  
[02:22:57] FOR 2022 IN JUNE HAVING ALREADY AN IDEA  
[02:23:00] OF WHAT WE WOULD LIKE TO PUT IN THE  
[02:23:02] BUDGET FOR 2022 SO THAT WE'RE NOT  
[02:23:04] SCRAMBLING IN AUGUST, SEPTEMBER, AND  
[02:23:06] OCTOBER TO THROW THINGS IN AT THE LAST  
[02:23:08] MINUTE. I THINK STEVE WOULD AGREE IT  
[02:23:10] WOULD BE HELPFUL FOR US TO HAVE AN IDEA  
[02:23:12] PRIOR TO JUNE SO THAT WE CAN  
[02:23:15] SUFFICIENTLY PLAN FOR NEXT YEAR. AND  
[02:23:17] QUITE FRANKLY MAYBE DO SOME THINGS AT  
[02:23:19] THIS SUMMER IN 2021 THAT WE DIDN'T BUDGET  
[02:23:22] FOR, STEVE, NOT TO PUT YOU ON THE SPOT ON  
[02:23:24] ANYTHING BUT I THINK IF WE CAN REARRANGE  
[02:23:27] THINGS AND WE FIND THINGS THAT NEED TO  
[02:23:29] BE ACCELERATED AND THAT CAN'T WAIT  
[02:23:32] UNTIL THE SUMMER OF 2022 WE SHOULD ALSO  
[02:23:35] LOOK AT DOING THAT AS WELL, SO WITH THAT  
[02:23:37] I'LL TURN IT BACK OVER TO MICHELLE. THANK  
[02:23:40] YOU ALL. THANK YOU. COMMISSIONER STEINBREUCK.  
[02:23:44] I'M ALL GOOD. PRETTY MUCH TALKED OUT AT  
[02:23:46] THIS POINT SO THANK YOU ALL FOR GREAT  
[02:23:50] PRESENTATIONS. THANK YOU. AND THEN  
[02:23:52] CONCLUDING WITH COMMISSIONER FELLEMAN. I  
[02:23:55] JUST WOULD LIKE TO EXTEND MY  
[02:23:57] APPRECIATION TO EVERYBODY ONCE AGAIN.  
[02:23:59] THIS WAS PULLED TOGETHER RATHER QUICKLY  
[02:24:01] AND NIMBLY I WOULD SAY BY OUR TALENTED  
[02:24:05] STAFF. I DO BELIEVE AS COMMISSIONER CHO  
[02:24:09] SAID WE CAN START LOOKING I WOULD SAY  
[02:24:12] EVEN- IT'S ALSO TO COMMISSIONER BOWMAN'S  
[02:24:15] POINT ABOUT LOOKING SOONER. I THINK AT  
[02:24:17] THE END OF THIS QUARTER. NOBODY REALLY  
[02:24:19] EXPECTED THIS TO BE DRAGGING ON QUITE SO  
[02:24:22] LONG AND WE DON'T REALLY KNOW WHAT THESE  
[02:24:24] NEW STRAINS ARE GOING TO BE DOING BUT I  
[02:24:27] THINK LOOK INTO THAT CRYSTAL BALL.  
[02:24:30] I KNOW STEVE IS ALL READY TO DO THAT AND  
[02:24:33] LET'S SEE ABOUT MAYBE DOING SOME NEAR  
[02:24:35] TERM PRIORITIZING, REVISITING. THIS WAS

[02:24:39] THE WHOLE IDEA OF PULLING EVERYBODY  
[02:24:40] TOGETHER WAS TO TAKE A LOOK AT WHERE OUR  
[02:24:43] SYNERGIES WOULD BE BEST SPENT IN THIS  
[02:24:46] NEAR TERM WHEN PEOPLE REALLY NEED OUR  
[02:24:47] HELP SO. LET'S BUILD BACK BETTER TOGETHER  
[02:24:50] AND THIS WAS A STEP IN THE RIGHT  
[02:24:52] DIRECTION SO THANK YOU AGAIN. WE CAN CALL  
[02:24:55] THIS COMMISSION MEETING OVER. I'M  
[02:25:00] SORRY, MR. PRESIDENT MR. MCFADDEN HAS HIS  
[02:25:03] HAND UP. HE HAS A CLOSING COMMENT. I  
[02:25:05] DIDN'T SEE THAT. I'M SORRY. I'M SORRY. I'VE  
[02:25:08] HEARD THAT WE WERE GOING TO PUT SOME  
[02:25:09] RECOVERY PLANS IN PLACE AND I WANTED TO  
[02:25:11] REMIND EVERYBODY THAT WE'VE GOT QUITE A  
[02:25:13] BUDGET AND RESOURCE FOR RECOVERY  
[02:25:15] INITIATIVES THAT'S ALREADY UNFOLDING  
[02:25:17] THIS YEAR. SO THE TOURISM THINGS YOU  
[02:25:19] HEARD ABOUT ARE PLANNED AT AN  
[02:25:20] APPROPRIATE TIME THIS YEAR. WE HAVE A  
[02:25:23] MINORITY BUSINESS ACCELERATOR,  
[02:25:26] WE'VE GOT WORKFORCE INVESTMENTS, WE'VE  
[02:25:28] GOT A WHOLE VARIETY OF DIFFERENT  
[02:25:31] INITIATIVES THAT ARE REALLY TRYING TO  
[02:25:33] AIM AND SUPPORT RECOVERY. GLASS  
[02:25:37] IS HALF FULL BUT LOOK FORWARD TO WORKING  
[02:25:39] WITH YOU ON PLANS FOR THE FUTURE. THANK  
[02:25:41] YOU. I'M REALLY GLAD THAT YOU SAID THAT. I  
[02:25:44] THINK THIS IS ONE OF THE POINTS OF  
[02:25:45] TRYING TO POINT THAT IT'S NOT LIKE WE'RE  
[02:25:47] A BLANK SLATE HERE. WE BUDGETED THIS YEAR  
[02:25:51] KNOWING WE WERE IN A WORLD OF HURT. GOING  
[02:25:53] INTO THIS WE WERE FOCUSED ON STIMULUS. WE  
[02:25:56] WERE FOCUSED ON EQUITABLE RECOVERY. WE  
[02:25:59] DIDN'T KNOW HOW LONG IT WAS GOING TO  
[02:26:00] DRAG OUT RIGHT. WE BUILT IN FLEXIBILITY.  
[02:26:04] WE SAVED SOME DRY POWDER BECAUSE OF THE  
[02:26:07] GOOD ECONOMIC WORK OF OUR EXECUTIVE. SO  
[02:26:09] THANK YOU. WE HAVE WORK TO IMPLEMENT THAT  
[02:26:12] WAS REALLY MY POINT. LET'S ACT ON OUR  
[02:26:14] PLAN AND IF WE HAVE TO CHANGE THE COURSE  
[02:26:16] ALONG THE WAY FINE BUT WE HAVE TO FOCUS  
[02:26:19] ON IMPLEMENTATION. EXECUTIVE METRUCK TAKE  
[02:26:22] US AWAY. YEAH IT IS- JUST TO PUT A NUMBER  
[02:26:24] ON THAT THAT'S 13.4 MILLION IN COMMUNITY  
[02:26:27] PROGRAMS IN 2021 FOR WORKING ON. SO  
[02:26:31] BUT THANKS FOR ALL THE  
[02:26:34] FEEDBACK AND WE WERE LOOKING AT- WE  
[02:26:36] UNDERSTAND THAT HOW MUCH THIS IS NEEDED  
[02:26:39] FOR THE REGION. LOOK FORWARD TO  
[02:26:40] WORKING WITH ALL OUR PARTNERS WHO ARE ON  
[02:26:42] THE LINE TODAY. THANK YOU. VERY GOOD. WITH  
[02:26:45] THAT WE WILL NOW CALL THE COMMISSION  
[02:26:48] MEETING OF FEBRUARY 23RD, THE STUDY  
[02:26:51] SESSION, CLOSED AT 3:57. THANK  
[02:26:56] YOU THANK YOU. GOOD MEETING. THANK YOU.

END OF TRANSCRIPT