

START OF TRANSCRIPT

[00:00:28] THIS IS COMMISSION PRESIDENT FRED  
[00:00:30] FELLEMAN, CONVENING. THE REGULAR MEETING  
[00:00:32] OF OCTOBER 26, 2021. THE TIME IS 1030.  
[00:00:36] WE'RE MEETING REMOTELY TODAY VIA TEAMS  
[00:00:39] TO COMPLY WITH THE SENATE CONCURRENT  
[00:00:40] RESOLUTION AGENT 84-2 AND IN ACCORDANCE  
[00:00:44] WITH GOVERNOR INSLEE'S PROCLAMATION  
[00:00:46] 2028. PRESENT WITH ME TODAY ARE  
[00:00:49] COMMISSIONERS BOWMAN, COMMISSIONER CHO AND  
[00:00:51] STEINBRUECK, WHO ARE CURRENTLY GATHERED  
[00:00:53] ON THE EXECUTIVE SESSION LINE AWAITING  
[00:00:55] THE OPENING OF THE MEETING. WE'LL  
[00:00:58] IMMEDIATELY RECESS INTO THE EXECUTIVE  
[00:01:00] SESSION TO DISCUSS ONE ITEM REGARDING  
[00:01:02] LITIGATION OR POTENTIAL LITIGATION OR  
[00:01:05] LEGAL RISK PURSUANT RCW 42.30.110.1 (i)  
[00:01:10] FOR APPROXIMATELY 40 MINUTES AND WE'LL  
[00:01:15] RECONVENE INTO PUBLIC SESSION AT TWELVE  
[00:01:17] NOON. WE'LL NOW GO OVER TO THE EXECUTIVE  
[00:01:20] SESSION. SEE YOU AT NOON. THANK YOU.  
[00:01:28] THANKS AGAIN, EVERYONE, FOR JOINING THE  
[00:01:30] SESSION TODAY. WE'LL RECONVENE BACK NOW.  
[00:01:33] WE HAVE RECONVENED. THIS IS COMMISSION  
[00:01:35] PRESIDENT FRED FELLEMAN RECONVENING THE  
[00:01:38] REGULAR MEETING OF OCTOBER 26, 2021.  
[00:01:41] THE TIME NOW IS TWELVE TWO.  
[00:01:45] WE'RE MEETING REMOTELY TODAY VIA TEAMS  
[00:01:47] TO COMPLY WITH THE SENATE CONCURRENT  
[00:01:49] RESOLUTION 84-02 AND IN ACCORDANCE  
[00:01:52] WITH GOVERNOR INSLEE'S PROCLAMATION  
[00:01:54] 20-28. PRESENT WITH ME TODAY ARE  
[00:01:57] COMMISSIONERS BOWMAN COMMISSIONER CHO, AND WE  
[00:02:00] EXPECT COMMISSIONER STEINBRUECK TO JOIN US  
[00:02:02] MOMENTARILY. I'LL ASK THE CLERK TO DO A  
[00:02:04] ROLL CALL OF ALL COMMISSIONER CHO,  
[00:02:06] ENSURE EVERYONE IS ON THE LINE AT THIS  
[00:02:08] TIME. CLERK HART, PLEASE DO THE HONORS.  
[00:02:11] THANK YOU, MR. COMMISSION PRESIDENT,  
[00:02:13] BEGINNING WITH COMMISSIONER BOWMAN  
[00:02:15] PRESENT. THANK YOU, COMMISSIONER CHO.  
[00:02:19] YOU COMMISSIONER CHO PRESENT. THANK YOU,  
[00:02:23] COMMISSIONER STEINBRUECK AND  
[00:02:27] THEN COMMISSIONER FELLEMAN PRESENT.  
[00:02:29] THANK YOU. WE DO HAVE FOUR COMMISSIONERS  
[00:02:31] IN ATTENDANCE TODAY AND EXPECTING  
[00:02:33] COMMISSIONER CHO INVITE HERE SHORTLY.  
[00:02:35] VERY GOOD. THEN TODAY'S MEETING IS  
[00:02:38] STRUCTURED FOR OUR VIRTUAL FORMAT.  
[00:02:39] WE'VE MADE SPECIAL ARRANGEMENTS TO  
[00:02:41] PROVIDE FOR REMOTE PARTICIPATION FOR ALL  
[00:02:43] OF OUR STAFF AND COMMISSIONERS. LATER  
[00:02:46] WE'LL BE TAKING PUBLIC COMMENT FROM  
[00:02:47] PEOPLE WHO ARE PARTICIPATING BY TEAMS  
[00:02:49] AND WHO'VE SIGNED UP TO SPEAK. ALL VOTES  
[00:02:52] TODAY WILL BE TAKEN BY THE ROLL CALL  
[00:02:54] METHOD. SINCE ALL COMMISSIONERS WILL BE  
[00:02:56] PARTICIPATING REMOTELY, THAT MEANS EACH  
[00:02:59] VOTE THE CLERK WILL CALL EACH  
[00:03:00] COMMISSIONER'S NAME. COMMISSIONERS ON  
[00:03:03] THE TEAM'S CALL ROLL, MAKE SURE THEY'RE  
[00:03:04] UNMUTE AND THEN ANSWER YAY OR NAY TO BE

[00:03:07] EQUITABLE. WE'LL ASK ALL COMMISSIONER  
[00:03:09] CHO SPEAK IN TURN AND WAIT TO BE  
[00:03:11] RECOGNIZED BEFORE SPEAKING. THAT'S AS  
[00:03:13] MUCH AS POSSIBLE. WE'RE MEETING ON THE  
[00:03:16] ANCESTRAL LANDS AND WATERS OF THE COSALISH  
[00:03:19] PEOPLE WITH WHOM WE SHARE A COMMITMENT  
[00:03:21] TO STEWARD THIS NATURAL  
[00:03:22] RESOURCES FOR FUTURE GENERATIONS. THIS  
[00:03:26] MEETING IS BEING DIGITALLY RECORDED AND  
[00:03:28] MAY BE VIEWED OR HEARD AT ANY TIME ON  
[00:03:30] THE PORT'S WEBSITE AND MAY BE  
[00:03:31] REBROADCAST BY KING COUNTY TELEVISION.  
[00:03:34] PLEASE STAND OR JOIN US TO THE PLEDGE OF  
[00:03:36] ALLEGIANCE.  
[00:03:40] I PLEDGE ALLEGIANCE TO THE FLAG, THE  
[00:03:42] UNITED STATES OF AMERICA, AND TO THE  
[00:03:45] REPUBLIC FOR WHICH IT STANDS, ONE NATION  
[00:03:47] UNDER GOD, INDIVISIBLE AND LIBERTY FOR  
[00:03:50] LIBERTY AND JUSTICE FOR ALL. SO NOW  
[00:03:54] WE'LL MOVE TO THE FIRST ITEM OF BUSINESS  
[00:03:56] TODAY, WHICH IS THE APPROVAL OF THE  
[00:03:57] AGENDA. COMMISSIONERS, PLEASE UNMUTE  
[00:04:00] YOURSELVES AND I'M GOING TO ASK EACH  
[00:04:02] COMMISSIONER CHO TURN IF THEY HAVE ANY  
[00:04:04] MOTIONS TO REARRANGE THE ORDER OF THE  
[00:04:06] DAY. AND IF YOU DO, I'LL ASK FOR A  
[00:04:08] SECOND. PLEASE RESPOND WHEN THE CLARK  
[00:04:10] CALLS YOUR NAME. IF YOU HAVE NO CHANGES,  
[00:04:12] JUST SAY NONE. CLERK HART, PLEASE CALL  
[00:04:14] THE ROLL FOR ANY CHANGES TO THE AGENDA.  
[00:04:18] THANK YOU FOR CHANGES TO THE AGENDA  
[00:04:19] BEGINNING WITH COMMISSIONER BOWMAN. NO  
[00:04:22] CHANGES. THANK YOU, COMMISSIONER CHO,  
[00:04:26] FOR ME EITHER. THANK YOU, COMMISSIONER  
[00:04:28] CHO. NONE. THANK YOU. I DO SEE  
[00:04:32] COMMISSIONER STEINBRUECK HAS JOINED US,  
[00:04:33] COMMISSIONER STEINBRUECK FOR CHANGES TO  
[00:04:35] THE AGENDA. NO CHANGES. THANK YOU.  
[00:04:38] THANK YOU, COMMISSIONER FELLEMAN. NO  
[00:04:41] CHANGES. THANK YOU. SO PROCEEDING  
[00:04:46] NOW, THE AGENDA IS APPROVED. YOU NEED TO  
[00:04:49] TAKE THE VOTE ON THAT APPROVAL. OKAY.  
[00:04:52] SO THERE ARE NO CHANGES. NOW WE WILL ASK  
[00:04:54] FOR APPROVAL OF THE AGENDA. YES. AND  
[00:04:57] I'LL CALL THE ROLL BEGINNING WITH  
[00:04:58] COMMISSIONER BOWMAN APPROVE. THANK YOU,  
[00:05:03] COMMISSIONER CHO. THANK YOU,  
[00:05:06] COMMISSIONER CHO. HI. THANK YOU,  
[00:05:08] COMMISSIONER STEINBRUECK. YES. THANK YOU,  
[00:05:11] COMMISSIONER FELLEMAN. THANK YOU.  
[00:05:14] YOU HAVE FIVE YESSSES AND ZERO NOS. NOW  
[00:05:17] WE CAN SAY THE AGENDA IS APPROVED. SO  
[00:05:19] NEXT UP ON OUR AGENDA IS THE EXECUTIVE  
[00:05:21] DIRECTORS REPORT. BUT BEFORE WE DO SO,  
[00:05:24] I WOULD LIKE TO SAY A COUPLE OF WORDS AS  
[00:05:26] USUAL. SO IT SHOULD GO REALLY WITHOUT  
[00:05:29] SAYING. BUT THE PORT IS NOT AN  
[00:05:31] ENVIRONMENTAL ORGANIZATION, BUT AS A  
[00:05:33] PUBLIC INSTITUTION, IT'S BOTH OUR LEGAL  
[00:05:35] AND PUBLIC OBLIGATION TO EXERCISE ITS  
[00:05:38] ECONOMIC MISSION WITH ENVIRONMENTAL  
[00:05:40] RESPONSIBILITY. IN FACT, THE PORT IS  
[00:05:43] MAKING GREAT STRIDES TO REACH ITS

[00:05:45] CENTURY AGENDA GOAL OF BEING THE  
[00:05:46] GREENEST AND MOST ENERGY EFFICIENT PORT  
[00:05:48] IN THE NATION. DRIVING THE PORT'S  
[00:05:50] ACHIEVEMENTS FOR THESE GOALS HAS BEEN A  
[00:05:53] PERSONAL PRIORITY OF MINE. AND WHEN  
[00:05:55] FIRST ELECTED IN 2015, AND I'M PROUD TO  
[00:05:57] SERVE WITH A COMMISSION THAT FULLY  
[00:05:59] EMBRACES THESE GOALS AS WELL. NOW,  
[00:06:02] WE'VE CERTAINLY HEARD FROM THE PUBLIC  
[00:06:03] AND UNDERSTAND THERE'S ALWAYS MORE WE  
[00:06:05] CAN DO, AND WE APPRECIATE PEOPLE SHARING  
[00:06:07] THEIR PERSPECTIVE ON ISSUES THAT MIGHT  
[00:06:09] NOT HAVE OTHERWISE COME TO OUR  
[00:06:10] ATTENTION. HOWEVER, I THINK IT'S ALSO  
[00:06:13] IMPORTANT TO RECOGNIZE THAT WE ARE NOT  
[00:06:14] ONLY AWARE OF OUR ENVIRONMENTAL  
[00:06:16] RESPONSIBILITIES BUT CONTINUE TO MAKE  
[00:06:18] PROGRESS TOWARDS THEM. THERE ARE TWO  
[00:06:20] RECENT EXAMPLES I'D LIKE TO QUICKLY  
[00:06:21] NOTE. FIRST IS IN RESPONSE TO THE LETTER  
[00:06:24] WE WROTE TO THE EPA WITH THE CITY AND  
[00:06:26] THE COUNTY THAT THE EPA WILL BE HOSTING  
[00:06:28] A ROUND TABLE DISCUSSION REGARDING THE  
[00:06:30] SUPERFUND CLEANUP OF THE DUWAMISH RIVER  
[00:06:32] ON NOVEMBER 10. AND SECOND, AS A RESULT  
[00:06:35] OF THE ORDERS PASSED BY THE COMMISSION  
[00:06:38] AT OUR NEXT MEETING, EXECUTIVE METRUCK  
[00:06:40] WILL BE BRINGING FORWARD A SCOPE OF WORK  
[00:06:42] FOR THE INVENTORY OF THE NORTH SEATAC  
[00:06:44] PARK. UNTIL THAT INVENTORY IS COMPLETED,  
[00:06:47] THERE WILL BE NO DECISIONS MADE  
[00:06:48] REGARDING DEVELOPMENT THERE. WELL,  
[00:06:50] THESE LOCAL ISSUES ARE VERY IMPORTANT TO  
[00:06:53] THE QUALITY OF LIFE OF OUR COMMUNITIES.  
[00:06:55] THERE ARE SEVERAL MATTERS BEFORE US  
[00:06:56] TODAY REGARDING THE PORT GREENHOUSE GAS  
[00:06:58] EMISSION REDUCTION EFFORTS IN LIGHT OF  
[00:07:00] THE GLOBAL CLIMATE CRISIS, THE URGENCY  
[00:07:03] FOR CLIMATE ACTION IS UNDERSCORED BY THE  
[00:07:05] UN SECRETARY GENERAL'S RECENT STATEMENT  
[00:07:07] IN RESPONSE TO THE LATEST IPCC REPORT.  
[00:07:10] THE IMPACTS OF THE CLIMATE CHANGE ARE  
[00:07:13] CODE RED FOR HUMANITY. THE PORT OF  
[00:07:16] SEATTLE WILL VOTE TODAY TO ACCELERATE  
[00:07:18] ITS OWN EMISSION REDUCTION EFFORTS BY  
[00:07:19] TEN YEARS TO BE NET ZERO OR BETTER FOR  
[00:07:22] PORT ON EMISSIONS BY 2040 AND  
[00:07:25] RECOGNIZING THAT SHIPS AND PLANES ARE  
[00:07:27] THE HARDEST EMISSION SOURCES TO  
[00:07:28] DECARBONIZE, THE PORT CONTINUES TO MAKE  
[00:07:31] INVESTMENTS IN SHORE SIDE EFFORTS TO  
[00:07:34] HELP OUR MARITIME AND AVIATION TENANTS  
[00:07:36] ACHIEVE THEIR OWN GOALS. THE PORT IS  
[00:07:39] ALSO COMMITTED TO ACCELERATE AND EXPAND  
[00:07:41] THOSE GOALS FOR OUR INDUSTRIES OPERATING  
[00:07:43] AT OUR FACILITIES TO BE CARBON NEUTRAL  
[00:07:45] OR BETTER BY 2050, AND WE ALSO CONTINUE  
[00:07:49] TO ADVOCATE FOR STATE AND FEDERAL  
[00:07:51] LEGISLATION TO FURTHER THESE MUTUALLY  
[00:07:54] SHARED GOALS. LAST MONTH, THE AAPA OR  
[00:07:57] THE AMERICAN ASSOCIATE REPORT  
[00:07:59] AUTHORITIES PRESENTED THE PORT AND THE  
[00:08:01] SEAPORT ALLIANCE THE LIGHTHOUSE AWARD

[00:08:05] FOR OUR WORK ON THE NORTHWEST PORTS  
[00:08:07] CLEAN AIR STRATEGY. AND SO THIS IS JUST  
[00:08:09] ONE EXAMPLE OF RECOGNIZING THAT SOME  
[00:08:13] FOLKS ARE LOOKING TO US TO BE A NATIONAL  
[00:08:15] MODEL. HOWEVER, WE REALIZE THAT WE ARE  
[00:08:20] A PORT. WE'RE IN THE ECONOMIC  
[00:08:21] DEVELOPMENT BUSINESS AND WE WILL DO OUR  
[00:08:23] BEST TO CONTINUE TO REDUCE OUR  
[00:08:25] GREENHOUSE GAS FOOTPRINT WHILE PROVIDING  
[00:08:28] THE JOBS AND ECONOMIC HEALTH OF THE  
[00:08:30] REGION. SO WITH THAT, I WOULD LIKE TO  
[00:08:32] PASS IT OFF TO OUR EXECUTIVE DIRECTOR  
[00:08:34] METRUCK.  
[00:08:40] THANK YOU, PRESIDENT FELLEMAN.  
[00:08:42] COMMISSIONER CHO AFTERNOON THE  
[00:08:45] COPENHAGEN PANDEMIC CONTINUES TO IMPACT  
[00:08:47] OUR REGION. WE CONTINUE TO MAKE PROGRESS  
[00:08:49] IN OUR EFFORTS AGAINST THE COVID-19  
[00:08:51] VIRUS AND ITS VARIANTS. INCREASINGLY,  
[00:08:53] THE ANALYSIS SHOWS US IT IS  
[00:08:57] PROVING TO BE A PANDEMIC OF THE  
[00:08:59] UNVACCINATED. SEATTLE KING COUNTY PUBLIC  
[00:09:01] HEALTH REPORTS THAT UNVACCINATED PEOPLE  
[00:09:03] ARE 67 TIMES MORE LIKELY TO BE  
[00:09:05] HOSPITALIZED WITH COVID-19 AND 76 TIMES  
[00:09:09] MORE LIKELY TO DIE OF COVID 19 ILLNESS.  
[00:09:12] COVID 19 CASES AMONG THE UNVACCINATED  
[00:09:14] ARE THREATENING TO OVERWHELM THE HEALTH  
[00:09:16] CARE SYSTEM HERE AND AROUND THE NATION.  
[00:09:18] HOSPITAL BEDS, SPECIALIZED LIFESAVING  
[00:09:20] EQUIPMENT AND HIGHLY SKILLED STAFF  
[00:09:22] NEEDED TO CARE FOR COVID-19 PATIENTS.  
[00:09:24] OUR MAXIMUM CAPACITY THROUGHOUT OUR  
[00:09:26] STATE IN THE REGION. WASHINGTON STATE  
[00:09:29] REPORTS A VACCINATION RATE OF 72.5%  
[00:09:33] FOR FULLY VACCINATED INDIVIDUALS TWELVE  
[00:09:35] YEARS OLD AND OVER. KING COUNTY'S  
[00:09:38] VACCINATION RATE IS 82.6% FOR FULLY  
[00:09:41] VACCINATED INDIVIDUALS, TWELVE AND OVER.  
[00:09:44] THESE VACCINATION RATES ARE HELPING TO  
[00:09:46] DECREASE POSITIVE CASES,  
[00:09:47] HOSPITALIZATIONS AND DEATHS FROM COVID  
[00:09:49] 19 HERE AT THE PORT. WE ARE DOING OUR  
[00:09:52] PART TO PROTECT STAFF IN THE GREATER  
[00:09:54] PUBLIC BY ENSURING ALL OF OUR EMPLOYEES  
[00:09:56] WILL SOON BE FULLY VACCINATED. WE'RE  
[00:09:59] MAKING STEADY PROGRESS IN OUR  
[00:10:00] VACCINATION VALIDATION EFFORTS IN ORDER  
[00:10:03] TO QUALIFY FOR AN INCENTIVE DAY.  
[00:10:05] VACCINE VERIFICATION BY EMPLOYEES MUST  
[00:10:07] OCCUR BY MONDAY, NOVEMBER 1. DATES FOR  
[00:10:10] VALIDATION CAN BE FOUND ON OUR COMPASS  
[00:10:13] WEBSITE. EMPLOYEES MUST TAKE AN INITIAL  
[00:10:16] STEP TO BE FULLY VACCINATED BY NOVEMBER  
[00:10:17] 15, MEANING RECEIVING THE FIRST DOSE OF  
[00:10:21] A TWO DOSE SERIES OR SINGLE DOSE OF  
[00:10:23] JOHNSON AND JOHNSON. BY THAT TIME, THIS  
[00:10:26] CAN MOVE THE DEADLINE TO DECEMBER 27,  
[00:10:28] DEPENDING ON THE VACCINE AND THE DATE IT  
[00:10:30] IS RECEIVED, WE WILL TERMINAL EMPLOYEES  
[00:10:34] WHO TAKE NO STEPS TOWARD BEING FULLY  
[00:10:35] VACCINATED BY NOVEMBER 15 UNLESS THEY  
[00:10:37] ARE GRANTED AN EXEMPTION AND AN

[00:10:39] ACCOMMODATION. I WANT TO URGE EVERY  
[00:10:41] EMPLOYEE URGE EVERY EMPLOYEE TO GET  
[00:10:44] VACCINATED IF YOU'VE NOT DONE SO AND  
[00:10:46] URGE EVERY EMPLOYEE TO VALIDATE THEIR  
[00:10:47] VACCINE AS SOON AS POSSIBLE AS WELL.  
[00:10:50] THANK YOU AGAIN, COMMISSIONER CHO, YOUR  
[00:10:51] SUPPORT IN THESE EFFORTS.  
[00:10:54] FOLLOWING UP ON PRESIDENT FELLEMAN'S  
[00:10:57] REMARKS AND FOLLOWING UP ON YOUR ORDER  
[00:10:59] LAST MONTH SUPPORTING THE PREPARATION OF  
[00:11:01] A PLAN TO INVENTORY, ECOLOGICAL, LAND  
[00:11:03] USE AND RECREATIONAL SITE CONDITIONS OF  
[00:11:05] THE 55 ACRE PARCEL WITHIN NORTH SEA TAK  
[00:11:08] PARK. I WANTED TO SHARE A COUPLE OF  
[00:11:10] THINGS. I'VE REVIEWED THE PROPOSED  
[00:11:13] ELEMENTS OF THE INVENTORY AND HAD AN  
[00:11:14] OPPORTUNITY TO TOUR THE PARK. LAST WEEK  
[00:11:17] I WAS ABLE TO SEE SOME OF THE  
[00:11:18] RECREATIONAL ACTIVITIES TAKING PLACE IN  
[00:11:20] THE PARK. I APPRECIATE THE  
[00:11:22] FORESIGHTEDNESS AND COMMITMENT TO THE  
[00:11:23] COMMUNITY ON THE PORT OF THE PORT  
[00:11:25] COMMISSION TO CREATE THIS GREAT SPACE  
[00:11:27] WITH THE CITY OF SEATAC. AS NOTED, MY  
[00:11:30] COMMUNICATION TO YOU LAST WEEK, I  
[00:11:31] BELIEVE THAT ADDITIONAL TIME IS NEEDED  
[00:11:33] TO DEVELOP THE INVENTORY WORK PLAN TO  
[00:11:35] ENSURE IT MEETS THE OBJECTIVES OF THE  
[00:11:37] COMMISSION. I'M REVIEWING IN DEPTH OF  
[00:11:39] SCOPE, AS PRESIDENT FELLEMAN SAID IN OUR  
[00:11:41] STAFF'S RECOMMENDATIONS FOR THE  
[00:11:42] INVENTORY, I EXPECT I'LL HAVE A FURTHER  
[00:11:44] UPDATE ON THE PLAN AT THE NOVEMBER 9  
[00:11:47] MEETING. IN OTHER NEWS, AS YOU  
[00:11:50] KNOW, SINCE EARLY AUGUST, WE SAW AN  
[00:11:52] ENORMOUS OPPORTUNITY TO SUPPORT AFGHAN  
[00:11:54] REFUGEES, BEGINNING A NEW CHAPTER OF  
[00:11:56] THEIR LIVES AND MAKING OUR REGION THEIR  
[00:11:58] NEW HOME. THE PORT OF SEATTLE HAS A  
[00:12:00] HISTORY OF STANDING WITH OTHER STATEWIDE  
[00:12:02] LEADERS TO REJECT HATE AND DECLARE  
[00:12:04] WASHINGTON AS A WELCOMING STATE FOR  
[00:12:05] IMMIGRANTS TO ARRIVE HERE. THE PORT WAS  
[00:12:08] GLAD TO HOST AND STAND WITH THE GOVERNOR  
[00:12:10] AND A RANGE OF PARTNERS LAST FRIDAY TO  
[00:12:12] REITERATE THAT MESSAGE ONCE MORE,  
[00:12:14] COMMISSIONER CHO JOINED GOVERNOR INSLEE  
[00:12:17] TO SHARE SOME OF THE LATEST EFFORTS THAT  
[00:12:18] WE'VE UNDERTAKEN AT SEATTLE TACOMA  
[00:12:20] INTERNATIONAL AIRPORT. THESE EFFORTS  
[00:12:23] INCLUDE ESTABLISHING IN SEPTEMBER A  
[00:12:25] WELCOME CENTER FOR REFUGEES AND  
[00:12:26] DEDICATED WORKSPACE FOR RESETTLEMENT  
[00:12:29] STAFF AT SEA. THE WELCOME CENTER IS  
[00:12:32] AVAILABLE 24/7 AND INCLUDES FOOD DONATED  
[00:12:34] BY OUR AIRPORT DINING AND RETAIL  
[00:12:36] PARTNERS, INCLUDING OTHER DONATED GOODS  
[00:12:39] FROM THE REGIONAL COMMUNITY  
[00:12:40] ORGANIZATIONS. YOU'LL SEE SIGNAGE  
[00:12:42] THROUGHOUT THE AIRPORT TO GREET REFUGEES  
[00:12:44] IN ENGLISH, DARI AND PASHTO LANGUAGES.  
[00:12:51] STAFF ENSURED RESETTLEMENT AGENCY  
[00:12:53] PERSONNEL CAN ACCESS THE SECURE SIDE OF

[00:12:55] THE AIRPORT SO THEY CAN GREET REFUGEES  
[00:12:57] AT THE GATE AS THEY ARRIVE. WE'RE ALSO  
[00:12:59] COORDINATING WITH STATE AND LOCAL  
[00:13:01] GOVERNMENT AGENCIES AND EXTERNAL  
[00:13:02] PARTNERS TO EXPLORE WAYS WE CAN  
[00:13:04] INTEGRATE REFUGEES INTO WELLPAYING JOBS  
[00:13:06] WITHIN THE AVIATION, MARITIME WORKFORCE  
[00:13:09] AND USE THIS OPPORTUNITY TO FURTHER  
[00:13:11] STRENGTHEN THE ECONOMIC OPPORTUNITIES  
[00:13:12] FOR ALL REFUGEES WHO ARRIVE IN OUR  
[00:13:14] STATE. THE NATION IN OUR REGION  
[00:13:17] SPECIFICALLY HAS PROVEN THAT WE CAN  
[00:13:19] WELCOME REFUGEES AND HELP PUT THEM ON A  
[00:13:21] SUCCESSFUL PATH THAT BENEFITS EVERYONE  
[00:13:25] KNOW THAT STAFF ARE WORKING AROUND THE  
[00:13:27] CLOCK TO CONTINUE THAT TRADITION. THANK  
[00:13:29] YOU FOR YOUR LEADERSHIP AND SUPPORT AND  
[00:13:32] A SPECIAL APPRECIATION TO COMMISSIONER  
[00:13:33] CHO FOR JOINING THE GOVERNOR AT THE  
[00:13:34] EVENT LAST WEEK. TURNING YOUR ATTENTION  
[00:13:37] TO OUR MARITIME SECTOR. LAST WEEKEND WE  
[00:13:41] HOSTED THE NORWEGIAN ENCORE, OUR LAST  
[00:13:44] PASSENGER VESSEL VOYAGE OF THE 2021  
[00:13:46] SEASON. I'M PLEASED TO REPORT THAT IN A  
[00:13:49] 90 DAY PERIOD, WE SAFELY HOSTED 82 SHIP  
[00:13:52] CALLS AND 229,000 REVENUE PASSENGERS.  
[00:13:56] RESTORING SAFE AND HEALTHY CRUISE  
[00:13:58] OPERATIONS WAS FUNDAMENTAL TO OUR  
[00:14:00] ECONOMIC RECOVERY STRATEGY. A TYPICAL  
[00:14:02] CRUISE SEASON BRINGS IN NEARLY \$900  
[00:14:05] MILLION IN BUSINESS REVENUE TO THE  
[00:14:06] REGION AND SUPPORTS OVER 5000 JOBS WHILE  
[00:14:10] STILL FAR BELOW THE ECONOMIC ACTIVITY OF  
[00:14:13] A NORMAL YEAR. THE 2021 SEASON HELPED  
[00:14:15] BUSINESSES AND THEIR FAMILIES IN  
[00:14:17] WASHINGTON AND ALASKA TAKE A STEP  
[00:14:19] TOWARDS MORE CERTAIN FINANCIAL TIMES AND  
[00:14:22] ECONOMIC RECOVERY THROUGH OUR 2021  
[00:14:25] SEASON. WE ALSO MADE GOOD ON A PROMISE  
[00:14:27] THAT CREWS WILL RETURN SAFER, STRONGER,  
[00:14:29] AND MORE SUSTAINABLE THAN EVER.  
[00:14:31] PREPARATION AND PARTNERSHIP MADE THIS  
[00:14:33] POSSIBLE. WE WORKED WITH ALL  
[00:14:35] STAKEHOLDERS, INCLUDING PUBLIC HEALTH  
[00:14:36] OFFICIALS, CRUISE LINES, LABOR, AND  
[00:14:38] LOCAL BUSINESSES, TO PUT HEALTH AND  
[00:14:40] SAFETY FIRST, IMPLEMENT WORLD CLASS  
[00:14:42] ENVIRONMENTAL MEASURES AND PROVIDE  
[00:14:44] NEEDED ECONOMIC OPPORTUNITIES. WE ARE  
[00:14:46] RECOVERING BUT NOT FULLY RECOVERED, AS  
[00:14:49] GLOBAL CRUISE SCHEDULES CONTINUE TO BE  
[00:14:52] IN FLUX. THE ROYAL CARIBBEAN'S OVATION  
[00:14:54] OF THE SEAS WILL REMAIN IN AND AROUND  
[00:14:56] PUGET SOUND DURING THE OFF SEASON.  
[00:14:59] EVERY YEAR, WE ADVANCE OUR ECONOMIC  
[00:15:01] SUSTAINABILITY GOALS AND OBJECTIVES. WE  
[00:15:03] CAN ALWAYS DO MORE, AS PRESIDENT PHILLIP  
[00:15:05] POINTED OUT, AND WE ARE ALREADY TURNING  
[00:15:07] OUR ATTENTION TO WHAT WE CAN DO BETTER  
[00:15:09] IN 2022. FINALLY, AS PART OF OUR  
[00:15:12] RESILIENCY EFFORTS IN RESPONSE TO A  
[00:15:14] MAJOR HAZARD OR EVENT, WE PARTICIPATED  
[00:15:17] IN THE INTERNATIONAL REGIONAL SHAKEOUT



[00:15:19] EARTHQUAKE DRILL THIS WEEK. FOR THIS  
[00:15:22] EXERCISE, THE PORT ADMINISTERED A  
[00:15:24] PERSONAL ACCOUNTABILITY REPORT OR PAR  
[00:15:26] AND A FACILITY ASSESSMENT REPORT, OR FAR  
[00:15:28] LAST THURSDAY. THE PURPOSE OF THE SYSTEM  
[00:15:31] IS TO PROVIDE THE PORT WITH IMMEDIATE  
[00:15:33] ASSESSMENT OF OUR PERSONNEL AND  
[00:15:35] FACILITIES FOLLOWING A MAJOR EVENT WITH  
[00:15:37] A VIEW TO ASSESSING AND RESTORING OUR  
[00:15:39] CRITICAL MARITIME AND AVIATION GATEWAYS  
[00:15:41] AS SOON AS POSSIBLE. AFTER THE EVENT,  
[00:15:43] ALL PORT EMPLOYEES WERE CONTACTED VIA  
[00:15:46] EVER BRIDGE MASS NOTIFICATION SYSTEM.  
[00:15:49] THIS EXERCISE OFFICIALLY RUNS THROUGH  
[00:15:51] THIS THURSDAY. THE PORT WILL CONTINUE TO  
[00:15:53] BUILD EMPLOYEES, PREPAREDNESS AND  
[00:15:55] IMPROVE THE SYSTEM THROUGHOUT THESE  
[00:15:56] SEMIANNUAL EXERCISES AND OUR PLANNING  
[00:15:59] EFFORTS.  
[00:16:05] MOVING TO TODAY'S COMMISSION MEETING,  
[00:16:07] I'D LIKE TO HIGHLIGHT A FEW THEMES.  
[00:16:09] SEVERAL ITEMS ON OUR CONSENT AGENDA  
[00:16:11] RELATE TO OUR CORE MISSION OF PRESERVING  
[00:16:13] AND MAINTAINING THE INFRASTRUCTURE OF  
[00:16:14] OUR CRITICAL GATEWAY. ASSET PRESERVATION  
[00:16:18] ITEMS INCLUDE ITEM EIGHT E, WHICH WILL  
[00:16:20] REHABILITATE THE FENDER SYSTEM APPEAR 66  
[00:16:23] THAT WERE ORIGINALLY INSTALLED IN 1998.  
[00:16:25] ITEM EIGHT F WILL REHABILITATE PILE CAPS  
[00:16:28] ON THE EAST SIDE OF PEER 90 AND TERMINAL  
[00:16:30] 91 AND ITEM EIGHT G WILL REPLACE  
[00:16:33] DOMESTIC UNDERDOCK WATER LINES AT PEER  
[00:16:36] 90 AND 91. THERE'S ALSO A NUMBER  
[00:16:40] OF ITEMS ON TODAY'S AGENDA TO  
[00:16:41] DEMONSTRATE OUR COMMITMENT TO GREENHOUSE  
[00:16:43] GAS REDUCTION AND ENVIRONMENTAL  
[00:16:44] STEWARDSHIP, WHICH COMMISSIONER FELLEMAN  
[00:16:47] HIGHLIGHTED AS WELL. ITEM 80 ON OUR  
[00:16:49] CONSENT AGENDA IS AN AUTHORIZATION TO  
[00:16:52] EXPAND SNOW STORAGE AT SEA WHEN  
[00:16:55] UNTREATED MELTWATER DISCHARGES OUTSIDE  
[00:16:57] THE DESIGNATED AREAS. IT CAN NEGATIVELY  
[00:16:59] IMPACT WATER QUALITY AND ADJACENT CREEKS  
[00:17:02] AND PUT US OUT OF COMPLIANCE WITH OUR  
[00:17:03] PERMIT REQUIREMENTS. THIS PROJECT WILL  
[00:17:06] EXPAND THE DESIGNATED AREAS AVAILABLE  
[00:17:08] FOR SNOW STORAGE AND PROVIDE A  
[00:17:10] REGULATORY COMPLIANT CAPTURE OF  
[00:17:12] MELTWATER FOR TYPICAL WINTER SNOW  
[00:17:14] EVENTS. THERE ARE ALSO A NUMBER OF NEW  
[00:17:16] BUSINESS ITEMS RELATED TO OUR  
[00:17:18] ENVIRONMENTAL EFFORTS. FIRST, YOU WILL  
[00:17:20] RECEIVE A BRIEFING AND RECOMMENDATION TO  
[00:17:22] MODIFY OUR GREENHOUSE GAS OBJECTIVES  
[00:17:24] THAT WILL BE FOLLOWED BY COMMISSION  
[00:17:26] ORDER TO ACCELERATE OUR REDUCTION  
[00:17:27] TARGETS AND THEN A FIRST READING OF  
[00:17:29] RESOLUTION TO ADOPT CHARTING, OF COURSE,  
[00:17:31] TO ZERO. THESE ACTIONS REFLECT OUR  
[00:17:34] COMMITMENT TO BECOMING THE GREENEST AND  
[00:17:35] MOST SUSTAINABLE PORT IN NORTH AMERICA.  
[00:17:39] FINALLY, YOU ALSO BE BRIEFED ON OUR FIVE  
[00:17:41] YEAR PLAN OF FINANCE TO SUPPORT OUR

[00:17:43] CAPITAL INVESTMENTS IN AVIATION,  
[00:17:45] MARITIME AND ECONOMIC DEVELOPMENT  
[00:17:46] PROJECTS. THIS WILL INCLUDE A DISCUSSION  
[00:17:48] ABOUT OUR RECOMMENDATIONS FOR THE FORT'S  
[00:17:50] PROPERTY TAX LEVY FOR NEXT YEAR AS WELL.  
[00:17:53] MORE TO SAY THAT ON THE AGENDA. WHEN I  
[00:17:55] INTRODUCED THE ITEM, COMMISSIONER CHO  
[00:17:57] CONCLUDES MY REMARKS. THANK YOU.  
[00:18:04] YOU'RE MUTED, COMMISSIONER FELLEMAN.  
[00:18:11] YOU'RE STILL MUTED, SIR.  
[00:18:18] I'M SORRY FOR THAT. MOVING ON.  
[00:18:21] DO WE HAVE ANY COMMITTEE ACTIONS,  
[00:18:25] AARON, THAT YOU WOULD LIKE TO TELL US  
[00:18:26] ABOUT? YES. THANK YOU. COMMISSION  
[00:18:29] PRESIDENT FELLEMAN. THERE WERE NO  
[00:18:31] COMMITTEE MEETINGS. WAIT. THERE WERE NO  
[00:18:34] COMMITTEE MEETINGS IN THE LAST TWO  
[00:18:36] WEEKS. ACTUALLY, WE DID HAVE STARTED A  
[00:18:37] CC COMMITTEE ON OCTOBER 19 THAT  
[00:18:42] WAS CONVENED BY COMMISSIONERS BOWMAN AND  
[00:18:45] STEINBRUECK. THE FIRST PORTION OF THE  
[00:18:47] MEETING WAS PUBLIC AND NOTICED AS WE HAD  
[00:18:49] A QUORUM WITH BOWMAN, STEINBRUECK, AND  
[00:18:51] CALKIN PARTICIPATING, THE THREE  
[00:18:53] COMMISSIONERS RECEIVED A BRIEFING TO  
[00:18:57] DISCUSS ZERO EMISSION CRUISE VEHICLES.  
[00:18:59] WHILE THOSE SPECIFIC RECOMMENDATIONS  
[00:19:01] WERE DEVELOPED, DISCUSSIONS INCLUDING  
[00:19:03] SETTING GOALS WITH CRUISE LINES AND  
[00:19:04] ENGAGING WITH OUR PARTNERS IN ALASKA.  
[00:19:06] THE COMMITTEE ALSO RECEIVED AN UPDATE ON  
[00:19:09] THE C1 DESIGN PROCESS AT THE AIRPORT.  
[00:19:11] THERE WAS ALSO DISCUSSION AROUND WATER  
[00:19:13] SAVING SYSTEMS, LIFE CYCLE COSTS, THE  
[00:19:15] COSTS AND BENEFITS OF SOLAR ENERGY.  
[00:19:18] FINALLY, DISCUSSION ON SINGLE USE  
[00:19:19] PLASTICS, WHICH LARGELY DEFERRED UNTIL  
[00:19:21] THE NEXT MEETING OF THE COMMITTEE. THE  
[00:19:23] AVIATION COMMITTEE WAS SCHEDULED TO  
[00:19:25] MEET, BUT WE BROKE UP THAT AGENDA TO  
[00:19:26] HAVE COMMISSIONER STEINBRUECK AND CALKINS  
[00:19:28] REVIEW THE WINE ARRIVALS PRESENTATION.  
[00:19:30] THE COMMITTEE HAS BEEN RESCHEDULED TO  
[00:19:32] NOVEMBER 11 TO REVIEW THE ADR AIRPORT  
[00:19:34] DINING AND RETAIL MASTER PLANNING EFFORT  
[00:19:37] THAT CONCLUDES MY REPORT. THANK YOU.  
[00:19:40] THANK YOU FOR THAT. ARE THERE ANY FOLLOW  
[00:19:41] UP QUESTIONS FOR AARON REGARDING THE  
[00:19:45] COMMITTEE REPORT?  
[00:19:48] I DON'T SEE ANY AT THIS TIME, SO THE  
[00:19:52] COMMISSION WILL NOW ACCEPT GENERAL  
[00:19:53] PUBLIC COMMENTS FROM THOSE WHO'VE SIGNED  
[00:19:55] UP TO SPEAK ON ITEMS RELATED TO THE  
[00:19:57] PORT. WRITTEN MATERIALS PROVIDED TO THE  
[00:20:00] CLERK WILL BE INCLUDED IN TODAY'S  
[00:20:01] MEETING. RECORD. THE CLERK HART A LIST  
[00:20:04] OF ALL THOSE PREPARED TO SPEAK AS THE  
[00:20:06] CLERK CALLS. YOUR NAME WILL OPEN THE  
[00:20:08] LINE AND COMMENTERS WILL HAVE TO UNMUTE  
[00:20:10] THEMSELVES. THEN PLEASE REPEAT YOUR  
[00:20:12] NAME. FOR THE RECORD. IF YOU'RE ON THE  
[00:20:14] TEAM'S MEETING AND ARE ALSO STREAMING  
[00:20:16] THE MEETING, PLEASE MUTED THE VIDEO.



[00:20:20] TO AVOID FEEDBACK, PLEASE NOTE THAT  
[00:20:22] THERE WILL BE A SHORT TIME LAG ON THE  
[00:20:24] VIDEO STREAM COMMENT PERIOD WILL BE  
[00:20:27] LIMITED TO TWO MINUTES PER PERSON.  
[00:20:29] CLERK HART, PLEASE CALL THE ROLL.  
[00:20:40] CLERK HART?  
[00:20:53] I DO HAVE A LIST OF THE SPEAKERS AS  
[00:20:55] WELL, BUT I WOULD IMAGINE CLARK WOULD  
[00:20:59] LIKE TO INITIATE THAT, BUT WE DO  
[00:21:02] HAVE DEBORAH SMITH HERE OR HER  
[00:21:06] REPRESENTATIVE THEREOF FROM CD LIGHT,  
[00:21:09] SO I REALLY DO APPRECIATE YOU TAKING THE  
[00:21:11] TIME TO BRING US. I SEE THAT CLERK HART  
[00:21:15] NEEDS TO LEAVE THE MEETING AND COME BACK  
[00:21:16] TO REGAIN HER AUDIO. BUT PERHAPS YOU  
[00:21:21] COULD SAY YOUR NAME AND AFFILIATION FOR  
[00:21:23] THE RECORD, DEBORAH, THANK YOU FOR  
[00:21:25] JOINING US. THANK YOU SO MUCH.  
[00:21:27] PRESIDENT FELLEMAN AND COMMISSIONER CHO,  
[00:21:29] ALSO EXECUTIVE DIRECTOR METRUCK. MY NAME  
[00:21:32] IS DEBORAH SMITH, AND I'M THE GENERAL  
[00:21:33] MANAGER AND CEO OF SEATTLE CITY LIGHT.  
[00:21:36] AND I'M JUST HERE TO APPRECIATE THE GOOD  
[00:21:40] WORK THAT WE'RE DOING TOGETHER AND THE  
[00:21:41] SPIRIT OF COOPERATION AND COLLABORATION  
[00:21:43] THAT WE HAVE FOUND. CITY LIGHTS PLEASED  
[00:21:46] TO PARTNER WITH BOTH THE PORT AND  
[00:21:49] NORTHWEST SEAPORT ALLIANCE ON THE  
[00:21:50] SEATTLE WATERFRONT CLEAN ENERGY  
[00:21:53] STRATEGY. WE'RE EXCITED TO FOLLOW  
[00:21:55] THROUGH ON A COMMITMENT WE MADE WITH THE  
[00:21:57] PORT OVER TWO YEARS AGO TO JOINTLY  
[00:21:59] CREATE A CLEAN ENERGY FUTURE THAT WILL  
[00:22:01] BENEFIT OUR CUSTOMERS, THE REGION, AND  
[00:22:04] ITS RESIDENTS. SEATTLE THE CITY OF  
[00:22:06] SEATTLE HAS AN AMBITIOUS TARGET TO  
[00:22:08] ACHIEVE NET ZERO GREENHOUSE GAS  
[00:22:11] EMISSIONS BY 2050, WITH CHECK INS ALONG  
[00:22:14] THE WAY. THE WATERFRONT CLEAN ENERGY  
[00:22:16] STRATEGY WILL HAVE MAJOR POSITIVE  
[00:22:18] IMPACTS ON REGIONAL GREENHOUSE GAS  
[00:22:21] EMISSIONS AND OUR LOCAL AIR QUALITY.  
[00:22:24] CITY LIGHT IS POSITIONED TO BE A MAJOR  
[00:22:26] PART OF HELPING THE PORT REACH THIS  
[00:22:28] TARGET BY ENABLING AND FACILITATING  
[00:22:30] ELECTRIFICATION AS OUTLINED IN OUR  
[00:22:33] TRANSPORTATION ELECTRIFICATION STRATEGIC  
[00:22:36] INVESTMENT PLAN. AND THAT IS A MOUTHFUL  
[00:22:38] I WILL TELL YOU AND OUR STRATEGIC PLAN.  
[00:22:41] THE UTILITY IS COMMITTED TO  
[00:22:42] TRANSITIONING MARITIME TRANSPORTATION  
[00:22:45] CUSTOMERS FROM EMISSION BASED  
[00:22:47] TECHNOLOGIES TO CLEAN ENERGY. THE  
[00:22:50] BENEFITS OF THIS ELECTRIFICATION EFFORT  
[00:22:53] EXTEND BEYOND THE MARITIME SECTOR. THIS  
[00:22:55] WORK WILL HELP ADDRESS ENVIRONMENTAL  
[00:22:57] BURDENS THAT HAVE BEEN BORN BY  
[00:22:59] HISTORICALLY DISADVANTAGED COMMUNITIES  
[00:23:02] ALONG THE WATERFRONT INTO WALMART RIVER  
[00:23:04] WATERSHED. CURRENTLY, THE CITY  
[00:23:07] ESTIMATES, CITY LIGHT ESTIMATES MARITIME  
[00:23:09] TRANSPORTATION ELECTRIFICATION WILL  
[00:23:12] RESULT IN MORE THAN 100 MW OF POTENTIAL

[00:23:15] NEW LOAD BY 2040 ALONG THE WATERFRONT.  
[00:23:19] AND I WANT TO ASSURE YOU THAT WE ARE  
[00:23:20] WELL EQUIPPED TO DEAL WITH THE IMPACTS  
[00:23:23] OF THAT ADDITIONAL LOAD. AND WE ARE  
[00:23:25] LOOKING CREATIVELY AND AT INNOVATIVE  
[00:23:27] SOLUTIONS THAT WILL HELP US MEET THAT  
[00:23:30] LOW GROWTH AND REALIZE THE SUBSTANTIAL  
[00:23:32] ENVIRONMENTAL AND ECONOMIC BENEFITS.  
[00:23:35] HOWEVER, CONGESTED STREETS DO MAKE  
[00:23:38] UTILITY DESIGN PERMITTING AND  
[00:23:40] CONSTRUCTION PROHIBITIVELY EXPENSIVE AND  
[00:23:42] CHALLENGING ALONG THE WATERFRONT.  
[00:23:44] THEREFORE, PROACTIVE CAPITAL INVESTMENT  
[00:23:47] PLANNING IS CRITICAL, AND THAT'S WHY THE  
[00:23:49] PARTNERSHIP IS SO IMPORTANT TO US,  
[00:23:50] BECAUSE IF WE CAN WORK TOGETHER ON THE  
[00:23:52] FRONT END, WE CAN CREATE SOLUTIONS THAT  
[00:23:54] BOTH MOVE US ALONG ON OUR SHARED  
[00:23:57] EMISSIONS GOALS BUT ALSO ARE THE LEAST  
[00:24:00] DISRUPTIVE TO THE COMMUNITIES AND THE  
[00:24:02] PEOPLE THAT WE SERVE. THE OUTPUTS OF THE  
[00:24:04] WATERFRONT CLEAN ENERGY STRATEGY WILL  
[00:24:06] HELP CITY LIGHT IDENTIFY AND PRIORITIZE  
[00:24:09] PLANNING EFFORTS, FUNDING OPPORTUNITIES,  
[00:24:11] AND CAPITAL IMPROVEMENT PROJECTS. AND  
[00:24:14] LASTLY, OUR PARTNERSHIP WITH THE PACIFIC  
[00:24:17] NORTHWEST NATIONAL LAB AND OUR CONTINUED  
[00:24:20] JOINT ADVOCACY FOR STATE FEDERAL CLEAN  
[00:24:23] ENERGY POLICY AND INVESTMENTS ARE  
[00:24:25] CRITICAL TO SUCCESSFULLY IMPLEMENTING  
[00:24:27] THE STRATEGY. AND I JUST WANT TO SAY IT  
[00:24:29] IS A PLEASURE WORKING WITH YOUR TEAM.  
[00:24:31] AND TOGETHER, WE ARE NOT ONLY WORKING TO  
[00:24:35] CLEAN UP SEATTLE, BUT WE ARE  
[00:24:38] REPRESENTING THE FUTURE. AND A LOT OF  
[00:24:40] FOLKS ARE LOOKING AT WHAT WE ARE DOING,  
[00:24:42] AND I KNOW THAT WE ARE DOING IT WELL AND  
[00:24:45] WE WILL HAVE TREMENDOUS SUCCESS. THANK  
[00:24:47] YOU SO MUCH FOR YOUR TIME TODAY. WELL,  
[00:24:50] THANK YOU, DEBORAH, FOR THAT PARTNERSHIP  
[00:24:52] AND THE LEADERSHIP OF CITY LIGHT FOR  
[00:24:54] MANY YEARS. I WOULD LIKE TO JUST SEE  
[00:24:58] IF OUR COMMISSIONERS HAVE ANY QUESTIONS  
[00:25:01] FOR YOU, GIVEN THAT YOU ARE VALUING  
[00:25:03] YOURSELF TO US IN THIS TIME AND REALLY  
[00:25:06] ARE VERY EXCITED ABOUT PROCEEDING WITH  
[00:25:08] YOU. AND I JUST WANT TO NOTE THAT  
[00:25:10] WHETHER OR NOT THE COAST GUARD EXPANDS  
[00:25:11] THEIR FOOTPRINT ON THE WATERFRONT, THEY  
[00:25:14] WILL HAVE ADDITIONAL ELECTRICAL NEEDS  
[00:25:17] FOR THEIR NEWER SHIPS AND LOOK FORWARD  
[00:25:19] TO HAVING A FEDERAL PARTNERSHIP IN THAT  
[00:25:22] REGARD AS WELL. BUT CLERK HART, IF YOU  
[00:25:24] COULD QUICKLY GO THROUGH THE ROLE TO SEE  
[00:25:26] IF WE CAN TAKE USE OF DEBORAH'S  
[00:25:29] AVAILABILITY.  
[00:25:35] CLERK HART, IF YOU'RE STILL HAVING A  
[00:25:37] CHALLENGE, I WILL CALL AROUND THE HORN  
[00:25:40] HERE. I SEE. PETER. COMMISSIONER  
[00:25:42] STEINBRUECK, DO YOU HAVE YOUR HAND UP?  
[00:25:45] YEAH, I CAN WAIT IF THERE ARE OTHERS,  
[00:25:47] IF YOU'RE GOING IN ORDER, BUT GO FOR IT.  
[00:25:50] OKAY. THANKS SO MUCH, DEBORAH SMITH,

[00:25:53] IT'S GREAT TO HEAR AND SEE YOU IN  
[00:25:56] VIRTUAL PERSON, AND IT TRULY IS  
[00:26:00] A GREAT PARTNERSHIP, AND WE HAVE MUCH TO  
[00:26:03] WORK FOR IN THE FUTURE. I DO WANT TO ASK  
[00:26:06] YOU ONE SPECIFIC QUESTION THAT I  
[00:26:08] CONTINUE TO HEAR RUMORED IS THAT WE'RE  
[00:26:11] GOING TO RUN OUT A CLEAN ENERGY BEFORE  
[00:26:13] LONG. AND WITH ALL THESE HOOKUPS AND ALL  
[00:26:16] THE NEW DEMAND THAT IS BEING CREATED AS  
[00:26:19] WE SWAP OUT FOSSIL FUELS FOR CLEAN  
[00:26:23] HYDROELECTRIC POWER AND OTHER SOURCES,  
[00:26:26] HOW WELL POSITIONED IS CITY LIGHT TO  
[00:26:30] MAINTAIN AND CONTINUE THE CLEAN ENERGY  
[00:26:33] IT PROVIDES INTO THE FUTURE? LET ME JUST  
[00:26:35] MENTION I WAS ONE OF THE CITY COUNCIL  
[00:26:38] MEMBERS WHO ADOPTED 100% RENEWABLE  
[00:26:41] ENERGIES FOR CITY LIGHT WHEN I SERVED ON  
[00:26:43] THE CITY COUNCIL. AND I THANK YOU FOR  
[00:26:45] FULFILLING THAT MISSION. THANK YOU SO  
[00:26:48] MUCH, COMMISSIONER CHO. SO I KNOW THAT  
[00:26:51] QUESTION FREQUENTLY COMES UP. WE ARE  
[00:26:53] FORTUNATE AND BLESSED TO BE A LONG  
[00:26:56] UTILITY, WHICH MEANS IN THE COURSE OF A  
[00:26:57] YEAR WE GENERALLY HAVE MORE POWER  
[00:27:00] AVAILABLE TO US BOTH WHAT WE GENERATE  
[00:27:03] AND WHAT'S UNDER CONTRACT TO US FROM THE  
[00:27:05] BONNEVILLE POWER ADMINISTRATION AND  
[00:27:07] OTHERS TO MEET OUR LOAD AND TO BE ACTIVE  
[00:27:10] PARTICIPANTS IN THE WHOLESALE MARKET.  
[00:27:12] SO WHILE ON ANY GIVEN DAY, WE ARE OFTEN  
[00:27:16] BUYING AND SELLING, WE DO BELIEVE THAT  
[00:27:19] WE HAVE ADEQUATE TIME. AND THAT'S PART  
[00:27:21] OF WHY THIS COOPERATIVE PLANNING IS SO  
[00:27:24] IMPORTANT TO US THAT WE HAVE THE  
[00:27:25] OPPORTUNITY TO LEARN FROM AND UNDERSTAND  
[00:27:27] WHAT THE FUTURE PLANS OF THE PORT AND  
[00:27:29] NORTHWEST SEAPORT ALLIANCE ARE AND WE  
[00:27:31] CAN ARRANGE TO AND HAVE ADDITIONAL  
[00:27:34] RESOURCES AVAILABLE. A COUPLE OF REALLY  
[00:27:36] COOL THINGS ARE HAPPENING RIGHT NOW IN  
[00:27:37] THE NORTHWEST. ONE IS A RESOURCE  
[00:27:40] ADEQUACY PROGRAM THAT WILL ALLOW ALL OF  
[00:27:42] THE UTILITIES IN THE NORTHWEST TO SHARE  
[00:27:45] RESERVES AND TO ACCESS POWER WHEN  
[00:27:47] NEEDED. AND THAT IS ONE STEP ALONG WHAT  
[00:27:50] WILL LIKELY BE A CONTINUED TRANSITION IN  
[00:27:53] THE WEST TO A MORE ORGANIZED MARKET. WE  
[00:27:55] DON'T KNOW WHAT THAT WILL LOOK LIKE. WE  
[00:27:57] DON'T KNOW THAT IT WILL EVER BE AN RTO  
[00:28:00] PER SE, BUT WE DO KNOW THAT ORGANIZED  
[00:28:02] MARKETS ALLOW US TO INTEGRATE MORE  
[00:28:04] RENEWABLE RESOURCES. THEY MAKE IT COST  
[00:28:06] EFFECTIVE AND EFFICIENT, AND THEY ALLOW  
[00:28:09] US TO TAKE ADVANTAGE BEST ADVANTAGE OF  
[00:28:11] THE TRANSMISSION ASSETS WE HAVE. SO I AM  
[00:28:14] NOT WORRIED. AND I AM THANKFUL THAT WE  
[00:28:16] GET TO WORK WITH STEVE AND OTHERS NOW SO  
[00:28:18] THAT WE CAN ANTICIPATE THOSE NEEDS AND  
[00:28:20] PLAN FOR THEM. THANK YOU. VERY GOOD.  
[00:28:23] I UNDERSTAND THAT CLAIRE CARD IS STILL  
[00:28:25] HAVING CHALLENGES WITH HER CONNECTION,  
[00:28:28] BUT AUBREE, WERE YOU GOING TO GO THROUGH  
[00:28:30] THE REST OF THE COMMISSIONERS OR I

[00:28:34] CAN JUST CONTINUE COMMISSIONER CHO UP.  
[00:28:40] THANK YOU. COMMISSIONER FELLEMAN, CEO  
[00:28:42] SMITH, THANK YOU FOR JOINING US. THANK  
[00:28:44] YOU FOR THE SUPPORTING WORK ON ALL OF  
[00:28:46] THIS AND THE OPPORTUNITY FOR  
[00:28:47] COLLABORATION MOVING FORWARD. PETER  
[00:28:51] ANTICIPATED MY FIRST QUESTION, WHICH WAS  
[00:28:53] HOW COMFORTABLE DO YOU FEEL ABOUT  
[00:28:55] MEETING THE INCREASED DEMAND THAT MIGHT  
[00:28:57] COME FROM ADDITIONAL HOOKUPS AT THE  
[00:28:58] WATERFRONT AND THE CONVERSION OF MUCH OF  
[00:29:01] OUR TRANSPORTATION GRID AND POTENTIALLY  
[00:29:04] OUR RESIDENTIAL AND COMMERCIAL BUILDINGS  
[00:29:06] TO ELECTRICITY FROM NATURAL GAS? FOR ME,  
[00:29:09] THE COMMENT I WOULD SHARE IS THAT IS  
[00:29:13] JUST TO MAKE YOU AWARE THAT WE ARE QUITE  
[00:29:16] INTERESTED IN THE NASCENT PACIFIC COAST  
[00:29:19] OFFSHORE RENEWABLE ENERGY MARKET, IN  
[00:29:22] PARTICULAR. INITIALLY, THE PLANS BY  
[00:29:26] CALIFORNIA IN OREGON TO TRY TO BRING  
[00:29:28] ONLINE FLOATING OFFSHORE WIND TURBINES  
[00:29:31] AND THE POTENTIAL FOR THE PORT OF  
[00:29:32] SEATTLE AND PORT TACOMA THROUGH THE  
[00:29:33] SEAPORT ALLIANCE TO PARTICIPATE AS PART  
[00:29:36] OF THAT SUPPLY CHAIN. BUT MY HOPE IS  
[00:29:39] THAT DOWN THE ROAD, WE WOULD GET TO THE  
[00:29:41] PORT WHERE THAT INDUSTRY WAS MATURE  
[00:29:43] ENOUGH, AND OUR NEED IN SEATTLE WAS  
[00:29:47] GREAT ENOUGH THAT WE COULD POTENTIALLY  
[00:29:48] BE SERVING OURSELVES HERE IN SEATTLE  
[00:29:50] WITH SOME OF THAT OFFSHORE RENEWABLE  
[00:29:52] ENERGY, PARTICULARLY AS WE THINK ABOUT  
[00:29:54] WAYS THAT IT MIGHT SERVE A GREEN  
[00:29:56] HYDROGEN MARKET THAT COULD REPLACE SOME  
[00:29:58] OF OUR FOSSIL FUELS IN HEAVY INDUSTRY  
[00:30:00] AND IN SHIPPING. I JUST WANT TO MAKE YOU  
[00:30:03] AWARE THAT THAT IS A PROJECT. WE'RE  
[00:30:06] HOPING TO PASS A BUDGET WITH SOME  
[00:30:07] FUNDING FOR A STUDY OF THE ROLE THAT THE  
[00:30:11] PORT OF SEATTLE COULD PLAY IN OFFSHORE  
[00:30:12] WIND ON THE WEST COAST. AND I PROMISE TO  
[00:30:16] KEEP YOU INFORMED AS WE MOVE FORWARD AND  
[00:30:17] LEARN MORE ABOUT IT. THAT WOULD BE SO  
[00:30:20] AWESOME. AND JUST NOTE TO YOU BEFORE  
[00:30:24] I CAME TO SEATTLE, I ACTUALLY WAS THE  
[00:30:25] GENERAL MANAGER OF A TRANSMISSION AND  
[00:30:28] DISTRIBUTION UTILITY ALONG THE OREGON  
[00:30:30] COAST, AND SO HAVE QUITE A BIT OF  
[00:30:32] FAMILIARITY NOT ONLY WITH OFFSHORE WIND  
[00:30:34] AND PARTICIPATE IN A STUDY PROJECT WITH  
[00:30:37] THE GOVERNOR OF OREGON AT THE TIME, BUT  
[00:30:40] ALSO TAKE A LOOK AT OFFSHORE WAVE  
[00:30:42] ENERGY, WHICH IS ALSO VERY COOL. AND THE  
[00:30:45] UTILITY THAT I WORKED WITH CENTRAL  
[00:30:48] LINCOLN PUD, IS ACTUALLY THE SITE OF ONE  
[00:30:50] OF THE TEST BEDS THAT IS BEING  
[00:30:52] INTEGRATED INTO THE GRID OFF OF IN  
[00:30:55] BETWEEN NEWPORT, OREGON AND JUST SOUTH  
[00:30:58] OF THERE. SO I WORKED WITH DOE ON THAT  
[00:31:02] AND OREGON STATE UNIVERSITY, WHO WAS  
[00:31:04] KIND OF IN A LEAD ROLE. SO THERE IS HUGE  
[00:31:07] OPPORTUNITY, AND I THINK THE GOAL IS TO  
[00:31:09] BRING COSTS DOWN, OBVIOUSLY, AND IT

[00:31:12] SEEMS TO ME OR IT STRIKES ME THAT THE  
[00:31:14] PORT COULD BE A REALLY INTERESTING THERE  
[00:31:17] COULD BE A REALLY INTERESTING BUSINESS  
[00:31:18] MODEL FOR THAT. I'D LOVE TO TALK TO YOU  
[00:31:20] ABOUT IT FURTHER. YOU BET WE'LL GET  
[00:31:22] COFFEE. THANK YOU. I'D LOVE THAT. TAKE  
[00:31:25] CARE. THANK YOU. COMMISSIONER CHO.  
[00:31:29] HI. THANK YOU SO MUCH FOR BEING HERE  
[00:31:31] WITH US. DEBORAH, I REALLY APPRECIATE  
[00:31:33] YOU MAKING TIME. I ALSO WOULD LOVE TO  
[00:31:35] GET COFFEE WITH YOU, FIRST OF ALL, BUT  
[00:31:39] IN PARTICULAR, BECAUSE I THINK AS WE  
[00:31:41] TALK ABOUT ELECTRIFICATION AND  
[00:31:43] SUSTAINABILITY ON THE WATERFRONT, I  
[00:31:45] THINK THERE'S SPACE FOR US TO GO TO OUR  
[00:31:47] PARTNERS IN THE STATE LEGISLATURE FOR  
[00:31:48] SOME HELP. SO I WOULD REALLY LOVE TO SEE  
[00:31:51] THE PORT OF SEATTLE AND CITY LIGHTS WORK  
[00:31:55] TOGETHER IN OLYMPIA TO SEE WHAT WE CAN  
[00:31:57] DO ON A STATE LEVEL TO GET SOME SUPPORT.  
[00:31:59] AND SO WE WOULD LOVE TO CHAT ABOUT THAT  
[00:32:02] WITH YOU WHEN WE GET OUR COFFEE. I THINK  
[00:32:05] THAT'S GREAT. AND I THINK WE ARE  
[00:32:07] BUILDING SOME GREAT SUCCESS. AND I  
[00:32:09] DIDN'T REALLY TALK ABOUT THE HYDRO  
[00:32:11] PIECE, BUT SOME OF THE WORK THAT WE ARE  
[00:32:14] DOING COLLABORATIVELY IS LOOKING AT  
[00:32:16] HYDROGEN APPLICATIONS. AND WE ARE  
[00:32:20] WORKING WITH MY COMMENT ABOUT WORKING  
[00:32:22] WITH THE NATIONAL LABS. WE COMMITTED AT  
[00:32:25] THE START OF THE PANDEMIC TO PUT  
[00:32:26] TOGETHER A PORTFOLIO OF PROJECTS. A  
[00:32:28] NUMBER OF THEM INVOLVED THE PORT AND SEE  
[00:32:31] PORT ALLIANCE. AND WE ARE ACTIVELY OUT  
[00:32:33] RECRUITING FOR FUNDS. AND AS YOU WELL  
[00:32:36] KNOW, A LOT OF TIMES, THAT MEANS  
[00:32:40] COMBINING STATE, FEDERAL AND OTHER  
[00:32:42] FUNDING SOURCES. SO RIGHT NOW, WE'VE  
[00:32:44] BEEN FORTUNATE TO RECEIVE SOME EARLY  
[00:32:46] GRANTS AND STUDY GRANTS, AND WE ARE  
[00:32:47] READY TO ROLL WHEN INFRASTRUCTURE  
[00:32:50] FUNDING ACTUALLY BECOMES AVAILABLE. SO  
[00:32:52] I'D LOVE TO TALK WITH YOU ABOUT THAT.  
[00:32:53] PERFECT. EXACTLY WHAT I MEANT. THANK YOU  
[00:32:55] SO MUCH. THANK YOU. THANK YOU SO MUCH  
[00:32:58] FOR THAT. COMMISSIONER BOWMAN, DO YOU  
[00:33:01] HAVE ANY CAFFEINE YOU'D LIKE TO DRINK  
[00:33:04] WITH CEO SMITH?  
[00:33:09] I ALSO DRINK WINE JUST SO YOU KNOW, I  
[00:33:11] DRINK COFFEE AND I DRINK WINE. WELL,  
[00:33:14] THAT'S WHERE I WAS GOING. DEBORAH, YOU  
[00:33:18] CAN MEET WITH THE GENTLEMAN FOR COFFEE,  
[00:33:20] AND YOU AND I WILL DO WINE. AND CLEARLY,  
[00:33:22] THERE'S A LOT TO TALK ABOUT. AND SO I  
[00:33:25] PARTNERSHIP. YOU'VE GOT AMAZING STAFF.  
[00:33:27] AND I REALLY THINK YOU'RE TAKING SEATTLE  
[00:33:29] CITY LIGHT IN A WONDERFUL NEW DIRECTION.  
[00:33:31] AND WE DO HAVE SO MANY DOZENS OF  
[00:33:34] OPPORTUNITIES TO REDUCE OUR CARBON  
[00:33:36] FOOTPRINT, WHETHER IT'S ZERO MISSION  
[00:33:38] DRAINAGE TRUCKS OR THE CRUISE VESSELS.  
[00:33:41] AND, OF COURSE, LOTS OF THINGS AT THE  
[00:33:43] AIRPORT AS WELL. SO REALLY APPRECIATE

[00:33:44] YOU THINKING OUTSIDE THE BOX AND LOOK  
[00:33:46] FORWARD TO MEETING WITH YOU SOON AS  
[00:33:48] WELL. THANKS VERY MUCH. AND I WILL JUST  
[00:33:51] SAY I HAVE TO GIVE A SHOUT OUT TO MY  
[00:33:52] COLLEAGUE, MARSHALL FOSTER, WHO I KNOW  
[00:33:54] HAS DONE A TON OF WORK WITH YOU ALL.  
[00:33:56] AND IT WAS WHEN I WAS FAIRLY NEW TO THE  
[00:33:58] CITY AND I'VE BEEN HERE NOW THREE YEARS  
[00:33:59] THAT MARSHALL AND I STARTED TALKING  
[00:34:01] ABOUT THIS CONCEPT OF ONE SEATTLE. AND  
[00:34:03] WHAT IF WE REALLY WORK TOGETHER? AND THE  
[00:34:05] PLACE WHERE WE THOUGHT ABOUT THAT FIRST  
[00:34:06] WAS WITH RESPECT TO THE WATERFRONT  
[00:34:08] DEVELOPMENT, TO WORK WITH THE PORT AND  
[00:34:10] NORTHWEST SEAPORT ALLIANCE. SO I'M  
[00:34:13] REALLY HAPPY TO CONTINUE TO BUILD ON  
[00:34:14] THAT AND CAN'T THINK OF A BETTER PARTNER  
[00:34:17] THAN ALL OF YOU. SO THANK YOU SO MUCH.  
[00:34:21] THANK YOU, CEO SMITH. AND WHAT A GREAT  
[00:34:24] WAY TO START OFF OUR MEETING, ALTHOUGH  
[00:34:27] HE DID HAVE US RUN A LITTLE LONG, BUT I  
[00:34:29] DO APPRECIATE THAT KICKING OFF THE  
[00:34:31] CONVERSATION. THANK YOU FOR TAKING THE  
[00:34:33] TIME. YOU HAVEN'T HEARD THE LAST OF US  
[00:34:39] EXECUTIVE METRUCK. I'M SORRY ONCE WE'RE  
[00:34:41] LATE, WE'RE LATE. DO YOU HAVE ANYTHING  
[00:34:42] YOU'D LIKE TO ADD? NO. WE'RE A GREAT  
[00:34:45] PARTNERSHIP WITH CITY LIGHT AND CEO  
[00:34:47] SMITH, AND I WAS JUST WAVING GOODBYE TO  
[00:34:49] HER. THAT'S ALL. COMMISSIONER CHO RIGHT  
[00:34:51] THEN. VERY GOOD. SO FANTASTIC. I DON'T  
[00:34:54] KNOW. DO WE HAVE CLERK HART BACK ON THE  
[00:34:56] LINE?  
[00:34:59] ARE YOU ABLE TO HEAR ME? YES. CAN YOU  
[00:35:01] HEAR ME? YES. OKAY. PERFECT. THANK YOU.  
[00:35:04] I'M SO SORRY FOR THE TECHNICAL  
[00:35:05] DIFFICULTIES TODAY. LET ME GO AHEAD AND  
[00:35:07] GET THE TIMER BACK UP. OUR NEXT SPEAKER  
[00:35:09] IS LEAH MISICK. THANK YOU.  
[00:35:14] HELLO, COMMISSIONERS. THANK YOU FOR THE  
[00:35:16] OPPORTUNITY TO PROVIDE COMMENTS TODAY,  
[00:35:17] AND WE ARE GOING TO TAKE THE CLIMATE  
[00:35:19] SOLUTIONS AND I'D LIKE TO SPEAK TO THE  
[00:35:20] PORT GREENHOUSE GAS EMISSIONS GOALS AND  
[00:35:23] MCAP. I WANT TO START OFF BY EXPRESSING  
[00:35:25] OUR STRONG SUPPORT FOR THE  
[00:35:26] RECOMMENDATION TO ACCELERATE THE PORT  
[00:35:28] EMISSION REDUCTION GOALS. THESE BETTER  
[00:35:30] ALIGN WITH WHAT'S NECESSARY TO AVERT  
[00:35:31] SOME OF THE PORT CONSEQUENCES OF THE  
[00:35:33] CLIMATE CRISIS. WE'RE IN THE MIDST OF AN  
[00:35:35] AMPLIFYING CLIMATE EMERGENCY, AND ALONG  
[00:35:37] WITH MEETING EMISSION REDUCTIONS GOALS  
[00:35:39] BY 2030, 2050 NEAR TERM EMISSION  
[00:35:41] REDUCTIONS REALLY MATTER, SUPPORT  
[00:35:43] UPDATING SCHOOLS IS IMPORTANT, BUT WE  
[00:35:45] NEED TO RESPOND TO ACTIONS STARTING NOW  
[00:35:47] TO MAKE THOSE GOALS MEANINGFUL. WHICH  
[00:35:48] BRINGS ME TO THE MCAP. WE'RE OVERALL  
[00:35:50] SUPPORT OF THE MCAP STRATEGIES AND  
[00:35:52] ACTIONS. BUT WHEN I NOTE, WE REALLY NEED  
[00:35:54] QUICK ACTION AT SCALE, THESE ACTIONS  
[00:35:56] WILL NEED TO BE IMPLEMENTED IN A WAY SO



[00:35:58] THEY'LL MINIMIZE CURRENT DISPARATE AND  
[00:35:59] NEGATIVE IMPACTS ON CERTAIN COMMUNITIES.  
[00:36:01] AND SO BENEFITS FROM ACTION ARE SHARED  
[00:36:03] EQUITABLY WITH THIS IN MIND, I WANT TO  
[00:36:06] SHARE SUGGESTIONS FOR THE MCAP THAT ECHO  
[00:36:07] COMMENTS WE SHARED EARLIER IN A LETTER,  
[00:36:09] WE STRONGLY SUPPORT THE ACTION TO  
[00:36:11] ELIMINATE FOSSIL GAS IN BUILDINGS AND  
[00:36:12] IMMEDIATELY DISCONTINUE INSTALLATION OF  
[00:36:14] FOSSIL GAS. NOT ONLY IS IT A POTENT  
[00:36:16] GREENHOUSE GAS, BUT IT LEADS TO NEGATIVE  
[00:36:18] HEALTH IMPACTS AND BUILDINGS. I WANT TO  
[00:36:20] POINT OUT THE USE OF RENEWABLE NATURAL  
[00:36:22] GAS AND BUILDINGS SHOULD BE DEEMPHASIZED  
[00:36:24] IN THE PLAN, SINCE RNG IS OF LIMITED  
[00:36:26] SUPPLY AND IT SHOULD BE DIRECTED TO ITS  
[00:36:28] HIGHEST AND BEST USES WHERE  
[00:36:29] ELECTRIFICATION IS MORE DIFFICULT. LIKE  
[00:36:31] HEAVY INDUSTRY, WE ALREADY HAVE A PROVEN  
[00:36:33] TECHNOLOGY TO POWER BUILDINGS IN A ZERO  
[00:36:34] CARBON WAY, WHICH IS CLEAN ELECTRICITY.  
[00:36:37] ON THE TRANSPORTATION SIDE, WE SUPPORT  
[00:36:38] ACTIONS TO REPLACE FLEET VEHICLES WITH  
[00:36:40] ELECTRIC VEHICLES AND PILOTING HEAVY  
[00:36:42] DUTY EVS. WE'D ASK SUPPORT TO EXPLICITLY  
[00:36:44] COMMIT TO ALL NEW VEHICLE AND SIMILAR  
[00:36:46] EQUIPMENT PURCHASES BEING ELECTRIC  
[00:36:47] UNLESS THERE'S ABSOLUTELY NOT AN  
[00:36:49] ELECTRIC MODEL FOR THE NEW APPLICATION  
[00:36:51] AND THE ASSET MUST BE IMMEDIATELY  
[00:36:52] REPLACED. RELATEDLY THE PLAN DISCUSSES  
[00:36:54] DROP IN FUELS WHICH ARE NOT ALL THE  
[00:36:56] SAME. THE PORT SHOULD ONLY SUPPORT THOSE  
[00:36:57] DROP IN FUELS THAT LEAD TO GREATEST  
[00:36:59] EMISSION REDUCTIONS LIKE R 99 RENEWABLE  
[00:37:01] DETAIL AND HIGHER BIOFUEL LENS. THEY  
[00:37:03] SHOULD ALSO NOT BE USED AS AN OBSTACLE  
[00:37:05] OR REASON DELAY ELECTRIFICATION AND I  
[00:37:07] APPRECIATE HEARING FROM CITY MY CEO  
[00:37:09] SMITH ON PARTNERING ON ELECTRIFICATION.  
[00:37:11] THIS COLLABORATION IS REALLY IMPORTANT  
[00:37:13] AND I REALLY ENCOURAGE YOU TO UTILIZE  
[00:37:15] GREEN LEASE AGREEMENTS, WORK WITH THE  
[00:37:16] SEAPORT ALLIANCE TO ACCELERATE DRAG  
[00:37:18] ELECTRIFICATION, IMPLEMENT INCENTIVES  
[00:37:20] AND POLICY TO EASE THE TRANSITION AND  
[00:37:22] UTILIZE LAND FOR PROPERTY AND CHARGING.  
[00:37:24] PLEASE CONTINUE TO ENGAGE WITH NEWPORT  
[00:37:26] COMMUNITIES TO ADDRESS THEIR CONCERNS  
[00:37:27] AND ENSURE THEY'RE BENEFITING. AND I'M  
[00:37:29] HAPPY TO ANSWER ANY QUESTIONS OR  
[00:37:30] DISCUSS. THANK YOU, EVERYONE. WELL,  
[00:37:34] THANK YOU SO MUCH, LEAH. WE WILL  
[00:37:36] DEFINITELY BE CONTINUING OUR PARTNERSHIP  
[00:37:39] WITH CLIMATE SOLUTIONS, SO THANK YOU  
[00:37:41] VERY MUCH. YES, THANK YOU VERY MUCH.  
[00:37:44] APPRECIATE IT. MR. COMMISSION PRESIDENT,  
[00:37:48] OUR NEXT SPEAKER IS MIRANDA MARTY  
[00:37:58] MIRANDA, IF YOU'RE ON THE TELEPHONE AT  
[00:38:00] STAR SIX TO UNMUTE AND  
[00:38:08] WE CAN GO BACK AND CALL FOR MIRANDA  
[00:38:10] MOVING TO JORDAN VAN BOAST.  
[00:38:19] JORDAN, ARE YOU ON THE LINE?

[00:38:22] GOOD AFTERNOON, PORT COMMISSIONER CHO,  
[00:38:24] DIRECTOR METRUCK. MY NAME IS JORDAN VAN  
[00:38:26] BOSS. I'M HERE TO SPEAK ABOUT THE PORT  
[00:38:28] OF SEATTLE'S NEW CLIMATE GOALS. IN  
[00:38:31] SHORT, THESE GOALS WOEFULLY FAIL TO  
[00:38:33] ADDRESS THE SCOPE OF THE CLIMATE  
[00:38:35] EMERGENCY, WHETHER IT'S ACHIEVING NET  
[00:38:37] ZERO ON SCOPE ONE AND TWO BY 2040 OR  
[00:38:40] CARBON NEUTRAL ON SCOPE THREE BY 2050,  
[00:38:44] THESE TARGETS OUT 20 AND 30 YEARS ARE  
[00:38:46] NOT GOING TO PREVENT EMISSIONS FROM  
[00:38:48] CONTINUING TO RISE NOW. AND THAT'S WHAT  
[00:38:50] WE NEED TO PLAN FOR. WITH EVERY BUNKER  
[00:38:52] FUEL BURNING CRUISE SHIP PULLING AWAY  
[00:38:55] FROM SEATTLE'S HARBOR AND HUNDREDS OF  
[00:38:56] THOUSANDS OF AIR TRAVELERS WHO COME HERE  
[00:38:58] TO BOARD A CRUISE, ANY HOPE OF LIMITING  
[00:39:01] GLOBAL WARMING TO 1.5 DEGREES ABOVE PRE  
[00:39:04] INDUSTRIAL BASELINE SLIPS FURTHER OVER  
[00:39:07] THE HORIZON. THE LIVES OF MILLIONS OF  
[00:39:09] PEOPLE AND BILLIONS OF ANIMALS AND  
[00:39:11] MARINE SPECIES ARE ON THE LINE, AND IT  
[00:39:13] GETS EXPONENTIALLY WORSE EVERY MOMENT WE  
[00:39:15] DELAY WITH FALSE SOLUTIONS.  
[00:39:18] DAYS AGO, HUNDREDS DIED IN INDIA AND  
[00:39:20] NEPAL DUE TO RECORD BREAKING LATE  
[00:39:22] MONSOON RAINS AND FLOODING. AND THEN  
[00:39:25] THERE WAS THE HEAT DOME OF 2021. AND NOW  
[00:39:28] THE BOMB CYCLONE JUST HIT. WHAT NEXT?  
[00:39:31] WHILE NET ZERO IS STILL A BETTER GOLD  
[00:39:33] AND CARBON NEUTRAL, BOTH ARE ROOTED IN A  
[00:39:36] DEEP DENIAL OF THE SEVERITY OF THE  
[00:39:37] CRISIS WE ARE IN AND THE APOCALYPTIC  
[00:39:39] FUTURE THAT OUR CHILDREN MAY FACE TO  
[00:39:42] AVERT THIS CRISIS. WE NEED TO CONFRONT  
[00:39:43] OUR DENIAL, REIN IN OUR MAGICAL  
[00:39:45] THINKING, AND REDUCE ALL NON ESSENTIAL  
[00:39:48] EMISSIONS NOW NOT SETTING TARGETS FOR 30  
[00:39:51] YEARS AWAY THAT DEPEND UPON TECHNOLOGIES  
[00:39:53] THAT AREN'T AVAILABLE. CRUISING IS A NON  
[00:39:55] ESSENTIAL BUSINESS WITH A GIGANTIC  
[00:39:57] EMISSIONS AND ECOLOGICAL FOOTPRINT, AND  
[00:39:59] IT NEEDS TO END. THANK YOU. THANK YOU.  
[00:40:03] JORDAN. NEXT SPEAKER CARD.  
[00:40:07] YES. WE'LL GO BACK AND CALL FOR MIRANDA.  
[00:40:09] MARTY MIRANDA,  
[00:40:12] IF YOU'RE ON THE TELEPHONE, STAR SIX TO  
[00:40:14] UNMUTE.  
[00:40:17] HI, I'M MIRANDA MARTY, A VOLUNTEER WITH  
[00:40:19] THE 350 SEATTLE MARITIME SOLUTIONS TEAM.  
[00:40:22] WE'VE ENGAGED IN THE COMMENT PROCESS FOR  
[00:40:24] THE PORT MARITIME CLEANER ACTION PLAN  
[00:40:27] AND HAVE ALSO SUBMITTED A LONGER WRITTEN  
[00:40:29] COMMENT FOR TODAY REGARDING CLIMATE  
[00:40:31] GOALS AND THE MCAP. I'D LIKE TO  
[00:40:33] HIGHLIGHT THE FIRST, WE SUPPORT THE  
[00:40:35] EXECUTIVE DIRECTOR ADOPTING THE  
[00:40:38] RECOMMENDED ACCELERATED CLIMATE TARGET,  
[00:40:40] AND SECOND, WITHIN THE MCAP COMMON  
[00:40:43] ACCOUNTABILITY FRAMEWORK, WE VIEW THE  
[00:40:45] COMMITMENT TO REVIEW AND UPDATE  
[00:40:46] IMPLEMENTATION PLANS AS CRITICAL TO ITS  
[00:40:49] CREDIBILITY. ACCELERATING TARGETS AND

[00:40:53] TIMELINES IS ONLY MEANINGFUL IF THERE'S  
[00:40:55] A REALISTIC PATH TO MEET THEM AND FOR  
[00:40:57] REDUCING SCOPES REMISSIONS AND MCAP,  
[00:41:00] THERE'S A RELIANCE ON ADVOCACY FOR  
[00:41:03] POLICIES, REGULATIONS, AND TECHNOLOGY  
[00:41:05] THAT DOESN'T EXIST. WE SUPPORT THE  
[00:41:07] INVESTMENT IN ADVOCACY. ABSOLUTELY. BUT  
[00:41:10] WE'D ALSO LIKE TO SEE CONTINGENCY PLANS  
[00:41:12] IN CASE IT DOESN'T YIELD THE NECESSARY  
[00:41:14] RESULTS, INCLUDING REDUCING THE NUMBER  
[00:41:16] OF CRUISE CALLS TO ZERO.  
[00:41:19] WE ALSO EXPECT TO SEE THE PORT  
[00:41:21] DEMONSTRATE THAT THESE BOLD CLIMATE  
[00:41:23] GOALS ARE ACHIEVABLE UNDER THE CURRENT  
[00:41:25] STATE CHARTER FOR ECONOMIC GROWTH AND TO  
[00:41:27] RECOGNIZE THAT THE EXTERNALIZED COSTS OF  
[00:41:30] THE CLIMATE CRISIS CAN AND DO IMPACT THE  
[00:41:33] PORTABILITY TO SUPPORT  
[00:41:38] THEIR MANDATE FOR ECONOMIC GROWTH. AND  
[00:41:40] IF THIS CAN'T BE ACHIEVED, WE EXPECT THE  
[00:41:43] PORT OF SEATTLE TO WORK TO ALIGN THE  
[00:41:44] STATE CHARTER FOR PART DISTRICTS WITH  
[00:41:47] CLIMATE REALITIES AND ENVIRONMENTAL  
[00:41:48] JUSTICE. AND THIRD, IN SOLIDARITY WITH  
[00:41:52] THE DU AMASS RIVER CLEAN UP COALITION,  
[00:41:53] WE'D LIKE TO AMPLIFY THE DEMANDS AND  
[00:41:55] CONCERNS THAT THEY'VE RAISED IN WRITTEN  
[00:41:57] COMMENTS TO THE PORT. ON PARTICULARLY  
[00:42:01] HOW SPECIFICALLY, THE PORT WILL BE USING  
[00:42:03] ITS POWER AND INFLUENCE TO SUPPORT REAL  
[00:42:05] TIME AIR MONITORING IN THE DUWAMISH  
[00:42:07] VALLEY THAT SUPPORT EXPAND AND DEVELOP  
[00:42:10] MORE AREAS FOR CARBON SEQUESTRATION IN  
[00:42:12] THE WALMART VALLEY AND THE PORT ENSURE  
[00:42:15] THAT ANY PLANS MENTIONED IN THE MCAP FOR  
[00:42:17] PURCHASE OF CARBON CREDITS BENEFIT THE  
[00:42:19] DUWAMISH VALLEY. REGARDING THAT LAST  
[00:42:22] POINT, THE 350 SEATTLE MARITIME  
[00:42:23] SOLUTIONS TEAM DOES NOT SUPPORT THE USE  
[00:42:25] OF CARBON OFFSETS TO ACHIEVE CLIMATE  
[00:42:27] GOALS, WHICH WE HAVE PREVIOUSLY  
[00:42:30] COMMUNICATED. BUT IF SUPPORT DOES MOVE  
[00:42:32] FORWARD WITH THOSE PLANS, WE ABSOLUTELY  
[00:42:34] AGREE THAT THEY SHOULD BE BENEFITING  
[00:42:36] DWARF VALLEY COMMUNITIES. SO THANK YOU  
[00:42:39] FOR YOUR TIME AND THANK YOU FOR MOVING  
[00:42:41] YOUR CLIMATE GOALS FORWARD. WELL, THANK  
[00:42:44] YOU, MIRANDA. AND JUST TO NOTE THAT THE  
[00:42:46] PORT IS ONLY RELUCTANTLY SUPPORTING  
[00:42:49] CARBON OFFSETS FOR THE SCOPE THREE  
[00:42:51] EMISSIONS BECAUSE OF OUR LACK OF  
[00:42:55] DIRECT CONTROL OVER THOSE THINGS. CLERK  
[00:42:57] HART, NEXT SPEAKER, PLEASE. THANK YOU.  
[00:43:00] YES. OUR NEXT SPEAKER IS LAURA GIBBONS.  
[00:43:08] HI, THIS IS LAURA GIBBONS FROM SEATTLE,  
[00:43:11] AND I WANT TO THANK YOU FOR RECOGNIZING  
[00:43:12] THE SERIOUSNESS OF THE IMPACT OF  
[00:43:15] AVIATION ON CLIMATE CHANGE BY  
[00:43:17] STRENGTHENING THE PORT EMISSION TARGETS.  
[00:43:20] I'M IMPRESSED BY YOUR AMBITIONS PLANS TO  
[00:43:22] REDUCE SCOPE ONE AND TWO EMISSIONS, AND  
[00:43:24] I AGREE THAT REDUCING SCOPE THREE  
[00:43:26] EMISSIONS IS CHALLENGING. AS

[00:43:27] COMMISSIONER FELLEMAN JUST SAID,  
[00:43:30] PROMOTION OF SO CALLED SUSTAINABLE  
[00:43:32] AVIATION FUEL ISN'T GOING TO GET US  
[00:43:34] THERE. IT DOESN'T REPRESENT A CREDIBLE  
[00:43:35] POLICY TO ADDRESS AVIATION CLIMATE  
[00:43:37] PROBLEM BECAUSE IT'S USED RESULTS IN  
[00:43:39] ONLY SLIGHT REDUCTIONS OF CARBON DIOXIDE  
[00:43:43] PER MILES FLOWN. AND AS YOU RECOGNIZE,  
[00:43:47] THERE ARE LIMITED CAPACITY FOR BIOFUEL  
[00:43:50] PRODUCTION. SUSTAINABLE AVIATION FUEL IS  
[00:43:53] JUST NOT CAPABLE OF REDUCING US TO 2007  
[00:43:56] LEVELS BY 2050, ESPECIALLY GIVEN  
[00:43:59] ANTICIPATED INCREASES IN FLYING. ALSO,  
[00:44:02] AS OTHERS HAVE SAID, THE SCOPE THREE  
[00:44:04] GOAL FOR CARBON NEUTRALITY IS AN  
[00:44:05] INADEQUATE STANDARD BECAUSE IT DOESN'T  
[00:44:07] REQUIRE ANY REDUCTIONS IN AVIATION  
[00:44:09] EMISSIONS. PROBLEMS WITH OFFSET PROGRAMS  
[00:44:12] ARE WELL DOCUMENTED AND ULTIMATELY  
[00:44:14] OFFSETTING IS A FORM OF CARBON  
[00:44:16] COLONIALISM TO ENABLE A SMALL SHARE OF  
[00:44:19] THE WORLD'S POPULATION TO FLY WITH A  
[00:44:20] CLEAR ENVIRONMENTAL CONSCIENCE. OTHERS  
[00:44:23] BEAR THE COST PEOPLE WHOSE HISTORICAL  
[00:44:25] CONTRIBUTION TO CLIMATE CHANGE IS  
[00:44:27] NEGLIGIBLE AND WHO MAY ALREADY BE  
[00:44:29] EXPERIENCING THE IMPACTS OF THE CLIMATE  
[00:44:31] CRISIS. FOR THESE REASONS, I URGE YOU  
[00:44:34] NOT TO USE CARBON NEUTRAL AS A GOAL.  
[00:44:38] YOU TALK ABOUT SCOPE THREE EMISSIONS,  
[00:44:39] AS, QUOTE, OUTSIDE THE PORT STRETCH  
[00:44:41] CONTROL. BUT ACTUALLY, THERE IS  
[00:44:43] SOMETHING YOU CAN DO. INSTEAD OF HOPING  
[00:44:45] FOR. ELECTRIC OR HYDROGEN POWER PLANES  
[00:44:48] MAKE THE SUSTAINABLE AIRPORT MASTER PLAN  
[00:44:51] TRULY SUSTAINABLE BY REFLECTING THE  
[00:44:53] NECESSARY REDUCTION IN FLYING RATHER  
[00:44:55] THAN A MASSIVE INCREASE. IF YOU FEEL YOU  
[00:44:58] CANNOT DO THAT UNDER RCW 53, THEN THE  
[00:45:01] PORT MUST ADVOCATE FOR UPDATING THE LAW  
[00:45:04] TO REFLECT THE CURRENT CLIMATE CRISIS.  
[00:45:07] THANK YOU FOR HEARING MY OPINION.  
[00:45:11] WELL, THANK YOU VERY MUCH, LAURA. AND DO  
[00:45:13] NOTE THAT WE'RE SEEKING NET ZERO BY 2040  
[00:45:17] FOR SCOPE ONE AND TWO, AND THE CARBON  
[00:45:19] NEUTRAL IS ONLY FOUR. SCOPE THREE. YES.  
[00:45:22] THANK YOU AGAIN. NEXT SPEAKER. YES. OUR  
[00:45:25] NEXT SPEAKER IS ALEXA FE.  
[00:45:29] HI. MY NAME IS ALEXA FE. I'M A RESIDENT  
[00:45:31] OF SEATTLE AND A REGISTERED NURSE. I  
[00:45:33] JUST WANTED TO THANK THE PORT FOR  
[00:45:36] RECOGNIZING THE SERIOUSNESS OF THE  
[00:45:37] IMPACT OF AVIATION AND MARITIME ON  
[00:45:40] CLIMATE CHANGE AND STRENGTHENING THE  
[00:45:41] PORT AND MISSIONS TARGETS. WHILE I  
[00:45:44] ACKNOWLEDGE THAT CUTTING EMISSIONS FROM  
[00:45:45] SCOPE THREE IS DIFFICULT, I'M CONCERNED  
[00:45:47] THAT THE SCOPE THREE GOAL DOES NOT  
[00:45:48] REQUIRE ANY REDUCTIONS IN EMISSIONS AND  
[00:45:51] INSTEAD WILL ALLOW OFFSETS TO ALLOW  
[00:45:53] PEOPLE IN THE GLOBAL NORTH WHO CAN  
[00:45:55] AFFORD TO FLY TO DO SO WITH A FREE  
[00:45:56] CONSCIENCE, WHILE OTHERS IN THE GLOBAL

[00:45:58] SOUTH BEAR THE COSTS, EVEN THOUGH THEY  
[00:46:00] HAVE NEGLIGIBLY CONTRIBUTED TO THE  
[00:46:01] CLIMATE CRISIS. I URGE SUPPORT NOT TO  
[00:46:05] PARTICIPATE IN THIS FORM OF CARBON  
[00:46:06] COLONIALISM AND NOT USE CARBON NEUTRAL  
[00:46:09] AS A GOAL. THE PROMOTION OF SUSTAINABLE  
[00:46:11] AVIATION FUEL ALSO IS NOT AN ACCEPTABLE  
[00:46:14] POLICY TO CHANGE AVIATION CLIMATE  
[00:46:16] PROBLEM AS IT ONLY RESULTS IN SLIGHT CO2  
[00:46:19] REDUCTIONS AND WOULD TAKE VAST AMOUNTS  
[00:46:20] OF LAND TO PRODUCE. FURTHERMORE,  
[00:46:22] ULTRAFINE PARTICLES FROM BIOFUELS CAUSED  
[00:46:25] DIFFERENT AND POTENTIALLY MORE DANGEROUS  
[00:46:26] LUNG RESPONSES THAN THOSE FROM  
[00:46:28] CONVENTIONAL FUEL. GIVEN THE ANTICIPATED  
[00:46:31] INCREASE IN FLYING, SUSTAINABLE AVIATION  
[00:46:34] JUST IS NOT CAPABLE OF REDUCING  
[00:46:36] EMISSIONS TO 2000 LEVELS BY 2050.  
[00:46:38] THE PORT HAS A LOT OF CONTROL ON SCOPE  
[00:46:41] THREE EMISSIONS, EVEN THOUGH THEY MAY  
[00:46:42] SAY IT IS OUT OF THEIR DIRECT CONTROL.  
[00:46:45] CHANGING THE AIRPORT MASTER PLAN TO  
[00:46:46] REFLECT THE NECESSARY REDUCTION IN  
[00:46:49] FLYING INSTEAD OF MASSIVELY INCREASING,  
[00:46:51] IT WOULD CUT DOWN ON AVIATION EMISSIONS  
[00:46:54] AND WILL NOT ONLY BENEFIT THE  
[00:46:55] ENVIRONMENT BUT WILL ALSO BE BENEFICIAL  
[00:46:57] TO HUMAN HEALTH. BY DECREASING THE  
[00:46:59] AMOUNT OF FLIGHTS FROM SEATAC. WE CAN  
[00:47:00] ALSO DECREASE THE NUMBER OF RESPIRATORY  
[00:47:02] AND CARDIAC ISSUES FOR THOSE LIVING NEAR  
[00:47:04] THE AIRPORT. THE PORT DECISIONS DIRECTLY  
[00:47:07] IMPACT HUMAN HEALTH, AND IT SHOULD STAND  
[00:47:08] UP TO THE STATUS QUO AND TAKE ACTION FOR  
[00:47:10] THE PROTECTION OF OUR HEALTH AND  
[00:47:12] ENVIRONMENT. THANK YOU.  
[00:47:15] WELL, THANK YOU, IRIS. BOTH YOU AND THE  
[00:47:18] PREVIOUS SPEAKERS SPOKE TO THE LACK OF  
[00:47:21] CARBON REDUCTION FROM SOUTH SUSTAINABLE  
[00:47:23] AVIATION FUELS. IT'S OUR UNDERSTANDING  
[00:47:25] THAT YOU CAN GET AN 80% REDUCTION AND  
[00:47:28] WE'RE PURSUING ONLY WASTE MATERIALS IN  
[00:47:31] THAT REGARD. WE HAVE A STUDY THIS YEAR  
[00:47:33] WITH KING COUNTY COMING UP LOOKING AT  
[00:47:35] MUNICIPAL SOLID WASTE OF THAT SOURCE.  
[00:47:37] SO IT IS EVERYBODY RECOGNIZING  
[00:47:41] THE NEAR TERM BEST THING THAT CAN BE  
[00:47:43] DONE FOR AVIATION SHORT OF STOPPING  
[00:47:47] PEOPLE FROM FLYING, WHICH IS NOT IN OUR  
[00:47:48] PURVIEW ANYWAY. SO THANK YOU FOR THOSE  
[00:47:51] COMMENTS, IRIS. AND PLEASE OUR NEXT  
[00:47:54] SPEAKER. I'M SORRY  
[00:47:59] IF YOU HAVE A CITATION THAT ADDRESSES  
[00:48:02] THAT THE AIR POLLUTANTS FROM SUSTAINABLE  
[00:48:04] AVIATION FUELS ARE SOMEHOW WORSE FOR THE  
[00:48:06] HEALTH, COULD YOU PLEASE PROVIDE THAT,  
[00:48:09] TOO? FOR THE RECORD, I AM VERY  
[00:48:12] INTERESTED IN HEARING MORE ABOUT THAT.  
[00:48:14] I'M SORRY. CLEAR PART WHAT WE SAY. YES,  
[00:48:17] MR. COMMISSION PRESIDENT. JUST NOTING  
[00:48:18] THAT WITH ALEXA AND WE'RE MOVING TO IRIS  
[00:48:20] ANTMAN, MY SORRY. ALL RIGHT,  
[00:48:25] IRIS, IF YOU'RE ON THE LINE. YES, I AM.

[00:48:29] GOOD AFTERNOON. MY NAME IS IRISH ANTMAN,  
[00:48:31] AND I'M HERE TO SPEAK ABOUT YOUR  
[00:48:33] EMISSION REDUCTION GOALS. THE NEW GOALS  
[00:48:36] FOR SCOPE ONE AND TWO EMISSIONS OF NET  
[00:48:38] ZERO OR BETTER BY 2040 IS NOT ADEQUATE.  
[00:48:42] IT IS BASED ON WISHFUL THINKING RATHER  
[00:48:44] THAN ON THE REALITY OF WHAT PHYSICS  
[00:48:46] TELLS US IS NECESSARY. PETER CALMNESS,  
[00:48:50] A CLIMATE SCIENTIST AT NASA'S JET  
[00:48:52] PROPULSION LAB, SAYS, QUOTE, ANY NET  
[00:48:56] ZERO GOAL MUST BE PAIRED WITH A  
[00:48:57] COMMITMENT TO ANNUAL REDUCTIONS LEADING  
[00:49:00] STEADILY TO THIS GOAL, YEAR BY YEAR AND  
[00:49:03] BINDING PLANS ACROSS ALL LEVELS OF  
[00:49:05] GOVERNMENT TO ACHIEVE THOSE ANNUAL  
[00:49:07] TARGETS. END QUOTE, DO YOU HAVE ANNUAL  
[00:49:10] REDUCTION GOALS? WHAT ARE YOUR PLANS FOR  
[00:49:13] WORKING WITH OTHER GOVERNMENTAL  
[00:49:14] ENTITIES? CALMNESS CONTINUES. NET ZERO  
[00:49:18] IS WISHFUL THINKING BECAUSE IT ASSUMES A  
[00:49:20] KNOCKOUT TECHNOLOGICAL BREAKTHROUGH IN  
[00:49:22] CARBON CAPTURE THAT IS NOWHERE ON THE  
[00:49:25] HORIZON. AND SAYING NET ZERO IS LIKE A  
[00:49:28] MAGICAL THINKING TERM USED AS A  
[00:49:30] FRIENDLIER WAY OF DENYING THE CLIMATE  
[00:49:33] CRISIS THAT EXISTS NOW CALMNESS AND  
[00:49:36] OTHERS LIKE CANADA SETH KLEIN, A PUBLIC  
[00:49:39] POLICY RESEARCHER, ARE CALLING FOR  
[00:49:41] SOCIETY TO SHIFT INTO EMERGENCY MODE  
[00:49:44] WITH A WORLD WAR II, HERCULEAN EFFORT TO  
[00:49:47] TACKLE THE CLIMATE CRISIS. YET WE HEAR  
[00:49:50] THAT THE PORT IS EXCITED FOR A RETURN IN  
[00:49:52] 2022 THROUGH CRUISING COMPARABLE TO 2019  
[00:49:56] LEVELS. THE GOALS FOR SCOPE THREE  
[00:49:59] EMISSIONS IS EVEN WORSE. CARBON NEUTRAL  
[00:50:02] MEANS ALLOWING CONTINUED CARBON  
[00:50:03] EMISSIONS WITH THE PROMISE OF OFFSETTING  
[00:50:06] THOSE EMISSIONS ELSEWHERE, A STRATEGY  
[00:50:08] THAT HAS NOT BEEN SHOWN TO BE EFFECTIVE,  
[00:50:10] NOR DOES IT DECREASE THE TOTAL AMOUNT OF  
[00:50:12] CARBON IN THE ATMOSPHERE. THIS IS  
[00:50:14] INCOMPATIBLE WITH ENVIRONMENTAL  
[00:50:16] SUSTAINABILITY. WE ALL KNOW THIS YET YOU  
[00:50:19] CONTINUE ON AS IF IT ISN'T TRUE. AS  
[00:50:21] ELECTED PORT COMMISSIONERS, YOUR DUTY IS  
[00:50:23] TO SERVE THE PUBLIC, AND IT TRULY PAINS  
[00:50:26] ME TO SAY THIS, BUT I THINK YOU'RE  
[00:50:28] ACTING IN BAD FAITH. WE NEED TO MAKE  
[00:50:31] REAL AND BOLD CHANGES IN HOW WE LIVE.  
[00:50:33] PLEASE END NONESSENTIAL. PLEASURE  
[00:50:36] CRUISING. THANK YOU.  
[00:50:40] ALL RIGHT. OUR NEXT SPEAKER HEART.  
[00:50:43] THANK YOU. OUR NEXT SPEAKER IS STACEY  
[00:50:44] OAKS.  
[00:50:52] STACY, IF YOU'RE ON THE TELEPHONE. STAR  
[00:50:54] SIX TO UNMET.  
[00:51:01] STACEY DID CHECK IN BEFORE THE MEETING  
[00:51:04] STARTED, SO WE WILL COME BACK TO HER  
[00:51:05] MOVING TO ADRIAN HAMPTON CLARIDGE HELLO,  
[00:51:13] ALL. I AM ADRIAN HAMPTON. I USUALLY HER  
[00:51:15] PRONOUNS AND I'M WITH THE DRAMAS RIVER  
[00:51:17] CLEAN UP COALITION. THANK YOU FOR THE  
[00:51:19] OPPORTUNITY TO SHARE COMMENTS TODAY WITH



[00:51:21] YOU ALL WE HAVE WITNESSED THE PORT OF  
[00:51:23] SEATTLE STAFF WORK HARD TO RESPOND TO  
[00:51:26] COMMUNITY RECOMMENDATIONS FOR THE  
[00:51:28] MARITIME CLIMATE AND AIR ACTION PLAN.  
[00:51:31] WE APPRECIATE BEING HEARD AND ARE  
[00:51:33] EXCITED ABOUT THE PROPOSAL TO ACCELERATE  
[00:51:35] EMISSION TARGETS. THE MCAP IS ROBUST AND  
[00:51:38] NEXT STEPS AND BECAUSE OF ITS  
[00:51:39] COMMITMENTS, WE ARE COUNTING ON THIS  
[00:51:42] PLAN FOR US. THIS IS ABOUT THE FIGHT FOR  
[00:51:45] ENVIRONMENTAL JUSTICE AND SOCIAL  
[00:51:46] RESPONSIBILITY, DISRUPTING THE LEGACY OF  
[00:51:49] HARM TO HEALTH IN THE DUWAMISH VALLEY.  
[00:51:52] NEARING THE 20TH ANNIVERSARY OF  
[00:51:54] COMMUNITY ORGANIZING FOR THE DUWAMISH  
[00:51:56] SUPER FUND, WE HOLD TWO TRUTHS. FIRST,  
[00:51:59] WE ARE SUPPORTIVE OF THE MARITIME  
[00:52:01] CLIMATE AIR ACTION PLAN AND ACCELERATED  
[00:52:03] TARGETS. YET TWO, WE STILL FEEL THE PORT  
[00:52:06] ACTIVITIES REMAIN DISINGENUOUS,  
[00:52:09] DISINGENUOUS, AND ONE STATING THAT IT  
[00:52:12] HAS LIMITED CONTROL OVER THE MAJORITY OF  
[00:52:14] ADMISSIONS FROM SEAPORT ACTIVITIES AS A  
[00:52:16] LEADING ECONOMIC BUSINESS, WHILE TWO  
[00:52:20] PLANNING A TERMINAL EXPANSION AROUND THE  
[00:52:22] EAST WATERWAY, WHERE EPA IS ALSO  
[00:52:25] PROPOSING CLEAN UP GOALS, WHICH ACCEPT  
[00:52:27] HIGHER POLLUTION LEVELS DANGEROUS TO  
[00:52:29] HUMAN HEALTH IN OUR ENVIRONMENT. WE  
[00:52:32] BELIEVE THE PORT NEEDS TO EXERCISE ITS  
[00:52:34] POWER, TAKE RESPONSIBILITY FOR  
[00:52:36] ELIMINATING HAZARDOUS POLLUTION TO  
[00:52:38] PRIORITIZE COMMUNITY HEALTH. THE  
[00:52:40] COMMUNITY THAT I LOVE OVER PROFIT AND  
[00:52:43] THE COMPETITIVE NATURE OF MOVING GOODS.  
[00:52:46] A TIMELINE MEASURE IN DECADES IGNORES  
[00:52:48] THE REALITY OF TODAY AND SHOULD NOT BE  
[00:52:50] ACCEPTABLE TO ANY OF US IN THIS WAY. WE  
[00:52:53] STRONGLY URGE THE COMMISSION TO SET AND  
[00:52:55] STATE INTERIM TARGETS TO REACH ZERO  
[00:52:57] MISSIONS WERE POSSIBLE BEFORE 2035.  
[00:53:00] LIST THIS IN THE MCAP AS WELL AS THE  
[00:53:02] RESOLUTION LEAD WITH THE ENVIRONMENTAL  
[00:53:04] JUSTICE PRINCIPLES AS DEFINED IN THE  
[00:53:06] DUWAMISH VALLEY COMMUNITY BENEFITS  
[00:53:08] AGREEMENT AND COMMIT TO AN EAST WATERWAY  
[00:53:10] CLEANUP THAT IS CONSISTENT WITH THE  
[00:53:12] LOWERWAY 2014 RECORD UP DECISION.  
[00:53:15] THANK YOU, ADRIAN.  
[00:53:18] CONGRATULATIONS FOR FITTING ALL THOSE  
[00:53:20] POINTS IN EXACTLY IN YOUR TWO MINUTE  
[00:53:22] ALLOCATION. THAT WAS REMARKABLE. I HOPE  
[00:53:24] YOU WILL BE ATTENDING THE NOVEMBER 10  
[00:53:26] MEETING THAT WE HAVE THE EPA HOSTING  
[00:53:28] WITH REGARDS TO AT LEAST ONE OF YOUR  
[00:53:30] POINTS ABOUT THE EAST WATERWAY. THANK  
[00:53:34] YOU. MOVING ON TO OUR NEXT SPEAKER,  
[00:53:36] PLEASE. THANK YOU, MR. COMMISSION  
[00:53:38] PRESIDENT. WE'LL GO BACK AND CALL FOR  
[00:53:39] STACEY OAKS. STACY, IF YOU'RE ON THE  
[00:53:41] LINE, STAR SIX TO UNMUTE FOR THE  
[00:53:43] TELEPHONE. YES. HI. MY NAME  
[00:53:46] IS STACEY OAKS. AND LIKE OTHERS SPEAKING

[00:53:48] TODAY, I WANT TO ADDRESS THE NEW CLIMATE  
[00:53:50] GOALS FOR THE PORT OF SEATTLE. LET ME  
[00:53:52] FIRST SAY THAT I HOPE THE WISHES OF THE  
[00:53:54] DUWAMISH RIVER CLEAN UP COALITION ARE  
[00:53:56] RESPECTED AND PRIORITIZED. I WISH TO SAY  
[00:53:59] THANK YOU FOR TAKING THE INITIATIVE TO  
[00:54:00] STRENGTHEN YOUR TARGET. AND I'M HERE TO  
[00:54:03] DEMAND THAT YOU DO MORE. WE KNOW THAT  
[00:54:05] THE MAJORITY OF EMISSIONS COME FROM  
[00:54:07] SCOPE THREE AKA SHIPS AND AIRPLANES.  
[00:54:09] YET THERE ARE NO DETAILED OR CONCRETE  
[00:54:11] PLANS ON HOW THE PORT WILL REDUCE THESE,  
[00:54:14] EVEN AS OVERALL PORT EMISSIONS CONTINUE  
[00:54:16] TO RISE. IN CONTRAST, THERE ARE PLANS  
[00:54:19] IN MOTION AROUND AN EXPANDED OR  
[00:54:21] ADDITIONAL AIRPORT. THERE ARE PLANS FOR  
[00:54:24] AN ADDITIONAL CRUISE TERMINAL THAT A  
[00:54:26] PANDEMIC PUT ON PAUSE, BUT THIS  
[00:54:27] COMMISSION HAS SO FAR REFUSED TO PUT TO  
[00:54:29] REST FOR GOOD. HOW DO WE HAVE CAPACITY  
[00:54:32] FOR THESE PLANS? BUT NOT FOR PLANS THAT  
[00:54:34] PROVIDE HEALTHIER CONDITIONS FOR  
[00:54:35] NEAR AIRPORT COMMUNITIES, NOT FOR PLANS THAT  
[00:54:37] ADDRESS FOSSIL FUEL USE AND A PLANET  
[00:54:39] THAT WILL BE TOO HOT AND TOO HARSH FOR  
[00:54:41] OUR CHILDREN AND GRANDCHILDREN TO  
[00:54:42] SURVIVE? COMMISSIONER NARROWS FELLEMAN  
[00:54:45] EARLIER THIS YEAR, SAID THERE IS AN  
[00:54:47] INSATIABLE DEMAND FOR CRUISE. WHY DOES  
[00:54:50] THE DEMAND FOR CHEAP, DESTRUCTIVE  
[00:54:52] TOURISM OUTWEIGH THE DEMAND OF NEWPORT  
[00:54:54] COMMUNITIES TO BREATHE AIR? THAT DOESN'T  
[00:54:55] GIVE THEM CANCER, TO HAVE FIVE MINUTES  
[00:54:58] APIECE FROM THE THUNDER OF JETS THAT  
[00:54:59] BRING STRESS, HIGH BLOOD PRESSURE AND  
[00:55:01] HEART DISEASE. WHY DOES THE DEMAND FOR  
[00:55:03] CHEAP DESTRUCTIVE TRAVEL OUTWEIGH THE  
[00:55:05] DEMAND THAT MY GRANDDAUGHTER SIMPLY  
[00:55:07] SURVIVE? WHY ARE THE  
[00:55:10] DEMANDS OF SCIENTISTS, CLIMATE  
[00:55:11] ACTIVISTS, DOCTORS, YOUTH AND PEOPLE OF  
[00:55:14] FAITH DISMISSED TO MAKE A FEW BUCKS  
[00:55:15] TODAY AT THE EXPENSE OF OUR FUTURE? WE  
[00:55:18] NEED REAL PLANS WITH BENCHMARKS THAT ARE  
[00:55:20] BASED ON THE CRISIS WE FACE, NOT WHAT  
[00:55:23] POLLUTERS ARE WILLING TO AGREE WITH.  
[00:55:30] ARE YOU FINISHED?  
[00:55:36] WE MIGHT HAVE LOST HER CONNECTIVITY.  
[00:55:41] I THINK IT'S IN THE WATER TODAY. IF SHE  
[00:55:44] COMES BACK, WE LET HER FINISH. SHE'S GOT  
[00:55:45] ABOUT AT LEAST 15 SECONDS LEFT.  
[00:55:49] YES. I'M ACTUALLY HAVING A HARD TIME  
[00:55:51] RESETTING MY CLOCK AS WELL. IT'S  
[00:55:52] INTERESTING TODAY. YES. OUR NEXT SPEAKER  
[00:55:55] IS PEGGY PRINCE.  
[00:55:59] PEGGY, IF YOU'RE ON THE TELEPHONE,  
[00:56:01] THERE YOU GO. GOOD AFTERNOON.  
[00:56:05] I'M PEGGY PRINCE. A WEEK AGO, I LISTENED  
[00:56:08] INTO YOUR ZERO EMISSIONS CRUISE MEETING  
[00:56:11] WHEN COMMISSIONER CHO STAFF DISCUSSED  
[00:56:12] WORTHY BUT CURRENTLY UNAVAILABLE  
[00:56:14] POSSIBILITY. CRUISE SHIPS USING NOT YET  
[00:56:17] DEVELOPED RENEWABLE MARINE FUELS ARE

[00:56:20] CRUISING AND NOT YET BUILT WIND OR  
[00:56:22] BATTERY POWERED VESSELS. NEVERTHELESS,  
[00:56:24] YOU TALKED ABOUT MOTIVATING CRUISE  
[00:56:26] COMPANIES TOWARDS ZERO EMISSIONS WITH  
[00:56:28] CARROTS AND STICKS. PLEASE DO CONTINUE  
[00:56:30] THIS DISCUSSION. SEATTLE AND THE ALASKA  
[00:56:33] PORTS SHOULD GET TOGETHER TO SET  
[00:56:34] DEADLINES AND NORWAY HAS DONE IT. ONLY  
[00:56:37] ZERO EMISSIONS VESSELS WHEN DEVELOPED,  
[00:56:39] WILL BE ALLOWED IN ITS WORLD HERITAGE  
[00:56:41] FJORDS STARTING IN 1 JANUARY 2026,  
[00:56:44] AND ONLY ZERO EMISSIONS VESSELS WILL BE  
[00:56:47] ALLOWED IN ANY OF ITS FJORDS STARTING IN  
[00:56:49] 2030. BURNING FOSSIL FUEL IS JUST ONE  
[00:56:53] MAJOR WAY THAT THE SEA MONSTER CRUISE  
[00:56:55] SHIPS DAMAGE THE OCEANS, THE AIR, AND  
[00:56:58] THE PORT WHERE THEY CALL ADD TO THAT THE  
[00:57:01] WASTE, THE HUNDREDS OF THOUSANDS OF  
[00:57:03] PASSENGER FLIGHTS, THE PROTECTIVE HALL  
[00:57:06] COATING THAT POISONS MARINE LIFE.  
[00:57:09] SWITCHING TO ZERO EMISSIONS IS A  
[00:57:11] LAUDABLE FIRST STEP TOWARD LIMITING  
[00:57:13] CRUISE SHIPS TOXIC PRESENCE IN OUR  
[00:57:15] WATERS. PLEASE COMPLEMENT YOUR ZERO  
[00:57:18] EMISSIONS GOALS BY OFFICIALLY CANCELING  
[00:57:21] THE PROPOSED THIRD CRUISE TERMINAL, T 46  
[00:57:24] ENTIRELY RATHER THAN LEAVING IT ON  
[00:57:26] INDEFINITE POSTPONEMENT. THANK YOU VERY  
[00:57:28] MUCH. THANK YOU,  
[00:57:32] MS. PRINCE. IS THERE A NEXT SPEAKER,  
[00:57:34] PLEASE? YES. OUR NEXT SPEAKER IS NEIL  
[00:57:39] ANDERSON.  
[00:57:44] HI.  
[00:57:51] SO I'VE BEEN READING ABOUT THE FIRST  
[00:57:53] DECISION TO REDUCE EMISSIONS BY USING  
[00:57:56] RENEWABLE NATURAL GAS, WHICH IS ALSO  
[00:57:58] KNOWN AS RNG FOR SPACE HEATING AT THE  
[00:58:01] AIRPORT. AND THAT SOUNDS VERY  
[00:58:03] ENCOURAGING BECAUSE RNG WOULD COME FROM  
[00:58:05] LANDFILL GAS, SO IT'S NOT ADDING NEW  
[00:58:07] CARBON TO THE SYSTEM LIKE BURNING FOSSIL  
[00:58:09] GAS DOES. THE PROBLEM IS THAT IF YOU  
[00:58:12] LOOK AT THE OVERALL MARKET FOR NATURAL  
[00:58:14] GAS, THERE'S JUST NOT ENOUGH RNG  
[00:58:15] AVAILABLE TO COME ANYWHERE CLOSE TO  
[00:58:17] REPLACING WHAT WE CURRENTLY USE. IN  
[00:58:20] 2018, THE LEGISLATURE COMMISSIONED A  
[00:58:22] STUDY TO EVALUATE THIS, AND IT SHOWED  
[00:58:24] THAT AT MOST IT COULD REPLACE THREE TO  
[00:58:26] 5% OF OUR TOTAL GAS CONSUMPTION.  
[00:58:29] NOW, AS ONE OF THE EARLY ADOPTERS AND  
[00:58:30] AGENCY WITH A LOT OF PURCHASING POWER,  
[00:58:32] THE PORT CAN FULLY CONVERT TO RNG. BUT  
[00:58:35] GIVEN THE VERY LIMITED SUPPLY AS THE  
[00:58:37] REST OF THE STATE DECARBONIZES, THAT  
[00:58:39] OPTION WON'T BE AVAILABLE AND EVERYONE  
[00:58:40] ELSE IS GOING TO BE SWITCHING TO  
[00:58:42] ELECTRIC HEAT PUMPS. AS THIS HAPPENS,  
[00:58:44] THE AIRPORT WILL BE ONE OF THE ONLY  
[00:58:46] FACILITIES LEFT BURNING GAS, AND THIS  
[00:58:48] DECISION IS GOING TO LOOK INCREASINGLY  
[00:58:49] SHORT SIGHTED AND ARCHAIC.  
[00:58:53] I WAS JUST AT THE GRAND OPENING OF THE

[00:58:55] CLIMATE PLEDGE ARENA LAST WEEK AND IT WAS  
[00:58:56] AN INCREDIBLE EVENT. THE GOVERNOR, THE  
[00:58:58] MAYOR, AND THE CEO OF AMAZON WERE ALL  
[00:59:00] THERE CONGRATULATING THEM FOR CREATING A  
[00:59:02] TRUE ZERO MISSIONS FACILITY. BUT YOU CAN  
[00:59:06] BET THAT NONE OF THEM WILL BE SHOWING UP  
[00:59:07] FOR THE RIBBON CUTTING. WHEN YOU FLIP  
[00:59:08] THE SWITCH AND START BURNING RNG, THEY  
[00:59:11] ALL UNDERSTAND THAT RNG IS A DEAD END ON  
[00:59:13] THE WAY TO DECARBONISATION. AND LARGE  
[00:59:16] RNG PROJECTS LIKE THIS ONE ARE  
[00:59:17] ULTIMATELY GOING TO BE AN EMBARRASSMENT  
[00:59:19] THAT THEY WON'T WANT TO BE ASSOCIATED  
[00:59:20] WITH. I UNDERSTAND THE TEMPTATION TO  
[00:59:23] SWITCH TO RNG. IT'S A QUICK WAY TO GET  
[00:59:25] EMISSIONS DOWN AND MEET YOUR IMMEDIATE  
[00:59:26] TARGETS BELOW. AND I FEEL LIKE GAS ISN'T  
[00:59:28] A SUSTAINABLE SOLUTION THAT WE CAN BASE  
[00:59:30] OUR LONG TERM ENERGY SUPPLY ON AS  
[00:59:33] EVERYONE ELSE SWITCHES TO RENEWABLE  
[00:59:35] SOURCE OF ELECTRICITY FOR HEATING. THE  
[00:59:37] PIPELINE LEADING INTO THE AIRPORT WILL  
[00:59:38] BECOME A STRANDED ASSET AND A CONSTANT  
[00:59:40] REMINDER THAT WE WENT WITH THE EXPEDIENT  
[00:59:42] SOLUTION, NOT THE RIGHT ONE. THANK YOU.  
[00:59:47] THANK YOU FOR THOSE INSIGHTFUL COMMENTS.  
[00:59:49] NEIL, OUR NEXT SPEAKER, PLEASE. THAT'S  
[00:59:52] OUR NEXT SPEAKER IS MR. JOHN BURNEL.  
[00:59:59] JOHN, IF YOU'RE ON THE TELEPHONE AT STAR  
[01:00:00] SIX TO UNMUTE,  
[01:00:05] I'M RIGHT HERE. WE CAN HEAR YOU. OKAY.  
[01:00:08] THIS IS JOHN BURNELL. I'M A RESIDENT IN  
[01:00:11] SEATTLE AND A VOLUNTEER WITH THE  
[01:00:14] AVIATION TEAM OF 350 SEATTLE.  
[01:00:19] THANK YOU FOR SCOPE ONE AND SCOPE TWO  
[01:00:23] REDUCTION GOALS. SCOPE THREE, OF COURSE.  
[01:00:27] MORE COMPLICATED. I WOULD  
[01:00:31] URGE YOU, COMMISSIONER CHO, BITE THE  
[01:00:35] BULLET AND INITIATE A PUBLIC CAMPAIGN  
[01:00:38] FOR THE FLYING PUBLIC, INCLUDING  
[01:00:40] BUSINESS CUSTOMERS, TO DRASTICALLY  
[01:00:43] REDUCE THEIR FLYING. I BELIEVE THIS  
[01:00:46] WOULD BE CONSISTENT WITH YOUR MISSION TO  
[01:00:48] PROMOTE THE COMMON GOOD. IT WOULD ALSO  
[01:00:51] HELP IN EFFORTS TO REALISTICALLY REDUCE  
[01:00:55] SCOPE THREE EMISSIONS AND REDUCE THE  
[01:00:57] NEED FOR FURTHER AIRPORT EXPANSION.  
[01:01:01] AND OF COURSE, IF YOU SERIOUSLY QUESTION  
[01:01:04] WHETHER YOUR MISSION COULD ENCOMPASS  
[01:01:06] SUCH A CAMPAIGN, I WOULD REQUEST THAT  
[01:01:08] YOU ADVOCATE AN APPROPRIATE BROADENING  
[01:01:12] OF THE ENABLING LEGISLATION FOR THE  
[01:01:15] PORT. THANK YOU.  
[01:01:24] THANK YOU, MR. BERNAL. OUR NEXT SPEAKER  
[01:01:26] IS BERNARDINE LUND.  
[01:01:29] BERNARDINE STAR SIX ON THE PHONE TO  
[01:01:31] UNMUTE,  
[01:01:39] AND WE'LL COME BACK AND CALL FOR  
[01:01:41] BERNADINE MOVING TO DAVID GOBLE.  
[01:01:51] SORRY. YEAH, I WASN'T FULLY PREPARED. I  
[01:01:53] THOUGHT IT WAS MUCH LATER THAN THAT.  
[01:01:55] OKAY. YEAH. MOVING PRETTY FAST TODAY,  
[01:01:58] DAVID. THANK YOU. YEAH, I THOUGHT I WAS

[01:02:00] 17, SO. HELLO, COMMISSIONERS.  
[01:02:04] LONG TIME NO SEE, MY NAME IS DAVID GOLD.  
[01:02:06] I'M THE PRESIDENT OF THE 501 C THREE  
[01:02:08] VASHON ISLAND. FIRST, GUYS, THAT'S SO MUCH  
[01:02:10] TO SAY. SO LITTLE TIME. I LOOK AT MY  
[01:02:12] COMMENTS TODAY TO THE SAMP AND THE NEW  
[01:02:14] GAO GOVERNMENT ACCOUNTABILITY OFFICE  
[01:02:17] REPORT, WHICH SPECIFICALLY CALLS OUT THE  
[01:02:19] PBN IMPLEMENTATION OF VASHON ISLAND  
[01:02:21] RESIDENTS WERE VERY ACTIVE DURING THE  
[01:02:22] SAM SCOPING PHASE, AND THE PORT'S  
[01:02:24] COMPLAINT DATA SHOWS THAT GENERATES  
[01:02:28] NINE TIMES AS MANY COMPLAINTS FROM THREE  
[01:02:29] TIMES AS MANY HOUSEHOLDS AS THE NEXT  
[01:02:31] HIGHEST ZIP CODE, WHICH IS IN SPITE OF  
[01:02:34] THE FACT THAT NINE 8198 HAS THREE TIMES  
[01:02:35] AS MANY PEOPLE. THIS MEANS THE VAST  
[01:02:38] RESIDENTS ARE, ON AVERAGE, AN ORDER OF  
[01:02:40] MAGNITUDE MORE ANNOYED AND UPSET THAN  
[01:02:42] ANY OTHER COMMUNITY, OR AT LEAST IN A  
[01:02:43] ZIP CODE. THAT'S WHAT YOU GET WHEN YOU  
[01:02:46] CONCENTRATE AND LOWER HUNDREDS OF  
[01:02:47] FLIGHTS A DAY OVER A RURAL ISLAND THAT  
[01:02:49] PEOPLE MOVE TO SPECIFICALLY BECAUSE OF  
[01:02:51] ITS BUCOLIC, PEACEFUL AND SERENE NATURE.  
[01:02:54] IT SHOULD GO WITHOUT SAYING THAT THE EA  
[01:02:56] AND EIS AS PART OF THE SAM MUST DO A  
[01:02:59] FULL ADT MODELING OF THE REAL FLIGHT  
[01:03:01] TRACK DATA TO DETERMINE THE DNL CONTOURS  
[01:03:03] OF THE NEW NEXT GEN PROCEDURES AS  
[01:03:05] IMPLEMENTED, NOT ORIGINALLY DESIGNED  
[01:03:06] JUST AS IMPLEMENTED IN REAL LIFE. IF  
[01:03:08] ANYTHING LESS THAN THIS FULL ANALYSIS IS  
[01:03:10] DONE, BASH ON FAIR SKIES. ASK THE  
[01:03:12] COMMISSION TO NOT ACCEPT THE EA AND EIS  
[01:03:15] UNTIL A FULL ANALYSIS IS PERFORMED ON  
[01:03:17] THE TOPIC OF THE SAMP. I'VE BEEN  
[01:03:20] REREADING ALL THE SCOPING COMMENTS IN MY  
[01:03:22] SPARE TIME AND CAME ACROSS AN  
[01:03:23] INTERESTING ONE BY ALASKA AIRLINES  
[01:03:25] SUBMITTED ON SEPTEMBER 27, 2018 BY SHANE  
[01:03:27] JONES. THEY'RE VICE PRESIDENT OF AIRPORT  
[01:03:29] REAL ESTATE AND DEVELOPMENT ON PAGE  
[01:03:31] FIVE. THEY SAY, ACCORDING TO THIS QUOTE,  
[01:03:33] ACCORDING TO THE SAM, WITHOUT LINKAGE TO  
[01:03:35] IN COORDINATION WITH THE FAA UPCOMING  
[01:03:38] REDESIGN OF THE REGIONS AEROSPACE. I  
[01:03:41] DON'T KNOW IF YOU GUYS KNOW ANYTHING  
[01:03:42] ABOUT THIS IMPENDING REDESIGN OF THE  
[01:03:44] REGION'S AEROSPACE. IF NOT, YOU MAY WANT  
[01:03:46] TO TRY AND FIND OUT TO PREVENT A REPEAT  
[01:03:48] OF THE BURIEN 270 DEGREE OF AUTO TURN  
[01:03:51] TROUBLES THAT HAPPENED THAT YOU'RE ALL  
[01:03:53] VERY AWARE OF. I'LL SUBMIT A COPY OF  
[01:03:55] THOSE COMMENTS TO THE CLERK TO HELP WITH  
[01:03:57] THAT, AND I'VE RUN OUT TO HIM TALKING  
[01:03:58] ABOUT THE GAO REPORT. I'VE EMAILED YOU  
[01:04:00] ALL A LINK TO THE GAO REPORT SO THAT'LL  
[01:04:03] HAVE TO DO. ALL RIGHT. THANKS. BYE.  
[01:04:09] AND THEN, MR. COMMISSION PRESIDENT,  
[01:04:11] YOU'RE MUTED. DAVID, YOU'RE RIGHT. WE  
[01:04:14] DID MISS YOU. WE'D LOVE TO GET AN UPDATE  
[01:04:16] ON WHAT YOUR NOISE MONITORING WORK WITH.

[01:04:20] BEING THE FIRST RECIPIENT OF THE MOBILE  
[01:04:23] MONITORING SYSTEMS WERE LIKE, NOT AT  
[01:04:26] THIS TIME, BUT I DO KNOW THAT YOU WERE  
[01:04:29] VERY DEDICATED IN SEEING THAT THAT WOULD  
[01:04:31] BE DONE. WELL, SO JUST LOOKING FORWARD  
[01:04:34] TO AN UPDATE. MOVING ON. THANK YOU.  
[01:04:38] TO OUR NEXT SPEAKER, PLEASE. YES. THANK  
[01:04:40] YOU. MR. COMMISSION PRESIDENT. WE'LL GO  
[01:04:42] BACK AND CALL FOR BERNARDINE LUND.  
[01:04:48] BERNARDINE, IF YOU'RE ON THE TELEPHONE,  
[01:04:50] STAR SIX TO UNMUTE AND  
[01:04:57] WE'LL MOVE TO ELIZABETH BURTON. HELLO?  
[01:04:59] OH, I CAN HEAR YOU, BERNARDINE. YES.  
[01:05:03] OKAY. I ONLY PUNCHED IT LIKE, TEN TIMES,  
[01:05:05] BUT OKAY,  
[01:05:09] I TURNED IN MY COMMENT SHEET ALREADY,  
[01:05:12] SO I THINK I'M GOING TO SKIP THE FIRST  
[01:05:13] PART BECAUSE OTHER SPEAKERS ALREADY  
[01:05:15] COVERED IT SO WELL. AND THAT WAS ABOUT  
[01:05:19] THE NET ZERO AND THE CARBON NEUTRAL  
[01:05:22] NEGATIVE STRATEGY THAT YOU  
[01:05:26] WANT TO USE TO DECREASE THE EMISSIONS.  
[01:05:29] BUT TO ME, IT SEEMS  
[01:05:33] UNCONSCIONABLE THAT YOU STILL WANT TO  
[01:05:36] EXPAND THE AIRPORT BY PLANNING TO  
[01:05:39] GREATLY INCREASE THE NUMBER OF FLIGHTS  
[01:05:41] MEANS YOU ALSO NEED TO GREATLY DECREASE  
[01:05:43] AIRCRAFT EMISSIONS USING STRATEGIES THAT  
[01:05:46] YOU HOPE WILL WORK NOT TO REDUCE THE  
[01:05:48] EMISSIONS MEANS YOU WILL NOT MEET THE  
[01:05:50] SCOPE THREE GOALS, AND ONE OF THEM WAS  
[01:05:52] TO MAKE FLYING EQUITABLE FOR BOTH FLIERS  
[01:05:54] AND NON FLYERS. THE PROPOSAL ALSO  
[01:05:58] STILL INCLUDES USING BIOFUELS. YOU MUST  
[01:06:01] BE AWARE OF THE INCREASING NUMBER OF  
[01:06:03] CONCERNS ABOUT USING BIOFUELS AND THE  
[01:06:05] NEGATIVE IMPACT THAT WILL HAVE ON POORER  
[01:06:08] COUNTRIES. IT SEEMS UNWISE TO RELY ON A  
[01:06:11] STRATEGY THAT HAS YET TO BE PROVEN AT  
[01:06:13] SCALE. NOT EXPANDING FLIGHTS IS STILL  
[01:06:16] THE BEST KNOWN WAY TO MEET THEIR MISSION  
[01:06:18] GOALS. NOW, I KNOW THAT YOU'VE SAID THAT  
[01:06:21] IT DOESN'T MEET WHAT  
[01:06:25] YOUR CHARTER SAYS. YOU HAVE TO DO. IT'S  
[01:06:27] JUST THAT THE CHARTER WAS WRITTEN OVER  
[01:06:28] 100 YEARS AGO. SO MANY THINGS HAVE  
[01:06:31] CHANGED IN THE LAST 100 YEARS. YOU NEED  
[01:06:33] TO ADVOCATE OR ASK OTHER PEOPLE TO HELP  
[01:06:36] YOU ADVOCATE TO HAVE THAT CHARTER  
[01:06:37] CHANGED. TO SAY THAT YOU HAVE TO TAKE  
[01:06:40] CARE OF THE PUBLIC AS WELL AS PEOPLE ON  
[01:06:43] THE PLANE, JUST LIKE THE FAA IS BEING  
[01:06:45] ASKED TO, OR THEY'RE PLANNING ON ASKING  
[01:06:48] THE FAA TO INCORPORATE WELFARE OF THE  
[01:06:51] PUBLIC AS WELL AS WELFARE OF THE FLYERS.  
[01:06:57] THAT'S ALL I HAVE TO SAY.  
[01:07:01] THANK YOU, BERNARDINE. AS ALWAYS, OUR  
[01:07:04] NEXT SPEAKER, CLERK HART. YES. THANK YOU.  
[01:07:06] OUR NEXT SPEAKER IS ELIZABETH BURTON.  
[01:07:14] ELIZABETH, IF YOU'RE ON THE TELEPHONE,  
[01:07:15] START SIX TO UNMUTE.  
[01:07:24] OKAY. WE'RE GOING TO GO AHEAD AND MOVE  
[01:07:26] FORWARD. WE'LL CALL ELIZABETH HERE IN A



[01:07:28] MOMENT. I'M MOVING TO LAURA LOWE.  
[01:07:37] LAURA DID CHECK IN EARLIER TODAY.  
[01:07:39] LAURA, IF YOU'RE ON THE TELEPHONE, STAR  
[01:07:41] SIX TO UNMUTE AND  
[01:07:50] MOVING BACK TO ELIZABETH BURTON, WE'LL  
[01:07:52] CALL ONE MORE TIME FOR ELIZABETH BURTON,  
[01:07:59] AND THEN WE'LL GO AHEAD AND MOVE TO  
[01:08:01] ANDREW SHIFTNER.  
[01:08:04] THANK YOU. MY APOLOGIES. MY CAMERA IS  
[01:08:07] NOT WORKING. HELLO, EVERYBODY. MY NAME  
[01:08:08] IS ANDREW SCHIFFER, AND I AM A RESIDENT  
[01:08:10] OF GEORGETOWN AND A MEMBER OF THE  
[01:08:12] GEORGETOWN COMMUNITY COUNCIL BOARD OF  
[01:08:13] DIRECTORS, AS WELL AS SUPPORT COMMUNITY  
[01:08:15] ACTION TEAM. I WOULD LIKE TO TALK ABOUT  
[01:08:17] GEORGETOWN'S CONCERNS ABOUT THE  
[01:08:19] EASTWATER WAY PROPOSED CLEAN UP PLAN,  
[01:08:20] WHERE THE PORT OF SEATTLE IS A  
[01:08:21] RESPONSIBLE PARTY AND MUST PAY FOR PART  
[01:08:23] OF THE CLEAN UP. AS A COMMUNITY MEMBER,  
[01:08:25] I FEEL THAT THE PORT HAS FAILED OUR  
[01:08:26] COMMUNITY ON THIS MATTER. THE EAST  
[01:08:28] WATERWAY CLEAN UP GOALS THAT THE EPA IS  
[01:08:30] PROPOSING FAILS TO PROTECT BOTH HUMAN  
[01:08:31] HEALTH AND THE ENVIRONMENT. THE PROPOSED  
[01:08:34] CLEAN UP PLAN WOULD LEAD THE EAST  
[01:08:36] WATERWAY AND CONSEQUENTLY THE WHOLE  
[01:08:37] DUWAMISH RIVER BECAUSE IT'S ONE  
[01:08:38] CONNECTED RIVER IN SUCH A STATE OF  
[01:08:40] POLLUTION THAT THE RIVER WILL NEVER BE  
[01:08:41] FISHABLE AGAIN, LET ALONE SWIMMABLE OR  
[01:08:43] ENVIRONMENTALLY RESTORED. THIS FAILS OUR  
[01:08:45] COMMUNITY ON SO MANY LEVELS, INCLUDING  
[01:08:47] MANY OF OUR LOW INCOME RESIDENTS WHO  
[01:08:48] DEPEND ON THE RIVER FOR SUSTENANCE. IT  
[01:08:50] ALSO FAILS TO RESPECT OUR ENVIRONMENT  
[01:08:52] AND UNDERMINES ALL GOALS FOR RECOVERY OF  
[01:08:54] THE PUGET SOUND, INCLUDING FOR SALMON  
[01:08:55] AND ORCAS. IN ADDITION, THE PROPOSED  
[01:08:58] EAST WATERWAY CLEAN UP PLAN FAILS TO  
[01:08:59] MEET BOTH FEDERAL SUPERFUND AND  
[01:09:01] WASHINGTON STATE LAWS. IT UNDERMINES THE  
[01:09:03] COMMUNITY BENEFITS COMMITMENT YOU MADE  
[01:09:05] WITH OUR COMMUNITY IN 2019, AND IT FAILS  
[01:09:07] IN TERMS OF PROMISE, TRANSPARENCY AND  
[01:09:09] COMMUNITY CONSULTATION COMMITMENTS AS  
[01:09:11] WELL AS FAILS TO FOLLOW ECOLOGY,  
[01:09:12] SEDIMENT MANAGEMENT STANDARDS. THE PORT  
[01:09:15] AND THE EPA MUST NOT PRIORITIZE COST  
[01:09:17] OVER PUBLIC HEALTH, AND YOU MUST CONSULT  
[01:09:19] THE COMMUNITY THROUGHOUT THE PROCESS  
[01:09:20] WHICH THE PROPOSED PLAN HAS FAILED TO  
[01:09:22] DO. I REALLY DO APPRECIATE THE LETTER  
[01:09:25] THAT THE EPA DATED SEPTEMBER 22,  
[01:09:28] 2021, THAT THE PORT SENT ALONG WITH THE  
[01:09:30] CITY OF SEATTLE IN KING COUNTY REGARDING  
[01:09:32] THE LOWER DUWAMISH WATERWAY IN THE EAST  
[01:09:33] WATERWAY CLEAN UP PLAN, AND WE ARE  
[01:09:35] ASKING YOU TO COMMIT TO THAT LETTER AND  
[01:09:37] MORE. THE PROPOSED EAST WATERWAY CLEAN  
[01:09:39] UP GOALS ARE NOT CONSISTENT WITH THE  
[01:09:40] CLEAN UP OF THE ADJACENT LOWER DUWAMISH  
[01:09:42] WATERWAY SUPERFUND SITE, EVEN THOUGH THE

[01:09:44] DUWAMISH RIVER, AS I SAID, IS ONE RIVER  
[01:09:46] THAT'S TIDALLY INFLUENCED, WE ARE ASKING  
[01:09:48] THAT YOU COMMIT TO AN EASTWATER WAY  
[01:09:49] CLEANUP THAT IS CONSISTENT WITH A LOWER  
[01:09:51] DUWAMISH WATERWAY 2014 RECORD OF  
[01:09:53] DECISION AND THE EXTENSIVE COMMUNITY  
[01:09:55] WORK AND COLLABORATION THAT WAS DONE TO  
[01:09:57] CREATE THAT PLAN THAT THE PORT DID AGREE  
[01:09:59] TO. THANK YOU VERY MUCH FOR THIS TIME TO  
[01:10:00] SPEAK.  
[01:10:04] YOU'RE IN MUTED MR. COMMISSION PRESIDENT  
[01:10:08] TRYING TO BE POLITE THERE. THANK YOU,  
[01:10:10] ANDREW, AND I HOPE YOU CAN ATTEND THE  
[01:10:11] MEETING ON NOVEMBER 10, WHERE THESE  
[01:10:13] MATTERS WILL BE DISCUSSED. CLERK HART,  
[01:10:16] OUR NEXT SPEAKER. IF WE HAVE ANY LEFT,  
[01:10:18] WE DO. WE HAD A COUPLE OF LATE SIGN UPS.  
[01:10:21] OUR NEXT SPEAKER AND I WILL GO BACK FOR  
[01:10:23] ELIZABETH BURTON AND LAURA LOWE. WE WILL  
[01:10:25] CALL ERIC ROSS NEXT, HOWEVER, ERIC, IF  
[01:10:28] YOU'RE ON THE TELEPHONE, STAR SIX TO  
[01:10:29] UNMUTE. THANK YOU. CAN YOU HEAR ME?  
[01:10:33] OKAY. YOU CAN. GREAT. MY NAME IS  
[01:10:36] ERIC CROSS. I'M A RESIDENT AND COMMUNITY  
[01:10:39] ADVOCATE DEDICATED TO CLEAN AIR,  
[01:10:41] HABITABLE PLANET AND PUBLIC HEALTH, AND  
[01:10:43] MY EXPERIENCE IS THAT YOU PORT  
[01:10:45] COMMISSIONERS SHARE THESE ASPIRATIONS.  
[01:10:47] I APPRECIATE THAT. FIRSTLY, I WANT TO  
[01:10:50] ENTHUSIASTICALLY SUPPORT THE ADOPTION OF  
[01:10:52] THE ACCELERATED CLIENT COMMITMENTS  
[01:10:54] CONTAINED IN THE PORT'S MARITIME CLEAN  
[01:10:56] AIR ACTION PLAN. I ALSO WANT TO THANK  
[01:10:59] THE HARD WORK OF THE PORT STAFF  
[01:11:01] COLLECTING COMMUNITY FEEDBACK AND  
[01:11:03] ADJUSTING THE END CAP TO REFLECT THE  
[01:11:06] FEEDBACK OF RESIDENTS AND COMMUNITY  
[01:11:07] GROUPS LIKE TWO AMBUSH RIVER CLEANUP  
[01:11:08] COALITION AND 350 SEATTLE. WE KNOW THAT  
[01:11:12] SEATTLE HAS TWO TIMES THE NUMBER OF  
[01:11:14] EARLY DEATHS COMPARED TO THE GLOBAL  
[01:11:16] AVERAGE AS A RESULT OF PORT EMISSIONS.  
[01:11:19] SO PORT EMISSIONS ARE AN ISSUE OF LIFE  
[01:11:22] AND DEATH. I WANT TO ENCOURAGE THE PORT  
[01:11:24] TO ADVANCE POLICIES, MODIFY LEASE  
[01:11:27] AGREEMENTS, AND ADVOCATE FOR REGULATIONS  
[01:11:28] THAT ELIMINATE THE FULL EXTENT OF THE  
[01:11:31] PORT SCOPE THREE EMISSIONS BY 2030.  
[01:11:34] ADDITIONALLY, WE ENCOURAGE THE PORT TO  
[01:11:36] ADOPT AN EXPANSION OF SCOPE THREE  
[01:11:37] MISSIONS THAT THE PORT QUANTIFIES TO  
[01:11:39] INCLUDE THE FULL JOURNEY OF OCEAN GOING  
[01:11:42] VESSELS THAT CALL PORT OF SEATTLE.  
[01:11:45] AS A COMMUNITY MEMBER, I'M CONCERNED  
[01:11:47] ABOUT THE PORT MAINTAINING  
[01:11:48] COMPETITIVENESS, AS YOU MAY BE AWARE,  
[01:11:50] LAST WEEK, SOME OF THE WORLD'S LARGEST  
[01:11:51] RETAILERS, INCLUDING IKEA, AMAZON,  
[01:11:54] COMMITTED TO SHIPPING THEIR GOODS USING  
[01:11:55] ZERO EMISSION VESSELS AND NOT USING  
[01:11:58] FALSE SOLUTIONS LIKE BIOFUELS OR LNG AND  
[01:12:01] SOME OF THE LARGEST CONTAINER CAREG.  
[01:12:07] LLOYD AND MARIS, RESPONDED THAT THEY ARE

[01:12:08] READY TO MEET THAT CHALLENGE. I HOPE  
[01:12:10] THAT OUR PORT IS ALSO READY TO MEET THAT  
[01:12:13] CHALLENGE. ADOPTING GREEN HYDROGEN AND  
[01:12:16] ELECTRIFICATION OF ALL OCEANGOING  
[01:12:19] VESSELS BY 2030, 2030 IS  
[01:12:25] THIS DECADE. THE TCC TELLS US WE NEED  
[01:12:27] URGENT ACTION TO AVERT CLIMATE  
[01:12:29] BREAKDOWN. WE NEED DRASTIC REDUCTIONS,  
[01:12:31] UNPRECEDENTED ELIMINATION OF EMISSIONS,  
[01:12:35] AND WE NEED BOLD LEADERSHIP. AND I KNOW  
[01:12:37] THAT THE CREATIVITY AND INGENUITY OF OUR  
[01:12:40] COMMUNITY AND THE LEADERSHIP OF THE PORT  
[01:12:44] COMMISSION CAN DO SO. I HOPE YOU  
[01:12:48] DO THAT WORK GOING FORWARD. THANK YOU.  
[01:12:52] WELL, THANK YOU VERY MUCH, ERIC. AND  
[01:12:55] WE'RE VERY KEENLY AWARE OF THE BCOS, AS  
[01:12:59] WE CALL THEM, BENEFICIAL CARGO OWNERS  
[01:13:01] WANTING TO LOWER THEIR OWN GREENHOUSE  
[01:13:02] GAS FOOTPRINT. THAT'S WHY WE INVEST IN  
[01:13:05] OUR SHORE POWER AND OTHER THINGS TO HELP  
[01:13:06] THEM ACHIEVE THEIR OWN GOALS, EVEN  
[01:13:09] THOUGH WE DON'T HAVE DIRECT CONTROL OVER  
[01:13:11] THEM. AND I DO QUESTION WHETHER  
[01:13:15] THERE'S ANY STUDY THAT EVER SHOWS THE  
[01:13:17] PORT SPECIFIC EMISSIONS ARE RESULTING IN  
[01:13:20] A DISPROPORTIONATE DEATH. PEOPLE WHO  
[01:13:22] LIVE AROUND PORTS ALSO ARE SUBJECT TO  
[01:13:25] OTHER IMPACTS, SO WE HAVE TO BE  
[01:13:27] COGNIZANT OF OUR CUMULATIVE IMPACTS,  
[01:13:30] BUT I DON'T THINK ANYBODY'S BEEN ABLE TO  
[01:13:33] DISTINGUISH THEM FROM OTHERS MOVING  
[01:13:36] ALONG. CLERK HART, PLEASE. YES, WE'LL GO  
[01:13:38] BACK FOR ELIZABETH BURTON. ELIZABETH,  
[01:13:41] IF YOU'RE ON THE LINE, PLEASE LET US  
[01:13:42] KNOW.  
[01:13:48] AND THEN WE'LL MOVE TO CALL LAURA LOWE  
[01:13:51] ONE MORE TIME. LAURA, IF YOU'RE ON THE  
[01:13:53] TELEPHONE, STAR SIX TO UNMUTE.  
[01:14:01] OKAY. NOT HEARING FROM ELIZABETH OR  
[01:14:03] LAURA. MR. COMMISSION PRESIDENT, THAT  
[01:14:05] CONCLUDES THE SIGN UP THAT I HAVE TODAY,  
[01:14:08] RIGHT. DO YOU HAVE ANY WRITTEN COMMENTS  
[01:14:10] YOU WOULD LIKE TO SUMMARIZE? WOULD YOU  
[01:14:12] LIKE TO CALL FOR ANYONE ELSE ON THE LINE  
[01:14:14] WHO MAY BE WANTING TO SPEAK, WHO HASN'T  
[01:14:16] SIGNED UP? WE HAVE ANY LAST MINUTE SIGN  
[01:14:19] UPS. IF SO, PLEASE RAISE YOUR HAND.  
[01:14:22] SPELL YOUR NAME FOR THE RECORD.  
[01:14:30] YES, WE'LL GO AHEAD AND SUMMARIZE FOR  
[01:14:32] THE WRITTEN AND WE HAVE RECEIVED TEN  
[01:14:36] WRITTEN COMMENTS FOR TODAY'S MEETING.  
[01:14:38] THESE HAVE ALL BEEN EMAILED TO YOU IN  
[01:14:39] ADVANCE OF THE MEETING AND WILL BECOME A  
[01:14:41] PART OF THE PUBLIC MEETING RECORD. ANY  
[01:14:43] CORRESPONDENCE RECEIVED DURING THE  
[01:14:45] MEETING WILL ALSO BE DISTRIBUTED TO YOU  
[01:14:47] POST MEETING AND WILL BE INCLUDED AS  
[01:14:48] PART OF THE MEETING RECORD. I DO HAVE A  
[01:14:51] HIGH LEVEL SUMMARY TODAY. IN THE  
[01:14:52] INTEREST OF TIME, WE'VE HAD A LOT OF  
[01:14:54] SIGN UP TODAY, LAURA FRANCE AND  
[01:14:56] SEPARATELY, ROBIN BRIGGS, RIGHT.  
[01:14:58] REGARDING AGENDA ITEM TEN C THE 350

[01:15:01] SEATTLE MARITIME SOLUTIONS TEAM RIGHTS  
[01:15:03] REGARDING AGENDA ITEMS TEN, C, D. AND E.  
[01:15:07] ROSEMARY MOORE, CHARLOTTE ANNE CROKER  
[01:15:09] AND RICHARD LEEDS. ALL RIGHT. REGARDING  
[01:15:11] AGENDA ITEMS TEN C AND TEN D.  
[01:15:15] JORDAN VANVOS, JOHN BERNAL, BERNARDIN  
[01:15:18] LUND AND LAURA LOWE ALL SUBMITTED  
[01:15:20] WRITTEN COMMENTS IN SUPPORT OF THEIR  
[01:15:22] SPOKEN COMMENTS TODAY, ALTHOUGH I WILL  
[01:15:24] NOTE THAT WE DID NOT HAVE MS. LOWE,  
[01:15:27] AND THAT CONCLUDES THE WRITTEN COMMENTS  
[01:15:29] THAT WE'VE RECEIVED TODAY. WELL, THANK  
[01:15:32] YOU VERY MUCH FOR THAT. SO WE'LL MOVE ON  
[01:15:35] NOW TO THE CONSENT AGENDA. ITEMS ON THE  
[01:15:38] CONSENT AGENDA ARE CONSIDERED ROUTINE  
[01:15:41] AND WILL BE ADOPTED IN ONE MOTION.  
[01:15:43] ITEMS REMOVED FROM THE CONSENT AGENDA  
[01:15:45] WILL BE CONSIDERED SEPARATELY  
[01:15:46] IMMEDIATELY AFTER ADOPTION OF THE  
[01:15:49] REMAINING CONSENT AGENDA ITEMS. WE'VE  
[01:15:51] HEARD NO ITEMS TO BE PULLED TODAY, BUT  
[01:15:54] AT THIS TIME, CHAIR, WILL YOU PLEASE  
[01:15:57] ENTERTAIN A MOTION CLARK TO APPROVE?  
[01:16:01] I'M SORRY, SINCE WE'VE HEARD NO CHANGES  
[01:16:05] TO BE PULLED TODAY. AT THIS TIME, THE  
[01:16:07] CHAIR WILL ENTERTAIN A MOTION TO APPROVE  
[01:16:10] THE CONSENT AGENDA COVERING ITEMS EIGHT  
[01:16:13] A THROUGH EIGHT G.  
[01:16:18] OKAY. SO THANK  
[01:16:22] YOU. IT'S BEEN MOVED. AND SECONDED  
[01:16:24] COMMISSIONERS, PLEASE SAY YES OR NO WHEN  
[01:16:26] YOUR NAME IS CALLED, BEGINNING WITH  
[01:16:27] COMMISSIONER BOWMAN. AYE. THANK YOU,  
[01:16:31] COMMISSIONER CALKINS. AYE. THANK YOU,  
[01:16:34] COMMISSIONER CHO. AYE. THANK YOU,  
[01:16:36] COMMISSIONER STEINBRUECK. YES. THANK YOU,  
[01:16:39] COMMISSIONER FELLEMAN. HI. THANK YOU.  
[01:16:42] THERE ARE FIVE YESSES AND ZERO NOS FOR  
[01:16:44] THIS ITEM. SO THE AGENDA PASSES.  
[01:16:48] SO MOVING ON IN THE AGENDA, WE HAVE FIVE  
[01:16:50] NEW BUSINESS ITEMS TODAY. CLERK HART,  
[01:16:52] WOULD YOU PLEASE READ THE FIRST ITEM  
[01:16:54] INTO THE RECORD? AND WE'LL THEN HEAR  
[01:16:56] FROM EXECUTIVE METRUCK TO INTRODUCE THE  
[01:16:58] ITEM. YES. AND OUR FIRST ITEM UNDERNEATH  
[01:17:01] BUSINESS IS AGENDA ITEM TEN A. THIS IS  
[01:17:04] AUTHORIZATION FOR THE EXECUTIVE DIRECTOR  
[01:17:06] TO ISSUE A REQUEST FOR PROPOSAL TO  
[01:17:08] SELECT A VENDOR FOR DUTY FREE OPERATIONS  
[01:17:11] AND TO EXECUTE A CONCESSIONS AGREEMENT  
[01:17:13] WITH THE SELECTED DUTY FREE OPERATOR AT  
[01:17:15] SEATTLE TACOMA INTERNATIONAL AIRPORT.  
[01:17:20] AND I'M GOING TO GO AHEAD AND WE  
[01:17:24] WILL TAKE TEN B SEPARATELY WHEN WE GET  
[01:17:27] THERE. SO LET'S JUST GO AHEAD AND GO  
[01:17:28] HERE FROM THE EXECUTIVE DIRECTOR NOW.  
[01:17:32] THANK YOU. CLERK HART, COMMISSIONERS,  
[01:17:35] EARLIER THIS YEAR, YOU APPROVED A  
[01:17:36] TEMPORARY LEASE AGREEMENT FOR OUR  
[01:17:38] CURRENT DUTY FREE VENDOR AND LEARNED  
[01:17:40] ABOUT PLANS FOR FUTURE EXPANSION OF OUR  
[01:17:44] DUTY FREE OPERATIONS. WITH THE ADDITION  
[01:17:46] OF INTERNATIONAL GATES AND CONCOURSE A

[01:17:48] AND THE PLANNED RENOVATION OF THE SOUTH.  
[01:17:49] SATELLITE MODIFICATION AND EXPANSIONS TO  
[01:17:52] THE DUTYFREE LOCATIONS, ALONG WITH THE  
[01:17:55] SELECTION OF A NEW VENDOR, ARE ESSENTIAL  
[01:17:56] IN LEVERAGING THE SOURCE OF NON  
[01:17:58] AERONAUTICAL REVENUE. AS ANTICIPATED BY  
[01:18:01] FOURTH QUARTER 2024, THE DUTY FREE SPACE  
[01:18:03] AT THE AIRPORT WILL INCREASE FROM 6700  
[01:18:06] SQFT TO OVER 15,000 SQFT. THE PROPOSED  
[01:18:09] TIMELINE FOR THE SELECTION OF DUTY FREE  
[01:18:12] VENDOR LINES LINES UP WITH THE CONCOURSE  
[01:18:15] A DUTY FREE PROJECT. AS SUCH, ITEMS TEN  
[01:18:18] A AND TEN B WILL BE PRESENTED TOGETHER,  
[01:18:20] AND I THINK THAT'S WHAT CLERK HART WAS  
[01:18:22] LOOKING AT. HOWEVER, THERE WILL BE TWO  
[01:18:24] SEPARATE AUTHORIZATIONS. ITEM TEN A IS  
[01:18:27] SOLELY FOR THE REQUEST FOR PROPOSALS.  
[01:18:29] TEN B IS FOR DESIGN FUNDING TO COMPLETE  
[01:18:31] THE PROJECT DEFINITION DOCUMENT. AS  
[01:18:33] YOU'LL SEE FROM THE PRESENTATION, THE  
[01:18:35] PROPOSED PROJECT WILL DRAMATICALLY  
[01:18:38] CHANGE A SECTION OF SEA AND IS PART  
[01:18:42] OF A LARGER VISION TO PROVIDE WORLD  
[01:18:43] CLASS AMENITIES AND OPTIMAL LEVEL OF  
[01:18:45] SERVICE. TO INTRODUCE THIS ITEM AND  
[01:18:48] SHARE A LITTLE MORE ABOUT THE VISION IS  
[01:18:50] MANAGING DIRECTOR OF AVIATION LANCE  
[01:18:52] LITTLE AND HE'LL INTRODUCE HIS TEAM ONCE  
[01:18:54] WE GO ON. SO, LANCE, I'LL TURN IT OVER  
[01:18:56] TO YOU. THANK YOU,  
[01:18:59] EXECUTIVE DIRECTOR METRUCK. GOOD  
[01:19:01] AFTERNOON, COMMISSIONERS, COULD WE  
[01:19:04] GET THAT PRESENTATION ON THE SCREEN,  
[01:19:06] PLEASE? OKAY.  
[01:19:10] THANK YOU. SO, COMMISSIONERS, SOME TIME  
[01:19:12] AGO, I OUTLINED THE AIRPORT VISION AND  
[01:19:15] HOW THE VISION THAT WE HAVE FOR THE  
[01:19:17] AIRPORT FITS DIRECTLY INTO THE  
[01:19:20] COMMISSION CENTURY AGENDA. I ALSO  
[01:19:22] MENTIONED THAT AS WE SEEK APPROVAL FOR  
[01:19:25] MAJOR PROJECTS THAT I WOULD ROUTINELY  
[01:19:27] COME BACK TO THE COMMISSION AND  
[01:19:30] BASICALLY KIND OF SHOW HOW THIS PROJECT  
[01:19:32] FITS INTO THAT VISION AND HOW IT  
[01:19:35] SUPPORTS THE CENTURY AGENDA. SO TODAY,  
[01:19:37] AS WE SEEK APPROVAL FOR A MAJOR  
[01:19:39] UNDERTAKING IN DUTY FREE I WOULD LIKE TO  
[01:19:42] START BY SHOWING HOW IT FITS INTO OUR  
[01:19:45] VISION AND HOW IT FITS INTO HELPING US  
[01:19:48] TO ACHIEVE OUR LONG TERM GOALS. NEXT  
[01:19:50] SLIDE, PLEASE.  
[01:19:54] SO COMMISSIONERS AND STEVIE, HAVE HEARD  
[01:19:57] OVER AND OVER AGAIN AS I OUTLINED THE  
[01:20:00] GOALS THAT WE HAVE FOR THE ORGANIZATION  
[01:20:02] TO GET THE AIRPORT TO WHAT WE CONSIDER A  
[01:20:04] LEVEL OF SERVICE OPTIMAL AT ALL ALL THE  
[01:20:07] FACILITIES DURING PEAK. WE'RE ALSO  
[01:20:09] AIMING TO BE EVENTUALLY AT SKYTRACKS  
[01:20:12] FIVE STAR RATED AIRPORT. OUR GOAL IS TO  
[01:20:14] GET TO FOUR STAR BY 2025. THERE'S NO  
[01:20:17] FIVE STAR IN THE US, RIGHT? AND VERY FEW  
[01:20:21] FIVE STAR RATED AIRPORT. SO WE'RE TRYING  
[01:20:22] TO GET TO FOUR STAR BY 2025. ONE OF OUR

[01:20:26] GOALS ALSO IS TO BE IN TOP 25 ASQ OR  
[01:20:29] AIRPORT SERVICE QUALITY TOP 25 AIRPORTS  
[01:20:32] ANYWHERE AROUND THE WORLD. SO ON THE  
[01:20:34] CHART THAT YOU'RE SEEING THE SIDE THAT  
[01:20:36] YOU'RE SEEING, WE'RE SHOWING JUST SOME  
[01:20:38] OF THE PROJECTS THAT WE HAVE DONE  
[01:20:40] ALREADY WE ARE WORKING ON, AND WE WILL  
[01:20:42] WORK ON THAT WILL HELP US TO ACHIEVE  
[01:20:45] THOSE GOALS. THESE ARE THE ONES WE HAVE  
[01:20:47] HIGHLIGHTED THAT PROVIDES THE KIND OF A  
[01:20:51] WALL FACTOR. THESE ARE THE WHAT WE CALL  
[01:20:53] THE ROLL SPOTS. IT'S KIND OF  
[01:20:55] DESTINATIONS WITHIN THE AIRPORT. PEOPLE  
[01:20:56] VIEWPORT AS JUST A TRANSITION POINT.  
[01:20:59] BUT BECAUSE OF THE AMOUNT OF TIME PEOPLE  
[01:21:01] SPEND IN THE AIRPORT, WE WANT SOME OF  
[01:21:02] THE AREAS TO BE HERE THAT ACTUALLY YOU  
[01:21:04] FEEL LIKE YOU'RE GOING TO A DESTINATION  
[01:21:06] WITHIN THE AIRPORT. THESE ARE THE PLACES  
[01:21:07] THAT PEOPLE ACTUALLY WANT TO HANDLE  
[01:21:10] WHILE THEY'RE IN THE AIRPORT. SO THE  
[01:21:11] PORT SATELLITE, WHICH WAS JUST COMPLETED  
[01:21:14] RECENTLY, WELL, ALMOST COMPLETED. WE  
[01:21:16] HAVE A FEW CONCESSIONS TO PUT IN. THERE  
[01:21:18] IS ONE OF THOSE LOCATIONS. WE HAVE THE  
[01:21:19] INTERNATIONAL ARRIVAL FACILITY, WHICH  
[01:21:22] WILL BE OPENING QUITE SOON. AND THEN WE  
[01:21:23] HAVE THE PORT MAIN TERMINAL PROJECT THAT  
[01:21:25] WE'RE WORKING ON WITH ALASKA AIRLINES,  
[01:21:28] AND WE HAVE THE AMEX LOUNGE THAT WE'RE  
[01:21:31] WORKING ON, AND THEY CONQUER A LOAN WITH  
[01:21:35] DELTA AIRLINES. SO ALL OF THESE SPACES  
[01:21:38] WITHIN THE AIRPORT ARE GOING TO BE KIND  
[01:21:41] OF GIVE YOU THE WALL FACTOR, BUT IT'S  
[01:21:42] NOT JUST ABOUT AESTHETICS ONLY. IT'S  
[01:21:44] ABOUT CUSTOMER SERVICE, IT'S ABOUT  
[01:21:46] EFFICIENCY, AND IT'S ABOUT REVENUE  
[01:21:48] GENERATION. AND I'LL SPEAK A LITTLE BIT  
[01:21:49] MORE ABOUT THE REVENUE GENERATING  
[01:21:54] CAPABILITIES OF SOME OF THESE FUNCTIONS.  
[01:21:56] SO THIS IS WHERE DUE TO FREE FITS IN.  
[01:21:59] AS STEVE MENTIONED, IT'S GOING TO  
[01:22:01] BASICALLY CHANGE AND LOOK AND FEEL OF  
[01:22:03] THAT PARTICULAR AREA OF THE AIRPORT ON  
[01:22:06] CONCOURSE. IT'S GOING TO TOTALLY CHANGE.  
[01:22:09] THE EFFICIENCY OF THAT AREA IS GOING TO  
[01:22:11] TOTALLY CHANGE AS WELL. BUT ALSO VERY  
[01:22:13] IMPORTANT IS THE REVENUE GENERATING  
[01:22:15] CAPABILITY OF THAT LOCATION.  
[01:22:19] IF YOU APPROVE THIS TWO TO THREE REQUEST  
[01:22:22] NEXT SLIDE, PLEASE.  
[01:22:26] THANK YOU. SO COMMISSIONER CHO HAVE SET  
[01:22:28] SOME VERY AMBITIOUS SUSTAINABILITY GOALS  
[01:22:32] FOR US, AND I KNOW SOME OF THE  
[01:22:34] COMMISSIONER CHO NOT HAPPY WITH THE  
[01:22:36] SPEED AT WHICH WE'RE ACHIEVING SOME OF  
[01:22:38] THESE. IT'S NOT FOR LACK OF TRYING OR  
[01:22:40] WE'RE REALLY WORKING HARD, BUT WE KNOW  
[01:22:41] THAT WE WILL ACCOMPLISH THESE GOALS. WE  
[01:22:44] ARE GOING TO GET TO THE GREENHOUSE GAS  
[01:22:45] PRODUCTION GOALS THAT HAS BEEN  
[01:22:47] ESTABLISHED. WE ARE GOING TO GET TO LESS  
[01:22:50] SINGLE OCCUPANCY OR PRIVATE OCCUPANT



[01:22:52] VEHICLES COMING TO THE AIRPORT, AND  
[01:22:54] WE'RE MAKING EVERY EFFORT TO GET MORE  
[01:22:55] AND MORE PEOPLE TO DO THAT. MORE SHIFT TO  
[01:22:57] HAVE MORE PEOPLE TAKING LIGHT RAIL FOR  
[01:23:00] AN EIGHT, FOR EXAMPLE. SO WE KNOW WE'RE  
[01:23:02] GOING TO MEET THOSE GOALS. WE ALSO ARE  
[01:23:05] AWARE THAT THERE ARE UNINTENDED  
[01:23:06] CONSEQUENCES ASSOCIATED WITH GETTING TO  
[01:23:08] THOSE GOALS. FOR EXAMPLE, WE ANTICIPATE  
[01:23:10] THAT WE'LL HAVE A SIGNIFICANT REDUCTION  
[01:23:13] IN PARKING REVENUES. AS AN EXAMPLE, ONE  
[01:23:14] OF OUR MAJOR SOURCES OF REVENUE  
[01:23:16] ANTICIPATE THAT WE ARE GOING TO HAVE A  
[01:23:18] REDUCTION IN REVENUES GENERATED FROM THE  
[01:23:21] GROUND TRANSLATION OPERATION, AND SO WE  
[01:23:23] CAN'T WAIT UNTIL THAT HAPPENED TO START  
[01:23:25] RESPONDING. WE HAVE TO FIND A WAY TO  
[01:23:26] MAKE UP THOSE REVENUES SO WE CAN  
[01:23:27] CONTINUE INVESTING IN THE AIRPORT AND  
[01:23:30] CONTINUE HAVING THAT CASH THAT WE NEED  
[01:23:33] AS WE DO CASH TO CARE. RIGHT. SO WE'RE  
[01:23:35] GOING TO SEE A DECLINE AS WE MEET  
[01:23:37] CERTAIN GOALS. UNINTENDED CONSEQUENCES.  
[01:23:39] WE HAVE TO START LOOKING AT MAKING IT UP  
[01:23:40] ON OTHER END. WE'RE LOOKING AT NEW AND  
[01:23:42] DIFFERENT WAYS. FOR EXAMPLE,  
[01:23:43] SPONSORSHIP IS ONE THAT WE'RE LOOKING  
[01:23:45] AT. STADIUMS AND ARENAS HAVE FOUND A  
[01:23:47] REALLY GREAT WAY TO SPONSORSHIP. WE HAVE  
[01:23:50] FAR MORE PEOPLE COMING TO THIS AIRPORT  
[01:23:52] THAN MOST STADIUMS OR ARENAS. SO THAT'S  
[01:23:55] ONE OF THE OPTIONS WE'RE LOOKING AT.  
[01:23:56] WE'RE NOT SURE EXACTLY WHAT WILL COME  
[01:23:57] OUT OF THAT. WE'RE ALSO LOOKING AT  
[01:23:59] EXISTING CONCESSIONS BUSINESSES. WE'RE  
[01:24:01] LOOKING AT ADVERTISING, FOR EXAMPLE,  
[01:24:02] HOW CAN WE GENERATE ADDITIONAL REVENUES  
[01:24:05] FROM ADVERTISING? WE COULD PASS ON THE  
[01:24:06] ENTIRE AIRPORT, MAKE IT LOOK LIKE LAS  
[01:24:08] VEGAS. BUT THAT'S NOT US. THAT'S NOT THE  
[01:24:10] SENSE OF PLACE THAT WE'RE TRYING TO  
[01:24:11] CREATE. WE HAVE CREATED A BALANCE  
[01:24:14] BETWEEN ADVERTISING BETWEEN ART AND WE  
[01:24:17] FIND IT. SO IT MAKES IT A LOT MORE  
[01:24:19] DIFFICULT. RIGHT. BUT AGAIN, WE'RE NOT  
[01:24:21] LAS VEGAS. WE'RE THE PORT OF SIT, WHERE  
[01:24:24] THE PACIFIC NORTHWEST. WE HAVE TO HAVE A  
[01:24:25] SENSE OF PLACE. SO THE ONE AREA THAT WE  
[01:24:28] ARE SURE THAT WE CAN GENERATE THAT  
[01:24:30] REVENUE IS IN THE CONCESSION SPACE.  
[01:24:33] RIGHT. DON WILL EXPLAIN TO YOU BASED ON  
[01:24:37] OUR EMPLOYMENT THAT WE HAVE BASED ON THE  
[01:24:40] EMPLOYMENTS PER REVENUE, THEIR  
[01:24:42] EMPLOYMENT PER SQUARE FOOT THAT WE HAVE  
[01:24:44] INSIDE. WE ARE WOEFULLY UNDERPERFORMING  
[01:24:49] WHEN IT'S COME TO CONCESSION REVENUES.  
[01:24:50] AND FOR US, IF YOU APPROVE THIS PROJECT,  
[01:24:52] WE THINK IT'S A WIN WIN BECAUSE IT MEETS  
[01:24:54] OUR PASSENGER NEEDS. IT CREATES JOBS NOT  
[01:24:57] ONLY AS PART OF THE CONSTRUCTION, BUT  
[01:24:59] ALSO THE ONGOING OPERATION. IT WILL  
[01:25:01] GENERATE A LOT OF SIGNIFICANT REVENUES  
[01:25:03] THAT WE WILL NEED AT THIS AIRPORT. AND

[01:25:06] IT ALSO GETS US TO MEET OUR LONG TERM  
[01:25:08] GOALS, AND ULTIMATELY THE CENTER GOES OF  
[01:25:11] THE ORGANIZATION. SO I'M GOING TO NOW  
[01:25:13] HAND OVER TO DON WILL GET INTO A LOT  
[01:25:16] MORE DETAIL ON THIS PROJECT AS WELL AS  
[01:25:18] MANDY, WHICH WILL GET INTO THE  
[01:25:21] CONSTRUCTION PART OF THIS PROJECT. SO  
[01:25:23] I'LL HAND OVER TO DON HUNTER. THANK YOU,  
[01:25:27] LANCE. LIKE LANCE MENTION, I WILL BE  
[01:25:30] PRESENTING TODAY ALONG WITH MATTI DEGORIS  
[01:25:33] AND MATT NG FROM MY TEAM. CAN YOU GO TO  
[01:25:35] THE NEXT SLIDE, PLEASE?  
[01:25:40] TODAY, WE'RE GOING TO TALK ABOUT THE  
[01:25:43] AUTHORIZATION FOR THE DUTY FREE RFP.  
[01:25:45] CAN YOU GO TO THE NEXT SLIDE? THANK YOU.  
[01:25:51] SO ONE OF THE THINGS WE WANT TO TALK  
[01:25:53] ABOUT TODAY IS TO REALLY DEVELOP THE  
[01:25:56] STORY AROUND AIRPORT, DINING AND RETAIL  
[01:25:58] AND THIS PROPOSAL. WE WANT TO EXPAND OUR  
[01:26:02] DUTY FREE, MAKING IT A MORE VIABLE  
[01:26:03] BUSINESS MODEL FOR BIDDERS. WE'RE  
[01:26:06] CALLING THIS OUR DUTY FREE MASTER PLAN,  
[01:26:07] AND IT ALIGNS REALLY WITH OUR CENTURY  
[01:26:09] AGENDA GOALS TO BE AN EFFECTIVE PUBLIC  
[01:26:12] AGENCY, BE A NATIONAL MODEL FOR EQUITY,  
[01:26:15] DIVERSITY, INCLUSION AS WE HAVE SOME  
[01:26:18] SMALL BUSINESS KIOSK BUILT INTO THIS  
[01:26:20] PROGRAM AND STRENGTHENING OUR  
[01:26:22] COMPETITIVENESS OF SCA AND A REGIONAL  
[01:26:24] GLOBAL MARKET. AS LANCE MENTIONED,  
[01:26:27] COMPARED TO OUR SISTER AIRPORTS, WE WERE  
[01:26:29] REALLY LACKING IN DUTY FREE AND MISSING  
[01:26:32] THAT OPPORTUNITY FOR REVENUE. NEXT  
[01:26:34] SLIDE, PLEASE.  
[01:26:38] A LITTLE BIT OF BACKGROUND ABOUT THE  
[01:26:40] DUTY FREE PROJECT. I KNOW, COMMISSIONER  
[01:26:42] FELLEMAN, YOU'VE ASKED A COUPLE OF TIMES  
[01:26:44] WHY WAS DUTY FREE NOT INCLUDED IN OUR  
[01:26:48] ADR MASTER PLAN? WELL, IT WAS DUTY FREE  
[01:26:50] CURRENCY EXCHANGE AND VENDING. I  
[01:26:52] HONESTLY DO NOT KNOW THEY WERE EXCLUDED,  
[01:26:55] AND WE ARE PLANNING TO MAKE UP FOR THAT.  
[01:26:57] MOVING FORWARD TO ADDRESS THOSE THREE  
[01:26:59] AREAS OF CONCERN, DUTY FREE IS OUR PRIME  
[01:27:03] OPPORTUNITY. AND THEN VENDING WILL ALSO  
[01:27:05] BE COMING UP NEXT YEAR. AS STATED BY  
[01:27:09] EXECUTIVE DIRECTOR METRUCK, YOU APPROVED  
[01:27:11] A TEMPORARY DUTY FREE CONTRACT SO WE  
[01:27:13] COULD FIND A GOOD SOLUTION TO KEEP OUR  
[01:27:15] CURRENT VENDOR ON TRACK SO WE CAN  
[01:27:18] PROVIDE THAT SERVICE AND GIVE US ENOUGH  
[01:27:19] TIME TO BE ABLE TO PLAN EFFECTIVELY FOR  
[01:27:22] DUTY FREE. OUR DUTY FREE HAS BEEN  
[01:27:26] UNDERPERFORMING AND IT REALLY IS A LACK  
[01:27:29] OF SQUARE FOOTAGE. YOUR MAJOR BRANDS,  
[01:27:32] YOUR FARAGAMOS AND YOUR GUCCI'S AND ALL  
[01:27:34] THESE THINGS THAT PEOPLE WANT TO BUY  
[01:27:35] REQUIRE CERTAIN SQUARE FOOTAGE IN ORDER  
[01:27:37] FOR YOU TO PUT THEIR PRODUCT IN. AND WE  
[01:27:39] WERE JUST GROSSLY UNDERSIZED FOR THE  
[01:27:41] PROJECT. SO I'M SO EXCITED ABOUT THE  
[01:27:44] EXPANDED DUTY FREE AND THE SOUTH  
[01:27:47] SATELLITE RENOVATION BECAUSE IT'S GOING

[01:27:49] TO GIVE US OPPORTUNITY TO REALLY SHOW  
[01:27:52] OURSELVES AS A LEADER IN THAT AREA AND  
[01:27:56] ALSO WILL GIVE US AN OPPORTUNITY TO  
[01:27:59] REACH THAT FOUR STAR RANKING THAT WE  
[01:28:01] DESIRE. CURRENTLY, OUR DUTY FREE RANKS  
[01:28:05] 13 OUT OF 22 OVERALL OF LARGE HUB  
[01:28:08] AIRPORTS. AND THE OTHER THING IS, WE'RE  
[01:28:13] AROUND MAKING AROUND PRE COVERT, ABOUT  
[01:28:15] 18. 19 MILLION A YEAR. OUR SISTER  
[01:28:18] AIRPORTS ARE MAKING 50 PLUS A YEAR. AND  
[01:28:21] SO WE'RE REALLY BEHIND THE BALL ON WHAT  
[01:28:24] WE COULD DO HERE. COMPARED TO SOME OF  
[01:28:25] OUR SISTER AIRPORTS, THE DUTY FREE  
[01:28:28] OPERATOR WILL REMAIN IN OPERATION WHILE  
[01:28:29] WE'RE GOING THROUGH JUST DESIGN AND  
[01:28:31] CONSTRUCTION ON CONCOURSE A. AND THEN  
[01:28:34] ONCE WE HAVE THAT PERSON IN PLACE, THEY  
[01:28:37] WILL THEN WORK WITH MANDY AND HER TEAM  
[01:28:39] AND THE DESIGNERS TO DESIGN THE BASE  
[01:28:41] BUILDING AND THE DUTY FREE SPACE.  
[01:28:44] NEXT SLIDE, PLEASE.  
[01:28:48] WHAT WOULD BE IN THE RFP WOULD BE  
[01:28:51] THERE'S A LOCATION ON CONCOURSE A  
[01:28:53] FURTHER DOWN ON A. THEN WE'RE LOOKING AT  
[01:28:55] THE SOUTH SATELLITE RENOVATION, WHERE  
[01:28:57] IT'LL BE A WALKTHROUGH DUTY FREE AS PART  
[01:28:59] OF THE SOUTH SATELLITE RENOVATION AND  
[01:29:02] THEN THE WALKTHROUGH DUTY FREE ON A.  
[01:29:03] AND THESE AREN'T TYPICAL WHAT YOU'RE  
[01:29:06] FINDING IN A LOT OF AIRPORTS. BUT THE  
[01:29:08] TREND, ESPECIALLY INTERNATIONALLY, IS  
[01:29:09] THAT WALK THROUGH IMMERSIVE EXPERIENCE  
[01:29:12] THAT WE GIVE OUR PASSENGERS SO THAT  
[01:29:14] THEY'RE ABLE TO REALLY BE A PART OF THE  
[01:29:18] EXPERIENCE AND NOT JUST WALK INTO WHAT  
[01:29:20] WE CALL IN LINE STORE. OUR TYPICAL DUTY  
[01:29:22] FREE. WE WANT TO REALLY ELEVATE THE  
[01:29:24] EXPERIENCE FOR OUR PASSENGERS. NEXT  
[01:29:27] SLIDE, PLEASE.  
[01:29:31] JUST POINTING OUT THERE'S A SMALL ONE ON  
[01:29:33] D THAT WILL NOT BE PART OF THIS RFP  
[01:29:36] BECAUSE IT'S GOING TO BE ABSORBED FOR  
[01:29:38] ANOTHER CAPITAL PROJECT SO THAT WILL BE  
[01:29:40] ELIMINATED. YOU WILL NOT SEE THAT  
[01:29:42] PARTICULAR SMALLER DUTY FREE AS PART OF  
[01:29:44] THIS PACKAGE. NEXT SLIDE, PLEASE.  
[01:29:49] SO I WANT TO TURN IT OVER TO MY  
[01:29:52] COLLEAGUE MANDY XIGGORES, WHO IS WITH  
[01:29:54] AVIATION PLANNING. MANDY,  
[01:30:01] THANKS, DON. HI, COMMISSIONER CHO.  
[01:30:03] MANDY XIGGORES, SENIOR DEVELOPMENT MANAGER  
[01:30:05] WITH THE CAPITAL PROGRAMS TEAM. NEXT  
[01:30:08] SLIDE, PLEASE.  
[01:30:12] TODAY I'LL BE REQUESTING FUNDING TO  
[01:30:13] COMPLETE THE PROJECT DEFINITION DOCUMENT  
[01:30:15] FOR ONE OF THE LOCATIONS THAT THIS  
[01:30:17] DUTYFREE VENDOR WILL BE OCCUPYING ON  
[01:30:19] CONCORDE A. THE CONCEPT YOU WILL SEE  
[01:30:21] TODAY, AS DAWN SAID, IS MORE OF AN  
[01:30:23] IMMERSIVE LOCATION, A WALKTHROUGH DUTY  
[01:30:25] FREE THAT WOULD BE THOUGHTFULLY LOCATED  
[01:30:27] NEAR THE IAS EXIT INTO CONCOURSE A FOR  
[01:30:30] CONNECTING INTERNATIONAL PASSENGERS AS

[01:30:33] WELL AS THE NEW INTERNATIONALLY CAPABLE  
[01:30:34] GATES AT THE END OF A. AS DON SAID, OUR  
[01:30:37] AIRPORT IS LACKING DUTY FREE RETAIL  
[01:30:39] SPACE, AND THIS CONCEPT WILL PROVIDE  
[01:30:41] OVER 11,000 SQFT TO OUR PASSENGERS.  
[01:30:44] THIS CONCEPT ALSO INCLUDES A CONFERENCE  
[01:30:46] CENTER EXPANSION ON THE MEZZANINE LEVEL  
[01:30:48] THAT I'LL SHOW IN FUTURE SLIDES. NEXT  
[01:30:50] SLIDE, PLEASE.  
[01:30:54] THIS SLIDE SHOWS A VERY HIGH LEVEL  
[01:30:56] PROJECT ROADMAP. TODAY, I'M REQUESTING  
[01:30:58] AUTHORIZATION TO COMPLETE THE PROJECT  
[01:31:00] DEFINITION DOCUMENT, AND DON IS  
[01:31:02] REQUESTING THE DUTYFREE VENDOR RFP  
[01:31:04] AUTHORIZATION. OUR HOPE IS THAT THESE  
[01:31:06] TWO PROCESSES WILL WORK IN PARALLEL SO  
[01:31:08] THAT WE CAN POTENTIALLY HAVE THE NEW  
[01:31:09] VENDOR ON BOARD NEAR THE TIME WE COME  
[01:31:11] BACK FOR DESIGN AUTHORIZATION, WE THINK  
[01:31:14] THAT IT'S IMPORTANT THAT THE DUTYFREE  
[01:31:15] VENDOR IS ABLE TO WORK WITH OUR FUTURE  
[01:31:17] DESIGN TEAM ON THE BASE BUILDING CHANGES  
[01:31:20] SO WE CAN WORK WITH THEM TO PROVIDE A  
[01:31:21] SPACE THAT IS ARCHITECTURALLY INTEGRATED  
[01:31:24] INTO OUR FACILITY. OUR GOAL IS TO HAVE  
[01:31:26] THE DUTY FREE UP AND RUNNING IN Q THREE  
[01:31:28] OF 2026. NEXT SLIDE, PLEASE.  
[01:31:35] SO WHAT YOU'LL BE SEEING TODAY IS THE  
[01:31:36] WORK THAT WE'VE COMPLETED IN PHASE ONE  
[01:31:38] OF OUR PDD DEVELOPMENT. TODAY, I'M  
[01:31:40] REQUESTING FUNDING TO COMPLETE THE  
[01:31:42] DOCUMENT BY FURTHER REFINING OUR  
[01:31:43] PREFERRED CONCEPT. OUR GOAL IS TO HAVE  
[01:31:46] THIS DOCUMENT COMPLETED BY Q TWO OF NEXT  
[01:31:48] YEAR. NEXT SLIDE, PLEASE.  
[01:31:52] OUR PREFERRED DUTY FREE CONCEPT IS  
[01:31:55] UNIQUE IN THAT IT TOUCHES THE MEZZANINE  
[01:31:57] CONCOURSE AND BAGGAGE CLAIM LEVELS OF  
[01:31:58] THE TERMINAL. I WILL WALK THROUGH EACH  
[01:32:00] LEVEL TO HELP ORIENT YOU TO THE PROPOSED  
[01:32:03] CHANGES. FIRST, WE'LL START WITH THE  
[01:32:04] CONCOURSE LEVEL. NEXT SLIDE, PLEASE.  
[01:32:10] IN THIS GRAPHIC, YOU HAVE A BIRD'S EYE  
[01:32:12] VIEW OF CURRENT CONDITIONS ON THE  
[01:32:13] TICKETING LEVEL. THE AREA OUTLINED IN  
[01:32:16] RED DOTS IS OUR CURRENT BARRIER BETWEEN  
[01:32:18] SECURE AND NON SECURE. ON THE NON SECURE  
[01:32:21] SIDE, YOU'LL NOTICE OUR AOB ELEVATORS TO  
[01:32:23] THE RIGHT, THE ADJACENT RESTROOM IN THE  
[01:32:25] OLD HUDSON NEWS COFFEE STAND. INSIDE THE  
[01:32:28] SECURE AREA YOU'LL SEE ON THE BOTTOM  
[01:32:30] LEFT, THE IAF EXPANSION AND WHERE THE  
[01:32:33] EXIT FOR CONNECTING PASSENGERS FLOW INTO  
[01:32:35] THE A CONCOURSE. TO THE RIGHT OF THAT,  
[01:32:38] YOU SEE THE CURRENT EXIT FOR CONCOURSE.  
[01:32:42] YOU'LL ALSO NOTICE A NUMBER OF OTHER  
[01:32:44] TENANTS AS YOU MOVE NORTH THROUGH  
[01:32:46] CONCOURSE A TOWARDS CHECKPOINT TWO.  
[01:32:48] THESE SPACES ARE CURRENTLY OCCUPIED AND  
[01:32:50] WILL BE IMPACTED BY THE NEW DUTY FREE.  
[01:32:52] DON THANK YOU, MANDY. AS MANDY  
[01:32:56] MENTIONED, WE HAVE FIVE TENANTS THAT  
[01:32:58] WILL BE IMPACTED BY THE EXPANDED DUTY

[01:33:00] FREE, AND THEY'RE REALLY IN TWO  
[01:33:02] CATEGORIES. ONE OR THREE OF THEM ARE  
[01:33:05] NEWER BUILDS ARE SPA, THE IN MOTION AND  
[01:33:07] SORROWSKI, AND THEY HAVE SIMILAR LEASE  
[01:33:10] TERMS AND THEN THE TWO OTHER FOOD  
[01:33:14] LOCATIONS OF MANCHIWALK AND AFRICAN  
[01:33:15] LANDS. THEY HAVE DIFFERENT LEASE  
[01:33:18] LANGUAGE AND BASED ON THEIR LEASE  
[01:33:20] LANGUAGE, WE ARE WORKING WITH ALL FIVE  
[01:33:21] OF THE TENANTS. SOME WILL BE RELOCATED  
[01:33:25] AND OTHERS WILL BE BUYING THEM OUT. AND  
[01:33:28] SO THE TEAM INTERNALLY IS WORKING WITH  
[01:33:30] ALL THOSE TENANTS SO WE CAN HAVE A  
[01:33:32] SMOOTH TRANSITION. UP UNTIL THIS  
[01:33:35] MORNING, WE'RE STILL HAVING  
[01:33:37] CONVERSATIONS WITH THEM, SO THIS WILL BE  
[01:33:39] A SMOOTH TRANSITION. WE WILL MAKE SURE  
[01:33:41] THAT THE TENANTS AREN'T NEGATIVELY  
[01:33:44] IMPACTED AS MUCH AS POSSIBLE. MANDY,  
[01:33:48] THANKS TOG NEXT SLIDE, PLEASE.  
[01:33:54] THIS IS THE CONCEPT FOR THE WALKTHROUGH  
[01:33:55] DUTY FREE. THERE ARE SOME KEY FEATURES  
[01:33:57] THAT I'D LIKE TO HIGHLIGHT. THIS CONCEPT  
[01:34:00] FEATURES LARGE RETAIL SPACES TO THE EAST  
[01:34:02] AND WEST, LABELED HERE AS AREA ONE AND  
[01:34:04] AREA THREE. THOSE AREAS COMBINED ARE  
[01:34:07] EQUAL TO NEARLY 9000 SQFT OF NEW RETAIL  
[01:34:10] SPACE IN THE CENTER ISLAND LABELED AREA  
[01:34:13] TWO. WE'VE INCLUDED A LARGE MUSIC STAGE  
[01:34:15] AS WELL AS DEDICATED SPACE FOR SMALL  
[01:34:17] BUSINESS KIOSKS. THE GRAY AREA  
[01:34:21] IS CIRCULATION SPACE IMMERSING THE  
[01:34:23] PASSENGERS WITHIN THE RETAIL EXPERIENCE.  
[01:34:26] WE'VE ALSO RECOGNIZED THAT PASSENGERS  
[01:34:28] CONNECTING FROM THE NEW IAF MAY BE  
[01:34:30] LOOKING FOR ASSISTANCE, SO WE'VE  
[01:34:31] INCLUDED A LARGE CUSTOMER SERVICE  
[01:34:33] INFORMATION HUB, WHICH YOU CAN SEE IN  
[01:34:35] LIGHT BLUE ON THE BOTTOM LEFT OF THIS  
[01:34:37] LAYOUT. FINALLY, WE WILL BE RELOCATING  
[01:34:40] TO THE EXIT FROM THE A CONCOURSE AS  
[01:34:42] HIGHLIGHTED IN GREEN. WE'LL BE INCLUDING  
[01:34:44] AUTOMATED EXIT LANES TO IMPROVE SECURITY  
[01:34:47] IN THIS AREA. NEXT SLIDE, PLEASE.  
[01:34:54] HERE IS A RENDERING OF THE SPACE THAT  
[01:34:55] CALLS OUT THOSE AREAS IN A MORE  
[01:34:57] REALISTIC SENSE. ONE THING THAT YOU CAN  
[01:34:59] MAKE OUT MORE CLEARLY HERE THAN IN THE  
[01:35:01] LAST GRAPHIC IS THE INCORPORATION OF AN  
[01:35:04] EXTERNAL STAIRCASE, WHICH I WILL DISCUSS  
[01:35:06] IN UPCOMING SLIDES. ALL IN ALL, WE'LL BE  
[01:35:08] ADDING APPROXIMATELY 11,000 ADDITIONAL  
[01:35:10] SQUARE FEET OF DUTY FREE RETAIL SPACE IN  
[01:35:13] THIS LOCATION. NEXT SLIDE, PLEASE.  
[01:35:18] NOW, IF WE WERE TO KIND OF PLOP YOU DOWN  
[01:35:20] INTO THIS PLAN, THIS IS HOW THE SPACE  
[01:35:21] WOULD FEEL IF YOU ARE A CONNECTING IAF  
[01:35:23] PASSENGER HEADING NORTH DOWN CONCOURSE.  
[01:35:26] A. ONE THING THAT I WANT TO CALL OUT  
[01:35:28] HERE IS THAT THESE ARCHITECTURAL  
[01:35:29] FEATURES ARE FOR CONCEPT PURPOSES ONLY  
[01:35:33] ARCHITECTURAL FINISHES, RATHER, FOR  
[01:35:35] CONCEPT PURPOSES ONLY. WE'LL BE WORKING

[01:35:37] CLOSELY WITH THE NEW DUTY FREE VENDOR TO  
[01:35:39] ENSURE THAT THEIR CONCEPTS ARE  
[01:35:41] INTEGRATED INTO THE REST OF THE  
[01:35:42] FACILITY. NEXT SLIDE, PLEASE.  
[01:35:47] IF YOU WERE TO TURN YOUR HEAD AND LOOK  
[01:35:48] SOUTH DOWN THE ACON COURSE, YOU'LL SEE  
[01:35:50] THE NEW INFORMATION HUB TO YOUR LEFT,  
[01:35:52] THE SMALL BUSINESS AND MUSIC ISLAND TO  
[01:35:54] YOUR RIGHT AND THE CAPITOL HILL FOOD  
[01:35:56] COURT AHEAD. NEXT SLIDE, PLEASE.  
[01:36:01] NOW WE WILL MOVE FROM THE CONCOURSE  
[01:36:03] LEVEL UP TO THE MEZZANINE LEVEL. NEXT  
[01:36:05] SLIDE, PLEASE. AS YOU  
[01:36:08] MAY RECALL, IN THAT FIRST BIRD'S EYE  
[01:36:10] VIEW, I SHOWED YOU, THIS DUTYFREE WILL  
[01:36:12] BE MOVING THE LINE BETWEEN SECURE AND  
[01:36:14] NON SECURE TO ABSORB THE SPACE WHERE THE  
[01:36:16] HUDSON COFFEE STAND USED TO BE NEAR THE  
[01:36:18] AOB ELEVATORS. NOW THAT THIS AREA IS  
[01:36:21] CONVERTED TO BEING SECURE, WE HAVE TO  
[01:36:23] PROTECT THE SECURITY BOUNDARIES TO  
[01:36:25] ENSURE THAT NO ONE COULD THROW ANYTHING  
[01:36:26] INTO THE SECURE AREA. TO DO THIS, OUR  
[01:36:29] CONCEPT PROPOSES A MEZZANINE EXPANSION.  
[01:36:32] NEXT SLIDE, PLEASE. THIS IS WHAT THAT  
[01:36:36] LID WOULD POTENTIALLY LOOK LIKE. THIS IS  
[01:36:38] THE EXTENSION OF THE PO PORT CONFERENCE  
[01:36:40] CENTER ON THE MEZZANINE TO CONTINUE PAST  
[01:36:42] THE RESTROOMS ALL THE WAY TO THE CURTAIN  
[01:36:43] WALL. THIS EXPANSION WOULD NOT ONLY  
[01:36:46] SECURE THE NEW DUTY FREE, BUT WOULD ALSO  
[01:36:48] PROVIDE AN ADDITIONAL 3000 SQFT SQUARE  
[01:36:50] FEET FOR CONFERENCE CENTER GUESTS.  
[01:36:53] THIS AREA COULD BE USED FOR OPEN  
[01:36:55] SEATING, BREAKOUT SPACE, OR EATING AREA  
[01:36:58] FOR BUFFETS. WE'D ALSO INCLUDE IN THE  
[01:37:00] SPACE A PURPOSEBUILT NURSING ROOM FOR  
[01:37:03] CONFERENCE CENTER GUESTS AS WELL AS  
[01:37:04] ADDITIONAL STORAGE. THIS EXPANSION DID  
[01:37:07] TRIGGER A BUILDING AND FIRE CODE THAT  
[01:37:09] REQUIRED THE ADDITION OF AN EGRESS  
[01:37:11] STAIR, WHICH YOU CAN SEE HERE AS WELL.  
[01:37:13] THIS EGRESS STAIR WOULD BE USED BY  
[01:37:15] CONFERENCE CENTER GUESTS IN CASE OF AN  
[01:37:17] EMERGENCY GETTING GUESTS DOWN TO THE  
[01:37:19] BAGGAGE CLAIM LEVEL WHERE THEY COULD  
[01:37:20] EXIT THE BUILDING. THIS STAIR WILL BE  
[01:37:22] FULLY FIRE RATED AND WILL BE USED FOR  
[01:37:24] EMERGENCIES ONLY. NEXT SLIDE, PLEASE.  
[01:37:31] PLACING YOU ON THE MEZZANINE LEVEL,  
[01:37:32] YOU'LL SEE THE NICE AREA FOR THE  
[01:37:33] CONFERENCE CENTER CUSTOMERS THAT HAS  
[01:37:35] LOTS OF LIGHT AND A NICE VIEW OF THE  
[01:37:37] GINA MARIE LINDSAY HALL. NEXT SLIDE,  
[01:37:39] PLEASE.  
[01:37:43] THIS IS A VIEW OF THE EXPANSION. IF YOU  
[01:37:45] WERE STANDING AT THE ENTRANCE OF THE NEW  
[01:37:46] CHECKPOINT ONE ON THE BAGGAGE CLAIM  
[01:37:48] LEVEL, WE FOUND THAT THE EGRESS AIR  
[01:37:50] OFFERED US A GREAT OPPORTUNITY TO  
[01:37:52] INCLUDE A MEDIA WALL IN THIS PRIME  
[01:37:54] LOCATION. THERE'S BEEN MANY USES  
[01:37:56] IDENTIFIED FOR THIS WALL, INCLUDING



[01:37:58] WAYFINDING ADVERTISING, ART AND PORT  
[01:38:01] MESSAGING TO IAS METERS AND GREETERS.  
[01:38:03] AS WE MOVE THROUGH THE DESIGN, WE WILL  
[01:38:05] BE WORKING CLOSELY WITH OUR INTERNAL  
[01:38:07] TEAMS TO CONTINUE OUR ONGOING EFFORT TO  
[01:38:09] FIND SYNERGIES BETWEEN ART SIGNAGE AND  
[01:38:11] ADVERTISING. FINALLY, ON THIS RENDERING,  
[01:38:14] YOU WILL SEE AN EXTENDED GLASS RAILING  
[01:38:16] ON THE MEZZANINE LEVEL EXTENDING 8FT  
[01:38:18] HIGH. THIS WILL BE ONE OF THE FIRST  
[01:38:20] PROJECTS TO CARRY FORWARD THIS NEW  
[01:38:21] SECURITY IMPROVEMENT TO LIMIT UNFETTERED  
[01:38:24] ACCESS TO PUBLIC GATHERING AREAS.  
[01:38:26] ARCHITECTURALLY, WE WILL BE WORKING TO  
[01:38:28] MATCH THE FINISHES OF THE NEW  
[01:38:29] CHECKPOINT, ONE FOR CONTINUITY OF THE  
[01:38:31] GML HALL. NEXT SLIDE, PLEASE.  
[01:38:36] NOW WE'LL TALK A LITTLE BIT ABOUT THE  
[01:38:37] PROJECT COSTS AND BUSINESS CASE. NEXT  
[01:38:39] SLIDE, PLEASE.  
[01:38:43] WE HAVE IDENTIFIED A PROJECT COST RANGE  
[01:38:45] DURING OUR FIRST PHASE OF THE PDD OF 24  
[01:38:47] TO 42 MILLION. THIS IS A CLASS FIVE  
[01:38:50] ESTIMATE AND WILL CONTINUE TO BE REVISED  
[01:38:52] AS WE MOVE THROUGH PDD COMPLETION THAT  
[01:38:54] RESULTS IN A 15% DESIGN. I WANT TO NOTE  
[01:38:57] THAT THIS COST IS FOR THE BASE BUILDING  
[01:38:59] CHANGES ONLY AND DOES NOT INCLUDE ANY  
[01:39:01] FIT OUTS THAT WOULD BE COMPLETED BY THE  
[01:39:03] SELECTED NEW DUTY FREE VENDOR. NEXT  
[01:39:06] SLIDE, PLEASE.  
[01:39:11] I BELIEVE THE COMMISSION IS FAMILIAR  
[01:39:12] WITH THIS SLIDE. THIS OUTLINES WHERE WE  
[01:39:14] ARE IN THE PROCESS AS WE REQUEST THE  
[01:39:16] FUNDS TO COMPLETE OUR PROJECT DEFINITION  
[01:39:17] DOCUMENT. NOW I WILL HAND IT OVER TO MY  
[01:39:20] COLLEAGUE MATT ANG, WHO IS A SENIOR  
[01:39:21] ANALYST WITH COMMERCIAL MANAGEMENT, TO  
[01:39:23] TALK THROUGH OUR BUSINESS CASE.  
[01:39:28] NEXT SLIDE, PLEASE. THANKS MANDY, FOR  
[01:39:30] INTRODUCING ME, SO I GUESS I DON'T HAVE  
[01:39:31] TO INTRODUCE MYSELF, BUT I WORK ON DON  
[01:39:35] HUNTER'S TEAM AND I'M HERE TO TALK ABOUT  
[01:39:38] THE BUSINESS CASE FOR THIS DUTY FREE  
[01:39:40] EXPANSION. BUT BEFORE I DO, LET'S  
[01:39:42] BRIEFLY DESCRIBE THE PROCESS BEHIND WHAT  
[01:39:45] WE DO FOR THE ANALYSIS FOR THE BUSINESS  
[01:39:47] CASE. SO WHENEVER WE HAVE NON AIRLINE  
[01:39:50] PROJECTS THAT REQUIRE SUBSTANTIAL  
[01:39:51] CAPITAL EXPENDITURE, WE'RE TASKED TO  
[01:39:53] LOOK AT THIS PROJECT IN TWO DIFFERENT  
[01:39:55] WAYS. ONE CAN THE NEW BUSINESS THAT IS  
[01:39:58] CREATED BY THE PROJECT GENERATE ENOUGH  
[01:40:00] REVENUE THAT IT PAYS FOR THE PROJECT'S  
[01:40:02] OWN CAPITAL COSTS? AND IF YES, THE  
[01:40:05] SECOND THING THAT WE LOOK AT IS DO THE  
[01:40:07] REVENUE STREAMS FROM THIS NEW PROJECT  
[01:40:09] PERFORM WELL ENOUGH THAT THE NET PRESENT  
[01:40:11] VALUE OF THE CASH FLOWS OF THE NEW  
[01:40:13] PROJECT ARE GREATER THAN THE NET PRESENT  
[01:40:15] VALUES OF THE CASH FLOWS OF THE SAME  
[01:40:18] FOOTPRINT HAD WE NOT DONE ANYTHING? SO  
[01:40:21] WHAT YOU'RE LOOKING AT IN THIS TABLE IS

[01:40:25] A SUMMARY OF THE PROCESS THAT IS JUST  
[01:40:27] DESCRIBED ON THE LEFT. MOST COLUMN  
[01:40:30] LABELED BASE CASE DO NOT EXPAND IS  
[01:40:38] BASICALLY THE FOOTPRINT OF THE PROJECT  
[01:40:40] AREA. HAD WE NOT DONE ANYTHING. SO THIS  
[01:40:43] IS THE ADR UNITS THAT ARE CURRENTLY  
[01:40:46] THERE OPERATING TILL THE END OF THIS  
[01:40:48] ANALYSIS PERIOD, WHICH GOES TILL THE END  
[01:40:52] OF 2036. WHILE THE CASH  
[01:40:55] FLOW OF THE BASE CASE IS NOT  
[01:40:57] INSIGNIFICANT, IT'S NOT NEARLY CLOSE TO  
[01:41:01] THE NET PRESENT VALUE OF CASH FLOWS. IN  
[01:41:02] THE SCENARIO WHERE WE DO BUILD THE DUTY  
[01:41:04] FREE CONCEPT IN ITS PLACE, WHICH IS THE  
[01:41:07] COLUMN TO YOUR FAR RIGHT. THE SCENARIO  
[01:41:11] WHERE THE DUTY FREE CONCEPT IS BUILT  
[01:41:13] SHOWS THAT DESPITE INCURRING OVER \$30  
[01:41:15] MILLION IN COST TO DESIGN AND BUILD THE  
[01:41:18] CONCEPT. THE REVENUE FROM THIS DUTY FREE  
[01:41:20] WOULD PAY OFF THE COST OF THE PROJECT IN  
[01:41:22] SEVEN YEARS AND FUTURE CASH FLOWS  
[01:41:26] DISCOUNTED BACK TO PRESENT VALUE IS  
[01:41:28] WORTH OVER \$25 MILLION THAN THE PRESENT  
[01:41:32] VALUE OF THE CURRENT OPERATION. SHOULD  
[01:41:34] WE NOT BUILD THE CONCEPT.  
[01:41:38] THIS PASSES OUR CHECKS TO DETERMINE  
[01:41:40] FINANCIAL VIABILITY AND IS A WORTHWHILE  
[01:41:43] PROJECT TO PURSUE FROM A QUANTITATIVE  
[01:41:45] PERSPECTIVE.  
[01:41:49] THANKS, MATT. NEXT SLIDE, PLEASE.  
[01:41:54] SO THIS IS THE END OF OUR PREPARED  
[01:41:56] MATERIALS. WE ARE HAPPY TO TAKE ANY  
[01:41:58] QUESTIONS ON EITHER DON'S ITEM, WHICH IS  
[01:42:01] THE DUTY FREE VENDOR SOLICITATION OR THE  
[01:42:04] DUTY FREE ON CONCORDE.  
[01:42:09] MR. COMMISSION PRESIDENT, I CAN GO AHEAD  
[01:42:11] AND CALL THE ROLL FOR QUESTIONS OR  
[01:42:12] COMMENTS AND STAFF. THANK YOU, MANDY.  
[01:42:15] PLEASE CALL THE ROLL.  
[01:42:18] I'LL BEGIN WITH COMMISSIONER  
[01:42:27] BOWMAN FOR QUESTIONS OR COMMENTS ON THIS  
[01:42:29] ITEM.  
[01:42:32] SORRY I KEEP GETTING MUTED. THANK YOU.  
[01:42:36] THIS IS AN AMBITIOUS PROJECT AND I  
[01:42:38] DEFINITELY UNDERSTAND AND AGREE WITH THE  
[01:42:40] NEED FOR AN EXPANDED AND MORE  
[01:42:42] INTERACTIVE DUTY FREE. OUR DUTY FREE  
[01:42:46] CERTAINLY DOESN'T LOOK LIKE OTHER PURE  
[01:42:48] AIRPORTS. AS YOU'VE MENTIONED. CAN YOU  
[01:42:51] ELABORATE A LITTLE BIT MORE ON THE  
[01:42:54] FEEDBACK FROM NEARBY TENANTS AND THE  
[01:42:57] IMPACT TO THEM EVERY TIME WE DO A  
[01:43:00] CONSTRUCTION PROJECT, NOTHING IS DONE IN  
[01:43:02] A VACUUM. AND SO I WOULD JUST LIKE A  
[01:43:05] LITTLE BIT MORE REASSURANCE THAT THE  
[01:43:07] TENANTS THAT WOULD BE IMPACTED BY THAT  
[01:43:09] CONSTRUCTION ARE AGREEABLE TO THAT AND  
[01:43:13] WE'VE DONE EVERYTHING WE CAN TO LIMIT A  
[01:43:16] NEGATIVE IMPACT. ABSOLUTELY,  
[01:43:19] COMMISSIONER BOWMAN. SO AS I STATED, WE  
[01:43:22] MET WITH THE TENANTS ACTUALLY LAST WEEK  
[01:43:25] AND THERE'S TWO BUCKETS OF TENANTS. AS I  
[01:43:28] WOULD SAY, TWO OF THE TENANTS HAVE

[01:43:32] LANGUAGE WITHIN THEIR LEASES THAT  
[01:43:34] REQUIRE US TO RELOCATE THEM IF THEY'RE  
[01:43:38] GOING TO BE IMPACTED BY A PROJECT. WE  
[01:43:41] HAVE SPOKEN WITH THOSE TENANTS ACTUALLY  
[01:43:42] UP UNTIL THIS MORNING AS WELL TO TALK TO  
[01:43:45] THEM ABOUT RELOCATION AND WHAT THOSE  
[01:43:47] AREAS WOULD LOOK LIKE. WE'RE ACTUALLY  
[01:43:49] GOING TO DO A WALK THROUGH WITH THEM ON  
[01:43:51] TUESDAY OF NEXT WEEK TO SHOW THEM SOME  
[01:43:53] ALTERNATE LOCATIONS FOR THOSE  
[01:43:55] RELOCATIONS TO SEE IF THEY'RE ACCEPTABLE  
[01:43:58] TO THEM. THE OTHER THREE TENANTS ARE  
[01:44:00] NEWER AND THEIR LANGUAGE ALLOWS FOR  
[01:44:03] OPERATIONAL PURPOSES THAT WE CAN BUY  
[01:44:05] THEM OUT THE AMORTIZED AMOUNT OF WHAT'S  
[01:44:08] LEFT ON THERE. WE MET WITH THOSE TENANTS  
[01:44:10] ALSO LAST WEEK AND THEY UNDERSTAND JUST  
[01:44:14] LOOKING FOR TIMELINES AND WE'LL FURTHER  
[01:44:16] MEET WITH THEM AND GIVE THEM TIMELINES  
[01:44:18] AS WE MOVE FORWARD. AND I THINK OUR  
[01:44:20] MEETING WITH THEM IS A TESTAMENT TO WHY  
[01:44:22] WE DIDN'T HAVE ANY NAYSAYERS COMING  
[01:44:25] TODAY, BUT WE ARE DEFINITELY GOING TO  
[01:44:27] WORK WITH THEM AND MAKE SURE THAT THE  
[01:44:30] IMPACT TO THEM IS AS LEAST AS POSSIBLE.  
[01:44:32] AND JUST ONE OF THE THINGS THAT THEY  
[01:44:34] ASKED AND I THINK IS REASONABLE THAT  
[01:44:35] WHATEVER LOCATION WE FIND FOR  
[01:44:36] RELOCATION, THEY'RE ABLE TO STAY OPEN  
[01:44:39] AND OPERATE THEIR CURRENT LOCATION,  
[01:44:41] WHICH WE THINK IS A VERY REASONABLE  
[01:44:43] ASSET THAT THEY ARE GENERATING FUNDS AS  
[01:44:47] THEY'RE MOVING ALONG TO THE RELOCATION.  
[01:44:50] HOPEFULLY THAT ANSWERS YOUR QUESTION.  
[01:44:53] YEAH, IT DOES. I GUESS THE ONLY THING  
[01:44:55] I'D ADD TO THAT IS I APPRECIATE THAT  
[01:44:57] OUTREACH. IT FEELS I'LL BE CANDID A  
[01:44:59] LITTLE AFTER THE FACT, BUT THE STAFF  
[01:45:03] IS PROPOSING A PROJECT AND THEN LATER  
[01:45:05] LETS THE TENANTS KNOW TO BE RELOCATED IS  
[01:45:09] STILL A BIG DEAL. AND I GUESS I'VE BEEN  
[01:45:11] AROUND LONG ENOUGH TO KNOW THAT CLEARLY  
[01:45:13] NOT EVERY LOCATION AT THE AIRPORT IS  
[01:45:15] EQUAL. AND SO I WOULD ANTICIPATE THERE  
[01:45:19] WILL BE SOME CHALLENGES WITH RELOCATION.  
[01:45:22] AND SO I GUESS I'D ASK IS THAT WE'VE GOT  
[01:45:24] INCUMBENT TENANTS WHO HAVE PUT DOWN THE  
[01:45:27] MONEY, AND I KNOW AT LEAST I WOULD  
[01:45:30] ASSUME A COUPLE OF THEM ARE MORE LOCALLY  
[01:45:33] OWNED BUSINESSES. AND SO I GUESS I JUST  
[01:45:35] WANT TO MAKE SURE THAT WE'RE DOING  
[01:45:37] EVERYTHING WE CAN TO REDUCE THE IMPACTS  
[01:45:41] ON THEIR BOTTOM LINE AND BEING REALLY  
[01:45:42] COGNIZANT. AND I'D ASK YOU ALL TO BRING  
[01:45:44] TO THE COMMISSION WHATEVER MIGHT NEED TO  
[01:45:48] BE DONE TO KEEP THOSE IMPACTS  
[01:45:51] AT A MINIMUM. SO IT WOULD BE GREAT TO BE  
[01:45:54] ABLE TO NOT HAVE TO GO DOWN THE ROAD  
[01:45:57] WHERE WE'RE HAVING CONTENTIOUS  
[01:45:59] DISCUSSIONS ABOUT THAT MOVING FORWARD.  
[01:46:01] IT'S ONE THING TO START THE DISCUSSION.  
[01:46:02] BUT AGAIN, I'VE BEEN AROUND LONG ENOUGH  
[01:46:04] TO KNOW EVERY TIME WE ASK SOMEBODY TO

[01:46:06] MOVE, IT'S JUST NOT AS EASY AS IT  
[01:46:09] SOUNDS. AND THEN COMMISSION. GO AHEAD,  
[01:46:12] LANCE. WELL, COMMISSIONER, JUST WANT  
[01:46:14] TO JUST WRITE TO YOU WHAT DON SAID. DON  
[01:46:16] AND THE TEAM HAVE BEEN MEETING WITH THE  
[01:46:18] IMPACT OF TENANTS. I HAVE HAD A COUPLE  
[01:46:20] OF MEETINGS WITH THEM AS WELL, AND I CAN  
[01:46:23] ASSURE YOU THAT WE ARE DOING EVERYTHING  
[01:46:25] IN OUR POWER TO DO EXACTLY WHAT YOU'RE  
[01:46:27] SAYING IS TO MINIMIZE THE IMPACT ON  
[01:46:30] THESE AFFECTED CUSTOMERS. AND ONE OF THE  
[01:46:33] THINGS I WANTED TO ADD, LANCE, IS THAT  
[01:46:35] MR. BOWMAN, BECAUSE OF THE PAST, WE DID  
[01:46:38] SOME PROCESS IMPROVEMENT, WORKED WITH  
[01:46:40] AIRPORT DINING AND RETAIL EXECUTIVE  
[01:46:43] DIRECTOR METRICS ASK. AND ONE OF THE  
[01:46:45] THINGS THAT WE FOUND IS THAT WE NEEDED  
[01:46:49] TO IMPROVE OUR PROCESS. AND ONE OF THE  
[01:46:50] THINGS THAT WE ARE PLANNING TO DO IS  
[01:46:52] ABSORB SOME OF THOSE COSTS UP FRONT WHEN  
[01:46:54] WE HAVE BUILD OUTS. AND SO THAT  
[01:46:56] ALLEVIATES SOME OF THE PAIN THAT THE  
[01:46:58] TENANTS WERE COMPLAINING ABOUT. SO WE'RE  
[01:47:00] GOING TO BE WORKING WITH THEM THROUGH  
[01:47:01] THE ENTIRE PROCESS. AND WE HAVEN'T BEEN  
[01:47:03] ABLE TO COME TO YOU AND TELL YOU ABOUT  
[01:47:05] THAT PROCESS IMPROVEMENT BECAUSE OF  
[01:47:06] COVID AND SOME OTHER THINGS. BUT WE PLAN  
[01:47:08] TO DISCUSS IT AT THE AVIATION COMMITTEE,  
[01:47:10] SO YOU CAN SEE THAT DOCUMENTATION.  
[01:47:14] THANKS, DON'T. I APPRECIATE IT. ON THE  
[01:47:17] LAST COMMENT. SO MANY THINGS GO TO THE  
[01:47:19] AVIATION COMMITTEE, BUT ALL FIVE  
[01:47:20] COMMISSIONERS HAVE TO MAKE THE ULTIMATE  
[01:47:22] DECISION. SO I'M NOT ON THE AVIATION  
[01:47:24] COMMITTEE, SO I WOULDN'T HEAR ABOUT IT.  
[01:47:26] SO I'D LOVE JUST MORE DETAILS AS IT  
[01:47:29] MOVES THROUGH THE PROCESS. ABSOLUTELY.  
[01:47:31] THANK YOU SO MUCH. THANK YOU.  
[01:47:35] COMMISSIONER CHO. I'M MOVING TO  
[01:47:36] COMMISSIONER CALKINS QUESTIONS AND  
[01:47:37] COMMENTS FOR STAFF. THANKS FOR THE  
[01:47:41] PRESENTATION. I HAD A CHANCE A COUPLE OF  
[01:47:43] MONTHS AGO, TOURED SOME OF THESE  
[01:47:45] LOCATIONS WITH BOTH A COUPLE OF TENANT  
[01:47:48] CONCESSIONAIRES AND ALSO WITH DON AND  
[01:47:50] HER TEAM. YOU GUYS  
[01:47:53] MAKE A STRONG CASE FOR WHY THIS MAKES  
[01:47:54] SENSE FOR US. AND I THINK IN  
[01:47:57] PARTICULARLY AS WE THINK ABOUT THE  
[01:48:00] REBOUNDING INTERNATIONAL TRAVEL MARKET,  
[01:48:02] WHICH CLEARLY IS THE PRINCIPLE CUSTOMER  
[01:48:04] BASE FOR THESE STORES. SO I'M  
[01:48:09] GRATEFUL WE'VE GOT SUCH CONFIDENT  
[01:48:11] LEADERSHIP IN DON IN THE PROGRAM. AND I  
[01:48:14] LOOK FORWARD TO SEEING THE RESULTS OF  
[01:48:15] THIS. THANK YOU, DON. MAYBE NOT TO PUT  
[01:48:19] YOU ON THE SPOT. THERE'S A LOT OF  
[01:48:20] OPPORTUNITIES FOR INTERNATIONAL, BUT  
[01:48:22] WITHIN THE DUTY FREE CONCEPT, THERE ARE  
[01:48:23] ALSO OPPORTUNITIES FOR DOMESTIC  
[01:48:26] PASSENGERS AS WELL. CORRECT.  
[01:48:30] ABSOLUTELY. CURRENTLY IN DUTY FREE. IF

[01:48:32] YOU'RE NOT INTERNATIONAL TRAVELER, YOU  
[01:48:35] CAN PURCHASE MAKEUP, YOU CAN PURCHASE  
[01:48:38] PERFUME, ALL OF THE BEAUTY LINES YOU CAN  
[01:48:41] PURCHASE IN THERE FOR DUTY PAID. SO  
[01:48:44] THAT'S BUILT INTO IT, WHICH IS A GOOD  
[01:48:46] PORTION OF THE SALES AS WELL.  
[01:48:51] THANK YOU. COMMISSIONER CALKINS MOVING  
[01:48:53] TO COMMISSIONER CHO. YEAH. WELL, THANK  
[01:48:56] YOU SO MUCH FOR THIS GREAT PRESENTATION.  
[01:48:58] I WANTED TO SWITCH BACK TO THE BUSINESS  
[01:49:01] CASE RIGHT HERE AND ASK A QUICK  
[01:49:03] QUESTION. I THINK IT'S PRETTY  
[01:49:05] ASTONISHING THAT AFTER ALL THE COSTS OF  
[01:49:07] THIS BUILD OUT AND LEASE BUYOUTS THAT  
[01:49:11] WE'D STILL BE MAKING 25 MILLION.  
[01:49:15] BUT I THINK IT'S EVEN BETTER. THAT  
[01:49:18] CORRECT ME IF I'M WRONG. IF YOU LOOK AT  
[01:49:21] JUST THE TOTAL REVENUE COMPARISON, IF WE  
[01:49:24] JUST LOOK AT REVENUE, YOU'RE ACTUALLY  
[01:49:26] SEEING A 300% INCREASE IN REVENUE AS A  
[01:49:28] RESULT OF THIS PROJECT. IS THAT CORRECT?  
[01:49:30] CORRECT?  
[01:49:41] ABSOLUTELY CORRECT. COMMISSIONER CHO,  
[01:49:44] DUTY FREE AMONG THE ADR CATEGORIES IS BY  
[01:49:48] FAR, POUND FOR POUND, THE BIGGEST  
[01:49:50] CONTRIBUTOR ON A SQUARE FOOT BASIS IN  
[01:49:54] TERMS OF NET REVENUE TO THE PORT.  
[01:49:59] OF COURSE, YOU CAN'T MAKE YOUR WHOLE  
[01:50:01] AIRPORT DUTY FREE. BUT WE'VE HAD  
[01:50:05] DISCUSSIONS WITH THE SUBJECT MATTER  
[01:50:06] EXPERTS IN THE ADR TEAM AND SAID EVEN IF  
[01:50:09] YOU ADD THIS 11,000 SQUARE FOOTAGE  
[01:50:12] CONCEPT, THAT THIS WILL NOT HAVE A  
[01:50:14] TEARIOUS EFFECT ON OVERALL DEMAND FOR  
[01:50:19] DUTY FREE AIRPORT LINE, WOULD IT  
[01:50:23] BE SAFE TO ASSUME IF WE WERE TO MAKE  
[01:50:26] CONSERVATIVE FORECAST THAT AFTER THE  
[01:50:29] YEAR 2036, THERE'S \$110,000,000  
[01:50:35] WOULD BASICALLY JUST BE POSITIVE CASH  
[01:50:38] FLOW FOR US. OH, YEAH. ABSOLUTELY. SO WE  
[01:50:42] JUST CHOSE 2036 AS A STOPPING POINT.  
[01:50:46] IT'S TEN YEARS AFTER THE CONCEPT IS  
[01:50:49] OPEN. ONE OF THE RULES OF BUSINESS  
[01:50:53] ANALYSIS IS THAT YOU COULD RUN IT  
[01:50:55] FOREVER AND THEN IT WOULD HAVE POSITIVE  
[01:50:57] NPV. SO WE WANTED TO MAKE THE ANALYSIS  
[01:51:00] PERIOD SHORT ENOUGH THAT IF  
[01:51:03] WE CAN HAVE A POSITIVE NPV AGAINST A  
[01:51:07] BASE CASE WITHIN TEN YEARS AND WE KNOW  
[01:51:10] WITH EVEN MORE CERTAINTY THAT THIS IS A  
[01:51:12] GOOD PROJECT, AND THEN IS IT FAIR TO  
[01:51:15] LOOK AT THIS IN A WAY WHERE IF YOU WERE  
[01:51:16] TO AMORTIZE THE \$30 MILLION COST OVER  
[01:51:18] THE NEXT 15 YEARS, THIS IS REALLY ONLY  
[01:51:19] COSTING US \$2 MILLION A YEAR FOR THE  
[01:51:22] NEXT 15 YEARS. GENERALLY, THAT'S  
[01:51:25] SOMETHING THAT YOU CAN DO NOW. WE ALSO  
[01:51:28] FRONT LOAD THE COSTS IN THE BUSINESS  
[01:51:30] CASE JUST TO MIRROR THE CONSTRUCTION  
[01:51:34] CALENDAR. I MEAN, IF WE REALLY WANTED TO  
[01:51:36] BE MORE PRECISE, WE COULD DO IT WITH HOW  
[01:51:39] IS IT FUNDED? AND THEN WE GO DOWN THE  
[01:51:42] RABBIT HOLE OF BOND FUNDING CALENDARS

[01:51:47] AND ALL THAT. BUT THIS IS THE MOST  
[01:51:50] CONSERVATIVE WAY TO CONVEY THE COST  
[01:51:54] INCURRED. OH, THAT'S GREAT. AND FOR  
[01:51:58] DON I WANTED TO REALLY ASK QUITE  
[01:51:59] QUICKLY, CAN YOU JUST GIVE ME A BRIEF  
[01:52:01] PRIMER ON HOW THE LEASE STRUCTURE MAY  
[01:52:05] DIFFER FOR DUTY FREE TENANTS AS OPPOSED  
[01:52:07] TO OUR DYING TENANT? IS IT THE SAME  
[01:52:09] STRUCTURE WHERE WE HAVE MAGS AND PROFIT  
[01:52:12] SHARING, ALL THAT STUFF, OR IS IT  
[01:52:13] DIFFERENT FOR DUTY FREE? I'M JUST TRYING  
[01:52:14] TO UNDERSTAND HOW THE FOOD AND BEVERAGE,  
[01:52:18] RETAIL SERVICES AND DUTY FREE.  
[01:52:22] WHAT IS DUTY FREE REVENUE, EXACTLY? IS  
[01:52:25] IT JUST LEASE? SO TYPICALLY  
[01:52:29] IN A DUTY FREE LEASE, THERE WOULD  
[01:52:32] BE MAG. AND THEN THERE'S A PERCENTAGE  
[01:52:35] STRUCTURE BY CATEGORY, BECAUSE TYPICALLY  
[01:52:39] WE WOULD GET MORE FOR ALCOHOL SALES AND  
[01:52:40] THINGS LIKE THAT. SO THERE'S LIKE A  
[01:52:42] PERCENTAGE BREAKDOWN BY CATEGORY.  
[01:52:46] AND THEN TYPICALLY BECAUSE OF THE DOLLAR  
[01:52:48] AMOUNT SPENT FOR THE BILL FOR DUTY FREE,  
[01:52:50] THE TERM IS TYPICALLY A TABLET LONGER  
[01:52:52] THAN A FOOD, BEVERAGE OR A REGULAR  
[01:52:54] RETAIL. WHEN WE BUILT DUTY FREE AT LAX,  
[01:52:57] THAT WAS A \$50 MILLION BILL ON THE  
[01:53:00] TENANT SIDE, THAT WASN'T EVEN OUR BASE  
[01:53:01] BUILDING, SO THEY'RE PRETTY HIGH BUILD  
[01:53:04] OUT. SO WE GIVE THEM A LITTLE EXTRA  
[01:53:06] TERM. BUT BASED ON THE CATEGORY OF SALES  
[01:53:08] AND THE AMOUNT OF SALES, WE TEND TO DO  
[01:53:12] REALLY WELL WITH DUTY FREE. OKAY.  
[01:53:14] GREAT. SO IT'S NOT JUST WE'RE RECEIVING  
[01:53:16] RENT FROM THEM, BUT WE ALSO GET A SHARE  
[01:53:17] OF THE SALES. ABSOLUTELY. OKAY.  
[01:53:20] PERFECT. THANK YOU. THAT'S ALL I HAD.  
[01:53:22] THANK YOU. COMMISSIONER CHO MOVE INTO  
[01:53:24] COMMISSIONER STEINBRUECK?  
[01:53:27] YEAH. I FEEL THIS IS WELL SUPPORTED AS  
[01:53:31] FAR AS THE BUSINESS CASE AND  
[01:53:32] JUSTIFICATION, I THINK THAT'S BEEN LAID  
[01:53:35] OUT VERY CLEARLY AND CONVINCINGLY. I  
[01:53:38] JUST WANTED TO ASK, I KNOW THE DIVERSITY  
[01:53:41] AND CONTRACTING FALLS UNDER THE FEDERAL  
[01:53:44] REQUIREMENTS. WHAT SPECIFICALLY ARE  
[01:53:46] THOSE GOALS FOR THIS PROJECT FOR WOMEN,  
[01:53:49] MINORITY DISADVANTAGED BUSINESSES?  
[01:53:50] PARTICIPATION. AND WILL THIS ALSO  
[01:53:53] TRIGGER PRIORITY HIGHER?  
[01:54:00] SO I'M NOT CERTAIN ABOUT WHAT THE WMBE  
[01:54:02] PARTICIPATION IS BECAUSE THAT WOULD COME  
[01:54:04] IN DURING CONSTRUCTION PHASE WHEN  
[01:54:08] WE GO TO CONSTRUCT IT. BUT HOWEVER, ON  
[01:54:11] THE CONCESSION SIDE OF IT, WE TYPICALLY  
[01:54:14] HAVE A JOINT VENTURE PARTNERSHIP WHERE  
[01:54:15] THEY PARTNER WITH A WMBE BUSINESS OR AN  
[01:54:17] ACDBE BUSINESS TO DO WORK. BUT I THINK  
[01:54:20] WHEN WE TALK ABOUT DIVERSITY AND  
[01:54:22] CONTRACTING AND THE PORT HIRE, WE WOULD  
[01:54:25] ENGAGE WITH MEN'S GROUP WHEN WE'RE GOING  
[01:54:28] TO DO THE CONSTRUCTION. OKAY. CAN YOU  
[01:54:31] ALSO TALK ABOUT THE KIOSK THE SMALL IN



[01:54:34] THE MIDDLE? ABSOLUTELY. ONE OF THE  
[01:54:37] THINGS THAT WE BUILT INTO THIS PROJECT  
[01:54:39] IS THAT WE'RE GOING TO REQUIRE THE DUTY  
[01:54:41] FREE OPERATOR TO PARTNER WITH A WMBE  
[01:54:43] BUSINESS AND PROVIDE OPPORTUNITIES FOR  
[01:54:46] THEM IN THAT MIDDLE AREA THAT MANDY  
[01:54:48] SHOWED US. IT'LL BE ONE OR TWO SMALL  
[01:54:52] BUSINESS KIOSKS WHERE THEY WOULD PARTNER  
[01:54:53] WITH THE DUTY FREE OPERATOR. OKAY. I  
[01:54:57] HAVE A SECOND QUESTION. AND IT HAS TO DO  
[01:54:59] WITH THE SUSTAINABILITY FRAMEWORK. I  
[01:55:02] DIDN'T HEAR ANY MENTION OF INTENTIONS  
[01:55:05] REGARDING THE SUSTAINABILITY FRAMEWORK  
[01:55:08] AND REVIEW PROCESS FOR THAT. YEAH. SO  
[01:55:11] THIS PROJECT IS STILL KIND OF IN ITS  
[01:55:13] INFANCY. SO IN OUR NEXT PHASE, WHICH  
[01:55:15] WE'RE GETTING AUTHORIZATION FOR TODAY,  
[01:55:17] WE'LL BE MOVING TOWARDS A 15% DESIGN,  
[01:55:19] WHICH WILL INCLUDE A SPARK MEETING AND  
[01:55:21] KIND OF RUNNING THROUGH THAT FRAMEWORK  
[01:55:22] AND SEEING WHAT THAT MEANS. SO WE INTEND  
[01:55:24] TO DO THAT KIND OF IN THE SECOND HALF  
[01:55:26] THAT WE'RE ASKING FOR AUTHORIZATION FOR  
[01:55:28] TODAY. ALL RIGHT, FAIR ENOUGH. THANK  
[01:55:30] YOU. THANK YOU, STEINBRUECK. COMMISSIONER  
[01:55:33] FELLEMAN. THANK YOU. I WAS ACTUALLY  
[01:55:37] FOLLOWING UP A LITTLE BIT WITH  
[01:55:38] COMMISSIONER STEINBRUECK'S COMMENTS. SO IT  
[01:55:40] SEEMS LIKE THE WHOLE CONCEPT BUILD OUT  
[01:55:43] IS ALREADY LIKE, SORT OF THE PORT  
[01:55:45] DESIGN, AND SOMEONE TRYING TO  
[01:55:48] DISTINGUISH IT FROM AN ADR TYPE LEASE.  
[01:55:51] SOMEBODY COMES TO US WITH THE CONCEPT.  
[01:55:53] WE ALREADY HAVE THE CONCEPT. WE ALREADY  
[01:55:56] HAVE THE LAYOUT, AND ALSO WE  
[01:55:59] ALREADY ARE ARTICULATING ITS  
[01:56:01] PROFITABILITY. SO I'M JUST IMAGINING THE  
[01:56:03] TENANT THAT WANTS TO COMPETE FOR THIS.  
[01:56:08] WHAT IS THEIR SORT OF OUT OF POCKET  
[01:56:11] INVESTMENT? AND THEN  
[01:56:14] WHAT CONTROL DO WE HAVE, LIKE THE KIND  
[01:56:17] OF QUESTIONS THAT COMMISSIONER  
[01:56:18] STEINBRUECK WAS ARTICULATING IN TERMS OF  
[01:56:21] MEETING CERTAIN GOALS THAT WE HAVE IN  
[01:56:24] TERMS OF RATING THE DIFFERENT TENANT  
[01:56:27] APPLICANTS? HOW IS OUR POLICY OBJECTIVES  
[01:56:32] BEING EMBRACED IN THE EVALUATION OF THE  
[01:56:35] COMPETITION? SO COMMISSION GAVE US  
[01:56:38] GUIDELINES FOR OUR LEASING FOR RFPS THAT  
[01:56:42] WE'VE BEEN FOLLOWING. AND SO IT WILL GO  
[01:56:45] THROUGH THOSE GUIDELINES THAT HAS YOUR  
[01:56:47] PARTIES WOVEN INTO THEM. AND THAT'S HOW  
[01:56:50] WE EVALUATE. AND THEN ON THE EVALUATION  
[01:56:53] PANEL, WE ALWAYS HAVE A MEMBER OF OUR  
[01:56:56] ENVIRONMENTAL GROUP THERE TO WEIGH IN ON  
[01:57:00] TO MAKE SURE THAT WE ARE LOOKING AT THE  
[01:57:03] AYES. IT NEEDS TO BECAUSE I'M NOT AN  
[01:57:05] ENVIRONMENTAL SPECIALIST. THAT'S WHY WE  
[01:57:07] HAVE THEM ON THE TEAM TO MAKE SURE THAT  
[01:57:09] WE ARE FOLLOWING OUR GUIDELINES AND YOUR  
[01:57:11] SUSTAINABILITY GOALS. AND COMMISSIONER  
[01:57:14] CHO TO JUMP ON WHAT DON SAID FOR THE  
[01:57:17] BASE RIGHT NOW. WE'RE WORKING THROUGH

[01:57:19] CONCEPT REFINEMENT. SO OUR THOUGHT WAS  
[01:57:22] BECAUSE THIS PROJECT IS VERY IMPACTFUL  
[01:57:24] TO THE BUILDING AND THAT WE'RE EXTENDING  
[01:57:27] A SLAB AND THERE ARE STRUCTURAL PIECES  
[01:57:29] AND WE'RE PULLING OUT PART OF A CURTAIN  
[01:57:30] WALL AND THINGS LIKE THAT. BUT IT JUST  
[01:57:32] MADE MORE SENSE FOR THE PORT TO KIND OF  
[01:57:33] BE LEADING THAT DESIGN. BUT AS I SAID IN  
[01:57:36] MY PRESENTATION, OUR HOPE IS THAT WHILE  
[01:57:38] WE'RE FINISHING THE PDD AND DON'T GO OUT  
[01:57:41] FOR SOLICITATION, THAT BY THE TIME WE'RE  
[01:57:43] COMING BACK TO YOU AND ASKING FOR DESIGN  
[01:57:45] AUTHORIZATION, WE HAVE A PARTNERSHIP  
[01:57:47] WITH WHOEVER THAT VENDOR IS. SO OUR BASE  
[01:57:49] BUILDING CHANGES ARE REFLECTING WHAT  
[01:57:51] THEY WOULD WANT THEIR FINAL SPACE TO  
[01:57:53] LOOK LIKE. FOR EXAMPLE, IF, SAY, THE  
[01:57:57] SUCCESSFUL CONSENT DUE TO FREE  
[01:58:00] CONCESSION AREAS AS A GUCCI CONCEPT,  
[01:58:03] THEY WOULD BE HAVING THAT GUCCI DESIGN  
[01:58:06] AS PART OF THE BUILDER. WHICH KIND OF  
[01:58:07] HAVE THE SHELL SPACE, THE RENDERINGS  
[01:58:10] THAT YOU SHOW ARE CONCEPTS. THEY'RE NOT  
[01:58:12] NECESSARILY THE END PRODUCT. SO WHOEVER  
[01:58:14] THE SUCCESSFUL VENDORS COMMISSIONER  
[01:58:16] WOULD ACTUALLY HAVE THEIR DESIGN, HAVE  
[01:58:17] YOU SEEN A LOT OF THE FANS AT AIRPORTS,  
[01:58:20] RIGHT? IT WOULD LOOK AND FEEL SOMETHING  
[01:58:22] LIKE THIS, BUT WE WILL BE DEFINITELY  
[01:58:24] GIVING THEM GUIDELINES, LIKE, WE'RE  
[01:58:25] ALREADY MEETING WITH OUR ARCHITECTURE  
[01:58:26] GROUP AND F AND I, AND WE'RE GOING TO  
[01:58:28] TELL THEM THIS IS THE LOOK AND FEEL THAT  
[01:58:31] WE WANT FOR THIS, A CONCOURSE. WE WILL  
[01:58:33] BE TELLING THEM THIS IS THE LOOK AND  
[01:58:34] FEEL THAT WE WANT FOR SALE SATELLITE.  
[01:58:36] SO AS THEY COME WITH THE BID AND THEIR  
[01:58:38] DESIGN, WE CAN SEE ARE THEY FOLLOWING  
[01:58:40] THE GUIDELINES THAT WE GAVE THEM AND  
[01:58:42] THAT'LL BE PART OF WHETHER THEY'RE THE  
[01:58:43] SUCCESSFUL BIDDER OR NOT AS WELL. SO  
[01:58:46] SUSTAINABILITY FRAMEWORK THAT WOULD HAVE  
[01:58:47] TO GO THROUGH ARCHITECTURAL STANDARDS  
[01:58:50] THAT THEY WILL HAVE TO ABIDE TO, BUT  
[01:58:52] THEY WILL HAVE THEIR OWN KIND OF LOOK  
[01:58:54] AND FEEL WITH THEIR FINISHES AND STUFF.  
[01:58:57] YEAH. WE WANT TO MAKE SURE BECAUSE IT'S  
[01:59:01] FOLKS THAT ARE GOING TO BE POTENTIALLY  
[01:59:03] EXITING THE IAF. THAT THEY'RE NOT  
[01:59:05] WALKING TO GET TO THEIR GATE, AND THEN  
[01:59:06] THEY'RE LIKE, OH, I DON'T FEEL LIKE I'M  
[01:59:08] SUPPOSED TO BE IN THIS SPACE. THIS IS  
[01:59:10] VERY DIFFERENT. WE WANT TO MAKE SURE  
[01:59:11] THAT IT STILL MAKES SENSE WITH THE  
[01:59:13] BUILDING BECAUSE IT'S A LARGE SPACE.  
[01:59:17] WELL, CERTAINLY NOBODY WOULD KNOW BETTER  
[01:59:20] WHAT WE WANT THAN THE FOLKS WHO WANT IT.  
[01:59:22] RIGHT. SO I APPRECIATE YOU EXERCISING  
[01:59:24] THAT CONTROL. AND MY QUESTION WAS MORE  
[01:59:27] THAN JUST THE ENVIRONMENTAL ONE. IT'S  
[01:59:29] ALL OF OUR SOCIETAL TYPE ASPIRATIONS.  
[01:59:32] AND I'M JUST WONDERING,  
[01:59:37] HOW IS THIS DIFFERENT THAN IF IT WAS RUN

[01:59:39] THROUGH THE ADR PROCESS?  
[01:59:44] IS OUR CONTROL ANY DIFFERENT? IF YOU HAD  
[01:59:47] YOUR DRUTHERS WOULD, YOU MAKE IT ALL THE  
[01:59:49] SAME. WHAT IS SUBSTANTIALLY  
[01:59:54] DIFFERENT. SO WHAT'S DIFFERENT HERE IS  
[01:59:56] WHAT WE'RE TRYING TO DO IS FIND  
[01:59:58] SYNERGIES. TYPICALLY, WHAT WOULD HAPPEN  
[02:00:00] IS I WOULD COME FOR THE AUTHORIZATION  
[02:00:01] AND RUN MY ADR PROCESS SEPARATELY, AND  
[02:00:03] MANDY WOULD COME FOR HER PDD SEPARATELY  
[02:00:05] AND KIND OF RUN HER PROCESS. AND WHAT  
[02:00:07] WE'RE TRYING TO DO IS FIND MORE  
[02:00:08] SYNERGIES WITH PROJECTS TO COME  
[02:00:10] TOGETHER. SO THERE STILL WILL BE AN ADR  
[02:00:12] PROCESS. WE'RE JUST KIND OF BLENDING  
[02:00:16] THIS TOGETHER, BUT WE WILL STILL GO  
[02:00:17] THROUGH OUR PROCESS. MANDY WILL STILL  
[02:00:18] HAVE HER PROCESS, BUT WE WANTED TO COME  
[02:00:20] IN FRONT OF YOU TOGETHER TO SHOW THE  
[02:00:23] SYNERGIES WITH THE PROJECT. SO FOR ADR,  
[02:00:26] WE WILL STILL DO AN RFP, WE'LL STILL  
[02:00:28] HAVE A PANEL, WE'LL STILL HAVE THE  
[02:00:30] SUCCESSFUL BIDDERS, AND WE WILL COME TO  
[02:00:32] YOU AND SAY, HEY, THIS IS WHAT WE'RE  
[02:00:33] WANTING TO DO. THAT WILL STILL HAPPEN.  
[02:00:37] AND WE'LL STILL COME BACK FOR DESIGN  
[02:00:38] AUTHORIZATION. BY THEN. WE SHOULD HAVE  
[02:00:41] AT LEAST A 15% DESIGN AND WE'LL CONTINUE  
[02:00:43] TO GO THROUGH THE CAPITAL PROCESS AS  
[02:00:44] WELL. WELL, JUST DON'T LET THE CAT BOTH  
[02:00:50] PROCESSES RUNNING IN PARALLEL. CORRECT.  
[02:00:55] JUST DON'T LET THE CAT OUT OF THE BAG  
[02:00:56] THAT SOMETIMES GOVERNMENT HAS LEFT AND  
[02:00:58] RIGHT HANDS TO WORK TOGETHER. VERY GOOD  
[02:01:00] TO HEAR. THANK YOU VERY MUCH. I DON'T  
[02:01:03] WANT TO SPOIL ANYBODY'S PREPOSITIONS  
[02:01:07] ANYWAY. VERY AMBITIOUS. GREAT VISION.  
[02:01:11] I THINK WE CAN MOVE ON UNLESS THERE ARE  
[02:01:12] ANY OTHER QUESTIONS. WE HAVE A VOTE  
[02:01:14] COMING UP ON THE RELATED ITEM. SO LET  
[02:01:19] US SEE. DO YOU NEED A FLOOR, MR.  
[02:01:22] COMMISSION PRESIDENT? YES.  
[02:01:26] THANK YOU. 1 SECOND. ALL RIGHT. SO THE  
[02:01:30] MOTION HAS BEEN MOVED AND SECOND, IS  
[02:01:31] THERE ANY FURTHER DISCUSSION ON THE  
[02:01:33] MOTION? I SEE NO HANDS RAISED.  
[02:01:36] ALL RIGHT. THANKS. HER CARD. PLEASE CALL  
[02:01:38] THE ROLL FOR THE VOTE, BEGINNING WITH  
[02:01:40] COMMISSIONER BOWMAN. AYE. THANK  
[02:01:43] YOU. COMMISSIONER CHO. YOU COMMISSIONER  
[02:01:47] CHO. AYE. THANK YOU. COMMISSIONER  
[02:01:50] STEINBRUECK. YES. THANK YOU.  
[02:01:53] COMMISSIONER FELLEMAN. AYE. THANK YOU.  
[02:01:57] THERE ARE FIVE YESSES AND ZERO NOS FOR  
[02:01:58] THIS ITEM. WELL, THEN THE MOTION PASSES.  
[02:02:02] THANK YOU. THANK YOU.  
[02:02:07] PLEASE READ THE NEXT ITEM. THE RECORD  
[02:02:09] EXECUTIVE DIRECTOR METRUCK HAS ALREADY  
[02:02:11] INTRODUCED THE ITEM AS PART OF THE PRIOR  
[02:02:13] INTRODUCTION. YES, THANK YOU. I'LL READ  
[02:02:16] THIS INTO THE RECORD. THIS IS AGENDA  
[02:02:18] ITEM TEN B AUTHORIZATION FOR THE  
[02:02:20] EXECUTIVE DIRECTOR TO AUTHORIZE 475,000

[02:02:22] TO COMPLETE A PROJECT DESIGN DOCUMENT  
[02:02:25] AND TO PROGRESS THE OVERALL PROJECT  
[02:02:27] DESIGN TO 15% FOR THE CONCOURSE, A DUTY  
[02:02:29] FREE PROJECT AT SEATTLE TACOMA  
[02:02:31] INTERNATIONAL AIRPORT FOR AN ANTICIPATED  
[02:02:34] TOTAL PROJECT COSTS IN THE RANGE OF 24  
[02:02:36] MILLION TO 42 MILLION.  
[02:02:38] AND MR.  
[02:02:42] COMMISSION PRESIDENT. OKAY.  
[02:02:43] COMMISSIONERS, AS THE INTRODUCTION OF  
[02:02:45] PRESENTATION FOR THIS ITEM WAS GIVEN TO,  
[02:02:47] THE LAST ITEM WILL NOW MOVE DIRECTLY TO  
[02:02:50] ANY ADDITIONAL QUESTIONS REMAINING ON  
[02:02:52] THE MOTION AND VOTE FOR THIS ITEM. ARE  
[02:02:54] THERE ANY ADDITIONAL QUESTIONS FROM THE  
[02:02:56] MEMBERS? PLEASE USE YOUR HAND TO  
[02:02:58] INDICATE IF SO, YOU'D LIKE TO SPEAK.  
[02:03:04] I DO NOT SEE ANY ADDITIONAL HANDS.  
[02:03:06] THANK YOU. SO IS THERE A MOTION AND A  
[02:03:08] SECOND TO PROVE ITEM CAN BE MOTION  
[02:03:14] HAS BEEN MOVED AND SECONDED, CLAIRE  
[02:03:15] HART, PLEASE CALL THE ROLL FOR THE VOTE.  
[02:03:18] THANK YOU. BEGINNING WITH COMMISSIONER  
[02:03:19] BOWMAN. AYE. THANK YOU.  
[02:03:22] COMMISSIONER CALKINS. AYE. THANK YOU.  
[02:03:25] COMMISSIONER CHO. AYE.  
[02:03:26] THANK YOU. COMMISSIONER STEINBRUECK.  
[02:03:29] YES, THANK YOU. COMMISSIONER FELLEMAN.  
[02:03:32] HI. THANK YOU. YOU HAVE FIVE YESSES AND  
[02:03:35] ZERO NOS FOR THIS ITEM. ONCE AGAIN, THE  
[02:03:38] MOTION PASSES. SO, CLERK HART, PLEASE  
[02:03:39] READ THE NEXT ITEM INTO THE RECORD AND  
[02:03:42] WE'LL HEAR THEM FROM EXECUTIVE METRUCK TO  
[02:03:44] INTRODUCE THE ITEM. I'LL NOTE FOR THE  
[02:03:46] RECORD THAT THIS ITEM IS FOR INFORMATION  
[02:03:48] ONLY AND THERE IS NO VOTE AT THIS TIME.  
[02:03:52] THANK YOU. THIS IS AGENDA ITEM TEN C  
[02:03:54] CARBON EMISSIONS AND ACCELERATING  
[02:03:56] CENTURY AGENDA OBJECTIVES.  
[02:04:01] AS YOU'LL HEAR IN THIS PRESENTATION,  
[02:04:03] THE BOARD HAS MADE GREAT PROGRESS  
[02:04:04] TOWARDS OUR CLIMATE CHANGE TARGETS AND  
[02:04:06] AS SUCH, I'LL BE RECOMMENDING TODAY THAT  
[02:04:08] THE PORT INCREASE ITS LEVEL OF CARBON  
[02:04:11] CLIMATE AMBITION AND ACCELERATE OUR  
[02:04:13] GOALS. COMBATING CLIMATE CHANGE WILL  
[02:04:16] REQUIRE TRANSFORMATIONAL, INNOVATION AND  
[02:04:19] CHANGE. AND I WANT THE PORT OF SEATTLE  
[02:04:20] TO LEAD BY EXAMPLE. I'D LIKE TO THANK  
[02:04:22] THE ENTIRE ENVIRONMENT AND  
[02:04:24] SUSTAINABILITY TEAM FOR THEIR THOUGHTFUL  
[02:04:26] ANALYSIS THAT LED TO THIS  
[02:04:27] RECOMMENDATION. THE PRESENTERS WILL  
[02:04:29] INCLUDE SANDRA KILLROY, SENIOR DIRECTOR,  
[02:04:33] ENVIRONMENTAL SUSTAINABILITY AND  
[02:04:35] ENGINEERING, LESLIE STANTON, SENIOR  
[02:04:37] DIRECTOR, AVIATION ENVIRONMENTAL  
[02:04:39] PROGRAMS GROUP, AND RYAN CHILD, SENIOR  
[02:04:43] ENVIRONMENTAL MANAGEMENT SPECIALIST,  
[02:04:44] MARITIME ENVIRONMENTAL SUSTAINABILITY.  
[02:04:49] GREAT. THANK YOU. EXECUTIVE DIRECTOR,  
[02:04:52] METRUCK AND COMMISSIONERS, AS WAS  
[02:04:55] MENTIONED, I THINK BY COMMISSIONER

[02:04:57] FELLEMAN AT THE BEGINNING OF THIS  
[02:04:58] MEETING, THE INTERNATIONAL PANEL ON  
[02:05:01] CLIMATE CHANGE RECENTLY REPORTED A CODE  
[02:05:04] RED TO UNDERSCORE THE URGENT NEED FOR  
[02:05:06] ACTION TO REDUCE GREENHOUSE GAS  
[02:05:08] EMISSIONS. AND THE PORT ALREADY HASN'T  
[02:05:11] PLACED AMBITIOUS GOALS FOR EMISSIONS  
[02:05:13] REDUCTIONS, AND THE RESULTS OF OUR  
[02:05:15] ACTIONS AND INVESTMENTS TO DATE HAVE  
[02:05:18] BEEN POSITIVE. BUT WE HAVE HEARD CLEARLY  
[02:05:20] FROM LEADERSHIP AND OUR COMMUNITY A  
[02:05:22] DESIRE FOR THE PORT TO BE EVEN BOLDER IN  
[02:05:25] TRANSFORMING OUR OPERATIONS AND BEING A  
[02:05:27] LEADER AMONG PORTS. AND IT IS WITH THIS  
[02:05:30] IN MIND THAT MY TEAM AND I BRING FORWARD  
[02:05:32] THE EXECUTIVE DIRECTOR'S PROPOSAL TO  
[02:05:34] ACCELERATE OUR GREENHOUSE GAS REDUCTION  
[02:05:36] GOALS. SO TODAY THE ENVIRONMENTAL TEAM  
[02:05:39] WILL REPORT THE MOST CURRENT INFORMATION  
[02:05:41] ON OUR GREENHOUSE GAS EMISSIONS  
[02:05:42] INVENTORY AND THE STATUS OF OUR  
[02:05:44] GREENHOUSE GAS REDUCTION EFFORTS.  
[02:05:47] TRACKING OUR EMISSIONS IS A CRITICAL  
[02:05:49] PART OF DEVELOPING STRATEGIES AND  
[02:05:51] REPORTING OUR PROGRESS. AND THEN THE  
[02:05:53] TEAM WILL WALK THROUGH THE PROPOSAL TO  
[02:05:55] ACCELERATE OUR GOALS. I DO WANT TO THANK  
[02:05:58] THE ENVIRONMENTAL TEAM IN ADVANCE FOR  
[02:06:00] THEIR WORK IN THIS AREA AND FOR THEIR  
[02:06:02] STRONG SUPPORT IN JOINING LEADERSHIP TO  
[02:06:05] TAKE BOLD ACTION. AND SO I WILL NOW TURN  
[02:06:07] IT TO LESLIE STANTON WITH OUR AVIATION  
[02:06:10] ENVIRONMENTAL TEAM TO START THE  
[02:06:11] PRESENTATION. THANK YOU, SANDY. GOOD  
[02:06:14] AFTERNOON, COMMISSIONERS AND EXECUTIVE  
[02:06:16] DIRECTOR METRUCK. I'M LESLIE STANTON,  
[02:06:18] SUSTAINABILITY MANAGER FOR THE AIRPORT,  
[02:06:20] AND I'M HERE WITH RYAN CHILD, WHO'S  
[02:06:21] ENVIRONMENTAL SPECIALIST FOR THE  
[02:06:22] MARITIME DIVISION. I THINK WE HAVE SOME  
[02:06:24] SLIDES. GREAT. THANK YOU. AND I THINK  
[02:06:28] WE CAN JUST GET RIGHT INTO IT. WE'LL  
[02:06:30] JUST GO TO THE FIRST SLIDE. SO  
[02:06:31] ESSENTIALLY, WHAT WE'RE GOING TO DO FOR  
[02:06:32] YOU TODAY IS TO PRESENT AN OVERVIEW OF  
[02:06:34] OUR CURRENT CARBON EMISSIONS AND OUR  
[02:06:35] TRENDS. WE'LL LOOK AT THE PORT PORT WIDE  
[02:06:38] SCOPE ONE AND TWO EMISSIONS, AND THEN  
[02:06:40] ALSO SCOPE THREE EMISSIONS FOR THE  
[02:06:42] AVIATION DIVISION IN THE MARITIME  
[02:06:43] DIVISION SEPARATELY, FOR FOLKS WHO  
[02:06:45] AREN'T FAMILIAR WITH THIS, OUR SCOPE ONE  
[02:06:47] AND TWO EMISSIONS REFER TO THOSE  
[02:06:48] EMISSIONS THAT WE OWN AND CONTROL  
[02:06:50] DIRECTLY. SO THOSE ARE THINGS LIKE THE  
[02:06:52] FUEL THAT WE USE IN THE VEHICLES AND THE  
[02:06:55] VEHICLE FLEET THAT WE HAVE, THE GASOLINE  
[02:06:58] THAT GOES INTO THOSE VEHICLES AND IS AN  
[02:07:00] EMITTED DIRECTLY TO THE ENVIRONMENT. IN  
[02:07:02] ADDITION, SCOPE TWO IS THE KIND OF  
[02:07:04] EMISSIONS WHERE IF WE USE ELECTRICITY,  
[02:07:06] BUT THERE'S AN UPSTREAM EMISSIONS FROM  
[02:07:08] PLUGGING IN SOME APPLIANCES, AND THEN

[02:07:12] THERE'S SOME FOSSIL FUEL BURNED AT THE  
[02:07:15] GENERATION OF THE SOURCE. THEN THOSE ARE  
[02:07:16] EMISSIONS THAT WE COUNT AS WELL. SCOPE  
[02:07:18] THREE EMISSIONS ARE, BY DEFINITION,  
[02:07:20] THOSE EMISSIONS THAT WE CAN INFLUENCE,  
[02:07:22] BUT WE DON'T HAVE DIRECT CONTROL OVER.  
[02:07:23] SO THOSE WOULD BE THINGS LIKE THE CRUISE  
[02:07:25] SHIPS AND THE PLANES THAT OPERATE AT OUR  
[02:07:26] FACILITIES. SO WE'LL GO THROUGH THOSE  
[02:07:28] EMISSIONS AND TRENDS. AND THEN WE'LL  
[02:07:30] TALK ABOUT THE CARBON REDUCTION  
[02:07:31] INITIATIVES THAT WE'VE BEEN ENGAGED IN  
[02:07:33] AND OUR ESTIMATED IMPACTS AND THE  
[02:07:34] BENEFITS OF THOSE. AND THEN WE'LL TALK  
[02:07:37] ABOUT ACCELERATING THE CENTURY AGENDA  
[02:07:38] OBJECTIVES FOR ALL THREE SCOPES AND THEN  
[02:07:41] THE PROPOSED OBJECTIVES AND THE  
[02:07:42] POTENTIAL IMPACTS OF THOSE. SO I'M GOING  
[02:07:45] TO TURN IT OVER TO RYAN CHILD, WHO WILL  
[02:07:47] THEN GO THROUGH OUR ADMISSIONS ON SCOPE  
[02:07:50] ONE AND TWO AND THEN TALK ABOUT  
[02:07:51] MARITIME. GREAT.  
[02:07:55] THANKS, LESLIE. AND IF I CAN MOVE TO THE  
[02:07:57] NEXT SLIDE, PLEASE.  
[02:08:01] SO FORT WIDE SCOPE ONE AND TWO  
[02:08:03] GREENHOUSE GAS EMISSIONS DECREASED 20%  
[02:08:06] AS OF THE 2020 GREENHOUSE GAS EMISSIONS  
[02:08:08] INVENTORY, AND THAT'S COMPARED TO OUR  
[02:08:10] BASELINE, WHICH IS FROM 2005, AS SHOWN  
[02:08:13] IN THE FIGURE HERE ON YOUR SLIDE AND AS  
[02:08:16] LIKELY MENTIONED, SCOPE ONE AND TWO  
[02:08:18] GREENHOUSE GAS EMISSIONS SOURCES INCLUDE  
[02:08:20] LIQUID FUELS, WHICH IS IN THE LIGHTER  
[02:08:21] BLUE ON THIS CHART HERE FROM OUR PORT  
[02:08:24] VEHICLE, SO THAT'S YOUR DIESEL,  
[02:08:25] GASOLINE AND PROPANE. IT ALSO INCLUDES  
[02:08:28] PURCHASE ELECTRICITY HERE IN GREEN THAT  
[02:08:31] IS NOT SEPARATELY METERED AND SOLD TO  
[02:08:33] OUR TENANTS AND NATURAL GAS, WHICH IS  
[02:08:35] SHOWN IN THE DARK BLUE THAT'S USED IN  
[02:08:37] BUILDINGS AND THE AIRPORT AND NATURAL  
[02:08:40] GAS, AS YOU CAN SEE, IS THE LARGEST  
[02:08:42] CONTRIBUTOR TO SCOPE ONE AND TWO  
[02:08:43] EMISSIONS. SO THE DECREASE IN EMISSIONS  
[02:08:46] FROM EACH OF THESE SOURCES IS DUE TO A  
[02:08:48] COMBINATION OF FACTORS. LAST YEAR, THE  
[02:08:51] PORT SIGNED A CONTRACT TO PURCHASE  
[02:08:52] RENEWABLE NATURAL GAS FOR THE BOILERS  
[02:08:54] THAT HEAT THE AIRPORT AND TO FUEL THE  
[02:08:56] RENTAL CAR FACILITY BUS FLEET. THE PORT  
[02:08:59] BEGAN USING RENEWABLE NATURAL GAS AT SEA  
[02:09:01] STARTING IN OCTOBER OF 2020, WHICH LED  
[02:09:04] TO A SUBSTANTIAL REDUCTION IN NATURAL  
[02:09:05] GAS EMISSIONS. THE IMPACT OF RENEWABLE  
[02:09:08] NATURAL GAS IS SHOWN ON THE SLIDE IN THE  
[02:09:11] RED OUTLINE OVER THE 2020 EMISSIONS  
[02:09:13] LEVELS, AND THAT IS FROM USING RNG FOR  
[02:09:16] JUST THREE MONTHS OF THE YEAR. WE  
[02:09:19] ANTICIPATE THAT WE'LL REACH THE PORT 50%  
[02:09:21] GREENHOUSE GAS REDUCTION TARGET USING  
[02:09:24] RENEWABLE NATURAL GAS ONCE WE HAVE THE  
[02:09:26] RESULTS OF THE 2021 READING HOUSE GAS  
[02:09:29] EMISSIONS INVENTORY, WHICH WILL REFLECT



[02:09:32] HAVING PURCHASED RNG FOR MORE THAN ONE  
[02:09:34] FULL YEAR. THE COVID 19 PANDEMIC LED TO  
[02:09:38] MANY CHANGES IN THE PORT'S DAY TO DAY  
[02:09:40] OPERATIONS THAT ALSO IMPACTED GREENHOUSE  
[02:09:42] GAS EMISSIONS. FOR EXAMPLE, USE OF THE  
[02:09:45] MARITIME FLEET VEHICLES AND NATURAL GAS  
[02:09:48] USE OF MARITIME PROPERTIES DECLINED AS  
[02:09:50] THE NATURAL GAS USE IN THE AIRPORT BUS  
[02:09:52] FLEET. HOWEVER, NATURAL GAS USE ACTUALLY  
[02:09:55] INCREASED AT SEA AIRPORT DURING COVID 19  
[02:09:58] AS MORE ENERGY WAS NEEDED TO HEAT THE  
[02:10:00] TERMINAL THAT HAD FEWER PASSENGERS IN  
[02:10:02] IT. AND NEXT SLIDE.

[02:10:08] SO THIS SLIDE HIGHLIGHTS OUR SCOPE ONE  
[02:10:10] AND TWO EMISSION REDUCTION INITIATIVES.  
[02:10:13] AS I MENTIONED IN SPRING 2020, THE PORT  
[02:10:15] SIGNED A TEN YEAR CONTRACT TO PURCHASE  
[02:10:17] RNG RENEWABLE NATURAL GAS DERIVED FROM  
[02:10:20] LANDFILL WASTE IN THE SECOND QUARTER OF  
[02:10:22] 2020 AND OFFICIALLY BEGAN PURCHASING RNG  
[02:10:25] TO HEAT THE AIRPORT AND POWER THE RENTAL  
[02:10:27] CAR FACILITY IN OCTOBER OF 2020.

[02:10:30] I WANT TO REITERATE, THOUGH THAT  
[02:10:32] RENEWABLE NATURAL GAS AS AN INTERIM  
[02:10:34] SOLUTION. WHILE WE UPDATE THE CENTRAL  
[02:10:37] MECHANICAL PLANTS TO USE A LOW CARBON  
[02:10:39] FUEL SOURCE, AND THAT UPDATE IS PART OF  
[02:10:42] THE UTILITY MASTER PLANNING EFFORT  
[02:10:44] THAT'S UNDERWAY AT SEA. SO WE ANTICIPATE  
[02:10:47] USING NATURAL GAS UNTIL ABOUT 2030.

[02:10:52] OTHER EMISSION REDUCTION INITIATIVES  
[02:10:54] THAT OCCURRED WHERE THAT THE PORT ALSO  
[02:10:56] JOINED SOUND ENERGIES GREEN DRAFT  
[02:10:58] PROGRAM, WHICH ALLOWS US TO PURCHASE  
[02:11:00] CLEAN ELECTRICITY FROM THE AIRPORT. AND  
[02:11:02] THAT HELPS REDUCE EMISSIONS ASSOCIATED  
[02:11:04] WITH ELECTRICITY USE. SINCE OUR  
[02:11:07] WATERFRONT PROPERTIES ARE LOCATED IN  
[02:11:09] SEATTLE ON THE MARITIME SIDE, WE'RE  
[02:11:10] LUCKY TO HAVE EXTREMELY CLEAN  
[02:11:12] ELECTRICITY FROM SEATTLE CITY LIGHTS.

[02:11:14] HOWEVER, SIMILAR TO THE AIRPORT,  
[02:11:16] NATURAL GAS IS ALSO THE BIGGEST  
[02:11:17] CONTRIBUTOR OF SCOPE ONE AND TWO  
[02:11:19] EMISSIONS FROM MARITIME PROPERTIES. SO  
[02:11:21] WE'RE FOCUSED ON ELIMINATING FOSSIL  
[02:11:23] NATURAL GAS ACROSS OUR MARITIME  
[02:11:25] FACILITIES, WHICH WILL INVOLVE REPLACING  
[02:11:27] HVAC SYSTEMS WITH HIGH EFFICIENCY  
[02:11:29] ELECTRIC MODELS AND EVALUATING OPTIONS  
[02:11:31] TO USE RENEWABLE NATURAL GAS IF NEEDED.

[02:11:34] IN THE INTERIM. THE PORT HAS ALSO  
[02:11:36] PILOTED SOLAR POWER ON MARITIME  
[02:11:38] BUILDINGS AND NOW HAS FOUR SOLAR RAYS AT  
[02:11:41] FISHERMAN'S TERMINAL, SOCIAL BAY MARINA  
[02:11:43] AND OUR PIER 69 HEADQUARTERS. WHILE A  
[02:11:46] SMALL IMPACT OVERALL ON OUR GREENHOUSE  
[02:11:48] GAS EMISSIONS, THESE ARRAYS HAVE  
[02:11:49] PRODUCED ENOUGH RENEWABLE ENERGY TO  
[02:11:52] POWER 35 HOMES FOR A YEAR, AND THEY  
[02:11:54] REDUCE DEMAND ON THE ELECTRICITY GRID.  
[02:11:57] AND FINALLY, WE PURCHASE RENEWABLE  
[02:11:59] DIESEL FOR THE PORT'S DIESEL POWERED

[02:12:01] FLEET, VEHICLES AND EQUIPMENT, WHICH IS  
[02:12:03] A KEY STRATEGY AND THE SUSTAINABLE FLEET  
[02:12:05] PLAN, WHICH I'LL TALK ABOUT ON THE NEXT  
[02:12:07] SLIDE. NEXT SLIDE PORT  
[02:12:12] STAFF FINALIZED A SUSTAINABLE FLEET PLAN  
[02:12:15] THIS FALL, WHICH RECOMMENDS STRATEGIES  
[02:12:17] ACROSS THE PORT TO REDUCE EMISSIONS FROM  
[02:12:19] FOSSIL FUEL USE AND IN OUR OVER 1500  
[02:12:22] FLEET VEHICLE AND EQUIPMENT ASSETS THAT  
[02:12:24] THE PORT OWNS. THIS PLAN INCLUDES  
[02:12:26] SEVERAL RECOMMENDATIONS TO IMPLEMENT  
[02:12:28] PORT WIDE. THESE INCLUDE INSTALLING EV  
[02:12:32] CHARGING STATIONS TO POWER AN ELECTRIC  
[02:12:34] VEHICLE FLEET USING RENEWABLE NATURAL  
[02:12:37] GAS AND RENEWABLE DIESEL IN THE INTERIM  
[02:12:39] AND FOR DIESEL POWERED VEHICLES THAT  
[02:12:41] REMAIN IN THE FLEET AND POOLING AND  
[02:12:43] BRIGHT SIZING VEHICLES IN ORDER TO  
[02:12:45] RETIRE OLDER VEHICLES AND INCREASE  
[02:12:47] UTILIZATION OF THOSE THAT REMAIN IN THE  
[02:12:49] FLEET. NEXT SLIDE THE  
[02:12:55] NEXT FEW SLIDES MOVE INTO THE PORT.  
[02:12:57] SCOPE THREE EMISSION TRENDS AND  
[02:12:59] REDUCTION INITIATIVES AND AS LESLIE  
[02:13:01] MENTIONED, SCOPE, THREE EMISSIONS COME  
[02:13:03] FROM MARITIME ACTIVITIES LIKE CRUISE  
[02:13:05] SHIPS AND GREEN OPERATIONS, AND THEN ON  
[02:13:07] THE AVIATION SIDE FROM AIRPLANES,  
[02:13:09] GROUND TRANSPORTATION, AND TENANT  
[02:13:11] OPERATIONS. AND WE DISCUSSED MARITIME  
[02:13:14] SCOPE THREE, SEPARATE FROM AVIATION,  
[02:13:15] SINCE THESE EMISSIONS ARE COMING FROM  
[02:13:17] DIFFERENT SOURCES. SO WITHIN OUR  
[02:13:19] MARITIME SCOPE, THREE CRUISE SHIPS MAKE  
[02:13:22] UP 70% OF THE PORT MARITIME RELATED  
[02:13:24] EMISSIONS. THIS DOES NOT INCLUDE  
[02:13:27] EMISSIONS FROM CARGO TERMINAL THAT ARE  
[02:13:30] OPERATED BY THE NORTHWEST SEAPORT  
[02:13:31] ALLIANCE. THE REMAINING MARITIME RELATED  
[02:13:34] EMISSIONS COME FROM GRAIN SHIPS,  
[02:13:36] COMMERCIAL HARBOR VESSELS, WHICH  
[02:13:37] INCLUDED FISHING AND TUGBOATS,  
[02:13:40] RECREATIONAL VESSELS, RAIL LOCOMOTIVES,  
[02:13:42] CARTER HANDLING EQUIPMENT, AND CRUISE  
[02:13:44] SHUTTLE BUSES. MARITIME EMISSIONS ARE  
[02:13:48] INVENTORY EVERY FIVE YEARS WITH THE  
[02:13:50] COMPLETION OF THE PUGET SOUND MARITIME  
[02:13:52] AIR EMISSIONS INVENTORY AND AS OF THE  
[02:13:55] MOST RECENT INVENTORY, WHICH WAS  
[02:13:56] CONDUCTED FOR THE YEAR 2016 PORT OF  
[02:13:59] SEATTLE'S. MARITIME SCOPE THREE  
[02:14:00] GREENHOUSE GAS EMISSIONS DECREASED 20%  
[02:14:05] FROM THE 2005 BASELINE. THIS DECLINE WAS  
[02:14:08] LARGELY DUE TO NEW INTERNATIONAL AND  
[02:14:10] NATIONAL REGULATIONS SUCH AS THE PORT  
[02:14:12] AMERICAN EMISSIONS CONTROL AREA,  
[02:14:15] INCREASED USE OF SHORE POWER BY CRUISE  
[02:14:17] VESSELS, IMPROVED VESSEL AND EQUIPMENT  
[02:14:20] EFFICIENCY, AND SUCCESSFUL PORT POLICIES  
[02:14:22] AND PROGRAMS THAT ENCOURAGE REPLACEMENT  
[02:14:24] OF OLDER EQUIPMENT AND THE USE OF  
[02:14:26] CLEANER MARITIME FUELS. WHILE WE DON'T  
[02:14:28] HAVE SCOPE THREE INVENTORY DATA FOR

[02:14:30] 2020, WE DO KNOW THAT COIN 19  
[02:14:33] SIGNIFICANTLY IMPACTED MARITIME SCOPE  
[02:14:35] RESOURCES AS THERE WAS NO CRUISE SEASON  
[02:14:38] DURING THE LAST YEAR.  
[02:14:42] EXCUSE ME, RYAN. YEAH. THE RECREATIONAL  
[02:14:47] VESSELS HAVE A SIGNIFICANTLY LARGE  
[02:14:51] PERCENTAGE THERE. SO I WAS JUST  
[02:14:54] RECALLING THIS INCLUDES THE FISHING  
[02:14:57] VESSELS, THOUGH, DOESN'T IT? THE FISHING  
[02:15:02] VESSELS, I BELIEVE, ARE PART OF THE  
[02:15:05] COMMERCIAL HARBOR VESSELS, WHICH ARE THE  
[02:15:09] SORT OF TEAL SHADE OF BLUE.  
[02:15:14] THAT WAS WHAT I WAS ORIGINALLY THINKING,  
[02:15:15] BUT IT IS INTERESTING, THOUGH, THAT  
[02:15:18] RECREATIONAL VF VESSELS WOULD BE THAT  
[02:15:20] LARGE. IS IT REALLY JUST THAT IN THE  
[02:15:22] CATEGORY? YOU'RE SURE OF THAT?  
[02:15:27] I BELIEVE SO. BUT COMMISSIONER CHO WILL  
[02:15:30] DOUBLE CHECK THAT AND I CAN FOLLOW UP  
[02:15:32] WITH YOU AFTER THE MEETING.  
[02:15:35] ALL RIGHT. THANK YOU. BUT THAT'S ME,  
[02:15:38] YOU AND EVERYBODY ELSE WHO OWNS A LITTLE  
[02:15:40] BOAT. SO IT SHOWS A SIGNIFICANT  
[02:15:43] SITUATION THERE. ALL RIGHT. SORRY FOR  
[02:15:45] INTERRUPTING. PLEASE MOVE ON. NO  
[02:15:48] PROBLEM. AND IF WE COULD GET THE NEXT  
[02:15:51] SLIDE, PLEASE.  
[02:15:58] SO THIS SLIDE SHOWS OUR MARITIME SCOPE.  
[02:16:00] THREE EMISSION REDUCTION INITIATIVES AND  
[02:16:02] SUPPORT CAN INFLUENCE SCOPE THREE  
[02:16:05] EMISSIONS FROM THE MARITIME SIDE THROUGH  
[02:16:07] EACH OF THESE INITIATIVES. ONE OF OUR  
[02:16:10] PRIMARY INITIATIVES IS COMPLETING THE  
[02:16:11] SEATTLE WATERFRONT CLEAN ENERGY  
[02:16:13] STRATEGY, WHICH WILL CREATE A ROADMAP TO  
[02:16:15] DECARBONIZE MARITIME OPERATIONS IN  
[02:16:17] SEATTLE AND THROUGH IMPLEMENTING  
[02:16:19] RECOMMENDATIONS OF THAT STRATEGY. SO  
[02:16:22] THAT WORK IS ACTUALLY ALREADY UNDERWAY.  
[02:16:24] AS WE HEARD DURING PUBLIC COMMENT FROM  
[02:16:26] DEBORAH SMITH, WITH PARTNERSHIPS THAT  
[02:16:28] HAVE ALREADY FORMED WITH SEATTLE CITY  
[02:16:30] LIGHT IN THE NORTHWEST SEAPORT ALLIANCE,  
[02:16:32] AS WELL AS WITH INDUSTRY PARTNERS, AND  
[02:16:35] AN EARLY ACTION OF THE CLEAN ENERGY  
[02:16:37] STRATEGY IS TO COMPLETE THE INSTALLATION  
[02:16:39] OF SHORE POWER AT PIER 66, WHICH WILL  
[02:16:42] ESTABLISH A SHORE POWER CONNECTION AT  
[02:16:43] ALL OF OUR CRUISE BIRDS. WE'RE COMMITTED  
[02:16:46] TO WORKING WITH THE CRUISE LINES TO  
[02:16:47] REACH 100% OF OUR HOMEPORT CRUISE SHIPS,  
[02:16:50] BEING EQUIPPED TO A SHORE POWER BY 2030  
[02:16:52] AND TO REACH 100% CONNECTION RATE SO  
[02:16:55] THAT ALL OF OUR HOME PART SHIPS ARE  
[02:16:56] CONNECTING WHEN THEY'RE AT THAT PORT OF  
[02:16:58] SEATTLE. ADDITIONALLY, THE PORT WILL  
[02:17:01] ENGAGE AT THE NATIONAL AND INTERNATIONAL  
[02:17:03] LEVELS TO STRENGTHEN AND SUPPORT  
[02:17:05] SUSTAINABLE MARITIME FUELS AND THE  
[02:17:07] TRANSITION TO ZERO EMISSION  
[02:17:08] TECHNOLOGIES. AND WE'RE ALSO DEVELOPING  
[02:17:11] GREEN LEASING POLICIES THAT INCORPORATE  
[02:17:13] SUSTAINABILITY AND BEST PRACTICES INTO

[02:17:14] OUR LANDSIDE, LEASES AND BIRTHING  
[02:17:16] AGREEMENTS. SO EACH OF THESE ARE KEY  
[02:17:19] IMPLEMENTATION ACTIONS FOR THE PORT TO  
[02:17:21] WORK TOWARD THE VISION OF THE 2020  
[02:17:22] NORTHWEST PORTS CLEAN AIR STRATEGY,  
[02:17:24] WHICH WAS ADOPTED LAST APRIL. THE  
[02:17:26] STRATEGY SET A VISION TO PHASE OUT  
[02:17:28] EMISSIONS FROM SEAPORT RELATED  
[02:17:30] ACTIVITIES BY 2050, AND LATER IN THIS  
[02:17:33] MEETING, WE'LL GO INTO EVEN MORE DETAIL  
[02:17:34] ABOUT THAT IMPLEMENTATION PLAN, AND NOW  
[02:17:38] I'LL PASS THE PRESENTATION OVER TO  
[02:17:40] LESLIE STANTON TO TALK ABOUT THE AIRPORT  
[02:17:43] SCOPE FOR EMISSIONS AND INITIATIVES.  
[02:17:46] THANKS, BRIAN. GREAT. THANKS. GOING TO  
[02:17:48] THE NEXT SLIDE. THAT'S GOOD. THIS IN  
[02:17:49] TURN IS THE AIRPORT SCOPE THREE  
[02:17:51] EMISSIONS. AND AS YOU CAN SEE  
[02:17:55] FROM THE VERY CLEAR INCREASE IN AIRCRAFT  
[02:17:57] OPERATIONS AND THE CORRELATING INCREASE  
[02:17:59] IN OUR EMISSIONS, WE'VE HAD A STEADY  
[02:18:01] TREND UPWARDS SINCE 2015, AND THEN FROM  
[02:18:04] 2019 TO 2020, WE SAW, ALONG WITH OTHER  
[02:18:07] AIRPORTS, A SIGNIFICANT DECREASE IN OUR  
[02:18:08] EMISSIONS DUE TO COVID AND THE LACK OF  
[02:18:11] FOLKS WANTING TO TRAVEL. SO THAT WAS  
[02:18:13] REFLECTED QUITE WELL IN OUR MISSION  
[02:18:15] INVENTORY. AND YOU CAN TELL FROM THE BAR  
[02:18:18] CHART, THE NAVY BLUE, THE DARKER BLUE  
[02:18:19] REPRESENTS THE AIRCRAFT RELATED. THESE  
[02:18:21] ARE LANDINGS, TAKE OFFS AND SEVERAL  
[02:18:23] MILES OUT FROM THE AIRPORT. AND THEN THE  
[02:18:25] LIGHTER BLUE IS OUR GROUND  
[02:18:26] TRANSPORTATION. AND THAT INCLUDES PEOPLE  
[02:18:28] DRIVING TO AND FROM THE AIRPORT TO CATCH  
[02:18:29] THEIR FLIGHTS. AND THEN THE SMALL GREEN  
[02:18:31] BAR AT THE TOP IS THE EMISSIONS FROM OUR  
[02:18:33] TENANTS, WHICH ARE ALSO CONSIDERED SCOPE  
[02:18:35] THREE. NEXT SLIDE, PLEASE.  
[02:18:39] SO LOOKING AT THE INCREASE, IT'S VERY  
[02:18:42] CLEAR I THINK FROM THESE NUMBERS THAT  
[02:18:44] IT'S IMPORTANT THAT WE CONTINUE TO  
[02:18:45] ADVANCE OUR SCOPE THREE INITIATIVES.  
[02:18:48] THIS INCLUDES LOOKING FOR WAYS TO  
[02:18:49] ADVANCE SUSTAINABLE AVIATION FUEL. AS  
[02:18:51] FOLKS KNOW, WE'VE BEEN TESTING A LOT OF  
[02:18:53] ECONOMIC STUDIES, STUDIES ON  
[02:18:54] INFRASTRUCTURE, WHAT FEEDSTOCKS ARE  
[02:18:56] AVAILABLE IN WASHINGTON, HOW CAN WE  
[02:18:58] ADVANCE FUEL PRODUCTION? WHAT DOES THAT  
[02:19:00] ECONOMIC ANALYSIS LOOK LIKE? AND HOW CAN  
[02:19:03] WE ADVANCE THE CLEAN ENERGY ECONOMY HERE  
[02:19:05] IN THE PORT WEST? WE'VE ALSO BEEN VERY  
[02:19:08] ACTIVE IN ADVOCATING FOR STATE AND  
[02:19:10] FEDERAL INITIATIVES AND LEGISLATION TO  
[02:19:12] HELP US REDUCE EMISSIONS AND ADVANCE  
[02:19:14] AGAIN, THAT CLEAN ENERGY ECONOMY. AND AS  
[02:19:16] FOLKS KNOW, WE WERE VERY SUCCESSFUL IN  
[02:19:19] WORKING SEVERAL YEARS WITH A NUMBER OF  
[02:19:21] PARTNERS THROUGHOUT THE STATE AND LOCAL  
[02:19:23] REGION ON THE WASHINGTON CLEAN FUEL  
[02:19:26] STANDARD. AND WE'RE CONTINUING TO  
[02:19:28] ADVOCATE FOR THE LENDER'S TAX CREDIT AT

[02:19:30] THE FEDERAL LEVEL. AND ALONG WITH THE  
[02:19:32] BIDEN ADMINISTRATION STIMULUS FUNDING  
[02:19:34] FOR LOW CARBON ENERGY SOURCES AND, OF  
[02:19:35] COURSE, THE NECESSARY INFRASTRUCTURE.  
[02:19:39] AND THEN LASTLY, AS THE COMMISSION OF  
[02:19:41] THIS HAVE BEEN TALKING ABOUT A LOT  
[02:19:42] LATELY, WHICH IS OUR GROUND  
[02:19:43] TRANSPORTATION STRATEGIES. AND AGAIN,  
[02:19:45] WE RECOGNIZE THIS IS A SIGNIFICANT  
[02:19:47] SOURCE OF EMISSIONS. AND SO WE'RE  
[02:19:49] CONTINUING TO LOOK AT STRATEGIES AND  
[02:19:51] EVALUATE THEM TO ASSIST, SAY, THE TNCS  
[02:19:54] AND MOVING TO EV TAXIS AS WELL, OTHER  
[02:19:57] GROUND TRANSPORTATION PROVIDERS THAT THE  
[02:19:59] PORT HAS CONTRACTS WITH. WE COULD  
[02:20:02] SUPPORT THEM MOVING TO EV OR OTHER  
[02:20:03] RENEWABLE FUELS. COMMISSIONER STAFF, DO  
[02:20:07] YOU HAVE A QUESTION? QUICK QUESTION. I  
[02:20:09] NOTICED IN THE BRIEFING MEMO THAT YOU  
[02:20:11] DON'T MENTION ANY EFFORT OR STRATEGY TO  
[02:20:15] ADDRESS THE FACT THAT SOUND TRANSIT  
[02:20:19] MODE IS SO SMALL. AND WHY  
[02:20:23] AREN'T WE WORKING ON STRATEGIES TO  
[02:20:26] PROMOTE LIGHT RAIL TRANSIT  
[02:20:29] AND BUS RAPID TRANSIT AS PART OF OUR  
[02:20:32] OVERALL SET OF STRATEGIES? THANK YOU,  
[02:20:36] COMMISSIONER CHO, IS SOMETHING THAT IS  
[02:20:38] VERY IMPORTANT. IT WAS LISTED IN OUR  
[02:20:40] GTAP INITIATIVES THAT WE'RE CONTINUING  
[02:20:42] TO DEVELOP IN ADVANCE. I'LL JUST SAY ON  
[02:20:45] THAT WE HAVE A NUMBER OF BRIEFINGS  
[02:20:49] COMING UP TO PROVIDE MORE DETAIL ON HOW  
[02:20:51] WE WOULD ALLOCATE FUNDS AND LOOK AT THE  
[02:20:55] SPECIFIC WORK PLAN TO ADVANCE MORE  
[02:20:57] TRANSIT AT THE AIRPORT. YOU CAN SEE ON  
[02:20:59] THIS SLIDE. INCENTIVIZED BEHAVIOR CHANGE  
[02:21:01] IS PART OF OUR WORK LOOKING AT ACCESS  
[02:21:03] FEES, PARKING RATES, AND OF COURSE,  
[02:21:04] MORE TRANSIT. WE ARE WITH YOU. WE  
[02:21:07] STRONGLY SUPPORT MORE TRANSIT. THAT'S  
[02:21:08] OBVIOUSLY THE MOST LOW CARBON WAY TO GET  
[02:21:10] AROUND, AND WE DON'T HAVE A LOT OF IT AT  
[02:21:12] THE AIRPORT. WE DO HAVE LINK LIGHT RAIL,  
[02:21:14] WHICH IS TERRIFIC, AND WE ARE WORKING ON  
[02:21:16] WAYS TO MAKE IT EASIER FOR PASSENGERS TO  
[02:21:18] USE THAT. AND WE WERE EXCITED ABOUT THE  
[02:21:20] NEW STATIONS THAT ARE OPENING UP. I WILL  
[02:21:21] JUST SAY THAT FOR THE TRANSIT PIECE,  
[02:21:23] IT'S A BIT MORE COMPLICATED BECAUSE WE  
[02:21:25] HAVE TO WORK THROUGH OUR EXISTING  
[02:21:27] SYSTEMS TO BRING THAT TRANSIT TO THE  
[02:21:28] AIRPORT, AND THAT'S A BIT OF A LONGER  
[02:21:30] INITIATIVE. I GUESS. ALL I'D SAY IS I  
[02:21:33] WOULD SURE FEEL BETTER IF I SAW IT  
[02:21:36] LISTED AMONG THE STRATEGIES HERE, ALONG  
[02:21:39] WITH THE OTHERS THAT YOU'VE MENTIONED.  
[02:21:41] AND INSTEAD OF BEING SORT OF EMBEDDED IN  
[02:21:43] A MORE AMBIGUOUS KIND OF OVERALL MOST  
[02:21:46] SPLIT STRATEGY, THANK YOU. WE CAN MAKE  
[02:21:49] THAT MORE CLEAR IN FUTURE BRIEFINGS.  
[02:21:51] IT'S CERTAINLY SOMETHING WE CAN THINK  
[02:21:52] ABOUT. NEXT SLIDE THANK YOU. OKAY FOR  
[02:21:55] FINISHED WITH QUESTIONS ON THAT PART.

[02:21:57] I'LL JUST GO RIGHT TO OUR ACCELERATING  
[02:21:59] THE PORT'S CENTURY GENDER GOALS AND  
[02:22:00] GREENHOUSE GAS OBJECTIVES. NEXT SLIDE  
[02:22:05] SO, AS WE'VE BEEN TALKING ABOUT, OUR  
[02:22:07] CURRENT OBJECTIVES ARE 15% BELOW 2005  
[02:22:10] LEVELS BY 2020 AND THEN 50% BELOW 2005  
[02:22:13] LEVELS BY 2030. AGAIN, AS RYAN  
[02:22:16] MENTIONED, WE'RE GOING TO HIT THAT IN  
[02:22:17] 2021 AND THEN CARBON NEUTRAL OR CARBON  
[02:22:19] NEGATIVE BY 2050. THE PROPOSED FOR SCOPE  
[02:22:22] ONE AND TWO EMISSIONS IS AGAIN THE SAME  
[02:22:25] FOR THE 2020 GOAL AND THE 2030 GOAL,  
[02:22:28] BUT GETTING TO NET ZERO OR BETTER BY  
[02:22:30] 2040. AND WE SPECIFICALLY CHOSE THIS  
[02:22:32] WORDING AND I THINK WAS COMMENTED ON  
[02:22:34] FROM SEVERAL PUBLIC COMMENTS IN THE  
[02:22:36] BEGINNING IS THAT NET ZERO IS A LITTLE  
[02:22:38] MORE ROBUST THAN CARBON NEUTRAL OR  
[02:22:39] CARBON NEGATIVE IN THE SENSE THAT ANY  
[02:22:42] NEW CARBON DIOXIDE RELEASED INTO THE  
[02:22:43] ATMOSPHERE FROM AN ORGANIZATION'S  
[02:22:45] ACTIVITIES WOULD BE BALANCED BY AN EQUAL  
[02:22:46] AMOUNT BEING REMOVED. SO WE THINK THAT'S  
[02:22:50] GOING TO BE SOMETHING THAT WE CAN REACH.  
[02:22:52] AND SO WE RECOMMEND THAT FOR THIS  
[02:22:54] PARTICULAR OBJECTIVE.  
[02:22:58] NEXT SLIDE. SO WHAT WOULD THAT LOOK  
[02:23:01] LIKE FOR US ON OUR SCOPE ONE AND TWO  
[02:23:03] EMISSIONS. HERE'S OUR REDUCTION PATHWAY  
[02:23:05] FOR BOTH AVIATION AND MARITIME. AGAIN,  
[02:23:07] WE'VE TALKED A LOT ABOUT RENEWABLE  
[02:23:08] NATURAL GAS, AND WE WOULD CONTINUE TO  
[02:23:10] USE THAT. WE HAVE A TEN YEAR CONTRACT.  
[02:23:12] WE WOULD INCREASE THE YEAR OF THAT  
[02:23:14] CONTRACT IF NECESSARY, BUT WE WOULD  
[02:23:16] CONTINUE TO WORK WITH OUR CENTRAL  
[02:23:17] MECHANICAL PLANT FOLKS TO UPGRADE THAT  
[02:23:19] CENTRAL MECHANICAL PLANT AND MOVE OFF  
[02:23:21] RNG IN THE FUTURE. THAT CERTAINLY IS THE  
[02:23:23] PLAN. AT THE SAME TIME, RYAN GAVE A NICE  
[02:23:26] OVERVIEW OF OUR FLEET WORK, SO WE WOULD  
[02:23:29] EXPECT TO CONVERT MOST OF THOSE VEHICLES  
[02:23:31] TO ELECTRIC OR SOME KIND OF RENEWABLE  
[02:23:33] FUEL IN THE FUTURE. AGAIN, I THINK FOLKS  
[02:23:35] ARE AWARE THAT THE WASHINGTON STATE  
[02:23:37] LEGISLATURE VOTED IN THE CLEAN ENERGY  
[02:23:40] TRANSFORMATION ACT AND THAT REQUIRES ALL  
[02:23:41] OF OUR UTILITIES TO BE 100% CLEAN BY  
[02:23:43] 2045. SO THERE'S A LITTLE BIT OF A GAP  
[02:23:46] IN THERE, BUT I THINK WE COULD OVERCOME  
[02:23:48] THAT WITH OTHER INITIATIVES IF WE GOT TO  
[02:23:51] THAT POINT WHERE THOSE UTILITIES WERE  
[02:23:53] NOT 100% CLEAN BY 2040 AND WE SET A  
[02:23:55] LITTLE BIT OF TIME IN THERE. NEXT SLIDE.  
[02:24:01] SO AGAIN, THIS IS JUST REVIEWING  
[02:24:03] ESSENTIALLY THE TAKE HOME MESSAGE HERE.  
[02:24:04] WE FEEL PRETTY CONFIDENT THAT WE CAN  
[02:24:06] CONVERT THE CENTRAL MECHANICAL PLANT TO  
[02:24:08] BE OFF NATURAL GAS BY 2040. AND THEN,  
[02:24:12] ALTHOUGH WE WOULD CONTINUE WITH OUR NG  
[02:24:14] CONTRACT UNTIL THAT PLANT FULLY SWITCHED  
[02:24:16] OVER AND THEN THE REMAINING EMISSIONS  
[02:24:18] AGAIN WILL BE RELATED TO PURCHASING



[02:24:20] ELECTRICITY, WE COULD PURCHASE  
[02:24:22] ADDITIONAL RENEWABLE POWER IF NECESSARY.  
[02:24:24] AND THEN, OF COURSE, WE EXPECT OUR FLEET  
[02:24:25] VEHICLES TO TURN OVER FULLY BY 2040. I  
[02:24:28] WILL ADD THAT THE STAFF RECOGNIZES THAT  
[02:24:31] THESE ARE VERY AGGRESSIVE TARGETS, AND  
[02:24:33] IT CERTAINLY RECOGNIZES THE NEW URGENCY  
[02:24:35] THAT WE HAVE OR THE CONTINUED URGENCY WE  
[02:24:37] HAVE AROUND REDUCING OUR EMISSIONS. AND  
[02:24:39] WE ALSO NEED TO PRIORITIZE THOSE  
[02:24:41] PROJECTS THAT HELP US REDUCE THOSE  
[02:24:42] EMISSIONS. AND THAT WILL BE AN IMPORTANT  
[02:24:43] DISCUSSION FOR THE FUTURE FOR THE  
[02:24:45] ORGANIZATION TO THINK ABOUT. NEXT SLIDE.  
[02:24:49] SO THEN MOVING TO THE SCOPE THREE  
[02:24:51] EMISSION REDUCTION OBJECTIVES FOR BOTH  
[02:24:53] AVIATION AND MARITIME. AGAIN, OUR  
[02:24:55] CURRENT OBJECTIVES FOR LOOKING OUT.  
[02:24:59] WE DON'T RECOMMEND ANY CHANGES TO THE  
[02:25:01] 2030 GOAL, BUT LOOKING OUT TO 2050, WE  
[02:25:04] WOULD LIKE IT TO BE 100% OR CARBON  
[02:25:07] NEUTRAL BY 2050 RATHER THAN 80% BY 2050.  
[02:25:10] AGAIN, WE HAD A LOT OF ROBUST DISCUSSION  
[02:25:14] ABOUT THE LANGUAGE HERE SHOULD BE NET  
[02:25:15] ZERO OR CARBON NEUTRAL. AND GIVEN THE  
[02:25:19] NATURE OF SCOPE THREE EMISSIONS, WE  
[02:25:21] OPTED TO RECOMMEND THE CARBON NEUTRAL OR  
[02:25:23] BETTER BY 2050, JUST TO GIVE US A LITTLE  
[02:25:26] MORE ROOM TO WORK WITH OUR PARTNERS IN  
[02:25:28] REDUCING THEIR EMISSIONS. WE MAY NEED TO  
[02:25:30] BUY SOME OFFSETS. THAT'S NOT THE  
[02:25:31] PREFERRED. OBVIOUSLY, THAT'S OUR LAST  
[02:25:33] RESORT, BUT IT MAY BE NECESSARY.  
[02:25:37] SO NEXT SLIDE, PLEASE.  
[02:25:42] SO AGAIN, IN ORDER TO ACHIEVE THOSE  
[02:25:45] OBJECTIVES, WE'RE GOING TO HAVE TO BE  
[02:25:48] VERY CONSISTENT AND AGGRESSIVE IN THOSE  
[02:25:51] INITIATIVES. SO ADVOCATING AT THE  
[02:25:53] LEGISLATURE FOR STRENGTH AND TAILPIPE  
[02:25:55] STANDARDS, RENEWABLE ENERGY PRODUCTION  
[02:25:56] ACROSS MARITIME AND AVIATION INDUSTRIES.  
[02:25:59] AGAIN, I THINK WE CAN LOOK AT OUR  
[02:26:01] PREVIOUS SUCCESS WITH THE CLEAN FUEL  
[02:26:03] STANDARD TO KNOW THAT THE PORT CAN BE A  
[02:26:05] POWERFUL PLAYER. IF WE ARE ALIGNED WITH  
[02:26:07] OTHER PARTNERS IN THE REGION AND THE  
[02:26:08] STATE. WE ALSO WANT TO INCREASE  
[02:26:10] REQUIREMENTS FOR OUR TNCS TAXIS AND  
[02:26:12] OTHER GROUND TRANSPORTATION PROVIDERS TO  
[02:26:14] HELP THEM TRANSITION TO RENEWABLE FUELS  
[02:26:17] AND ELECTRIC VEHICLES AS NECESSARY AND  
[02:26:20] THEN CONTINUE TO IMPLEMENT THE NORTHWEST  
[02:26:22] CLEAN AIRPORT STRATEGY AND PARTNER WITH  
[02:26:24] OTHER PORTS ON THE GETTING TO ZERO  
[02:26:26] COALITION AND THEN CONTINUING TO LEAD AT  
[02:26:29] BOTH THE AIRPORT AND THE SEAPORT BY  
[02:26:31] INSTALLING INFRASTRUCTURE FOR RENEWABLE  
[02:26:32] FUELS, WHETHER THAT'S STAFF OR ELECTRIC  
[02:26:36] INFRASTRUCTURE FOR CHARGING OR NEW PV  
[02:26:39] AND SHORE POWER. WHATEVER IT IS THAT  
[02:26:41] WE'RE GOING TO BE ASKING OUR PARTNERS IN  
[02:26:43] SCOPE THREE TO REDUCE THEIR EMISSIONS.  
[02:26:48] NEXT SLIDE, PLEASE. LASTLY,

[02:26:53] AGAIN, AS I THINK YOU'VE SEEN HERE, WE  
[02:26:55] HAD A VERY ROBUST DISCUSSION AT THE  
[02:26:57] STAFF LEVEL, AND WE STRONGLY RECOMMEND  
[02:26:59] ACCELERATING OUR GREENHOUSE GAS TARGETS.  
[02:27:01] IT'S CLEAR THAT WE DO NEED TO RESPOND TO  
[02:27:02] THE URGENCY OF THE CLIMATE CRISIS, AND  
[02:27:04] THE PORT HAS JUST BEEN A PHENOMENAL  
[02:27:06] LEADER IN THAT AND SHOULD CONTINUE TO DO  
[02:27:07] SO. THESE GOALS DO ALIGN WITH WASHINGTON  
[02:27:10] STATE GREENHOUSE GAS TARGETS, ALTHOUGH  
[02:27:12] THEY'RE NOT EXACTLY THE SAME. BUT IT'S  
[02:27:14] CERTAINLY, AS I'VE NOTED, BUILDS ON THE  
[02:27:16] INITIATIVES THAT WE ALREADY HAVE  
[02:27:17] UNDERWAY, AND WE FEEL CONFIDENT WE CAN  
[02:27:20] MEET THESE TARGETS. AND AS I MENTIONED A  
[02:27:23] NUMBER OF TIMES, THE PORT CAN CONTINUE  
[02:27:24] TO LEAD AND SHOULD CONTINUE TO LEAD IN  
[02:27:26] DEVELOPING THE CLEAN ENERGY ECONOMY FOR  
[02:27:28] THE REGION AND REDUCING OUR EMISSIONS.  
[02:27:32] SO THANK YOU. THAT'S THE LAST SLIDE.  
[02:27:35] THAT'S THE END OF OUR FORMAL BRIEFING  
[02:27:37] HERE. SO I'LL JUST OPEN IT UP. WELL,  
[02:27:41] THANK YOU, LESLIE, FOR ALL YOUR WORK AND  
[02:27:44] SPEED WITH WHICH YOU CAN ARTICULATE ALL  
[02:27:46] THOSE ACCOMPLISHMENTS. AND THANK YOU,  
[02:27:48] RYAN, FOR CARRYING THE MARITIME WATER ON  
[02:27:51] THIS. I WOULD LIKE TO OPEN  
[02:27:55] IT UP TO NOTING THE FACT THAT NEXT WEEK  
[02:27:57] IS COP 26. AND SO I KNOW THE BINARY  
[02:28:01] ADMINISTRATION IS HOPING TO HAVE  
[02:28:02] SOMETHING NEW TO SHOW FOR ALL THE  
[02:28:04] NATION'S EFFORTS. I'M VERY PROUD THAT WE  
[02:28:06] HAVE SOMETHING TO SHOW LOCALLY, BUT LET  
[02:28:10] ME ASK CLERK HART TO SEE IF MY  
[02:28:13] COLLEAGUES HAVE ANY QUESTIONS FOR YOU.  
[02:28:16] BEGINNING WITH COMMISSIONER BOWMAN,  
[02:28:23] YOU ARE MUTED.  
[02:28:32] ALL RIGHT. SOUNDS LIKE I'M NO LONGER  
[02:28:33] MUTED. I DON'T KNOW THAT I HAVE ANY REAL  
[02:28:37] QUESTIONS, I GUESS. LESLIE, YOU GUYS ARE  
[02:28:40] DOING AMAZING WORK. IT'S A PRETTY  
[02:28:42] DAUNTING TASK. I ABSOLUTELY APPRECIATE  
[02:28:45] THAT WE'RE MAKING THIS EFFORT TO GET  
[02:28:48] THERE A FULL DECADE EARLIER. I HOPE THAT  
[02:28:51] WE CAN CONTINUE TO WHILE THAT'S A GREAT  
[02:28:53] PORT WIDE GOAL, CONTINUE TO IDENTIFY  
[02:28:57] OPPORTUNITIES IN OUR DIFFERENT SECTORS  
[02:29:00] WHERE WE CAN ACHIEVE THOSE GOALS EVEN  
[02:29:02] SOONER. ONE I WOULD CALL OUT MY  
[02:29:05] PERENNIAL FAVORITES GETTING TO ZERO  
[02:29:07] EMISSION DRYAGE TRUCKS, KNOWING THAT THE  
[02:29:10] STATE OF CALIFORNIA HAS SET A GOAL FOR  
[02:29:13] THAT FOR 2030 AND HOPING THAT WE CAN USE  
[02:29:17] THAT OPPORTUNITY TO BE ABLE TO THAT  
[02:29:20] CALIFORNIA IS DOING TO PIGGYBACK ON  
[02:29:22] THEIR TECHNOLOGY, PIGGYBACK ON WHAT  
[02:29:24] THEY'RE DOING FOR FINANCING AND THOSE  
[02:29:26] SORTS OF THINGS. SO NOT A LOT OF  
[02:29:29] QUESTIONS, JUST A LOT OF ENCOURAGEMENT  
[02:29:31] THAT ANY OPPORTUNITIES YOU ALL SEE  
[02:29:33] ACROSS THE BOARD TO MOVE THE NEEDLE  
[02:29:36] SOONER, PLEASE BRING THEM FORWARD AGAIN.  
[02:29:39] IT'S A REALLY DAUNTING TASK, AND YOU'RE

[02:29:41] DOING GREAT WORK, BUT IT TRULY IS THE  
[02:29:44] SINGLE MOST PRESSING THING. WE HEAR THIS  
[02:29:46] EVERY WEEK AND COMMISSION MEETINGS AND  
[02:29:48] PEOPLE TESTIFY. WE ARE JUST BY NATURE OF  
[02:29:50] WHAT WE DO BEING IN THE TRANSPORTATION  
[02:29:53] SECTOR, MOVING EITHER PEOPLE, BOTH  
[02:29:56] PEOPLE AND GOODS, VERY ENERGY DEPENDENT  
[02:30:00] AND SO I THINK WE DO HAVE A SINCERE  
[02:30:04] OBLIGATION TO DO WHATEVER WE CAN AS A  
[02:30:06] PUBLIC ENTITY TO BE ABLE TO REDUCE THE  
[02:30:09] EMISSIONS, BOTH OUR OWN FOOTPRINT AND  
[02:30:12] THEN REALLY PASSIVE POLICIES THAT  
[02:30:14] INCENTIVIZE MORE THAN INCENTIVIZE REALLY  
[02:30:18] PUSH THE ENVELOPE FOR OUR INDUSTRY  
[02:30:21] PARTNERS TO COME TO THE TABLE AND MAKE  
[02:30:23] THE CHANGES THAT THEY NEED. AND THE LAST  
[02:30:25] THING I'D ADD TO THAT IS WE HAD A  
[02:30:26] DISCUSSION IN OUR CLIMATE AND  
[02:30:30] SUSTAINABILITY COMMITTEE THE OTHER DAY  
[02:30:31] ABOUT THE CRUISE INDUSTRY AND TALKING  
[02:30:33] ABOUT STUDYING POLICIES AT THE PORT OF  
[02:30:35] SEATTLE FOR THE CRUISE INDUSTRY. AND I  
[02:30:37] WOULD SAY, IN MY OPINION, IN THAT  
[02:30:39] SECTOR, ONE OF THE BEST WAYS WE CAN DO  
[02:30:42] THAT IS TO GO TO THE STATE OF ALASKA AND  
[02:30:44] PARTNER WITH THEM BECAUSE THEY'RE THE  
[02:30:46] END GOAL. SO I GUESS WHERE I'M GOING  
[02:30:47] WITH THIS IS THAT IF YOU COULD REALLY  
[02:30:49] IDENTIFY IN THE DIFFERENT SECTORS, WHAT  
[02:30:51] IS THE MOST SIGNIFICANT THING THAT WE  
[02:30:53] COULD DO, THAT WOULD BE REALLY HELPFUL.  
[02:30:57] BUT SETTING THESE BROADER GOALS IS A  
[02:30:59] GREAT ROADMAP. AND THANK YOU FOR YOUR  
[02:31:01] WORK. THANK YOU, COMMISSIONER.  
[02:31:04] COMMISSIONER CALKINS, THANKS FOR  
[02:31:08] THE PRESENTATION. JUST A COUPLE OF  
[02:31:10] COMMENTS ON THE PRESENTATION. THE FIRST  
[02:31:12] IS TO SEE HOW CLEARLY,  
[02:31:16] AT LEAST WITHIN THE PORT OF SEATTLE  
[02:31:18] EMISSIONS, WHAT AN ENORMOUS ROLE CRUISE  
[02:31:21] EMISSIONS PLAY. AND SO WHERE  
[02:31:25] WE OUGHT TO REALLY AS A PORT, WE'RE  
[02:31:27] PUTTING EMPHASIS AND THAT'S NOT TO  
[02:31:30] IGNORE WHAT'S GOING ON OVER AT THE  
[02:31:31] SEAPORT ALLIANCE, BUT WE HAVE A  
[02:31:32] MECHANISM OVER THERE WHERE WE'RE DOING  
[02:31:33] THE SAME THING. AND I WOULD ENCOURAGE  
[02:31:36] THOSE IN THE PUBLIC INTERESTED IN  
[02:31:37] LEARNING MORE ABOUT THAT TO TUNE IN FOR  
[02:31:39] THOSE MEETINGS AS WELL. AND SO WE'VE GOT  
[02:31:41] THIS KIND OF DOUBLE ONUS THAT WE NEED TO  
[02:31:43] REALLY BE ADDRESSING ON THE MARITIME  
[02:31:45] SIDE. AND AS WE TALKED ABOUT IT, THE  
[02:31:48] RECENT SCAC THAT IS  
[02:31:53] A NEW AREA OF WORK. AND I'M REALLY  
[02:31:55] PLEASED TO KNOW THAT WE'VE GOT SOME  
[02:31:57] BUDGET DEVOTED TO REALLY EXPLORING THAT  
[02:31:59] IN THE COMING YEAR. I ALSO WANT TO JUST  
[02:32:03] TAKE A MOMENT TO GIVE CREDIT WHERE  
[02:32:04] CREDIT IS DUE ON THIS. AND I THINK IT  
[02:32:06] REALLY ORIGINATED FROM THE COMMUNITY.  
[02:32:10] COMMUNITY MEMBERS CAME TO US IN PUBLIC  
[02:32:12] COMMENT AND REQUEST FOR INDIVIDUAL

[02:32:14] MEETINGS THROUGH ENGAGEMENT IN VARIOUS  
[02:32:16] COMMITTEES, IN BOARDS THAT WE  
[02:32:19] PARTICIPATE IN EXTERNAL SETTINGS, LIKE  
[02:32:21] THE K FOUR, C AND OTHERS TO SAY,  
[02:32:25] WE GOT THE IPCC REPORT, WE GOT TO GO  
[02:32:28] FASTER. THIS IS MORE URGENT THAN WE  
[02:32:31] UNDERSTOOD EVEN JUST A FEW YEARS AGO AND  
[02:32:34] REALLY LIT A FIRE AND THEY DID IT.  
[02:32:37] THEY BROUGHT RECEIPTS, SO TO SPEAK.  
[02:32:39] THEY CAME WITH REAL DATA TO DEMONSTRATE  
[02:32:41] HOW CRITICALLY IMPORTANT IT IS. AND AS  
[02:32:44] WE SAW EARLY THIS AFTERNOON OF PUBLIC  
[02:32:47] COMMENT, THEY CLEARLY KNOW WHAT  
[02:32:51] THEY'RE TALKING ABOUT. AND IT BEHOOVES  
[02:32:53] US TO LISTEN TO THEM AS A RESULT OF THAT  
[02:32:56] COMMUNITY ENGAGEMENT AND THAT EDUCATION  
[02:33:00] THAT THEY PROVIDED US, INCLUDING  
[02:33:01] INNOVATIVE IDEAS ON HOW TO ADDRESS IT.  
[02:33:04] THEN I THINK FROM THAT COMMISSION ASKED  
[02:33:08] STAFF, HEY, CAN YOU GUYS LOOK AT WHAT  
[02:33:12] COULD BE DONE TO ACCELERATE THESE  
[02:33:14] THINGS. AND IN SO MANY WAYS, I FEEL LIKE  
[02:33:16] THAT JUST UNLOCKED WHAT THE STAFF WAS  
[02:33:18] HOPING TO BE ABLE TO DO ANYWAY, BECAUSE  
[02:33:19] THEY IMMEDIATELY JUMPED ON THAT  
[02:33:22] INITIATIVE AND SAID, YEAH, ABSOLUTELY.  
[02:33:25] GIVE US THE ABILITY TO DO THIS AND WE  
[02:33:27] WILL DO IT. AND WE'RE EXCITED TO DO IT.  
[02:33:28] AND THAT STARTED WITH BIZ LEVITT BEFORE  
[02:33:32] SHE RETIRED. SANDY HAS BEEN A TREMENDOUS  
[02:33:35] THE PASSING OF THE TIME TO SANDY HAS  
[02:33:37] BEEN AMAZING. BUT SANDY WAS AT THE TABLE  
[02:33:41] A YEAR AGO WHEN THIS FIRST CONVERSATION  
[02:33:43] STARTED ON THE MARITIME SIDE, BUT  
[02:33:45] WITHOUT A DOUBT THAT EXTRAORDINARY  
[02:33:47] EXPERTISE WE HAVE IN HOUSE. AND I  
[02:33:49] GENUINELY BELIEVE THE HEART AND PASSION  
[02:33:52] FOR THIS WORK IS PUTTING US IN A GREAT  
[02:33:54] POSITION TO BE ABLE TO EXECUTE ON IT.  
[02:33:57] I'M EXCITED TO GET THIS DONE. AND THEN  
[02:33:59] HONESTLY, TRUTH BE TOLD, I'M IMMEDIATELY  
[02:34:03] GOING TO START THINKING ABOUT HOW WE  
[02:34:04] ACCELERATE THESE TIMELINES AND WHAT WE  
[02:34:06] CAN DO TO BE MORE AMBITIOUS. I THINK  
[02:34:09] OFTEN ABOUT HISTORICAL PRECEDENTS WHERE  
[02:34:12] THE PROBLEM SEEMED OVERWHELMING AND  
[02:34:15] DAUNTING. I THINK ABOUT THIS SORT OF MID  
[02:34:17] 20TH CENTURY CONCERN ABOUT FOOD  
[02:34:19] SHORTAGES AND RAPID INCREASE IN GLOBAL  
[02:34:22] POPULATION AND EVERY PROJECTION THAT  
[02:34:26] HALF THE POPULATION IS GOING TO START BY  
[02:34:28] THE END OF THE 20TH CENTURY. AND AS A  
[02:34:30] RESULT OF BOTH GOOD POLICY AND GREAT  
[02:34:33] INNOVATIONS WE WERE ABLE TO ADDRESS,  
[02:34:36] BUT FOR LACK OF DISTRIBUTION IN CERTAIN  
[02:34:37] PLACES, MOST MALNUTRITION. AND I  
[02:34:41] THINK WE FACE A SIMILARLY DAUNTING BUT  
[02:34:44] NOT INSURMOUNTABLE PROBLEM IN CLIMATE  
[02:34:46] CHANGE. I AM NOT A PESSIMIST. I DO  
[02:34:48] BELIEVE THAT WE CAN ACHIEVE THE GOALS  
[02:34:50] THAT WE HAVE SET FORTH FOR US. AND IT  
[02:34:53] TAKES LITTLE AGENCIES LIKE THE PORT OF  
[02:34:55] SEATTLE, NOT JUST BIG GOVERNMENTS LIKE

[02:34:57] THE FEDERAL GOVERNMENT OR GLOBAL  
[02:35:01] ENTITIES WORKING ON CLIMATE CHANGE, BUT  
[02:35:03] IT TAKES US PLYING THE WAY AND  
[02:35:05] DEMONSTRATING THAT IT CAN BE DONE AT A  
[02:35:07] LOCAL LEVEL. SO TRULY CREDIT TO ALL  
[02:35:10] THOSE COMMUNITY GROUPS AND VOICES FROM  
[02:35:12] OUR COMMUNITY THAT CONTRIBUTED AND TO  
[02:35:13] THE STAFF FOR GREAT WORK ON THIS. WE,  
[02:35:16] AS COMMISSIONER CHO OF GET TO SIGN OUR  
[02:35:18] NAME TO IT, BUT REALLY, YOU GUYS DESERVE  
[02:35:19] ALL THE CREDIT.  
[02:35:25] THANK YOU, COMMISSIONER. COMMISSIONER  
[02:35:26] CHO. YEAH, I DO WANT TO GIVE A SHOUT OUT  
[02:35:29] TO BIZ. PROBABLY NOT LISTENING IN HERE,  
[02:35:32] BUT SHE'S A HUGE PART OF GETTING THE  
[02:35:34] BALL STARTED HERE. I HOPE SHE'S ON  
[02:35:37] VACATION SOMEWHERE. YEAH, PERMANENT  
[02:35:39] VACATION, BUT ALSO THE TEAM, SANDY AND  
[02:35:42] STEPHANIE AND EVERYONE ON THE TEAM. I  
[02:35:45] JUST WANTED TO MAKE A FEW COMMENTS. I'M  
[02:35:47] LOOKING AT THE SCOPE THREE EMISSIONS  
[02:35:50] GRAPHS FOR BOTH AVIATION AND MARITIME.  
[02:35:53] I'M WONDERING IF WE CAN GET AN EVEN  
[02:35:54] FURTHER OR EVEN A NEXT LAYER OR MORE  
[02:35:57] GRANULAR BREAKDOWN OF SOME OF THE BIGGER  
[02:36:00] EMITTERS FOR THE MAYOR TIME SEEN  
[02:36:02] CRUISING GREEN SHIPS. I'D LIKE TO SEE  
[02:36:05] MAYBE MORE SPECIFICALLY, WHERE THOSE  
[02:36:08] EMISSIONS ARE AND THEN ON THE AIRCRAFT  
[02:36:10] RELATED AS WELL. IF WE CAN GET A MORE  
[02:36:13] GRANULAR BREAKDOWN OF WHERE THOSE  
[02:36:15] EMISSIONS ARE, BECAUSE I THINK THERE  
[02:36:17] MIGHT BE SOME LOW HANGING FRUIT THERE.  
[02:36:19] FOR INSTANCE, MY COLLEAGUE FRED LIKES  
[02:36:23] TO TALK ABOUT THE TUGS THAT PULL AND  
[02:36:26] PUSH THE PLANES OUT THAT COULD BE  
[02:36:27] ELECTRIFIED. RIGHT. AND SO I'M WONDERING  
[02:36:31] THERE'S THE BIG STUFF LIKE FUELS AND  
[02:36:34] WHATNOT. BUT THERE'S ALSO LITTLE THINGS  
[02:36:35] I THINK THAT MIGHT BE LOW HANGING FRUIT.  
[02:36:38] AND SO I THINK FURTHER GRANULAR  
[02:36:42] BREAKDOWN OF THOSE EMISSIONS MIGHT BE  
[02:36:43] HELPFUL IN US IDENTIFYING SOME OF THE  
[02:36:46] LOW HANGING FRUIT. AND THEN SECONDLY,  
[02:36:52] I LOVE THE IDEA AND PART OF US  
[02:36:55] ACCELERATING OUR TIMETABLE. I ALSO WANT  
[02:36:57] TO MAKE SURE THAT WE'RE LEVERAGING SOME  
[02:36:59] OF OUR OTHER ENTITIES, LIKE MARITIME  
[02:37:01] BLUE TO BE PART OF THE INNOVATION OF  
[02:37:04] THESE SOLUTIONS. RIGHT? NOT JUST GOING  
[02:37:06] TO AND LOOKING FOR WHAT ALREADY EXISTS,  
[02:37:08] BUT CONTRIBUTING TO THE RESEARCH AND  
[02:37:11] DEVELOPMENT OF THE FUTURE OF TECH THAT  
[02:37:13] MIGHT GET US THERE. RIGHT. AND I JUST SO  
[02:37:17] HAPPEN TO HAVE TAKEN A TOUR OF A STARTUP  
[02:37:19] CALLED FIRST MODE ON FRIDAY, AND THEY'VE  
[02:37:23] BEEN WORKING ON A LOT OF HYDROGEN  
[02:37:25] POWERED STUFF IN THE MINING INDUSTRY.  
[02:37:27] AND IT MADE ME THINK, MAN, WE CAN PUT  
[02:37:29] SOME OF THIS HYDROGEN POWERED FUEL CELLS  
[02:37:32] IN OUR TUGBOATS, IN OUR TOP PICKS AND  
[02:37:35] ANYTHING AND EVERYTHING THAT MIGHT BE  
[02:37:37] MOTOR BY LNG. RIGHT NOW, I WANT

[02:37:40] US TO START THINKING ABOUT MAKING  
[02:37:41] INVESTMENTS AND HELPING ACCELERATE IT  
[02:37:43] COULD BE AS SIMPLE AS DONATING A RETIRED  
[02:37:47] TOP PICK FROM ONE OF OUR SO THAT THEY  
[02:37:50] CAN RETROFIT IT AND START EXPERIMENTING  
[02:37:51] WITH WHETHER OR NOT IT'S POSSIBLE TO  
[02:37:53] RETROFIT WITH HYDROGEN FUEL CELLS AND OR  
[02:37:55] NOT. RIGHT. AND SO INSTEAD OF US MAYBE  
[02:37:58] DISPOSING OF SOMETHING OR SCRAPPING IT,  
[02:38:00] WE MIGHT THINK ABOUT DONATING IT TO  
[02:38:02] RESEARCH AND STUFF LIKE THAT. SO I JUST  
[02:38:04] WANT TO PLANT THAT SEED IN EVERYONE'S  
[02:38:07] HEAD TO START THINKING ABOUT HOW CAN WE  
[02:38:10] CONTRIBUTE TO THE RESEARCH AND  
[02:38:11] DEVELOPMENT THAT WILL GET US TO THIS  
[02:38:13] GOAL FASTER THAN 2040 AND 2030? QUITE  
[02:38:16] FRANKLY. SO THOSE ARE MY COMMENTS. AND  
[02:38:19] THEN THANK  
[02:38:26] YOU, COMMISSIONER CHO. LET'S MOVE TO  
[02:38:27] COMMISSIONER STEINBRUECK. I THINK SANDY  
[02:38:29] WANTED TO END UP. OH, I'M SORRY, I  
[02:38:32] DIDN'T SEE. I JUST WANTED TO MAKE  
[02:38:36] A SMALL COMMENT ON THAT. AND OF COURSE,  
[02:38:38] I APPRECIATE ALL THE COMMISSIONERS VERY  
[02:38:42] DEDICATED SUPPORT TO THIS ISSUE. SO I  
[02:38:45] THINK IN THE NEXT PRESENTATION ON THE  
[02:38:47] MARITIME CLIMATE AND AIR ACTION PLAN,  
[02:38:49] YOU WILL HEAR, AND WE'LL MAKE SURE TO  
[02:38:53] COVER SOME OF THE WORK THAT WE'RE DOING  
[02:38:55] ON THE POLICY LEVEL, THE PARTNERSHIPS WE  
[02:38:59] HAVE WITH SEATTLE CITY LIGHT ON SOME  
[02:39:00] HYDROGEN RESEARCH AND A NUMBER OF  
[02:39:04] THE OTHER NEAR TERM STRATEGIES WE'RE  
[02:39:05] DOING. ALSO IN THE PROPOSED BUDGET,  
[02:39:10] WE HAVE REQUESTED A POSITION TO HELP US  
[02:39:13] DIVE DEEP INTO THE DATA. TO YOUR POINT,  
[02:39:15] COMMISSIONER CHO, TO HELP US TAKE A MUCH  
[02:39:19] MORE GRANULAR LOOK AT THE EMISSIONS AND  
[02:39:22] WHERE THEY OCCUR AND HAVE THAT INFORM  
[02:39:24] OUR STRATEGY. SO I APPRECIATE YOUR  
[02:39:26] COMMENT THERE.  
[02:39:27] THERE'S ANOTHER  
[02:39:33] HAND UP. JUST A REAL QUICK COMMENT.  
[02:39:35] THANK YOU, COMMISSIONER CHO. I'LL JUST  
[02:39:37] ADD TO THAT THAT WE DO HAVE SOME OF THAT  
[02:39:38] GRANULAR INFORMATION, AND WE WILL  
[02:39:41] FORWARD THAT TO YOU. AND WE CERTAINLY  
[02:39:43] AGREE THAT WE ALSO HAVE A NUMBER OF  
[02:39:45] INITIATIVES THAT ARE AIMED AT  
[02:39:46] ELECTRIFYING OUR GROUND SUPPORT  
[02:39:48] EQUIPMENT AT THE AIRPORT. AND YOU'RE  
[02:39:49] RIGHT, WE NEED TO CONTINUE THAT WORK AND  
[02:39:51] FINISH IT. WE'VE GOT MORE THAN HALF THE  
[02:39:53] AIRPORT COMPLETED, AND WE JUST NEED TO  
[02:39:54] FINISH THE REST OF IT AND PUT IN THOSE  
[02:39:56] CHARGING STATIONS FOR OUR PARTNERS SO  
[02:39:58] STRONGLY AGREE THAT WE NEED TO DO OUR  
[02:40:00] WORK FIRST AND THEN THAT WILL HELP  
[02:40:01] OTHERS DO THE RIGHT THING. AWESOME.  
[02:40:05] THANK YOU. THANK YOU VERY MUCH. MOVING  
[02:40:08] TO COMMISSIONER STEINBRUECK. OKAY.  
[02:40:10] THANKS. TWO COMMENTS AND MAYBE  
[02:40:14] A RHETORICAL QUESTION OR TWO HERE.



[02:40:17] FIRST OF ALL, GIVEN THAT WE ARE IN THE  
[02:40:21] FINAL DAYS AND HOURS OF ADVANCING  
[02:40:23] CLIMATE ARMAGEDDON, I THINK THE PORT OF  
[02:40:26] SEATTLE IS VERY MUCH MOVING IN THE RIGHT  
[02:40:29] DIRECTION. THE GOAL HAS BEEN SHARED BY  
[02:40:33] ALL OF US TO LOOK AT EVERY POSSIBLE WAY  
[02:40:37] TO ACCELERATE ACHIEVEMENT IN REDUCING  
[02:40:41] CARBON EMISSIONS AND ULTIMATELY GETTING  
[02:40:44] TO 100% CLEAN ENERGY. WE ARE MAKING  
[02:40:48] GREAT STRIDES WITH REGARD TO OUR SCOPE  
[02:40:52] ONE AND TWO, OUR OWN OPERATIONS. I THINK  
[02:40:55] IT'S ALWAYS IMPORTANT IN PUBLIC MEETINGS  
[02:40:58] LIKE THIS TO DEFINE WHAT WE MEAN. SCOPE  
[02:41:00] ONE, TWO AND THREE, BECAUSE I DON'T  
[02:41:02] THINK MOST PEOPLE HAVE A CLUE WHAT THOSE  
[02:41:05] TERMS MEAN, BUT WHEN IT COMES TO PORT  
[02:41:07] OPERATIONS, BUILDINGS, FACILITIES,  
[02:41:12] GROUND TRANSPORTATION, ALL THE THINGS  
[02:41:14] THAT WE HAVE DIRECT OR SEMI DIRECT  
[02:41:16] CONTROL OVER. I DON'T THINK THERE'S  
[02:41:18] ANOTHER PORT OF OUR SIZE AND COMPLEXITY  
[02:41:22] IN NORTH AMERICA THAT IS DOING MORE AND  
[02:41:24] MORE VOLUNTARILY TO DO EVERYTHING WITHIN  
[02:41:28] OUR POWER AND RESOURCES AND ABILITY TO  
[02:41:32] REDUCE AND ULTIMATELY ELIMINATE FOSSIL  
[02:41:35] FUEL BURNING OPERATIONS.  
[02:41:38] AND I THINK IT'S CREDIT TO THE DEDICATED  
[02:41:41] STAFF THAT WE HAVE THAT IS, I FIND  
[02:41:44] SECOND TO NONE ANYWHERE AS FAR AS OUR  
[02:41:47] DETERMINATION AND THE LEADERSHIP OF THE  
[02:41:50] PORT OF SEATTLE THAT HAS GUIDED US AND  
[02:41:53] SUPPORTED IT AND DIRECTED IT FOR YEARS  
[02:41:55] WELL BEFORE I JOINED THE PORT  
[02:41:57] COMMISSION. SO THAT'S SORT OF MY GENERAL  
[02:42:01] COMMENT. I CHALLENGE ANYONE TO FIND  
[02:42:03] ANOTHER PORT ANYWHERE THAT'S DOING MORE  
[02:42:06] VOLUNTARILY WITHOUT BEING FORCED TO  
[02:42:09] UNDER REGULATIONS WITH UNFUNDED  
[02:42:11] MANDATES.  
[02:42:16] I'M A BIG FAN OF GRETA TUNEBURG.  
[02:42:19] SHE'S CLEARLY A CHILD GENIUS AND  
[02:42:22] FORETELLS A BLEAK FUTURE IF WE DON'T  
[02:42:26] RISE TO THE CALLING HERE FOR URGENT  
[02:42:30] ACTION THAT GOES BEYOND CRISIS BECAUSE  
[02:42:32] THE CRISIS CAN SEEMINGLY BE OVERCOME BUT  
[02:42:35] NOT REVERSED. AND I MEAN, WHAT WE HAVE  
[02:42:38] IS AT SOME POINT IS GOING TO BECOME  
[02:42:40] IRREVERSIBLE. AND SHE SAYS WE MUST  
[02:42:43] CHANGE ALMOST EVERYTHING IN OUR CURRENT  
[02:42:45] SOCIETIES. THE BIGGER YOUR CARBON  
[02:42:46] FOOTPRINT, THE BIGGER YOUR MORAL DUTY,  
[02:42:48] THE BIGGER YOUR PLATFORM, THE BIGGER  
[02:42:50] YOUR RESPONSIBILITY. BUT SHE ALSO SAYS  
[02:42:54] NO ONE IS TOO SMALL TO MAKE A  
[02:42:56] DIFFERENCE. SO WHERE I'M GOING WITH  
[02:42:58] THAT? AND I BELIEVE THAT VERY STRONGLY  
[02:43:02] THAT THE PERSONAL CHOICES WE MAKE,  
[02:43:05] INCLUDING AIR TRAVEL AND CONSUMER DEMAND  
[02:43:09] AND CONSUMPTION, HAVE BY FAR THE  
[02:43:12] LONGEST CONTRIBUTION TO FOSSIL FUEL  
[02:43:16] BURNING CARBON EMISSIONS. NO ONE ENTITY  
[02:43:20] IS RESPONSIBLE. WE ALL ARE. IT'S ALL OF  
[02:43:23] OUR RESPONSIBILITY. BUT THAT DOESN'T GET

[02:43:25] TALKED ABOUT VERY MUCH IN THESE  
[02:43:27] DISCUSSIONS. BUT I WANT TO TALK ABOUT  
[02:43:30] SCOPE THREE, THE AREA THAT IS BY FAR THE  
[02:43:34] MOST CHALLENGING, WHICH IS EMISSIONS  
[02:43:37] GENERATED BY TRANSATLANTIC SHIPPERS  
[02:43:42] VESSELS, CREWS OUTSIDE OF OUR  
[02:43:46] PORT AIR TRAVEL.  
[02:43:50] ALL WE REALLY HAVE THERE IS A COMMITMENT  
[02:43:53] TO USE THE PORT AUTHORITY MORAL  
[02:43:57] AUTHORITY, IF YOU WILL, AND OUR  
[02:43:59] PARTNERSHIP WITH VARIOUS ORGANIZATIONS  
[02:44:03] NATIONALLY AND INTERNATIONALLY THAT DO  
[02:44:06] HAVE MORE OF AN INDUSTRY WIDE INFLUENCE.  
[02:44:09] AND CERTAINLY WE DO.  
[02:44:14] I'D LIKE TO KNOW, SINCE THE QUESTION  
[02:44:17] KEEPS COMING UP, WHY DON'T WE JUST  
[02:44:19] CURTAIL AIR TRAVEL, THE GROWTH IN AIR  
[02:44:22] TRAVEL AT SEA TECH AIRPORT.  
[02:44:26] AND I DON'T KNOW IF LANCE IS STILL ON  
[02:44:28] BOARD HERE, BUT IT'S NOT EVEN SOMETHING  
[02:44:30] WITHIN OUR POWER TO DO IS TO SAY, NO,  
[02:44:33] WE'RE NOT TAKING ANY MORE PLANES FROM  
[02:44:35] NOW ON, FOLKS, YOU'LL HAVE TO GO  
[02:44:37] SOMEWHERE ELSE. LIKEWISE. ARE WE GOING  
[02:44:40] TO TELL THE SHIPS THAT THEY CAN'T COME  
[02:44:42] TO OUR PORT NOW UNTIL THEY GET CLEANED  
[02:44:44] UP? WE PROBABLY HAVE MORE DISCRETION  
[02:44:47] WITH CRUISE, AND NO DECISION HAS BEEN MADE  
[02:44:51] TO BUILD A THIRD TERMINAL. THAT IS  
[02:44:53] ABSOLUTE FICTION THAT HAS BEEN PUT OUT  
[02:44:55] THERE. WE'VE STUDIED THE QUESTION WITH  
[02:45:00] THE INTEREST THAT HAS BEEN WE'VE  
[02:45:02] RECEIVED FROM THE INDUSTRY, BUT THERE'S  
[02:45:04] BEEN NO COMMISSION LED OR STAFF LED  
[02:45:08] DETERMINATION THAT WE'RE GOING TO BUILD  
[02:45:10] A THIRD TERMINAL. WE STILL HAVE THAT  
[02:45:12] OPTION, OF COURSE, BUT WE NEVER DECIDED  
[02:45:14] THAT'S WHAT WE'RE GOING TO DO FOR ME  
[02:45:18] WITH REGARD TO THE THIRD TERMINAL. IT  
[02:45:21] DOES RAISE A LOT OF QUESTIONS, BUT IT'S  
[02:45:22] NOT ENVIRONMENTAL, FINANCIAL, ENORMOUS  
[02:45:26] COSTS INVOLVED AND THE SUSTAINABILITY OF  
[02:45:28] INCREASING, EVER INCREASING GROWTH IN  
[02:45:31] ALASKA CRUISE, WHICH I THINK THE STATE  
[02:45:33] OF ALASKA WOULD HAVE SOMETHING TO SAY  
[02:45:35] ABOUT AS WELL AND SOME OF THE LOCAL  
[02:45:37] COMMUNITIES. BUT LET'S GET REALISTIC  
[02:45:41] ABOUT THIS. BUT LET'S ALSO RECOMMIT AS  
[02:45:45] TO WHAT WE CAN DO AND WHAT WE CAN'T DO  
[02:45:48] AND ALSO JUST TO RAISE A QUESTION ABOUT  
[02:45:51] PERSONAL RESPONSIBILITY, WHICH IS  
[02:45:53] DRIVING THE DEMAND FOR ALL OF THESE  
[02:45:55] POLLUTING SOURCES.  
[02:46:02] BUT IF SOMEBODY SAYS, CAN A PORT LIKE  
[02:46:06] OURS JUST SIMPLY STOP THE CLOCK AND SAY,  
[02:46:09] NO MORE GROWTH? AND CAN WE STILL PURSUE  
[02:46:14] VIGOROUSLY THE WAY WE ARE? THESE SCOPE  
[02:46:18] THREE REDUCTIONS. IF WE JUST SAY WE'RE  
[02:46:21] GOING TO DIVEST OURSELVES OF THESE  
[02:46:22] POLLUTING INDUSTRIES. MR.  
[02:46:26] COMMISSION PRESIDENT, I DO SEE MS.  
[02:46:27] PRISCILLA HAS HER HAND UP, PLEASE. YES.  
[02:46:31] THANK YOU. ARLEN PRISCILLA, DIRECTOR OF

[02:46:33] ENVIRONMENT AND SUSTAINABILITY AT THE  
[02:46:35] AIRPORT. WE ARE NOT ALLOWED TO CURTAIL  
[02:46:40] AIRCRAFT MOVEMENTS AT THE AIRPORT. IT  
[02:46:42] WOULD BE IN VIOLATION OF FEDERAL LAW AS  
[02:46:45] WELL AS IN VIOLATION OF OUR GRANT  
[02:46:47] ASSURANCES. SO THAT'S A PRETTY CLEAR  
[02:46:50] PROHIBITION AGAINST THAT ON BOTH COUNTS.  
[02:46:54] THAT'S WHAT I THOUGHT.  
[02:47:00] THANK YOU, COMMISSIONER STEINBRUECK. ARE  
[02:47:02] THERE ANY OTHER COMMENTS FOR  
[02:47:04] COMMISSIONER STEINBRUECK, OR SHALL WE  
[02:47:05] MOVE ON? MR. EXECUTIVE DIRECTOR? YES.  
[02:47:10] COMMISSIONER STEINBRUECK, THANKS FOR  
[02:47:11] LOSING. I THINK WE'RE GOING TO TALK MORE  
[02:47:13] ABOUT THAT. BUT THE BIG PICTURE. WE'RE  
[02:47:14] DEFINITELY THINK GLOBALLY,  
[02:47:18] ACT LOCALLY, BUT IT'S ALSO BEING  
[02:47:20] INVOLVED IN THOSE CONVERSATIONS AS A  
[02:47:22] BIGGER SOLUTION AS WELL WITH LIKE MINDED  
[02:47:24] PORTS AND NATIONS. AND SO WE ARE KEEPING  
[02:47:28] THAT BIGGER PICTURE AND DRIVING ON ALL  
[02:47:30] THOSE LEVELS BECAUSE WE NEED TO WORK AT  
[02:47:31] ALL THE LEVELS. WE NEED TO WORK LOCALLY,  
[02:47:33] REGIONALLY, NATIONALLY AND  
[02:47:35] INTERNATIONALLY. AND THAT'S WHAT THE  
[02:47:36] PLAN WITH THE STAFF IS DOING THAT. I  
[02:47:38] THINK WE'RE GOING TO HEAR MORE ABOUT  
[02:47:40] THAT. I THINK IN A BIT, I BELIEVE, BUT  
[02:47:45] THAT'S OUR MANTRA AS MOVING FORWARD IS  
[02:47:47] TO CONTINUE ON ALL THOSE FRONTS. AND LET  
[02:47:49] ME JUST SAY THIS, AS LONG AS I'M TALKING  
[02:47:50] IT'S CONTINUING LOOKING FOR THAT,  
[02:47:54] THERE'S A LOT OF THINGS HAPPENING IN A  
[02:47:55] LOT OF DIFFERENT PLACES AND BEING  
[02:47:56] ADVISED AND BEING AWARE OF THAT AND  
[02:47:59] CONTINUALLY LOOKING AND FOCUSED ON THIS  
[02:48:02] WITH THAT IN MIND,  
[02:48:06] I THINK YOU'RE ABSOLUTELY RIGHT.  
[02:48:07] DIRECTOR METRUCK, THE BEST THING WE CAN  
[02:48:09] DO IS TO PROVIDE THE LEADERSHIP, THE  
[02:48:12] RESPONSIBLE ENVIRONMENTAL LEADERSHIP  
[02:48:16] THAT THE PORT IS DOING EVERY SINGLE DAY  
[02:48:19] AND IS 100% COMMITTED TO IN A GLOBAL  
[02:48:23] ENVIRONMENT.  
[02:48:26] THANK YOU, COMMISSIONER STEINBRUECK. THANK  
[02:48:28] YOU. EXECUTIVE DIRECTOR METRUCK,  
[02:48:29] COMMISSIONER FELLA, IT'S BACK TO YOU.  
[02:48:32] THANK YOU. I, TOO, WOULD LIKE TO THANK  
[02:48:35] OUR STEPS COMMITMENT TO THIS EFFORT AND  
[02:48:37] THE LEADERSHIP OF EXECUTIVE METRUCK FOR  
[02:48:40] REALLY EMPOWERING THEM TO EMBRACE THIS  
[02:48:43] OBVIOUSLY MUTUALLY SHARED GOAL  
[02:48:46] THROUGHOUT THE COMMISSION AND THE PORT.  
[02:48:48] BUT IT'S REALLY THROUGH EXECUTIVE  
[02:48:49] METRICS ENCOURAGEMENT AND SUPPORT FOR  
[02:48:53] THIS EFFORT THAT MAKES IT ALL POSSIBLE.  
[02:48:55] AND, OF COURSE, YOU HAVE TO HAVE THE  
[02:48:57] TALENT IN HOUSE TO BE ABLE TO DO IT.  
[02:48:58] BUT IT'S QUITE THE TEAM, AND I'M REALLY  
[02:49:01] QUITE APPRECIATIVE OF IT. I HAD A COUPLE  
[02:49:04] OF THOUGHTS. IT WAS AN INTERESTING  
[02:49:05] COMMENT THAT WAS RAISED ABOUT THE RNG AT  
[02:49:07] THE AIRPORT, AND AT YOUR POINT THAT WE

[02:49:11] HAVE A TEN YEAR CONTRACT AND WE'RE  
[02:49:13] LOOKING TO REPOWER THE  
[02:49:18] TERMINAL. BUT THE THOUGHT WAS TALKED  
[02:49:20] ABOUT HEAT PUMPS, AND I KNOW THAT WE  
[02:49:23] WERE DOING A DEEP ANALYSIS IN TERMS OF  
[02:49:25] WHAT THE BUSES, WHETHER WE SHOULD DO  
[02:49:27] ELECTRIC BUSES OR THE RNG BUSES. AND YOU  
[02:49:30] DID THE WHOLE COST BENEFIT ANALYSIS IS  
[02:49:32] ONE OF OUR SCREENING STUDIES. AND SO  
[02:49:35] THAT CERTAINLY MADE SENSE AT THE TIME.  
[02:49:37] I'M JUST WONDERING, DID WE EXPLORE THE  
[02:49:40] HEAT PUMP IDEA FOR THE AIRPORT HVAC  
[02:49:44] SYSTEM? WE'RE EXPLORING IT NOW.  
[02:49:48] WE'RE WORKING, OF COURSE, WITH OUR IN  
[02:49:49] HOUSE EXPERTS, AND WE HAVE TEAMS OF  
[02:49:53] EXTERNAL EXPERTS, CONSULTANTS AND  
[02:49:54] INCLUDING THE NATIONAL RENEWABLE ENERGY  
[02:49:56] LABORATORY, IS ALSO HELPING US TO THINK  
[02:49:59] ABOUT, OK, WHAT ARE OUR OPTIONS? THIS IS  
[02:50:01] A VERY OLD SYSTEM THAT WE HAVE. WE NEED  
[02:50:03] TO UPDATE IT. WHAT DOES THAT LOOK LIKE?  
[02:50:05] AND WHAT'S THE BEST WAY TO DO THAT? SO  
[02:50:08] WE'RE HOPING TO HAVE SOME PRELIMINARY  
[02:50:10] RESULTS SOMETIME NEXT YEAR TO START  
[02:50:13] TALKING ABOUT WHAT DOES THAT LOOK LIKE  
[02:50:15] AND WHAT'S THE TIMELINE FOR IT AND WHAT  
[02:50:17] ARE THE OPTIONS THAT ARE AVAILABLE TO  
[02:50:18] US? I THINK THE GOOD NEWS IS THERE ARE A  
[02:50:20] LOT OF OPTIONS THAT ARE AVAILABLE THAT  
[02:50:22] HAVE BEEN TRIED IN OTHER PLACES AND IN  
[02:50:23] OTHER AIRPORTS. WE CAN LEAN ON THEIR  
[02:50:25] LEARNING, AND THEN WE WILL HAVE TO TAKE  
[02:50:28] SOME RISKS BY TRYING SOME NEW THINGS. I  
[02:50:29] THINK THE PURPOSE OF THE FRAMEWORK, THE  
[02:50:31] SUSTAINABLE PROJECT FRAMEWORK, HELPS US  
[02:50:32] TO KIND OF TRY SOME OF THOSE THINGS ON  
[02:50:34] SOME OF THESE ISOLATED PROJECTS, BUT  
[02:50:36] IT'S GOING TO HAVE TO TAKE A VILLAGE IN  
[02:50:39] MANY WAYS TO MAKE SURE WE GET THE RIGHT  
[02:50:41] ENERGY SYSTEM FOR THE AIRPORT.  
[02:50:44] I APPRECIATE THAT. JUST A COUPLE OF  
[02:50:46] OTHER THINGS. THE ANNOUNCEMENT THAT  
[02:50:49] AMAZON AND IKEA AND I THINK IT WAS WHO  
[02:50:52] ELSE? IT WAS UNILEVER. MICHELIN AND  
[02:50:55] PATAGONIA ALL TALKING ABOUT WANTING TO  
[02:50:58] GO TO ZERO MISSION SHIPPING WITH 2040.  
[02:51:02] THIS GENERATED A LOT OF BUZZ, AND I  
[02:51:04] THINK KUW IS DOING A STORY TODAY IF  
[02:51:06] THEY'RE DROPPING THEIR EMISSIONS BY TEN  
[02:51:08] YEARS, WHAT ARE YOU DOING? AND OH, BY  
[02:51:10] THE WAY, WE ARE, TOO. THAT WAS KIND OF  
[02:51:12] NICE TIMING. BUT THE IDEA  
[02:51:16] THAT WHILE THIS IS THE RIGHT THING TO  
[02:51:18] DO, I BELIEVE IN OUR CONTINUED EFFORT TO  
[02:51:21] MARKET OURSELVES AS A GREEN GATEWAY WILL  
[02:51:22] BE A COMPETITIVE ADVANTAGE THAT THESE  
[02:51:24] AIRLINES AND OTHER COMPANIES ARE LOOKING  
[02:51:27] TO DO BUSINESS IN WAYS THAT WE HELP THEM  
[02:51:31] MEET THEIR SCOPE THREE GOALS. SO YOU'RE  
[02:51:35] DOING THE RIGHT THING FOR MANY GOOD  
[02:51:37] REASONS. AND I THINK ULTIMATELY WE WILL  
[02:51:41] HAVE THAT LEG UP ON COMPETITION BECAUSE  
[02:51:44] OF THAT. AND SO I SEE THIS AS ELEVATED

[02:51:47] SELF INTEREST AS WELL AS THE RIGHT THING  
[02:51:49] TO DO. ONE OF THE OTHER QUESTIONS THAT  
[02:51:52] WERE RAISED WAS THIS ISSUE ABOUT  
[02:51:55] EXPOSURE HEALTH. OUR PORT COMMUNITIES  
[02:51:58] ARE SOMEHOW DISPROPORTIONATELY IMPACTED  
[02:52:00] BY PORT EMISSIONS BY DEATH RATES OR  
[02:52:03] SOMETHING. AND I QUESTIONED THE ABILITY  
[02:52:05] TO DISTINGUISH THE DIFFERENT REASONS FOR  
[02:52:08] THOSE MORTALITY. AND I THINK THE SPEAKER  
[02:52:12] SENT SOME LINK TO AN ICC REPORT.  
[02:52:16] I DO KNOW THAT THIS CURRENT ISSUE OF THE  
[02:52:18] NORTHWEST PORTS CLEAN AIR STRATEGY HAD  
[02:52:21] SOME EXPOSURE ANALYSIS BUILT IN NOT  
[02:52:24] JUST THE AMOUNT OF EMISSIONS, BUT SORT  
[02:52:27] OF EXPOSURE WORK. AND HOPEFULLY  
[02:52:32] MAYBE IT'S IN THE NEXT PRESENTATION.  
[02:52:33] THAT WHERE WE'LL SEE SOME OF THAT HOW  
[02:52:37] THOSE DATA ARE DISPLAYED. BUT DO YOU  
[02:52:40] HAVE ANY ABILITY TO ADDRESS WHETHER OR  
[02:52:43] NOT OUR PORT HAS SOME SPECIFICALLY  
[02:52:46] HIGHER LEVEL OF IMPACT ON SURROUNDING  
[02:52:49] COMMUNITIES THAN OTHER PORTS? I DID HEAR  
[02:52:53] THAT COMMENT. SORRY, RYAN. DID YOU WANT  
[02:52:55] TO COMMENT ON THAT? OKAY, RYAN.  
[02:53:00] YEAH, I CAN ADDRESS THAT COMMENT.  
[02:53:02] COMMISSIONER CHO, I BELIEVE THAT THE  
[02:53:05] STUDY WAS BASED ON OUR PUGET  
[02:53:10] SOUND EMISSIONS INVENTORY DATA FROM  
[02:53:13] 2011. SO THE ICC STUDY LOOKED,  
[02:53:18] I THINK THE LAST YEAR IT LOOKED AT WAS  
[02:53:20] 2015. SO THE MOST RECENT YEAR THAT WE  
[02:53:23] HAD DATA ON OUR DEFAULT PARTICULATE  
[02:53:25] MATTER EMISSIONS WAS 2011.  
[02:53:29] SINCE THEN, THE PORT AMERICAN EMISSIONS  
[02:53:32] CONTROL AREA HAS COME INTO PLAY, AND  
[02:53:34] THAT LED TO A SIGNIFICANT DECREASE IN  
[02:53:37] DIESEL PARTICULATE MATTER. SO WE  
[02:53:39] ACTUALLY SAW DPM EMISSIONS DECREASE  
[02:53:42] OVER 80% FROM OUR BASELINE. SO THE  
[02:53:48] STUDY WAS KIND OF BASED ON THE PORT  
[02:53:51] SUBMISSIONS DATA. I CAN'T SPEAK TO  
[02:53:55] EXACTLY IF IT INCLUDED THE NORTHWEST  
[02:53:57] SEAPORT ALLIANCE AS WELL AS PORT OF  
[02:54:00] SEATTLE. BUT IT WAS BASED ON  
[02:54:04] BEFORE THAT MISSIONS CONTROL AREA WENT  
[02:54:06] INTO PLAY. SO WE BELIEVE THAT THE  
[02:54:10] NUMBERS WOULD BE DIFFERENT USING THE  
[02:54:12] MORE RECENT DATA THAT WE HAVE.  
[02:54:16] I'M NOT SURE EXACTLY HOW THAT STUDY  
[02:54:19] COMPARES TO THE WSU STUDY  
[02:54:24] THAT LOOKED AT HEALTH EXPOSURES. WELL,  
[02:54:28] THANK YOU FOR THAT, RYAN. DOES THAT HELP  
[02:54:32] IN ONE ASPECT, OBVIOUSLY, WHEN THE ECO  
[02:54:34] CAME INTO PLACE, THAT WAS OUR SINGLE  
[02:54:35] LARGEST DROP IN EMISSION REDUCTIONS,  
[02:54:39] WHICH WE DID HELP ADVOCATE FOR. SO IT'S  
[02:54:40] NOT JUST THAT WE GET CREDIT FOR THE SUN  
[02:54:42] COMING UP. BUT THE OTHER ASPECT,  
[02:54:45] THOUGH, IS WHICH REALLY, WHEN WE TALK  
[02:54:47] ABOUT HUMAN HEALTH EXPOSURE, OUR  
[02:54:49] GEOGRAPHY OF PUGET SOUND MEANS THAT THE  
[02:54:53] AIRSHIP STARTS FROM CAPE FLATTERY. SO  
[02:54:56] THEY'RE USING VESSEL EMISSION OCEAN

[02:55:00] GOLD VESSELS UNDERWAY FOR 110 MILES  
[02:55:04] TRANSIT LIKE, NO, THE PORT IN THE  
[02:55:06] COUNTRY HAS THAT LENGTH OF TRANSIT. AND  
[02:55:10] SO, YEAH, WE'RE KILLING COMMUNITY, BUT  
[02:55:12] THERE'S PROBABLY MORE SEA OTTERS FOR  
[02:55:14] HALF THAT COAST THAN PEOPLE. I'M JUST  
[02:55:18] SAYING THAT I'VE ALWAYS THOUGHT AND IT'S  
[02:55:21] IMPORTANT BECAUSE THE COMMUNITIES DON'T  
[02:55:23] CARE WHETHER IT'S A SEAPORT ALLIANCE OR  
[02:55:24] A PORT OF SEATTLE EMISSION. IF IT'S A  
[02:55:26] NORTH HARBOR EMISSION, IT'S THEIR  
[02:55:28] EXPOSURE. BUT I'M KIND OF THINKING I  
[02:55:30] WOULD LOVE TO SEE THE PORT  
[02:55:34] OF SUPPORT CLEAN AIR STRATEGY LOOKING  
[02:55:36] JUST OR THE INVENTORY LOOKING JUST AT  
[02:55:37] ELLIOTT BAY. SO WHEN WE TAKE INITIATIVES  
[02:55:40] OF VESSELS MANEUVERING WHEN WE'RE  
[02:55:43] DEALING WITH TUG ASSISTANCE AND STUFF  
[02:55:45] LIKE THAT VERSUS SHORE POWER, THINGS  
[02:55:47] LIKE THAT. SO INITIATIVES THAT WE CAN  
[02:55:49] TAKE THAT ARE BESIDES ADVOCATING FOR  
[02:55:53] POLICIES, BUT THE THINGS THAT FOR US TO  
[02:55:56] EVALUATE, WHERE SHOULD OUR INVESTMENTS  
[02:55:57] BE MADE AND WHERE THE HEALTH EXPOSURE IS  
[02:56:01] GREATEST. SO FOR BIG SHIPS IN THE  
[02:56:04] HARBOR, THAT'S REALLY WHERE I WOULD LIKE  
[02:56:07] TO SEE US HONE IN ON AS WE INFORM PORT  
[02:56:11] INVESTMENTS GOING FORWARD.  
[02:56:14] AND THAT JUST GETS BACK TO THIS LOCALLY  
[02:56:16] EXPOSURES, BECAUSE CLEARLY,  
[02:56:18] COMMUNITIES, EVEN LIKE SMALL EMISSIONS,  
[02:56:20] LIKE TRUCKS,  
[02:56:24] COMMUNITIES ARE HIGHLY EXPOSED TO THOSE  
[02:56:25] SMALL EMISSIONS. AND THAT'S ONE OF THE  
[02:56:26] THINGS THE INVENTORY SHOWED. EVEN CARGO  
[02:56:29] HANDLING EQUIPMENT COMPARED TO  
[02:56:31] OCEAN GOIING VESSELS ARE TINY, BUT THEY  
[02:56:33] GO CLOSER TO THE COMMUNITIES, WHICH THIS  
[02:56:36] THEN BRINGS UP TO ME, JUMPING TO  
[02:56:37] AVIATION. WE HAVE THIS RESPONSIBLE  
[02:56:40] TRAVELER PROGRAM, WHICH, LIKE THE PORT  
[02:56:42] OF SEATTLE, IS ONE OF THE BEST KEPT  
[02:56:43] SECRETS KNOWN TO MANKIND HERE.  
[02:56:47] BUT ONE OF THE THINGS THAT I KNOW WE'RE  
[02:56:51] RELUCTANT TO TALK ABOUT OFFSETS.  
[02:56:56] BUT IF THE OFFSETS ARE LOCALLY DERIVED,  
[02:56:59] AND I THINK UNITED JUST MADE SOME  
[02:57:01] ANNOUNCEMENTS, THEY HAVE THE LARGEST  
[02:57:02] LOCALLY DERIVED OFFSET PROGRAM IN THE  
[02:57:05] COUNTRY. THAT AGAIN, IF THESE  
[02:57:07] COMMUNITIES THAT ARE MOST CLOSE TO THE  
[02:57:09] AIRPORT ARE, THEN WHERE WE'RE PLANTING  
[02:57:11] THE TREES, PEOPLE SHOULD BE GIVEN A  
[02:57:14] CHANCE. JUST LIKE MR. STANFORD SAID, IF  
[02:57:16] IT'S BASIC CONSUMPTION AND THINGS LIKE  
[02:57:18] WE DO THAT HAVE IMPACTS, THOSE SAME  
[02:57:21] PEOPLE SHOULD BE ABLE TO CONTRIBUTE TO  
[02:57:23] BENEFITS. WE WOULD RATHER THEY DIDN'T  
[02:57:26] CREATE THE EMISSIONS. BUT THEY ARE  
[02:57:28] SPECIFICALLY IMPACTING COMMUNITIES IN  
[02:57:31] THESE AREAS. AND SO I DON'T KNOW WHAT  
[02:57:33] THE STATUS OF OUR RESPONSIBLE TRAVELER  
[02:57:34] PROGRAM IS, WHETHER OR NOT WE ARE GOING



[02:57:38] TO BE PROMOTING IT ANY FURTHER, WHETHER  
[02:57:41] WE HAVE PROGRAMS THAT ARE REALLY  
[02:57:42] GEOGRAPHICALLY FOCUSED IN THOSE EFFORTS.  
[02:57:45] AND ARE THERE THINGS THAT WE CAN DO TO  
[02:57:47] ENHANCE ALL OF THE ABOVE?  
[02:57:51] MR. COMMISSION PRESIDENT LESLIE STANTON  
[02:57:53] HAS HER HAND UP, PLEASE. THANK YOU.  
[02:57:55] YEAH. SO JUST TO ANSWER THAT, YES, THAT  
[02:57:58] PROGRAM IS CONTINUING. IT'S A GOOD  
[02:58:01] TRAVELER PROGRAM AND THE PORT OF MONEY  
[02:58:04] THAT IS ALLOCATED THROUGH THAT IS SHARED  
[02:58:05] AMONG THE AIRPORTS THAT OFFER THAT  
[02:58:07] PROGRAM. SO WE ARE ON THE  
[02:58:13] GROUP OF FOLKS THAT DIRECT THAT MONEY  
[02:58:14] AND WE DO ALLOCATE IT.  
[02:58:19] CLERK HART, IS STEPHANIE MINE AVAILABLE?  
[02:58:21] SHE'S GOT SOME COMMENTS TO ME SHE WOULD  
[02:58:22] LIKE TO SHARE. SHE'S THE ONE THAT LEADS  
[02:58:23] THAT. IS IT POSSIBLE?  
[02:58:27] YES, I DO SEE HER ON THE LINE. OKAY. GO  
[02:58:30] AHEAD, STEPH, I KNOW YOU WANT TO TALK  
[02:58:31] ABOUT THIS. I KNOW YOU WANTED TO. HI.  
[02:58:34] I'M STEPHANIE MINE, THE CLIMATE PROGRAM  
[02:58:35] MANAGER FOR THE AIRPORT. AND JUST VERY  
[02:58:38] BRIEFLY, THE GOOD TRAVELER PROGRAM. WE  
[02:58:40] ACTUALLY HAVE A BRAND NEW SUBCOMMITTEE  
[02:58:43] THAT IS WORKING ON THIS EXACT ISSUE THAT  
[02:58:45] WE WANT TO BE ABLE TO HAVE THOSE WHO ARE  
[02:58:49] MEMBERS OF THE GOOD TRAVELER PROGRAM BE  
[02:58:50] ABLE TO SELECT SPECIFIC COMMUNITY  
[02:58:53] PROJECTS THAT THEY WOULD LIKE TO FUND,  
[02:58:55] AS OPPOSED TO JUST THE OFFSET PROGRAMS.  
[02:58:58] SO WE'RE WORKING ON THAT AND EVEN  
[02:59:01] ALLOWING FOR A SUBSCRIPTION BASED  
[02:59:03] PROGRAM WITHIN THE GOOD TRAVELERS SO  
[02:59:05] THAT YOU CAN CONTINUALLY DIRECT YOUR  
[02:59:06] MONEY TO THE TYPES OF PROGRAMS THAT  
[02:59:10] OPERATE IN THE COMMUNITIES. OF COURSE,  
[02:59:11] FIGURING OUT WHAT THE CRITERIA FOR ALL  
[02:59:14] OF THAT WILL BE AS PART OF THE WORK  
[02:59:16] WE'RE DOING. BUT THE INTEREST IN  
[02:59:19] SOMETHING LIKE THAT HAS BEEN CALLED FOR  
[02:59:21] AMONG MANY AIRPORTS. SO WE CONTINUE TO  
[02:59:24] WORK ON THAT. WELL, THANK YOU,  
[02:59:26] STEPHANIE, FOR YOUR ONGOING WORK ON  
[02:59:28] THAT. I WOULD LIKE TO SPECIFICALLY LOOK  
[02:59:30] AT TREE CANOPY AND ISSUES LIKE THIS FOR  
[02:59:33] SEQUESTRATION, AS WELL AS AIR EMISSION  
[02:59:37] GOALS AND THE FACT THAT WE HAVE IMPACTS  
[02:59:40] ON TREES DIRECTLY IN OUR WORK. I THINK  
[02:59:43] MAYBE TO FORESEE, BUT THANK YOU FOR  
[02:59:45] THAT. AND PLEASE KEEP US IN TOUCH WITH  
[02:59:47] HOW THAT'S GOING. AND I KNOW LIKE ALASKA  
[02:59:49] AIRLINES HAS IF YOU DRINK, BRING A WATER  
[02:59:51] BOTTLE ALONG, WE'LL PLANT THE TREE. I  
[02:59:54] DON'T KNOW WHERE THOSE TREES ARE GETTING  
[02:59:55] PLANTED. I WOULD LIKE TO KNOW THAT WE'RE  
[02:59:59] DERIVING THE BENEFITS LOCALLY, BUT JUST  
[03:00:01] MAYBE TO FORESHADOW TO PHASE US INTO THE  
[03:00:04] NEXT CONVERSATION WITH REGARDS TO THIS  
[03:00:08] ONGOING SORT OF ARTIFICIAL BIFURCATION  
[03:00:10] WITH OUR EMISSIONS AND THAT OF THE  
[03:00:12] SEAPORT ALLIANCE. THE PORT OF SEATTLE IS

[03:00:15] HALF THE SEAPORT ALLIANCE. OUR EMISSIONS  
[03:00:18] AND THE PORT HARBOR EMISSIONS ARE HALF  
[03:00:21] THE PORT OF SEATTLE.  
[03:00:25] KING COUNTY CITIZENS ARE HELPING FUND  
[03:00:28] THE INVESTMENTS IN THAT INFRASTRUCTURE.  
[03:00:31] THE PORT OF SEATTLE IS A BENEFICIARY OF  
[03:00:33] HALF THE REVENUES FROM THAT  
[03:00:34] INFRASTRUCTURE. WE OWN HALF  
[03:00:38] THOSE EMISSIONS. IN FACT, I WOULD SAY WE  
[03:00:40] OWN ALL THE EMISSIONS IN THE PORT  
[03:00:42] HARBOR, AND WHEREAS THE PORT OF TACOMA  
[03:00:44] OWNS ALL THE EMISSIONS IN THE SOUTH  
[03:00:46] HARBOR, AND THEY'RE APPROXIMATELY  
[03:00:48] EQUIVALENT. SO LIKE  
[03:00:52] I SAID, THE COMMUNITY DOESN'T REALLY  
[03:00:53] CARE WHOSE EMISSIONS THEY ARE. AND SO  
[03:00:55] I'M VERY ENCOURAGED THAT WE ARE LOOKING  
[03:00:57] AT WAYS IN WHICH PORT OF SEATTLE, LIKE  
[03:01:00] REAL ESTATE ASSETS, CAN HELP SUPPORT  
[03:01:05] EFFICIENT OPERATIONS OF CONTAINER  
[03:01:08] TERMINAL. BUT I DO WANT TO MAKE SURE  
[03:01:11] THAT, LIKE, I WOULD LIKE TO SEE MORE OF  
[03:01:14] VERY MUCH AN ELLIOTT BAY TYPE CONSENT  
[03:01:16] CENTRIC ANALYSIS OF EMISSION REDUCTION  
[03:01:20] FOCUS. I WOULD LIKE TO SEE IT DONE  
[03:01:22] COORDINATED WITH THE ALLIANCE. SO AGAIN,  
[03:01:25] WHEN WE'RE ADVOCATING AS COMMISSIONERS,  
[03:01:27] WHERE SHOULD WE PUT THE BEST BANK OF THE  
[03:01:29] BUCK LIKE COMMISSIONER CHO WAS TALKING  
[03:01:31] ABOUT, THESE STRATEGIC LOOKS  
[03:01:34] COLLECTIVELY NEED TO BE MADE TOGETHER,  
[03:01:37] BECAUSE WHEN YOU'RE GOING TO SHOW THAT  
[03:01:39] PICTURE IN THE NEXT PRESENTATION, THE  
[03:01:42] PORT OF SEATTLE COMBINED IS A FRACTION  
[03:01:45] OF WHAT THE SEAPORT ALLIANCE IS  
[03:01:46] GENERATING BY EMISSIONS. SO ANYWAY,  
[03:01:49] THANK YOU FOR CONTINUING TO KEEP ON TOP  
[03:01:51] OF THIS AND STIMULATING ALL THESE  
[03:01:53] CONVERSATIONS AND MAKING US RUN WAY TOO  
[03:01:56] LATE. BUT I WILL STOP TALKING NOW UNLESS  
[03:01:59] YOU HAVE ANY CONCLUDING COMMENTS OR WILL  
[03:02:01] WE JUST JUMP INTO OUR NEXT PRESENTATION?  
[03:02:06] NO, I JUST THINK THAT ALL THE  
[03:02:09] COMMISSIONERS AND EXECUTIVE DIRECTOR  
[03:02:12] METRUCK FOR YOUR LEADERSHIP AND SUPPORT  
[03:02:14] ON THIS, AND WE LOOK FORWARD TO PUSHING  
[03:02:17] HARD AND PARTNERING TO IMPLEMENT THESE  
[03:02:19] NEW GOALS. WELL, THANK YOU AGAIN.  
[03:02:25] SO WITH THAT SAID, THERE IS NO VOTE ON  
[03:02:27] THIS MATTER, THIS SORT OF JUST TEASE UP  
[03:02:30] OUR NEXT CONVERSATION.  
[03:02:33] AND SO LET'S SEE HERE.  
[03:02:39] THAT'S JUST FOR INFORMATION ONLY.  
[03:02:45] OKAY, SO WE HAVE GONE THROUGH ALL THE  
[03:02:48] COMMISSIONERS. PLEASE READ THE NEXT  
[03:02:50] ITEM INTO THE RECORD CLERK HART, AND  
[03:02:52] WE'LL THEN HEAR FROM INTERIM COMMISSION  
[03:02:54] CHIEF OF STAFF AARON PRITCHARD TO  
[03:02:56] INTRODUCE THE ITEM. THANK YOU. THIS IS  
[03:02:58] AGENDA ITEM TEN D ORDER NUMBER 2021.  
[03:03:01] TEN. AN ORDER ENDORSING THE EXECUTIVE  
[03:03:04] DIRECTOR'S ACCELERATION OF THE CARBON  
[03:03:06] EMISSION REDUCTION TARGETS AT THE PORT

[03:03:08] OF SEATTLE. OKAY,  
[03:03:11] SO COMMISSIONERS, PLEASE UNMUTE YOURSELF  
[03:03:13] FOR QUESTIONS AND COMMENTS WITH STAFF  
[03:03:15] AFTER THE PRESENTATION. THANK YOU,  
[03:03:18] COMMISSION PRESIDENT FELLEMAN,  
[03:03:19] COMMISSIONER CHO, EXECUTIVE DIRECTORS,  
[03:03:22] THIS IS AARON PRITCHARD, THE INTERIM  
[03:03:23] CHIEF STAFF OF THE COMMISSION. I WAS  
[03:03:25] REALLY INSPIRING TO HEAR ALL OF YOUR  
[03:03:26] COMMENTS ON COMBATING CLIMATE CHANGE.  
[03:03:29] THE WORK THIS COMMISSION IN PARTICULAR  
[03:03:31] HAS DONE TO CREATE POLICIES AROUND THE  
[03:03:32] SUSTAINABLE EVALUATION FRAMEWORK AND TO  
[03:03:34] SUPPORT DEVELOPMENT OF SUSTAINABLE  
[03:03:36] AVIATION FUELS AND MUNICIPAL SOLID WASTE  
[03:03:38] IS A REAL PROGRESS IN A GLOBAL BATTLE.  
[03:03:41] AND AS YOU'VE SEEN TODAY, THE PORT IS  
[03:03:42] MAKING STRONG PROGRESS TOWARDS OUR  
[03:03:44] REDUCTION TARGETS, PARTICULARLY DUE TO  
[03:03:45] THE PURCHASE OF RENEWABLE NATURAL GAS,  
[03:03:47] TO HEAT SEAT AND TO FUEL SHUTTLE BUSES.  
[03:03:51] SOME SIGNIFICANT EMISSION REDUCTIONS  
[03:03:53] HAVE ALSO BEEN ACHIEVED IN THE PORT'S  
[03:03:54] MARITIME OPERATIONS, DUE IN LARGE PART  
[03:03:56] TO INTERNATIONAL NATIONAL MARITIME  
[03:03:58] REGULATIONS OF FUEL QUALITY, INCREASED  
[03:04:00] SHORE POWERED BY CREWS AND INNOVATIONS  
[03:04:02] IN VESSEL AND EQUIPMENT EFFICIENCY.  
[03:04:05] THIS ORDER DEMONSTRATES THAT THE  
[03:04:06] COMMISSION IS FULLY SUPPORTIVE OF THE  
[03:04:08] EXECUTIVE DIRECTOR'S RECOMMENDATION TO  
[03:04:10] UPDATE THE CENTURY AGENDA OBJECTIVES AND  
[03:04:13] TARGETS TO BE A NET ZERO OR BETTER ON  
[03:04:15] SCOPE ONE AND TWO EMISSIONS BY 2040 AND  
[03:04:18] CARBON NEUTRAL OR BETTER ON SCOPE THREE  
[03:04:19] EMISSIONS BY 2050. THIS CHANGE TO OUR  
[03:04:22] EMISSION REDUCTION TARGETS SINCE A CLEAR  
[03:04:24] MARKET SIGNAL TO INDUSTRY AND OTHER  
[03:04:25] PORTS TO PARTNER WITH US IN THE  
[03:04:27] TRANSITION TO CLEAN FLUID FUELS. I'LL GO  
[03:04:29] AHEAD AND READ THE TEXT OF THE ORDER AND  
[03:04:31] TURN IT BACK OVER TO COMMISSION TO  
[03:04:33] RECOGNIZE THE URGENCY OF ACTION NEEDED  
[03:04:36] TO ADDRESS CLIMATE CHANGE. THE PORT  
[03:04:37] COMMISSION HEREBY FORMALLY ENDORSES THE  
[03:04:39] EXECUTIVE DIRECTORS TO EXECUTIVE  
[03:04:42] DIRECTOR TO UPDATE THE PORT OF SEATTLE'S  
[03:04:44] CENTURY AGENDA GREENHOUSE GAS REDUCTION  
[03:04:46] TARGETS TO THE FOLLOWING SCOPE ONE AND  
[03:04:48] TWO, WHICH REPORT DIRECTLY AND  
[03:04:50] INDIRECTLY CONTROLLED EMISSIONS 15%  
[03:04:53] BELOW 2005 LEVELS BY 2020, 50%  
[03:04:58] BY 2005 LEVELS BY 2030 AND NET ZERO  
[03:05:01] OR BETTER BY 2040. OUR SCOPE THREE,  
[03:05:05] WHICH IS PORT INFLUENCED EMISSIONS, IS  
[03:05:08] 50% BELOW 2007 LEVELS BY 2030  
[03:05:12] AND CARBON NEUTRAL OR BETTER BY 2050.  
[03:05:15] THAT CONCLUDES MY PRESENTATION FOR THE  
[03:05:17] DAY AND I'LL TURN IT BACK OVER TO  
[03:05:18] COMMISSION PRESIDENT. THANK YOU VERY  
[03:05:21] MUCH. IS THERE A MOTION IN A SECOND FOR  
[03:05:23] APPROVAL OF NUMBER ORDER NUMBER 2021?  
[03:05:27] MR. COMMISSION PRESIDENT, WE'LL GO

[03:05:30] AHEAD. ACTUALLY, WE CAN TAKE THE MOTION  
[03:05:32] NOW. I JUST WANT TO KNOW IF WE HAVE  
[03:05:33] QUESTIONS. RIGHT. LET'S JUST TAKE THE  
[03:05:35] MOTION AND THEN WE'LL HAVE A  
[03:05:36] CONVERSATION. PERFECT. THERE IS A MOTION  
[03:05:39] ON THE FLOOR. DO WE HAVE A SECOND?  
[03:05:42] GREAT. SO THE MOTION HAS BEEN MADE IN  
[03:05:43] SECONDED CLERK HART, WILL YOU PLEASE  
[03:05:46] CALL THE ROLL? YES. WE'LL TAKE  
[03:05:50] ROLE FOR QUESTIONS AND COMMENTS, AND  
[03:05:52] THEN WE'LL TAKE A ROLL FOR THE VOTE. SO  
[03:05:54] COMMISSIONER BOWMAN FOR ANY QUESTIONS?  
[03:05:56] COMMENTS.  
[03:05:59] I JUST WOULD LOVE TO HEAR AGAIN A LITTLE  
[03:06:01] BIT MORE FROM THE STAFF ABOUT THE KEY  
[03:06:03] OPPORTUNITIES THEY SEE FOR REDUCING  
[03:06:06] SCOPE THREE EMISSIONS ON CRUISE. I  
[03:06:09] APPRECIATE ALL THE PARTNERSHIPS WITH THE  
[03:06:10] OUTSIDE ORGANIZATIONS, BUT ANYTHING ELSE  
[03:06:13] THAT YOU WANTED TO ADD TO THIS  
[03:06:14] CONVERSATION, IT IS THE ONE THAT THE  
[03:06:15] COMMUNITY SEEMS TO SPEND THE MOST HAS  
[03:06:18] THE MOST INTEREST.  
[03:06:25] DO YOU WANT ME TO ADDRESS THAT QUESTION  
[03:06:27] NOW? I'LL TAKE IT TO YOU. SANDY,  
[03:06:29] PLEASE. YES. THANKS. OKAY. AND THEN FEEL  
[03:06:33] FREE TO. SO I THINK THE APPROACH REALLY  
[03:06:36] IS PROBABLY TWOFOLD. ONE IS  
[03:06:40] TO ENGAGE IN NATIONAL AND INTERNATIONAL  
[03:06:43] POLICY ON ALTERNATIVE MARITIME FUELS.  
[03:06:48] THIS IS I THINK EVERYONE KNOWS THE IMO  
[03:06:52] INTERNATIONAL MARITIME ORGANIZATION HAS  
[03:06:55] PLAYED A LARGE ROLE IN MANAGING  
[03:06:58] SHIPPING. AND SO WORKING WITH OUR  
[03:07:02] NATIONAL REPRESENTATIVES AT THE  
[03:07:04] INTERNATIONAL LEVEL, WE ARE HOPING TO  
[03:07:07] PROVIDE SOME INFLUENCE, LIKE WE HAVE IN  
[03:07:09] OTHER POLICIES TO MOVE THAT INDUSTRY.  
[03:07:13] WE ALSO HAVE JOINED THE GETTING TO ZERO  
[03:07:16] COALITION, WHICH IS A GLOBAL ALLIANCE  
[03:07:19] WITH THE AIM TO PUT A ZERO MISSION SHIP  
[03:07:23] IN PRODUCTION BY 2030. AND SO THAT'S  
[03:07:25] ANOTHER AREA WHERE WE'RE GOING TO ENGAGE  
[03:07:28] AND FIGURE OUT HOW WE SUPPORT CAN LEND A  
[03:07:32] HAND AND SUPPORT THAT MOVEMENT. I THINK  
[03:07:35] COMMISSIONER CHO REFERENCED MARITIME  
[03:07:37] BLUE. WE DO PARTNER WITH MARITIME BLUE,  
[03:07:40] AND WE'LL CONTINUE TO PARTNER ON  
[03:07:41] INNOVATIONS AND FIGURING OUT WHERE WE  
[03:07:46] CAN SUPPORT THE TECHNOLOGY DEVELOPMENT  
[03:07:49] THAT'S NECESSARY. AND I THINK FINALLY,  
[03:07:52] WE WORK DIRECTLY WITH THE CRUISE LINES.  
[03:07:54] OUR MARITIME OPERATIONS HAS VERY STRONG  
[03:07:57] RELATIONSHIPS WITH OUR INDIVIDUAL CRUISE  
[03:08:00] LINES, AND WE CAN'T DO THIS WITHOUT  
[03:08:02] THEM. SO WE WILL CONTINUE TO FORGE TO  
[03:08:05] THE NECESSARY PARTNERSHIPS TO WORK WITH  
[03:08:08] OUR CRUISE LINES TO REACH OUR GOALS.  
[03:08:12] OKAY, SANDY, THANK YOU FOR THAT. AND IF  
[03:08:15] I COULD JUST ADD ONE THAT I'D ASK YOU TO  
[03:08:17] ALL CONSIDER AS I BROUGHT UP IN THE  
[03:08:20] CLIMATE COMMITTEE THE OTHER DAY IS A  
[03:08:23] REALLY SPECIFIC PLAN OF WORKING WITH

[03:08:25] ELECTED OFFICIALS IN ALASKA ON THEIR  
[03:08:29] POLICIES REGARDING ZERO MISSIONS  
[03:08:31] CRUISING, OBVIOUSLY, AS I MENTIONED IN  
[03:08:34] THAT COMMITTEE MEETING, BUT NOT TOO MANY  
[03:08:36] MEMBERS OF THE PUBLIC WERE THERE.  
[03:08:39] ALASKA IS THE ULTIMATE DESTINATION. AND  
[03:08:41] SO WE COULD HAVE A ZERO MISSION POLICY  
[03:08:44] AT THE PORT OF SEATTLE. BUT IF ALASKA  
[03:08:45] DOESN'T HAVE IT, THAT'S NOT REALLY GOING  
[03:08:47] TO DO A LOT. IT'LL JUST MEAN THE VESSELS  
[03:08:49] WILL GO TO VANCOUVER, BRITISH COLUMBIA,  
[03:08:51] AND BYPASS SEATTLE ALTOGETHER. SO I  
[03:08:53] WOULD JUST ASK, IN TERMS OF THE WORK  
[03:08:55] PLAN THAT YOU ADD IN SOME SORT OF  
[03:08:58] INVESTIGATE WHAT WE CAN DO WITH ELECTED  
[03:09:00] OFFICIALS IN SEATTLE TO HAVE A JOINT  
[03:09:03] POLICY, BECAUSE I THINK THAT REALLY  
[03:09:05] WOULD BE ONE OF THE BEST WAYS LOCALLY TO  
[03:09:07] MOVE THE NEEDLE ON THE CRUISE INDUSTRY.  
[03:09:09] THANK YOU. THANK YOU. AND THEN I DO SEE  
[03:09:13] EXECUTIVE DIRECTOR METRUCK, AND I HAVE  
[03:09:14] DIRECTOR JOAN STEFANS AS WELL. YEAH.  
[03:09:18] I WAS JUST GOING TO JUMP IN AND TURN IT  
[03:09:19] OVER TO STEPHANIE JONES-STEBBINS,  
[03:09:21] BECAUSE THANKS, COMMISSIONER BOWMAN.  
[03:09:22] THAT IS ONE OF THE THINGS WE'VE BEEN  
[03:09:24] DISCUSSING, BECAUSE IT'S A CLOSED SYSTEM  
[03:09:26] WITH THE PORT OF ALASKA. AND ANYTIME  
[03:09:29] YOU'RE LOOKING AT SHIPPING, YOU HAVE,  
[03:09:31] ESPECIALLY OCEANIC SHIPPING, WHICH I  
[03:09:35] CONSIDER ALASKAN CRUISER. YOU GOT TO  
[03:09:37] LOOK AT THE SYSTEM, RIGHT. SO YOU NEED  
[03:09:39] EVERYTHING INVOLVED IN THOSE  
[03:09:41] CONVERSATIONS. AND WE HAVE BEEN TALKING  
[03:09:43] ABOUT THAT. AND I'LL TURN IT OVER TO  
[03:09:44] MANAGING DIRECTOR FOR MARITIME STEPHANIE  
[03:09:47] JONES-STEBBINS. YEAH. THANK YOU, STEVEN.  
[03:09:50] THANK YOU VERY MUCH, COMMISSIONER  
[03:09:52] BOWMAN, FOR THAT QUESTION. ONE THING I  
[03:09:54] WANT TO REITERATE IS THAT IT IS A REALLY  
[03:09:58] KEY PART OF OUR OVERALL STRATEGY,  
[03:10:01] OUR BUSINESS STRATEGY. SO INCORPORATING  
[03:10:04] SUSTAINABILITY AND OUR RELATIONSHIPS  
[03:10:06] WITH THE CRUISE LINES IN OUR BUSINESS  
[03:10:09] AGREEMENTS AND BUSINESS RELATIONSHIPS,  
[03:10:12] AND, FOR INSTANCE, APPROACHING THEM NOT  
[03:10:14] ONLY FROM THEIR ENVIRONMENTAL STAFF,  
[03:10:16] BUT ALSO TALKING TO EXECUTIVES THAT ARE  
[03:10:19] IN CHARGE OF BUSINESS DECISIONS. IT'S A  
[03:10:21] REALLY KEY PART OF OUR CREW STRATEGY  
[03:10:23] GOING FORWARD. AND I WOULD ALSO  
[03:10:25] APPRECIATE THE REFERENCE TO ALASKA. WE  
[03:10:27] HAVE A REAL OPPORTUNITY HERE TO BUILD ON  
[03:10:29] THE RELATIONSHIPS WE FORMED DURING  
[03:10:31] COVID. WE REALLY WORKED CLOSELY WITH  
[03:10:33] THEM IN TERMS OF TALKING ABOUT COVID  
[03:10:37] PROTOCOLS, COMPARING NOTES ABOUT WHERE  
[03:10:41] WE WERE, OUR RESPECTIVE COMMUNITIES ARE.  
[03:10:43] SO WE BUILT THOSE RELATIONSHIPS, AND  
[03:10:45] IT'S A GREAT OPPORTUNITY TO LEVERAGE  
[03:10:46] THOSE ON ENVIRONMENTAL EFFORTS AS WELL.  
[03:10:49] BUT I WILL TELL YOU FROM MY PERSPECTIVE.  
[03:10:51] SUSTAINABILITY IS A REALLY KEY PART OF

[03:10:53] OUR OVERALL BUSINESS SUCCESS AND  
[03:10:55] INCORPORATING THAT IS, I THINK, REALLY  
[03:10:58] FUNDAMENTAL TO OUR FUTURE PLAN. SO THANK  
[03:11:01] YOU.  
[03:11:05] THANK YOU. AND THEN WE'LL MOVE TO  
[03:11:07] COMMISSIONER CALKINS QUESTIONS OR  
[03:11:09] COMMENTS ON THIS ITEM.  
[03:11:14] I DON'T THINK I HAVE ANY ADDITIONAL  
[03:11:15] COMMENTS OVER WHAT I SHARED EARLIER IN  
[03:11:17] THE PREVIOUS ITEM, AND I'M  
[03:11:22] GENERALLY SUPPORTIVE OF THE SENTIMENT  
[03:11:25] SHARED BY COMMISSIONER BOWMAN AND STEVE  
[03:11:28] ABOUT MAKING SURE THAT THIS IS A  
[03:11:30] COLLABORATION BECAUSE I THINK THAT'S  
[03:11:32] JUST GOING TO MAKE IT EFFECTIVE. AND I  
[03:11:34] ONLY ADD ONE ADDITIONAL PARTNER TO THAT,  
[03:11:36] WHICH WOULD BE THE TRAVEL NATIONS UP AND  
[03:11:38] DOWN THE WEST COAST THAT HAVE BOTH  
[03:11:42] PROVEN TO BE EXTRAORDINARY STEWARDS.  
[03:11:44] BUT ALSO, AS WE'VE SEEN WITH AN  
[03:11:48] INNOVATIVE ALASKA CRUISE PORT, HAVE  
[03:11:50] FOUND WAYS TO LESSEN THE IMPACT ON THE  
[03:11:53] ALASKA ECOSYSTEM AND COMMUNITIES OF  
[03:11:57] CRUISING AND SORT OF DERIVE THE BEST  
[03:11:59] BENEFITS FROM IT WITHOUT AS MANY  
[03:12:00] NEGATIVE IMPACTS. AND SO I THINK THEY'RE  
[03:12:02] GOING TO BE A CRUCIAL PARTNER AT THE  
[03:12:03] TABLE FOR THIS DISCUSSION, TOO.  
[03:12:07] THANK YOU, COMMISSIONER. EXECUTIVE  
[03:12:09] DIRECTOR METRUCK. I STILL SEE YOUR HAND  
[03:12:10] UP. WAS THAT LEFTOVER FROM BEFORE OR DID  
[03:12:12] YOU HAVE AN ADDITIONAL COMMENT? IT'S A  
[03:12:15] REMNANT. THANK YOU.  
[03:12:22] THANK YOU, COMMISSIONER CHO.  
[03:12:26] I DON'T THINK I HAVE ANY ADDITIONAL  
[03:12:29] ANYTHING ELSE TO ADD. THANKS. THANK YOU,  
[03:12:32] COMMISSIONER COMMISSIONER STEINBRUECK.  
[03:12:34] I'M GOOD, THANKS. THANK YOU,  
[03:12:37] COMMISSIONER FELLEMAN, I JUST  
[03:12:40] WANT TO BE HONESTLY SUPPORTIVE OF  
[03:12:44] THIS MOTION, AND I KNOW THAT WE'RE NOT  
[03:12:46] TWISTING EXECUTIVE METRUCK ARMED. THIS  
[03:12:48] IS SOMETHING THAT HIS LEADERSHIP HAS  
[03:12:50] SHOWN VERY MUCH THE INCLINATION TO DO.  
[03:12:52] REGARDLESS. I JUST FOLLOWED UP ON  
[03:12:54] COMMISSIONER BOWMAN'S CALL FOR WORKING  
[03:12:57] WITH ALASKA, AND I KNOW THAT  
[03:13:00] COINCIDENTALLY, THAT BECAUSE OF THE  
[03:13:02] LEADERSHIP THAT US, OUR VERY OWN  
[03:13:08] STEPHANIE JONES-STEBBINS HAS BEEN  
[03:13:09] WORKING WITH THE ALASKA SITUATION. WE  
[03:13:11] HAVE A GREAT OPENING TO DO THAT. BUT ONE  
[03:13:14] OF THE THINGS IN LIKE HAVING BEEN TO  
[03:13:18] DONE CRUISE WORK IN ALASKA AS WELL AS  
[03:13:21] RECENTLY BEEN TO NORWAY. ONE OF THE  
[03:13:23] THINGS THAT'S REALLY KEY ABOUT THOSE  
[03:13:26] DESTINATIONS IS THAT THE EMISSIONS FROM  
[03:13:29] CRUISE SHIPS ARE MUCH MORE PREVALENT IN  
[03:13:31] A FJORD, AND THAT THE THE EMISSION  
[03:13:34] EXHAUST LINGERS. AND SO THE VERY REASON  
[03:13:38] PEOPLE GO TO THESE PRISTINE PLACES IS  
[03:13:41] VISUALLY DESPOILED BY THE PRESENCE OF  
[03:13:45] THE VESSEL. AND SO ALASKA, LIKE TRACY



[03:13:48] ARM OR PLACES LIKE THIS ARE VERY  
[03:13:50] VULNERABLE TO THE VERY SAME SORT OF  
[03:13:51] THINGS WE'RE SEEING IN THE NORWEGIAN  
[03:13:53] FJORDS. SO I VERY MUCH DO BELIEVE THAT  
[03:13:57] ALASKA WILL BE A KEY PARTNER IN  
[03:14:00] PRESERVING THE VALUE OF THE NATURE OF  
[03:14:03] THAT ENVIRONMENTAL EXPERIENCE. I ALSO  
[03:14:06] JUST WANT TO NOTE THAT THERE'S VARIOUS  
[03:14:09] OPERATIONAL THINGS A VESSEL CAN DO TO  
[03:14:12] REDUCE ITS CARBON FOOTPRINT WITH ITS OWN  
[03:14:14] EXISTING FUEL AND HULL AND ALL THAT  
[03:14:17] OTHER GOOD STUFF AND SLOW STEAMING IS  
[03:14:19] ONE OF THE MOST OFTEN EXERTED  
[03:14:23] ONES. AND RIGHT NOW IT JUST SO HAPPENS  
[03:14:25] THAT BECAUSE OF THE PORT CONGESTION  
[03:14:27] THAT'S GOING ON, MORE AND MORE EFFORTS  
[03:14:29] BEING PUT ON TRYING TO MAKE APPOINTMENTS  
[03:14:32] FOR ANCHORAGES AND OR TERMINAL  
[03:14:36] SPACE, AND SO YOU CAN SORT OF TIME YOUR  
[03:14:39] ARRIVAL AT A SLOWER PACE ACROSS THE  
[03:14:42] PACIFIC, ARRIVING WHEN YOUR  
[03:14:46] SPACE IS AVAILABLE. AND THERE'S THIS  
[03:14:48] EXTRAORDINARY AMOUNT OF FUEL SAVINGS  
[03:14:51] ASSOCIATED WITH SLOW STEAMING, IF YOU  
[03:14:53] FIND THE RIGHT SPEED. AND ALSO THERE'S A  
[03:14:55] CON COMMIT AND BENEFIT TO NOISE  
[03:14:57] EMISSIONS. SO, LIKE A DECIBEL OR NOT.  
[03:15:00] SO I JUST WOULD THINK THAT PERHAPS WE  
[03:15:02] COULD ALSO LOOK AT INCENTIVIZING  
[03:15:05] OPERATIONAL THINGS. OBVIOUSLY, THE ECHO  
[03:15:09] PROGRAM IN CANADA HAS BEEN DOING THAT  
[03:15:11] FOR NOISE SPECIFIC OPERATIONS THAT  
[03:15:14] HAVE BEEN GETTING AN OVER 80%  
[03:15:16] PARTICIPATION. BUT THERE'S ALSO THIS  
[03:15:19] ASSOCIATED EMISSION BENEFIT, JUST TO  
[03:15:22] NOTE THAT THIS COULD BE A NEAR  
[03:15:26] TERM FOCUS OF THESE INITIATIVES. ALL  
[03:15:28] RIGHT. SO HAVING SAID THAT, AND ARE  
[03:15:31] THERE ANY OTHER FURTHER QUESTIONS, I  
[03:15:34] CAN. YEAH. I WAS JUST REMINDED THANK YOU  
[03:15:38] ABOUT MY REQUEST TO TRAVEL TO ALASKA  
[03:15:42] TO THE ANNUAL CHAMBER POLICY FORUM,  
[03:15:46] AND IT'S IN EARLY DECEMBER, THE 9TH TO  
[03:15:48] THE 12TH, I THINK. AND I'VE DONE THIS  
[03:15:51] FOR THE LAST COUPLE OF YEARS, AS SOME OF  
[03:15:53] YOU KNOW, AND IT'S ALWAYS BEEN ENRICHING  
[03:15:56] EXPERIENCE, TO SAY THE LEAST. ALASKA IS  
[03:15:59] A VERY SMALL POPULATION IN A VERY LARGE  
[03:16:02] LAND WITH TREMENDOUS RESOURCES, AS WE  
[03:16:04] KNOW. AND IT'S A  
[03:16:07] DIFFERENT KIND OF A POLITICAL CULTURE  
[03:16:09] THERE AS WELL. BUT IT SEEMS TO ME  
[03:16:12] THERE'S AN OPPORTUNITY HERE NOT JUST TO  
[03:16:14] CARRY TO DO THE CUSTOMER RELATIONS,  
[03:16:16] WHICH IS LARGELY WHAT I'VE BEEN DOING  
[03:16:18] WITH OUR MARITIME AND SHIPPING CUSTOMERS  
[03:16:22] IN ALASKA AND THE PORT OF ALASKA AS WELL  
[03:16:26] IN ANCHORAGE, BUT TO ALSO CARRY THE  
[03:16:30] ENVIRONMENTAL MESSAGE TO THOSE WHO ARE  
[03:16:33] WILLING TO LISTEN. I THINK SOME OF THE  
[03:16:36] NATIVE CORPORATIONS CERTAINLY ARE AND  
[03:16:39] OTHER INTERESTS THERE, BESIDES THE MORE  
[03:16:43] SINGULAR KIND OF BUSINESS INTERESTS THAT

[03:16:47] ARE OFTEN WHAT IS PROMINENT AT THESE  
[03:16:51] POLICY FORUMS. SO I JUST WANT TO PUT  
[03:16:54] THAT OUT THERE, AND I THINK INVITE  
[03:16:56] ANYBODY ELSE WHO'S INTERESTED TO LOOK  
[03:17:00] INTO THE POSSIBILITY OF SOME MEETINGS  
[03:17:02] AND OPPORTUNITIES BOTH IN MARITIME AND  
[03:17:04] CRUISE WHILE IN ANCHORAGE,  
[03:17:08] THE FORUM IS VERY NEAR ANCHORAGE,  
[03:17:12] IN A SKI RESORT LODGE THERE. IT'S NOT  
[03:17:15] FAR, SO IT'S EASY ACCESS TO THE CITY OF  
[03:17:18] ANCHORAGE. SO I JUST WANTED TO PUT THAT  
[03:17:20] OUT THERE. THANK YOU, COMMISSIONER CHO.  
[03:17:24] BE A GOOD OPPORTUNITY TO PIGGYBACK ON  
[03:17:27] THAT OPPORTUNITY. UNFORTUNATELY, IT'S  
[03:17:29] NOT DURING THE CRUISE SEASON, BUT WE'LL  
[03:17:32] TAKE THAT UP AT ANOTHER TIME. IF THERE'S  
[03:17:34] NO FURTHER QUESTIONS, CAN WE CALL THE  
[03:17:36] ROLL? YES. THERE IS A MOTION ON THE  
[03:17:39] FLOOR. SO FOR THE VOTE BEGINNING WITH  
[03:17:41] COMMISSIONER BOWMAN. AYE.  
[03:17:44] THANK YOU, COMMISSIONER CHO. AYE.  
[03:17:48] THANK YOU, COMMISSIONER CHO. AYE..  
[03:17:50] THANK YOU, COMMISSIONER STEINBRUECK.  
[03:17:52] YES. THANK YOU, COMMISSIONER FELLEMAN.  
[03:17:55] AYE. THANK YOU. YOU HAVE FIVE YESSES AND  
[03:17:58] ZERO NOS FOR THIS ITEM. YES. I CAN COUNT  
[03:18:01] THE MOTION PASSES. SO THANK YOU VERY  
[03:18:03] MUCH ALL FOR THAT PRESENTATION AND FOR  
[03:18:05] YOUR ONGOING LEADERSHIP IN THIS REGARD.  
[03:18:09] SO, CLERK HART, WOULD YOU PLEASE READ  
[03:18:10] THE NEXT ITEM INTO THE RECORD AND WE'LL  
[03:18:12] THEN HEAR FROM EXECUTIVE METRUCK TO  
[03:18:14] INTRODUCE IT? YES. BEFORE I READ IT INTO  
[03:18:16] THE RECORD. I JUST WANT TO NOTE THAT WE  
[03:18:18] ARE ABOUT AN HOUR AND 15 MINUTES OVER  
[03:18:20] ESTIMATE FOR THIS MEETING SO FAR. SO WE  
[03:18:22] WILL THEN READ IN ITEM TEN E INTO THE  
[03:18:25] RECORD. THIS IS RESOLUTION NUMBER 3792,  
[03:18:29] INTRODUCTION OF RESOLUTION TO ADOPT  
[03:18:31] CHARTING OF COURSE TO ZERO PORT OF  
[03:18:33] SEATTLE'S MARITIME CLIMATE AND AIR  
[03:18:35] ACTION PLAN. THANK YOU.  
[03:18:41] THESE ARE GREAT CONVERSATIONS, SO  
[03:18:43] APPRECIATE YOUR LEADERSHIP ON THESE  
[03:18:46] COMMISSIONERS. NEXT UP, YOU'LL ALSO HEAR  
[03:18:48] THE FIRST READING OF THE RESOLUTION TO  
[03:18:50] ADOPT THE PORT OF SEATTLE'S FIRST EVER  
[03:18:52] MARITIME CLIMATE AND AIR ACTION PLAN.  
[03:18:56] THIS PLAN CHARTS THE COURSE FOR US TO  
[03:18:57] REDUCE MARITIME EMISSIONS BY 50% BY 2030  
[03:19:00] AND ACHIEVE OUR 2050 DECARBONIZATION  
[03:19:03] GOALS AND IMPLEMENTS THE RECENTLY  
[03:19:04] ADOPTED NORTHWEST PORTS CLEAN AIR  
[03:19:07] STRATEGY. THE PORT CONDUCTED BROAD  
[03:19:09] PUBLIC INPUT IN THE PLAN REFLECTS THE  
[03:19:11] PORT'S COMMITMENTS TO OUR NEAR PORT  
[03:19:13] COMMUNITIES, TO ENVIRONMENTAL  
[03:19:15] STEWARDSHIP AND AN EQUITABLE MARITIME  
[03:19:17] TRANSITION AWAY FROM FOSSIL FUELS BY  
[03:19:20] BUILDING NEW PARTNERSHIPS AROUND JOINT  
[03:19:22] CLIMATE AND NEAR ACTION, USING RENEWABLE  
[03:19:24] FUELS AT OUR AIRPORT AND IN OUR PORT  
[03:19:26] VEHICLES, AND BY SIGNING UP TO TAKE

[03:19:28] GLOBAL SCALE ACTION. BY JOINING THE  
[03:19:29] GETTING TO ZERO COALITION, WE'RE TAKING  
[03:19:32] CLIMATE CHANGE SERIOUSLY AND MAKING BIG  
[03:19:34] STEPS FORWARD IN OUR EFFORTS TO MAKE THE  
[03:19:37] PORT OF SEATTLE THE GREENEST, MOST  
[03:19:38] ENERGY EFFICIENT PORT IN NORTH AMERICA.  
[03:19:41] AND CONTINUING ON THE PRESENTERS THAT WE  
[03:19:43] HAVE PREVIOUSLY SANDRA KILLROY, RYAN  
[03:19:45] CHILD AND THEN ADDING IS ALEX ADAMS,  
[03:19:48] SENIOR MANAGER, ENVIRONMENTAL PROGRAMS  
[03:19:50] IN MARITIME. SO WITH THAT, I'LL TURN IT  
[03:19:52] OVER TO SANDY TO KICK US OFF. YEAH.  
[03:19:56] THANK YOU. EXECUTIVE DIRECTOR SO,  
[03:19:58] BUILDING ON THIS LAST CONVERSATION, I AM  
[03:20:01] VERY EXCITED AND HONORED TO BE  
[03:20:02] INTRODUCING THE FIRST READING OF THE  
[03:20:05] PORT OF SEATTLE'S ROADMAP TO  
[03:20:07] DECARBONIZE OUR MARITIME OPERATIONS.  
[03:20:09] THERE'S A LOT OF TALK ABOUT THAT IN  
[03:20:12] PUBLIC COMMENT AND THEN THE LAST AGENDA  
[03:20:14] ITEM. AND I THINK WE'LL SHARE SOME  
[03:20:16] DETAILS WITH YOU RIGHT NOW. THE CHARTING  
[03:20:19] OUR COURSE TO ZERO, WHICH IS THE PORT OF  
[03:20:21] SEATTLE'S MARITIME CLIMATE AND THEIR  
[03:20:22] ACTION PLAN, RESPONDS TO THE URGENCY IN  
[03:20:25] ADDRESSING HARMFUL POLLUTANTS THAT  
[03:20:26] AFFECT OUR LOCAL COMMUNITY AND THE  
[03:20:29] IMPACT OF GREENHOUSE GAS EMISSIONS  
[03:20:31] GLOBALLY. AS WE JUST DISCUSSED,  
[03:20:35] THE PORT HAS SET A VISION TO DECARBONIZE  
[03:20:37] OUR OPERATIONS, AND SO THE CHARTING THE  
[03:20:39] COURSE TO ZERO PROVIDES THE STRATEGIES  
[03:20:42] AND TANGIBLE ACTIONS THAT THE PORT WILL  
[03:20:44] TAKE TO ACHIEVE THAT VISION. WE ARE  
[03:20:47] ALREADY HEADING IN THE RIGHT DIRECTION,  
[03:20:49] AND THIS PLAN CERTAINLY BUILDS ON OUR  
[03:20:52] PAST SUCCESSES AND INVESTMENTS IN SHORE  
[03:20:53] POWER AND SOLAR AND BUILDING ENERGY.  
[03:20:55] EFFICIENCIES EXECUTIVE DIRECTOR  
[03:20:59] JUST MENTIONED THE EXTENSIVE PUBLIC  
[03:21:02] ENGAGEMENT THAT WE DID ON THIS PLAN,  
[03:21:05] AND I DO WANT TO THANK THE COMMUNITY,  
[03:21:07] INCLUDING MANY OF WHOM SPOKE AT THE  
[03:21:09] BEGINNING OF THE MEETING, FOR THEIR TIME  
[03:21:11] AND EFFORT TO WORK WITH US. THE ACTIONS  
[03:21:13] WE IMPLEMENT THROUGH THIS PLAN WILL  
[03:21:15] ENSURE THAT THE PORT IS NOT ONLY DOING  
[03:21:17] ITS PART TO ADDRESS THE HEALTH  
[03:21:19] INEQUITIES IN OUR COMMUNITY BUT ALSO  
[03:21:22] SPURRING INDUSTRY AND OTHERS TO FOLLOW  
[03:21:24] SUIT. SO IN THAT VEIN, WE DO LOOK  
[03:21:27] FORWARD TO CONTINUING TO STRENGTHEN OUR  
[03:21:29] PARTNERSHIPS AMONG GOVERNMENTS, WHICH  
[03:21:30] WILL BE CRITICAL BUSINESSES, THE  
[03:21:32] COMMUNITY AND NONPROFITS TO ADVANCE THE  
[03:21:35] TECHNOLOGY AND THE NECESSARY  
[03:21:38] INFRASTRUCTURE. I WANT TO THANK  
[03:21:41] AGAIN PORT LEADERSHIP FOR YOUR VISION  
[03:21:44] AND SUPPORT THAT DROVE THIS WORK AND  
[03:21:46] EXTEND THANK YOU AGAIN TO THE MARITIME  
[03:21:48] ENVIRONMENTAL STAFF WHO ARE BRINGING  
[03:21:50] FORWARD A ROBUST AND STRATEGIC PLAN OF  
[03:21:53] ACTION. AND SO NOW I WILL TURN IT TO

[03:21:55] ALEX ADAMS. HE'S WITH OUR MARITIME  
[03:21:58] ENVIRONMENTAL TEAM, AND HE'LL KICK OFF  
[03:21:59] THE PRESENTATION. WELL, THANK YOU,  
[03:22:03] SANDY AND CLARK, IF WE COULD PULL UP THE  
[03:22:05] PRESENTATION, PLEASE, I'M ALEX ADAMS,  
[03:22:08] SENIOR MANAGER OF MARITIME ENVIRONMENTAL  
[03:22:11] PROGRAMS OF PORT OF SEATTLE. AND IF YOU  
[03:22:12] COULD MOVE TO THE NEXT SLIDE, PLEASE.  
[03:22:18] SO, COMMISSIONERS, WE ARE VERY PLEASED  
[03:22:20] TO SHARE WITH YOU CHARTING THE COURSE TO  
[03:22:21] ZERO PORT OF SALES MARITIME CLIMATE AND  
[03:22:23] AIR ACTION PLAN, WHICH IS THE PORT'S  
[03:22:25] IMPLEMENTATION PLAN FOR THE NORTHWEST  
[03:22:27] PORTS CLEAN AIR STRATEGY AND ITS VISION  
[03:22:29] TO PHASE OUT SEAPORT RELATED EMISSIONS  
[03:22:31] BY 2050. THE MCAP ALSO ADVANCES THE  
[03:22:34] CENTURY AGENDA GOAL TO BE THE GREENEST  
[03:22:36] PORT IN NORTH AMERICA. WE FIRST BRIEFED  
[03:22:40] YOU ON THE MCAP IN JANUARY OF THIS YEAR  
[03:22:42] TO UPDATE TO YOU ON THE PLANS  
[03:22:44] DEVELOPMENT AND OFFER AN EARLY LOOK AT  
[03:22:45] THE PROPOSED PORT ACTIONS AND STRATEGIES  
[03:22:47] UNDER CONSIDERATION. IN APRIL OF THIS  
[03:22:50] YEAR, THE MANAGING MEMBERS AND THE TWO  
[03:22:51] HOME PORT COMMISSIONS UNANIMOUSLY VOTED  
[03:22:53] TO ADOPT THE NORTHWEST PORTS CLEAN AIR  
[03:22:55] STRATEGY, WHICH, AS A REMINDER, IS A  
[03:22:57] LONG STANDING AND COLLABORATIVE EFFORT  
[03:22:59] BETWEEN PORT OF SEATTLE AND TACOMA, THE  
[03:23:01] NORTHWEST SEAPORT ALLIANCE AND THE  
[03:23:03] VANCOUVER FRASER PORT AUTHORITY IN  
[03:23:05] BRITISH COLUMBIA. AS PART OF THE 2020  
[03:23:08] CLEAN AIR STRATEGY, THE NORTHWEST PORTS  
[03:23:10] EACH COMMITTED TO DEVELOP IMPLEMENTATION  
[03:23:13] PLANS THAT DETAIL THE SPECIFIC ACTIONS  
[03:23:15] THEY WILL TAKE TO ACHIEVE THE CLEAN AIR  
[03:23:16] STRATEGY VISION. OVER THE TWO READINGS  
[03:23:18] TO ADOPT THE CLEAN AIR STRATEGY, STAFF  
[03:23:20] FROM PORT OF SEATTLE PROVIDED ADDITIONAL  
[03:23:22] DETAIL ON THE END CAP AND HEARD FROM  
[03:23:24] COMMISSIONER CHO NEED FOR MORE PUBLIC  
[03:23:25] ENGAGEMENT ON THESE PLANS, WHICH WE  
[03:23:27] COMPLETED THIS PAST SUMMER WITH NWSA AND  
[03:23:30] PUERTO TACOMA. FINALLY, TODAY, AFTER  
[03:23:33] THREE YEARS OF WORK AND EXTENSIVE PUBLIC  
[03:23:35] ENGAGEMENT, I AM VERY PROUD TO REQUEST  
[03:23:37] THE FIRST READING OF RESOLUTION 37 92 TO  
[03:23:41] ADOPT THE PORT OF SEATTLE'S  
[03:23:42] IMPLEMENTATION PLAN FOR THE 2020  
[03:23:44] NORTHWEST PORTS CLEAN AIR STRATEGY,  
[03:23:45] CALLED CHARTING THE COURSE OF ZERO PORT  
[03:23:47] OF SEATTLE'S MARITIME CLIMATE AND  
[03:23:48] INTERACTION PLAN. AS MENTIONED, THIS  
[03:23:50] PLAN IS THE FIRST OF ITS KIND FOR THE  
[03:23:52] PORT, AND WE ARE EXTREMELY PROUD OF AND  
[03:23:54] GRATEFUL FOR THE COLLABORATIVE EFFORT BY  
[03:23:56] MANY WHO HELP DEVELOP THIS COMPREHENSIVE  
[03:23:58] APPROACH TO TAKE EQUITABLE MARITIME  
[03:24:00] CLIMATE INTERACTION IN SEATTLE.  
[03:24:03] RESOLUTION 37 92 JUSTIFIES THE PORT'S  
[03:24:06] ROLE IN ADDRESSING THE GLOBAL CLIMATE  
[03:24:08] CRISIS AND TO REDUCING LOCAL AIR  
[03:24:10] EMISSIONS IN SEATTLE, ET CETERA.

[03:24:12] SUPPORTS WORK ON THE COMMITMENTS TO  
[03:24:13] EQUITY AND ENVIRONMENTAL JUSTICE  
[03:24:15] IDENTIFIED IN THE COMMISSION RESOLUTION  
[03:24:17] 6737, THE DUWAMISH VALLEY COMMUNITY  
[03:24:20] BENEFITS COMMITMENT, AND IT REFLECTS THE  
[03:24:22] EXTENSIVE PUBLIC ENGAGEMENT THAT  
[03:24:24] OCCURRED OVER THE LAST THREE YEARS TO  
[03:24:26] DEVELOP THE CLEAN AIR STRATEGY IN  
[03:24:28] THE PORT'S MCAP NEXT SLIDE, PLEASE.  
[03:24:31] EXCUSE ME, ALEX. IF I CAN JUST  
[03:24:33] INTERRUPT, GIVEN THAT THIS IS THE FIRST  
[03:24:35] READING, COULD I ASK THAT YOU  
[03:24:39] PERHAPS GIVE IT A MORE EXPEDITED REVIEW  
[03:24:42] THAN YOU MIGHT HAVE PLANNED? WE STILL  
[03:24:45] HAVE THIS VERY BIG TAX LEVY CONVERSATION  
[03:24:48] FOLLOWING THIS AND THAT WE WOULD GIVE  
[03:24:50] YOU MORE RATHER THAN JUST PUTTING IT ON  
[03:24:52] CONSENT OR SOMETHING FOR THE SECOND  
[03:24:55] READING, WE COULD TAKE MORE TIME TO  
[03:24:57] FLESH IT OUT. I DON'T WANT US TO BE  
[03:25:01] TOO GROGGY BY THE TIME WE GET TO THE  
[03:25:04] LEVY CONVERSATION, WHICH UNTO ITSELF IS  
[03:25:06] AN HOUR LONG PRESENTATION. SO IF THAT'S  
[03:25:09] NOT TOO INSULTING FOR YOU, I WOULD  
[03:25:13] ASK THAT YOU GIVE THAT A WHIRL UNLESS  
[03:25:17] EXECUTIVE METRUCK WOULD LIKE TO POSTPONE  
[03:25:19] THE FINAL PRESENTATION OF THE DAY. I  
[03:25:22] DON'T THINK THAT'S THE CASE, RIGHT? I  
[03:25:25] DON'T THINK SO. THEN PLEASE LET US  
[03:25:28] BIFURCATE YOUR PRESENTATION A LITTLE BIT  
[03:25:31] FOR TWO DIFFERENT COMMISSION MEETINGS.  
[03:25:33] SO MAYBE WE CAN JUST HIT ON A COUPLE OF  
[03:25:35] HIGHLIGHTS JUST TO MAKE SURE FOR  
[03:25:39] THE FIRST READING. THERE'S A  
[03:25:41] REPRESENTATION OF WHAT'S CAPTURED IN  
[03:25:45] THE DOCUMENT, BUT WE'LL MAKE IT SHORT.  
[03:25:47] DOES THAT SOUND VERY SHORT? DOES THAT  
[03:25:49] SOUND GOOD? BUT THIS IS NOT TO  
[03:25:53] SUGGEST WE DON'T WANT TO GET THE FULL  
[03:25:54] BRIEF. IT'S JUST I DO KNOW THAT WE NEED  
[03:25:58] TO GIVE A LOT OF THOUGHTS AT THE LAST  
[03:26:00] PRESENTATION, IF THAT'S  
[03:26:03] OKAY, SOUNDS GOOD.  
[03:26:07] DO YOU WANT US TO JUST NOT BEGIN IT OR  
[03:26:10] JUST SAY A FEW KIND OF HIT THE  
[03:26:12] HIGHLIGHTS? GIVE US THE HIGHLIGHTS.  
[03:26:13] OKAY. AND YOU CAN SKIP THROUGH THE  
[03:26:16] SLIDES AND JUST HIT THE HIGH POINTS.  
[03:26:19] OKAY. SOUNDS GOOD. SURE THING. SO ON  
[03:26:22] THIS SLIDE, YOU'LL SEE THE PORT OF  
[03:26:24] SEATTLE'S MARITIME CLIMATE AND  
[03:26:25] INTERACTION PLAN HERE WITH THE RED BOX  
[03:26:27] IS A TOPIC OF DISCUSSION. AND THIS IS  
[03:26:29] OUR IMPLEMENTATION PLAN THAT CONTAINS  
[03:26:31] REALLY THOSE SPECIFIC MEASURABLE ACTIONS  
[03:26:34] FOR HOW THE PORT OF SEATTLE WILL  
[03:26:36] IMPLEMENT THE CLEAN AIR STRATEGY. AND  
[03:26:37] THE PURPOSE OF THE SLIDE REALLY IS TO  
[03:26:39] SHOW HOW WE ARE TAKING COMPREHENSIVE  
[03:26:42] APPROACH AND HAVE A SERIES OF CASCADING  
[03:26:45] STRATEGIES THAT INTERCONNECT WITH EACH  
[03:26:47] OTHER AND GO FROM BROAD, GENERAL AND  
[03:26:49] REGIONAL TO VERY SPECIFIC. AND I WANT TO

[03:26:51] POINT OUT JUST VERY QUICKLY THAT ONE OF  
[03:26:53] THE MOST IMPORTANT IMPLEMENTATION  
[03:26:56] ACTIONS WITHIN THE MARITIME CLIMATE  
[03:26:58] INTERACTION PLAN IS SHOWN HERE IN GREEN,  
[03:27:00] AND THAT'S THE SEATTLE WATERFRONT CLEAN  
[03:27:01] ENERGY STRATEGY AND THIS PLANNING  
[03:27:04] EFFORT, AS YOU HEARD FROM CEO DEBORAH  
[03:27:06] SMITH EARLIER, IS REALLY THE TYPE OF  
[03:27:08] PARTNERSHIP THAT WE NEED TO ENACT THE  
[03:27:10] MASSIVE CROSS SECTOR CHANGE REQUIRED TO  
[03:27:12] DECARBONIZE SEATTLE'S MARITIME INDUSTRY.  
[03:27:14] AND WE ARE GREATLY APPRECIATIVE THE  
[03:27:15] SEATTLE CITY LIGHT FOR THEIR INVOLVEMENT  
[03:27:17] AND THEIR ONGOING SUPPORT FOR OUR SHARED  
[03:27:21] WORK. AND AS YOU'LL HEAR FROM RYAN A  
[03:27:24] LITTLE LATER ON, WE HAVE MANY OTHER VERY  
[03:27:27] DETAILED STRATEGIES THAT ARE BASED ON  
[03:27:30] THE BEST AVAILABLE DATA AND SHOW THE  
[03:27:32] PATH THAT WE WILL TAKE TO ACHIEVE OUR  
[03:27:35] 2030 TARGET AND BEYOND. SO NEXT SLIDE,  
[03:27:37] PLEASE.  
[03:27:41] SO AS SANDY MENTIONED, THE MCAP CHART,  
[03:27:44] OF COURSE, FOR US TO TAKE BOTH GLOBAL  
[03:27:45] ACTION AND LOCAL ACTION. AS WE HAVE  
[03:27:47] HEARD, THE IPCC HAS ISSUED DIRE  
[03:27:54] NEED FOR IMMEDIATE, RAPID AND LARGE  
[03:27:56] SCALE REDUCTIONS IN GREENHOUSE GAS  
[03:27:58] EMISSIONS. AND WE ALSO KNOW THAT LOCAL  
[03:28:01] ACTION IS NEEDED. SO WE ALSO KNOW THAT  
[03:28:03] THERE ARE DISPROPORTIONATE HEALTH  
[03:28:04] IMPACTS HERE IN SEATTLE, ESPECIALLY IN  
[03:28:05] THE DUWAMISH VALLEY, WHICH IS A COMMUNITY  
[03:28:08] OF PEOPLE WHO HAVE OR HAVE OR ARE  
[03:28:10] CURRENTLY IMPACTED BY ECONOMIC, RACIAL  
[03:28:12] AND ENVIRONMENTAL INJUSTICES THROUGH THE  
[03:28:15] NCAA. WHAT WE'RE REALLY TRYING TO DO IS  
[03:28:17] ADVANCE THAT EQUITABLE TRANSITION TO  
[03:28:20] ZERO EMISSIONS AND DO SO WHILE ADVANCING  
[03:28:23] THE LONGEST VALLEY COMMUNITY  
[03:28:27] BENEFITS COMMITMENT AND TO WORKING WITH  
[03:28:29] COMMUNITIES TO BUILD THOSE PARTNERSHIPS  
[03:28:31] AND FORUMS THAT ARE REALLY CRITICAL TO  
[03:28:33] PRIORITIZING AND DEVELOPING THOSE  
[03:28:35] STRATEGIES THAT WE NEED TO MAKE BIG  
[03:28:38] STEPS FORWARD TO REDUCE HUMAN HEALTH  
[03:28:40] DISPARITIES HERE IN SEATTLE. THE NEXT  
[03:28:42] SLIDE, PLEASE.  
[03:28:46] COMMISSIONER FELLEMAN, THIS IS A SLIDE  
[03:28:47] THAT I THINK YOU REFERENCED EARLIER. I  
[03:28:49] WANT TO SPEND A LITTLE BIT OF TIME JUST  
[03:28:50] ARTICULATING THE DIFFERENCE IN EMISSIONS  
[03:28:52] THAT I UNDERSTAND THAT IT'S ALL IN THE  
[03:28:55] PORT HARBOR. IT'S ALL A SEATTLE ISSUE,  
[03:28:58] AND IN THE SOUTH HARBOR IT'S A TACOMA  
[03:29:00] ISSUE. BUT WHAT THIS DIAGRAM SHOWS IS  
[03:29:02] THE RELATIVE IMPACT ON EMISSIONS FROM  
[03:29:05] THE THREE US PORTS THAT ARE  
[03:29:07] PARTICIPATING IN THE NORTHWEST PORTS  
[03:29:10] CLEAN AIR STRATEGY. AND THIS IS FROM OUR  
[03:29:11] MOST RECENT EMISSIONS INVENTORY. AND AS  
[03:29:13] YOU CAN SEE FROM THE PORT OF SEAPORT  
[03:29:17] ALLIANCES CARGO RELATED OPERATIONS, 80%  
[03:29:19] OF THOSE EMISSIONS ARE GREENHOUSE GAS



[03:29:22] EMISSIONS COME FROM SEAPORT ALLIANCE,  
[03:29:23] AND 90% OF THE DIESEL PARTICULATE MATTER  
[03:29:25] EMISSIONS COME FROM THE SEAPORT ALLIANCE  
[03:29:27] WITHIN OUR ENTIRE AIR SHADE, WHEREAS THE  
[03:29:30] PORT OF SEATTLE REPRESENTS 11% OF THE  
[03:29:32] PORT GREENHOUSE GAS EMISSIONS AND 7% OF  
[03:29:34] THE DIESEL PARTICULATE MATTER.  
[03:29:38] AND AS YOU I THINK MENTIONED,  
[03:29:40] COMMISSIONER FELLEMAN, IN SEATTLE,  
[03:29:43] SEAPORT ALLIANCE REPRESENTS ABOUT THREE  
[03:29:45] QUARTERS OF TOTAL GREENHOUSE GAS  
[03:29:46] EMISSIONS, AND PORT OF SEATTLE  
[03:29:47] REPRESENTS THE OTHER CORPORATE.  
[03:29:49] HOWEVER, I WANT TO ALSO MENTION THAT  
[03:29:51] WE'VE MADE SIGNIFICANT PROGRESS, AND  
[03:29:54] TODAY MARITIME GREENHOUSE GAS EMISSIONS  
[03:29:56] IN SEATTLE ARE 27% LOWER, AND MARITIME  
[03:29:59] DPM EMISSIONS ARE 83% LOWER. THIS IS  
[03:30:01] OBVIOUSLY REALLY GREAT NEWS, BUT WE ALSO  
[03:30:03] HAVE A LOT MORE WORK TO DO TO GET TO  
[03:30:05] ZERO. NEXT SLIDE, PLEASE.  
[03:30:10] SO IN THE INTEREST OF TIME, I DO WANT TO  
[03:30:12] SPEND A LITTLE BIT OF TIME TALKING ABOUT  
[03:30:14] THIS SLIDE JUST FOR THE CLARITY OF THE  
[03:30:15] CHALLENGE THAT WE'RE FACING. BUT I'LL  
[03:30:17] TRY AND MOVE QUICKLY. SO AS WE CAN SEE  
[03:30:20] 94% OF THE EMISSIONS FROM PORT OF  
[03:30:23] SEATTLE'S MARITIME SOURCES,  
[03:30:24] SPECIFICALLY, WE HAVE INDIRECT CONTROL.  
[03:30:28] THESE ARE THE SCOPE THREE SOURCES, SO TO  
[03:30:30] SPEAK. AND THE LARGEST OF THOSE, THE BIG  
[03:30:32] BLUE WEDGE HERE ON THE LEFT IN THE BIG  
[03:30:35] CIRCLE IS OCEAN GOING VESSELS FOR WHICH  
[03:30:38] PORT OF SEATTLE MEANS CRUISE SHIPS AND  
[03:30:40] BALL CARGO SHIPS. CRUISE SHIPS OPERATING  
[03:30:42] IN OUR AIRSHED REPRESENTS 70% OF PORT OF  
[03:30:45] SEATTLE'S TOTAL MARITIME RELATED  
[03:30:47] EMISSIONS, AND THEY MAKE UP OVER 90% OF  
[03:30:49] EMISSIONS FROM OCEAN GOING TO THE  
[03:30:50] VESSELS HARBOR VESSELS LIKE TUGBOATS,  
[03:30:53] COMMERCIAL FISHING AND RECREATIONAL  
[03:30:54] VESSELS ARE THE SECOND LARGEST SOURCE,  
[03:30:56] FOLLOWED BY LOCOMOTIVE SERVING OUR  
[03:30:57] GRANDCHILDREN. AND I WANT TO NOTE THAT  
[03:31:00] BY SUPPLYING SHORE POWER, ENCOURAGING  
[03:31:01] CLEANER FUELS AND MORE EFFICIENT  
[03:31:05] EQUIPMENT, WE'VE MADE GREAT PROGRESS TO  
[03:31:06] ADDRESS THESE SOURCES. AND THE MCAP  
[03:31:08] PROPOSES THE NEXT STEPS WE NEED TO TAKE  
[03:31:10] WE NEED TO TAKE TO ADDRESS OUR TARGETS.  
[03:31:13] EXCUSE ME, ALEX. SO THAT'S 75%.  
[03:31:17] THAT INCLUDES CREWS FROM CAPE FLATTERY  
[03:31:20] TO HERE, CORRECT? YEAH. THAT'S IN OUR  
[03:31:23] AIRSHIP, THAT 74%. THAT BIG BLUE WEDGE  
[03:31:26] IS THE ENTIRETY OF OCEAN GOING VESSELS  
[03:31:29] IN OUR AIRSHIP. AND OF THAT CRUISE SHIPS  
[03:31:31] REPRESENT 92%. RIGHT.  
[03:31:35] THE FACT IS THAT THE LOCOMOTIVES, THE  
[03:31:37] CARGO HANDLING EQUIPMENT, THE PORT  
[03:31:39] ADMINISTRATION HARBOR VESSELS, THOSE  
[03:31:40] IMPACTS ARE MUCH MORE LOCALIZED, RIGHT.  
[03:31:43] BECAUSE THEY DON'T TRANSIT THAT WHOLE  
[03:31:45] 100 MILES ROUTE. AND SO I JUST THINK,

[03:31:49] WHILE IT'S TRUE, IF YOU'RE LOOKING FOR A  
[03:31:50] GREENHOUSE GAS EMISSIONS PERSPECTIVE,  
[03:31:53] THIS IS ALL THE SAME AREA FOR VESSELS TO  
[03:31:56] CALL ON HERE. BUT IN TERMS OF HUMAN  
[03:31:58] HEALTH EXPOSURE FOR THE  
[03:31:59] DISPROPORTIONATELY IMPACTED COMMUNITIES,  
[03:32:03] THAT MISREPRESENTS, REALLY WHERE THE  
[03:32:06] EXPOSURE IS. YEAH. THE EMISSIONS  
[03:32:10] INVENTORY IS AN ESTIMATE OF THE TOTAL  
[03:32:13] EMISSIONS IN THE AIR SHED, AND IT  
[03:32:14] DOESN'T GET INTO EXPOSURE LEVELS. IT'S  
[03:32:16] REALLY LOOKING AT THE TOTAL EMISSIONS  
[03:32:20] THAT ARE ASSOCIATED WITH PORT  
[03:32:21] OPERATIONS. AND I HEAR YOUR INTEREST  
[03:32:25] IN UNDERSTANDING THAT EXPOSURE IN  
[03:32:29] GREATER DETAIL, AND THAT, I THINK  
[03:32:30] REPRESENTS A SEPARATE STUDY FROM  
[03:32:32] EMISSIONS INVENTORY. AND THAT'S  
[03:32:34] SOMETHING WE CAN CERTAINLY THINK ABOUT  
[03:32:35] IN THE FUTURE. BUT YOU'RE RIGHT. IT IS A  
[03:32:38] BIG AIRSHED. AND WHEN WE LOOK AT  
[03:32:40] EMISSIONS INVENTORIES, WE CAN SLICE  
[03:32:43] MISSIONS IN A VARIETY OF DIFFERENT WAYS.  
[03:32:45] AND WE CAN LOOK IN SEATTLE HARBOR OR  
[03:32:47] TACOMA HARBOR OR THE AIRSHIP OVERALL.  
[03:32:49] BUT SOMETIMES IT'S DIFFICULT BECAUSE OF  
[03:32:51] HOW WE ESTIMATE EMISSIONS TO GET TO A  
[03:32:53] VERY GRANULAR LOCAL LEVEL. I JUST WANT  
[03:32:56] TO MAKE SURE THE PUBLIC WATCHING THIS  
[03:32:58] KNOWS WHAT THESE NUMBERS REPRESENT.  
[03:33:00] THAT'S IT I WOULD LIKE TO GET TO THE  
[03:33:02] PLACE WHERE WE CAN SLICE AND DICE TO GET  
[03:33:04] MORE TO THE PORT. BUT IN THE MEANTIME,  
[03:33:08] IT IS WHAT IT IS. THANK YOU.  
[03:33:13] SO MY FINAL POINT ON THIS SLIDE IS THAT  
[03:33:15] EVEN THOUGH THE PORT DIRECTLY CONTROLLED  
[03:33:18] EMISSIONS OF SCOPE ONE AND TWO SOURCES  
[03:33:20] REPRESENT ONLY ABOUT 6% OF THE OVERALL  
[03:33:22] TOTAL ACTION IN THAT AREA IS REALLY  
[03:33:25] IMPORTANT BECAUSE ADDRESSING THOSE IS  
[03:33:28] BOTH LOCALLY SIGNIFICANT FOR THE PORT  
[03:33:30] AND OUR NEAR PORT COMMUNITIES, BUT ALSO  
[03:33:33] ACTIONS HERE DEMONSTRATE LEADERSHIP  
[03:33:34] ACROSS THE INDUSTRY. SO NEXT SLIDE,  
[03:33:37] PLEASE. SO BEFORE I  
[03:33:40] TURN IT OVER TO RYAN CHARLES, I JUST  
[03:33:42] WANT TO TALK A LITTLE BIT ABOUT THE  
[03:33:44] STRUCTURE OF THE MCAP AND INTRODUCE HOW  
[03:33:48] THE DOCUMENTS SET UP AND WHAT WE'RE  
[03:33:50] PLANNING TO PROPOSE HERE. SO THE MCAP  
[03:33:53] FOCUSES ON THE MARITIME AND ECONOMIC  
[03:33:55] DEVELOPMENT DIVISIONS, WATERFRONT  
[03:33:57] EMISSION SOURCES, AND INCLUDES ACTIONS  
[03:33:59] THAT ARE STARTING NOW, BUT ALSO WITH  
[03:34:01] INTERIM MILESTONES IN 2025 AND 23RD.  
[03:34:03] AND AS MENTIONED BEFORE, WE'RE REALLY  
[03:34:07] SHOOTING AIMING TO HIT THAT 50%  
[03:34:10] REDUCTION IN EMISSIONS BY 2030.  
[03:34:13] AND THERE ARE TWO SECTIONS TO THE END  
[03:34:16] CAP. ONE IS CALLED PORT MARITIME  
[03:34:18] ADMINISTRATION, AND THOSE ARE THE  
[03:34:20] SOURCES THAT WE HAVE MORE DIRECT CONTROL  
[03:34:22] OVER, LIKE OUR FLEET VEHICLES AND OUR

[03:34:24] BUILDING ENERGY USE. AND THAT SECTION  
[03:34:27] INCLUDES 24 STRATEGIES THAT COMBINE CAN  
[03:34:30] REDUCE A TOTAL OF 2000 METRIC TONS OF  
[03:34:32] CO2 BY 2030. THE SECOND SECTION  
[03:34:36] IS CALLED PORT MARITIME ACTIVITY, AND  
[03:34:38] THIS INCLUDES EMISSIONS SOURCES THAT WE  
[03:34:40] HAVE INDIRECT CONTROL LIKE CRUISE SHIPS  
[03:34:42] OR TENANTS, CARGO HANDLING EQUIPMENT,  
[03:34:44] FISHING, RECREATIONAL BOATING, ETC. IN  
[03:34:46] THIS SECTION, WE PROPOSE 19 STRATEGIES  
[03:34:49] THAT TOGETHER CAN REDUCE 37,000 TONS OF  
[03:34:51] CO2 BY 2030. SO WITH THAT, I WANT TO  
[03:34:55] TURN IT OVER TO RYAN CHILD, WHO I'LL SAY  
[03:34:57] HAS BEEN ABSOLUTELY INSTRUMENTAL IN  
[03:34:58] LEADING THE CREATION OF THIS PLAN, AND  
[03:35:00] SHE'LL PROVIDE SOME MORE DETAIL ABOUT  
[03:35:01] HOW THE MCAP WAS DEVELOPED AND SOME OF  
[03:35:04] THE STRATEGIES THAT WE'RE RECOMMENDING  
[03:35:06] TO HIT OUR TARGETS. SO THANK YOU,  
[03:35:08] BRIAN. YEAH. THANKS, ALEX. AND I'LL  
[03:35:12] JUST HIGHLIGHT THE KEY POINTS ON THE  
[03:35:14] NEXT SLIDE FOR INTEREST OF TIME.  
[03:35:18] SO THE KEY POINT FOR THIS SLIDE IS JUST  
[03:35:20] THAT WE REALLY HAD A ROBUST ENGAGEMENT  
[03:35:23] PROCESS AROUND THE DEVELOPMENT OF THE  
[03:35:24] MARITIME CLIMATE AND THEIR ACTION PLAN.  
[03:35:26] IT TOOK PLACE PRIMARILY OVER THE LAST  
[03:35:29] YEAR, BUT BUILT UPON FEEDBACK THAT WAS  
[03:35:31] HEARD OVER THE TWO YEAR ENGAGEMENT  
[03:35:32] PROCESS TO DEVELOP THE 2020 NORTHWEST  
[03:35:34] SPORTS CLEAN AIR STRATEGY. SO WE REALLY  
[03:35:37] WANT TO THANK EVERYONE WHO WAS INVOLVED  
[03:35:38] IN THAT PROCESS AND DEDICATED A LOT OF  
[03:35:41] TIME AND EFFORT TO REVIEWING THE  
[03:35:43] STRATEGY AND THE MCAP AND PROVIDING  
[03:35:45] COMMENTS AND FEEDBACK THAT LED TO A  
[03:35:47] STRONGER PLAN. I WANT TO ALSO JUST  
[03:35:50] HIGHLIGHT THAT OUR ENGAGEMENT PROCESS  
[03:35:52] CHANGED OVER TIME AND IT CHANGED IN  
[03:35:53] RESPONSE TO FEEDBACK. AND WE DID HEAR  
[03:35:55] FROM THE COMMUNITY WITH THE ADOPTION OF  
[03:35:58] THE NORTHWEST SPORTS CLEAN AIR STRATEGY  
[03:36:00] THAT THE PUBLIC NEEDED MORE TIME TO  
[03:36:03] REVIEW AND PROVIDE MEANINGFUL INPUT INTO  
[03:36:05] THE DEVELOPMENT OF THE IMPLEMENTATION  
[03:36:08] PLANS FOR PORT OF SEATTLE, THE NORTHWEST  
[03:36:10] SEAPORT ALLIANCE AND PORT OF TACOMA. SO  
[03:36:13] IN RESPONSE TO THAT FEEDBACK,  
[03:36:17] WE EXTENDED OUR DEVELOPMENT TIMELINE AND  
[03:36:19] TIMELINES, AND WE SYNCHRONIZED OUR  
[03:36:21] PROCESSES TO EXTEND OUR ENGAGEMENT AND  
[03:36:25] CONDUCT A MORE ROBUST AND COORDINATED  
[03:36:27] COMMUNITY ENGAGEMENT PROCESS WITH PUERTO  
[03:36:29] TACOMA AND THE ALLIANCE OVER THE SUMMER.  
[03:36:31] SO THAT WAS WHERE THE ENGAGEMENT  
[03:36:33] OPPORTUNITY IS HIGHLIGHTED ON THE SLIDE  
[03:36:35] HERE THAT WE WENT THROUGH IN THAT  
[03:36:37] ENGAGEMENT PROCESS. NEXT SLIDE.  
[03:36:42] SO JUST BRIEFLY, THESE ARE SOME THEMES  
[03:36:45] THAT WE HEARD THROUGH THE ENGAGEMENT  
[03:36:46] PROCESS, AND A LOT OF THEM WERE  
[03:36:48] REFLECTED IN THE COMMENTS THAT WERE  
[03:36:51] HEARD TODAY AT THE BEGINNING OF THE

[03:36:52] MEETING AND THE PUBLIC COMMENT PERIOD.  
[03:36:54] SO REALLY HEARD A STRONG CONSENSUS ABOUT  
[03:36:57] ACHIEVING OUR MISSION VISION OF THE  
[03:36:59] NORTHWEST CLEAN AIR STRATEGY AND A  
[03:37:03] DESIRE FOR REPORTS TO PRIORITIZE CLIMATE  
[03:37:05] AND CLEAN AIR INVESTMENTS TO ADDRESS  
[03:37:07] HEALTH DISPARITIES. AND THEN THE FINAL  
[03:37:09] ONE I'LL HIGHLIGHT HERE. AND AS YOU CAN  
[03:37:11] SEE IN THE SPEECH BUBBLE ON THE SCREEN,  
[03:37:14] WHICH SORT OF ILLUSTRATES THE RESPONSES  
[03:37:16] THAT WE HEARD IN OUR SURVEY WAS THAT  
[03:37:18] EMISSIONS FROM OCEAN VIEWING VESSELS AND  
[03:37:20] INVIC SHIPS WERE REALLY SOME OF THE  
[03:37:22] LARGEST CONCERN EXPRESSED IN THE PUBLIC  
[03:37:24] COMMENT PROCESS. AND AS WE EVEN HEARD AT  
[03:37:26] THE BEGINNING OF THE MEETING TODAY, A  
[03:37:29] LOT OF CONCERN ABOUT EMISSIONS FROM  
[03:37:31] CRUISE SHIPS AND CONCERN ABOUT THE  
[03:37:33] IMPACT OF THOSE VESSELS ALSO HAVE A  
[03:37:35] MARINE LIFE. NEXT SLIDE SO  
[03:37:41] THIS SLIDE JUST SHOWS HOW THAT FEEDBACK  
[03:37:46] HEARD DURING ENGAGEMENT LED TO SEVERAL  
[03:37:48] CHANGES IN THE MCA. THIS IS NOT A  
[03:37:51] COMPREHENSIVE LIST OF ALL THE CHANGES  
[03:37:53] MADE, BUT JUST SOME HIGHLIGHTS. SO TWO  
[03:37:55] BIG CHANGES THAT WE MADE WERE TO THE  
[03:37:57] MCAP DID ACKNOWLEDGE THE GOALS OF  
[03:37:59] RESOLUTION 3767, THE DUWAMISH VALLEY  
[03:38:03] COMMUNITY BENEFITS COMMITMENT. BUT  
[03:38:05] FOLLOWING ENGAGEMENT, WE UPDATED THE  
[03:38:07] MCAP TO BETTER REFLECT STRATEGIC  
[03:38:08] ALIGNMENT WITH COMMUNITY BENEFITS  
[03:38:10] COMMITMENT AS WELL AS WITH THE DWARFS  
[03:38:12] VALLEY CLEAN AIR PROGRAM ACTION PLAN.  
[03:38:14] AND THEN WE ALSO MADE SOME CHANGES THAT  
[03:38:16] I'LL DISCUSS LATER IN THE PRESENTATION  
[03:38:19] TO JUST COMMUNICATE GREATER  
[03:38:20] ACCOUNTABILITY TO THE COMMITMENTS THAT  
[03:38:22] WE'VE MADE AND TO BETTER COMMUNICATE OUR  
[03:38:25] PROGRESS. NEXT SLIDE SO  
[03:38:32] THIS SLIDE SHOWS THE HIGHLIGHTS THE  
[03:38:34] MISSION REDUCTION STRATEGIES IN THE  
[03:38:35] NCAA, AND THESE ARE THE STRATEGIES THAT  
[03:38:37] WE'RE LOOKING AT IN THE NEAR TERM  
[03:38:39] THROUGH 2030, WHICH IS THE FOCUS OF THE  
[03:38:41] SCOPE OF THE MCA AND COMMISSIONERS WILL  
[03:38:43] SEE EACH OF THESE IMPLEMENTED THROUGH  
[03:38:45] BUDGET REQUESTS, INCLUDING REQUESTS THAT  
[03:38:46] ARE IN THE 2022 BUDGET. SO I'LL  
[03:38:50] HIGHLIGHT JUST A FEW. WE'VE TALKED  
[03:38:52] ALREADY A LOT ABOUT THE SEATTLE  
[03:38:53] WATERFRONT CLEAN ENERGY STRATEGY WITHIN  
[03:38:56] OUR OWN ADMINISTRATION, WE ARE LOOKING  
[03:38:58] AT TRANSITIONING TO ELECTRIC LIGHT DUTY  
[03:39:01] FLEET VEHICLES, PHASING OUT NATURAL GAS,  
[03:39:03] REPLACING LIGHTING WITH LED LIGHTING,  
[03:39:06] AND REDUCING EMISSIONS FROM SOLID WASTE  
[03:39:07] AND COMMUTING. OUR NEAR TERM PRIORITIES  
[03:39:10] ARE INSTALLING EV CHARGING, CONDUCTING  
[03:39:12] BUILDING ENERGY AUDITS, AND INVESTING IN  
[03:39:15] TECHNOLOGY TO GATHER MORE ACCURATE DATA  
[03:39:17] ABOUT OUR FLEET AND OUR BUILDING ENERGY  
[03:39:19] USE THAT CAN INFORM OUR FUTURE DECISION

[03:39:21] MAKING AND INVESTMENT. AND THEN ON THE  
[03:39:23] MARITIME ACTIVITY SECTOR SIDE, WE TALKED  
[03:39:26] A LOT ABOUT THIS IN THE PREVIOUS  
[03:39:28] PRESENTATION ABOUT HOW WE'RE ADDRESSING  
[03:39:30] EMISSIONS FROM OCEAN GOING VESSELS  
[03:39:32] THROUGH DEVELOPING A SUSTAINABLE  
[03:39:33] MARITIME FUELS PROGRAM, AND ENGAGING AT  
[03:39:35] THE DOMESTIC AND INTERNATIONAL LEVELS.  
[03:39:39] SOME EXAMPLES OF NEAR TERM EFFORTS  
[03:39:41] INCLUDE PARTNERING WITH PACIFIC  
[03:39:43] NORTHWEST NATIONAL LABORATORY AND SANDIA  
[03:39:45] NATIONAL LABORATORY IN SEATTLE CITY  
[03:39:46] LIGHT TO STUDY HYDROGEN FUELLING AND  
[03:39:50] ALSO PARTNERING WITH MARITIME BLUE AND  
[03:39:53] OTHERS ON RESPONSE TO US DEPARTMENT OF  
[03:39:55] ENERGY TO IDENTIFY GREEN HYDROGEN  
[03:39:58] CLUSTER IN WASHINGTON ARE JUST TWO  
[03:39:59] EXAMPLES. NEXT SLIDE SO  
[03:40:05] THE KEY MESSAGE ON THIS SLIDE IS THAT  
[03:40:07] IT'S GOING TO TAKE A LOT OF FOCUS,  
[03:40:09] RESOURCES AND INVESTMENTS TO IMPLEMENT  
[03:40:11] THIS PLAN. THE MCAP INCLUDES A LOT MORE  
[03:40:13] DETAIL ABOUT OUR COST ESTIMATES THAT  
[03:40:17] COME FROM OUR FIVE YEAR CAPITAL  
[03:40:18] IMPROVEMENT PLAN AND SOME PROGRAMMATIC  
[03:40:20] COST ESTIMATES OF THOSE TOTAL TO GREATER  
[03:40:23] THAN \$38 MILLION. AND I JUST WANT TO  
[03:40:25] NOTE THAT THAT DOESN'T INCLUDE THE FULL  
[03:40:27] COST OF TRANSITIONING TO ZERO EMISSIONS  
[03:40:29] TO INDUSTRY OR THINGS LIKE STAFF TIME,  
[03:40:31] AND IT ALSO DOESN'T INCLUDE COST SAVINGS  
[03:40:33] OR COST RECOVERY OPPORTUNITIES. NEXT  
[03:40:36] SLIDE SO,  
[03:40:40] AS I MENTIONED, ACCOUNTABILITY WAS A KEY  
[03:40:42] THEME THAT CAME OUT OF OUR ENGAGEMENT  
[03:40:44] PROCESS, AND SO WE'VE INCLUDED  
[03:40:45] ACCOUNTABILITY FRAMEWORK IN THE MCA,  
[03:40:48] AND THE PLAN INCLUDES PERFORMANCE  
[03:40:50] METRICS FOR EACH SECTOR THAT WE WILL  
[03:40:51] REPORT ON ANNUALLY, AND WE'LL ALSO  
[03:40:53] CONTINUE TO CONDUCT OUR EMISSIONS  
[03:40:55] INVENTORIES. WE ALSO TAKE AN ADAPTIVE  
[03:40:59] MANAGEMENT APPROACH TO IMPLEMENTATION,  
[03:41:00] WHICH IS SIMILAR TO THE APPROACH FROM  
[03:41:02] THE NORTHWEST PORTS CLEAN AIR STRATEGY.  
[03:41:04] SO RIGHT NOW, WE DON'T KNOW WHAT THE  
[03:41:05] FUTURE HOLDS OR THE PACE AT WHICH NEW  
[03:41:07] TECHNOLOGY WILL EMERGE. BUT AS  
[03:41:09] OPPORTUNITIES CHANGE IN ADVANCE OF THE  
[03:41:11] NEXT DECADE, WE'LL CONTINUE TO  
[03:41:12] INCORPORATE THOSE CHANGES INTO  
[03:41:14] IMPLEMENTATION. AND PART OF THAT  
[03:41:17] APPROACH WILL INCLUDE REVIEWING THE  
[03:41:18] IMPLEMENTATION ACTIONS AND TIME FRAMES  
[03:41:20] ANNUALLY AND CONDUCTING A FULL REVIEW OF  
[03:41:23] THE NORTHWEST PORTS CLEANER STRATEGY  
[03:41:25] EVERY FIVE YEARS. NEXT SLIDE.  
[03:41:30] AND THIS SLIDE WAS JUST THE FINAL  
[03:41:32] CONCLUDING NOTE THAT WHILE THE MCAP SETS  
[03:41:34] US UP TO ACHIEVE OUR 50% BY 2030  
[03:41:37] GREENHOUSE GAS EMISSIONS REDUCTION  
[03:41:38] TARGET, WE CAN SUCCEED IN THIS VISION  
[03:41:41] ALONE, AND WE'LL NEED SEVERAL FACTORS TO

[03:41:44] HELP US ALONG THE WAY THERE. SO I'LL  
[03:41:48] SKIP OVER THIS SLIDE AND JUST MOVE ON TO  
[03:41:50] NEXT STEPS IN THE INTEREST OF TIME. AND  
[03:41:53] THEN, AS WE MENTIONED, THIS IS THE FIRST  
[03:41:55] READING OF RESOLUTION NUMBER 3792. SO  
[03:41:58] OUR SECOND READING IS SCHEDULED FOR  
[03:42:00] NOVEMBER 16. AND JUST WANT TO REITERATE  
[03:42:03] THAT THE NORTHWEST SEAPORT ALLIANCE IN  
[03:42:04] PORT OF TACOMA ARE ALSO DEVELOPING  
[03:42:06] COMPLEMENTARY NORTHWEST PORTS CLEANER  
[03:42:08] STRATEGY IMPLEMENTATION PLANS, AND THOSE  
[03:42:11] ARE ALSO SCHEDULED TO BE FINALIZED THIS  
[03:42:13] FALL. SO THAT CONCLUDES OUR BRIEFING.  
[03:42:15] AND THANK YOU FOR YOUR TIME TODAY.  
[03:42:18] THANK YOU, RYAN, AND WE'LL  
[03:42:22] GO AROUND THE HORN ONE MORE TIME. BUT I  
[03:42:25] JUST WANT TO MAKE SURE THAT WHEN WE'RE  
[03:42:26] DOING OUR WATERFRONT ELECTRIFICATION  
[03:42:28] ANALYSIS, WE'RE LOOKING AT ALL MARINE  
[03:42:31] TERMINAL, RIGHT. IT'S NOT  
[03:42:35] JUST THE PORT OF SEATTLE WATERFRONT  
[03:42:37] ELECTRIFICATION PLAN, RIGHT?  
[03:42:41] YES. IT'S CONDUCTED IN PARTNERSHIP WITH  
[03:42:44] THE ALLIANCE. SO IT INCLUDES ALL THE  
[03:42:47] TERMINAL IN THE SEATTLE HARBOR. AND ARE  
[03:42:51] WE ALSO TALKING TO OTHER TENANTS THAT  
[03:42:53] ARE NOT EITHER OF OUR ASSETS, LIKE THE  
[03:42:55] COAST GUARD? AND OBVIOUSLY THE FERRY  
[03:42:57] SERVICE IS FRONT AND CENTER. THEY'RE  
[03:42:59] BOTH LIKE THE FIRST AT THE TABLE, BUT  
[03:43:02] WE'RE GETTING ESTIMATES OF EVERYBODY'S  
[03:43:04] LOAD DEMANDS. YEAH. COMMISSIONER, WE'RE  
[03:43:07] LOOKING AT ALL THE MAJOR WATERFRONT  
[03:43:09] ENERGY USERS, AND THAT'S LIKE YOU  
[03:43:11] MENTIONED, BEYOND JUST PORT OF SEATTLE  
[03:43:13] PROPERTIES. SO THERE ARE SOME ADJACENT  
[03:43:14] TENANTS, SUCH AS NEWCORE OR, AS YOU  
[03:43:18] MENTIONED, WASHINGTON STATE FERRIES,  
[03:43:22] THOSE OTHER TYPES OF INDUSTRIES WHERE IT  
[03:43:25] REALLY BENEFITS US TO KNOW THEIR  
[03:43:26] INTEREST, BECAUSE THAT WILL ALLOW THE  
[03:43:28] UTILITY TO HAVE A MORE HOLISTIC PLANNING  
[03:43:31] APPROACH TO THE WATERFRONT GRID. AND  
[03:43:33] WHEN DO WE EXPECT TO SEE THE RESULTS OF  
[03:43:36] THAT REPORT? SO WE'RE IN THE PROCESS OF  
[03:43:38] DOING THE DATA ANALYSIS RIGHT NOW. SO  
[03:43:40] WORKING CLOSELY WITH THE UTILITY AND I  
[03:43:44] WOULD EXPECT THAT YOU'LL SEE THE RESULTS  
[03:43:46] OF THAT INITIAL SORT OF LOAD ANALYSIS  
[03:43:50] EARLY NEXT YEAR, AND WE'RE STILL ON  
[03:43:52] TRACK TO COMPLETE THE STRATEGY BY THE  
[03:43:53] END OF NEXT YEAR. FANTASTIC. I'M JUST  
[03:43:57] HOPING THAT WHEN THE BUILD BACK, BETTER  
[03:44:00] MONEY COMES THROUGH, THAT WILL HAVE  
[03:44:01] SOMETHING TO ASK FOR. RIGHT. WE'RE  
[03:44:04] WORKING HARD TO ENSURE THAT WE'RE  
[03:44:06] COORDINATED WITH OUR PARTNERS ON THAT  
[03:44:08] AND WORKING WITH MARITIME BLUE AS WELL.  
[03:44:12] COMMISSIONER FELLEMAN, IF I COULD JUST JUMP  
[03:44:13] IN HERE TOO AND SAY THAT CEO SMITH,  
[03:44:16] MYSELF, THAT WAS THE SUBJECT. WE TALKED  
[03:44:18] ABOUT THE THINGS THAT ALEX JUST  
[03:44:20] MENTIONED. WE TALKED ABOUT MAKING SURE



[03:44:22] THE COAST GUARD WAS AT THE TABLE. AND  
[03:44:24] THAT THE IMPORTANCE OF TAKING THE  
[03:44:26] HOLISTIC VIEW OF THAT. AND HER AND HER  
[03:44:29] TEAM ARE ON BOARD WITH THAT. IT WAS A  
[03:44:30] GREAT DISCUSSION. GREAT. AND SHE'S STILL  
[03:44:32] OPTIMISTIC THERE'S ENOUGH JUICE TO GO  
[03:44:34] AROUND. ALL RIGHT. WELL, I'M AMAZED TO  
[03:44:37] HEAR THAT ANYWAY. CLARK, WOULD YOU  
[03:44:39] PLEASE LET'S HAVE A MOTION FOR THE  
[03:44:42] FIRST READING? MR. COMMISSIONER  
[03:44:46] PRESIDENT, THANK YOU. COMMISSIONER  
[03:44:48] BOWMAN, I'M SO SORRY. LET ME GO AHEAD  
[03:44:50] AND READ THE NOW, THEREFORE, INTO THE  
[03:44:53] RECORD. OR MR. BUTCHER, WOULD YOU LIKE  
[03:44:54] TO DO THAT? I'LL GO AHEAD. CLERK HART.  
[03:44:57] THANKS. SO WE'LL GO AHEAD AND READ IT  
[03:45:00] INTO THE RECORD FIRST AND AGAIN, THIS IS  
[03:45:02] FOR INTRODUCTION WITH ADOPTION PLAN FOR  
[03:45:04] THE NEXT MEETING. BUT JUST SO IT'S  
[03:45:05] CLEAR. AND THEN WE'LL TAKE THE MOTION  
[03:45:07] AND I HAVE COMMISSIONER BOWMAN MAKING  
[03:45:09] THAT MOTION. SO THE NOW THEREFORE BE A  
[03:45:11] RESOLVED CLAUSE IS BY THE PORT OF  
[03:45:14] SEATTLE COMMISSION AS FOLLOWS THE PORT  
[03:45:16] OF SEATTLE HERE BY ADOPTS AND DIRECTS  
[03:45:18] THE EXECUTIVE DIRECTOR TO IMPLEMENT  
[03:45:19] CHARTING THE COURSE TO ZERO PORT OF  
[03:45:22] SEATTLE'S MARITIME CLIMATE AND AIR  
[03:45:23] ACTION PLAN AS THE PORT OF SEATTLE'S  
[03:45:25] IMPLEMENTATION PLAN FOR THE 2020  
[03:45:27] NORTHWEST PORTS CLEAN AIR STRATEGY  
[03:45:29] ATTACHED AS EXHIBIT A. AND AGAIN, THIS  
[03:45:32] IS FOR INTRODUCTION AT THIS POINT IN  
[03:45:34] TIME. AND I DID HEAR A MOTION FROM  
[03:45:35] COMMISSIONER BOWMAN.  
[03:45:37] DO WE HAVE A SECOND?  
[03:45:42] I'LL SECOND IT ANYWAY.  
[03:45:46] LET'S HAVE A DISCUSSION. CLERK HART.  
[03:45:47] WOULD YOU PLEASE GO AROUND THE ROOM?  
[03:45:50] YES. DO WE WANT TO JUST SEE IF ANY  
[03:45:52] COMMISSIONERS HAVE QUESTIONS IN THE  
[03:45:53] INTEREST OF TIME THEY COULD RAISE HANDS,  
[03:45:57] PLEASE. WE'RE GOING TO HAVE ANOTHER BITE  
[03:45:59] AT THIS APPLE FOR THE SECOND READING.  
[03:46:01] SO SHOW RESTRAINT  
[03:46:06] ANYWAY. YES. AND CLARIFICATION THAT IT  
[03:46:09] IS CURRENTLY SCHEDULED FOR ADOPTION ON  
[03:46:12] NOVEMBER 16, THOUGH NOT  
[03:46:15] ON THE 9TH IS WHAT I'M SEEING. SO THANK  
[03:46:19] YOU FOR THAT. AND THEN WE HAVE A MOTION  
[03:46:21] IN A SECOND. NO QUESTIONS, NO HANDS  
[03:46:23] RAISED. SO WE'LL GO, OH, I DO HAVE THE  
[03:46:26] COMMISSIONER STEINBRUECK. YEAH.  
[03:46:31] I THINK THAT THE RESOLUTION NEEDS TO  
[03:46:33] HAVE SOME ADDED LANGUAGE ADDRESSING  
[03:46:35] EQUITY AND ADJUST THEIR AN EQUITABLE  
[03:46:38] TRANSITION. I BELIEVE IT IS SILENT ON  
[03:46:42] THAT. AND AMONG THE MANY  
[03:46:45] CHALLENGES OF GETTING TO ZERO IS THE  
[03:46:49] TRANSITION AND TAKE NO ENEMIES VERSUS DO  
[03:46:53] IT IN A FAIR AND EQUITABLE WAY SO THAT  
[03:46:55] NOBODY IS HURT BY THE TRANSITION IN THE  
[03:46:58] FORM OF JOB LOSS AND OTHER IMPACTS.

[03:47:04] I WOULD LIKE TO HAVE SOME LANGUAGE  
[03:47:05] DEVELOPED TO ADD TO THE RESOLUTION  
[03:47:08] BEFORE THIS FINAL VOTE. AND I WOULD LIKE  
[03:47:11] TO HEAR FROM OUR OFFICE OF EQUITY  
[03:47:13] DIRECTOR ON THAT TOPIC. I ALSO WOULD ASK  
[03:47:18] A QUESTION. EXCUSE ME.  
[03:47:21] COMMISSION STEINBRUECK. AARON, YOU HAVE AN  
[03:47:24] ANSWER IN RESPONSE TO HIS HAPPY TO WORK  
[03:47:27] WITH YOU ON SOME OF THAT LANGUAGE.  
[03:47:29] COMMISSIONER CENTER. YEAH. OKAY. GOOD.  
[03:47:32] IF THAT'S STILL AN OPPORTUNITY, I WOULD  
[03:47:34] LIKE TO MAKE A SMALL AMENDMENT  
[03:47:37] TO ADD THAT QUALIFYING LANGUAGE  
[03:47:40] REGARDING THE TRANSITION TO ZERO.  
[03:47:44] SECONDLY, IT SEEMS VERY CLEAR THAT  
[03:47:47] NO TRANSITION IS POSSIBLE ON A STRAIGHT  
[03:47:49] LINE. THERE SEEMS TO BE SOME MYTHICAL  
[03:47:53] BELIEF OUT THERE THAT WE SHOULD BE  
[03:47:56] WORKING EVERY YEAR WITH INCREMENTAL  
[03:47:59] PROGRESS TOWARD THE ULTIMATE GOAL OF  
[03:48:02] ZERO EMISSIONS. IT DOESN'T WORK THAT  
[03:48:05] WAY. THE INVESTMENTS TAKE TIME, THE  
[03:48:07] INFRASTRUCTURE TAKES TIME, AND WE'RE NOT  
[03:48:10] GOING TO SEE A STRAIGHT LINE RESULT.  
[03:48:13] AND I'M SAYING THAT IN THE FORM OF A  
[03:48:16] QUESTION, PARTICULARLY TO DIRECTOR  
[03:48:19] KILROY REGARDING HOW WE CAN BEST  
[03:48:22] ACHIEVE, TRACK AND  
[03:48:25] ACCOMPLISH. AND MAYBE THERE ARE SOME  
[03:48:28] MILESTONES ALONG THE WAY WHERE WE CAN  
[03:48:31] SEE SOME UPTICKS IN RESULTS THROUGH OUR  
[03:48:36] EFFORTS. BUT PERHAPS YOU COULD SPEAK TO  
[03:48:38] THAT AS WELL. YEAH. HAPPY TO ANSWER  
[03:48:42] THAT. AND THEN COMMENT ON THE  
[03:48:43] RESOLUTION. SO I DO THINK IT'S NOT  
[03:48:46] ALWAYS LINEAR AND IT'S NOT GOING TO BE A  
[03:48:51] STRAIGHT LINE. THERE ARE CERTAIN ACTIONS  
[03:48:53] THAT WILL HAVE SMALLER IMPACTS AND  
[03:48:55] CERTAIN ACTIONS WITH LARGER. SO, FOR  
[03:48:58] EXAMPLE, AS SOON AS WE STOP USING  
[03:49:00] NATURAL GAS IN OUR FACILITIES LIKE  
[03:49:04] THE WATERFRONT CONVENTION CENTER,  
[03:49:07] YOU'LL SEE A SIGNIFICANT DROP, RIGHT.  
[03:49:10] JUST FROM THAT ONE ACTION. SO IT MIGHT  
[03:49:11] TAKE US FIVE YEARS TO PLAN THAT ACTION,  
[03:49:14] SO IT'LL BE ZERO. AND THEN YOU'LL SEE  
[03:49:18] THAT IT IMPLEMENTED AND A SIGNIFICANT  
[03:49:20] DROP. SO THAT HAPPENS WITH A NUMBER OF  
[03:49:23] ACTIVITIES. SO I THINK YOU'RE RIGHT.  
[03:49:25] IT'S NOT EASY, AND IT'S NOT A YEAR BY  
[03:49:27] YEAR LINEAR CHANGE. I DO WANT TO JUST GO  
[03:49:30] BACK TO THE RESOLUTION. DEFINITELY WANT  
[03:49:33] TO MAKE SURE WE CAPTURE YOUR INPUT ON  
[03:49:36] JUST TRANSITION. WE DID TRY TO  
[03:49:38] INCORPORATE OUR COMMITMENT TO THE  
[03:49:41] COMMUNITY AND EQUITY CONCERNS, AND IN  
[03:49:44] FACT, BOTH THE DUWAMISH RIVER CLEANUP  
[03:49:46] COALITION AND THE PORT COMMUNITY ACTION  
[03:49:47] TEAM WERE ENGAGED IN DRAFTING THE  
[03:49:50] RESOLUTION. IT DID CHANGE A COUPLE OF  
[03:49:53] TIMES, BUT WE HOPE TO HAVE KEPT THAT  
[03:49:56] SPIRIT. SO IF WE NEED TO ADD SOME  
[03:49:59] LANGUAGE, WE CERTAINLY WILL. BUT I DID

[03:50:00] WANT YOU TO KNOW THAT COMMUNITY GROUPS  
[03:50:02] WERE ENGAGED IN TRYING TO REPRESENT THAT  
[03:50:05] IN THE RESOLUTION. THANK YOU. YEAH.  
[03:50:11] TO ILLUSTRATE COMMISSION STEINBRUECK YOUR  
[03:50:13] POINT, THOUGH, IF WE LOOK AT THE  
[03:50:15] BRIEFING MEMO ON FOR ITEM TEN, C ON THE  
[03:50:19] POWERPOINT PRESENTATION WHERE THEY SHOW  
[03:50:21] OUR SCOPE, ONE AND TWO EMISSION  
[03:50:22] REDUCTION PATHWAYS FOR AVIATION AND  
[03:50:25] MARITIME, WHICH IS SLIDE NUMBER TWELVE.  
[03:50:29] YOU'LL SEE, IT'S A STEP WISE FUNCTION.  
[03:50:32] IT HAS SLOPE AND A CLIFF A SLOPE THAN A  
[03:50:35] CLIFF, AND THEY HAVE TO DO A REALLY  
[03:50:37] LOVELY JOB IN SHOWING THE INITIATIVES  
[03:50:41] THAT RESULTED IN THOSE CLIFFS. SO  
[03:50:44] ANYWAY, GOOD POINT. GOOD EXAMPLE.  
[03:50:48] AND CAN WE THEN MOVE  
[03:50:51] ON? YES. I SEE NO OTHER HANDS RAISED AT  
[03:50:55] THIS TIME THAT WE CAN GO AHEAD AND CALL  
[03:50:58] THE ROLL FOR THE MOTION TO INTRODUCE,  
[03:51:03] PLEASE. THANK YOU. BEGINNING WITH  
[03:51:06] COMMISSIONER BOWMAN. AYE.  
[03:51:10] THANK YOU, COMMISSIONER CALKINS. AYE.  
[03:51:14] THANK YOU, COMMISSIONER CHO. AYE. THANK  
[03:51:17] YOU. COMMISSIONER STEINBRUECK. YES.  
[03:51:20] THANK YOU, COMMISSIONER FELLEMAN. AYE.  
[03:51:23] YES. YOU HAVE FIVE YESSES AND ZERO NOS  
[03:51:25] FOR INTRODUCTION OF THIS ITEM. VERY  
[03:51:28] GOOD. THEN THE MOTION PASSES. AND WE'RE  
[03:51:31] VERY PLEASED BY HAVING HAD THE  
[03:51:32] OPPORTUNITY TO HAVE THOSE THREE  
[03:51:34] PRESENTATIONS AS WELL AS THE  
[03:51:35] INTRODUCTION FROM CEO SMITH. IT WAS AND  
[03:51:39] WE WILL LOOK FORWARD TO OUR  
[03:51:43] ONGOING EFFORTS AND IMPLEMENTATION  
[03:51:45] THEREOF. SO WE NOW MOVE ON TO  
[03:51:49] OUR FINAL ITEM OF THE DAY, I BELIEVE.  
[03:51:52] YES. AND THIS IS ITEM NUMBER ELEVEN. A.  
[03:51:55] WE CAN GO AHEAD AND READ THAT INTO THE  
[03:51:56] RECORD AND THEN EXECUTIVE DIRECTOR CAN  
[03:51:58] INTRODUCE. THIS IS THE BRIEFING ON THE  
[03:52:01] TAX LEVY AND DRAFT PLAN OF FINANCE FOR  
[03:52:03] 2022 TO 2026 COMMISSIONERS.  
[03:52:07] WE NOW LIKE TO PRESENT OUR FIVE YEAR  
[03:52:09] PLAN FINANCE TO DESIGN AND CONSTRUCT OUR  
[03:52:11] CRITICAL AVIATION, MARITIME AND ECONOMIC  
[03:52:14] DEVELOPMENT, CAPITAL IMPROVEMENTS. THE  
[03:52:16] PLAN DETAILS THE VARIOUS FUNDING SOURCES  
[03:52:18] WE UTILIZE FOR THESE PROJECTS, AS WELL  
[03:52:20] AS OUR OBJECTIVE TO MAINTAIN STRONG  
[03:52:22] CREDIT RATINGS AND CONSERVE OUR  
[03:52:23] RESOURCES FOR UNEXPECTED EVENTS,  
[03:52:27] WHICH THE LAST TWO YEARS HAVE SHOWN US  
[03:52:28] THERE MAY BE. OUR CAPITAL INVESTMENTS  
[03:52:31] WILL REACH RECORD LEVELS OVER THE NEXT  
[03:52:33] FIVE YEARS, WHICH REFLECTS OUR  
[03:52:35] CONFIDENCE IN THE PORT'S PERFORMANCE AS  
[03:52:36] WELL AS THE REGION'S ECONOMIC RECOVERY.  
[03:52:39] THESE PROJECTS WILL DELIVER CRITICAL  
[03:52:40] INFRASTRUCTURE AS WELL AS CREATING  
[03:52:42] THOUSANDS OF NEW JOBS FOR THE REGION.  
[03:52:44] WE WILL ALSO DISCUSS THE PROPERTY TAX  
[03:52:46] LEVY FOR 2022, WHICH ARE PROPOSED TO

[03:52:49] INCREASE BY 3% TO HELP KEEP PACE WITH  
[03:52:52] INFLATION. BASED ON CURRENT FORECAST OF  
[03:52:55] THE COUNTRYWIDE OF THE COUNTYWIDE  
[03:52:58] ASSESSED VALUATION, THE ACTUAL TAX PAID  
[03:53:00] BY THE MEDIAN HOMEOWNER WILL REMAIN  
[03:53:02] UNCHANGED AT \$72 A YEAR NEXT YEAR. ON  
[03:53:06] PRESENT CALCULATIONS, THE LEVY HELPS  
[03:53:08] FUND OUR INVESTMENTS IN THE MARITIME  
[03:53:10] INFRASTRUCTURE, ENVIRONMENTAL  
[03:53:11] SUSTAINABILITY AND TRANSPORTATION,  
[03:53:13] MOBILITY AND GRANTS TO THE COMMUNITY FOR  
[03:53:15] SMALL BUSINESS WORKFORCE DEVELOPMENT,  
[03:53:17] TOURISM AND EQUITY PROGRAMS. OUR MODEST  
[03:53:20] TAX LEVY REPRESENTS A REAL BARGAIN FOR  
[03:53:22] THE COMMUNITY IN TERMS OF NEW ECONOMIC  
[03:53:24] ACTIVITY, JOBS AND ENVIRONMENTAL  
[03:53:26] IMPROVEMENTS. PRESENTERS THIS AFTERNOON  
[03:53:28] ARE ELIZABETH MORRISON, DIRECTOR OF  
[03:53:30] CORPORATE FINANCE AND AS WELL AS SCOTT  
[03:53:33] BERTRAM, MANAGER, CORPORATE FINANCE  
[03:53:36] ANALYSIS AND BUDGET. SO WITH THAT, I'LL  
[03:53:38] TURN IT OVER TO ELIZABETH ELIZABETH,  
[03:53:41] GOOD AFTERNOON. IN THE INTEREST OF TIME,  
[03:53:44] I'LL DIVE RIGHT IN. I BELIEVE THERE'S A  
[03:53:47] PRESENTATION. THANK YOU. IF YOU COULD GO  
[03:53:51] TO THE NEXT SLIDE, PLEASE, WE WILL BE  
[03:53:53] COVERING TWO TOPICS TODAY. AS YOU NOTED,  
[03:53:57] THE FIRST WILL BE THE FIVE YEAR DRAFT  
[03:53:59] PLAN OF FINANCE, AND THEN WE WILL  
[03:54:02] DISCUSS THE PORT TAX LEVY. IF YOU COULD  
[03:54:06] ADVANCE TO SLIDE FOUR, PLEASE.  
[03:54:12] THANK YOU. SO THE DRAFT PLAN OF FINANCE  
[03:54:15] IS PROVIDED ANNUALLY TO INFORM THE  
[03:54:17] BUDGET PROCESS AND THE LONG TERM CAPITAL  
[03:54:20] INVESTMENT DECISIONS IT'S DEVELOPED  
[03:54:23] BASED ON A SUSTAINABLE FINANCIAL MODEL.  
[03:54:26] SO WE START WITH THE FIVE YEAR FORECASTS  
[03:54:30] THAT ARE PROVIDED BY OUR BUSINESSES,  
[03:54:32] INCLUDING THE NORTHWEST SEAPORT  
[03:54:34] ALLIANCE, THEIR OPERATING FORECAST AND  
[03:54:37] THEIR CAPITAL SPENDING FORECAST, AND WE  
[03:54:40] DEVELOP A FUNDING PLAN WITHIN THE  
[03:54:43] FINANCIAL TARGETS THAT THE PORT HAS  
[03:54:46] ESTABLISHED. NEXT SLIDE, PLEASE.  
[03:54:52] THIS YEAR WE'VE HAD A BIT OF A SHIFT  
[03:54:56] WHERE LAST YEAR WE WERE PLANNING WITH A  
[03:54:59] GREAT DEAL OF UNCERTAINTY. THIS YEAR,  
[03:55:03] WE ARE BALANCING A RECOGNITION OF  
[03:55:05] ONGOING UNCERTAINTY WITH THE RECOGNITION  
[03:55:08] THAT WE ARE SEEING IMPROVEMENTS AND OUR  
[03:55:11] BUSINESSES ABILITIES TO ADAPT TO THE  
[03:55:15] ONGOING PANDEMIC. AS I MENTIONED,  
[03:55:18] WE DO DEVELOP OUR PLAN WITHIN FINANCIAL  
[03:55:21] TARGETS. YOU'VE SEEN THESE BEFORE IN THE  
[03:55:25] LAST COUPLE OF YEARS, THE PORT HAS  
[03:55:28] ACTUALLY STRENGTHENED THESE TARGETS,  
[03:55:31] AND THAT GIVES US A LITTLE BIT MORE  
[03:55:33] FLEXIBILITY IN OUR FINANCIAL PLANNING.  
[03:55:36] IT'S A BIT LIKE WIDENING THE SHOULDERS  
[03:55:38] ON THE ROAD SO THAT YOU HAVE MORE ROOM  
[03:55:41] TO MANEUVER. NEXT SLIDE, PLEASE.  
[03:55:48] THE DRAFT PLAN OF FINANCE COMBINES ALL  
[03:55:51] OF THE BUSINESSES OF THE PORT. AT THE

[03:55:54] SAME TIME, WE RECOGNIZE THAT THERE ARE  
[03:55:57] REALLY TWO DISTINCT FUNDING MECHANISMS  
[03:56:00] WITHIN THE PORT. THE AIRPORT IS A SELF  
[03:56:04] FUNDING OPERATION. IT RELIES PRIMARILY  
[03:56:08] ON ITS OWN OPERATING CASH AND THE USE OF  
[03:56:12] REVENUE BONDS THAT ARE PAID FROM THAT  
[03:56:14] OPERATING CASH. IT HAS SOME UNIQUE  
[03:56:17] FUNDING SOURCES IN THE FORM OF CAPITAL  
[03:56:20] GRANTS FROM THE FAA AND TRANSPORTATION  
[03:56:23] SECURITY ADMINISTRATION. THESE ARE  
[03:56:26] DISTINCT FROM THE COVID RELIEF GRANTS  
[03:56:29] THAT WE'VE RECEIVED THAT SUPPORT OUR  
[03:56:31] OPERATIONS AND THESE FUNDS.  
[03:56:35] BOTH THESE UNIQUE FUNDING SOURCES AND  
[03:56:37] THE AIRPORT REVENUES CAN ONLY BE USED  
[03:56:39] FOR AIRPORT PURPOSES. THE NON AIRPORT  
[03:56:43] BUSINESSES, INCLUDING THE SUPPORT  
[03:56:46] ALLIANCE, ALSO RELY ON OPERATING  
[03:56:50] CASH AND REVENUES PAID FROM OPERATING  
[03:56:53] CASH. BUT TO A LESSER EXTENT THAN THE  
[03:56:55] AIRPORT. THE TAX LEVY AND GO BONDS THAT  
[03:57:00] ARE PAID FROM THE TAX LEVY ARE A  
[03:57:02] SIGNIFICANT FUNDING SOURCE FOR THESE  
[03:57:05] BUSINESSES AS WELL. AND WHEN WE GET TO  
[03:57:08] THE TAX LEVY SECTION, I'LL GO INTO MORE  
[03:57:11] DETAIL ABOUT THE ASSUMPTIONS RELATED TO  
[03:57:14] THE TAX LEVY THAT HAVE GONE INTO THE  
[03:57:16] DEVELOPMENT OF THE PLAN OF FINANCE.  
[03:57:19] THERE ARE SOME UNIQUE FUNDING SOURCES  
[03:57:21] FOR THE NON AIRPORT BUSINESSES, SOME  
[03:57:23] SPECIFIC GRANTS FOR PROJECTS, AND MORE  
[03:57:26] RECENTLY, THE HARBOR MAINTENANCE TAX.  
[03:57:29] NEXT SLIDE, PLEASE. I'LL TURN IT  
[03:57:32] OVER TO SCOTT BERTRAM, WHO WILL GO INTO  
[03:57:35] THE DETAILS OF THE FUNDING PLAN. THANK  
[03:57:38] YOU, ELIZABETH, AND GOOD AFTERNOON,  
[03:57:40] COMMISSIONERS. IF WE COULD MOVE TO THE  
[03:57:42] NEXT SLIDE, PLEASE.  
[03:57:46] SO, AS ELIZABETH NOTED, THE FUNDING PLAN  
[03:57:48] IS BIFURCATED BETWEEN AIRPORT AND NON  
[03:57:50] AIRPORT OPERATIONS. SLIDE EIGHT HERE  
[03:57:52] SUMMARIZES THE \$4 BILLION AIRPORT FUNDED  
[03:57:56] CIP, WHICH INCLUDES AN ALLOCATED PORTION  
[03:57:59] OF THE CENTRAL SERVICES. CIP AVIATION  
[03:58:03] FINANCE STAFF BRIEFED YOU ON THE CIP  
[03:58:05] BACK ON THE OCTOBER 12 BUDGET STUDY  
[03:58:09] SESSION. AND SO I'LL JUST TOUCH ON A FEW  
[03:58:11] QUICK POINTS HERE. HOLISTICALLY LOOKING  
[03:58:13] AT THE CIP, YOU'VE GOT OVER 150  
[03:58:16] PROJECTS. IN ADDITION TO SOME OF THE  
[03:58:18] MEGA PROJECTS THAT ARE OUTLINED  
[03:58:20] SPECIFICALLY IN THIS CHART, WE'VE GOT  
[03:58:23] ABOUT 776,000,000 OF FORECASTED SPENDING  
[03:58:28] ON PROPOSED NEW AIRPORT PROJECTS, AND  
[03:58:30] THAT WAS ABOUT 25 PROJECTS. WE'VE ALSO  
[03:58:33] GOT 203,000,000 OF PRELIMINARY SAMPLE  
[03:58:36] PLANNING AND DESIGN COSTS, BUT DOES NOT  
[03:58:39] INCLUDE FUTURE SAM PROJECTS AT THIS  
[03:58:41] POINT. TOUCH ON QUICKLY.  
[03:58:45] FROM A CASH FLOW PERSPECTIVE, ABOUT 27%  
[03:58:47] OF THESE CASH FLOWS ON THIS CHART HAVE  
[03:58:51] BEEN AUTHORIZED, AT LEAST IN PART FOR  
[03:58:52] CONSTRUCTION, AND A LITTLE OVER 30% HAS

[03:58:55] HAD SOME DESIGN AUTHORIZATION AND JUST A  
[03:58:58] REMINDER THAT THE CAPITAL SPENDING YOU  
[03:59:00] SEE HERE IS FOR THE NEXT FIVE YEARS AND  
[03:59:01] DOES NOT NECESSARILY REFLECT TOTAL  
[03:59:04] PROJECT COSTS. NEXT SLIDE, PLEASE SLIDE  
[03:59:09] NINE COVERS THE FUNDING OF THE \$4  
[03:59:12] BILLION AIRPORT CIP WE'VE GOT OPERATING  
[03:59:16] CASH ABOUT 392,000,000. THIS INCLUDES  
[03:59:19] BOTH EXISTING CASH BALANCES AND FUTURE  
[03:59:22] AIRPORT CASH FLOWS. JUST A REMINDER THAT  
[03:59:25] MUCH OF THE CASH THAT THE AIRPORT IS  
[03:59:27] GENERATING IN THE COMING YEARS WILL BE  
[03:59:29] SET ASIDE AS THE AIRPORT INCREASES ITS  
[03:59:32] CASH BALANCES FOR RESILIENCY PURPOSES.  
[03:59:35] WE'VE ALSO GOT REVENUE BONDS. WE'VE GOT  
[03:59:37] EXISTING REVENUE BONDS FOR 381,000,000,  
[03:59:40] WHICH IS LARGELY THE 2021 BOND ISSUANCE  
[03:59:42] THAT WE SUCCESSFULLY CLOSED THIS PAST  
[03:59:46] JUNE. WE'VE GOT FUTURE REVENUE BONDS,  
[03:59:48] WHICH IS THE LARGEST FUNDING SOURCE AT  
[03:59:50] ABOUT 3.1 BILLION. WE DO EXPECT A  
[03:59:53] PORTION OF THIS FUNDING TO BE NEEDED IN  
[03:59:56] 2022 OR 2023 AT THE LATEST.  
[03:59:59] COLLECTIVELY, THOSE THREE FUNDING  
[04:00:01] SOURCES, EITHER AIRPORT CASH AND  
[04:00:03] REVENUES OR THE REVENUE BONDS THAT ARE  
[04:00:05] BACKED BY THOSE REVENUES WILL FUND 96%  
[04:00:08] OF THE AIRPORT CIP.  
[04:00:11] THE REMAINING FUNDING SOURCES ELIZABETH  
[04:00:13] TOUCHED ON. THERE ARE ABOUT 125,000,000  
[04:00:15] OF AIRPORT CAPITAL GRANTS IN THE FORM OF  
[04:00:18] TSA AND FAA GRANTS, AND WE'VE ALSO  
[04:00:22] GOT SOME SMALL DIRECT CAPITAL FUNDING  
[04:00:25] FROM PFCS AND CFCS. THAT'S THE 19  
[04:00:27] MILLION THAT YOU SEE REPRESENTED IN THE  
[04:00:30] CHART.  
[04:00:33] NEXT SLIDE, PLEASE.  
[04:00:38] ONE MORE. SORRY ABOUT THAT.  
[04:00:43] THANK YOU. SO MOVING ON TO THE NON  
[04:00:46] AIRPORT, YOU SEE A \$702,000,000 CIP  
[04:00:51] FOR THE NEXT FIVE YEARS. YOU'VE GOT  
[04:00:53] 378,000,000 FOR THE COMBINED MARITIME  
[04:00:56] AND EDD CIP, WHICH STEPHANIE JONES,  
[04:00:58] STEVENS AND DAVE MCFADDEN ALSO BRIEFED  
[04:01:01] YOU ON OCTOBER 12. WE'VE GOT 276,000,000  
[04:01:07] NWSA CIP FUNDING, WHICH REPRESENTS THE  
[04:01:10] PORT'S 50% SHARE OF THE TOTAL NORTHWEST  
[04:01:14] SEAPORT ALLIANCE CIP. I BELIEVE YOU WILL  
[04:01:16] BE BRIEFED ON THIS ON THURSDAY AT THE  
[04:01:21] ALLIANCE BUDGET WORKSHOP. WE'VE ALSO GOT  
[04:01:24] ABOUT 40 MILLION OF NWSA RELATED BUT  
[04:01:28] PORT CIP. SO THIS IS BASICALLY  
[04:01:31] PORT OF SEATTLE CIP FUNDED BY THE PORT  
[04:01:34] OF PORT ONLY IN SUPPORT OF THE ALLIANCE  
[04:01:37] AND INCLUDES PRIMARILY WESTWATER WAY  
[04:01:40] CHANNEL DEEPENING DURING THIS FIVE YEAR  
[04:01:42] PERIOD. NEXT SLIDE, PLEASE EXCUSE  
[04:01:47] ME. WE DID NOT INCLUDE T 46 AS  
[04:01:51] WELL, OR WHICH PART  
[04:01:54] OF T 46. OUR PART THE PORT  
[04:01:59] WHERE WE PAY RENT TO THE THAT  
[04:02:04] WOULD BE INCLUDED IN OPERATIONS.  
[04:02:08] YEAH, IT'S NOT ON THE CIP SIDE. MY BAD.



[04:02:10] SORRY, IT'S FACTORED INTO OUR MODEL,  
[04:02:13] BUT YOU'RE RIGHT, NOT A CAPITAL FUNDING.  
[04:02:19] SO LOOKING AT HOW WE'RE GOING TO  
[04:02:23] PROBABLY OUTLINE FUNDING OF THE  
[04:02:25] 702,000,000 CIP,  
[04:02:28] YOU CAN SEE OPERATING SOURCES FUND ABOUT  
[04:02:31] 39% OF THE CURRENT CIP, SO THAT'S  
[04:02:34] OPERATING CASH REPRESENTS EXISTING  
[04:02:38] GENERAL FUND BALANCES IN FUTURE NON  
[04:02:40] AIRPORT REVENUES. THAT EXPECTS TO FUND  
[04:02:43] ABOUT 160,000,000. WE ALSO EXPECT TO BE  
[04:02:46] ABLE TO LEVERAGE SOME OF THOSE REVENUES  
[04:02:48] IN THE FORM OF FUTURE REVENUE BONDS  
[04:02:50] THAT'S EXPECTED TO FIND AN ADDITIONAL  
[04:02:52] ABOUT 113,000,000. ONE CAVEAT THERE.  
[04:02:56] FUTURE REVENUE BONDS REALLY AREN'T  
[04:02:57] EXPECTED UNTIL LATER IN THE FIVE YEAR  
[04:02:59] PERIOD. I THINK OUR CURRENT MODELS HAVE  
[04:03:02] IT ACTUALLY IN 2026, THE LAST YEAR OF  
[04:03:04] THE PERIOD, AND THAT'S BASED ON WHEN  
[04:03:06] THOSE BUSINESSES REGAIN CAPACITY  
[04:03:10] FOR REVENUE BONDS UNDER OUR FINANCIAL  
[04:03:12] POLICIES. SO THAT'S GOING BACK TO THAT  
[04:03:14] SERVICE COVERAGE REQUIREMENT, THE 1.8  
[04:03:16] TIMES COVERAGE THAT ELIZABETH TOUCHED ON  
[04:03:18] AN EARLIER SLIDE,  
[04:03:22] LEVY SOURCES FUND ABOUT 56% OF THE  
[04:03:26] CIP. SO THIS INCLUDES LEVY CASH, FUTURE  
[04:03:29] GO BONDS AND THE REMAINING HARBOR  
[04:03:32] DEVELOPMENT FUNDS. SO YOU CAN SEE WE'VE  
[04:03:35] GOT ABOUT 87 MILLION OF TAX LEVY FUNDING  
[04:03:38] IN THE FORM OF LEVY CASH. THE BIGGEST  
[04:03:41] SINGLE SOURCE OF FUNDING WILL ACTUALLY  
[04:03:42] COME FROM FUTURE GO BONDS, WHICH WE  
[04:03:44] ESTIMATE AT 292,000,000.  
[04:03:48] AS YOU KNOW, THE ASSOCIATED DEBT SERVICE  
[04:03:51] ON GO BONDS IS PAID FROM TAX LEVY. WE  
[04:03:54] ARE PLANNING TO ISSUE A PORTION OF THOSE  
[04:03:56] GO BONDS IN EARLY 2022, WHICH WE'LL  
[04:03:58] DISCUSS IN A SUBSEQUENT SLIDE. WE ALSO  
[04:04:02] ANTICIPATE FUNDING APPROXIMATELY 14  
[04:04:05] MILLION OF THE REMAINING TERMINAL FIVE  
[04:04:08] COSTS IN 2022 WITH THE HARBOR  
[04:04:11] DEVELOPMENT FUND, WHICH WILL THEN  
[04:04:14] DEplete THAT FUND.  
[04:04:18] SO A LITTLE BIGGER PICTURE. 56% OF THE  
[04:04:22] CIP HERE EXPECTED TO BE FUNDED WITH  
[04:04:25] LEVee SOURCES THAT WAS COMPARED TO  
[04:04:27] NEARLY 80% A YEAR AGO WHEN WE PRESENT  
[04:04:30] THE PLAN OF FINANCE. SO WE'RE STARTING  
[04:04:32] TO SEE A LITTLE BIT OF A SHIFT FROM LEVY  
[04:04:34] RESOURCES TO REVENUE SOURCES, LARGELY  
[04:04:37] DRIVEN BY IMPROVED OPERATING FORECASTS  
[04:04:40] FOR THOSE BUSINESSES NOW, COMPARED TO  
[04:04:43] THIS TIME LAST YEAR, WHICH WE DEALT WITH  
[04:04:47] MUCH MORE UNCERTAINTY PERHAPS, THAN WHAT  
[04:04:49] WE HAVE NOW. BUT AS I NOTED,  
[04:04:53] THAT MUCH OF THAT REVENUE CAPACITY DOES  
[04:04:54] COME LATER IN THE FIVE YEAR PERIOD, AND  
[04:04:56] THERE IS STILL A SIGNIFICANT NEED FOR  
[04:04:58] LEVY FUNDING IN THE PORT TERM. EXCUSE  
[04:05:01] ME. CAN YOU BREAK OUT THE 56% HOW  
[04:05:05] IT DIVIDES WITHIN THE THREE CATEGORIES

[04:05:07] YOU HAVE THERE? YEAH. IF YOU ADD UP LEVY  
[04:05:10] CASH, FUTURE GO BONDS AND HARBOR  
[04:05:13] DEVELOPMENT FUNDS THAT'S EFFECTIVELY  
[04:05:17] LEVY SOURCES AND DIVIDE THAT BY THE  
[04:05:20] TOTAL, A LITTLE OVER HALF COMES FROM  
[04:05:23] THOSE THREE FUNDING SOURCES. I MEAN,  
[04:05:25] WHAT PERCENTAGE PER FUNDING SOURCE I'M  
[04:05:32] GOING TO GET BACK TO YOU ON THAT ONE. I  
[04:05:33] CAN DO SOME QUICK ENVELOPE MATH HERE.  
[04:05:37] IT'S OKAY. YOU DON'T HAVE TO DO IT THIS  
[04:05:38] SECOND. SURE. I DON'T UNDERSTAND WHY THE  
[04:05:42] HARBOR DEVELOPMENT IS IN THERE UNDER TAX  
[04:05:46] LEVY. I THINK ELIZABETH WILL TOUCH  
[04:05:50] ON THIS A LITTLE BIT LATER, BUT THE  
[04:05:51] HARVARD DEVELOPMENT FUND IS EFFECTIVELY  
[04:05:53] A LEVY TAX LEVY SUB FUND. IT WAS FUNDED  
[04:05:56] WITH LEVY PROCEEDS. OKAY. I DIDN'T  
[04:05:59] REALIZE THAT. THANK YOU. YEAH. HOW YOU  
[04:06:02] BUCKET THEM? IN THIS CASE, WE ASSUMED  
[04:06:05] IT TO BE LEVY SOURCES.  
[04:06:10] THIS IS ONE OF THE THINGS, THOUGH, THAT  
[04:06:12] WE'VE HAD KIND OF CONVERSATIONS. I WANT  
[04:06:14] TO MAKE SURE THAT WE'RE CONSISTENT. AS  
[04:06:17] WE LOOK AT THE CHANGES THAT HAVE  
[04:06:19] OCCURRED IN THE LEVY, THAT WE ARE  
[04:06:20] ALLOCATING THE SAME THINGS TOWARDS LEVY  
[04:06:24] EXPENSES, AT LEAST CATEGORICALLY.  
[04:06:30] AND SO ARE THERE ANY MAJOR CHANGES IN  
[04:06:32] HOW WE'RE DESCRIBING THAT ALLOCATION.  
[04:06:35] LET'S PLEASE MAKE NOTE OF THEM. SO IF  
[04:06:38] ANY CHANGES YEAR TO YEAR ARE REFLECTIVE  
[04:06:40] OF ACTUAL CHANGES RATHER THAN JUST  
[04:06:43] NAMES. YEAH, I DON'T THINK THIS  
[04:06:46] REPRESENTS A CHANGE IN METHODOLOGY, AND  
[04:06:48] I KNOW THERE'S MUCH MORE INFORMATION TO  
[04:06:50] COME IN THIS PRESENTATION AND IN THE  
[04:06:52] APPENDICES. SO IN TERMS OF USES OF THE  
[04:06:54] LEVY AND THE RELATED FUNDS, LIKE YOU  
[04:06:57] SAY, THE DEVIL'S IN THE DETAIL AND  
[04:06:59] THAT'S BEEN PROVIDED IN THE APPENDICES,  
[04:07:02] BUT POINT TAKEN AND I'LL GET BACK TO YOU  
[04:07:04] ON YOUR MORE GRANULAR BREAKOUT. I'M  
[04:07:07] HAPPY TO DO THAT. THANK YOU. SO JUST  
[04:07:12] LASTLY, WE'VE GOT ABOUT 36 MILLION IN  
[04:07:14] OTHER FUNDING SOURCES. THIS IS MADE UP  
[04:07:17] PRIMARILY OF CAPITAL GRANTS, SO THIS  
[04:07:19] INCLUDES BOTH PORT OF SEATTLE GRANTS AS  
[04:07:22] WELL AS THE PORT 50% SHARE OF NORTHWEST  
[04:07:27] SEAPORT ALLIANCE CAPITAL GRANTS. IT ALSO  
[04:07:30] ASSUMES A SMALL AMOUNT. I THINK IT'S  
[04:07:33] ABOUT 2.7 MILLION HARBOR MAINTENANCE  
[04:07:36] TAX REVENUES FOR 2022, WHICH IS  
[04:07:40] CONSISTENT WITH THE AMOUNT THE PORT  
[04:07:41] RECEIVED IN 2021. AS A REMINDER,  
[04:07:46] NORTHWEST OF BERLIN STAFFED PROVIDED A  
[04:07:49] DETAILED BRIEFING ON THE HMT TO THE  
[04:07:52] MANAGING MEMBERS BACK IN MAY.  
[04:07:55] WE'RE USING THE TERM HARBOR MAINTENANCE  
[04:07:57] TAX HERE GENERICALLY. THIS IS MEANT TO  
[04:08:00] INCLUDE FUNDS OTHERWISE DESIGNATED UNDER  
[04:08:03] THE WATER RESOURCES REFORM AND  
[04:08:05] DEVELOPMENT ACT. AT THIS POINT, THERE  
[04:08:08] STILL REMAINS A LOT OF UNCERTAINTY WITH

[04:08:10] REGARDS TO THE FUNDS IN TERMS OF  
[04:08:12] AMOUNTS, TIMING, PROJECT ELIGIBILITY,  
[04:08:16] AS WELL AS THE COORDINATION BETWEEN THE  
[04:08:17] PORT AND THE NORTHWEST SEAPORT ALLIANCE.  
[04:08:20] WE EXPECT TO KNOW MUCH MORE ON THE  
[04:08:21] STATUS OF FUTURE HMT SOMETIME  
[04:08:25] NEXT YEAR, BUT FOR THE CURRENT PLAN OF  
[04:08:27] FINANCE, SUPPORT HAS NOT ASSUMED ANY  
[04:08:29] REALLY MATERIAL HMT BEYOND THE TWO TO 3  
[04:08:32] MILLION IN 2022. WE VIEW THIS  
[04:08:35] AS A CONSERVATIVE APPROACH WITH  
[04:08:38] SIGNIFICANT POTENTIAL UPSIDE, AND  
[04:08:41] OBVIOUSLY THE COMMISSION WILL HAVE  
[04:08:42] LATITUDE ON THE USE OF ANY HMTS GOING  
[04:08:46] FORWARD. NEXT SLIDE,  
[04:08:49] PLEASE. SO THIS  
[04:08:53] SLIDE OUTLINES SOME POTENTIAL  
[04:08:54] SENSITIVITIES. THIS PLAN OF FINANCE,  
[04:08:56] LIKE ANY PLAN OR FORECAST, WILL HAVE  
[04:08:59] CHANGES. THERE ARE SEVERAL SENSITIVITIES  
[04:09:01] THAT WE'VE OUTLINED WITHIN OUR PLAN,  
[04:09:03] BOTH POSITIVE AND NEGATIVE, AND WE'VE  
[04:09:05] SUMMARIZED A FEW ON THIS SLIDE. JUST  
[04:09:08] TOUCH A COUPLE OF THEM. BRIEFLY, THE  
[04:09:10] COMMISSION HAS BEEN BRIEFED BY THE  
[04:09:11] OPERATING DIVISIONS OVER THE PAST  
[04:09:13] SEVERAL WEEKS AND THE COMMON THEME THAT  
[04:09:16] WHILE WE HOPE THE PORT HAS RECOVERED  
[04:09:18] FROM THE PORT OF THE PANDEMIC,  
[04:09:19] FINANCIALLY SPEAKING, WE HAVE NOT FULLY  
[04:09:21] RECOVERED IN TERMS OF THE REVENUE  
[04:09:24] PICTURE. SO THERE REMAINS CERTAIN  
[04:09:26] SENSITIVITIES TO REVENUES AS WE CONTINUE  
[04:09:28] TO RECOVER BOTH ON THE UPSIDE AND  
[04:09:30] DOWNSIDE. ADDITIONALLY, THE PORT WILL  
[04:09:32] NEED TO MANAGE BRINGING BACK ONLINE MANY  
[04:09:34] OF THE COSTS, INCLUDING STAFFING THAT  
[04:09:36] WERE DEFERRED IN RESPONSE TO THE  
[04:09:38] PANDEMIC. SO WE VIEW THIS AS CRITICAL TO  
[04:09:41] FULFILLING THE VARIOUS PORT WIDE  
[04:09:43] INITIATIVES AND MEETING THE INCREASING  
[04:09:45] NEEDS OF THE ORGANIZATION AS A WHOLE.  
[04:09:48] THAT'S MADE EVEN MORE CHALLENGING IN  
[04:09:52] LIGHT OF THE PORT OF INFLATIONARY  
[04:09:54] ECONOMIC ENVIRONMENT THAT WE'RE DEALING  
[04:09:56] WITH AND WHETHER THOSE COSTS INCREASES  
[04:09:58] THAT WE'RE SEEING ARE PERMANENT OR MORE  
[04:10:01] TEMPORARY TRANSITORY. AS THE EXPERTS  
[04:10:04] LIKE TO SAY, REMAINS SOMEWHAT  
[04:10:07] UNCERTAIN. WE ALSO HAVE SOME  
[04:10:09] SENSITIVITIES AROUND OTHER CAPITAL  
[04:10:12] FUNDING SOURCES. FOR EXAMPLE, WE TALKED  
[04:10:14] ABOUT THE HMT. SPECIFICALLY, WE FEEL  
[04:10:18] THAT THERE IS SOME POTENTIAL POSITIVE  
[04:10:19] UPSIDE THERE. BUT ON THE FLIP SIDE, WE  
[04:10:22] HAVE INCLUDED CERTAIN NORTHWEST SEAPORT  
[04:10:24] ALLIANCE GRANT FUNDING IN OUR PLAN OF  
[04:10:26] FINANCE, SOME OF WHICH HAS NOT YET BEEN  
[04:10:28] FULLY SECURED. SO THERE'S SOME DOWNSIDE  
[04:10:30] RISK THERE. BUT BIG PICTURE, WE VIEW  
[04:10:33] THIS FUNDING PLAN AS BEING BALANCED IN  
[04:10:36] TERMS OF MANAGING THE UPSIDE AND THE  
[04:10:38] DOWNSIDE. NEXT SLIDE, PLEASE.

[04:10:44] SO SLIDE 14. YOU WILL HAVE SEEN BEFORE  
[04:10:48] THE FORECAST OF PORTWIDE REVENUE BOND  
[04:10:51] DEBT SERVICE COVERAGE. THIS IS A REALLY  
[04:10:53] IMPORTANT OUTCOME OF OUR PLAN OF FINANCE  
[04:10:55] DEBT SERVICE COVERAGE. SPECIFICALLY,  
[04:10:57] REVENUE BOND DEBT SERVICE COVERAGE IS AN  
[04:11:00] INDUSTRY STANDARD MEASURE OF FINANCIAL  
[04:11:02] SUSTAINABILITY, AND IT'S A METRIC THAT  
[04:11:05] RATING AGENCIES AND INVESTORS HEAVILY  
[04:11:08] EMPHASIZED. SO THE PORT FORECASTED DEBT  
[04:11:11] SERVICE COVERAGE LEVELS SHOWN IN THE  
[04:11:13] GRAPH ARE CONSISTENT WITH OUR STRONG  
[04:11:14] COVERAGE LEVELS, WHICH ARE A SIGNIFICANT  
[04:11:17] DRIVER BEHIND THE PORT STRONG CREDIT  
[04:11:19] RATINGS, WHICH ARE ALSO FOUND IN THE  
[04:11:23] APPENDICES. EXCUSE ME. SO ONE IMPORTANT  
[04:11:26] TAKEAWAY OVER THE PAST YEAR IS THAT  
[04:11:28] WHILE THE PANDEMIC HAS CREATED  
[04:11:30] SIGNIFICANT FINANCIAL CHALLENGES FOR A  
[04:11:32] LOT OF ENTITIES, INCLUDING THE PORT, WE  
[04:11:34] WERE ABLE TO SUCCESSFULLY MAINTAIN OUR  
[04:11:36] EXISTING REVENUE BOND CREDIT RATINGS  
[04:11:38] THROUGHOUT, WHICH GREATLY AIDED IN A  
[04:11:41] SUCCESSFUL BOND FINANCING BACK IN JUNE.  
[04:11:46] NEXT SLIDE, PLEASE. COMMISSIONER  
[04:11:48] STEINBRUECK HAS A QUESTION. YES,  
[04:11:53] BUT HE IS A MUTED QUESTION.  
[04:11:56] IT'S LIKE YOUR MUTED COMPLEXION. THERE  
[04:11:58] YOU GO.  
[04:12:04] I JUST WANT TO UNDERSTAND FULLY THIS  
[04:12:06] DOWNWARD TREND HERE AND WHAT THAT  
[04:12:08] IMPLIES. IS THAT A POSITIVE TRENDING  
[04:12:10] DOWNWARD, OR IS THAT LIKE A TIGHTENING  
[04:12:13] OF THE BELT HERE IN TERMS OF DEBT  
[04:12:15] SERVICE, BOND, DEBT SERVICE?  
[04:12:20] YEAH, I DON'T KNOW THAT. AND ELIZABETH,  
[04:12:21] FEEL FREE TO JUMP IN HERE. I DON'T KNOW  
[04:12:23] THAT THE LEVELS ACROSS THE BOARD ARE IN  
[04:12:27] LINE WITH OUR EXPECTATIONS, OUR GOALS,  
[04:12:29] AND WHAT RATING AGENCIES AND INVESTORS  
[04:12:31] WOULD EXPECT TO SEE. I THINK THE  
[04:12:35] MOVEMENT YOU SEE YEAR TO YEAR IS DRIVEN  
[04:12:37] BY A NUMBER OF THINGS I THINK WE'VE HAD  
[04:12:41] OBVIOUSLY A LOT OF AS WE FUND THE  
[04:12:43] AIRPORT CIP, WE'RE BRINGING ONLINE A LOT  
[04:12:46] OF NEW DEBT AND A LOT OF NEW DEBT  
[04:12:47] SERVICE. AND SO THAT CAPITAL PLAN IS  
[04:12:49] OBVIOUSLY QUITE ROBUST.  
[04:12:52] AND SO THEY'RE TARGETING DEBT SERVICE  
[04:12:55] COVERAGE OF I THINK IT'S WHAT WAS IT,  
[04:12:57] ONE FOUR EARLY ON. AND I THINK THEY HAVE  
[04:13:00] A MINIMUM OF ONE, TWO, FIVE. SO WE WOULD  
[04:13:02] EXPECT AS TIME GOES ON TO BE TREND.  
[04:13:05] OBVIOUSLY, THE AIRPORT IS THE BIGGEST  
[04:13:06] DRIVER OF PORTWIDE DEBT SERVICE COVERAGE  
[04:13:09] THAT WE WOULD BE TRENDING DOWNWARD  
[04:13:10] TOWARDS THEIR COVERAGE TARGETS. BUT  
[04:13:14] LOOKING AT THE NUMBERS THEMSELVES, EACH  
[04:13:16] AND EACH OF THE FIVE YEAR PERIODS,  
[04:13:17] THERE'S NOTHING CONCERNING ABOUT ANY OF  
[04:13:19] THOSE, IN FACT, RELATIVE TO LAST YEAR,  
[04:13:21] WHICH ISN'T A PERFECT COMPARISON. THESE  
[04:13:23] ARE ALL BETTER THAN WHAT THEY WERE THIS

[04:13:25] TIME OF YEAR AGO, MAYBE 15 BASIS POINTS  
[04:13:27] BETTER. AND WE CAN GIVE YOU ADDITIONAL  
[04:13:30] INFORMATION IF THAT'S HELPFUL. YOU CAN  
[04:13:32] ADD ANYTHING YOU FEEL WOULD BE HELPFUL.  
[04:13:36] THANK YOU.  
[04:13:40] I THINK YOU'RE ON MUTE.  
[04:13:44] COMMISSIONER CHO? STILL ON MUTE.  
[04:13:50] SORRY. SCOTT CAPTURED IT. WELL, THE  
[04:13:53] COVERAGE IS PRIMARILY DRIVEN BY THE  
[04:13:55] AIRPORT. I WOULD SAY THE UPS AND DOWNS  
[04:13:59] ARE NOT SIGNIFICANT GIVEN THAT THE  
[04:14:03] OVERALL COVERAGE IS WELL WITHIN  
[04:14:06] EXPECTATIONS.  
[04:14:11] IT WOULD BE GOOD TO HAVE SEEN THE  
[04:14:12] PREVIOUS COUPLE OF YEARS JUST TO SHOW TO  
[04:14:15] YOUR POINT THAT WE ARE DOING BETTER THAN  
[04:14:17] THE BEST TWO. YEAH, AND WE CAN CERTAINLY  
[04:14:21] PROVIDE IT'S A LITTLE BIT OF AN APPLES  
[04:14:22] ORANGE COMPARISON TO SHIFTING FIVE YEAR  
[04:14:25] PERIOD. OBVIOUSLY,  
[04:14:29] YOU'RE LOOKING AT ACTUAL DEBT SERVICE  
[04:14:30] COVERAGE. WE WERE GREATLY AIDED BY THE  
[04:14:35] CARES. PROCEED. SO IT HELPS TO EXPLAIN  
[04:14:39] SOME OF THE CLUNKINESS LOOKING  
[04:14:41] BACKWARDS, BUT, YEAH, WE CAN PROVIDE  
[04:14:44] MORE INFORMATION ON THAT. BUT I THINK  
[04:14:45] THE TAKEAWAY HERE IS THESE RESULTS ARE  
[04:14:48] STRONG. THESE ARE WHAT WE WOULD HOPE,  
[04:14:50] AND WE'RE BETTER THAN WHAT WE EXPECTED A  
[04:14:52] YEAR AGO. EXCELLENT.  
[04:14:56] MR. CHOW, DID YOU HAVE A QUESTION?  
[04:14:58] YEAH, JUST A QUICK QUESTION. AT WHAT  
[04:15:00] POINT WOULD WE BE NERVOUS? WHAT IS THE  
[04:15:01] THRESHOLD OR THE MINIMUM DEBT COVERAGE  
[04:15:05] RATIO THAT WE WOULD NOT WANT TO FALL  
[04:15:09] BELOW, SO TO SPEAK. DO WE  
[04:15:12] HAVE ONE? THERE'S NOT AN ABSOLUTE  
[04:15:16] ONE, BUT I WOULD SAY THAT ONCE WE ARE  
[04:15:20] CONSISTENTLY BELOW 1.4 TIMES  
[04:15:25] ON A COURT WIDE BASIS, WE WOULD PROBABLY  
[04:15:28] WANT TO UNDERSTAND WHAT'S DRIVING THAT,  
[04:15:32] IF NECESSARY, TAKE SOME CORRECTIVE  
[04:15:35] ACTIONS GENERALLY, IF WE HAVE A YEAR OR  
[04:15:39] EVEN A COUPLE OF YEARS AND THERE'S AN  
[04:15:42] EXPLANATION FOR WHY WE'VE HAD  
[04:15:45] A TEMPORARY DROP, THAT'S NOT A PROBLEM.  
[04:15:49] BUT IF WE'RE SEEING THAT WE HAVE  
[04:15:52] CONSISTENTLY LOW COVERAGE AND I THINK AS  
[04:15:56] WE GET SOMEWHERE BELOW ONE, FOUR IS WHEN  
[04:15:59] WE WOULD START TO REALLY WANT TO HAVE  
[04:16:02] THAT DEEPER DIVE AND LOOK AT OUR  
[04:16:04] COVERAGE. GREAT. THANKS,  
[04:16:09] ELIZABETH. IF WE CAN MOVE TO THE SLIDE  
[04:16:11] 15, PLEASE JUST  
[04:16:16] TO PUT ON YOUR RADAR A  
[04:16:19] FEW FINANCE INITIATIVES AND I WON'T GO  
[04:16:21] THROUGH ALL OF THESE. I KNOW WE'VE GOT  
[04:16:22] SOME LEVY INFORMATION TO DISCUSS, BUT  
[04:16:25] THIS IS JUST TO GIVE YOU ALL SOME  
[04:16:26] ADVANCED NOTICE OF SOME INITIATIVES THAT  
[04:16:28] MAY BE BROUGHT FORWARD TO YOU ALL IN THE  
[04:16:31] NEXT YEAR OR SO. AS I MENTIONED AT YOUR  
[04:16:35] NOVEMBER 9 COMMISSION MEETING HERE IN A

[04:16:36] FEW WEEKS, WE'LL INTRODUCE THE PROPOSED  
[04:16:38] 2022 GEO BOND ISSUE.  
[04:16:42] THESE BONDS WILL SERVE A FEW PURPOSES,  
[04:16:44] INCLUDING REFUNDING OUTSTANDING BONDS  
[04:16:46] FOR DEBT SERVICE SAVINGS, POTENTIALLY  
[04:16:48] REFUNDING OUTSTANDING COMMERCIAL PAPER,  
[04:16:51] AND TO PROVIDE NEW FUNDS IN SUPPORT OF  
[04:16:54] THE NON AIRPORT CIP. SO THAT GOES BACK  
[04:16:57] TO SLIDE TWELVE. IT WILL BE THE FIRST  
[04:17:00] TRANCHE OF GEO BOND FUNDING TO HELP FUND  
[04:17:02] THE NON-AIRPORT CIP. WE CURRENTLY  
[04:17:06] ESTIMATE THE NEW MONEY WILL BE IN THE  
[04:17:08] RANGE OF MAYBE 75 MILLION. IT WILL  
[04:17:11] PRIMARILY BE IN SUPPORT OF REMAINING T  
[04:17:13] FIVE INVESTMENTS AND PEER 66 SHORE  
[04:17:16] POWER. THERE MAY BE OTHERS, BUT THOSE  
[04:17:20] TWO WERE FLAGGED INITIALLY. WE'RE ALSO  
[04:17:22] LOOKING AT THE AIRPORT. WE DO HAVE SOME  
[04:17:25] EXISTING AIRPORT BONDS THAT WILL BE  
[04:17:26] CALLABLE IN 2022 THAT WE EXPECT TO BE IN  
[04:17:29] THE MARKET TO REFUND FOR DEBT SERVICE  
[04:17:30] SAVINGS. WE MAY ALSO LOOK TO ADD AIRPORT  
[04:17:35] NEW MONEY PROCEEDS TO FUND THEIR CIP.  
[04:17:37] AT THAT TIME. WE'LL KNOW MORE A YEAR END  
[04:17:40] ON WHAT THOSE NEEDS MIGHT BE.  
[04:17:44] WE HAVE ABOUT 11 MILLION OF GO BONDS  
[04:17:47] THAT ARE SCHEDULED TO MATURE IN 2023.  
[04:17:49] THEY'RE ACTUALLY CALLABLE NEXT YEAR. SO  
[04:17:51] WE EXPECT TO JUST PAY THOSE BONDS OFF  
[04:17:52] EARLY AND SAVE ABOUT 436,000 OF INTEREST  
[04:17:56] COSTS. AND THE LAST ITEM I WAS GOING TO  
[04:17:58] MENTION, AS YOU MAY RECALL, IN 2020,  
[04:18:01] THE PORT OBTAINED THE LINE OF CREDIT  
[04:18:03] WITH JPMORGAN AND THE AMOUNT OF  
[04:18:05] 150,000,000 IN RESPONSE TO ALL THE  
[04:18:07] FINANCIAL UNCERTAINTIES THAT WERE  
[04:18:09] CREATED BY THE PANDEMIC. TO DATE, THE  
[04:18:12] PORT HAS NOT NEEDED TO DRAW ON THE LINE  
[04:18:14] OF CREDIT, AND THE AGREEMENT IS  
[04:18:16] SCHEDULED TO EXPIRE IN JUNE OF 2023.  
[04:18:18] WE'RE CURRENTLY WORKING ON AMENDING THAT  
[04:18:20] LINE OF CREDIT, WHICH WOULD EXTEND THE  
[04:18:22] LINE OUT AN ADDITIONAL YEAR BUT ALSO  
[04:18:24] REDUCE FEES. WE VIEW THE CONTINUATION  
[04:18:27] OF A LINE OF CREDIT AS PRUDENT FINANCIAL  
[04:18:30] MANAGEMENT AS WE GET NEAR WHAT WE HOPE  
[04:18:32] IS THE END OF THE PANDEMIC. THE FORD  
[04:18:36] FINANCIAL CONDITION AND OUTLOOK HAS  
[04:18:39] IMPROVED SINCE WE ENTERED INTO THIS LINE  
[04:18:42] OF CREDIT A YEAR AGO, OVER A YEAR AGO,  
[04:18:45] AND THUS WE FEEL COMFORTABLE REDUCING  
[04:18:47] THE COMMITMENT DOWN FROM 150 TO ABOUT 75  
[04:18:50] MILLION. BUT WE'RE ALSO EXTENDING IN THE  
[04:18:52] AGREEMENT AN ADDITIONAL YEAR. IT  
[04:18:55] ACTUALLY WORKS OUT MATHEMATICALLY THAT  
[04:18:57] THE DROP IN FEES BASICALLY GIVES US THE  
[04:19:00] EXTRA YEAR FOR FREE. I SAY FREE USE  
[04:19:03] LOOSELY, BUT NO ADDITIONAL COST TO THE  
[04:19:06] STATUS QUO. SO THAT'S ALL I HAVE ON  
[04:19:10] THE PLAN OF FINANCE. SPECIFICALLY, I'M  
[04:19:11] HAPPY TO TAKE MORE QUESTIONS. IF NOT,  
[04:19:13] I'LL TURN IT OVER TO ELIZABETH TO  
[04:19:14] DISCUSS THE TAX LEVY AND MORE DETAILS.



[04:19:19] WE HAVE A SHOW OF HANDS. IF THERE'S  
[04:19:20] ANYBODY THAT HAS QUESTIONS AND THEN  
[04:19:22] WE'LL GO ON TO THE LEVY. I DO SEE  
[04:19:24] COMMISSIONER CHO. YEAH, JUST A  
[04:19:28] QUICK QUESTION. AND YOU'RE MORE THAN  
[04:19:30] WELCOME TO ANSWER THIS OFFLINE IF  
[04:19:32] NECESSARY. BUT WHEN IT COMES TO  
[04:19:34] FORECASTING SOME OF THESE REVENUES, I'M  
[04:19:37] WONDERING HOW YOU GUYS ARE TAKING INTO  
[04:19:39] ACCOUNT THE BREAK IN TREND OR  
[04:19:45] IN ECON. WE USED TO CALL THIS A  
[04:19:47] STRUCTURAL BREAK, WHERE EVERYTHING  
[04:19:50] LEADING UP TO A CERTAIN POINT IS NO  
[04:19:53] LONGER FACTORED IN BECAUSE YOU'VE HAD A  
[04:19:55] BREAKING IN TREND.  
[04:19:59] AND I'M OBVIOUSLY REFERRING TO COVID.  
[04:20:01] AND SO WHEN YOU LOOK AT THIS 20, 20,  
[04:20:03] 20, 26 FORECAST OF DEBT  
[04:20:07] RATIO COVERAGE, I'M WONDERING IF YOU  
[04:20:10] TAKE INTO ACCOUNT THAT STRUCTURAL BREAK  
[04:20:12] OR IF YOU'VE JUST GONE OFF BASED ON TO  
[04:20:16] FRED'S QUESTION ABOUT THE LAST TWO  
[04:20:18] YEARS.  
[04:20:21] YEAH, I'LL PICK A STAFF. SO I THINK THE  
[04:20:25] FORECAST THEMSELVES, THOSE ARE GENERATED  
[04:20:27] BY THE OPERATING DIVISIONS, THE FINANCE  
[04:20:30] STAFF WITHIN EACH OPERATING DIVISION,  
[04:20:31] MARITIME AND SEPARATE FROM THE AIRPORT.  
[04:20:35] AND THEY EACH HAVE RISKS  
[04:20:39] THAT THEY'RE TRYING TO MANAGE AROUND.  
[04:20:40] SO I LOOK AT THE AIRPORT IN TERMS OF  
[04:20:42] TRYING TO THINK ABOUT YOUR STRUCTURE,  
[04:20:44] TRYING TO RECOVER EMPLOYMENTS BACK TO A  
[04:20:46] LEVEL BEFORE COVID VERSUS SOMETHING LIKE  
[04:20:50] MARITIME AND EDD, WHICH LOOKING AT 2019  
[04:20:54] ISN'T THE BEST BENCHMARK BECAUSE IT WAS  
[04:20:56] ALREADY MOVING UP. THESE QUESTIONS MIGHT  
[04:20:59] BE BEST ANSWERED BY THEIR FINANCE STAFF  
[04:21:02] SPECIFICALLY, BUT I THINK EACH OF THE  
[04:21:04] FORECASTS WEIGHS RISKS AND ADDS LEVEL  
[04:21:08] OF CONSERVATISM THAT THEY FEEL  
[04:21:09] APPROPRIATE. GIVEN WHERE WE ARE TODAY.  
[04:21:12] WE DON'T KNOW WE DON'T HAVE THE CRYSTAL  
[04:21:14] BALL, BUT I THINK WE GO THROUGH THESE  
[04:21:18] FORECASTS WITH THEM TO LOOK AT UPSIDE  
[04:21:22] RISKS AND DOWNSIDE RISKS AND TRY TO  
[04:21:24] MANAGE THEM. YOU ALSO DON'T WANT TO SEE  
[04:21:25] A FORECAST HERE THAT'S SO CONSERVATIVE.  
[04:21:28] THAT'S NOT REASONABLE. SO I THINK MAYBE  
[04:21:32] NOT ANSWERING YOUR QUESTIONS  
[04:21:33] SPECIFICALLY ABOUT THE STRUCTURAL PART.  
[04:21:34] AND ELIZABETH, IF YOU HAVE COMMENTS,  
[04:21:36] FEEL FREE TO JUMP IN. BUT I THINK THIS  
[04:21:38] IS SORT OF A COLLECTIVE EFFORT AMONGST  
[04:21:41] FINANCE STAFF TO FIGURE OUT WHAT WE'RE  
[04:21:44] COMFORTABLE WITH FORECASTING, HOW MUCH  
[04:21:46] OF THESE FORECASTED REVENUES ARE REALLY  
[04:21:48] LOCKED IN VERSUS SPECULATIVE AND  
[04:21:52] KIND OF COME INTO AN AGREEMENT ON WHAT  
[04:21:53] WE THINK IS REASONABLE. I LOOK AT THIS  
[04:21:55] PLAN OF FINANCE THIS TIME NEXT YEAR,  
[04:21:57] WE'LL BE DOING IT AGAIN, AND SO WE'LL  
[04:21:59] HAVE BETTER INFORMATION AND NEW

[04:22:00] INFORMATION AND ADJUSTMENTS WILL BE MADE  
[04:22:02] ALONG THE WAY. SO AT THIS POINT IN TIME,  
[04:22:04] I THINK STAFF FEELS PRETTY COMFORTABLE  
[04:22:07] WITH THE FORECAST THAT WE'VE CREATED AND  
[04:22:10] SO FORTH. THE FORECASTS ARE VERY MUCH A  
[04:22:13] BOTTOMS UP APPROACH. AS SCOTT NOTED,  
[04:22:17] AIRPORT AND MARITIME AND ECONOMIC  
[04:22:20] DEVELOPMENT HAVE PROVIDED THEIR DETAILED  
[04:22:22] FORECASTS BASED ON WHAT THEY  
[04:22:26] SEE THE RECOVERY TRAJECTORY. IN THE  
[04:22:29] CASE OF THE AIRPORT THAT GETS TRANSLATED  
[04:22:32] INTO THE EMPLOYMENT AND HOW THAT AFFECTS  
[04:22:35] NON AERONAUTICAL REVENUES. THEY'VE  
[04:22:38] INCLUDED THEIR EXPECTATIONS FOR THE USE  
[04:22:40] OF COVETED GRANTS FOR MARITIME, THEIR  
[04:22:43] EXPECTATIONS FOR THE RECOVERY OF CREWS,  
[04:22:46] WHICH WON'T BE ALL AT ONCE. THAT'S ALSO  
[04:22:49] GRADUAL. AND ON THURSDAY, YOU'LL HEAR  
[04:22:51] MORE ABOUT THE FORECAST THAT THE  
[04:22:53] ALLIANCE HAS PROVIDED TO US. SO WE  
[04:22:57] INCORPORATE ALL THAT INTO THIS ANALYSIS.  
[04:23:02] OKAY, THAT'S GOOD TO KNOW. I JUST KNOW  
[04:23:04] THAT A LOT OF COMPANIES ARE COMPLETELY  
[04:23:08] THROWING OUT ALL THE DATA FROM PRE  
[04:23:10] PANDEMIC BECAUSE THEY SEE IT AS A  
[04:23:13] COMPLETELY NEW TREND. POST PANDEMIC,  
[04:23:16] LITERALLY, THEY'RE NOT CONNECTING THE  
[04:23:18] TWO AT ALL ANYMORE, AND ESPECIALLY WHEN  
[04:23:21] IT COMES TO REVENUE FORECAST AND STUFF  
[04:23:23] LIKE THAT, THIS BREAKING TREND THERE'S  
[04:23:27] VIEWING THE TWO ALMOST LIKE TWO ERAS  
[04:23:31] AND NOT CONNECTING THE TWO. I WOULD HOPE  
[04:23:33] THAT WE WERE DOING THE SAME THING.  
[04:23:37] WELL, WE DID HAVE THAT ARTIFICIAL LIFE  
[04:23:39] SUPPORT OF THE FEDERAL GRANTS, WHICH  
[04:23:41] PERHAPS MUTED THE  
[04:23:46] SITUATION, CERTAINLY DID. BUT IT'S  
[04:23:48] INTERESTING TO FOLLOW UP, BUT THAT'S  
[04:23:50] EVEN A FURTHER POINT FOR US TO NOT  
[04:23:52] FORECAST BASED ON THAT, BECAUSE THOSE  
[04:23:54] GRANTS AND THOSE PROGRAMS ARE NOT  
[04:23:55] PROLONGED EITHER. SO THEY'RE NOT LONG  
[04:23:58] TERM.  
[04:24:02] THAT'S THE ARGUMENT THAT WE SHOULDN'T BE  
[04:24:05] FORECASTING BASED ON ANY OF THOSE  
[04:24:06] FACTORS. BUT I WOULD AGREE TO THE PORT,  
[04:24:10] THOUGH, THAT THIS IS DONE ITERATIVELY ON  
[04:24:12] AN ANNUAL BASIS. THEN WE CAN SORT OF  
[04:24:14] CHECK OUR ASSUMPTIONS AND MOVE ON FROM  
[04:24:17] THERE. THIS IS ALSO ASSUMING CAN SUSTAIN  
[04:24:19] 3% INCREASE IN THE LEVY THAT'S  
[04:24:24] ALL BUILT INTO THIS AS WELL. A LITTLE  
[04:24:27] BIT OF A MODIFICATION ON THAT THAT I'LL  
[04:24:29] GET INTO WHEN WE GET TO THE LEVY. BUT I  
[04:24:33] DO BELIEVE OUR BUSINESSES HAVE SPENT A  
[04:24:35] LOT OF TIME THINKING ABOUT WHAT THEIR  
[04:24:38] POST COVID WORLD WILL BE LIKE AND MAKING  
[04:24:42] ADJUSTMENTS AS BEST THEY CAN,  
[04:24:45] GIVEN THE KNOWLEDGE THAT WE HAVE AND NOT  
[04:24:47] JUST ASSUMING THAT THINGS WILL BE  
[04:24:49] EXACTLY AS THEY WERE IN 2019.  
[04:24:52] AND IF I CAN JUMP IN,  
[04:24:56] MR. PRESIDENT, JUST SAYING IS THAT

[04:24:59] ACTUALLY YOU'VE HEARD IN THE  
[04:25:01] PRESENTATIONS FROM AVIATION AND FROM EDD  
[04:25:05] AND MARITIME. WE'VE GOT SOME DATA THAT  
[04:25:08] WE'RE FORECASTING. AND THEN HOW THOSE  
[04:25:09] CHANGES THAT COMMISSIONER CHO WAS  
[04:25:12] TALKING ABOUT? WE'RE SEEING WHERE WE ARE  
[04:25:14] IN CREWS. WE'RE MAKING AN ASSUMPTION WE  
[04:25:18] HAD 0%, THEN 25%, THEN WE'RE LOOKING AT  
[04:25:20] 75%. SO WE'RE TRYING TO BALANCE THAT.  
[04:25:22] JUST AS SCOTT SAID, YOU DON'T WANT TO BE  
[04:25:24] OVERLY CONSERVATIVE AND JUST DON'T  
[04:25:29] HAVE THE RESOURCES TO TAKE TO OPERATE,  
[04:25:31] BUT YOU DON'T WANT TO BE OVERLY ROBUST  
[04:25:34] IN THOSE ASSUMPTIONS AS WELL. SO, I  
[04:25:36] MEAN, WE TAKE ALL THAT INPUT WE'VE HEARD  
[04:25:38] FROM THE STAFF TO COME UP WITH OUR BEST  
[04:25:40] GUESS AND THEN ADAPT TO IT WITH LEVERS  
[04:25:43] TO ADAPT TO IT AS WE GO FORWARD.  
[04:25:46] GOT IT. ALL RIGHT.  
[04:25:51] SO IT SOUNDS LIKE YOU HAVE A SURPRISE  
[04:25:53] FOR US COMING UP IN THE TEXT. LET ME  
[04:25:54] DISCUSSION ON ALL EARS AND DOES  
[04:25:58] THIS COMPLETE THIS? DO YOU HAVE ANY  
[04:26:01] OTHER QUESTIONS? I DON'T SEE ANY  
[04:26:04] ADDITIONAL HANDS AT THIS TIME.  
[04:26:08] WELL, THEN, THANK YOU. GOOD TO SEE WE'RE  
[04:26:10] ON A POSITIVE FOOTING.  
[04:26:14] MY QUESTION TO THE COMMISSIONER CHO'S  
[04:26:16] COMMENT ABOUT AT WHAT POINT DOES OUR  
[04:26:18] BOND RATING GET DEGRADED?  
[04:26:24] WHAT'S THE RATIO OF OUR DEBT SERVICE?  
[04:26:30] YOU SAY IF WE HAD SUSTAINED A LOWER  
[04:26:33] RATING FOR MULTIPLE YEARS, WHEN DO YOU  
[04:26:36] SEE THAT AS ACTUALLY AFFECTING OUR  
[04:26:38] BORROWING CAPABILITIES OR RATES?  
[04:26:42] THE DEVELOPMENT OF A CREDIT RATING IS  
[04:26:46] PART ART AND PART SCIENCE. SO THEY DO  
[04:26:49] HAVE CRITERIA. THE RATING AGENCIES HAVE  
[04:26:51] CRITERIA THAT THEY EVALUATE. THE DEBT  
[04:26:53] SERVICE COVERAGE IS A SIGNIFICANT PART  
[04:26:57] OF THAT ANALYSIS. BUT THEY ALSO LOOK  
[04:27:01] DEEPER THAN JUST THE DEBT SERVICE  
[04:27:03] COVERAGE. THEY LOOK AT THE OVERALL  
[04:27:05] CIRCUMSTANCES. THEY LOOK AT THE  
[04:27:09] ENVIRONMENT OF OUR BUSINESSES. SO, FOR  
[04:27:13] EXAMPLE, THE FACT THAT OUR AIRPORT IS  
[04:27:17] THE ONLY MAJOR AIRPORT IN THE REGION IS  
[04:27:20] DEFINITELY IN OUR FAVOR AND GIVES US A  
[04:27:22] LITTLE BIT MORE ABILITY TO WITHSTAND  
[04:27:26] MAYBE A LOWER DEBT SERVICE COVERAGE THAN  
[04:27:28] ANOTHER AIRPORT THAT'S COMPETING WITH  
[04:27:30] OTHER AIRPORTS IN THE REGION. SO IT'S  
[04:27:33] NOT CLEAR CUT. IT'S REALLY IMPOSSIBLE TO  
[04:27:36] SAY. WELL, YOU REACH A CERTAIN COVERAGE  
[04:27:38] LEVEL AND YOU'LL GET A DOWNGRADE. WHAT  
[04:27:40] WE DO KNOW IS THAT THE  
[04:27:44] LOWER THE DEBT SERVICE COVERAGE AND THE  
[04:27:45] LONGER THAT IT IS AT A  
[04:27:49] LOW MARK, THE MORE LIKELY WE  
[04:27:53] WILL GET A DOWNGRADE. BUT PART OF THAT  
[04:27:57] WOULD BE A CONVERSATION WITH MANAGEMENT  
[04:28:00] ABOUT, WELL, WHY IS IT LOW IS IT  
[04:28:02] SOMETHING TEMPORARY? FOR EXAMPLE, IN A

[04:28:05] YEAR WHERE WE HAVE A LARGE ENVIRONMENTAL  
[04:28:09] EXPENSE THAT YEAR, OUR DEBT  
[04:28:13] SERVICE COVERAGE WILL BE LOWER JUST  
[04:28:15] BECAUSE OF HOW THE CALCULATION WORKS.  
[04:28:17] BUT IF WE'VE BEEN SIGNALING THAT THIS IS  
[04:28:21] GOING TO BE THE CASE, THIS IS AN  
[04:28:24] OBLIGATION THAT WE WILL BE PAYING. AND  
[04:28:27] SO THIS YEAR IT WILL BE LOW BECAUSE OF  
[04:28:29] THAT OBLIGATION, AND NEXT YEAR IT WILL  
[04:28:30] REBOUND, THEN THAT'S NOT GOING TO BE AN  
[04:28:34] ISSUE. IF WHAT WE'RE SEEING IS YEAR  
[04:28:37] AFTER YEAR, POOR MANAGEMENT,  
[04:28:40] POOR DECISIONS, LIVING BEYOND OUR MEANS,  
[04:28:44] SO TO SPEAK, THAT WOULD AFFECT OUR  
[04:28:47] CREDIT RATING. THANK YOU. I WOULD ALSO  
[04:28:51] ASSUME THAT BECAUSE KING COUNTY PROPERTY  
[04:28:54] PRICES CONTINUE TO ESCALATE RAPIDLY,  
[04:28:57] THAT THIS NEXT CONVERSATION WOULD ALSO  
[04:28:59] HAVE REASON TO KEEP US FROM LOSING OUR  
[04:29:02] CREDIT RATING, HAVING A SUSTAINED LEVY  
[04:29:06] CAPABILITY. THAT'S A LEVEL OF ASSURANCE  
[04:29:10] TO A RATING AGENCY, RIGHT? ABSOLUTELY.  
[04:29:13] YES. THE PROPERTY TAX. AND AS I'LL  
[04:29:16] MENTION AS WELL OUR BANK CAPACITY.  
[04:29:19] THOSE ARE ALL THINGS THAT HAVE A  
[04:29:22] POSITIVE EFFECT ON OUR CREDIT RATING,  
[04:29:24] NOT JUST FOR OUR GO BONDS, BUT ALSO  
[04:29:27] FOR OUR REVENUE BONDS. VERY GOOD.  
[04:29:31] WELL, THEN I TEASE US UP FOR THIS NEXT  
[04:29:33] CONVERSATION. THANK YOU SO MUCH. ALL  
[04:29:35] RIGHT. NEXT SLIDE, PLEASE.  
[04:29:39] I'LL BEGIN WITH SOME BACKGROUND.  
[04:29:41] WASHINGTON PORTS ARE PERMITTED TO LEVY A  
[04:29:44] TAXI ON THE PROPERTY WITHIN THE PORT  
[04:29:46] DISTRICT AND FOR THE PORT OF SEATTLE.  
[04:29:48] OUR DISTRICT IS THE SAME AS KING COUNTY.  
[04:29:53] THE LEVY AMOUNT IS APPROVED ANNUALLY BY  
[04:29:56] THE COMMISSION AS PART OF THE BUDGET  
[04:29:58] PROCESS, SO IT'S A ONE YEAR APPROVAL.  
[04:30:03] THE COMMISSION CAN SET A LEVY AT  
[04:30:07] ANY LEVEL UP TO THE MAXIMUM ALLOWABLE  
[04:30:11] WITHIN STATUTORY LIMITS. AS STEVE  
[04:30:14] MENTIONED, THE PRELIMINARY PROPOSED LEVY  
[04:30:18] IS 81 MILLION, WHICH REPRESENTS A 3%  
[04:30:21] INCREASE COMPARED TO THIS YEAR'S LEVY.  
[04:30:26] THE TABLE SHOWS THE DIFFERENCE BETWEEN  
[04:30:30] THE MAXIMUM LEVY, WHICH IN 2022, THE  
[04:30:34] PRELIMINARY ESTIMATE FROM THE COUNTY IS  
[04:30:36] 111,000,000, AND THE PROPOSED LEVY  
[04:30:41] OF 81 MILLION, AND THE DIFFERENCE  
[04:30:44] BETWEEN THOSE TWO IS CALLED BANK  
[04:30:46] CAPACITY. THE STATUTES  
[04:30:50] RELATED TO THE LEVY ALLOW PORTS TO IF  
[04:30:54] THEY LEVY LESS THAN THEIR MAXIMUM, THEY  
[04:30:56] DON'T LOSE THAT ABILITY TO GO UP TO THE  
[04:31:00] MAXIMUM. SO EVERY YEAR, THE MAXIMUM LEVY  
[04:31:03] INCREASES WITHIN STATUTORY LIMITS,  
[04:31:06] WHICH, ON AVERAGE ARE A LITTLE OR  
[04:31:09] ABOUT 2%, MAYBE A LITTLE MORE THAN 2%,  
[04:31:13] SO THAT INCREASES EVERY YEAR AND THAT  
[04:31:17] AMOUNT THAT'S ABOVE THE ACTUAL LEVY WE  
[04:31:21] CAN TAP INTO IN THE FUTURE IF THE  
[04:31:25] PORT SO CHOOSES. NEXT SLIDE,

[04:31:29] PLEASE.  
[04:31:33] HISTORICALLY, THE PORT HAS TAKEN A  
[04:31:36] PRUDENT APPROACH TO MANAGING ITS TAX  
[04:31:39] LEVY, AND THAT'S DEMONSTRATED BY THE  
[04:31:42] POLICIES AND PRACTICES DESCRIBED ON THE  
[04:31:44] LEFT. THOSE INCLUDE SETTING CRITERIA  
[04:31:48] FOR CAPITAL INVESTMENTS THAT USE THE TAX  
[04:31:51] LEVY OR GO BONDS, AND THE NEXT SLIDE  
[04:31:54] WILL GO INTO THAT IN A LITTLE MORE  
[04:31:56] DETAIL. IT ALSO INCLUDES HOW WE MANAGE  
[04:32:00] OUR GEO BOND INDEBTEDNESS.  
[04:32:04] WE'VE RESTRICTED THE GEO BOND DEBT  
[04:32:06] SERVICE TO BE NO MORE THAN 75% OF THE  
[04:32:10] ANNUAL LEVY, WHICH MEANS THAT THERE'S AT  
[04:32:13] LEAST 25% OF LEVY THAT'S AVAILABLE IN  
[04:32:17] CASH. AND THIS IS IMPORTANT IN  
[04:32:21] TWO WAYS. ONE IS THAT LONG TERM DEBT  
[04:32:25] IS USED FOR FUNDING LONG TERM ASSETS,  
[04:32:29] BUT THE TAX LEVY HAS A BROADER USE, AND  
[04:32:33] SOME OF WHAT WE USE THE LEVY FOR IS NOT  
[04:32:35] NECESSARILY INVESTMENTS IN LONG TERM  
[04:32:37] ASSETS. SECONDLY, ANY KIND OF DEBT,  
[04:32:41] INCLUDING GO BONDS, IS A WAY TO  
[04:32:45] INCREASE CAPITAL CAPACITY IN THE PORT  
[04:32:47] TERM. BUT YOU ACTUALLY LOSE CAPITAL  
[04:32:50] CAPACITY IN THE LONG TERM. IT'S KIND OF  
[04:32:53] A BUY NOW PAY LATER, BUT YOU'RE PAYING  
[04:32:56] WITH INTEREST. AND SO IT'S GREAT WHEN WE  
[04:33:00] HAVE A LARGE PROJECT THAT NEEDS FUNDING  
[04:33:04] IN THE NEAR TERM, BUT THEN WE PAY FOR IT  
[04:33:06] OVER TIME, AND THAT ACTUALLY REDUCES THE  
[04:33:09] FUTURE CAPITAL CAPACITY. AND SO MANAGING  
[04:33:13] OUR DEBT IS IMPORTANT TO THE LONG TERM  
[04:33:16] SUSTAINABILITY OF HOW WE MANAGE THE  
[04:33:18] OVERALL TAX LEVY. AND THEN THIRDLY, IS  
[04:33:22] THIS IDEA OF BANKED CAPACITY. SINCE  
[04:33:25] PORTS WERE ALLOWED TO BANK CAPACITY,  
[04:33:28] THE PORT HAS NEVER ACTUALLY LEVIED UP TO  
[04:33:30] ITS MAXIMUM. IT'S ALWAYS RETAINED SOME  
[04:33:34] CUSHION, WHICH PROVIDES ADDITIONAL  
[04:33:38] FLEXIBILITY. THE PORT HAS FROM TIME TO  
[04:33:41] TIME TAPPED INTO SOME OF THAT BANK  
[04:33:44] CAPACITY. AND THEN OTHER TIMES LET THE  
[04:33:46] BANK CAPACITY GROW. SO THESE POLICIES  
[04:33:51] AND PRACTICES INFORM HOW WE APPROACH THE  
[04:33:54] LEVY FOR OUR FIVE YEAR FUNDING PLAN.  
[04:33:58] AS STEVE MENTIONED, WE'RE RECOMMENDING A  
[04:34:01] 3% INCREASE IN 2022,  
[04:34:05] BUT AFTER THAT, OUR PLANNING ASSUMPTION,  
[04:34:09] ANYWAY, IS THAT THE LEVY INCREASE AT 2%.  
[04:34:12] AND THE STARTING POINT WITH  
[04:34:16] ANY FIVE YEAR LEVY FUNDING PLAN IS BEING  
[04:34:20] ABLE TO FUND OUR CAPITAL PLAN. ONCE WE  
[04:34:24] KNOW WE CAN FUND THE CAPITAL PLAN, THEN  
[04:34:26] WE HAVE SOME LATITUDE WITH WHAT THE  
[04:34:30] LEVY CAN BE IN TERMS OF THAT FIVE  
[04:34:35] YEAR PLANNING. AND THERE WE'RE BALANCING  
[04:34:39] THE INTEREST IN PRESERVING OUR  
[04:34:41] PURCHASING POWER, SO KEEPING UP WITH  
[04:34:43] INFLATION AND ALSO PRESERVING OUR  
[04:34:48] BANK CAPACITY SO THAT 2% IS  
[04:34:52] A VERY SUSTAINABLE LEVEL BECAUSE WE'RE  
[04:34:56] ASSUMING THAT THE LEVY WILL INCREASE BY

[04:34:59] NO MORE THAN THE MAXIMUM LEVY INCREASES,  
[04:35:04] SO THAT THE TWO ARE GOING ALONG  
[04:35:09] WITH NO IMPACT ON THE BANK CAPACITY,  
[04:35:13] RECOGNIZING THAT IF WE NEED TO TAP INTO  
[04:35:15] THAT AT SOME POINT THAT WE CAN DO THAT.  
[04:35:19] SO, COMMISSIONER FELLEMAN, YOU ARE  
[04:35:22] CORRECT. THIS IS A DIFFERENT PLANNING  
[04:35:25] ASSUMPTION THAN WE PRESENTED IN JULY.  
[04:35:28] AND THAT'S BECAUSE WE NOW HAVE THE  
[04:35:31] UPDATED REVENUE FORECAST FROM OUR  
[04:35:34] BUSINESSES THAT ARE ADAPTING  
[04:35:39] TO THE RECOVERY. AND SO WE  
[04:35:43] DON'T SEE A NEED AT THIS POINT TO PLAN  
[04:35:47] FOR A 3% INCREASE. AND I'LL JUST  
[04:35:50] REITERATE THAT THE LEVY DECISION IS AN  
[04:35:52] ANNUAL ONE. AND AS SCOTT MENTIONED, WE  
[04:35:55] WILL BE REVISITING THIS NEXT YEAR AND  
[04:35:59] COULD COME BACK WITH A DIFFERENT  
[04:36:01] PLANNING ASSUMPTION BASED ON WHAT WE'RE  
[04:36:03] SEEING. SO WHAT  
[04:36:07] IS OUR MAXIMUM HEADROOM AT THIS POINT?  
[04:36:11] WE HAVE QUITE A BIT MORE TO GO THAN JUST  
[04:36:13] 3%, DON'T WE? WE HAVE ABOUT  
[04:36:17] 30 MILLION OF BANK CAPACITY. SO WE'RE  
[04:36:21] RECOMMENDING 81 MILLION NEXT YEAR, BUT  
[04:36:24] WE COULD LEVY UP TO \$111,000,000.  
[04:36:31] WELL, THAT'S ENCOURAGING.  
[04:36:37] GO AHEAD. I THOUGHT YOU WERE GOING TO GO  
[04:36:38] THE OTHER WAY ON US WHEN YOU  
[04:36:42] TALKED ABOUT OPENING THE WIDENING THE  
[04:36:45] ROAD TO FIT MORE THINGS. AND I THOUGHT  
[04:36:47] WE WERE CREATING THIS ALLUSION TO HAVING  
[04:36:50] TO WIDEN THIS, BUT WE'RE ALWAYS HAPPY TO  
[04:36:53] STAND ON YOUR BROAD SHOULDERS. SO  
[04:36:57] SOMETHING WHITING THE ROAD ANYWAY,  
[04:37:02] DO YOU HAVE ANOTHER PORTION OF THIS? WE  
[04:37:05] STILL CAN GO ON FOR THE PRESENTATION.  
[04:37:10] SO I'M DONE WITH THIS SLIDE. WE CAN MOVE  
[04:37:12] TO THE NEXT ONE. THANK YOU.  
[04:37:16] THIS IS THE CRITERIA THAT WE USE FOR  
[04:37:18] CAPITAL INVESTMENTS FOR THE FUNDING WITH  
[04:37:21] THE TAX LEVY, THERE ARE REALLY TWO  
[04:37:24] DIFFERENT TYPES OF CAPITAL INVESTMENTS  
[04:37:25] THAT WE MAKE. ONE IS ASSET RENEWAL AND  
[04:37:28] THE OTHER IS NEW INITIATIVES. IN BOTH  
[04:37:31] CASES, WE LOOK AT WHETHER THOSE  
[04:37:34] INVESTMENTS CAN PAY FOR THEMSELVES OR AT  
[04:37:37] LEAST PAY FOR THEMSELVES IN THE NEAR  
[04:37:39] TERM. GENERALLY SPEAKING, THE  
[04:37:41] INVESTMENTS AT THE AIRPORT DO. AND SO WE  
[04:37:43] DON'T REALLY SEE THE TAX LEVY OR GO  
[04:37:46] BONDS BEING USED AS A FUNDING SOURCE FOR  
[04:37:48] THE AIRPORT. WE ALSO LOOK AT THE  
[04:37:51] ECONOMIC BENEFIT THAT THE INVESTMENTS  
[04:37:54] DERIVE, AND MOST OF OUR INVESTMENTS DO  
[04:37:56] PROVIDE SOME ECONOMIC BENEFIT. AND THEN  
[04:38:00] WE LOOK AT THE LOCATION. SO WE'VE BEEN  
[04:38:02] USING TAX LEVY FOR NORTH HARBOR  
[04:38:05] INVESTMENTS, BUT NOT SOUTH HARBOR. WE DO  
[04:38:09] HAVE A QUESTION FROM COMMISSIONER  
[04:38:10] STEINBRUECK. THANK YOU. I WANTED TO ASK  
[04:38:12] ABOUT STRATEGIC INITIATIVES AND WHAT  
[04:38:16] EXAMPLES CAN YOU PROVIDE FOR THAT AND



[04:38:21] UNDERSTAND THAT BETTER? AND WITH SOME  
[04:38:24] WITH NO OR LONG TERM PAYBACK. AND I  
[04:38:26] GUESS PAYBACK CAN BE MEASURED IN  
[04:38:28] DIFFERENT WAYS. BUT I ASSUME YOU'RE  
[04:38:30] TALKING ABOUT FINANCIAL PAYBACK. YES,  
[04:38:34] I AM. ONE EXAMPLE WOULD  
[04:38:37] BE THE TERMINAL FIVE MODERNIZATION THAT  
[04:38:40] GOES BEYOND JUST RENEWAL AND  
[04:38:42] REPLACEMENT. THAT'S REALLY A NEW  
[04:38:43] INITIATIVE. AND ANOTHER MIGHT BE  
[04:38:47] TERMINAL NINE TO ONE UPLANDS WHERE WE'RE  
[04:38:49] CREATING A NEW INDUSTRIAL PARK,  
[04:38:53] SO TO SPEAK, WHICH WILL HAVE A LONG  
[04:38:56] PAYBACK. SO THOSE ARE THE KINDS OF  
[04:38:58] THINGS THAT MIGHT USE THE TAX LEVY.  
[04:39:01] OKAY, NEXT SLIDE,  
[04:39:05] PLEASE.  
[04:39:10] THE TAX LEVY CAN ACTUALLY BE USED FOR  
[04:39:12] ANY PORT PURPOSE EXCEPT THE PAYMENT OF  
[04:39:15] REVENUE, BOND, DEBT SERVICE. AND OVER  
[04:39:18] TIME, THE PORT HAS IN FACT USED THE TAX  
[04:39:21] LEVY FOR MULTIPLE TYPES OF INVESTMENTS  
[04:39:25] IN THE REGION, INCLUDING MARITIME  
[04:39:28] INFRASTRUCTURE, AND THAT'S MARITIME,  
[04:39:30] BROADLY SPEAKING, MOSTLY VARIOUS SEAPORT  
[04:39:35] AND IMPROVEMENTS IN THE SEATTLE HARBOR.  
[04:39:39] WE'VE ALSO USED IT FOR ENVIRONMENTAL  
[04:39:42] SUSTAINABILITY, REGIONAL TRANSPORTATION  
[04:39:45] MOBILITY, AND THAT'S BEEN PAID LARGELY  
[04:39:49] FROM THE TRANSPORTATION INFRASTRUCTURE  
[04:39:53] FUND THAT WAS SET UP USING TAX LEVY  
[04:39:58] DOLLARS TO BE SURE TO HAVE  
[04:40:01] FUNDS TO MEET OUR OBLIGATIONS UNDER  
[04:40:04] VARIOUS REGIONAL TRANSPORTATION  
[04:40:07] COMMITMENTS. MOST RECENTLY, THE WEST  
[04:40:10] SEATTLE BRIDGE REPAIR WILL BE PAID FOR  
[04:40:13] FROM TRANSPORTATION INFRASTRUCTURE FUND  
[04:40:15] WITH TAX LEVY DOLLARS AND THEN NON  
[04:40:18] CAPITAL INVESTMENTS IN THE COMMUNITY,  
[04:40:21] INCLUDING WORKFORCE DEVELOPMENT,  
[04:40:23] ECONOMIC DEVELOPMENT PARTNERSHIP GRANTS,  
[04:40:27] TOURISM, AND VARIOUS EQUITY AND  
[04:40:29] SUSTAINABILITY INITIATIVES. SO WHAT  
[04:40:33] ARE THE CRITERIA FOR THE REGIONAL  
[04:40:35] TRANSPORTATION MOBILITY? HOW DO WE  
[04:40:37] DEFINE REGIONAL?  
[04:40:40] IT'S REALLY A COMMISSION. THE COMMISSION  
[04:40:44] OR THE PORT ENTERS INTO AGREEMENTS.  
[04:40:49] WE'VE HAD AGREEMENTS WITH THE STATE WITH  
[04:40:52] THE CITY. SO THE ALASKA VIADUCT  
[04:40:55] REPLACEMENT PROJECT. WEST SEATTLE BRIDGE  
[04:40:59] FAST CORRIDOR PROJECTS SAFE AND SWIFT  
[04:41:03] HEAVY HALL CORRIDOR, SO THEY  
[04:41:09] TEND TO BE WITHIN THE PORT'S BOUNDARIES,  
[04:41:13] THOUGH THEY DON'T NECESSARILY HAVE TO  
[04:41:15] BE. SO IT'S PROJECTS THAT THE PORT DEEMS  
[04:41:19] TO BE OF VALUE TO THE PORT,  
[04:41:23] AND IT'S IN PARTNERSHIP WITH OTHER  
[04:41:27] REGIONAL ENTITIES. I THINK THAT'S KEY,  
[04:41:30] THOUGH IT IS A LARGE ENOUGH PROJECT THAT  
[04:41:33] IT'S A MULTI PARTY INVESTMENT. THIS  
[04:41:36] ALLOWS US TO BRING SOMETHING TO THE  
[04:41:38] TABLE LIKE WEST SEATTLE BRIDGES. SO IS

[04:41:41] THIS JUST AN EXISTING FUND THAT COLLECTS  
[04:41:44] INTEREST? YES. IT WAS  
[04:41:48] SET UP A NUMBER OF YEARS AGO TO PROVIDE  
[04:41:52] SOME FUNDING FOR THE SR 99  
[04:41:56] TUNNEL, BUY A REPLACEMENT PROJECT. AND  
[04:42:00] EVERY TIME THE PORT HAS AGREED TO  
[04:42:05] SUPPORT ONE OF THESE REGIONAL  
[04:42:08] PARTNERSHIPS FOR TRANSPORTATION  
[04:42:11] IMPROVEMENTS, WE'VE SET ASIDE MORE FUNDS  
[04:42:15] SO THAT THOSE WILL BE AVAILABLE WHEN  
[04:42:17] THOSE PROJECTS NEED THEM. SO THAT FUND  
[04:42:21] DOESN'T NEED TO BE REPLENISHED AT TIMES,  
[04:42:25] IT DOES. YES, FROM TIME TO TIME, WE HAVE  
[04:42:29] NO NEED TO ADD TO THE FUND AT THIS  
[04:42:32] POINT. AND THERE IS A DETAIL IN THE  
[04:42:35] APPENDIX THAT SHOWS THE FUND AND THE  
[04:42:38] VARIOUS INITIATIVES THAT ARE BEING PAID  
[04:42:41] FOR. FROM THAT, ELIZABETH,  
[04:42:44] WE ADD TO IT WHEN WE HAVE AN OBLIGATION.  
[04:42:46] IS THAT ANOTHER WAY TO PUT IT WHEN WE  
[04:42:49] ENTER INTO SOMETHING CORRECT? THAT'S  
[04:42:52] CORRECT. WHEN WE HAVE A NEW OBLIGATION,  
[04:42:55] WE ADD TO IT WITH THE WEST SEATTLE  
[04:42:58] BRIDGE. HOWEVER, BECAUSE OUR OBLIGATION  
[04:43:01] FOR LANDER STREET ENDED UP BEING LESS  
[04:43:04] THAN WHAT WE HAD INITIALLY ANTICIPATED,  
[04:43:09] WE DID NOT NEED TO ADD ADDITIONAL FUNDS  
[04:43:12] TO THE TRANSPORTATION INFRASTRUCTURE  
[04:43:14] FUND. WE HAD ENOUGH IN THAT FUND ALREADY  
[04:43:17] TO PAY FOR THE COMMITMENT FOR THE WEST  
[04:43:20] SEATTLE BRIDGE.  
[04:43:26] THANK YOU.  
[04:43:29] NEXT SLIDE, PLEASE EXCUSE ME, BUT ONE  
[04:43:33] OF THE THINGS THAT WAS MENTIONED AT A  
[04:43:37] PREVIOUS MEETING WAS WHETHER WE WERE  
[04:43:38] GOING TO PUT SOME STAFF TIME ON  
[04:43:43] TO ADMINISTER THOSE COMMUNITY PROGRAMS,  
[04:43:47] AS IF THAT WAS WHETHER STAFF WOULD  
[04:43:51] BE INCLUDED AS A LEVY EXPENSE. AND I  
[04:43:54] DON'T THINK THAT WAS DONE IN THE PAST.  
[04:43:56] IS THAT WHAT'S ENVISIONED HERE?  
[04:44:00] YES, YOU'RE CORRECT. ON BOTH COUNTS.  
[04:44:03] IT HAS NOT BEEN THE PORT'S PRACTICE TO  
[04:44:06] PAY FOR STAFF TIME WITH THE TAX LEVY.  
[04:44:09] WE HAVE INCLUDED IT IN THIS CURRENT  
[04:44:13] FUNDING PLAN FOR LEVY USE.  
[04:44:17] NOW, IF I CAN JUST ADD TO THAT,  
[04:44:18] COMMISSIONER CHO OF THAT IS BEING  
[04:44:22] TRANSPARENT BECAUSE THAT POSITION WOULD  
[04:44:25] BE FUNDED IN ORDER TO SUPPORT THOSE  
[04:44:28] FUNDS. AND SO THE THOUGHT PROCESS IS  
[04:44:32] JUST MORE TRANSPARENT. I MEAN, WE'RE  
[04:44:34] OPEN TO FEEDBACK ON THAT. IF THAT'S  
[04:44:36] SOMETHING, WE CAN ALWAYS FIGURE OUT  
[04:44:39] ANOTHER WAY TO DO THAT OR ACCOUNT FOR  
[04:44:40] THAT. BUT WE JUST THOUGHT IN MY MIND,  
[04:44:42] IT'S JUST BEING MORE TRANSPARENT ON THE  
[04:44:45] USES OF THOSE FUNDS AND HOW WE'RE  
[04:44:48] ADMINISTERING THOSE FUNDS.  
[04:44:52] I THINK OBVIOUSLY, IN ORDER TO PULL OFF  
[04:44:54] THOSE PROGRAMS, YOU NEED PEOPLE TO DO  
[04:44:55] IT. AND THEY'RE NOT REVENUE GENERATING  
[04:44:58] PROGRAMS. THEY'RE SOCIAL

[04:45:03] LICENSE GENERATING PROGRAMS. BUT I THINK  
[04:45:06] IT WAS SOMEWHAT WAS JUST A QUESTION I  
[04:45:07] HAD WAS THE NUMBER OF FTES THAT WERE  
[04:45:10] BEING ASCRIBED TO DOING THAT. AND SOME  
[04:45:13] OF IT WASN'T JUST LIKE THE PROGRAMS  
[04:45:17] THEMSELVES, BUT LIKE CPO AND THINGS LIKE  
[04:45:21] THAT JUST TO FINANCIALLY ADMINISTER THE  
[04:45:24] PROGRAMS. YEAH, IT IS. WE'D BE GLAD TO  
[04:45:27] PROVIDE MORE DETAIL ON THAT. BUT OUR  
[04:45:30] STAFF IS ALREADY OVERBURDENED. WE'RE  
[04:45:31] PLAYING CATCH UP WITH THE DIFFERENT  
[04:45:33] STAFF FROM CPO AND OTHER BOTH THE  
[04:45:36] MANAGING OF THE PROGRAM AND THE CPO  
[04:45:38] STAFF. SO WE'D BE GLAD TO PROVIDE MORE  
[04:45:40] DETAIL ON THAT. BUT THAT'S OUR ANALYSIS  
[04:45:43] SHOWS THAT. ALL RIGHT. IT WAS FROM THE  
[04:45:47] CLARITY PERSPECTIVE. I'M NOT SAYING IT'S  
[04:45:49] A BAD IDEA. I JUST WANTED TO KNOW THAT  
[04:45:51] THIS IS A NEW USE AND JUST WANT IT FOR  
[04:45:54] THE TRANSPARENCY PERSPECTIVE. YOU SHOWED  
[04:45:57] A SLIDE SOME TIME AGO. THAT WHAT WE'RE  
[04:46:00] DOING FOR COMMUNITY PROGRAMS OVER THE  
[04:46:02] LAST FIVE YEARS, SO EXCEEDED WHAT HAD  
[04:46:05] BEEN DONE THE PREVIOUS DECADE. WE ARE  
[04:46:08] INVESTING MORE AND MORE INTO OUR  
[04:46:11] SURROUNDING COMMUNITIES, AND HENCE THERE  
[04:46:14] IS A STAFF CAPACITY INVOLVEMENT  
[04:46:17] ASSOCIATED WITH THAT. SO I SEE THIS IS  
[04:46:19] FULLY APPROPRIATE, BUT THE TREND IS VERY  
[04:46:23] DRAMATIC, AND SO I THINK HIGHLY.  
[04:46:26] JUSTIFIABLE.  
[04:46:31] ALL RIGHT, THEN MOVING ON.  
[04:46:34] THE PORT HAS ALWAYS CARED ABOUT THE  
[04:46:37] IMPACT ON TAXPAYERS. THIS TABLE SHOWS  
[04:46:41] THAT IMPACT. SO THE 2021 TAX LEVY  
[04:46:45] 78.7 MILLION TRANSLATED INTO A  
[04:46:50] MEDIAN HOMEOWNER PAYING \$72 AND THE  
[04:46:55] MEDIAN HOME VALUE \$600,000 THAT COMES  
[04:46:58] FROM THE COUNTY. AND AS DOES THE LEVY  
[04:47:01] RATE FOR 2022, WE ONLY HAVE PRELIMINARY  
[04:47:05] INFORMATION FROM THE COUNTY. SO WE'VE  
[04:47:08] USED THEIR PRELIMINARY ASSESSED VALUE TO  
[04:47:12] CALCULATE A LEVY RATE OF \$0.11,  
[04:47:15] AND WE'VE CALCULATED A MEDIAN  
[04:47:19] HOME VALUE OF \$640, SO INCREASE  
[04:47:23] IN THE HOME VALUE, WHICH I THINK WE'VE  
[04:47:25] ALL SEEN. BUT THAT STILL TRANSLATES INTO  
[04:47:29] A \$72 IMPACT TO THAT MEDIAN HOME  
[04:47:33] OWNER. AND THAT'S BECAUSE THE ASSESSED  
[04:47:36] VALUE IS GOING UP BY MORE THAN THE  
[04:47:41] PORT PORTS TAX LEVY.  
[04:47:44] IF YOU SHOW SOMEONE FROM ANY OTHER PART  
[04:47:46] OF THE COUNTRY THAT THAT HOUSE IS WORTH  
[04:47:48] \$640,000, THEY'D BE AMAZED. RIGHT?  
[04:47:52] THE KING COUNTY MEDIAN HOME OBVIOUSLY IS  
[04:47:57] COUNTYWIDE, AND IT COVERS CONDOS,  
[04:48:01] TOWNHOUSES AS WELL AS SINGLE FAMILY  
[04:48:03] HOMES. SO IT'S QUITE BROAD. AND IT'S  
[04:48:07] ALSO DIFFERENT THAN A MEDIAN SALES  
[04:48:10] PRICE. IF YOU LOOK AT MEDIAN SALES  
[04:48:12] PRICES, THOSE TEND TO BE HIGHER THAN THE  
[04:48:15] MEDIAN HOME VALUE. YOU TOOK A PICTURE OF  
[04:48:18] MY HOUSE, ACTUALLY. ALL RIGHT, THEN.

[04:48:21] THANK YOU. WE DO HAVE A QUESTION FROM  
[04:48:23] COMMISSIONER CHO, SO I HAVE  
[04:48:27] A QUESTION. ELIZABETH MIGHT BE ABLE TO  
[04:48:30] HELP ME OUT. WHY DO WE FRAME THE  
[04:48:32] CONVERSATIONS AROUND TAX LEVIES AROUND  
[04:48:36] PERCENTAGES? SHOULDN'T IT BE ABSOLUTE  
[04:48:39] DOLLAR AMOUNT? BECAUSE TO YOUR POINT  
[04:48:40] HERE, IT'S ACTUALLY MISLEADING WHEN YOU  
[04:48:43] REFER TO PERCENTAGE. MY UNDERSTANDING IS  
[04:48:46] WE TELL THE COUNTY ASSESSOR WE WANT X  
[04:48:48] DOLLAR AMOUNT, AND THAT TRANSLATES TO A  
[04:48:51] PERCENTAGE. IT'S NOT LIKE WE TELL THEM  
[04:48:54] WE WANT 3% AND THEN THAT TURNS INTO X  
[04:48:57] AMOUNT OF DOLLARS. SO I FEEL LIKE WE  
[04:48:59] NEED TO CHANGE THE WAY WE TALK ABOUT THE  
[04:49:01] TAX LEVY BECAUSE I FEEL LIKE WHEN WE  
[04:49:03] TALK ABOUT, OH, WE'RE GOING TO DO 2%  
[04:49:05] INSTEAD OF 3%. THAT MAKES IT SEEM LIKE  
[04:49:07] WE'RE ACTUALLY BRINGING LESS MONEY. BUT  
[04:49:10] IT DOESN'T BECAUSE TO THIS POINT HERE AT  
[04:49:13] THE BOTTOM, IF PROPERTY VALUES CONTINUE  
[04:49:16] TO RISE AT 3% OR 2% COULD  
[04:49:20] ACTUALLY EVEN BE MORE MONEY IN ABSOLUTE  
[04:49:23] TERMS. SO IS THERE A REASON WHY WE KEEP  
[04:49:26] REFERRING TO THE TAX LIBRARY IN TERMS OF  
[04:49:28] PERCENTAGE AND NOT JUST ABSOLUTE  
[04:49:30] DOLLARS? SO YOU'RE ABSOLUTELY RIGHT.  
[04:49:33] THE PORT SETS A DOLLAR AMOUNT, AND THEN  
[04:49:37] THE COUNTY TRANSLATES THAT INTO A  
[04:49:40] MILLAGE RATE. AND THE ONLY REASON THAT  
[04:49:43] THE MILLAGE RATE IS SHOWN HERE IS SO  
[04:49:45] THAT YOU CAN SEE HOW WE'VE CALCULATED  
[04:49:48] WHAT A MEDIAN HOMEOWNER MIGHT  
[04:49:51] EXPECT TO PAY BECAUSE THAT ELEVEN  
[04:49:55] CENT MILITARY IS APPLIED TO THE \$640,000  
[04:50:01] HOME. AND THAT'S HOW WE GET TO THE \$72.  
[04:50:03] SO THE PORT DOESN'T SET THE MILITARY.  
[04:50:05] YOU'RE ABSOLUTELY CORRECT. AND THE  
[04:50:07] PERCENTAGE INCREASE OF 3% FROM 2021 TO  
[04:50:12] 2022.  
[04:50:16] WE'VE USED THAT MORE AS A WAY TO  
[04:50:20] PRESERVE TO THINK ABOUT PRESERVING  
[04:50:22] PURCHASING POWER. IF INFLATION FOR THE  
[04:50:26] LAST FIVE YEARS, INFLATION HAS AVERAGED  
[04:50:28] ABOUT JUST OVER 3% THIS  
[04:50:32] YEAR, IT'S ACTUALLY HIGHER THAN THAT.  
[04:50:34] SO WE LOOK AT THE PURCHASING POWER OF  
[04:50:37] THE LEVY, AND WE SAY, WELL, WE'RE LOSING  
[04:50:41] VALUE FROM THE TAX LEVY UNLESS WE  
[04:50:43] INCREASE IT BY A CERTAIN AMOUNT. THAT'S  
[04:50:47] ALONG THE LINES OF INFLATION. SO THAT'S  
[04:50:49] WHY WE TALK ABOUT THE PERCENTAGE. BUT WE  
[04:50:51] DON'T TELL THE LET THE COUNTY INCREASE  
[04:50:54] OUR LEVY BY 3%. WE TELL THE COUNTY TO  
[04:50:59] LEVY 81 MILLION.  
[04:51:06] BUT ISN'T IT TRUE THAT LIKE THE PORT OF  
[04:51:07] TACOMA, THEY JUST HAVE A FLAT MILITARY.  
[04:51:11] AND WITH WHATEVER THE PROPERTY VALUE IS,  
[04:51:13] THEY GET THAT PERCENTAGE. THAT'S HOW  
[04:51:16] THEY CALCULATE THEIR TAX LEVY.  
[04:51:20] THEY TAKE THAT MILLAGE RATE AND THEY USE  
[04:51:23] THAT TO CALCULATE WHAT LEVY THEY ASK  
[04:51:27] FOR. OKAY. SO AGAIN,

[04:51:32] IT IS A FUNNY THING THAT COMMISSION  
[04:51:35] POINTS OUT. WE'RE JUST SETTING A NUMBER.  
[04:51:38] SO WE'RE SAYING WE NEED \$72  
[04:51:42] MILLION OR WHATEVER. WE NEED THE \$81  
[04:51:45] MILLION TO FINANCE WHAT WE WANT TO DO.  
[04:51:49] SO I'M JUST WONDERING WHICH  
[04:51:55] BASICALLY COMES OUT TO \$72 A HOME. BUT  
[04:52:00] THE PERCENTAGE DOES SEEM TO BE ARBITRARY  
[04:52:04] AS SOMETHING TO BE REFLECTING AS OUR  
[04:52:09] WHY AREN'T WE JUST SAYING GOING FORWARD  
[04:52:11] FOR THE NEXT CIP, WE WANT TO HAVE \$81  
[04:52:15] TO \$85 MILLION OVER  
[04:52:19] THAT FIVE YEAR PERIOD OR WHATEVER AND  
[04:52:22] WHATEVER THE PERCENTAGE IS IS WHAT IT  
[04:52:24] IS. WE'RE GOING TO INCREASE THE  
[04:52:28] AMOUNT BY I DON'T KNOW.  
[04:52:33] I THINK THE PORT HERE IS THAT IF WE MAKE  
[04:52:35] A COMMITMENT TO RAISE 3% EVERY YEAR,  
[04:52:39] WE DON'T ACTUALLY KNOW HOW MUCH THAT'S  
[04:52:41] GOING TO TURN OUT TO BE.  
[04:52:44] MY UNDERSTANDING BEFORE I GOT HERE WAS  
[04:52:46] THAT WE HAD COMMITTED TO RAISE 3% FOR  
[04:52:48] WHAT, FOUR OR FIVE YEARS. RIGHT. BUT  
[04:52:51] BASED ON MY UNDERSTANDING OF THIS, WE  
[04:52:55] DON'T KNOW WHAT THAT ACTUALLY TURN LIKE  
[04:52:57] IT'S ARBITRARY. WELL, NO, LET ME  
[04:53:00] JUMP IN THERE. ELIZABETH, CORRECT ME IF  
[04:53:02] I'M WRONG. WE PLAN FOR THE 3% INCREASE  
[04:53:06] AS WE LOOK AT THAT. WHAT THAT FITS INTO  
[04:53:08] OUR FIVE YEAR SPENDING PLAN. FOR NOW,  
[04:53:10] YOU CAN SEE IT'S 81 MILLION FROM THE  
[04:53:12] LEVY FITS INTO OUR SPENDING PLAN. SO THE  
[04:53:15] 3% IS FROM THE 2021 AMOUNT TO 2022.  
[04:53:19] THAT IS DEFINITELY A 3% INCREASE.  
[04:53:22] SO THAT HAS  
[04:53:27] TO DO WITH MILITARY RATES. THAT'S AN  
[04:53:28] EXACT AMOUNT. SO THERE IS A 3% THERE.  
[04:53:32] THERE'S AN ACTUAL 3% THERE. RIGHT.  
[04:53:35] BUT WHEN WE'RE TALKING ABOUT THE BANK,  
[04:53:38] WE WERE BANKING THE PERCENTAGES THAT WE  
[04:53:40] DIDN'T ACTUALLY RAISE OVER TEN YEARS.  
[04:53:42] RIGHT. THE PERCENTAGES WE'RE TALKING  
[04:53:44] ABOUT ARE DIFFERENT.  
[04:53:49] MAYBE IT WOULD BE HELPFUL TO GO TO THE  
[04:53:52] APPENDIX. PAGE 33.  
[04:54:01] AUBREE IF YOU COULD FORWARD TO PAGE 33.  
[04:54:05] AND THEN MICHELLE, THIS IS COMMISSIONER  
[04:54:09] BOWMAN. MAY I JUMP IN AFTER ELIZABETH  
[04:54:12] COMPLETES HER THOUGHTS? YES. WE ALSO  
[04:54:15] HAVE COMMISSIONER CALKINS, WHO HAS A  
[04:54:17] QUESTION. WE WILL TAKE THOSE. I'M NOT  
[04:54:20] SURE WHAT HAPPENED TO OUR PRESENTATION.  
[04:54:22] HANG ON A MINUTE. OH, HERE SHE IS.  
[04:54:26] THANKS. SO THIS SHOWS THE MAXIMUM  
[04:54:30] LEVY THAT INCREASES BY APPROXIMATELY 2%.  
[04:54:35] AND IT'S NOT A FIXED PERCENTAGE INCREASE  
[04:54:39] BECAUSE IT INCLUDES A FIXED PERCENTAGE  
[04:54:43] OF 101% PLUS A  
[04:54:47] FACTOR FOR NEW CONSTRUCTION. SO IN YEARS  
[04:54:50] WHERE YOU HAVE A LOT OF NEW  
[04:54:51] CONSTRUCTION, IT ACTUALLY INCREASES BY  
[04:54:54] MORE THAN 2% IN YEARS WHERE WE'VE HAD  
[04:54:57] VERY LITTLE NEW CONSTRUCTION, IT'LL BE

[04:55:00] LESS THAN 2%. BUT ON AVERAGE, THAT  
[04:55:03] MAXIMUM IS GROWING ABOUT 2%. THE LEVEE  
[04:55:06] ITSELF, THAT LIGHT BLUE AREA THAT  
[04:55:10] CHANGES BASED ON WHATEVER THE PORT  
[04:55:13] DETERMINES THE LEVY AMOUNT TO BE. AND  
[04:55:17] YOU CAN SEE THAT IN THE LAST FEW YEARS,  
[04:55:20] IT HAS BEEN INCREASING BY 3%.  
[04:55:24] AND THAT WAS BASED ON A PLAN DEVELOPED  
[04:55:28] IN 2019 TO FUND A NUMBER  
[04:55:32] OF CAPITAL INVESTMENTS AND TO REGAIN  
[04:55:35] SOME OF THE PURCHASING POWER THAT WE HAD  
[04:55:37] LOST FROM MANY YEARS OF  
[04:55:42] NOT INCREASING THE LEVY AND EVEN AT  
[04:55:44] TIMES DECREASING IT. SO THAT DARKER BLUE  
[04:55:47] AREA. THAT'S THE BANK CAPACITY. THAT'S  
[04:55:50] THE DIFFERENCE THAT THE PORT CAN TAP  
[04:55:52] INTO BUT DOESN'T HAVE TO.  
[04:55:56] MR. COMMISSION PRESIDENT, I DO HAVE  
[04:55:59] COMMISSIONER CALKINS AND COMMISSIONER  
[04:56:01] BOWMAN IN THAT ORDER. VERY GOOD.  
[04:56:04] AND I MIGHT HAVE TO HAND THIS MEETING OF  
[04:56:07] THE COMMISSIONER CALKINS HERE IN A  
[04:56:08] MOMENT. THERE'S A SEAPORT ALLIANCE  
[04:56:10] EMERGENCY MEETING BEING CALLED. I  
[04:56:12] BELIEVE AT FIVE, BUT I'LL CONFIRM THAT  
[04:56:14] IN THE MEANTIME, COMMISSIONER CAUCUS.  
[04:56:20] YEAH. THANK YOU. AND I HAD A COUPLE OF  
[04:56:24] OTHER QUESTIONS, BUT I WANT TO JUST SORT  
[04:56:26] OF GIVE MY OWN COMMENT TO THAT QUESTION  
[04:56:29] AROUND. I FEEL BAD FOR ELIZABETH BECAUSE  
[04:56:31] SHE HAS BEEN WORKING OVER THE LAST THREE  
[04:56:33] YEARS TO FIND A WAY THAT WORKS FOR US.  
[04:56:36] AS COMMISSIONERS UNDERSTAND THE  
[04:56:38] INCREASES TO THE LEVY AND HOW IT'S  
[04:56:39] CALCULATED AND ALL THAT STUFF. SO I WANT  
[04:56:41] TO APPRECIATE THAT SLIDE THAT YOU WERE  
[04:56:42] SHOWING EARLIER. I DON'T KNOW IF YOU CAN  
[04:56:43] GO BACK TO IT, BUT I ACTUALLY FEEL LIKE  
[04:56:46] THAT CAPTURES ONE OF THE REALLY KEY  
[04:56:50] POINTS THAT I'VE BEEN TRYING TO MAKE,  
[04:56:51] WHICH IS THE IMPACT ON ANY PARTICULAR  
[04:56:53] HOUSEHOLD IN THE PAST. AS WE'VE TALKED  
[04:56:57] ABOUT PERCENTAGE INCREASE, I FEEL LIKE  
[04:56:59] THAT'S A PERCENTAGE INCREASE IN THE  
[04:57:02] RECEIPT OF FUNDS TO THE PORT, BUT MAY  
[04:57:05] NOT CORRELATE TO THE ACTUAL IMPACT FOR A  
[04:57:08] PARTICULAR HOMEOWNER BECAUSE OF TWO  
[04:57:09] VARIABLES. ONE IS THE TOTAL NUMBER OF  
[04:57:12] HOMES IN KING COUNTY, WHICH PARTICULARLY  
[04:57:14] OVER THE LAST DECADE, HAS INCREASED  
[04:57:16] SIGNIFICANTLY AND THE VALUE OF THOSE  
[04:57:18] HOMES IN KING COUNTY, WHICH IS FAR  
[04:57:21] EXCEEDED INFLATION AND THE AMOUNT  
[04:57:25] THAT WE'VE BEEN ASKING FOR. SO I THINK  
[04:57:26] THAT'S A REALLY INTERESTING POINT. WE  
[04:57:29] ARE ASKING FOR A REAL INCREASE  
[04:57:32] OF 3%, BUT THE ACTUAL IMPACT OF  
[04:57:35] HOMEOWNERS IS THE NUMBER STAYING THE  
[04:57:38] SAME \$72 TO \$72, SO THAT'S I THINK  
[04:57:41] REALLY IMPORTANT. BUT CAN I PIVOT TO  
[04:57:45] QUESTIONS ON DIFFERENT TOPICS? IS THAT  
[04:57:47] OKAY. SO I'LL  
[04:57:51] ASSUME THAT'S ALL RIGHT. THE FIRST IS I



[04:57:52] WANT TO ASK WE'VE BEEN PREPARING FOR A  
[04:57:55] MEETING ON THE 28TH WITH THE SEAPORT  
[04:57:57] ALLIANCE, IN WHICH WE'VE BEEN  
[04:58:01] GOING OVER BUDGET FIGURES, BOTH ACTUALS  
[04:58:05] FROM THIS YEAR AND FORECAST FOR NEXT  
[04:58:08] YEAR. AND WE'RE SEEING SOME VERY  
[04:58:12] GOOD NUMBERS RIGHT NOW MONTHLY NUMBERS.  
[04:58:15] AND I'M WONDERING IF WE'RE BEGINNING TO  
[04:58:17] SEE IF THOSE NUMBERS ARE GOOD ENOUGH OR  
[04:58:21] SIGNIFICANT ENOUGH TO HAVE ALTERED IN  
[04:58:24] ANY WAY THE FORECAST THAT YOU GUYS ARE  
[04:58:26] PUTTING TOGETHER FOR 2022 OR IF IT'S  
[04:58:29] JUST TOO EARLY OR TOO TENUOUS TO BE ABLE  
[04:58:32] TO INCLUDE THOSE SIGNIFICANT  
[04:58:34] IMPROVEMENTS IN THE CASH DISTRIBUTION  
[04:58:36] THAN WE'VE SEEN. AND EVEN ARGUABLY,  
[04:58:39] IN YEARS PRIOR TO THE PANDEMIC,  
[04:58:45] WE HAVE WORKED WITH DAVID  
[04:58:48] MORRISON. HE'S PROVIDED US HIS FIVE YEAR  
[04:58:52] FORECAST, AND WE HAVE INCORPORATED THAT  
[04:58:57] IN OUR FUNDING PLAN. IT'S ONE OF THE  
[04:58:59] REASONS WHY WE FEEL COMFORTABLE USING  
[04:59:02] THE 2% AS A LONGER TERM  
[04:59:07] PLANNING ASSUMPTION, AS OPPOSED TO THE  
[04:59:09] 3% THAT WE WERE LOOKING AT IN JULY.  
[04:59:13] THE IMPROVEMENTS IN THE REVENUES FROM  
[04:59:15] THE ALLIANCE ARE A SIGNIFICANT PART OF  
[04:59:17] THAT. OKAY. GREAT.  
[04:59:21] YEAH. I THINK THAT'S GOING TO BE AN  
[04:59:23] INTERESTING CONVERSATION ON THURSDAY,  
[04:59:25] AS WE CONSIDER HOW THOSE BETTER  
[04:59:30] THAN PROJECTED REVENUES FROM THAT  
[04:59:32] PARTICULAR LINE OF BUSINESS MIGHT IMPACT  
[04:59:34] US IN THE LONG TERM. SECOND QUESTION IS,  
[04:59:39] TWO YEARS AGO WE HAD IN OUR PLAN OF  
[04:59:41] FINANCE AND OUR CIP LINE ITEM  
[04:59:45] FOR 100 MILLION DOLLAR INVESTMENT IN T  
[04:59:47] 46 RELATED TO THE PROPOSED CRUISE  
[04:59:51] TERMINAL. I PRESUME THAT'S BEEN  
[04:59:54] BACKED OUT BECAUSE WE SUSPENDED THAT.  
[04:59:57] HOW HAS THAT IMPACTED THE PLAN OF  
[05:00:00] FINANCE AND THE CAPITAL IMPROVEMENT  
[05:00:01] PLAN? HAVE WE INSERTED NEW CAPITAL  
[05:00:04] PROJECTS OR CAPITAL PROJECTS THAT SORT  
[05:00:08] OF FELL BELOW THE  
[05:00:13] RED LINE THAT WE HAD IN OUR PLAN OF  
[05:00:14] FINANCE? HAVE WE DECIDED TO DO THOSE,  
[05:00:17] OR ARE WE JUST SETTING  
[05:00:21] THAT ASIDE FOR NOW AND WAITING TO SEE  
[05:00:25] YOU'RE CORRECT THAT NEW CRUISE TERMINAL  
[05:00:28] IS NO LONGER PART OF THE CAPITAL PROGRAM  
[05:00:32] FOR THE MARITIME DIVISION. THERE ARE  
[05:00:36] OTHER CHANGES TO THE CIP,  
[05:00:40] FOR EXAMPLE, REDEVELOPMENT OF THAT NORTH  
[05:00:43] BIRTH AT TERMINAL 46 HAS BEEN INCLUDED,  
[05:00:49] AS WELL AS A NUMBER OF OTHER PROJECTS  
[05:00:51] THAT ARE MOVING ALONG. THERE ARE SEVERAL  
[05:00:54] INDESIGN THAT WILL LIKELY MOVE FORWARD  
[05:00:57] TO CONSTRUCTION, AND SO THAT CAPITAL  
[05:01:01] PLAN IS ALL FUNDED IN THIS, AS SCOTT  
[05:01:05] DESCRIBED IN THE PLAN OF FINANCE, THOSE  
[05:01:07] PROJECTS ARE ALL FUNDED UNDER THIS  
[05:01:09] ANALYSIS.

[05:01:14] OKAY. THANK YOU. I THINK THAT'S THE  
[05:01:17] EXTENT OF MY QUESTIONS FOR NOW. THANK  
[05:01:19] YOU SO MUCH. THANK YOU. COMMISSIONER  
[05:01:21] MOVING TO COMMISSIONER BOWMAN.  
[05:01:27] SORRY, I WAS ON MUTE. I DON'T REALLY  
[05:01:29] HAVE ANY QUESTIONS. I REALLY APPRECIATE  
[05:01:32] THE ANIMATED DISCUSSION AROUND THE  
[05:01:34] PROPERTY TAX LOVING. I WISH WE HAD A  
[05:01:36] CHANCE TO HAVE A LITTLE EARLIER IN THE  
[05:01:37] MEETING BECAUSE I THINK THESE ARE GREAT  
[05:01:39] QUESTIONS. I AM JUST HAVING TO LET  
[05:01:42] EVERYBODY KNOW I HAVE TO SIGN OFF HERE  
[05:01:44] AT 05:00, SO I'M GOING TO BE EXITING THE  
[05:01:47] MEETING. BUT ELIZABETH, AS ALWAYS,  
[05:01:49] THANK YOU SO MUCH FOR YOUR PRESENTATION.  
[05:01:52] I WILL SAY THAT I AM GOING TO BE TALKING  
[05:01:55] TO MY COLLEAGUES ABOUT PUTTING TOGETHER  
[05:01:59] A COMMITTEE OF CITIZENS,  
[05:02:02] MAYBE FROM THE MUNI LEAGUE OR LEAGUE OF  
[05:02:03] WOMEN VOTERS OR OTHER FOLKS THAT PAY  
[05:02:06] ATTENTION TO MUNICIPAL GOVERNMENT TO  
[05:02:07] TAKE A LOOK AT OUR POLICIES AROUND THE  
[05:02:10] TAX LEVY, I DO THINK IT'S IMPORTANT FOR  
[05:02:12] US WE DON'T HAVE ANY REAL CONSISTENT  
[05:02:15] POLICIES WE HAVE IN THE PAST, AS YOU  
[05:02:16] POINTED OUT, ELIZABETH, BUT WE HAVE  
[05:02:18] EXTENDED THE USE OF THE TAX VALUE OVER  
[05:02:21] THE LAST SIX TO SEVEN YEARS INTO AREAS  
[05:02:23] WHERE WE'VE NEVER FUNDED BEFORE. AND  
[05:02:25] WHILE I ALWAYS APPRECIATE COMMISSIONER  
[05:02:27] CALKINS POINT THAT IN DOLLAR AMOUNTS,  
[05:02:30] IT MIGHT APPEAR LOW, I CAN TELL YOU, AS  
[05:02:32] A HOMEOWNER, MY TAX ASSESSMENT WENT UP  
[05:02:35] \$90,000 THIS YEAR, AND SO I'M JUST  
[05:02:38] TRYING TO BE COGNIZANT OF WHAT OTHER  
[05:02:40] HOMEOWNERS IN KING COUNTY ARE FACING  
[05:02:43] WITH ENORMOUS INCREASES IN THEIR  
[05:02:46] ASSESSMENTS AND THAT I THINK WE NEED TO  
[05:02:47] BE AWARE OF THAT AS WELL. WHEN WE ARE  
[05:02:50] INCREASING THE LEVY. WITH THAT, I'M  
[05:02:52] GOING TO SIGN OFF. AND THANK YOU SO MUCH  
[05:02:54] AGAIN TO THIS STAFF FOR THE GREAT WORK  
[05:02:56] TODAY IN THIS MEETING THAT'S BEEN GOING  
[05:02:58] ON SINCE 1030. REALLY APPRECIATE IT.  
[05:03:01] THANK YOU, COMMISSIONER BOWMAN. I MEAN,  
[05:03:04] I WAS WONDERING I TOO, HAVE TO GET ON  
[05:03:06] THE ALLIANCE CALL. SO DO WE HAVE MORE  
[05:03:08] PRESENTATION? I CAN JUST HAND THIS OFF  
[05:03:10] TO COMMISSIONER CAUCUS IF THERE'S STILL  
[05:03:12] MORE DISCUSSION TO BE HAD. WE DO HAVE A  
[05:03:15] FEW MORE SLIDES, BUT WE'RE GETTING CLOSE  
[05:03:17] TO THE END. OKAY. I WILL GIVE YOU  
[05:03:20] ANOTHER FIVE AND THEN COMMISSIONER CHO,  
[05:03:23] ARE YOU AVAILABLE TO TAKE IT ON FROM  
[05:03:26] HERE? HAPPY TO DO SO.  
[05:03:29] AND THEN JUST A TIME CHECK THAT IT IS  
[05:03:31] 504.  
[05:03:34] VERY GOOD. SO I  
[05:03:38] SHOULD JUST GO. SO I'LL HAND IT OFF TO  
[05:03:40] COMMISSIONER CALKINS AT THIS TIME AND I  
[05:03:42] WILL READ THE LAST COUPLE OF SLIDES.  
[05:03:44] THANK YOU AS ALWAYS, BUT MY OTHER  
[05:03:47] HAT CALLS. SO STILL ON POOR BUSINESS

[05:03:50] AFTER 05:00, THOUGH. HAVE IT BE NOTED?  
[05:03:54] THANK YOU. THANK YOU, COMMISSIONER.  
[05:03:58] NEXT SLIDE, PLEASE.  
[05:04:05] THIS SLIDE IS PRETTY SELF EXPLANATORY.  
[05:04:08] OF THE 6.6 MILLION IN PROPERTY TAXES THE  
[05:04:11] COUNTY COLLECTED LAST YEAR, ONLY 1.2%  
[05:04:16] WENT TO THE PORT, ABOUT 57% GOES  
[05:04:20] TO SCHOOLS AND THE REST TO OTHER  
[05:04:22] MUNICIPALITIES. NEXT SLIDE, PLEASE.  
[05:04:28] THIS IS AN UPDATE OF THE 2021 TAX LEVY.  
[05:04:32] WHEN WE MET WITH YOU LAST YEAR, WE  
[05:04:33] SHOWED YOU THE 2021 FORECAST AND  
[05:04:38] THIS IS AN UPDATE OF THAT. I'LL START  
[05:04:40] ACTUALLY AT THE BOTTOM. WE'RE PROJECTING  
[05:04:42] AN ENDING FUND BALANCE OF 18.7 MILLION,  
[05:04:46] AND THAT'S LARGELY BECAUSE OF THE TOP  
[05:04:50] LINE. THE BEGINNING FUND BALANCE OF 24  
[05:04:53] MILLION ACTUALLY TURNED  
[05:04:56] OUT TO BE HIGHER THAN WHAT WE HAD  
[05:04:59] PROJECTED A YEAR AGO DUE TO SOME  
[05:05:04] SPENDING THAT HAD BEEN DELAYED AND HAS  
[05:05:07] ROLLED FORWARD. AS I MENTIONED EARLIER,  
[05:05:11] IN ADDITION TO THIS TAX LEVY FUND,  
[05:05:14] WE HAVE TWO OTHER FUNDS THAT HAVE BEEN  
[05:05:18] ESTABLISHED AND ARE PAID FOR WITH TAX  
[05:05:22] LEVY DOLLARS THAT HAVE BEEN SET ASIDE  
[05:05:24] FOR SPECIFIC PURPOSES. THE HARBOR  
[05:05:26] DEVELOPMENT FUND TO FUND T FIVE, WHICH  
[05:05:29] WE EXPECT TO DEplete IN THE NEXT YEAR,  
[05:05:32] AND THEN THE TRANSPORTATION  
[05:05:34] INFRASTRUCTURE FUND, WHICH IS ONGOING  
[05:05:36] AND INCLUDES FUNDS FROM THE TAX LEVY SET  
[05:05:38] ASIDE FOR SPECIFIC TRANSPORTATION  
[05:05:41] INITIATIVES. THERE ARE GREATER DETAIL  
[05:05:46] ON THOSE FUNDS AND ON THE 2021 UPDATE IN  
[05:05:51] THE APPENDIX. NEXT SLIDE, PLEASE LOOKING  
[05:05:57] FORWARD FOR THIS FIVE YEAR PLANNING  
[05:06:00] PERIOD, AND THIS IS WHAT'S BEEN  
[05:06:02] INCORPORATED IN THE PLAN OF FINANCE THAT  
[05:06:04] SCOTT DISCUSSED. WE SEE THE TOP LINE.  
[05:06:07] THE 18.7 MILLION IS THE FUND BALANCE  
[05:06:10] FROM THIS YEAR THAT CALL ROLL FORWARD  
[05:06:12] INTO 2022. THE TAX LEVY COLLECTION  
[05:06:17] IS THE SUM OF THE 81 MILLION  
[05:06:21] THAT WE HAVE ESTIMATED FOR 2022,  
[05:06:25] AND THEN THAT AMOUNT INCREASING BY 2% A  
[05:06:29] YEAR FOR 23 TO 26.  
[05:06:32] AND THEN WE ALSO HAVE SOME RECEIPTS  
[05:06:36] FROM ENVIRONMENTAL INSURANCE COLLECTIONS  
[05:06:40] AND GRANTS THAT WE'VE ESTIMATED AT \$48  
[05:06:43] MILLION. THE FIRST USE OF THE LEVY IS  
[05:06:47] TO PAY GEO BOND DEBT SERVICE. MOST OF  
[05:06:51] THIS IS DEBT SERVICE ON EXISTING DEBT.  
[05:06:55] BUT AS SCOTT NOTED, WE ARE ANTICIPATING  
[05:06:58] NEW GO BONDS THAT WILL FUND 292,000,000  
[05:07:02] OF CAPITAL PROJECTS, AND THAT DEBT  
[05:07:06] SERVICE IS INCORPORATED IN THAT  
[05:07:08] 243,000,000 OF GEO BOND DEBT SERVICE IN  
[05:07:12] THE NEXT FIVE YEARS. WE ALSO HAVE ABOUT  
[05:07:15] 87 MILLION OF CASH THAT WILL ALSO BE  
[05:07:19] AVAILABLE TO FUND CAPITAL PROJECTS.  
[05:07:22] WE'RE ANTICIPATING 101,000,000 OF  
[05:07:25] ENVIRONMENTAL EXPENSE AND 48 MILLION IN

[05:07:30] NON CAPITAL INVESTMENTS IN THE  
[05:07:32] COMMUNITY. SPECIFIC THE LARGER ONES  
[05:07:35] WOULD BE WORKFORCE DEVELOPMENT,  
[05:07:37] ECONOMIC DEVELOPMENT GRANTS, SEATAC,  
[05:07:40] CITY SAFETY, SOUTH KING COUNTY FUND.  
[05:07:45] AND THEN THERE ARE A NUMBER OF SMALLER  
[05:07:47] PROGRAMS THAT HAVE BEEN VERY IMPORTANT  
[05:07:50] INVESTMENTS IN THE COMMUNITY. AND  
[05:07:53] THERE'S DETAIL ON THESE LINE ITEMS ALSO  
[05:07:58] IN THE APPENDIX. ALL RIGHT,  
[05:08:01] LAST SLIDE.  
[05:08:05] ANOTHER WAY THAT WE LOOK AT THE LEVY IS  
[05:08:08] WHAT'S DISCRETIONARY AND WHAT'S NOT  
[05:08:09] DISCRETIONARY. VERY BROADLY, WE DEEM OUR  
[05:08:13] GEO BOND DEBT SERVICE AND OUR  
[05:08:16] ENVIRONMENTAL REMEDIATION AS  
[05:08:19] NONDISCRETIONARY. THESE ARE OUR LEGAL  
[05:08:22] OBLIGATIONS AND DISCRETIONARY SPENDING  
[05:08:26] IS THE CAPITAL INVESTMENTS AND THE  
[05:08:30] COMMUNITY PROGRAMS THAT THE PORT CHOOSES  
[05:08:33] TO DO SO FOR 2022,  
[05:08:37] WE HAVE ABOUT 35% OF THE LEVY IS  
[05:08:40] DISCRETIONARY. IF WE LOOK AT THE FULL  
[05:08:43] FIVE YEAR PERIOD, THE AMOUNT OF  
[05:08:45] DISCRETIONARY SPENDING INCREASES, AND IT  
[05:08:48] INCLUDES THE NEW GEO BOND DEBT SERVICE  
[05:08:51] BECAUSE THE PORT HAS DISCRETION SIMILAR  
[05:08:54] TO CAPITAL PROJECTS. IF WE CHOOSE NOT TO  
[05:08:57] DO THE PROJECTS, THEN WE DON'T NEED THE  
[05:08:59] NEW BONDS. AND SO THERE IS DISCRETION  
[05:09:02] THERE. THE NONDISCRETIONARY  
[05:09:07] DECREASES AS PRIMARILY BECAUSE THE  
[05:09:10] EXISTING DEBT SERVICE BEGINS TO ROLL  
[05:09:14] OFF. SO THIS IS JUST ANOTHER WAY TO LOOK  
[05:09:18] AT THE TAX LEVY. AND THAT'S  
[05:09:21] ALL OF OUR FORMAL PRESENTATION. THERE'S  
[05:09:24] A LOT OF DETAIL IN THE APPENDIX, AND  
[05:09:27] WE'RE HAPPY TO ANSWER ANY QUESTIONS.  
[05:09:32] THANK YOU, ELIZABETH. AS I TAKE OVER TO  
[05:09:35] FINALIZE THIS, I'M GOING TO GIVE STEVE  
[05:09:37] MEZZIK ONE MORE OPPORTUNITY TO SHARE ON  
[05:09:38] THIS PARTICULAR TOPIC, AND THEN I'LL ASK  
[05:09:40] FOR ANY MORE QUESTIONS AFTER THAT.  
[05:09:47] THANKS. I APPRECIATE THE QUESTIONS AND  
[05:09:50] THE INTEREST IN THIS. AND SCOTT AND  
[05:09:53] ELIZABETH, THANKS FOR WALKING THROUGH  
[05:09:55] THAT. I KNOW THIS REALLY IS WHERE  
[05:09:59] WE INTERACT, AND WE LOOK AT EVERY YEAR  
[05:10:02] HOW BEST TO DESCRIBE THIS. AND THEN  
[05:10:05] REALLY, I HOPE WE PAINTED THE PICTURE  
[05:10:08] THROUGH THE OTHER BUDGET PRESENTATIONS  
[05:10:09] IN HERE IS THAT WE'RE STILL TAKING THE  
[05:10:11] MIDDLE PATH, RIGHT? THAT WE'RE STILL  
[05:10:13] THERE'S UNCERTAINTY AHEAD OF US. AND ONE  
[05:10:16] THING THAT ELIZABETH DIDN'T TALK ABOUT,  
[05:10:17] WE TALK ABOUT THE 3% HERE, AND YOU  
[05:10:21] LOOK AT SOME OF THIS IS WHEN WE'RE  
[05:10:23] LOOKING ON CERTAINTY, IT'S THAT  
[05:10:24] CONSTRUCTION INFLATION GOING FORWARD.  
[05:10:27] SO I WANT TO BE COGNIZANT OF THAT WHEN  
[05:10:29] SHE TALKS ABOUT THAT OVERHEAD SOMETIME  
[05:10:31] IN THE FUTURE ABOUT SOME OF OUR PROJECTS  
[05:10:34] THAT'S GOING TO BE COMING BACK. WE'LL

[05:10:36] UNDERSTAND THAT MORE. I THINK WE'RE IN A  
[05:10:38] PERIOD NOW OF SOME INFLATION, BUT THEIR  
[05:10:41] SUPPLY CHAIN ISSUES AND OTHER ISSUES.  
[05:10:43] BUT THE CONSTRUCTION OF THE IMPACT ON  
[05:10:45] THAT OF THE PROJECTS AS WE GO FORWARD AS  
[05:10:47] WELL, ESPECIALLY AS YOU MOVE FARTHER  
[05:10:49] ALONG TO THAT DESIGN AND THEN INTO THE  
[05:10:51] CONSTRUCTION, SOME OF THOSE IMPACTS WILL  
[05:10:54] BE THERE. AND SO I KNOW THAT ON SOME OF  
[05:10:56] THESE PROJECTS, WE STILL HAVE A RANGE  
[05:10:58] AND WE'RE NOT THERE. BUT WE'RE  
[05:11:02] DELIVERING A LOT IN 21 AND THEN IN 22 AS  
[05:11:05] WELL NEXT FEW YEARS. AND WE'LL BE MOVING  
[05:11:07] ON TO OTHER PROJECTS AFTER THAT TIME  
[05:11:09] PERIOD. I'LL STOP THERE. COMMISSIONER,  
[05:11:13] COMMISSIONER CHO OR STEINBRUECK, DO  
[05:11:14] EITHER OF YOU HAVE QUESTIONS OR COMMENTS  
[05:11:17] AS WE CONCLUDE THIS PRESENTATION? GO  
[05:11:19] AHEAD, COMMISSIONER STEINBRUECK.  
[05:11:22] WITH THIS YEAR'S  
[05:11:23] PROPOSED LEVY INCREASE, WHAT DOES THE  
[05:11:25] THREE IS IT 3% OR THREE POINT SOMETHING  
[05:11:28] PERCENT. WHAT ADDITIONAL TAX  
[05:11:33] REVENUE DOES THAT BRING IN? SO IT  
[05:11:36] IS 3%. AND SO  
[05:11:40] THIS YEAR'S LEVY IS NOT QUITE 78%. SO  
[05:11:43] IT'S ABOUT SO  
[05:11:52] IT'S ABOUT 3 MILLION MORE. SO  
[05:11:57] 1,000,001%. AND THAT VARIES FROM YEAR TO  
[05:12:00] YEAR, THOUGH, DOESN'T IT? THAT PERCENT.  
[05:12:04] WE'VE SORT OF FIXED IT AT 3%. BUT THEN  
[05:12:07] THE ACTUAL AMOUNT IS MORE EACH  
[05:12:11] YEAR. CORRECT? NO, IT'S 3% OF  
[05:12:14] THE PROCEEDING THE PAST YEAR'S LEVY. SO  
[05:12:17] EACH YEAR IT'S A CUMULATIVE THE AMOUNT  
[05:12:20] OF IT.  
[05:12:25] YEAH. AND ACTUALLY, I MISSPOKE IT'S  
[05:12:27] ABOUT 2.3 THE DIFFERENCE  
[05:12:31] BETWEEN THE 2021 LEVY AND THE 2022 LEVY.  
[05:12:36] BUT YOU'RE RIGHT THAT IF WE CONTINUED  
[05:12:38] WITH 3%, THERE IS A COMPOUNDING. SO IT'S  
[05:12:42] A PERCENTAGE INCREASE, NOT A DOLLAR  
[05:12:45] INCREASE,  
[05:12:50] COMMISSIONER CHO? YEAH. TWO QUESTIONS REAL  
[05:12:54] QUICK. WELL, I GUESS ONE QUESTION AND  
[05:12:56] ONE REQUEST. THE QUESTION THAT I HAVE IS  
[05:13:01] THE ROOM THAT WE PRESERVE OR THE AMOUNT  
[05:13:04] THAT WE BANK IN TERMS OF MAXIMUM  
[05:13:09] LEVY GET FACTORED INTO OUR CREDIT RATING  
[05:13:12] AND INTEREST RATE THAT WE GET ON THE GEO  
[05:13:14] BONDS. SO, FOR INSTANCE, IF IT'S LIKE A  
[05:13:16] DEBT TO INCOME RATIO FOR MORTGAGE IN A  
[05:13:18] HOUSE WHERE WE GET A LOWER INTEREST  
[05:13:21] RATE, IF WE UTILIZE  
[05:13:24] LESS OF OUR LEVEL LEVY,  
[05:13:28] OR IF THE BANKS KNEW THAT WE COULD IN  
[05:13:30] THEORY, RAISE IT BECAUSE WE BANKED.  
[05:13:33] I'M SEEING A LOT OF HEAD NONSENSE. I'M  
[05:13:35] GUESSING THE ANSWER IS YES. THAT'S  
[05:13:37] ACTUALLY A GREAT ANALOGY. AND WE DO GET  
[05:13:40] CREDIT WITH RATING AGENCIES AND  
[05:13:42] INVESTORS BECAUSE THEY SEE WE DO HAVE  
[05:13:44] THAT CUSHION, WHICH ALLOWS US TO DEAL

[05:13:48] WITH EMERGENCIES BECAUSE WE HAVE THAT  
[05:13:51] EXTRA CAPACITY. WE'RE NOT LEVERAGING UP  
[05:13:54] TO THE FULL AMOUNT THAT WE COULD  
[05:13:59] ACTUALLY, WE COULD BE SAVING MONEY  
[05:14:01] BECAUSE WE'RE PAYING LESS IN INTEREST  
[05:14:02] FOR THOSE YEAR LOANS. CORRECT. YOU KNOW  
[05:14:06] WHAT WOULD BE HELPFUL? YEAH. I THINK  
[05:14:09] WHAT WOULD BE HELPFUL IS IF YOU TOOK  
[05:14:11] SLIDE 33 AND DID A COMPARISON OF  
[05:14:15] ACTUAL LEVY MAXIMUM ALLOWABLE LEVY.  
[05:14:19] AND IF WE WERE ON A TRAJECTORY OF 3% SO  
[05:14:23] THAT WE CAN SEE THE DIFFERENCE IN HOW  
[05:14:24] QUICKLY WE WOULD HIT THAT ALLOWABLE  
[05:14:27] LEVEL LIMIT, I THINK THAT WOULD  
[05:14:29] VISUALIZE KIND OF WHAT THIS 2% AS  
[05:14:32] OPPOSED TO 3% WOULD DO AND HELP ME SEE,  
[05:14:35] I SEE WHY IF WE CONTINUE ON THIS COURSE  
[05:14:39] AT 3% FOR THE FORESEEABLE FUTURE, WE'RE  
[05:14:41] GOING TO HIT THAT CEILING MUCH SOONER.  
[05:14:47] I UNDERSTAND CONCEPTUALLY, BUT I THINK  
[05:14:48] VISUALLY, IF I SAW THAT, I WOULD  
[05:14:50] DEFINITELY APPRECIATE THAT. SURE. WE  
[05:14:54] HAVE ACTUALLY DONE THOSE CALCULATIONS.  
[05:14:56] IT TAKES ABOUT 30 YEARS AT 3%.  
[05:15:02] IF YOU WERE TO SAY GO UP TO 4% ON A  
[05:15:05] CONSISTENT BASIS, YOU GET THERE MUCH  
[05:15:07] FASTER. I THINK IT'S MORE LIKE TEN OR  
[05:15:10] TWELVE YEARS. SO IT'S  
[05:15:14] A COMPOUNDING EFFECT THAT REALLY FACTORS  
[05:15:18] INTO WHEN WE USE UP OUR BANK CAPACITY.  
[05:15:21] SO THE 3%, WE USE IT UP MORE GRADUALLY.  
[05:15:24] IT DOES TAKE ABOUT 30 YEARS BEFORE WE  
[05:15:26] WOULD HIT THAT MAXIMUM, BUT YOU DO HIT  
[05:15:29] IT AT SOME POINT, AND IT'S ABOUT 30  
[05:15:32] YEARS OUT. OKAY. THANKS. I APPRECIATE  
[05:15:35] THAT. OKAY.  
[05:15:38] AND I THINK THAT INCLUDES COMMENTS. AND  
[05:15:42] IS THERE ANY FURTHER PRESENTATION,  
[05:15:44] ELIZABETH, OR ARE YOU GUYS COMPLETED?  
[05:15:47] WE'RE COMPLETE JUST TO GO THROUGH ALL  
[05:15:50] THE SLIDES, THE SLIDES IN THE APPENDIX.  
[05:15:53] SURE. I MEAN, ANYTHING TO DO TONIGHT,  
[05:15:56] YOU GUYS? NO, THAT'S GREAT.  
[05:16:00] BUT FOR THE COMMISSIONER CHO, THE  
[05:16:01] PUBLIC, THEY ARE ALL THERE MUCH MORE  
[05:16:03] DETAIL AS IN THE SLIDES. AND I SINCERELY  
[05:16:07] APPRECIATE THE WORK THAT ELIZABETH AND  
[05:16:11] SCOTT HAVE DONE TO PRESENT US IN A  
[05:16:12] MANNER THAT HELPS US NON FINANCE MAJORS  
[05:16:16] TO UNDERSTAND A VERY COMPLEX THING. I  
[05:16:18] SORT OF ANALOGIZED IT TO LIKE A BRAIN  
[05:16:21] SURGEON HAVING TO EXPLAIN TO US EXACTLY  
[05:16:24] WHAT THEY DO IN THE OPERATING ROOM,  
[05:16:26] WHICH TOOK THEM DECADES TO LEARN  
[05:16:28] THEMSELVES. SO WELL DONE. THANK YOU SO  
[05:16:31] MUCH. THANKS FOR MAKING THIS TRANSPARENT  
[05:16:32] TO THE PUBLIC. WITH THAT, I'M GOING TO  
[05:16:34] GO TO OTHER BUSINESS AND SEE IF EITHER  
[05:16:37] COMMISSIONER CHO OR COMMISSIONER  
[05:16:38] STEINBRUECK HAVE ANY OTHER BUSINESS.  
[05:16:41] NOT TONIGHT. I DOUBT EXECUTIVE  
[05:16:46] DIRECTOR METRUCK ANY OTHER BUSINESS? NO,  
[05:16:49] I THINK COMMISSIONER'S PATIENCE, I KNOW



[05:16:51] THERE'S REALLY IMPORTANT DISCUSSIONS  
[05:16:53] TODAY, SO I'M GLAD WE GOT THROUGH IT,  
[05:16:56] BECAUSE NEXT MEETINGS ARE NOT GOING TO  
[05:16:58] BE ANY LESS PACKED AGENDAS. SO THANK YOU  
[05:17:01] FOR YOUR TIME AND YOUR LEADERSHIP AND  
[05:17:03] YOUR ATTENTION ON THESE ISSUES. AND WITH  
[05:17:07] THAT, I'M ASSUMING CLERK HART. I DON'T  
[05:17:10] HAVE THE SCRIPT IN FRONT OF ME, CLERK  
[05:17:12] HART. SO I DON'T BELIEVE THERE ARE ANY  
[05:17:13] REFERRALS TO COMMITTEE. I DON'T HAVE ANY  
[05:17:15] OTHER BUSINESS. AND I BELIEVE AT THIS  
[05:17:17] POINT AT 518, WE CAN BRING THIS MEETING  
[05:17:21] TO A CLOSE, AND I OFFICIALLY ADJOURN IT  
[05:17:27] FROM JANE. WHO APPARENTLY WHO WANTS TO  
[05:17:29] PARTICIPATE?

END OF TRANSCRIPT