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GOOD MORNING. THIS IS COMMISSION PRESIDENT RYAN CALKINS CONVENING THE REGULAR MEETING OF SEPTEMBER 27, 2022. THE TIME IS 10:32 A.M.. WE'RE MEETING IN PERSON AT THE SEATTLE TACOMA INTERNATIONAL AIRPORT CONFERENCE CENTER AND VIRTUALLY VIA MICROSOFT TEAMS. PRESENT WITH ME TODAY ARE COMMISSIONERS CHO, FELLEMAN, HASEGAWA AND MOHAMED, WHO ARE CURRENTLY GATHERED IN THE EXECUTIVE SESSION ROOM AWAITING THE OPENING OF THE PUBLIC MEETING. WE'LL NOW RECESS INTO THE EXECUTIVE SESSION TO DISCUSS THREE ITEMS REGARDING LITIGATION AND OR POTENTIAL LITIGATION OR LEGAL RISK PER RCW 42.31.10.1.I AND ONE ITEM RELATED TO LITIGATION OR POTENTIAL LITIGATION OR LEGAL RISK PER RCW 42.31.10.1.I, AND LABOR RELATIONS PER RCW 42.31.44.A FOR APPROXIMATELY 75 MINUTES AND WILL RECONVENE INTO PUBLIC SESSION AT TWELVE NOON. THANK YOU.

GOOD AFTERNOON. THIS IS COMMISSION PRESIDENT RYAN CALKINS RECONVENING THE REGULAR MEETING OF SEPTEMBER 27, 2022. THE TIME IS 12:05 P.M.. WE'RE MEETING IN PERSON AT THE SEATTLE TACOMA INTERNATIONAL AIRPORT CONFERENCE CENTER AND VIRTUALLY VIA MICROSOFT TEAMS. CLERK HART, WILL YOU PLEASE CALL THE ROLE OF COMMISSIONERS IN ATTENDANCE TODAY THANK YOU. BEGINNING WITH COMMISSIONER CHO. PRESENT. THANK YOU. COMMISSIONER FELLEMAN. PRESENT. THANK YOU. COMMISSIONER HASEGAWA. PRESENT. THANK YOU. COMMISSIONER MOHAMED. PRESENT. THANK YOU. AND COMMISSIONER CALKINS. I'M HERE AS WELL. WE DO HAVE A FULL COMMISSION WITH US TODAY. DUE TO THE CONTINUED VIRTUAL COMPONENT OF PARTICIPATION FOR OUR MEETINGS, WE HAVE STAFF, EXTERNAL PRESENTERS, AND MEMBERS OF THE PUBLIC WHO MAY BE PARTICIPATING ON THEIR PERSONAL DEVICES OR FROM THEIR TELEPHONES TODAY. WE MADE ARRANGEMENTS TO ACCOMMODATE THIS VIRTUAL FORMAT. LATER, WE'LL TAKE PUBLIC COMMENT ON ITEMS RELATED TO THE CONDUCT OF THE PORT FROM PEOPLE WHO ARE PARTICIPATING BY TEAMS, AS WELL AS FROM THOSE IN PERSON WHO HAVE SIGNED UP TO SPEAK. FOR ANYONE PARTICIPATING ON MICROSOFT TEAMS, PLEASE MUTE YOUR SPEAKERS WHEN NOT ACTIVELY SPEAKING OR PRESENTING. PLEASE KEEP YOUR CAMERAS OFF UNLESS YOU ARE A MEMBER OF THE COMMISSIONER OR EXECUTIVE DIRECTOR PARTICIPATING VIRTUALLY, OR YOU ARE A MEMBER OF STAFF

IN A PRESENTATION OR ACTIVELY ADDRESSING THE COMMISSION. MEMBERS OF THE PUBLIC ADDRESSING THE COMMISSION MAY TURN ON THEIR CAMERAS WHEN THEIR NAME IS CALLED TO SPEAK. FOR ANYONE AT THE DIOCESE HERE TODAY, PLEASE TURN OFF THE SPEAKERS ON ANY COMPUTERS AND SILENCE YOUR DEVICES. WHEN YOU ARE RECOGNIZED TO SPEAK, YOU WILL PRESS THE BUTTON FOR YOUR MICROPHONE TO BE AUDIBLE AND WILL PRESS IT AGAIN TO SILENCE IT WHEN NOT ACTIVELY SPEAKING. ALL OF THE ITEMS NOTED HERE WILL ENSURE A SMOOTHER MEETING. THANKS FOR HELP. FOR YOUR HELP. ALL VOTES TODAY WILL BE TAKEN BY THE ROLL CALL METHOD SINCE THERE IS A VIRTUAL COMPONENT TO THE MEETING, SO IT IS CLEAR FOR ANYONE PARTICIPATING VIRTUALLY HOW VOTES ARE CAST. COMMISSIONERS WILL SAY AYE OR NAY WHEN THEIR NAME IS CALLED. TO BE EQUITABLE I ASK THAT ALL COMMISSIONERS WAIT TO BE RECOGNIZED BEFORE SPEAKING. WE ARE MEETING ON THE ANCESTRAL LANDS AND WATERS OF THE COAST SALISH, PEOPLE WITH WHOM WE SHARE A COMMITMENT TO STEWARD THESE NATURAL RESOURCES FOR FUTURE GENERATIONS. THIS MEETING IS BEING DIGITALLY RECORDED AND MAY BE VIEWED OR HEARD AT ANY TIME ON THE PORT'S WEBSITE AND MAY BE REBROADCAST BY KING COUNTY TELEVISION. PLEASE STAND OR JOIN US FOR THE PLEDGE OF ALLEGIANCE. I PLEDGE ALLEGIANCE TO THE FLAG OF THE UNITED STATES OF AMERICA AND TO THE REPUBLIC FOR WHICH IT STANDS, ONE NATION UNDER GOD, INDIVISIBLE, WITH LIBERTY AND JUSTICE FOR ALL. THE FIRST ITEM OF BUSINESS TODAY IS APPROVAL OF THE AGENDA. COMMISSIONER HASEGAWA HAS REQUESTED THAT ITEM EIGHT J BE PULLED FROM THE CONSENT AGENDA AND ADDRESSED SEPARATELY. ITEM EIGHT K WILL BE REMOVED FROM THE AGENDA AT THE REQUEST OF STAFF AND WILL NOT BE ADDRESSED AT THIS MEETING. WE ALSO HAVE A REQUEST FOR ITEM ELEVEN A TO BE REORDERED TO BE THE LAST PRESENTATION OF THE DAY TO ACCOMMODATE SPEAKER AVAILABILITY. ARE THERE ANY OTHER MOTIONS TO REARRANGE THE ORDERS OF THE DAY OR ANY ITEMS TO REMOVE FROM THE CONSENT AGENDA FOR SEPARATE DISCUSSION? COMMISSIONERS? ALL RIGHT, COMMISSIONERS, THE QUESTION IS NOW ON APPROVAL OF THE AGENDA. IS THERE A MOTION TO APPROVE THE AGENDA? SO MOVED. A SECOND. THE MOTION HAS BEEN MADE AND SECONDED. IS THERE ANY OBJECTION TO APPROVAL OF THE AGENDA AS PRESENTED? HEARING NONE THE AGENDA IS APPROVED AS PRESENTED. TODAY, WE'RE BEGINNING OUR BUSINESS MEETING WITH A VERY SPECIAL EVENT, THE

SWEARING INTO OFFICE OF THE PORT'S NEW POLICE CHIEF MICHAEL VIA. EXECUTIVE DIRECTOR METRUCK, WILL LEAD THE CEREMONY, ADMINISTER THE OATH OF OFFICE. I KNOW THAT COMMISSIONERS WILL ALSO WANT TO ADDRESS CHIEF VIA. HE IS JOINED HERE TODAY BY HIS WIFE PEGGY, FAMILY, FRIENDS AND STAFF. I THINK AT THIS POINT I'M GOING TO ARE THEY HERE NOW? THERE. TERRIFIC. OKAY. 1 SECOND. JUST WANTED TO MAKE SURE WE HAD OUR SPECIAL GUEST. TERRIFIC.

OKAY. I THINK ARE WE GOING TO HAVE THEM COME UP AND SIT AT THE ALL RIGHT. CAN YOU SIT HERE AT THE DIAS ALL RIGHT. AND AT THIS TIME, I'M GOING TO TURN IT OVER TO EXECUTIVE DIRECTOR METRUCK FOR SOME REMARKS AND FOR THE ADMINISTRATION OF THE OATH OF OFFICE. COMMISSIONERS, THIS IS A GREAT DAY. I'M VERY HAPPY TODAY TO WELCOME CHIEF MIKE VIA, HIS WIFE PEGGY, AND ALL THE OFFICERS AND STAFF WHO JOINED US TODAY FOR THE SWEARING IN OF OUR NEXT PORT OF SEATTLE POLICE CHIEF. LET ME SAY, TOO, WHEN I SEE ALL THE MEMBERS OF THE POLICE FORCE IN THE BACK OF THE ROOM, THANK YOU FOR ALL THAT YOU DO DAY IN AND DAY OUT, KEEPING US SAFE AND SECURE. THANK YOU ALL.

THIS IS THE CULMINATION OF A LONG JOURNEY FOR THE PORT AND MIKE, IT'S BROUGHT US HERE TODAY, BUT I THINK EVERYONE WILL AGREE THAT MIKE IS THE RIGHT PERSON AT THE RIGHT TIME FOR THE PORT AND OUR POLICE DEPARTMENT. MIKE VIA JOINED THE PORT OF SEATTLE IN 2017 AFTER A LONG CAREER WITH THE TUKWILLA POLICE DEPARTMENT, AND HE SERVED AS INTERIM CHIEF SINCE 2021. AND I KNOW, AND I WAS JUST REFLECTING ON THIS BEFORE WE CAME IN HERE, AND A LOT HAS HAPPENED IN THAT TIME SINCE YOU'VE BEEN HERE. AND IT'S BEEN A PLEASURE TO SERVE WITH YOU THROUGH THESE MANY YEARS, BOTH IN YOUR ROLE NOW AND YOUR PREVIOUS ROLES. MY TIME HERE AT THE PORT, I'VE COME TO KNOW MIKE NOT ONLY AS AN OUTSTANDING POLICE OFFICER, BUT ALSO A TRUSTED LEADER, THOUGHTFUL DECISION MAKER, AND A FORWARD THINKING INNOVATOR, ALWAYS LOOKING WAYS TO SOLVE PROBLEMS AND MAKE THINGS BETTER. THE POLICE DEPARTMENT HAS A VITAL ROLE IN ENSURING THE SURETY AND SECURITY OF PORT FACILITIES, AS WELL AS THE EMPLOYEES AND THE MEMBERS OF THE PUBLIC WHO USE THOSE FACILITIES. MIKE UNDERSTANDS THIS IS A VERY BROAD AND INCLUSIVE RESPONSIBILITY THAT IS CONSTANTLY INVOLVING AND EVER CHANGING EVERY DAY, EVERYTHING THAT WE FACE. WE HAD AN EXTENSIVE RECRUITMENT PROCESS TO FILL THE CHIEF POSITION AND

HAD SOME VERY GOOD CANDIDATES EMERGED,  
AND MIKE ROSE OUT OF ALL OF THOSE.  
THANKS TO COMMISSIONER HASEGAWA AND  
OTHER COMMISSIONERS FOR THEIR SUPPORT  
AND ASSISTANCE THROUGH THIS PROCESS THAT  
REALLY MADE IT AN INVOLVED AND ENGAGED  
PROCESS IN THE COMMUNITY AND ALL THE  
STAKEHOLDERS HERE AT THE PORT. THANK  
YOU. SO NOW, WITHOUT FURTHER ADO, I'D  
LIKE TO ADMINISTER THE OATH OF OFFICE TO  
MIKE VIA. MIKE, WILL YOU AND PEGGY JOIN  
ME FOR THE OATH?  
PLEASE RAISE YOUR RIGHT HAND. REPEAT  
AFTER ME. I, STATE YOUR NAME, MICHAEL  
VIA. DO SOLEMNLY SWEAR THAT I WILL  
FAITHFULLY AND IMPARTIALLY  
PERFORM THE DUTIES OF MY OFFICE AS  
THE CHIEF OF POLICE FOR THE PORT OF  
SEATTLE. I'LL STRIVE TO  
FURTHER THE VISION, COMPLETE THE  
MISSION, AND MODEL THE VALUES OF THE  
PORT OF SEATTLE POLICE DEPARTMENT.  
ON MY HONOR, I WILL NEVER BETRAY MY  
BADGE, MY INTEGRITY,  
MY CHARACTER, OR THE PUBLIC TRUST.  
I WILL SERVE THE MEMBERS OF THE  
DEPARTMENT IN THE PORT OF SEATTLE  
TO THE BEST OF MY ABILITY. I WILL SEEK  
TO ENSURE EXCEPTIONAL SERVICE AND  
PUBLIC SAFETY TO THE PORT OF SEATTLE.  
WE CALL UPHOLD THE CONSTITUTION OF THE  
UNITED STATES AND THE  
STATE OF WASHINGTON, SO HELP ME GOD.  
CONGRATULATIONS.  
SO, COMMISSIONERS, I'D LIKE TO PRESENT  
CHIEF MICHAEL VIA.  
HE GAVE ME THE MIC, SO I GUESS THAT  
MEANS I SHOULD MAKE SOME COMMENTS REAL  
BRIEFLY AND THEY WILL BE BRIEF. FIRST,  
I JUST WANT TO THANK YOU, SIR DIRECTOR  
METRUCK, THANK ALSO DAVE SOYKEY,  
AND JUST THE CONFIDENCE THAT THE TWO OF  
YOU HAVE PUT INTO ME, AS WELL AS THE  
COMMISSIONERS. THANK YOU VERY MUCH. I  
FEEL JUST VERY HONORED AND VERY  
THANKFUL TO BE ABLE TO SERVE THIS  
POLICE DEPARTMENT. IT IS A PHENOMENAL  
POLICE DEPARTMENT MADE UP OF PHENOMENAL  
AND EXTRAORDINARY MEN AND WOMEN. AND SO  
I THANK YOU ALL FOR BEING HERE AND JUST  
FOR YOUR DEDICATION AND SERVICE. AGAIN,  
IT DELIGHTS ME TO BE ABLE TO SERVE WITH  
SUCH CALIBER PEOPLE HERE AT  
THE PORT OF SEATTLE. ALSO, I DO WANT  
TO THANK ACTUALLY, I'LL COME BACK TO MY  
FAMILY, BUT MAYOR ALLEN  
ECKBERG, TUKWILLA MAYOR IS HERE. MAYOR,  
IF YOU DON'T MIND STANDING UP REAL  
BRIEFLY,  
I ALMOST SAID COMMISSIONER COUNCIL MEMBER  
SHAWN QUINN.  
I THANK YOU FOR YOUR SUPPORT WHEN I WAS  
IN TUKWILLA, BUT EVEN JUST THE LASTING

RELATIONSHIP AND FRIENDSHIP THAT WE'VE BEEN ABLE TO HAVE OVER THESE YEARS. AND SO I CERTAINLY WANTED TO ACKNOWLEDGE THE TWO OF THEM, MANY OF OUR FEDERAL PARTNERS THAT ARE HERE FBI, TSA, CBP. AND I KNEW IF I STARTED THIS, AM I GOING TO FORGET SOMEBODY? COAST GUARD. AND SO THANK YOU VERY MUCH FOR BEING HERE TODAY, AS WELL AS SOME OF OUR OTHER STAKEHOLDERS AND PARTNERS THAT WE HAVE, DELTA AND ALASKA. SO THANK YOU VERY MUCH FOR BEING HERE. FIRE DEPARTMENT. ANYWAY, I'M OVERWHELMED BY THE SUPPORT AND I THANK YOU FOR BEING HERE. AND THEN FINALLY, MY FAMILY, IF YOU DON'T MIND STANDING UP REAL QUICK. SO I'LL JUST INTRODUCE THEM REALLY QUICK. SO MY BROTHER IN LAW, PAT, MY SISTER MICHELLE, TERESA, MY SISTER IN LAW, OR SISTER, REALLY, AMY, JACQUELINE, SUZANNE, AND THEN MY LOVELY WIFE YOU'VE ALL SEEN UP HERE. BUT PEGGY, THANK YOU SO MUCH FOR THE SUPPORT THAT YOU'VE GIVEN ME OVER THE YEARS. AND THEN YOU CAN ALL SIT DOWN. SO WHAT ABOUT YOUR CHILDREN AND YOUR TEN GRANDCHILDREN? OH, YES, THANK YOU. SO THEY'RE WATCHING ONLINE. SO THEY'RE ALL OUT OF STATE RIGHT NOW, BUT MY FOUR CHILDREN, THANK YOU VERY MUCH FOR YOUR SUPPORT. I'M TRYING TO LOOK AT THE CAMERA THEN, YES, NINE GRANDCHILDREN AND SOME OTHERS ON THE WAY, BUT JUST THE SUPPORT THAT THEY GAVE ME OVER THE YEARS, 32 YEARS IN LAW ENFORCEMENT NOT ALWAYS EASY AS A FAMILY OF LAW ENFORCEMENT OFFICERS. SO I THANK YOU VERY MUCH FOR YOUR SUPPORT. AND THEN FINALLY, JUST GOING BACK TO MY WIFE, REALLY, JUST SHE'S IN THIS WITH ME. SHE HAS BEEN, DURING MY ENTIRE CAREER, LOTS OF SACRIFICE AS A SPOUSE. SHE ALSO TELLS ME I'M GETTING MORE EMOTIONAL THE OLDER I GET. BUT ANYWAY, SO I CAN'T SAY ENOUGH AS FAR AS JUST THANKING YOU FOR THAT SUPPORT AND THE SACRIFICES YOU'VE MADE AS A SPOUSE. AND I KNOW THAT THERE'S OTHER SPOUSES AND SIGNIFICANT OTHERS THAT MAKE THOSE SAME SACRIFICES. SO I THANK YOU VERY MUCH. THANK YOU SO MUCH, CHIEF. AND THANK YOU, EXECUTIVE DIRECTOR METRUCK. AT THIS TIME, I'M GOING TO OPEN IT UP FOR COMMENTS FROM COMMISSIONERS. ANY COMMISSIONERS WANT TO SHARE A COMMENT? COMMISSIONER HASEGAWA. CHIEF VIA CANNOT THINK OF A HIGHER CALLING THAN PUBLIC SERVICE. AND YOUR CONTINUED COMMITMENT TO SERVE THE PEOPLE OF KING COUNTY ON BEHALF OF THE PORT SEATTLE IS SO ADMIRABLE. POLICING AS A PROFESSION IS NOT GETTING

EASIER. AND THAT'S WHY WE WERE COMMITTED TO MAKING SURE THAT ALL THE STAKEHOLDERS HAD VISIBILITY AND INPUT INTO THIS PROCESS. AND THE MESSAGE THAT WE HEARD WAS CLEAR FROM EXTERNAL STAKEHOLDERS, INTERNAL STAKEHOLDERS, YOUR CURRENT PREVIOUS COLLEAGUES, LEADERSHIP AT THE PORT. YOU ARE A WONDERFUL LEADER, AND LEADERSHIP MATTERS, PARTICULARLY IN POLICING. I THINK THAT THE PRESENCE IN THIS ROOM IS A TESTAMENT TO THE RESPECT AND THE TRUST THAT WE HAVE IN YOU. AND INDEED, WE AS COMMISSIONERS TRUST YOU. WE EXPECT CONTINUED EXCELLENCE. AND ABOVE ALL, IT IS OUR HONOR TO BE ABLE TO KEEP YOU AS OUR OWN IN PERPETUITY. THANK YOU SO MUCH AND CONGRATULATIONS.

COMMISSIONER CHO. YEAH.

I WANT TO ECHO THE SENTIMENTS OF COMMISSIONER HASEGAWA AND I KNOW THE SENTIMENTS OF OUR ENTIRE COMMISSION HERE. CHIEF VIA, THERE'S NO DOUBT IN OUR MINDS OF YOUR COMPETENCE AND YOUR LEADERSHIP. I AGREE WITH COMMISSIONER HASEGAWA. THOSE WHO HAVE SHOWED UP TO CONGRATULATE YOU TODAY IS A TRUE TESTAMENT TO HOW MUCH WE AS AN ORGANIZATION, BUT ALSO THE PORT FAMILY AND QUITE FRANKLY, EVEN THOSE OUTSIDE OF THE PORT FAMILY, BELIEVE IN YOU. THE FACT THAT MAYOR ECKBERG IS HERE TESTAMENT TO THAT. THE FACT THAT YOU HAVE OUR INTERAGENCY PARTNERS HERE IS A TESTAMENT TO THAT. AND SO I WANT TO THANK YOU FOR THAT. FOR THE PUBLIC, I DON'T THINK PEOPLE REALIZE HOW TRULY UNIQUE AND SPECIAL THE PORT OF SEATTLE POLICE DEPARTMENT IS. WE ARE UNLIKE ANY OTHER POLICE DEPARTMENT ANYWHERE, GIVEN THE FACT THAT WE SECURE AN AIRPORT AND A HARBOR, NOT JUST COMPARED TO OTHER POLICE DEPARTMENTS, BUT AS A DEPARTMENT, EVEN WITHIN THE PORT ITSELF. OFTENTIMES WE'RE DIVIDED BY MARITIME AND AVIATION, WHEREAS THE PORT OF SEATTLE POLICE DEPARTMENT HANDLES BOTH SIDES OF OUR ORGANIZATION. AND SO YOU HAVE A VERY UNIQUE JOB, AND THE JOB DESCRIPTION FOR THAT UNIQUE JOB WAS NOT AN EASY ONE TO MEET. AND SO I HOPE YOU'RE PROUD OF HOW YOU'VE MET THE BAR FOR US, AND THERE'S A LOT OF GOOD EXPECTATION. I ALSO WANT TO TAKE A MOMENT TO THANK YOUR WIFE PEGGY, ON BEHALF OF THE COMMISSION. THEY SAY THAT BEHIND EVERY SUCCESSFUL MAN, OR I SHOULD SAY NEXT TO EVERY SUCCESSFUL MAN, IS A STRONG WOMAN. AND IT'S NOT LOST UPON US HOW DANGEROUS AND THIS JOB IS, ESPECIALLY AT THE PORT OF SEATTLE WHERE WE JUST DISCUSSED BEHIND CLOSED DOORS HOW WE HAVE VERY UNIQUE INCIDENTS. THANK YOU SO MUCH FOR THE

SUPPORT YOU CONTINUE TO PROVIDE TO CHIEF VIA SO THAT HE CAN CONTINUE TO SERVE US. I REALLY HOPE THAT IT'S CLEAR TO YOU THAT WE REALLY DO APPRECIATE THAT. SO THANK YOU SO MUCH AGAIN. REALLY LOOKING FORWARD TO THE TERRIFIC WORK WE'RE GOING TO BE DOING TOGETHER. AND CONGRATULATIONS, COMMISSIONER FELLEMAN. WELL, THIS IS ONE OF THE OCCASIONS WHERE IT'S NICE TO PILE ON. I WILL KEEP IT SHORT, THOUGH. I DO WANT TO THANK YOU GREATLY FOR ALL THE SERVICE YOU'VE DONE HERE AND FOR THE FAMILY THAT'S PUT UP WITH THIS AND THE SERVICEMEN AND WOMEN IN THIS AREA THAT HAVE CONTINUED TO PROVIDE GREAT SERVICE TO OUR REGION AND THE PORT IN PARTICULAR. I THINK THE FACT THAT YOU HAD ALL THIS YEARS IN TUKWILLA IS ALSO A PARTICULARLY GREAT EXAMPLE OF KNOWING YOUR NEIGHBORHOOD. AND COMMUNITY POLICING, WE KNOW, IS A VERY HIGHLY VALUED, HIGHLY VALUED ISSUE. BUT REALLY WHAT'S MOST VALUED IS IN. LEADERSHIP IS WALKING THE TALK AND DEMONSTRATING BY YOUR INTEGRITY AND HOW THAT FILTERS THROUGH THE ENTIRE ORGANIZATION. AND I THINK THE DEMONSTRATION THAT YOU PROVIDE FOR THE WHOLE ORGANIZATION, FOR ALL OF US, IS A PLEASURE. AND THE HUMBLENESS AND DIRECT COMMUNICATION THAT YOU PROVIDE TO US IS INVALUABLE. SO WE KNOW WHERE WE STAND BECAUSE YOU'RE CLEAR WHERE YOU STAND AND THAT'S HUGEY VALUABLE TO ALL OF US. SO THANK YOU ALL FOR PROVIDING THIS GREAT SERVICE TO US. COMMISSIONER MOHAMED. THANK YOU. CONGRATULATIONS CHIEF VIA. BEEN GREAT WORKING WITH YOU FOR THE SHORT PERIOD OF TIME WE'VE KNOWN EACH OTHER. YOU ARE SO RESPONSIVE, HUMBLE AND APPROACHABLE. I HAVEN'T SAID THIS TO YOU, BUT I SEE YOU BRING SO MUCH OF YOUR LIVED AND PROFESSIONAL EXPERIENCE TO THIS WORK. YOU SHOW GREAT LEADERSHIP AND CONNECTION TO THE COMMUNITY AT LARGE IN KING COUNTY. I'VE HEARD FROM SO MANY PEOPLE, AND I'M VIRTUAL TODAY, BUT I CAN SAY THAT I CAN FEEL THE ENERGY THAT IS IN THE ROOM AND THAT SPEAKS VOLUME TO YOUR LEADERSHIP. I ALSO JUST WANT TO ACKNOWLEDGE THE PORT RECENTLY WENT THROUGH A ROBUST POLICE ACCOUNTABILITY EFFORT. THE COMMISSION WAS COMMITTED TO HAVING THE NEW CHIEF REFLECT THOSE VALUES. AND I'M SO HAPPY THAT WE PICKED YOU, CHIEF VIA. CONGRATULATIONS. THIS IS A WELL DESERVED RECOGNITION AND POSITION FOR YOU. THANK YOU FOR THE TIME. I'M GOING TO SHARE SOME COMMENTS TOO, COMPLIMENTS BECAUSE YOU'VE GOTTEN PLENTY OF US. I THINK, YOU KNOW, I THINK YOU'RE

AN EXTRAORDINARY LEADER AND I'VE BEEN THRILLED TO WORK WITH YOU ON A COUPLE OF MATTERS THAT ARE, I THINK, DEMONSTRATIVE OF YOUR LEADERSHIP AND THE NEED AND YOUR DEMONSTRATION OF THE UNDERSTANDING OF THE NEED FOR CONTINUOUS IMPROVEMENT, NOT JUST IN THE PORT OF SEATTLE AT LARGE, BUT IN OUR POLICE DEPARTMENT AND POLICING GENERALLY. AND YOU HAVE COME TO THESE TASKS WITH THAT UNDERSTANDING THAT POLICING NEEDS TO EVOLVE. AND THE EXAMPLE. THE MOST PROMINENT EXAMPLE I THINK OF IS THE POLICE ACCOUNTABILITY TASK FORCE THAT YOU AND I SERVED ON AND THE WORK THAT YOU DID. NOT ONLY TO PROVIDE THE KIND OF INFORMATION THAT THE ADVISORY GROUP NEEDED TO BE ABLE TO MAKE GOOD DECISIONS. BUT THEN WHEN THE RECOMMENDATIONS ROLLED OUT. YOU IMMEDIATELY INSTITUTED MORE THAN A MAJORITY OF THEM WITHOUT HAVING TO BE COMPELLED TO DO IT BEFORE WE COULD EVEN ASK. BECAUSE YOU UNDERSTOOD THE VALUE OF CONTINUING TO EVOLVE OUR POLICE DEPARTMENT FOR THE BETTER. THROUGH THIS PROCESS I HAD MY FINGERS CROSSED HOPING THAT YOU WOULD BE SELECTED FOR THIS. AND I'M REALLY GRATEFUL THAT I GET TO CONTINUE TO WORK WITH YOU. I THINK THE FOCUS OF OUR POLICE FORCE NEEDS TO CONTINUE TO BE AND STRIVE TOWARDS BEING GUARDIANS. AND SO WHEN WE THINK ABOUT ALL OF THE FOLKS WHO COME THROUGH OUR AIRPORT, PASSENGERS, WORKERS, WE'RE THINKING ABOUT HOW DO WE GUARD THEM AGAINST DANGER? AND WHEN FOLKS IN CRISIS COME INTO OUR AIRPORT, OUR FIRST THOUGHT IS, HOW DO WE ENSURE THAT THEY GET OUT OF HERE ALIVE? AND I KNOW THAT ALL OF YOU TAKE ON A VERY DANGEROUS DUTY. AND SO I'M THRILLED TO KNOW THAT THE PERSON IN CHARGE OF THIS HAS THAT MENTALITY THAT WE WILL SEEK TO BE GUARDIANS AND ENSURE THAT EVERYBODY GOES HOME SAFELY. SO THANK YOU FOR TAKING THIS ROLE. WE'RE ASKING A VERY GREAT DEAL FROM YOU, AND I LOOK FORWARD TO WORKING WITH YOU ON INTO THE FUTURE. AT THIS POINT, WE'RE GOING TO TAKE ABOUT A FIVE MINUTE RECESS TO LET THE ROOM CLEAR, GET SOME PICTURES, I THINK, AND THEN WE'LL COME BACK IN ABOUT FIVE MINUTES. WE ARE IN RECESS. ALL RIGHT, WE'RE RECONVENING NOW. NEXT ON OUR AGENDA IS THE EXECUTIVE DIRECTOR'S REPORT. EXECUTIVE DIRECTOR METRUCK. THANKS, COMMISSIONERS. GOOD AFTERNOON, COMMISSIONERS. I WANT TO BEGIN BY WISHING EVERYONE A HEALTHY AND PEACEFUL NEW YEAR TO ALL WHO WERE CELEBRATING ROSH HASHANAH. WELL, GOOD AFTERNOON, COMMISSIONERS.



SINCE WE'RE MEETING AT SEATTLE TACOMA INTERNATIONAL AIRPORT TODAY, I'D LIKE TO BEGIN MY REMARKS BY ACKNOWLEDGING THE SIGNIFICANT PASSENGER CONGESTION EXPERIENCE AT SEA EARLIER THIS MONTH. THE LONG LINES AND DELAYS DID NOT MEET OUR HIGH STANDARDS FOR CUSTOMER SERVICE. WE KNOW MANY PASSENGERS WERE DELAYED AND SOME MISSED THEIR FLIGHTS DUE TO THIS CONGESTION. I WANT TO ENSURE THE COMMISSIONER AND THE PUBLIC THAT WE TAKE THE SITUATION VERY SERIOUSLY, AND WE'VE HAD EXTENSIVE CONVERSATIONS WITH OUR AIRPORT PARTNERS TO ADDRESS THESE ISSUES. GOING FORWARD, THE AIRPORT AND TSA ARE TAKING IMMEDIATE AND LONGER TERM STEPS TO IMPROVE OPERATIONS, INCLUDING BRINGING ON ADDITIONAL SCREENING STAFF AND OTHER ACTIONS TO EASE CONGESTION. WE'VE ALREADY SEEN IMPROVEMENT IN PROCESSING PASSENGERS AS A RESULT OF THESE ACTIONS. FOR THE PORT, WE WILL ASSIGN OUR OWN CANINE TEAMS AS AVAILABLE TO ASSIST PASSENGER SCREENING. SOME PASSENGERS MAY HAVE MORE TIME THAN OTHERS. WE'RE CREATING A DEDICATED TEAM TO ADVANCE PASSENGERS ON FLIGHTS DEPARTING WITHIN 45 MINUTES. VIP STAFF AND PATHFINDERS WILL HELP ESCORT PASSENGERS TO SPOT SAVER LINE AT CHECKPOINTS TWO AND THREE. THERE ARE SOME COMMENTS THAT THE ARRIVAL OF CRUISE PASSENGERS FOR THEIR FLIGHTS WAS A MAJOR FACTOR IN THIS MOST RECENT CONGESTION. THIS WAS NOT THE CASE SINCE CRUISE PASSENGERS ARRIVED ON THE SAME SCHEDULE THEY HAVE DONE ALL SUMMER. I WANT TO CREDIT THE TSA FOR THEIR SUCCESS. EARLIER THIS SUMMER, TSA BROUGHT IN ADDITIONAL STAFF FROM AROUND THE COUNTRY TO COVER THE SEA SUMMER PEAK, WHICH WENT VERY WELL. THAT ADDITIONAL STAFFING WAS REDUCED AFTER LABOR DAY WITH THE EXPECTATION THAT TRAVEL WOULD DECREASE. WHAT WE HAVE SEEN, HOWEVER, IS THAT THE DEMAND FOR TRAVEL REMAINS HIGH, WITH NUMBERS CONTINUING TO STAY AT SUMMER LEVELS, AND WE'RE ADJUSTING TO THAT. WE WORK CONTINUOUSLY TO IMPROVE OUR SERVICE PERFORMANCE. WE'RE MAKING MANY INVESTMENTS TO IMPROVE THE CUSTOMER EXPERIENCE AT SEA, ONE OF WHICH YOU'LL HEAR ABOUT LATER TODAY. IN FURTHER AIRPORT NEWS. WE CONTINUE TO MAKE IMPROVEMENTS WHILE WE CONTINUE TO OPERATE THE AIRPORT. EVERYONE SHOULD KNOW THAT THE LOWER ARRIVALS DRIVE WILL BE CLOSED FROM MIDNIGHT TO 07:00 A.M. THROUGH THIS COMING SATURDAY MORNING. DISCLOSURE IS NECESSARY AS WE COMPLETE THE REMOVAL OF AN OVERPASS NEAR THE TERMINAL TO MAKE WAY FOR SOME FUTURE ROADWAY IMPROVEMENTS. THINGS WENT WELL

TODAY IN THIS WORK. IN FACT, THE WORK WAS COMPLETED EARLY. WE HAVE FULL DETAILS ON OUR WEBSITE AND WE'RE GETTING THE WORD OUT TO PUBLIC VIA MULTIPLE MEANS. YOU MAY HAVE HEARD IT ON THE RADIO AND OTHER MEANS THAT YOU GET YOUR NEWS. IN OTHER NEWS ANNUALLY, THE AMERICAN ASSOCIATION OF PORT AUTHORITIES LIGHTHOUSE AWARDS ARE THE PORT INDUSTRY'S FOREMOST RECOGNITION PROGRAM DESIGNED TO HIGHLIGHT PREMIERE BEST PRACTICES THROUGHOUT THE WESTERN HEMISPHERE. THE GOAL OF THE AWARDS IS TO RECOGNIZE THE BEST PORT PROGRAMS AND PROJECTS THAT STAND AS A BEACON OF EXCELLENCE ACROSS THE INDUSTRY. BROKEN DOWN INTO FOUR CATEGORIES COMMUNICATIONS, ENVIRONMENTAL IMPROVEMENT, FACILITIES ENGINEERING AND INFORMATION TECHNOLOGY. THIS YEAR, THE PORT OF SEATTLE IS HONORED TO BE SELECTED AS THE WINNER OF THE INFORMATION TECHNOLOGY AWARDS FOR OUR CREATION AND USE OF THE EQUITY INDEX. THE SELECTION HIGHLIGHTED THE METHODOLOGY IN THE PROCESS OF CREATING THE EQUITY INDEX AS WELL AS THE WAYS WE HAVE APPLIED IT, AND HOPE TO CONTINUE TO INCORPORATE THIS TOOL IN ALL OF OUR WORK. ALSO OF NOTE, THIS IS THE SECOND YEAR IN A ROW THAT THE PORT OF SEATTLE HAS RECEIVED AN AAPA LIGHTHOUSE AWARD FOR WORK PERFORMED BY OUR OFFICE OF EQUITY, DIVERSITY AND INCLUSION. IN 2021, WE RECEIVED AN AWARD OF EXCELLENCE IN COMMUNICATIONS CATEGORY FOR THE BLACK LIVES MATTER CAUCUSING SERIES THAT ENGAGED MORE THAN 250 PORT EMPLOYEES IN THE WAKE OF THE DEEPLY RACIALIZED AND TRAGIC KILLINGS OF AHMAUD ARBERY, BREONNA TAYLOR AND GEORGE FLOYD. CONGRATULATIONS TO THE WHOLE OEDI TEAM FOR THEIR CONTINUED EXCELLENCE IN ENGAGEMENT IN ADVANCING THIS DIFFICULT AND NECESSARY WORK. I'D ALSO LIKE TO CONGRATULATE CRYSTAL ROBERTS, FORMER MANAGER OF STRATEGIC AND ORGANIZATIONAL BUSINESS PARTNERS, AND TINA SOYKE, FORMER CHIEF ENGINEER AND DIRECTOR OF ENGINEERING SERVICES, AS THE MOST RECENT RECIPIENTS OF THE PAT DAVIS LEGACY OF LEADERSHIP AWARD. NAMED IN HONOR OF LONG SERVING PORT COMMISSIONER PAT DAVIS, THE WOMEN'S LEGACY OF LEADERSHIP AWARD WAS CREATED IN 2009 TO HONOR WOMEN OF INTEGRITY WHOSE CORE INTERESTS ARE ALINED WITH PORT VALUES AND HAVE MADE SUBSTANTIAL CONTRIBUTIONS TO ADVANCE THE PORT'S MISSION. CRYSTAL ROBERTS RECEIVED THE AWARD AFTER 33 YEARS OF SERVICE TO THE PORT. DURING THIS TIME, SHE FACILITATED CHANGE MANAGEMENT, MENTORING PROGRAMS, LED THE

INITIATIVE THAT CREATED THE PORT'S, RAISE VALUES AND MANY MORE. TINA SOIKI RECEIVES THIS AWARD AFTER FOUR DECADES OF SERVICE TO THE PORT. DURING HER TIME, SHE BROKE DOWN BARRIERS FOR WOMEN IN TRADITIONALLY MAJORITY MALE FIELDS, LED A BROAD RANGE OF CAPITAL PROJECTS, SERVED AS A MENTOR FOR MANY FELLOW EMPLOYEES, AND MUCH, MUCH MORE. BOTH TINA AND CRYSTAL WILL BE HONORED ON THURSDAY, OCTOBER 6 AT PIER 69 AT 11:30 A.M.. WE EXPECT MANY PAST HONOREES TO BE IN ATTENDANCE AS WELL, AND I HOPE THAT YOU CAN JOIN US. CONGRATULATIONS TO BOTH CRYSTAL AND TINA. MOVING ON TODAY'S COMMISSION MEETING, I'D LIKE TO HIGHLIGHT A FEW ITEMS. ON THE CONSENT AGENDA IS AN AUTHORIZATION TO REPLACE BAGGAGE CLAIMS 15 AND 16. THIS IS SEPARATE FROM THE LARGER BAGGAGE CLAIM LEVEL OPTIMIZATION PLAN AND WILL MODERNIZE TWO OF OUR CAROUSELS, INCREASE CAPACITY AND CREATE ADDITIONAL TENANT SPACE. DURING THE STAFF PRESENTATION PORTION OF OUR MEETING TODAY, YOU'LL RECEIVE A BRIEFING ON OUR CENTRAL SERVICES BUDGET. THIS BRIEFING KICKS OFF THE FIRST OF MANY BRIEFINGS YOU'LL HEAR ON OUR PROPOSED 2023 BUDGET. I'LL HAVE MORE TO SAY WHEN I INTRODUCE THE BRIEFING. LOOKING AT PORT LEADERS WILL HOST TWO ADDITIONAL PUBLIC OPEN HOUSES ON THE 2023 BUDGET AND THE FIVE YEAR CAPITAL PLAN PRIOR TO THE INTRODUCTION OF OUR BUDGET PROPOSAL ON OCTOBER 20. THE 2023 BUDGET AND FIVE YEAR CAPITAL PLAN PUBLIC OPEN HOUSE FOR THE MARITIME AND ECONOMIC DEVELOPMENT DIVISIONS WILL BE HELD ONLINE ON OCTOBER 12 AT 4:00 P.M.. THE AVIATION PUBLIC HOUSE WILL TAKE PLACE ONLINE ON OCTOBER 13 AT 4:00 P.M.. MEMBERS OF THE PUBLIC MAY PARTICIPATE ONLINE OR WATCH A RECORDING OF THE PORT PAGE. ADOPTION OF THE 23 BUDGET IS PLANNED FOR NOVEMBER 29. OF COURSE, I'LL BE PROBABLY TALKING MORE ABOUT THESE I KNOW I WILL BE TALKING MORE ABOUT THESE TIMELINES WHEN WE INTRODUCE THE CENTRAL SERVICES BUDGET. SO WIT THAT COMMISSIONERS THAT COMPLETES MY REPORT. THANK YOU.

THANK YOU, EXECUTIVE DIRECTOR METRUCK. IS THERE ANY FOLLOW UP? COMMISSIONER MOHAMED?

CAN YOU HEAR ME? I CAN. CAN YOU HEAR ME? YES, WE CAN. GO RIGHT AHEAD. GREAT. EXECUTIVE METRUCK, THANK YOU FOR THAT THOROUGH UPDATE OF ALL OF PORT BUSINESSES. I HAD JUST A COUPLE OF QUESTIONS RELATED TO THE TSA WAIT LINES. I APPRECIATE THE COMMENTS THAT YOU'VE ALREADY PROVIDED SIMILAR TO

YOU I WANT TO START BY EXPRESSING GRATITUDE TO ALL OUR PARTNERS, PORT STAFF THAT WAS DEALING WITH THE UNUSUAL SITUATION AT SEA. I ALSO WANT TO ACKNOWLEDGE AND RECOGNIZE HOW HARD EVERYONE IS WORKING AND APPRECIATE THE WORKERS WHO CAME IN EARLY AND STAYED LATE TO KEEP THOSE LINES MOVING. AND I ALSO WANT TO ACKNOWLEDGE THAT EVERYONE AGREES THAT THE SITUATION FROM LAST WEEKEND WAS UNACCEPTABLE. WE HEARD THE PUBLIC LOUD AND CLEAR THROUGH EMAIL, SOCIAL MEDIA CHANNELS, AND WE AGREE WITH THE PUBLIC THAT THE SITUATION WAS UNACCEPTABLE. AND SO MY QUESTION FOR YOU, EXECUTIVE METRUCK, AND MAYBE THE AVIATION LEADERSHIP IS WHAT ARE WE DOING NOW TO RESOLVE THE ISSUE? AND I KNOW YOU'VE TOUCHED ON A LITTLE BIT OF THAT. I AM TRYING TO BETTER UNDERSTAND WHAT ARE SOME OF THE ACCOUNTABILITY MEASURES WE ARE PUTTING IN PLACE TO MAKE SURE THAT IT DOESN'T HAPPEN AGAIN AND THAT WE COMMUNICATE THAT CLEAR TO THE PUBLIC. AND I AM LOOKING FOR WAYS THAT OUR PARTNERS CAN WORK TOGETHER THAT'S TSA, THE AIRLINES, THE PORT. I UNDERSTAND IT CAN BE CHALLENGING TO ADEQUATELY STAFF TSA PERSONNEL. AND SO MY QUESTION IS, WHAT CAN THE PORT DO TO ASSIST YOU, SAY, AROUND RECRUITMENT? JUST RECENTLY, WE RECEIVED AN EMAIL FROM A CONSTITUENT WHO HAD DELAYS WHEN RE ENTERING THE UNITED STATES. AND ARE THERE WAYS WE CAN SUPPORT CBP AS WELL AS THEY PERFORM THEIR MISSION? AND I WELCOME ANSWERS TO THIS QUESTION HERE TODAY. AND ALSO I WELCOME A FULL PUBLIC BRIEFING AT A LATER DATE, IF THAT IS MORE REASONABLE. THANK YOU. THAT CONCLUDES MY QUESTION. THANKS, COMMISSIONER. I THINK WE TALKED ABOUT THAT. WE CONTINUE TO LOOK AT AND WORK WITH OUR PARTNERS. YOU MENTIONED TWO OF THEM, TSA AND CBP, IN ENSURING THAT. AND THAT'S SOMETHING WE FULLY SUPPORT, THE RESOURCING AND THEN THE PROPER RESOURCING OF BOTH TSA AND CBP IN OUR ACTIONS HERE. BUT I'LL BE GLAD TO I COVERED A FEW THINGS HERE, BUT I DON'T KNOW. LANCE, IF YOU WANT TO TALK ABOUT SOME OF THE MEASURES THAT WE PUT IN PLACE, MANAGING DIRECTOR OF AVIATION LANCE LITTLE. JUST TO TALK ABOUT THE PROCESS OF REALLY UNDERTAKING SOME OF THOSE. WE HEARD SOME OF THE IMPROVEMENTS HERE, BUT I THINK IT'S AN ONGOING THING DEPENDING ON CONTINUING TO ADAPT TO THE SITUATION THAT WE FACE IN ANY GIVEN CIRCUMSTANCE. I DON'T KNOW IF YOU CAN ADD ANY MORE DETAILS. YEAH, WELL, I THINK ONE OF THE OPTIONS COMMISSIONER MOHAMED REQUESTED WAS IF WE COULD DO A BRIEFING AT A LATER DATE. I WOULD RATHER

DO THAT. WE HAVE BEEN WORKING VERY CLOSELY WITH OUR TSA PARTNERS. STEVE YOU HAVE OUTLINED SOME OF THE MEASURES THAT WE'RE UNDERTAKING, INCLUDING STAFFING AND A WHOLE LOT OF MEASURES. OTHER MEASURES, SOME OF THEM ARE SECURE TO SENSITIVE INFORMATION THAT WE CAN'T DISCUSS IN PUBLIC. BUT I'D BE WILLING TO PROVIDE ADDITIONAL INFORMATION AS I SAY. GOOD. THANKS, LANCE. COMMISSIONERS, THAT'S WHAT I WILL GIVE A FOLLOW UP AND COORDINATE WITH THE STAFF ON THAT TO GET THAT ADDITIONAL INFORMATION. WONDERFUL. ARE YOU DONE, COMMISSIONER MOHAMED? YES, I WAS JUST RESPONDING AND SAYING THAT WOULD BE WONDERFUL. AND I DO WELCOME A FULL BRIEFING AT A LATER DATE. I JUST HAD A FRIEND THAT CAME THROUGH THE AIRPORT AND ONE OF THE THINGS OBSERVATIONS HE HAD WAS JUST THE QUESTION ABOUT WHETHER THERE COULD BE A BETTER UTILIZATION OF THE CLEAR LINE. IT'S GREAT TO HAVE THAT EXPEDITED CLEARANCE. IT'S JUST NOT A LOT OF PEOPLE ARE USING IT. SO YOU HAVE PEOPLE THAT COULD POTENTIALLY USE IT AND THE OTHER ONES GO PAST THAT LINE. I'M JUST HOPING IN THE COURSE OF EXPLORING FUTURE OPTIONS, WE MIGHT BE ABLE TO LOOK AT POTENTIAL DUAL USE OR BETTER UTILIZATION OF SOME OF THOSE LINES, IF POSSIBLE. ALL RIGHT, WE ARE NOW AT COMMITTEE REPORTS. I'M GOING TO TURN IT OVER TO ERICA CHONG, COMMISSIONER STRATEGIC ADVISOR, WHO WILL PROVIDE THE REPORT. GOOD AFTERNOON, PRESIDENT CALKINS. AND COMMISSIONERS. I HAVE THREE COMMITTEE REPORTS FOR YOU TODAY. THE BOARD OF ETHICS MET ON THURSDAY, SEPTEMBER 15. MEMBERS OF THE BOARD WELCOME NEWLY APPOINTED MEMBER LINDSAY PAULCIFER. OVERVIEWED THE LAST ORGANIZATIONAL MEETING HELD, WERE ISSUED PORT EMAILS FOR CONDUCTING PORT BUSINESS, RECEIVED A STATUS UPDATE ON THE ETHICS CODE REVIEW PROJECT AND DISCUSSED FUTURE STEPS FOR THE BOARD. THE BOARD WILL CONTINUE TO RECEIVE PROJECT UPDATES AND WILL MEET AS NECESSARY TO CONDUCT THIS WORK. THE SUSTAINABILITY, ENVIRONMENT AND CLIMATE COMMITTEE CONVENED BY COMMISSIONERS CALKINS AND HASEGAWA MET ON SEPTEMBER 26, WHERE THEY WERE BRIEFED ON THE GROUND TRANSPORTATION ANALYSIS AND GROUND TRANSPORTATION ACCESS PLAN, GTAP COMMISSIONERS WELCOMED DAVID TOM PAROLSKI, WHO RECENTLY JOINED THE PORT TO MANAGE THE GTAP PROGRAM, THEN OFFERED THEIR INPUT ON VARIOUS PROGRAM OPTIONS AND INCENTIVES TO REDUCE THE NUMBER OF VEHICLES AND FOR GREENHOUSE GAS

REDUCTION. COMMISSIONERS ALSO RECEIVED A BRIEFING ON TREES AND FOREST STEWARDSHIP OPPORTUNITIES AND OFFERED THEIR INPUT ON NEXT STEPS AND TIMING TO BRING THE TREES AND FOREST STEWARDSHIP PRINCIPLES AND SEA LAND STEWARDSHIP PLAN TOGETHER FOR ACTION IN LATE Q ONE OR Q TWO OF 2023, WHICH WILL INCLUDE HABITAT, CREEKS AND STREAMS. COMMISSIONER FELLEMAN AND HASEGAWA, CONVENED THE WATERFRONT AND INDUSTRIAL LANDS COMMITTEE MEETING ON SEPTEMBER 26 AND RECEIVED A BRIEFING ON THE CITY OF SEATTLE'S FINAL EIS ON INDUSTRIAL LANDS ZONING FROM EXTERNAL RELATIONS STAFF. THE EIS IS EXPECTED TO BE RELEASED ON SEPTEMBER 29. STAFF ARE WORKING WITH COMMISSIONERS HASEGAWA AND FELLEMAN TO DETERMINE THE PORT RESPONSE TO THE EIS. THIS CONCLUDES MY REPORT. THANK YOU. THANK YOU, ERICA. ANY QUESTIONS OR FOLLOWUPS FROM COMMISSIONERS? NO? ALL RIGHT. THANK YOU SO MUCH, ERICA. WE ARE NOW AT THE PUBLIC COMMENT SECTION OF OUR AGENDA. THE PORT COMMISSIONER WELCOMES PUBLIC COMMENT AS AN IMPORTANT PART OF THE PUBLIC PROCESS. COMMENTS ARE RECEIVED AND CONSIDERED BY THE COMMISSION IN ITS DELIBERATIONS. BEFORE WE TAKE PUBLIC COMMENT, I WANT TO REVIEW OUR ROOT RULES FOR IN PERSON AND VIRTUAL PUBLIC COMMENT. WE'RE MAKING A FEW ADJUSTMENTS TO OUR PROCEDURES TO MORE CLOSELY ALIGN WITH THE REQUIREMENTS OF OUR BYLAWS. EACH COMMENTER WILL HAVE TWO MINUTES TO SPEAK AND SHOULD STAY WITHIN THE ALLOTTED TIME. A TIMER WILL APPEAR ON THE SCREEN AND A BUZZER WILL SOUND AT THE END OF THE TWO MINUTE PERIOD. FOR EACH SPEAKER, YOU MUST LIMIT REMARKS TO THE TOPICS RELATED TO THE CONDUCT OF PORT BUSINESS. THESE RULES APPLY TO INTRODUCTORY AND CONCLUDING REMARKS. ALL REMARKS SHOULD BE ADDRESSED TO THE COMMISSION AS A BODY, NOT TO INDIVIDUAL COMMISSIONERS. DISRUPTIONS OF COMMISSION PUBLIC MEETINGS ARE PROHIBITED. DISRUPTIONS INCLUDE, BUT ARE NOT LIMITED TO THE FOLLOWING: REFUSAL OF A SPEAKER TO LIMIT REMARKS TO TOPICS RELATED TO THE CONDUCT OF PORT BUSINESS, THREATS AND ABUSIVE OR HARASSING BEHAVIOR, INCLUDING, BUT NOT LIMITED TO, OBSCENE LANGUAGE AND GESTURES, REFUSAL OF A SPEAKER TO COMPLY WITH THE ALLOTTED TIME SET FOR THE INDIVIDUAL SPEAKER'S PUBLIC COMMENT, LEAVING THE PODIUM OR TESTIMONY TABLE TO PHYSICALLY APPROACH COMMISSIONERS OR STAFF DURING ONE'S PUBLIC COMMENT PROVIDED SPEAKERS MAY OFFER WRITTEN MATERIALS TO THE COMMISSION CLERK, AND ANY BEHAVIOR THAT DISRUPTS, DISTURBS OR OTHERWISE IMPEDES

THE MEETING. WRITTEN MATERIALS PROVIDED TO THE CLERK WILL BE INCLUDED IN TODAY'S MEETING RECORD. THE CLERK HAS A LIST OF THOSE PREPARED TO SPEAK. WE ARE TAKING COMMENTS FROM ANYONE WHO HAS SIGNED UP TO SPEAK VIRTUALLY, AS WELL AS FROM ANYONE WHO HAS JOINED US IN THE CHAMBERS WHEN THE CLERK CALLS YOUR NAME. IF YOU'RE JOINING VIRTUALLY, PLEASE UNMUTE YOURSELF, THEN REPEAT YOUR NAME FOR THE RECORD AND STATE YOUR TOPIC RELATED TO THE CONDUCT OF PORT BUSINESS. IF YOU'RE ON THE TEAM'S MEETING AND ARE ALSO STREAMING THE MEETING ON THE WEBSITE, PLEASE MUTE THE WEBSITE STREAM TO AVOID FEEDBACK. IF YOU ARE SPEAKING FROM THE ROOM, PLEASE COME TO THE TESTIMONY TABLE, REPEAT YOUR NAME, AND STATE YOUR TOPIC RELATED TO THE CONDUCT OF PORT BUSINESS FOR ALL SPEAKERS. IF ANY TOPIC IS NOT RELATED TO THE CONDUCT OF PORT BUSINESS, THE SPEAKER WILL BE ASKED TO SPEAK TO ITEMS RELATED TO THE CONDUCT OF THE PORT OR OTHERWISE LEAVE THE MICROPHONE. AS A REMINDER, COMMENT TIME WILL BE LIMITED TO TWO MINUTES PER PERSON. CLARK, PLEASE CALL OUR FIRST SPEAKER. THANK YOU. AND JUST GIVE ME A MOMENT HERE TO GET THE TIMER UP.

THANK YOU FOR THAT. OUR FIRST SPEAKER THAT WE HAVE TODAY, WE WILL CALL FROM THE ROOM BEGINNING WITH IRIS ANTMAN. IRIS, IF YOU CAN COME TO THE TABLE AND REPEAT YOUR NAME AND YOUR PORT RELATED TOPIC FOR THE RECORD, PLEASE IS SPEAKERSON. YES, GOOD AFTERNOON. MY NAME IS IRIS ANTMAN. I'M A MEMBER OF SEATTLE CRUISE CONTROL. ORDINARILY ON A DAY LIKE TODAY, I'D STAY INDOORS. IRIS, I'M SORRY TO INTERRUPT. CAN YOU PLEASE STATE YOUR TOPIC FOR THE RECORD? IT'S ABOUT CRUISING AND THE CLIMATE.

THANK YOU. THANK YOU. ORDINARILY ON A DAY LIKE TODAY, I WOULD STAY INDOORS. I HAVE LUNG DISEASE AND THE AIR QUALITY IN SEATTLE IS NOT GOOD. BUT I'M HERE BECAUSE THE PORT IS CELEBRATING WORLD TOURISM DAY. I'M HAVING COGNITIVE DISSONANCE THAT GLOBAL TOURISM. AND A CONCERTED EFFORT TO INCREASE ITS VOLUME IS HELD AS SOMETHING TO BE CELEBRATED. AT THE SAME TIME, WE HAVE UNHEALTHY AIR QUALITY DUE TO THE CLIMATE CRISIS THAT WORSENS EVERY DAY. PAKISTAN UNDERWATER. NOVA SCOTIA DEVASTATED BY HURRICANE FIONA. PUERTO RICO WITHOUT POWER AGAIN. THE COLORADO RIVER ALMOST DRY. THE CLIMATE CRISIS IS WREAKING HAVOC AROUND THE WORLD. IN SEATTLE, WE'RE HAVING SMOKY DAYS AND RECORDBREAKING HIGH TEMPERATURES, STILL RELATIVELY MILD COMPARED TO OTHER PLACES. BUT TO IGNORE

AND TURN AWAY FROM THE HEAT, FLOODS, FIRES, AND DROUGHTS THAT ARE KILLING MILLIONS, DISPLACING TENS OF MILLIONS, AND RAVAGING HUNDREDS OF MILLIONS OF ACRES OF LAND AND FORESTS ACROSS THE GLOBE IS NOT OKAY AND DENIES OUR VERY HUMANITY. AND IT'S BEYOND IRONIC THAT SEATTLE TO ALASKA CRUISES VISIT GLACIERS THAT THEY'RE MELTING AND WHALES THAT THEY'RE STARVING. MORE LIKE CYNICAL THAN IRONIC. WE KNOW THE MARITIME INDUSTRY IS WORKING TO DEVELOP CLEANER FUELS, BUT THOSE ARE DECADES OUT. AND UNTIL THEY'RE DEVELOPED, LET'S STOP UNNECESSARY CRUISE TRAVEL. WE ALL HAVE A PART TO PLAY. TO ADDRESS THE BIGGEST EXISTENTIAL THREAT TO HUMANKIND, PLEASE END CRUISING AND DEVELOP ENVIRONMENTALLY FRIENDLY BUSINESSES AND ACTIVITIES ON OUR WATERFRONT. BUILD WIND TURBINES. DEVELOP OFFSHORE MARINE FARMING. REACH OUT TO YOUNG CREATIVE THINKERS TO DEVELOP NEW IDEAS. INVITE THEM ONTO YOUR TEAM. HELP SEATTLE BECOME A BEACON TO HONESTLY AND EFFECTIVELY ADDRESS THE CLIMATE CRISIS. THANK YOU. THANK YOU, MS. HAMMOND. NEXT SPEAKER? YES. OUR NEXT SPEAKER IS BILL MYERS. HELLO. MY NAME IS BILL MYERS. MY TOPIC IS OH, THANK YOU, BILL. YES, YOU CAN HEAR ME. WE CAN. OKAY, SO BILL MYERS. MY TOPIC IS ENVIRONMENTAL IMPACT. THIS IS MY FIRST PORT OF SEATTLE MEETING AND MY FIRST PUBLIC COMMENTS AND I HOPE TO COME TO MORE. I LIVE IN NORTHEAST SEATTLE, SO THERE ARE NO DIRECT IMPACTS ON ME. BUT I WANT TO ADD TO THE CONCERNS THAT APPARENTLY HAVE ALREADY BEEN EXPRESSED MANY TIMES ABOUT GREENHOUSE GAS EMISSIONS. I ORIGINALLY BECAME AWARE FROM SCIENTISTS ABOUT THE GREENHOUSE GAS PROBLEM BACK IN BECAUSE I WAS WORKING ON THE CAMPAIGN AND SAY THE OZONE LAYER. AND IT'S AMAZING THAT 32 YEARS LATER, PEOPLE ARE NOT TRYING TO END THIS UNNECESSARY EMISSIONS OF CARBON DIOXIDE BY JETS AND APPARENTLY BY CRUISE SHIPS. SO I DON'T HAVE DETAILS ON THE PORT OF SEATTLE. I'M REALLY JUST LEARNING ABOUT THE PORT OF SEATTLE. SO I'M GOING TO BE DOING MORE RESEARCH AND I WANT TO KNOW MORE ABOUT THE PORT OF SEATTLE OPERATIONS IN GENERAL, AND I WILL BE ATTENDING FUTURE MEETINGS. SO THANK YOU FOR LETTING ME COMMENT. THANK YOU, MR. MYERS. CLERK NEXT SPEAKER? YES, OUR NEXT SPEAKER FROM THE ROOM IS PEGGY PRINCE. PEGGY, IF YOU COULD REPEAT YOUR NAME AND YOUR PORT RELATED TOPIC FOR THE RECORD. THANK YOU. THANK YOU. HELLO, I'M PEGGY PRINCE, AND I'M ALSO



GOING TO SPEAK ABOUT CRUISING AND THE CLIMATE.

WORLD TOURISM DAY TODAY OFFERS AN EXCELLENT OPPORTUNITY TO REASSESS OUR PRIORITIES. WITH OUR PLANET IN PERIL, WE MUST START CULLING OUR MOST DAMAGING ACTIVITIES. TOURISM, WHICH IS VOLUNTARY AND NONESSENTIAL IS A GOOD PLACE TO START. AND CRUISE IS ONE OF THE MOST POLLUTING AND EXPLOITATIVE FORMS OF TOURISM HERE IN SEATTLE. THE SIX MONTH CREW SEASON, INCLUDING PASSENGER FLIGHTS, GENERATES THE EQUIVALENT OF A THIRD AS MUCH GREENHOUSE GASES AS THE ENTIRE CITY EMITS IN A YEAR.

EARLIER THIS YEAR, THE PORT VOTED TO SPEND UP TO A HALF MILLION DOLLARS PROMOTING SEATTLE CRUISES TO EUROPEAN TOURISTS. INTERNATIONAL FLIGHTS HAVE A HUGE GREENHOUSE GAS FOOTPRINT. PLEASE CONSIDER REVERSING THIS DECISION AND PLEASE CONSIDER OTHER MEASURES YOU COULD TAKE TO START PHASING OUT, NOT GROWING CREWS, FOR EXAMPLE, LIMITING THE SIZE AND NUMBER OF THE VESSELS ALLOWED IN PORT AND PROHIBITING SHIPS WITHOUT SHORE POWER CAPABILITY. TAKE THIS WORLD TOURISM DAY TO REFLECT ON WHAT YOU SHOULD DO IF YOU REALLY WANT TO BE THE GREENEST PORT IN NORTH AMERICA. THANK YOU. THANK YOU, MS. PRINCE.

QUICK, NEXT SPEAKER.

YES. OUR NEXT SPEAKER IS MATTHEW HOUSE. MATTHEW, IF YOU'RE JOINING US VIRTUALLY, PLEASE RESTATE YOUR NAME AND YOUR PART RELATED TOPIC FOR THE RECORD.

OKAY. AND WE'LL COME BACK AND CALL MATTHEW AGAIN. SO MOVING TO MARTHA CONSTARD. MARTHA, PLEASE STATE YOUR NAME AND YOUR REPORT. RELATED TOPIC FOR THE RECORD MY NAME IS MARTHA CONGSGARD, AND I WILL COMMENT ON THE IMPORTANT PARTNERSHIP BETWEEN THE PORT OF SEATTLE AND THE SEATTLE AQUARIUM AND MY STRONG SUPPORT THEREOF. I SERVE AS THE CHAIR OF THE CAMPAIGN CABINET FOR THE AQUARIUM'S ONE OCEAN, ONE FUTURE CAMPAIGN, WHICH IS TASKED WITH HELPING DELIVER THE NEW OCEAN PAVILION PROJECT FOR OUR REGION. AS FORMER CHAIR OF THE FUTURE SOUND PARTNERSHIP, IT BECAME VERY APPARENT TO ME THE CHALLENGES FACING OUR LOCAL SAILORS SEA AND THE INTEGRAL ROLE THAT THE WORLD'S OCEAN PLAYS IN OUR COLLECTIVE EFFORT TO FIGHT CLIMATE CHANGE. HE HAS LESS DEEP MARITIME ROOTS AND OUR CONNECTION TO THE WATER GATES'BACK, TO THE INDIGENOUS COAST SAILORS PEOPLES WHO STEWARDED THESE LANDS. SINCE TIME IMMEMORIAL, OUR REGION CONTINUES TO BE GLOBAL LEADERS WHEN IT COMES TO THE OCEAN CLIMATE NEXUS AND TO OCEAN STEWARDSHIP BROADLY. RIGHT NOW,

OUR CITY HAS BEEN PRESENTED WITH A POWERFUL OPPORTUNITY TO RECONNECT WITH OUR OCEAN ROOTS BY BUILDING A WORLD CLASSIC AQUARIUM FOCUSED ON CONSERVATION RIGHT AT THE HEART OF OUR NEW WATERFRONT. AND IT'S REIMAGINED 20 BLOCK PARK AS WATERFRONT NEIGHBORS THAT SHARE A FOUNDATIONAL COMMITMENT TO BEING GREEN OR BLUE. WE'RE BOTH WORKING TO BUILD A MORE INCLUSIVE AND ACCESSIBLE MODEL OF ENVIRONMENTAL STEWARDSHIP. THE MOU AND JOINT EXHIBIT THAT ARE BEING PRESENTED HERE TODAY SET A ROCK SOLID AND INSPIRED FOUNDATION FOR FUTURE PARTNERSHIPS THAT WILL BE CRITICAL IF WE'RE GOING TO TURN THE TIDE ON CLIMATE. I WANT TO THANK THE PORT FOR YOUR CONTINUED COMMITMENT TO OUR MARINE ENVIRONMENT AND ALL LIFE THAT DEPENDS ON IT, AND FOR YOUR INVESTMENT IN THIS IMPORTANT CIVIC PROJECT THAT WILL HELP SHAPE ENVIRONMENTAL EDUCATION AND CONSERVATION ACTIONS FOR GENERATIONS TO COME. THANKS SO MUCH.

THANK YOU, MS. CONGSCARD. CLERK NEXT SPEAKER? YES. OUR NEXT SPEAKER IS JORDAN VAN VOS. JORDAN, PLEASE RESTATE YOUR NAME AND YOUR PART. RELATED TOPIC FOR THE RECORD.

YES. MY NAME IS MELISSA BAKER. I'M COMMENTING TODAY ON THE MEMORANDUM BETWEEN THE PORT OF SEATTLE AND I'M SORRY. GO AHEAD AND PROCEED, MS. MEGER. THANK YOU. THANK YOU. BETWEEN THE MEMORANDUM OF UNDERSTANDING BETWEEN THE PORT OF SEATTLE AND THE SEATTLE AQUARIUM, I ALSO MIGHT MENTION THAT I'M YOUR NEIGHBOR. I LIVE HERE IN SEATAC, SO I'M AWARE OF THE PORT WORK EVERY DAY, AND I APPRECIATE THAT THERE'S A NEW POLICE COMMISSIONER ON BOARD. I'D LIKE TO SHARE MY THANKS TO THE PORT OF SEATTLE AND TO LET YOU KNOW THAT MY COMMENTS TODAY ARE TO COMMENT ON THE STRONG SUPPORT OF THE CONTINUED PARTNERSHIP BETWEEN THE SEATTLE AQUARIUM AND THE PORT OF SEATTLE. I AM THE CHAIR OF THE BOARD OF THE SEATTLE AQUARIUM, AND WE KNOW THAT THIS PARTNERSHIP IS GOING TO HELP RESTORE OCEAN HEALTH AND BIODIVERSITY, AND THAT AS WE GO FORWARD WITH OUR NEW BUILDING WILL BE A WONDERFUL COMPLEX THAT WILL PERMIT US TO OPERATE IN WAYS THAT GIVE BACK TO THE ENVIRONMENT. AS AN ORGANIZATION IN SEATTLE AQUARIUM, WE'RE EXCITED TO HELP SEATTLE LEAD THE COUNTRY, IF NOT THE WORLD, IN THIS EFFORT. AND WE CANNOT BE MORE PLEASED TO HAVE THE PORT OF SEATTLE AS OUR PARTNER IN THESE EFFORTS. IN BUILDING THE OCEAN PAVILION, THE AQUARIUM IS EXCITED TO BE DELIVERING ONE OF THE GREENEST AQUARIUMS IN THE WORLD. THE AVIATION OPERATES 100% FOSSIL FUEL

FREE AND 96% OF THE SEAWATER REUSE WILL BE RECIRCULATED. WATER WILL BE EFFICIENTLY HEATED USING ELECTRICITY FROM SEATTLE'S CLEAN GRID AND USING CUTTING EDGE TECHNOLOGY. WE WILL RECAPTURE HEAT FROM THE HEATED WATER TO WARM THE BUILDING WHEN NEEDED. OUR NEW BUILDING WILL EXCEED SEATTLE'S GREEN BUILDING STANDARDS AND IS TARGETING THE LIVING BUILDING PEDAL. CERTIFICATION IN KEY SUSTAINABILITY AREAS AND THE EXPANDED AQUARIUM WILL HELP SUPPORT GROUNDBREAKING GLOBAL PROGRAMS RELATED TO SPECIES REINTRODUCTION. IN JUST THE PAST YEAR, THE AQUARIUM HAS BEEN PROUD TO WORK WITH PARTNERS TO SAVE IS THAT MY TIME? IS THAT YES, IT IS. THANK YOU SO MUCH FOR YOUR COMMENTS, MR. RAN VOX. GO AHEAD AND PROCEED. HI, MY NAME IS JORDAN VAN VOS WITH SEATTLE CRUISE CONTROL, AND I'M HERE TO SPEAK ABOUT CRUISING AND THE CLIMATE. IT WAS 81 DEG AT SEATAC AIRPORT YESTERDAY AFTERNOON, BREAKING ANOTHER HEAT RECORD FOR ALL TIME HIGH TEMPERATURE. NORMAL HIGH TEMPERATURE AT THIS TIME OF THE YEAR IS SOMEWHERE IN THE MID SIXTIES. BUT THESE AREN'T NORMAL TIMES ANYMORE, AND TO THE EXTENT WE FORGET THAT, WE ARE IN DANGEROUS DENIAL. POST TROPICAL STORM FIONA JUST SLAMMED ATLANTIC CANADA WITH HISTORIC DESTRUCTION. THREE QUARTERS OF A MILLION PEOPLE IN PUERTO RICO ARE STILL WITHOUT POWER. GULF COAST FLORIDA IS LOOKING DOWN THE BARREL OF A MAJOR HURRICANE RIGHT NOW. OUR OCEANS ARE WARMING RAPIDLY, CREATING MORE POWERFUL HURRICANES LINKED TO THE BURNING OF FOSSIL FUELS. WILDFIRES ARE BURNING ACROSS THE US. MEXICO AND WESTERN CANADA. NORTH TO THE ARCTIC CIRCLE. WILDFIRE SMOKE INVADES OUR REGION WITH INCREASING REGULARITY. OUR SUMMERS ARE HOTTER AND LONGER, AND WINTERS ARE SHORTER. MEANWHILE, THE PORT OF SEATTLE CONTINUES TO PROMOTE CRUISE SHIP BUSINESS AS GOOD FOR OUR COLLECTIVE FUTURE, REFERRING TO IT AS AN ECONOMIC ENGINE OR A REGION YOU CAN'T EAT MONEY. OUR FOOD SUPPLY DEPENDS UPON A STABLE CLIMATE, WHICH IS DISAPPEARING IN OUR LIFETIME. WHEN WILL YOU ACKNOWLEDGE THAT WE ARE IN A CLIMATE EMERGENCY? PLEASE START ACTING WITH RESPONSIBILITY FOR FUTURE GENERATIONS AND BEGIN TRANSITIONING AWAY FROM THIS NONESSENTIAL BUSINESS INSTEAD OF CONTINUING TO INVEST IN AN UNSUSTAINABLE FUTURE. THANK YOU VERY MUCH. THANK YOU, MR. VANVOST CLARK. NEXT SPEAKER? YES. OUR NEXT SPEAKER IS BERNARDIN LUND. BERNARDINE, IF YOU COULD REPEAT YOUR NAME AND YOUR TOPIC RELATED

TO THE CONDUCT OF THE PORT FOR THE RECORD, PLEASE. HELLO. THIS IS BERNARDIN LONDON. MY TOPIC IS TOURISM AND THE CLIMATE. RIGHT NOW, THE PORT HAS TWO CONTRADICTIONARY GOALS. ONE IS TO ADDRESS THE CLIMATE CRISIS BY MEETING THE SET EMISSION TARGETS, AND THE SECOND IS TO INCREASE BUSINESS, PARTLY BY PROMOTING TOURISM. YOU NEED TO RETHINK THESE CONTRADICTIONARY GOALS SO THAT TRAVEL DOES NOT HAVE A MORE NEGATIVE IMPACT ON THE ENVIRONMENT AS A FIRST PRIORITY, THE PORT NEEDS TO REDUCE CLIMATE CO2 EMISSIONS. IT SEEMS ESSENTIAL THAT EACH TIME THERE IS A PROPOSAL FOR EXPANSION OR WORK DONE AT THE PORT, THE PLAN SHOULD DISCUSS THE IMPACT ON THE CLIMATE GOALS.

I WAS GOING TO ADD THIS PART, BUT THE THOUGHT THAT METRUCK WAS TALKING ABOUT THE DEMAND FOR TRAVEL THERE IS NO REAL DEMAND FOR TRAVEL. IT'S CREATED IT'S, JUST LIKE THERE USED TO BE DEMAND FOR CIGARETTES UNTIL WE SAID NO, YOU COULDN'T DO IT. THERE WAS DEMAND FOR OPIOIDS BEFORE WE SAID NO, YOU CAN'T SELL THEM ANYMORE. SO, YES, ADVERTISING WORKS AND IT'S GOT TO STOP. THERE ARE OTHER WAYS TO PROMOTE TOURISM OTHER THAN FLYING. BY CRUISING AND FLYING. FOR EXAMPLE, A LIST OF 50 PLACES TO VISIT IN EACH STATE HAS BEEN DEVELOPED. HOW IS THE SEATAC ALTOURISM PROMOTING THESE PLACES TO STATE RESIDENTS? HOW MANY OF THOSE AREAS HAVE YOU VISITED IN WASHINGTON? I KNOW I HAVEN'T VISITED HALF OF THEM IN WASHINGTON AND NEITHER HALF IN OREGON. FOR WHERE I GREW UP TO BE EQUITABLE, TOURISM NEEDS TO AVOID FORMS OF TOURISM THAT ADVERTISE LOW PRICES BECAUSE WORKERS ARE BEING EXPLOITED AND BY USING THE DIRTIEST FUELS AVAILABLE. WHY IS IT NOT EQUITABLE TO HAVE 80% OF THE PEOPLE WHO DO NOT FLY SUBSIDIZE THE 20% WHO DO FLY? WHY DO COUNTRIES THAT HAVE FEW FLYERS LIKE PAKISTAN HAVE A \$10 BILLION BILL FOR DESTRUCTION DEAD BY GLOBAL WARMING? AND I DID A QUICK COMPARISON. THERE ARE 8 BILLION PEOPLE IN THE WORLD RIGHT NOW. I GUESS THAT'S IT. THANK YOU, MS. LANNIE. THANK YOU FOR LETTING ME TALK. YOU BET. NEXT SPEAKER? YES. OUR NEXT SPEAKER IS ANDREA FARRELL. ANDREA, IF YOU CAN RESTATE YOUR NAME AND YOUR PORT RELATED TOPIC FOR THE RECORD THANK YOU. SORRY, I PRERECORDED MYSELF BECAUSE I WAS GETTING ANDREA O'FARRELL. I'M GOING TO BE TALKING ABOUT CRUISES IN THE CLIMATE AS WELL, AND IT'S TWO MINUTES AND 1 SECOND IN 2019.

I TOLD MY PRINCIPAL I WOULD NOT BE RETURNING THE NEXT YEAR BECAUSE I COVID SEE WE WERE FAR DOWN THE ROAD OF CLIMATE AND ECOLOGICAL DISASTER AND I NEEDED TO STEP UP WITH ALL MY EFFORT. I ASKED AYE. TO PAY MORE ATTENTION TO THE CRISIS THAT WAS UNFOLDING. HE SAID THAT WHILE HE ADMIRERD MY FOCUS ON THIS ONE TOPIC, HE WAS MORE INTERESTED IN COMBATING CHILDHOOD OBESITY, GLOBAL WARMING AND ECOLOGICAL DESTRUCTION. ONE TOPIC I DID NOT BELLEVUE MY POINT AND I WAS GLAD WHEN HE ALLOWED ME TO START A NATIVE PLANT GARDEN IN A QUARTER OF THE PLAYGROUND. WHY DO I MENTION THIS? BECAUSE MY ONE TOPIC IS ALL ENCOMPASSING. AS FOR CRUISES, I SEE THEM AS ONE PART OF THIS HUGE GLOBAL RECKONING. WE NEED TO BE ACTING AS THOUGH WE ARE IN A CLIMATE CRISIS, AN ECOLOGICAL EMERGENCY, BECAUSE WE ARE. AGAIN, I WILL QUOTE ANTONIO GUTERRES, THE ONE POLITICIAN WHO IS STATING, SHOUTING THE TRUTH AFTER UN CLIMATE ROUNDTABLE SEPTEMBER 21, GUTERRES MADE A PUBLIC STATEMENT WHERE HE DESCRIBED THE GOAL OF HOLDING WARMING TEMPERATURES TO 1.5 DEGREES CELSIUS AS FAILING FAST. HE BLAMED WORLD LEADERS FOR BEING OUT OF STEP WITH THE GLOBAL PUBLIC ON CLIMATE. WE HAVE ALL SEEN THE APPALLING IMAGES FROM PAKISTAN, AND THIS IS JUST AT 1.2 DEGREES OF GLOBAL WARMING AND WE ARE HEADING FOR OVER THREE DEGREES. HE WARNED LEADERS, PORT LEADERS, BUSINESS LEADERS ARE NOT THINKING, NOT FEELING, NOT BELIEVING, NOT KEEPING US SAFE. CRUISES ARE BAD FOR SO MANY REASONS. NUMBER ONE BEING THEIR FLAGRANT USE OF FOSSIL FUEL, BOTH FROM THE SHIPS THEMSELVES AND THE PLANES THAT BRING TOURISTS HERE. WE MUST STOP THIS DANGEROUS INDUSTRY. WORLD TOURISM DAY IS NOT SOMETHING TO BE CELEBRATING. THANK YOU, MR. FARRELL. CLERK HART. SPEAKER. YES. I'M GOING TO GO BACK AND CALL FOR MATTHEW HOUSE ONE MORE TIME AND THEN MOVING TO ROBIN BRIGGS. ROBIN, IF YOU COULD RESTATE YOUR NAME AND YOUR TOPIC RELATED TO THE CONDUCT OF THE PORT FOR THE RECORD, PLEASE. HI, MY NAME IS ROBIN BRIGGS AND I'M TALKING ABOUT AIR AND CRUISES. THANK YOU, PORT COMMISSIONER, FOR GIVING ME THE OPPORTUNITY TO SPEAK. THE PORT COULD AND SHOULD BE SUPPORTING SUSTAINABLE TOURISM. I LOVE TO TRAVEL. I HAVEN'T DONE ANY FOR FIVE YEARS BECAUSE OF CONCERNS ABOUT THE CLIMATE. I THINK THE PORT SHOULD BE WORKING TOWARDS A FUTURE WHERE EITHER THERE IS DRASTICALLY LESS FLYING OR WHERE FLYING CAUSES DRASTICALLY LESS POLLUTION. I

ALSO THINK THE PORT SHOULD BE WORKING TOWARDS LIMITING CRUISES OR MAKING THEM MORE SUSTAINABLE, GETTING RID OF THE BUNKER FUEL, DOWNSIZING THE SHIPS, AND MAKING SURE THAT OUR MARINE WILDLIFE HAS AN OPPORTUNITY TO SURVIVE. I'M CONCERNED THAT AS A COUNTY RESIDENT, MY TAX REVENUE IS GOING TO PROMOTE AND SUPPORT THESE PRACTICES THAT ARE KILLING THE ORCHESTRA AND DESTROYING THE MARINE HABITAT THAT WAS OUR BIRTHRIGHT. I'M ASKING THE PORT TO LAY OUT A PLAN OF HOW WE CAN ADDRESS THESE PROBLEMS AND SUSTAIN OUR AIR AND WATERS. THANK YOU. THANK YOU, MS. BRIGGS. CLERK HART. SPEAKER. YES. OUR NEXT SPEAKER IS STACEY OAK. STACEY, IF YOU COULD REPEAT YOUR NAME AND YOUR TOPIC RELATED TO THE CONDUCT OF THE PORT. THANK YOU. THANK YOU. MY NAME IS STACEY OAKS AND I'LL BE SPEAKING ABOUT CRUISE SHIPS AND WORLD TOURISM DAY. I'M A MEMBER OF SEATTLE CRUISE CONTROL. I'VE LIVED ALONG THE SAILOR SEA SINCE I WAS BORN, AND ONE OF THE GREATEST JOYS IN MY LIFE IS BEING A GRANDMOTHER AND AN AUNTIE. I AM CONSTANTLY WATCHING MY WORDS AND MY ACTIONS TO MAKE SURE THEY'RE IN LINE WITH BEING A GOOD TEACHER AND ROLE MODEL. AND I ALSO THINK A LOT ABOUT WHAT KIND OF ANCESTOR I WANT TO BE. EVERY YEAR IT GETS HARDER AND HARDER TO BE OPTIMISTIC ABOUT OUR FUTURE, ABOUT THE WORLD WE'RE LEAVING FOR OUR CHILDREN. IF WE DON'T COLLECTIVELY CHANGE OUR PRIORITIES AND THE WAY WE DO THINGS, OUR PROBLEMS ARE ONLY GOING TO INTENSIFY. WILDFIRES HEAT WAVES, DROUGHTS, CROP FAILURE, FLOODING, LACK OF ACCESS TO CLEAN DRINKING WATER MASS EXTINCTION OF INSECTS AND ANIMALS, MELTING GLACIERS AND SEA LEVEL RISE. LESS RESOURCES AND STABILITY LEAD TO WARS, REFUGEES, POVERTY AND DISEASE. WE KNOW THE ACTIVITIES THAT ARE MAKING THESE THINGS WORSE, AND WE KEEP DOING THEM. WE LOCK REFUGEES IN CAGES OR ONLY OFFER THEM THE WORST JOBS AVAILABLE FOR INSULTING AND UNLIVABLE WAGES. WHILE CONVENIENTLY IGNORING THE FACT THAT OUR ACTIONS HELPED CREATE THE CONDITIONS THEY HAD TO FLEE CRUISE SHIPS. CREATE AN INSANE AMOUNT OF AIR AND WATER POLLUTION. BURN MASSIVE AMOUNTS OF FOSSIL FUELS THAT ARE PROPELLING US DEEPER INTO CLIMATE CHAOS. AND PREY UPON PEOPLE FROM DESTABILIZED NATIONS TO PROVIDE THE LABOR UNDER INHUMANE CONDITIONS. IS THIS THE KIND OF VACATION THAT A GOOD ANCESTOR WOULD PARTICIPATE IN? IS THIS THE KIND OF BUSINESS THAT A GOOD ANCESTOR WOULD

SUPPORT? OR WOULD THEY BE WORKING TO ELIMINATE IT? I HOPE ALL OF YOU CAN TAKE SOME TIME LATER TO SERIOUSLY THINK ABOUT WHAT KIND OF ANCESTOR YOU WANT TO BE. THIS IS YOUR CHANCE.

THANK YOU. THANK YOU. MS OAKS.

CLARK. NEXT SPEAKER?

YES. OUR NEXT SPEAKER IS SANDRA TUCSON.

SANDRA, IF YOU COULD REPEAT YOUR NAME AND YOUR TOPIC RELATED TO THE CONDUCT OF THE PORT FOR THE RECORD, PLEASE.

GOOD AFTERNOON, COMMISSIONERS. MY NAME IS SANTA TUSAN WITH SCIU SIX, AND I'M HERE TODAY TO ASK THIS BODY TO NOT LET UP ON SERVICE WORKERS AS HEALTHCARE. OUR AIRPORT WORKERS ARE AFFORDABLE, ACCESSIBLE, AND GUARANTEED HEALTH CARE. THEY PUT THEIR BODIES ON THE LINE EVERY DAY TO ENSURE THAT EVERY PASSENGER THAT TRAVELS THROUGH CTECH AIRPORT HAS THE SUPPORT THEY NEED TO GET TO THEIR FLIGHT, BE IT PUSHING WHEELCHAIRS OR LIFTING BAGGAGE. THEY DO THIS LITERALLY BACK BRAKING WORK TO KEEP OUR AIRPORT MOVING, BUT HAVE TO PAY OUT OF POCKET FOR THE CARE THAT THEY NEED TO SERVE THE AIRPORT'S CUSTOMERS. ONE THIRD OF AIRPORT PASSENGER SERVICE WORKERS ARE ON MEDICARE. ANOTHER THIRD ARE WHOLLY WITHOUT INSURANCE. LEAVING THE PEOPLE OF YOUR COMMUNITY WITHOUT ADEQUATE HEALTH CARE IS NOT PROMOTING SOCIAL RESPONSIBILITY, AS THE PORT CLAIMS, IS PART OF THEIR MISSION. WE ARE ASKING YOU TO DO THE RIGHT THING. WE ARE ASKING YOU TO PROVIDE THESE HARDWORKING, DEDICATED, ESSENTIAL WORKERS WITH THE HEALTH CARE THEY NEED AND THE HEALTH CARE THEY DESERVE. THANK YOU VERY MUCH. THANK YOU. MR. SUM CLARK

FINAL SPEAKER. YES, THANK YOU. OUR NEXT SPEAKER IS DAN MCKISSON. DAN, IF YOU COULD RESTATE YOUR NAME AND YOUR TOPIC RELATED TO THE CONDUCT OF THE PORT FOR THE RECORD, PLEASE.

MR. MCKISON, WE CAN HEAR YOU.

NO, WE CANNOT.

ALL RIGHT, HOW'S THAT? GREAT. THANK YOU. DAN MCKISSON WITH THE ILW LOCAL 19 IN SEATTLE. SPEAKING ON BEHALF OF THE MEMBERS OF LOCAL 19 ON THE CRUISE INDUSTRY, I JUST LIKE TO NOTE THAT THE CRUISE INDUSTRY BRINGS HUNDREDS OF JOBS TO OUR LOCAL EVERY YEAR DURING THE CRUISE SHIP SEASON. NOT ONLY TO OUR LOCAL, IT BRINGS JOBS TO THE REGION, INCLUDING THE FARMERS AND OTHER PEOPLE WHO PROVIDE THE PRODUCTS THAT REPLENISH THESE SHIPS THAT GIVE PEOPLE A CHANCE TO SEE ALASKA. I AGREE WITH A LOT OF THE OTHER COMMENTS HOW WE NEED TO ADDRESS THE FUELS, AND THAT'S IN ALL AREAS OF MARITIME, WE ARE 100% BEHIND COLD

IRONING OF THESE SHIPS. IT'S VERY IMPORTANT THAT WE CUT DOWN ON THE EXHAUST FROM THESE SHIPS WHEN THEY'RE IN PORT AND WHEN THEY'RE SAILING. I JUST WANT TO BE CLEAR, THOUGH, THAT WE HAVE NOT SUPPORTED IN THE PAST THE PROPOSAL FOR ANOTHER CRUISE SHIP TERMINAL AT TERMINAL 46. WE BELIEVE THAT SHOULD BE A CARGO TERMINAL. WE HAVE SUFFICIENT AMOUNT OF CRUISE SHIP TERMINALS IN THE PORT, WE BELIEVE, RIGHT NOW, AND IT CREATES WORK ALL THROUGH THE WEEK INSTEAD OF JUST ON THE WEEKENDS FOR OUR MEMBERS. SO I APPRECIATE THE TIME TO COMMENT. THANK YOU VERY MUCH. THANK YOU, MR. MCKISSON CLARK, NEXT SPEAKER.

YES, AND OUR FINAL SPEAKER TODAY THAT I HAVE SIGNED UP, I BELIEVE, IS TOM BARNARD.

TOM, IF YOU COULD RESTATE YOUR NAME AND YOUR TOPIC RELATED TO THE CONDUCT OF THE PORT. FOR THE RECORD, PLEASE. YES, MY NAME IS TOM BARNARD AND I'M GOING TO BE TALKING ABOUT WORLD TOURISM DAY AND CRUISING COMMISSIONERS.

THIS IS WORLD TOURISM DAY. AS YOU KNOW, WORLD TOURISM IS ONE OF THOSE FEEL GOOD ACTIVITIES EVERYBODY, ESPECIALLY POLITICIANS, LOVE TO LOVE. BUT HERE IN SEATTLE. A MAJOR PART OF TOURISM PROMOTION IS NOT JUST SUPPORTING. BUT ACTUALLY RAMPING UP AN INDUSTRY WHOSE VESSELS ARE REGISTERED IN SOME DEVELOPING COUNTRY FOR THE PURPOSE OF EXEMPTING THEM FROM US OR CANADIAN LAWS CONCERNING WORKERS RIGHTS AND ENVIRONMENTAL PROTECTIONS AND AVOIDING PAYING TAXES. WHOSE VESSELS BURN SOME OF THE DIRTIEST FUEL ON THE PLANET. WHOSE AIR EMISSIONS WORLDWIDE SICKEN AND POISONED NEARPORT RESIDENTS. WHOSE VISITS CAN WREAK HAVOC ON THE LOCAL ECONOMY. WHOSE SHIP DRAIN SEWAGE SOFIA EXHAUST WASTE AND ENGINE RESIDUE INTO THE OPEN OCEAN. WHOSE PROPELLERS HARM MARINE LIFE BOTH DIRECTLY AND INDIRECTLY. AND WHOSE COMBINED GREENHOUSE GAS IMPACT OF THOSE SHIPS AS WELL AS THE AIRLINE INDUSTRY'S PASSENGERS FLIGHTS. GENERATES THE EQUIVALENT OF A THIRD AS MUCH GREENHOUSE GASES AS THE ENTIRE CITY EMITS IN A YEAR. YOU ARE CAUGHT IN A MASSIVE CONTRADICTION. YOU ARE PROMOTING AN INDUSTRY WHO IS DESTROYING THE VERY ENVIRONMENT THAT PEOPLE ARE TRAVELING HERE TO SEE. WHAT'S WORSE IS THAT FOR THE MOST PART, YOU HAVE AN ATTITUDE OF, WELL, WE'RE REGULATING SOME OF THEIR ACTIVITIES HERE, SO WE'RE ALL GOOD. AS IF THERE WAS SOME MAGICAL BORDER BEYOND WHICH YOU DON'T HAVE TO CONCERN YOURSELF



WITH. AS FOR THE GREEN CORRIDOR,  
ALL THE GREEN CORRIDORS IN THE WORLD  
WILL NOT CHANGE THE BASIC NATURE OF THE  
CRUISE INDUSTRY, WHICH WAS RELIANT ON  
MORE TRIPS, LARGER VESSELS, AND MORE  
PASSENGERS TO FEED ITS NEVER ENDING  
APPETITE FOR PROFIT. THIS IS NOT HOW YOU  
MAKE THE PORT OF SEATTLE THE GREENEST  
PORT IN NORTH AMERICA. THANK YOU FOR  
LISTENING. AND I WILL JUST NOTE THAT I  
LIVE FIVE BLOCKS FROM HERE, SO THIS IS A  
PERSONAL ISSUE. THANK YOU, MR.  
BARNER.

THAT CONCLUDES OUR SIGN UPS FOR TODAY.  
IS THERE ANYONE ELSE PRESENT OR ON THE  
TEAM'S CALL WHO DIDN'T SIGN UP, WHO  
WISHES TO ADDRESS THE COMMISSION?  
OKAY WITH THAT, I'LL ASK  
THE CLERK TO PLEASE GIVE US AN OFFICE OF  
ANY WRITTEN COMMENTS WE RECEIVED FROM  
ANYONE IN THE ROOM AS WELL. IS THERE  
ANYONE ELSE IN THE ROOM WHO DID NOT SIGN  
UP, BUT IS INTERESTED IN GIVING PUBLIC  
COMMENT?

OKAY, CLERK, WILL YOU DO A SYNOPSIS OF  
THE WRITTEN COMMENTS? YES. THANK YOU,  
MR. COMMISSION PRESIDENT, MEMBERS OF THE  
COMMISSION, WE ONLY HAVE RECEIVED ONE  
WRITTEN COMMENT TODAY THAT HAS BEEN  
PREVIOUSLY DISTRIBUTED TO YOU FOR YOUR  
REVIEW. AND IT COMES FROM LINDA CARROLL,  
WHO ASKED SUPPORT TO RESCIND SUPPORT FOR  
MEGA CRUISE SHIPS. AND THAT CONCLUDES THE  
WRITTEN COMMENTS RECEIVED TODAY. THANK  
YOU VERY MUCH, CLERK. HEARING NO FURTHER  
PUBLIC TESTIMONY, WE'LL MOVE ON TO THE  
CONSENT AGENDA. ITEMS ON THE CONSENT  
AGENDA ARE CONSIDERED ROUTINE AND WILL  
BE ADOPTED BY ONE MOTION. ITEMS REMOVED  
FROM THE CONSENT AGENDA WILL BE  
CONSIDERED SEPARATELY IMMEDIATELY AFTER  
ADOPTION OF THE REMAINING CONSENT AGENDA  
ITEMS. ITEM EIGHT J HAS BEEN PULLED FROM  
THE CONSENT AGENDA AND WILL BE ADDRESSED  
SEPARATELY. AND ITEM EIGHT K IS REMOVED  
FROM THE AGENDA FOR THIS MEETING. AT  
THIS TIME, THE CHAIR WILL ENTERTAIN A  
MOTION TO APPROVE THE CONSENT AGENDA  
ITEMS COVERING EIGHT A THROUGH G,  
SO MOVED.

CAN I GET A SECOND? SECONDED. THE MOTION  
WAS MADE AND SECONDED. COMMISSIONERS,  
PLEASE SAY AYE OR NAY WHEN YOUR NAME IS  
CALLED, BEGINNING WITH COMMISSIONER  
CHO. AYE. THANK YOU. COMMISSIONER  
FELLEMAN. AYE. THANK YOU. COMMISSIONER  
HASEGAWA. AYE. THANK YOU. COMMISSIONER  
MOHAMED. AYE. THANK YOU.  
COMMISSIONER CALKINS. AYE. THANK YOU.  
YOU HAVE FIVE AYES AND ZERO NAYS FOR  
APPROVAL OF THE AGENDA. OKAY, THE MOTION  
PASSES. WE'RE NOW GOING TO ADDRESS ITEMS  
REMOVED FROM THE CONSENT AGENDA. CLERK

HART, PLEASE READ THE ITEM INTO THE RECORD AND THEN WE'LL TURN TO EXECUTIVE DIRECTOR METRUCK TO INTRODUCE THE ITEM. WE ARE GOING TO ALLOW COMMISSIONER HASEGAWA TO SPEAK FIRST SINCE SHE REQUESTED THE ITEM BE PULLED. THANK YOU. THIS IS AGENDA ITEM EIGHT J, AUTHORIZATION FOR THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT FOR NATURAL GAS SUPPLY TO THE SEATTLE TACOMA INTERNATIONAL AIRPORT IN THE AMOUNT OF \$12 MILLION. COMMISSIONERS, TODAY WE'RE ASKING FOR APPROVAL TO PROCURE FOSSIL BASED NATURAL GAS FOR OUR CENTRAL MECHANICAL PLANT AND BUS FLEET. AS YOU KNOW, THE PORT SIGNED A TEN YEAR CONTRACT IN 2020 TO PURCHASE ENOUGH RENEWABLE NATURAL GAS RNG TO REDUCE OUR OVERALL CARBON EMISSIONS BY 50% AND ACHIEVE OUR 2030 50% REDUCTION GOAL NEARLY EIGHT YEARS EARLY. THIS CURRENT REQUEST IS NEEDED TO SUPPLY THE REMAINING AMOUNT OF OUR FOSSIL NATURAL GAS FOR OUR CENTRAL MECHANICAL PLANT TO HEAT OUR TERMINAL BUILDINGS. AS NOTED IN THE COMMISSION MEMO, WE'RE EVALUATING OPTIONS TO CONVERT OUR CENTRAL MECHANICAL PLAN TO ELECTRIFY AND EXPECT TO TRANSITION TO ELECTRIC BUSES IN AN EFFORT TO FULLY DECARBONIZE THE AIRPORT'S OPERATIONS BY 2040. THIS CONTRACT WILL ENSURE WE HAVE ADEQUATE FUEL SUPPLIES UNTIL THOSE TRANSITIONS CAN BE COMPLETED. THE PRESENTERS WE HAVE HERE TODAY ARE KEITH WARNER, UTILITIES BUSINESS MANAGER, AVIATION FACILITIES AND INFRASTRUCTURE, AND STEPHANY MINE, THE CLIMATE PROGRAM MANAGER FOR AVIATION ENVIRONMENTAL PROGRAMS. SO WITH THAT, TURN IT OVER. GOOD AFTERNOON, EXECUTIVE DIRECTOR, METRUCK AND COMMISSIONERS. NEXT WEEK WE WILL RECOGNIZE THE TWO YEAR ANNIVERSARY OF OUR ADOPTION OF RENEWABLE NATURAL GAS, WHICH, AS WAS NOTED, PROVIDES LOTS OF FUEL FOR OUR BUS FLEET, AS WELL AS ROUGHLY HALF OF THE HEATING REQUIREMENTS HERE AT THE AIRPORT. THAT TEN YEAR CONTRACT HAS EIGHT YEARS REMAINING ON IT AND IT DOES RELY ON A COMPANION LOCAL SUPPLY OF NATURAL GAS. THAT LOCAL SUPPLY CONTRACT WILL EXPIRE IN THE FIRST QUARTER OF 2023 AND IS REQUIRED FOR MAINTAINING OPERATIONS. THE AUTHORIZATION BEFORE YOU TODAY IS FOR RENEWAL OF THAT CONTRACT FOR AN ADDITIONAL FOUR YEARS. AND STEPHANIE AND I ARE HERE TO ADDRESS ANY QUESTIONS YOU MAY HAVE. COMMISSIONER HASEGAWA? THANK YOU SO MUCH FOR BEING HERE TO ANSWER QUESTIONS. I'M WONDERING, FOR STARTERS, HOW ARE YOU DEFINING NATURAL GAS HERE? FOR THIS CONTRACT IT IS WHAT WE MIGHT

CALL TRADITIONAL OR FOSSIL BASED NATURAL GAS. AND IF WE HAVE GOAL TO REDUCE OUR GREENHOUSE GAS EMISSIONS HERE AT THE PORT OF SEATTLE, AND THIS ALLOCATION IS TO MAINTAIN OPERATIONS, HOW DOES THIS FIT INTO OUR ENVIRONMENTAL AND SUSTAINABILITY GOALS?

I JUST SEE FACES TURN TOWARDS ME. STEPHANIE MINE, THE CLIMATE PROGRAM MANAGER HERE AT SEATAC AIRPORT. SO IT'S CHALLENGING TO WALK THROUGH ALL OF THE CONTRACTUAL ARRANGEMENTS, BUT THIS CONTRACT THAT WE HAVE BEFORE YOU TODAY IS ENABLING THE OVERALL SUPPLY OF GAS. AND WE DO HAVE RENEWABLE NATURAL GAS ALSO AS PART OF OUR SUPPLY AGREEMENT. I KNOW THAT COMMISSIONER HASEGAWA, YOU AND COMMISSIONER MOHAMED WEREN'T HERE WHEN WE DID THAT ORIGINAL CONTRACT, BUT THAT IS FOR A TEN YEAR SUPPLY OF RENEWABLE NATURAL GAS. THAT IS GAS THAT COMES FROM SOURCES LIKE LANDFILLS OR OTHER BASICALLY SUPPLIES OF BIOMASS BASED GAS THAT ARE PUT ONTO THE SUPPLY SYSTEM. SO ONTO THE NATURAL GAS SUPPLY SYSTEM AND DELIVERED TO OUR AIRPORT. SO RENEWABLE NATURAL GAS IS ALSO BEING SUPPLIED TO THIS AIRPORT, AND WE RELY ON THAT FOR 50% OF THE SUPPLY AT OUR CENTRAL MECHANICAL PLANT. BUT WE ALSO HAVE RELIANCE ON FOSSIL NATURAL GAS. THAT IS PART OF TODAY'S ACTION.

ANY FURTHER QUESTIONS ON THIS TOPIC, COMMISSIONER FELLEMAN?

I HAVE A COUPLE OF REQUESTS FOR CLARIFICATION. WHAT YOU JUST SAID ISN'T TECHNICALLY TRUE. YOU SAID THE RENEWABLE GAS ISN'T DELIVERED TO THE AIRPORT, RIGHT? IT'S FUNGIBLE. RIGHT. WE'RE NOT GETTING RENEWABLE GAS AT THE AIRPORT. WE'RE PUTTING IT INTO THE NATIONAL SYSTEM. A MOLECULE BETWEEN FRIENDS, RIGHT? YES. ANYWAY, THE ONE OF THE THINGS IN THE MEMO THAT CONFUSED ME WAS THIS QUESTION ABOUT THE BUSES. NOW I KNOW THAT WE ONLY GET WIND FOR TRANSPORTATION, RIGHT? AND SO I THOUGHT 100% OF THE BUS WAS GOING TO BE RENEWABLE, RIGHT? CORRECT. THE MEMO KIND OF, I GUESS IT SAYS THE GAS USED AT SEA IS TO PROVIDE HEAT FOR THE TERMINALS AS WELL AS PROVIDE FUEL FOR THE COMPRESSED NATURAL GAS BUS FLEET. ANYWAY, IT COULD BE CLEARER THAT IT'S 100%. YOU WERE CLEAR IN YOUR STATEMENT. I THINK IT COULD BE CLEARER IN THE MEMO. BUT ONE OF THE THINGS THAT WHEN WE FIRST APPROVED IT, THERE WAS A QUESTION IN TERMS OF HOW MUCH WERE WE GOING TO GO TO RNG, AND THIS WAS THIS BALANCING ACT ABOUT WHAT WE CAN BECAUSE THERE IS A PREMIUM. RIGHT. CAN YOU GIVE US A QUICK

IDEA HOW MUCH MORE THE RNG COSTS? AND IT'S ALMOST LIKE DOUBLE, ISN'T IT? AYES. AND AGAIN, IT DEPENDING ON WHAT THE FOSSIL SUPPLY IS, IT IS ALMOST CLOSE TO TRIPLE. BUT IT DEPENDS ALSO ON WHAT THE FOSSIL PRICE IS AT A GIVEN TIME. SO IT'S DOUBLE TO TRIPLE WHEN IT COMES TO THE GAS THAT WE'RE PAYING. THE RENEWABLE NATURAL GAS THAT'S GOING INTO OUR BUS FLEET IS SUBJECT TO FEDERAL INCENTIVES AND WILL NEXT YEAR BE ALSO SUBJECT TO THE STATE LOW CARBON FUEL STANDARD. SO RIGHT NOW THAT FUEL IS COSTING US ESSENTIALLY \$0 RIGHT NOW FOR OUR BUS FLEET. BUT THE HEATING FUEL IS SUBJECT TO THAT PREMIUM, WHICH IS ABOUT THREE TIMES THE COST. I THINK. I'M JUST CHECKING WITH KEITH ON THE NOD BECAUSE I'M NOT ALWAYS TRACKING THE FOSSIL GAS PRICES, BUT IT'S APPROXIMATELY THAT AND THE FLEET IS A FRACTION OF THE DEMAND. I MEAN, THE FLEET IS ALMOST UNMEASURABLE COMPARED TO THE BOILER. IT'S A SINGLE DIGIT PERCENT COMPARED TO WHAT WE USED IN OUR HEATING. RIGHT. SO ONE OF THE THINGS THAT BECAME WHEN WE WERE LOOKING AT THE MSW CONTRACT WITH THE KING COUNTY WITH MUNICIPAL SOLID WASTE TO HOPEFULLY GO TO JET FUEL WAS THE FACT THAT KING COUNTY'S CONTRACT FOR THEIR LANDFILL GAS WITH CALIFORNIA WAS GOING TO BE EXPIRING SOON. IT WAS LIKE THIS YEAR OR NEXT YEAR OR SOMETHING LIKE THAT. DID WE EXPLORE I MEAN, I ALWAYS THOUGHT THAT WE SHOULD WHY SEND THAT TO CALIFORNIA WHEN WE HAVE PLENTY OF DEMAND HERE AND WHETHER THAT WOULD BE POTENTIALLY MORE COST EFFECTIVE THAN WHAT WE'RE DOING IN TENNESSEE? WE DID EXPLORE THAT EARLY ON AS WE WERE TRYING TO FIGURE OUT WHAT ROLE SPECIFICALLY WE WANTED TO PLAY IN THIS SPACE. AND THAT IS, WAS IT SIMPLY ABOUT JUST PROCURING THOSE MOLECULES OR WAS IT ALSO ABOUT WHAT IMPACT WE WANTED TO HAVE IN THE MARKETPLACE? AND SO WHEN WE WERE EXAMINING THIS WE KNEW THAT THE KING COUNTY WAS ALREADY INJECTING THAT SUPPLY INTO THE PIPELINE FROM THE LANDFILL AND THE LOCAL WASTEWATER TREATMENT PLANT. WHICH MEANT THAT IT ALREADY HAD CUSTOMERS AND THAT IF WE WENT ONTO THE MARKET AND BASICALLY JUST TOOK IT OUT FROM UNDER THEM AND MAYBE OVERBID THEM IN ORDER TO RECEIVE IT. WE AREN'T HAVING A NET POSITIVE IMPACT ON THE ENVIRONMENT. WHAT WE REALLY WANTED TO DO WAS SAY THE SUPPLY THAT WE WANTED TO PUT ON THE MARKET HAD TO BE FROM GAS THAT WAS JUST BEING FLARED OTHERWISE AT A LANDFILL AND WASN'T BEING INJECTED INTO THE PIPELINE. SO A BIG PART OF WHY WE ARE GETTING OUR RNG SUPPLY FROM THE MIDWEST IS BECAUSE THAT WAS WHERE AT THE

TIME THAT WE PUT THIS CONTRACT INTO PLACE, WE WERE ABLE TO HAVE THAT IMPACT OF PUTTING BRAND NEW RENEWABLE NATURAL GAS ON THE PIPELINE AS OPPOSED TO JUST OUT COMPETING OUR CALIFORNIA PARTNERS WHO WERE ALREADY USING IT. WELL, I DO APPRECIATE THAT, AND THAT'S ONE OF THE REASONS WE HAD TO BRING A FACILITY ONLINE, ONE OF THE REASONS IT'S SO EXPENSIVE. BUT I WAS TALKING ABOUT THIS CURRENT CONTRACT THAT RIGHT NOW, IF WE TOOK AWAY SOME OF CALIFORNIA'S SUPPLY, THEY'D BE ON THE HOOK TO TRY TO THEY HAVE OBLIGATIONS TO PRODUCE MORE FOR THEMSELVES. SO I WAS JUST THINKING ABOUT IN THIS 50% THAT WE'RE NOW PAYING FOR \$12 MILLION, WAS THERE A POTENTIAL OF TAKING SOME OF THAT GAS TO ADD TO THE RNG PORTFOLIO? WE CONTINUE KEITH AND I ARE IN REGULAR CONVERSATION ABOUT WHETHER THERE IS NEED FOR ADDITIONAL RNG SUPPLY. THE AMOUNT THAT WE HAVE IS FIXED IN THE CONTRACT WITH US GAIN FOR OUR RNG SUPPLY. BUT PUGET SOUND ENERGY HAS STARTED OFFERING RNG FOR COMMERCIAL CUSTOMERS AND WE ARE REGULARLY EXPLORING WHETHER THERE'S ADDITIONAL SUPPLY THAT WE WANT TO BRING ON. SO IT'S ON THE TABLE, BUT AT THE MOMENT, WE HAVEN'T NEEDED IT, SO TO SPEAK, TO MAINTAIN OUR GOALS AND THE COMMITMENTS THAT WE'VE MADE. SO WE CONTINUE TO LOOK AT IT. AND IN FACT, PART OF THE SCOPE OF WORK OF THAT MSW RESEARCH THAT WE'RE DOING IN PARTNERSHIP WITH KING COUNTY IS TO UNDERSTAND WHAT THE ROLE OF THAT RNG PRODUCTION AT THE LANDFILL IS AND WHAT THE IMPACT MIGHT BE TO THAT SUPPLY OR WHETHER THAT MIGHT BE CHANGED OVER TO BANKING LIQUID FUELS. SO IT IS AN ONGOING PART OF OUR CONVERSATIONS RIGHT NOW ABOUT WHAT'S THE HIGHEST AND BEST USE OF THAT RENEWABLE NATURAL GAS THAT'S COMING OUT OF OUR LOCAL LANDFILL. YEAH, I JUST WANTED TO MAKE SURE THAT WE DIDN'T LOSE THE RENEWAL OPPORTUNITY BEFORE IT WENT BACK OFF TO CALIFORNIA. I CERTAINLY WOULD PREFER ONE TO STAFF. ALL RIGHT. LAST THING THOUGH. NOT ALL NATURAL GAS WAS CREATED EQUAL. I THINK THE LARGEST PORTION OF THE METHANE RELEASE HAS TO DO WITH SLIPPAGE BOTH AT THE WELLHEAD AND ALONG WITH TRANSPORTATION. AND SO I SEEM TO RECALL THAT WITH THE CONTROVERSY WITH THE LNG TERMINAL IN TACOMA, THAT THERE WAS SOME REQUIREMENT PUT ON PSE TO SOURCE THAT LNG NATURAL GAS THAT THEY COMPRESSED FROM, I THINK IT WAS BRITISH COLUMBIA THAT THERE WAS SOME CLAIM THAT THEY HAVE LESS SLIPPAGE IN BC FOR. I DON'T KNOW HOW TO VERIFY THIS OR

WHATEVER, SO I'M JUST WONDERING,  
ARE WE ABLE TO SELECT  
FROM WHICH WELLHEAD, I'M KIDDING, BUT  
PROVIDERS THAT HAVE DONE SOME  
THINGS TO MINIMIZE THIS  
ANCILLARY BUT MOST SIGNIFICANT ASPECT OF  
THE GREENHOUSE GAS COMPONENTS OF I  
WILL SAY THERE'S A LONG COMPLICATED  
ANSWER, BUT I'LL TRY TO GO TO THE SHORT  
ONE AND THEN MAYBE PASS IT OVER TO  
KEITH. BUT IN TERMS OF THE NATURAL GAS  
PIPELINE SYSTEM IS A MUCH BROADER SYSTEM  
WITH LEAKAGES IN DIFFERENT PLACES FOR  
DIFFERENT REASONS, FOR DIFFERENT  
PRACTICES. AND SO WHEN YOU'RE PROCURING  
THAT, MUCH LIKE THE ELECTRICITY GRID,  
YOU CAN ALLOCATE LIKE WE TALKED ABOUT  
WITH THE BOOK AND CLAIM THE FUNGIBILITY  
OF ALL OF THAT. AND SO IT'S VERY  
CHALLENGING TO SAY, EVEN IF YOU WERE  
PROCURING FOSSIL NATURAL GAS FROM  
BRITISH COLUMBIA, REALLY THE WAY  
THE ENTIRE SYSTEM WORKS IN THE US IS  
THAT IT'S VERY DIFFICULT TO SAY THAT  
THAT'S WHERE THAT GAS IS COMING FROM AND  
THAT LEAKAGE ISN'T HAPPENING. SO I  
THINK WE'RE CHALLENGED TO BE ABLE TO  
DEDICATE THAT OR BE MORE SPECIFIC ABOUT  
IT. AND THEN THE REALITY FOR WHERE WE  
ARE HERE, AND I'VE TALKED WITH PUGET  
SOUND ENERGY ABOUT IT, IS THAT  
PARTICULARLY IN WINTER, WHERE THE DEMAND  
IN THE ENTIRE WASHINGTON STATE REGION IS  
VERY HIGH, THE AMOUNT COMING FROM  
BRITISH COLUMBIA AND ALBERTA IS WHAT'S  
DOMINATING THE NATURAL GAS SUPPLY. BUT  
WE DON'T ACTUALLY HAVE CONTROL OVER THAT  
OURSELVES. CONTRACTUALLY, WE DON'T HAVE  
THAT ABILITY. THAT'S TRUE. AND IN OUR  
RFP, IT'S GENERALLY CONSIDERED A NATURAL  
GAS COMMODITY. SO IT'S PURCHASED ON THE  
WHOLESALE MARKET. IT WOULD BE THE SAME  
NATURAL GAS THAT PUGET SOUND ENERGY WOULD  
BE OUT PROCURING. AND GENERALLY IT  
COMES EITHER FROM BRITISH COLUMBIA OR  
FROM WYOMING. OKAY. SO I JUST DIDN'T  
KNOW HOW PSE WAS ABLE TO MAKE SOME  
ASSERTION THAT IT WAS LESS FRACKED GAS.  
THEY HAVE A MUCH LARGER PORTFOLIO AND  
THEY CAN LEVERAGE MULTIPLE CONTRACTS  
BOTH FROM WYOMING AND FROM BRITISH  
COLUMBIA. OKAY. AND WE CAN'T PIGGYBACK  
ON THAT? WE'RE JUST NOT A LARGE ENOUGH  
CONSUMER REALLY TO BREAK UP OUR  
CONTRACTS TO THAT GRANULARITY. ALL  
RIGHT, WELL, THANK YOU FOR ENTERTAINING  
ALL THAT. OKAY. I HAD  
A SIMILAR QUESTION TO FRED. MINE WAS A  
SORT OF YES NO. IS THIS NEW CONTRACT  
MAKING FOSSIL NATURAL GAS? ARE WE  
ANTICIPATING IT'S GOING TO BE MORE  
EXPENSIVE THAN IT WAS A COUPLE OF YEARS  
AGO WHEN WE VOTED ON THE RNG? IT IS MORE

EXPENSIVE. WE'VE SEEN THE PRICES NEARLY DOUBLE SINCE THE LAST CONTRACT AUTHORIZATION IN 2019. SO THAT DELTA BETWEEN THE FOSSIL GAS AND RENEWABLE IS SHRINKING. IT SHRUNK A LITTLE BIT, BUT I WOULD ARGUE THAT RNG PROBABLY HAS A HIGHER VALUE AS WELL. IF WHOLESAL NATURAL GAS HAS GONE UP, THE RENEWABLE NATURAL GAS. BUT WE HAVE A FIXED CONTRACT OVER TEN YEARS. CORRECT? WE HAVE A FIXED CONTRACT, BUT THERE IS A LINKAGE WITH THE MARKET PRICE. OKAY. SO AS THAT THE CONTEXT HAS CHANGED, AND ALSO AS THE LEGAL FRAMEWORK IN WASHINGTON STATE IN PARTICULAR HAS CHANGED, WHERE THERE ARE NEW OPPORTUNITIES FOR CREDITS, I WOULD HOPE THAT YOU ALL WOULD COME TO US AND SAY, NOW IS A MOMENT TO EXPAND THE PERCENTAGE THAT WE'RE PURCHASING OF RNG VERSUS FOSSIL IF THAT IS THE LOWEST HANGING FRUIT IN TERMS OF ADDRESSING OUR GHT OUTPUT. STEPHANIE, I'VE ALWAYS BEEN IMPRESSED BY YOUR ABILITY TO REMEMBER THE HIGHEST ORDER VALUE. SO IN THE CASE OF STAFF REMINDING US THAT MAYBE THE BEST WAY TO GET REDUCTIONS OF GHC AT THE AIRPORT IS FROM THE APU RATHER THAN USING STAFF IN FLIGHT. AND SO I JUST WANT TO ENCOURAGE YOU TO CONTINUE TO THINK ABOUT THE HIGHEST ORDER VALUE AND APPROACH US WHEN IT'S APPROPRIATE TO SAY MAYBE WE NEED TO CHANGE TACK HERE TO HIT THAT STRATEGIC GOAL. SO APPRECIATE IT. ANY FURTHER QUESTIONS? I KNEW IT. GO AHEAD, FRED. ACTUALLY, SORT OF A LEGISLATIVE QUESTION. SO MY UNDERSTANDING IS THAT WE CAN GET THE STATE CREDITS FOR GOING TO RENEWABLES FOR HEATING A BUILDING. BUT THAT THE RINS AT THE FEDERAL LEVEL YOU CAN'T, RIGHT. ISN'T THAT ONLY FOR TRANSPORTATION FUELS? CORRECT. RINS ARE FOR TRANSPORTATION AND USES ONLY. THERE ARE NO FEDERAL INCENTIVES FOR HEATING FUEL. SO WHY DON'T WE CHANGE THAT? WE HAVE BEEN WATCHING THAT SPACE. I THINK THERE IS A RELUCTANCE AT THE FEDERAL LEVEL JUST BECAUSE OF THE ORDER OF EXPENSE AND EASE IS TO LOOK AT THE TRANSPORTATION FUEL AND THE ELECTRICITY GRID, AND THE NATURAL GAS GRID IS MUCH HARDER TO DECARBONISE. SO WE DON'T SEE THAT AS MUCH AT THE FEDERAL LEVEL. THERE ARE STATES THAT ARE WORKING ON THIS. SO WE HAVE WORKED WITH THE RENEWABLE THERMAL COLLABORATIVE AND OTHER ENTITIES ON WHERE IT MAKES SENSE AND WHEN TO ADVOCATE FOR CERTAIN THINGS IN FEDERAL POLICY. BUT WE ARE SEEING A LOT MORE MOVEMENT, I WOULD SAY, AT THE STATE AND THE WEST COAST LEVEL FOR THESE KINDS OF ACTIVITIES. SO

IT COULD BE THAT WE'RE RELYING MORE ON STATE LEGISLATION IN THE NEAR TERM. GREAT. AND WHEN WE THINK ABOUT THE HIGHEST AND BEST USE, WHERE GHG IS THE DOMINANT, BUT HUMAN HEALTH EXPOSURE AND THINGS LIKE THIS ARE WHERE THE PEOPLE ARE AS WELL AS WHAT IS BEING EMITTED FOR THE CLIMATE. EXACTLY. THANK YOU. OKAY, DO I HAVE A MOTION AND A SECOND FOR THIS ITEM? SO MOVED. A SECOND. THE MOTION WAS MADE AND SECONDED. CLARK, CAN YOU PLEASE CALL THE ROLL FOR THE VOTE? COMMISSIONERS, PLEASE SAY AYE OR NAY WHEN YOUR NAME IS CALLED FOR THE VOTE. BEGINNING WITH COMMISSIONER CHO. AYE. THANK YOU. COMMISSIONER FELLEMAN. AYE. THANK YOU. COMMISSIONER HASEGAWA. AYE. THANK YOU. COMMISSIONER MOHAMED. AYE. THANK YOU. COMMISSIONER CALKINS. AYE. THANK YOU. FIVE AYES FOR THIS ITEM. THE MOTION PASSES. WE ARE NOW MOVING TO ITEM ELEVEN, PRESENTATIONS AND STAFF REPORTS. A REMINDER THAT ITEM ELEVEN A HAS BEEN REORDERED TO THE END OF THE AGENDA. CLERK HART, YOU PLEASE READ THE FIRST ITEM INTO THE RECORD AND THEN EXECUTIVE DIRECTOR METRUCK, I'LL TURN IT OVER TO YOU. YES, THIS IS AGENDA ITEM ELEVEN B. THE 2023 CENTRAL SERVICES PRELIMINARY BUDGET AND PORT WIDE ROLL UP BRIEFING. COMMISSIONERS. GOOD AFTERNOON. TODAY WE BEGIN THE NEXT PHASE OF DEVELOPMENT OF OUR 2023 PORT BUDGET. THE PRESENTATION OF DIVISION BUDGET PROPOSALS. THE FIRST UP TODAY IS A PRESENTATION ON THE PROPOSED CENTRAL SERVICES BUDGET. AS YOU HEAR IN MORE DETAIL LATER, CENTRAL SERVICES INCLUDE MANY OF THE CRITICAL PORT WIDE SUPPORT FUNCTIONS SUCH AS THE COMMISSION, HUMAN RESOURCES, LEGAL AND ENGINEERING. THESE AND OTHER FUNCTIONS PROVIDE VITAL SERVICES TO THE OPERATING DIVISIONS. BEFORE WE GET INTO THE NUMBERS, I WANT TO GIVE YOU A PREVIEW OF MY RELATED STRATEGIES AND APPROACHES AND MESSAGES. THE BUDGET REPRESENTS SOME OF THE LARGEST AND MOST CRITICAL INVESTMENTS IN THE PORT'S WORKFORCE IN RECENT HISTORY. WE ARE AT THIS PLACE BECAUSE OF OVER THE LAST THREE YEARS, NECESSARY SPENDING AND HIRING WAS CONSTRAINED BY COVID. THIS HAS SEVERLY STRAINED THE CAPACITY OF THE ORGANIZATION. WE ARE EMERGING FROM THE WORST EFFECTS OF THE PANDEMIC ALTHOUGH THE DISEASE WILL STILL BE WITH US FOR SOME TIME. THE INVESTMENTS I'M GOING TO PROPOSE ARE CENTRAL, PRUDENT AND WITHIN OUR FINANCIAL MEANS. THEY WILL PROVIDE OUR ORGANIZATIONAL EMPLOYEES THE RESOURCES NECESSARY TO DELIVER ON OUR MISSIONS TO



THE COMMUNITY. AS WE ALL KNOW, THE BUDGET IS MORE THAN JUST DOLLARS IN AND OUT. IT'S AN EXPRESSION OF OUR VALUES AND WITH THE COMMISSION'S LEADERSHIP, OUR COMMITMENT TO SERVE THE COMMUNITY AS WELL. IT IS THE MEANS BY WHICH WE BUILD THE CAPITAL INFRASTRUCTURE, SUPPORT REGIONAL ECONOMIC VITALITY, TO PROTECT AND ENHANCE THE ENVIRONMENT, AND INTEGRATE THE PRINCIPLES OF EQUITY, DIVERSITY, INCLUSION IN ALL THAT WE DO. SO, I'M GOING TO MOVE TO THE SLIDESHOW. PRESENTING WITH ME ALSO HERE TODAY IS GOING

TO BE MICHAEL TONG, DIRECTOR OF CORPORATE BUDGET AND FINANCE AND BUDGET. DAN THOMAS, CHIEF FINANCIAL OFFICER, FINANCE AND BUDGET, AND CRYSTAL SADLER, DIRECTOR, ICT TECHNOLOGY DELIVERY. SO, I'M GOING TO START OFF HERE, SO IF WE CAN GET THE SLIDE TWO, PLEASE LET ME BEGIN WITH AN OVERVIEW OF TODAY'S PRESENTATION. WE'LL DISCUSS THE TIMELINE FOR BUDGET DISCUSSIONS ALONG WITH OUR KEY BUDGET STRATEGIES AND DRIVERS THAT SHAPE OUR SPENDING PLANS. LATER WE'LL COVER THE PRELIMINARY PORT WIDE OPERATING BUDGET. NEXT, WE'LL DISCUSS OUR BASELINE BUDGET, HOW THAT IS ARRIVED AT, AND THEN WE'LL SHOW YOU THE NEW BUDGET REQUEST FOR NEXT YEAR. WITH THAT BACKGROUND, WE'LL SHOW YOU OUR RECOMMENDED CENTRAL SERVICES OPERATING BUDGET FOR 2023. WE'LL ALSO TALK ABOUT OUR PROPOSED WORKFORCE PLAN FOR NEXT YEAR AS WELL AS WELL AS A SUMMARY OF OUR COMMUNITY PROGRAMS, THE FIVE YEAR CAPITAL INVESTMENT PROGRAM FOR CENTRAL SERVICES, AND A SUMMARY OF OUR ACTIONS TO CONSIDER EQUITY AND BUDGETING. FINALLY, WE'LL TALK ABOUT THE BUDGET DISCUSSIONS TO COME IN THE COMING WEEKS. NEXT SLIDE, PLEASE.

NOW LOOKING AT THE SCHEDULE, TREMENDOUS AMOUNT OF WORK THROUGHOUT THE ORGANIZATION HAS BROUGHT US TO THIS POINT IN THE PROCESS TODAY. IN THE SPRING AND SUMMER, THE DIVISIONS REVIEWED THEIR PRIORITIES AND PROGRESS TO DATE TO DEVELOP THEIR BUSINESS PLANS AND CAPITAL IMPROVEMENT PROGRAM UPDATES FOR THE COMING YEAR AND YEARS. WE HAVE INCORPORATED THE VALUABLE COMMENTS PROVIDED BY THE COMMISSIONER DURING OUR BUDGET RETREATS OVER THE SUMMER TO HELP DEVELOP AND REFINE OUR PRIORITIES FOR NEXT YEAR. OVER THE PAST SEVERAL WEEKS, OUR LEADERSHIP TEAM HAS PAINSTAKINGLY REVIEWED LIAISON BUDGET PROPOSALS AND WE NOW BRING THOSE RECOMMENDATIONS TO YOU. ONE THING TO TALK ABOUT THIS IS THAT THIS WILL COVER NOT JUST NEW REQUESTS, BUT IN EACH OF THE DIVISIONS. AS THEY

LOOKED AT THOSE, THEY REVIEWED ALL THEIR BUDGETS USING AN APPROACH OF SAYING, WELL, NOT JUST ACCEPTING WHAT BUDGETS THEY HAD IN THE PAST, BUT REVIEWING EACH ONE OF THOSE TO MAKE SURE THEY STILL WERE REQUIRED.

NOW, NEXT SLIDE, PLEASE. SLIDE FOUR. HERE YOU'LL SEE HOW WE USE THE VISION AND GOALS OF THE COMMISSION AND APPROVED CENTURY AGENDA TO SHAPE OUR SHORT, MEDIUM AND LONG TERM OBJECTIVES AND TARGETS. OUR STRATEGIC PLANNING EFFORT IS BASED ON REGULAR ANALYSIS OF OUR STRENGTHS, WEAKNESS, OPPORTUNITIES AND THREATS FROM WHICH WE DEVELOP OUR OBJECTIVES AND KEY PERFORMANCE INDICATORS. A HIGH LEVEL

SUMMARY OF THE PORT WIDE SWAT, WHICH WE DISCUSSED EARLIER THIS YEAR, IS INCLUDED IN THE APPENDIX. THIS ANALYSIS IN TURN, DRIVES OUR ANNUAL BUDGET PLANNING PROCESS AND BUDGET EFFORTS. WHAT YOU'LL SEE TODAY IN THE COMING WEEKS ARE OUR BEST RECOMMENDATIONS FOR BALANCING THE PORT'S MANY INTERESTS AND PRIORITIES. THOSE ARE OPEN ENDED WITHIN OUR FINANCIAL CAPABILITIES AND RESOURCES, AND WE SEEK TO ACHIEVE THE BEST RESULTS AND OUTCOMES FOR THE ORGANIZATION IN THE COMMUNITY BALANCING UNCERTAINTY THAT WE HAVE AHEAD OF US.

NEXT SLIDE, PLEASE. DEPICTED IN A DIFFERENT WAY, WE CAN SEE HOW OUR MISSION AND VALUES EXPRESSED THROUGH THE CENTURY AGENDA HERE ON THE RIGHT DRIVES MY EXECUTIVE DIRECTOR PRIORITIES AND HOW OUR BUSINESS PLANNING AND BUDGETING EFFORTS VERTICALLY ALIGN IN THE ORGANIZATION. SO, NEXT SLIDE, PLEASE.

SO HERE ARE SOME OF THE HIGHLIGHTS OF THE KEY DRIVERS AND CONSIDERATIONS FOR THIS YEAR'S BUDGET. THEY SHOULD LOOK FAMILIAR TO YOU. WE'VE DISCUSSED THESE AS WE CAN THROUGHOUT THE YEAR, BUT IT'S GOOD TO SAY TO RETURN TO THESE AS TOUCHSTONES. IT'S NO SURPRISE THAT THE ECONOMIC OUTLOOK IS VERY UNCERTAIN. EVEN IN THE LAST COUPLE OF DAYS WE'VE LOOKED AT WORLDWIDE YOU'RE LOOKING AT ECONOMIES THAT IMPACT THE GLOBAL ECONOMY IS IMPACTED BY ACTIONS TAKING PLACE, THE WAR IN THE UKRAINE AND OTHER FACTORS AS WELL. INFLATION HAS REALLY CAUSED A LOT OF UNCERTAINTY IN THE MARKETS AND IN ECONOMIES WORLDWIDE. IT'S NO SURPRISE THE OUTLOOK IS VERY UNCERTAIN. INFLATION REMAINS VERY HIGH AND COULD PERSIST WELL INTO 2023 AND BEYOND. THAT HAS A DIRECT IMPACT ON THE MATERIAL AND LABOR COST OF ALL OUR PROJECTS, NOTABLY OUR AIRPORT INFRASTRUCTURE AND MARITIME CAPITAL

PROJECTS WITH THE PORT OF SEATTLE AND THE SEAPORT ALLIANCE. THE RATE OF CAPITAL INFLATION, AS WE'VE HEARD BEFORE, IS GREATER THAN OTHER COSTS. INFLATION HAS ALSO TAKEN A HUGE TOLL ON THE PERSONAL FINANCES OF OUR PORT EMPLOYEES, OF COURSE, WHICH WE MEAN TO ADDRESS IN THE BUDGET WE ARE PROPOSING. THERE'S SOME GOOD NEWS. WE ANTICIPATE A REBOUND IN SOME OF OUR KEY BUSINESS ACTIVITIES RESULTING IN STRONGER BUSINESS REVENUES THAT WILL HELP US GAIN SOME OF THE GROUND WE LOST DURING THE PANDEMIC. AS NOTED AT THE OUTSET, MY TOP PRIORITY FOR THE COMING YEAR IS INVESTING IN OUR WORKFORCE, TRULY OUR MOST IMPORTANT ASSET. OUR SUCCESS DEPENDS ON A STRONG, MOTIVATED AND PRODUCTIVE WORKFORCE HERE AT THE PORT. INVESTING IN THE WORKFORCE HAS MANY COMPONENTS. THE LOSS OF STAFF IN RECENT YEARS HAS BEEN SIGNIFICANT, PUTTING REMAINING EMPLOYEES UNDER TREMENDOUS STRESS. THUS, WE MUST ENSURE WE ARE STAFFED ADEQUATELY TO CARRY OUT OUR WORK ACROSS THE PORT, WHICH HAS NEVER STOPPED GROWING DESPITE THE PANDEMIC. AT THE SAME TIME, RETAINING EMPLOYEES, RECRUITING AND HIRING FOR THE PORT ALL REPRESENT A PRIORITY AND A GROWING CHALLENGE. SOME OF THIS REFERRED TO THE GREAT RETIREMENT IN THE LAST FEW YEARS. WHATEVER IT IS, THIS IS HITTING US HARD, JUST AS IT IS FOR MANY EMPLOYERS IN THE REGION AS WE COMPETE TO FILL VACANCIES FROM THE SAME WORKFORCE. WE HAVE A VERY CAPABLE HUMAN RESOURCES TALENT DEVELOPMENT TEAM, BUT GETTING UP TO THE STAFFING LEVELS WE NEED WILL TAKE SOME TIME, AND IT'S NOT GOING TO BE ADDRESSED OVERNIGHT. AND OF COURSE, WE MUST LOOK TO ADDRESS THE IMPACT OF THE LOSS OF OUR EMPLOYEES PERSONAL BUYING POWER DUE TO INFLATION FOR 2023. WE ARE PROPOSING AN EXPLICIT COST OF LIVING INCREASE, OR COLA, TO RESTORE SOME OF THAT LOST BUYING POWER. THIS WILL BE IN ADDITION TO ANNUAL PAY FOR PERFORMANCE INCREASES. AS WITH MANY ORGANIZATIONS, WE'RE COMING TO GRIPS WITH THE IMPORTANT ISSUES OF EQUITY AND DIVERSITY AND COMPENSATION, HIRING AND PROMOTION, AND THAT WE'VE HEARD FROM OUR EMPLOYEES ABOUT THESE ISSUES, AND WE'LL CONTINUE TO WORK ON THESE AS WELL. WE WILL HAVE A CLEAR PICTURE ABOUT THE IMPACTS ON OUR ORGANIZATION IN THE COMING MONTHS, AND WE ARE MAKING GOOD ON A COMMITMENT WE HAVE EXPRESSED TO SUPPORT THE WORKFORCE. WE WILL BRING MORE RESOURCES TO INCREASING PRIORITIES OF WORKFORCE DEVELOPMENT, COMMUNITY ASSISTANCE AND ENVIRONMENTAL

SUSTAINABILITY AS WELL. IN STRATEGIES RELATED TO THESE WE PROPOSE A MODEST EXPANSION IN THE USE OF THE PROPERTY TAX LEVY TO SUPPORT THESE REGIONAL PRIORITIES, AND WE'LL TALK ABOUT THAT. WE'LL ALSO CONTINUE TO WORK ON IMPROVING THE RESILIENCY OF OUR ORGANIZATION IN OUR INFRASTRUCTURE AS WELL. BEFORE WE DIG IN AND LOOK A LITTLE CLOSER AT THE NUMBERS, I WANT TO REMIND YOU OF THE PROMISES I MADE BACK IN OUR RETREAT IN JUNE. THIS IS A PROMISE THAT IS UNCHANGED OVER THE YEARS. A COMMITMENT TO SOUND FINANCIAL MANAGEMENT, FAITHFUL STEWARDSHIP OF PUBLIC MONEY, EXCELLENCE IN PROJECT DELIVERY AND TRANSPARENCY FOR THE PUBLIC AND WHAT WE DO AND OUR REASONING FOR MAKING THOSE DECISIONS. I'LL NOW TURN IT OVER TO DAN THOMAS, CHIEF FINANCIAL OFFICER. MICHAEL TONG, OUR BUDGET DIRECTOR. DAN, ARE YOU WITH US? YES, I AM. THANK YOU, STEVE. GOOD AFTERNOON. COMMISSIONERS. MOVE TO THE NEXT SLIDE, PLEASE. WE WANTED TO START WITH JUST A SNAPSHOT OF THE 2023 PORT WIDE PUGET SUMMARY. TYPICALLY, WE KIND OF BUILD FROM THE BOTTOM UP. WE DO EACH OF THE DIVISION PRESENTATIONS FIRST AND THEN THE COMMISSION DOESN'T REALLY SEE THE TOTAL PORT PICTURE UNTIL THE VERY END OF THE PROCESS. SO WE WANTED TO GIVE YOU A BIT OF A SNAPSHOT AT THIS POINT TO SET CONTEXT. IT IS A BIT OF A WORK OF PROGRESS. BUDGETS ARE STILL BEING REFINED. THEY'RE IN PRETTY GOOD SHAPE RIGHT NOW, BUT THERE MIGHT BE A FEW CHANGES WITH THE OPERATING DIVISIONS IN PARTICULAR BEFORE THEY PRESENT TO YOU IN OCTOBER. BUT WE JUST DID, AGAIN, WANTED TO GIVE YOU JUST A PREVIEW OF WHAT THE TOTAL PORT BUDGET IS CURRENTLY LOOKING LIKE. AS STEVE MENTIONED, WE'RE LOOKING AT STRONG GROWTH AND OPERATING REVENUES. OPERATING REVENUES ARE PROJECTED TO BE UP ABOUT \$193,000,000 NEXT YEAR, OR 25% OVER THE 2022 BUDGET. AND IF WE TAKE OUT THE AERONAUTICAL REVENUES AT THE AIRPORT, WHICH YOU KNOW, ARE BASED ON COST RECOVERY, ALL OTHER PORT WIDE OPERATING REVENUES ARE ACTUALLY UP NEARLY \$83 MILLION, OR 22%, WHICH IS A REALLY STRONG REVENUE GROWTH. WE HAVEN'T SEEN THAT KIND OF REVENUE GROWTH OVER THE PAST SEVERAL YEARS THROUGH THE PANDEMIC. IN PARTICULAR, WE'RE SEEING STRONG GROWTH AT THE AIRPORT AND AREAS LIKE AIRPORT PUBLIC PARKING, SOME OF THE GROUND TRANSPORTATION ACTIVITIES,

AS WELL AS DINING AND RETAIL AT THE AIRPORT, ALSO SEEING SOME STRONG GROWTH. AND OF COURSE, WE'RE SEEING A PRETTY ROBUST RECOVERY IN THE MARITIME CRUISE BUSINESS. SO SEEING PRETTY SIGNIFICANT INCREASE IN REVENUES THERE. THE BULLET HERE ABOUT THE NORTHWEST SEAPORT ALLIANCE. AT THE TIME WE PUT THIS PRESENTATION TOGETHER, WE DID NOT YET HAVE THE NORTHWEST SEAPORT ALLIANCE BUDGET. WE DID GET A PREVIEW OF THAT YESTERDAY. IT LOOKS LIKE THE NORTHWEST SEAPORT ALLIANCE DISTRIBUTABLE REVENUE WILL BE UP ABOUT A MILLION DOLLARS IN TOTAL YEAR OVER YEAR IN 2023. IT'S JUST A MODEST INCREASE. SO THE PORT SHARE WOULD BE ABOUT HALF OF THAT, OR \$500,000.

OVERALL OPERATING EXPENSES PROJECTED TO BE UP ABOUT 74 MILLION, OR A LITTLE UNDER 15% FROM THE 2022 BUDGET. AND THE BOTTOM LINE IS NET OPERATING INCOME BEFORE DEPRECIATION WILL BE UP ABOUT \$119,000,000, OR A LITTLE OVER 44% FROM OUR 22 BUDGET. NEXT SLIDE, PLEASE.

SO AGAIN, HERE'S A TABLE THAT JUST SUMMARIZES THE PORT WIDE PNL, IF YOU WILL, PROFIT AND LOSS STATEMENT. AS MENTIONED, OUR TOTAL BUDGETED REVENUES OF \$960,000,000 ARE UP SIGNIFICANTLY AND IT'S NOT SHOWN HERE, BUT THEY ACTUALLY EXCEED OUR 2019 ACTUAL REVENUES, WHICH BACK IN 2019 WERE \$764,000,000.

SO WE CAN SEE SIGNIFICANT RECOVERY SINCE THE BEGINNING OF THE PANDEMIC. JUST AGAIN, A COUPLE OF THINGS TO NOTE AGAIN ON THE VERY TOP LINE. AERONAUTICAL REVENUES, AS WE SAID, THEY'RE BASED ON COST RECOVERY. COST OPERATING AND CAPITAL COSTS ARE INCLUDED IN THE AIRLINE RATE BASE.

A LARGE PORTION OF THE INCREASE TO THE FACT THAT THE COVID RELIEF GRANTS THAT THE AIRPORT HAS BEEN RECEIVING OVER THE PAST SEVERAL YEARS WILL BE PHASING OUT IN 2023. SO THAT'S BEEN A PRETTY SIGNIFICANT EFFECT ON LOWERING THEIR COSTS, PARTICULARLY IN DEBT SERVICE COSTS THAT THEY WERE APPLIED TO AS WELL AS O AND M COSTS. SO WITH THOSE PHASING OUT, THAT IS ONE OF THE LARGEST DRIVERS OF THE INCREASE IN AERONAUTICAL REVENUES. I JUST WANT TO CALL OUT ABOUT MIDWAY DOWN AND THE REVENUE LINE IS CALLED JOINT VENTURE. THAT IS WHERE WE INCLUDE THE NORTHWEST SEAPORT ALLIANCE DISTRIBUTABLE REVENUE. THAT'S IN THAT CATEGORY. AND WE ALSO BOOK SOME EXPENSES THAT WE INCURRED THAT ARE RELATED TO THE ALLIANCE, BUT THEY ARE NOT ALLOCATED TO THE ALLIANCE. GOOD

EXAMPLE WOULD BE MAINTENANCE EXPENSES ASSOCIATED WITH THE CRANES AT T 46 THAT WE OWN. WE INCUR THOSE EXPENSES BUT DO NOT ALLOCATE THEM.

DAN, I THINK WE LOST YOU. CAN YOU HEAR ME? YES, I CAN HEAR YOU. CAN YOU HEAR ME? WE CAN HEAR YOU NOW.

WE CAN HEAR YOU, BUT YOU STOPPED NOW. YOU STOPPED FOR ABOUT 30 SECONDS THERE. OKAY, MAYBE I'LL BACK UP A LITTLE BIT.

I WAS TALKING ABOUT AERONAUTICAL REVENUES AND THE BIGGEST INCREASE THERE, WHICH ARE BASED ON COST RECOVERY, WAS DUE TO THE FACT THAT THE FEDERAL RELIEF GRANTS THAT WE'VE BEEN RECEIVING OVER THE PAST SEVERAL YEARS WILL BE PHASING OUT. SO THAT WILL JUST BY ITSELF LEAD TO AN INCREASE IN AERONAUTICAL REVENUES. I WAS TALKING ABOUT THE JOINT VENTURE, WHICH YOU'LL SEE ABOUT MIDWAY DOWN IN THE REVENUE TABLE.

THE JOINT VENTURE SPECIALLY INCLUDES THE NORTHWEST SEAPORT ALLIANCE DISTRIBUTABLE REVENUES. WE ALSO BOOK TO THAT CATEGORY SOME OF THE EXPENSES THAT THE PORT OF SEATTLE INCURS THAT ARE RELATED TO THE ALLIANCE BUT ARE NOT ALLOCATED TO THE ALLIANCE. AND A GOOD EXAMPLE OF THAT WOULD BE THE MAINTENANCE COSTS ASSOCIATED WITH THE T 46 CRANES THAT THE PORT OF SEATTLE OWNS. AND I ALSO WANT TO JUST REMIND YOU TOO THAT WHEN WE BOOK THE ALLIANCE DISTRIBUTABLE REVENUE, THAT IS A NUMBER THAT INCORPORATES REVENUES LESS ALL EXPENSES, INCLUDING DEPRECIATION. SO IT'S A BIT OF AN ANOMALY TO INCLUDE IN OPERATING REVENUES. THAT IS HOW WE'RE REQUIRED TO DO IT UNDER ACCOUNTING RULES. AND OVER TIME, AS THE ALLIANCE MAKES MORE INVESTMENTS, DEPRECIATION WILL TAKE A LARGER AND LARGER CHUNK OUT OF THAT EVEN THOUGH DEPRECIATION IS A NON CASH ITEM. EXPENSES. WE TALKED ABOUT TOTAL EXPENSES OF ABOUT \$573,000,000,

ABOUT UNDER 15% INCREASE OVER 2022.

AND I DID WANT TO CALL OUT YOU SEE THAT LINE ITEM NEAR THE BOTTOM IN THE 2000 AND 2021 COLUMNS CALLED THE NET DRS PENSION CREDIT.

AND REALLY WHAT THAT REFLECTS IS THE FACT THAT THE DEPARTMENT OF RETIREMENT SYSTEMS, STATEWIDE DEPARTMENT EVERY YEAR THEY DO AN ACTUARIAL CALCULATION WHERE THEY DETERMINE WHAT THE PORT OF SEATTLE'S SHARE IS OF THE OVERALL PERS AND LEFT PENSION EXPENSES. WHEN WE BUDGET, ALL WE BUDGET IS OUR ACTUAL CONTRIBUTIONS, WHICH ARE CASH. BUT THEN AGAIN, AT YEAR END DRS A CALCULATION OF THE ACTUARIAL VERSION OF THAT. SO WE HAVE TO DO AN ADJUSTMENT AT YEAR END TO TRUE

THAT UP AND IT'S A NON CASH ADJUSTMENT.  
BUT NONETHELESS, WE HAVE TO BOOK THAT.  
AND AS YOU CAN SEE THAT IT ACTUALLY  
HAS BEEN PRETTY SIGNIFICANT,  
PARTICULARLY IN 2021 AS A RESULT OF THE  
STRONG STOCK MARKET PERFORMANCE AND THE  
PERFORMANCE IN THE PENSION ASSET SIDE.  
SO WHAT WE DO IN THESE GRAPHS OR THESE  
TABLES IS WE BREAK IT OUT SEPARATELY,  
BECAUSE INCLUDING IT IN OUR EXPENSES,  
WE TEND TO DISTORT OUR TRUE PERFORMANCE.  
SO WE BREAK THAT OUT SEPARATELY.  
NEXT SLIDE, PLEASE.

SO THEN MOVING INTO CENTRAL SERVICES  
PRELIMINARY 2023 BUDGET.  
AS STEVE MENTIONED, CENTRAL SERVICES  
PROVIDES A NUMBER OF ESSENTIAL SERVICES  
TO BOTH THE PORT AND TO THE SEAPORT  
ALLIANCE THROUGH SERVICE AGREEMENTS.  
THESE SERVICES ARE VITAL INTO THE  
OPERATIONS OF THE DIVISIONS AND  
REFLECT SHARED SERVICES. THERE'S ABOUT  
20 DEPARTMENTS THAT ARE INCLUDED IN  
CENTRAL SERVICES. THERE IS A FULL  
DETAILED LISTING OF ALL THOSE  
DEPARTMENTS AS WELL AS THEIR BUDGETS IN  
THE APPENDIX. AND THEN I WOULD NOTE THAT  
THE CENTRAL SERVICES COSTS ARE IN  
EFFECT ALLOCATED OUT TO EACH OF THE  
OPERATING DIVISIONS AND IN SOME CASES  
ARE FUNDED BY THE TAX LEVY.  
NEXT SLIDE, PLEASE.

SO, JUST WANTED TO GIVE YOU A LITTLE BIT  
OF AN OUTLINE OF OUR PROCESS AS WE BUILD  
TO THE 2023 BUDGET. SO WHAT  
WE TALK ABOUT IS DEVELOPING A BASELINE  
BUDGET, WHICH IS THE STARTING POINT,  
AND WE HAVE TO DO SOME ADJUSTMENTS TO  
GET TO THAT BASELINE BUDGET. SO THE  
STARTING POINT IS OUR 2022 APPROVED  
BUDGET THAT THE COMMISSIONER APPROVED  
LAST FALL, BUT THEN WE HAD TO MAKE  
SOME ADJUSTMENTS. SO ONE OF THE THINGS  
WE DO IS WE LOOK AT ITEMS THAT WERE  
CONSIDERED ONE TIME ITEMS THAT WERE  
BUDGETED THIS YEAR. THEY'RE NOT  
RECURRING, SO WE DON'T WANT THEM TO BE  
BUILT INTO THE FUTURE BUDGETS. SO WE  
REMOVE THOSE ONE TIME ITEMS OUT OF THE  
BUDGETS, WE GO THROUGH A DETAILED  
ANALYSIS OF EACH DEPARTMENT, AND THEN WE  
ALSO HAVE TO ADJUST FOR MAJOR APPROVALS  
THAT OCCUR IN THIS YEAR. THESE ARE  
LARGELY STAFF POSITIONS THAT  
STEVE, UNDER HIS EXECUTIVE DIRECTOR  
AUTHORITY, APPROVED FOR THE YEAR, MID  
YEAR. SO I THINK THERE'S ABOUT 14 OF  
THOSE THAT WERE ADDED THIS YEAR. BUT  
SINCE THEY GOT ADDED MID YEAR, THEY WERE  
ONLY PARTIAL YEAR COSTS. SO WE'VE GOT TO  
ADD THOSE BACK IN FOR NEXT YEAR AND  
TRUE UP TO A FULL YEAR SALARY AND  
BENEFITS FOR THOSE POSITIONS. WE ALSO

LOOK AT ADJUSTING FOR WHAT WE WOULD CALL KNOWN, AND I WOULD SAY NONDISCRETIONARY CONTRACTUAL AND OTHER INCREASES, THINGS THAT WE JUST ARE EXPERIENCING INCREASED COSTS THAT WE ADJUST FOR, MANY OF THESE ARE IN THE IT DEPARTMENT, THINGS LIKE SOFTWARE MAINTENANCE AGREEMENT, HARDWARE AGREEMENTS. SO WE ADJUST UPWARDS FOR THOSE. I THINK PROPERTY INSURANCE IS ANOTHER BIG ONE. AND THEN FINALLY WE ADJUST FOR THE PAYROLL INCREASES. SO WE TAKE THE EXISTING STAFF AND THEN THE NEW STAFF ADDED IS THE PART OF THE ONE YEAR ONE TIME ITEMS, I'M SORRY, THE MID YEAR APPROVALS. AND THEN WE PUT IN A FULL YEAR SALARY AND BENEFIT COSTS FOR THE 2023 BUDGET. SO WE ADJUST THOSE FOR 2023 AS WELL. NEXT SLIDE. THIS IS JUST MORE OF A GRAPHICAL DEPICTION OF THIS, WHICH I THINK REALLY HELPS BETTER TO UNDERSTAND HOW WE BUILD UP FROM THE CURRENT YEAR BUDGET TO THE ADJUSTED BASELINE. SO AGAIN, THE STARTING POINT IN THIS SORT OF WATERFALL GRAPHS I THINK ARE PRETTY EFFECTIVE. WE START WITH THE 2022 CENTRAL SERVICE BUDGET OF 142,000,000. AND THEN AGAIN, FOR THESE ADJUSTMENTS, I MENTIONED GREEN MEANS REDUCTIONS, RED MEANS ADDITIONS. SO YOU CAN SEE WE PULLED OUT THE ONE TIME ITEMS I TALKED ABOUT. WE ADDED IN THE MID YEAR APPROVALS THE COSTS OF THOSE. AGAIN, LARGELY THE 14 ADDITIONAL STAFF THAT WERE ADDED THIS YEAR. ADD IN THOSE KNOWN AND NONDISCRETIONARY CONTRACTUAL INCREASES, AND THEN WE ADD IN WHAT WE CALL OTHER ADJUSTMENTS. THIS LOOKS LIKE A BIG NUMBER OF \$6.3 MILLION. MOST OF THAT CONSISTS OF ENGINEERING CONSULTANTS THAT THEY BROUGHT ON BOARD, WHAT THEY CALL ON SITE CONSULTANTS AS THE CAPITAL PROGRAM CONTINUES TO GROW. THEY NEEDED TO BRING ON CONSULTANTS THIS YEAR TO CONTINUE TO HELP THEM MANAGE THAT PROGRAM. BUT THEN WE BACK OUT. A LARGE PORTION OF THAT GOES TO CAPITAL. SO THAT \$4.5 MILLION. THEN JUST BELOW THAT REDUCES THAT AMOUNT TO REFLECT THE PORTIONS THAT ARE GOING TO CAPITAL. SO THAT GETS US TO THE BASELINE BUDGET BEFORE ADDITIONS. AND THEN AGAIN, WE HAVE TO LOOK AT ADDING IN THE BASELINE PAYROLL INCREASE, WHICH, AS YOU CAN SEE, IS THE LARGEST SINGLE INCREASE AS WE LOOK AT ADJUSTING FOR NEXT YEAR. AND THEN AGAIN, I'LL GET INTO SOME OF THE DETAILS AND ASSUMPTIONS BEHIND THAT. BUT AS YOU CAN SEE, THAT'S A LITTLE OVER \$12 MILLION AS WE PUT IN THE ASSUMPTIONS ON PAYROLL INCREASES FOR EXISTING AND STAFF WHO WERE ADDED MID YEAR. AND THEN WE GET INTO



NEW BUDGET REQUESTS THAT GOT APPROVED, AS YOU CAN SEE, RELATIVELY MODEST AMOUNTS. WE BROKE THAT OUT INTO PAYROLL, INTO NON PAYROLL, ABOUT \$2.8 MILLION FOR EACH OF THOSE ITEMS THAT WERE ADDED. SO ADDING THIS ALL UP GETS US TO OUR 2023 PROPOSED PUGET OF \$162,000,750 FOR THE BILLING YEAR. NEXT SLIDE, PLEASE.

SO THEN, JUST TO CHECK THROUGH SOME OF THE DRIVERS FOR THE INCREASES IN THE BASELINE BUDGET, I KIND OF TOUCHED ON SOME OF THESE. BUT STEVE TALKED ABOUT A PRIORITY FOR INVESTMENT IN THE WORKFORCE. A LARGE COMPONENT IS AN ASSUMPTION OF A 6% COLA AND A 3% AVERAGE PAY FOR PERFORMANCE INCREASE FOR NON REPRESENTED STAFF. AGAIN, THAT'S ONE OF OUR LARGEST BUDGET DRIVERS. AGAIN, DESIGNED TO CONTINUE TO RETAIN OUR CRITICAL STAFF. AND THEN ALSO AS PART OF INVESTING EMPLOYEES, WE DID FULLY RESTORE OUR TRAVEL AND TRAINING BUDGETS BACK TO PRE-COVID LEVELS. SO FULLY INVESTING NOW IN TRAINING AND DEVELOPMENT, WHICH WE FEEL ARE VERY IMPORTANT. OTHER PAYROLL INCREASES, AGAIN, FOR THE MID YEAR ADDITIONS FOR THE 2022

STAFF, WE HAVE TO ANNUALIZE THEIR PAYROLL FOR NEXT YEAR. AND ALSO WE ALSO HAVE TO ANNUALIZE PAYROLL FOR NEW POSITIONS THAT WERE ADDED THIS YEAR AS PART OF LAST YEAR'S BUDGET, BUT THEY WERE ONLY BUDGET FOR PART YEAR. SO WE THROW ALL THOSE UP TO GET FULL YEAR PAYROLL FOR THOSE ADDITIONS. AND THEN AGAIN, AS I MENTIONED, WE HAVE CONTRACTUAL INCREASES THAT WE FACTOR IN. PROPERTY INSURANCE IS A BIG ONE. A LOT OF THEM ARE ICT SOFTWARE, LICENSE AND MAINTENANCE AGREEMENTS, AND A FEW OTHER CONTRACTUAL INCREASES THAT WE INCORPORATE.

NEXT SLIDE, PLEASE.

THIS IS JUST A TABLE THAT REALLY WALKS THROUGH. I WON'T REALLY GO INTO DETAIL, BUT IT'S SORT OF THAT WATERFALL GRAPHIC THAT WE JUST SHOW IN TABULAR FORM. JUST STARTS WITH THE 2022 BUDGET AND THEN ADDS IN THESE VARIOUS ADJUSTMENTS, INCLUDING MID YEAR APPROVALS, CONTRACTUAL INCREASES AND THEN PAY INCREASES. SO I WON'T GO INTO THIS IN ANY DETAIL. NEXT SLIDE, PLEASE. SO THEY'RE

LOOKING AT THE NEW BUDGET REQUEST THAT WE REVIEWED FOR THE 2023 BUDGET. AS YOU CAN SEE, WE HAD A TOTAL OF 83 REQUESTS. QUITE A FEW. OUT OF THOSE WE APPROVED 49. 3RD LINE DOWN AT THE OPERATING MAINTENANCE EXPENSE AMOUNT OF THAT WAS ABOUT 10.3 MILLION REQUESTED, OF WHICH

WE APPROVED ABOUT 5.6 MILLION.  
YOU CAN SEE IT BROKEN DOWN BETWEEN  
PAYROLL AND NON PAYROLL. AND THEN OUT OF  
50.1% NEW FTES REQUESTED,  
WE APPROVED 28.1%.  
AND I DID WANT TO NOTE THAT OUT OF THAT,  
28.1, 5.8 OF  
THOSE REFLECT COLLEGE INTERNS THAT ARE  
BUDGETED IN HR. AND THAT  
TRANSLATES ACTUALLY INTO ABOUT 13  
ADDITIONAL COLLEGE INTERN POSITIONS FOR  
THE COMING YEAR WHICH WE FEEL THERE'S  
A LOT OF DEMAND. AND THEN  
ON THE FTES, OUT OF THE 51.1  
REQUESTED, 28 APPROVED, SOME OF THOSE  
WERE FROZEN FT. AND I DID WANT TO NOTE  
THAT BACK IN 2020, WE HAD ADDED  
A LARGE NUMBER OF NEW FTES AS PART OF  
THAT BUDGET. AND AS WE GOT INTO THE  
PANDEMIC, WE HAD VACANT FTES. WE FROZE A  
LOT OF FTES OVER THE PAST SEVERAL YEARS,  
AND IN SOME CASES DEPARTMENTS WERE STILL  
ABLE TO GET THEM FILLED GOING THROUGH A  
SPECIAL PROCESS, BUT FOR THE MOST PART,  
MANY OF THEM REMAINED FROZEN. WE HAVE  
GRADUALLY ADDED SOME OF THESE OVER THE  
PAST SEVERAL YEARS AS DEPARTMENTS CAME  
FORWARD AND JUSTIFIED THE NEED. AND AS  
PART OF THIS COMING YEAR BUDGET, WE  
UNFROZE TWO,  
BUT LEFT US WITH ABOUT SEVEN FTES  
REMAINING FROZEN IN CENTRAL SERVICES.  
AND AT THIS POINT, GIVEN THAT IT'S BEEN  
THIS MANY YEARS, WE PLAN TO ELIMINATE  
ALL THOSE REMAINING PROS AND FTES ON  
THIS. IF I CAN JUST MAKE A COMMENT. I  
JUST WANTED TO KIND OF POINT OUT IS THAT  
WHEN WE REVIEWED ALL THESE REQUESTED  
POSITIONS AND RESOURCES THAT WERE ASKED,  
THERE WASN'T A LOT OF EXTRANEIOUS OR  
EXTRA NICE TO HAVE. THESE WERE SERIOUS  
PROPOSALS THAT PROBABLY, IF I PRESENTED  
THOSE TO YOU, GO, OH, THAT'S A GREAT  
IDEA TOO, BUT WE REALLY HAVE TO PRACTICE  
DISCIPLINE IN THIS AND WALKING THROUGH  
AND DOING BALANCING THE NEEDS OF WHAT WE  
WANT TO ACCOMPLISH WITH WITHIN OUR  
RESOURCES. SO I JUST WANTED TO POINT  
THAT OUT. THAT IT'S NOT SOMETHING THAT  
PEOPLE ARE JUST SAYING, OH, THIS IS A  
BLANK SLATE, I CAN REQUEST ANYTHING. IT  
WAS REALLY ORIENTED TOWARDS THOSE  
OUTCOMES IN RESOURCES THAT  
THEY THOUGHT THEY NEEDED TO ACCOMPLISH  
THAT. AND THAT'S WHAT WE KIND OF BALANCE  
HERE AND THAT'S WHAT THIS SHOWS. JUST  
SHOWS IS THAT WE SHARPENED OUR PENCILS,  
WE LOOKED AT THIS REQUEST. THANKS, DAN.  
SORRY. YEAH, YOU'RE RIGHT. THOSE WERE  
ALL VERY WELL JUSTIFIED. THE NEEDS WERE  
VERY WELL JUSTIFIED, BUT AS YOU KNOW,  
WE HAD TO REALLY CUT BACK AND RESOURCES  
TO GET THROUGH THE PAST COUPLE OF YEARS.

OKAY, NEXT SLIDE.  
SO THEN MOVING INTO THE NEW BUDGET ITEMS THAT HAVE BEEN APPROVED. THIS IS A SUMMARY OF THE NEW BUDGET EDITIONS. WE BROKE THEM OUT BY CATEGORIES, AS YOU CAN SEE ON THE LEFT. AND THEN WE'LL TAKE THROUGH THIS. AND THESE INCLUDE BOTH NEW FTES AS WELL AS SOME NON PAYROLL COSTS. SO I WILL HIGHLIGHT A NUMBER OF THESE. BUT I WANT TO NOTE AS WELL THAT THERE'S FULL DETAILS ON ALL OF THE NEW ADDITIONS, BOTH PAYROLL AND NON PAYROLL THAT ARE INCLUDED IN THE APPENDIX AT THE END OF THE PRESENTATION IF YOU WANT MORE INFORMATION. SO BEGINNING JUST ON THE TOP CATEGORY, CENTURY AGENDA PRIORITIES, JUST WANTED TO HIGHLIGHT SOME OF THESE. OBVIOUSLY YOU'RE GOING TO BE GETTING A PRESENTATION LATER TODAY ON THE SEATTLE AQUARIUM. THE COMMISSIONER APPROVED A FIVE YEAR AGREEMENT WITH THE SEATTLE AQUARIUM WHICH WOULD CONTEMPLATE THE PORT FUNDING \$5 MILLION OVER FIVE YEARS. SO 2023 WILL REFLECT OUR FIRST MILLION DOLLAR CONTRIBUTION TO THAT EXHIBIT DEVELOPMENT. SO THAT'S A BIG NEW ONE. AND THEN LOOKING AT SOME AREAS LIKE WORKFORCE DEVELOPMENT, NEW STAFF ARE BEING ADDED. ONE IS A SENIOR MANAGER OF WORKFORCE DEVELOPMENT AS WELL AS THE WORKFORCE DEVELOPMENT CONTRACT ADMINISTRATOR. THEY'RE SEEING A LOT OF WORK RELATED TO DEVELOPING, PROCURING AND MANAGING CONTRACTS INVOICING. SO, RESOURCES BEING ADDED THERE. ADDING A NEW PLANNER COORDINATOR FOR CLEAN ENERGY TECHNOLOGY RESEARCH THAT PROVIDES COORDINATION AND STRATEGY FOR THE WHOLE PORTWIDE FOR THAT. I THINK THAT'S IMPORTANT THAT'S ACROSS PROGRAMS BOTH WITHIN MARITIME AND ENVIRONMENT SUSTAINABILITY, THAT WOULD BE A CENTRALIZED RESOURCE TO PROVIDE THAT ACROSS THE ORGANIZATION. SENIOR ENVIRONMENTAL JUSTICE ADMINISTRATOR SEEMS A VERY IMPORTANT POSITION FUNDED IN OEDI. THEY WILL ALSO ACT AS A KIND OF A STRATEGIC RESOURCE AND COORDINATOR ACROSS THE ORGANIZATION TO HELP ADVANCE OUR ENVIRONMENTAL JUSTICE INITIATIVES. A COUPLE OF SMALL PROGRAMS, SMALL INVESTMENTS INTO AGAIN, THIS IS AN OEDI FOR BUS DRIVERS. THE AIRPORT IS SUFFERING FROM A SHORTAGE OF BUS DRIVERS. SO POTENTIAL OUTREACH AND OPPORTUNITIES TO CONSIDER EVEN HELPING TRAIN DRIVERS GET THEIR COMMERCIAL DRIVER'S LICENSES TO DEVELOP A PIPELINE OF DRIVERS FOR THE PORT AS WELL AS SOME CONTRACTED SPENDING TO FACILITATE TAXI DRIVERS AND POSSIBLY BEING ABLE TO

EVALUATE AND LOOK FOR OTHER KINDS OF CAREER OPPORTUNITIES AND JOB DEVELOPMENT STRATEGIES OUTSIDE OF THE TAXI DRIVER INDUSTRY. AND THEN AGAIN, SOME RESOURCES ADDED IN THE ENVIRONMENTAL ARE THE EXTERNAL RELATIONS DEPARTMENT FOCUSED ON CONTINUING TO EXPAND AND GROW OUR DUWAMISH VALLEY EQUITY PROGRAM. SO MORE DOLLARS ASSOCIATED WITH THAT. DOWN IN SAFETY, SECURITY, SOME NUMBER OF INITIATIVES ADDED TO THE POLICE BUDGET, PROBABLY THE BIGGEST, ACTUALLY ONE THERE, IT'S JUST THE INCREASE IN THE KING COUNTY JAIL COST, THAT'S ABOUT \$600,000. THAT'S A BIG DRIVER OF THAT BUDGET. BUT THEY'RE ALSO INCLUDING FUNDING FOR SOME ADDITIONAL EQUITY, DIVERSITY, INCLUSION TRAINING AND ALSO SOME DOLLARS FOCUSED ON RECRUITMENT. AS I'M SURE YOU WILL KNOW, THE POLICE DEPARTMENT IS DOWN PRETTY SIGNIFICANTLY IN STAFFING RIGHT NOW. THEY'RE HAVING CHALLENGES RECRUITING. SO THEY'RE LOOKING AT FUNDING SOME ADDITIONAL THINGS LIKE JOB FAIRS, TALENT RECRUITMENT, TRAVEL AND JOB FAIRS. SO HOPEFULLY THAT WILL HELP THEM AS THEY NEED TO BUILD UP SOME OF THEIR RESOURCE GAPS IN THE COMING YEAR. AND THEN THE BOTTOM ONES HERE KIND OF IN THE SAFETY AND SECURITY. ALSO, SOME OUTCOMES OF OUR RESILIENCY INITIATIVE, IT WAS DONE IN 2021. SO SOME OUTSIDE CONTRACTED FUNDING FOR INFORMATION SECURITY ON CYBER DEFENSE AS WELL AS OUR IT DEPARTMENT AND INFRASTRUCTURE RESILIENCY. AND THEN ALSO SOME FUNDING TO ADDRESS SOME RESILIENCY ISSUES, COORDINATING WITH THE CITY AND OTHERS ON THE SEATTLE WATERFRONT TO ENSURE WE'RE ADDRESSING ISSUES RELATED TO SEA LEVEL RISE, STORM WATER, THOSE KINDS OF INITIATIVES. NEXT SLIDE, PLEASE. SO, MOVING INTO THE REGIONAL ECONOMIC PRIORITIES AND ENGAGEMENT, ONE NEW FT, I KNOW THE COMMISSION HAD REQUESTED US TO TAKE A LOOK AT THIS, BUT THERE WILL BE A NEW SENIOR MANAGER OF TRIBAL RELATIONS THAT WILL BE HOUSED IN EXTERNAL RELATIONS AND PROVIDE A RESOURCE TO DEEPEN OUR ENGAGEMENT, BOTH GOVERNMENT TO GOVERNMENT AND COMMUNITY TO COMMUNITY ON TRIBAL AFFAIRS. SOME OUTSIDE CONTRACTED SERVICES DEVOTED TO REGIONAL TRANSPORTATION STRATEGIES, ADDRESSING OUR PARTNERSHIPS WITH OTHER AGENCIES, LOOKING AT DECARBONISATION SAFETY AND OTHER ELEMENTS OF THE SURFACE TRANSPORTATION SYSTEM. ALSO SOME SERVICES. LOOKING AT ENHANCING OUR ENGAGEMENT, COORDINATION WITH OUR MARITIME STAKEHOLDERS, LOOKING AT NEW BUSINESS OPPORTUNITIES. ALSO,

EXTERNAL RELATIONS HAS SOME FUNDING FOR NEW FACILITATION SERVICES TO HOST PUBLIC MEETINGS WITH MANY OF OUR IMPACTED COMMUNITIES BY PORT OPERATIONS. AND THEN THE LAST ONE IN THIS CATEGORY BEING AS YOU KNOW, WITH A LOT OF CAPITAL INVESTMENT PLANS FOR FISHERMAN'S TERMINAL AND THE PORT PROJECTS SOME ADDITIONAL INVESTMENT IN PUBLIC ENGAGEMENT TO HELP FOLKS UNDERSTAND WHAT'S GOING ON AROUND THERE. AND THEN FINALLY, THE LAST CATEGORY IS REALLY SUPPORTING JUST INTERNAL ORGANIZATIONAL NEEDS. SO, VARIETY OF RESOURCES, NEW FTES IN ACCOUNTING, PORT CONSTRUCTION SERVICES, CENTRAL PROCUREMENT AND ENGINEERING, ALL FOCUSED ON SUPPORTING THE PORT'S GROWING CAPITAL PROGRAM. AND THEN ALSO SOME FTES AND HUMAN RESOURCES SUPPORTING MOST IMPORTANTLY OUR GROWING HIRING NEEDS, ADDING SOME TALENT ACQUISITION RESOURCES, ADDITIONAL STAFF POSITION IN HEALTH AND SAFETY FOCUSED ON FALL PROTECTION. AND THEN ALSO SOME NEW FTES, SPOKANE, HR AND ICT SUPPORTING THEIR TECHNOLOGY SYSTEMS AND BEING ABLE TO BETTER UTILIZE THOSE.

NEXT SLIDE PLEASE.

HOLD ON 1 SECOND.

I KNOW THAT 17 SLIDES IN, WE'RE GLAD TO KEEP GOING, BUT I JUST WANT TO BE I DO WANT TO BE CONSCIOUS OF TIME. WE'VE GOT 15 MORE MINUTES SLATED FOR THIS ITEM, HOWEVER YOU WANT TO USE IT. I DO WANT TO PROVIDE TIME FOR COMMISSIONERS TO ASK QUESTIONS AND PROVIDE COMMENTS TOO. OKAY, GREAT, THANKS. SO STEVE MENTIONED EARLIER SOME OF OUR THINKING ABOUT POSSIBLY EXPANDING SOME OF THE USES IN A MODEST WAY OF TAX LENDING FUNDING. THIS SLIDE BREAKS OUT SO THAT THE TOP SECTION HERE JUST NOTES THAT THE NEW ITEMS THAT WE'VE ADDED FOR THIS YEAR, WE'RE PROPOSING THAT SOME OF THEM BE FUNDED WITH THE TAX LEVY SEEMS TO BE APPROPRIATE SINCE THEY'RE COMMUNITY FACING AND REALLY SUPPORTING MANY OF OUR COMMUNITY INITIATIVES. SO THINGS LIKE SEATTLE AQUARIUM PARTNERSHIP, SOME OF THESE POSITIONS FOCUSED ON ENVIRONMENTAL JUSTICE AND WORKFORCE DEVELOPMENT AND THE BUS DRIVERS AND TAXI DRIVERS PROGRAMS, THE EXPANSION OF THE DUWAMISH VALLEY COMMUNITY EQUITY PROGRAM. AND THEN THE BOTTOM SECTION HERE ARE SOME CHANGES THAT WE'RE RECOMMENDING FOR ITEMS THAT PREVIOUSLY WERE NOT FUNDED WITH THE LEVY. SO IN WORKFORCE DEVELOPMENT, TRADITIONALLY WE FUNDED THE EXTERNAL FACING DOLLARS, THE CONTRACTED DOLLARS, THE MONEY THAT'S

GOING TO THE COMMUNITY. WE USE TAX MONEY FUNDING FOR THAT. BUT WE'RE PROPOSING TO, IN ADDITION TO THAT, ACTUALLY FUND THE STAFF COSTS RELATED TO THAT BECAUSE THOSE STAFF MEMBERS ARE PRETTY MUCH 100% DEDICATED TO MANAGING THOSE PROGRAMS. AND IT DOESN'T SEEM TO REALLY BE FAIR TO ALLOCATE THOSE COSTS TO THE DIVISIONS BECAUSE IT'S NOT SUPPORTING THE DIVISIONS IN THE SAME WAY. SO FOR WORKFORCE DEVELOPMENT, WE ARE PROPOSED TO FUND THEIR DEPARTMENT STAFF COSTS. AND THEN LASTLY, THE HIGH SCHOOL INTERN PROGRAM HAS NOT TRADITIONALLY BEEN FUNDED WITH THE TAX LEVY, BUT WE'RE PROPOSING TO FUND THE ACTUAL INTERN SALARIES WITH THE TAX LEVY, NOT THE INTERNAL STAFF THAT MANAGE THAT PROGRAM, BUT THE INTERNS THEMSELVES WE WOULD PROPOSE TO FUND WITH THE TAX LEVY. SO I'M GOING TO TURN IT OVER TO MICHAEL TONG NOW TO WALK THROUGH SOME ADDITIONAL SLIDES ON THE OVERALL BUDGET HIGHLIGHTS AND SOME OF THE NEW ADDITIONS. THANK YOU, DAN. GOOD AFTERNOON, COMMISSIONERS AND ACCEPT DIRECTOR METRUCK. I'LL TRY TO WALK THROUGH THE SLIDES VERY QUICKLY IN THE INTEREST OF TIME. SO DAN MENTIONED ABOUT THE BASELINE BUDGET AND THE NEW BUDGET ITEMS. SO HERE'S THE HIGHLIGHTS FOR THE 2023 PROPOSED BUDGET. TOTAL OPERATING EXPENSES, 162.8 MILLION, 21 MILLION, OR 14.8% HIGHER THAN THE 2022 BUDGET. AND THEN YOU CAN SEE THE PAYROLL AND THE NON PAYROLL SIDE. I WON'T GO INTO DETAIL MOST OF THOSE RECOVERY THAT EXPRESS ON THE PAYROLL SIDE. ON THE NON PAYROLL SIDE, AGAIN, SOME OF THE INCREASED HIGH CONSULTING COSTS, INSURANCE EXPENSE WORKERS COME AND TRAVEL AND OTHER EMPLOYEE EXPENSES AS PART OF THE INVESTING EMPLOYEE DEVELOPMENT. STEVE RESTORED OUR TRAINING BUDGET BACK TO THE 2020 BUDGET LEVEL, AND THE OTHER NEW INITIATIVE AND PROGRAM THAT JUST MENTIONED A LITTLE BIT EARLIER, INCLUDING THE BIG ONES, THE SEATTLE AQUARIUM THAT YOU'LL HEAR LATER, AS WELL AS SOME OTHER INCREASES THAT WE JUST WENT THROUGH. NEXT SLIDE, PLEASE. SO HERE AGAIN IS THE PURCHASE SUMMARY TABLE THAT SHOWS BOTH THE PAYROLL AND NON PAYROLL BUDGET, BEFORE AND AFTER CHARGE TO CAPITAL. WE ALSO INCLUDE BEFORE AND AFTER THE CRS PENSION CREDITS IN THE 2020 AND 2021 ACTUAL SO THAT YOU CAN SEE AN APPLE TO APPLE COMPARISON. SO THAT'S A LOT OF NUMBERS. I WON'T GO FOR THAT. BUT BASICALLY I WANT TO DRAW YOUR ATTENTION TO THE LAST COLUMN ON THE RIGHT HAND SIDE. AGAIN,

THE 21 MILLION AND THE 14.8% INCREASE.  
NEXT SLIDE, PLEASE.  
HERE IS THE POST FT SUMMARY FOR 2023.  
WE HAVE 885.8 FTE  
IN THE 2022 APPROVED BUDGET AND THEN  
THEY MENTIONED WE ADDED 14  
NEEDING APPROVAL. THAT BRINGS US TO 900  
FTE FOR CENTRAL SERVICES IN THE BASELINE  
BUDGET. AND THEN WE ELIMINATED THE TEN  
FTE, INCLUDING SEVEN FROZEN POSITIONS  
MENTIONED EARLIER. AND WE'RE  
PROPOSING 28.1 NEW FTE. SO THAT  
BRINGS US A NET INCREASE OF 18 FTES.  
SO ALL IN ALL, WE ARE PROPOSING A TOTAL  
OF 917.8 FT FOR 2023.  
YOU CAN FIND A FULL LIST OF ALL THE  
PROPORTIONAL FT AND ALL IN THE APPENDIX  
SO I DON'T GO  
INTO DETAIL HERE. NEXT SLIDE, PLEASE.  
THIS IS A SUMMARY OF ALL THE 2023  
PROGRAMS. THERE'S A LOT OF NUMBERS I  
WOULD LIKE TO JUST HIGHLIGHT JUST A FEW  
NUMBERS FOR YOU. I WOULD LIKE TO  
DRAW YOUR ATTENTION TO THE LAST ROW AND  
WOULD LIKE TO POINT OUT THAT WE ARE  
SEEING AN OVERALL INCREASE FOR THE  
COMMUNITY PROGRAM IN THE PAST FEW YEARS  
FROM 14 MILLION IN 2021 BUDGET,  
TO 16.6 MILLION  
IN THE 2022 BUDGET, TO 19 MILLION  
IN THE 2023 PROPOSED BUDGET, WHICH  
REPRESENTED 2.5 MILLION OR 13%  
INCREASE FROM THE 2022 BUDGET.  
IT'S ALSO WORTH TO POINT OUT THAT OVER  
12 MILLION OR 64% OF THE  
90 MILLION WILL BE FUNDED BY TAX LEVY.  
THIS PROGRAM THAT WILL BENEFIT THE  
LOCAL, MANY LOCAL COMMUNITIES AND THE  
ENTIRE REGION AS WELL AS THE STATE. SO  
IT'S REALLY APPROPRIATE TO USE TAX LEVY TO  
FIND THOSE PROGRAMS. NEXT SLIDE.  
BEFORE WE MOVE ON TO THE NEXT SLIDE,  
MICHAEL, I JUST WANTED TO SAY TO  
COMMISSIONERS, YOU PROBABLY ARE THINKING  
THERE WERE SOME COMMISSIONER BUDGET  
PRIORITIES IN HERE AND THERE WAS 32 OF  
THOSE AND WE OWE YOU BACK KIND OF RATHER  
THAN TRYING TO PICKING THEM OUT FROM  
THIS, A COMPLETE LIST OF THOSE AND HOW  
THEY'RE ACCOUNTED FOR IN HERE. AND WE  
CAN PROVIDE THAT SEPARATELY RATHER THAN  
AS PART OF THIS BRIEFING. AND WE'LL BE  
GLAD TO GIVE THAT ADDITIONAL INFORMATION  
TO YOU THAT TRACKS THOSE SPECIFICALLY OF  
WHERE THEY ARE. YOU CAN SEE THAT THERE  
WERE 32 AGAIN, AND THERE'S A LOT, BUT  
YOU CAN SEE A LOT OF THOSE REFLECTED IN  
HERE ALREADY, SO YOU DON'T HAVE TO HUNT  
FOR THEM. WE WILL GIVE THAT TO YOU AND  
GIVE YOU THAT EXACT READ OUT OF THOSE.  
NEXT. THEN WE'LL GO OVER THE UNCERTAINTY  
AND BUDGET RISKS.  
WE PUT TOGETHER OUR BUDGET, JUST

RECOGNIZING THAT SOME OF THESE TIE A LITTLE BIT BACK TO THE BUDGET DRIVERS AND CONSIDERATIONS THAT STEVE MENTIONED, CLEARLY WE STILL HAVE SIGNIFICANT ECONOMIC UNCERTAINTY. ANYBODY'S GUESS IF WE'RE GOING TO HAVE A RECESSION NEXT YEAR. CLEARLY INFLATION CONTINUES TO RUN AT PRETTY HIGH LEVELS WITH ONLY MINOR REDUCTIONS LATELY. WE DO RECOGNIZE THAT WITH THE INFLATION REDUCTION ACT WE SHOULD BE RECEIVING, HOPEFULLY OVER TIME, SOME ADDITIONAL FEDERAL GRANT REVENUES. WE JUST DON'T HAVE ENOUGH INFORMATION AT THIS POINT HOW MUCH OR WHEN WE MIGHT GET OUT OF THAT ACT. WE ARE OPTIMISTIC THERE'LL BE SOMETHING, BUT WHETHER AND TO WHAT EXTENT THAT AFFECTS OUR 2023 BUDGET WE JUST DON'T KNOW AT THIS TIME. I'M NOT SURE IF YOU'RE AWARE, YOU MAY BE AWARE THAT HR IS CONDUCTING A COMPREHENSIVE COMPENSATION STUDY RIGHT NOW FROM A VARIETY OF PERSPECTIVES. ONE OF THE BIG ONES THEY'RE TURNING THEIR ATTENTION TO NOW IS PAY EQUITY. REALLY LOOKING AT ACROSS THE ORGANIZATION WITH THE GOAL TO ENSURE THAT PEOPLE ARE BEING PAID SIMILARLY FOR SIMILAR WORK AND SOME OF THEIR PRELIMINARY WORK ON THAT, I THINK THEY'VE COME TO THE CONCLUSION THAT THERE ARE GAPS WHERE PEOPLE ARE DOING SIMILAR WORK AND ARE NOT BEING PAID SIMILARLY. SO AS THEY COMPLETE THAT WORK, THERE WILL LIKELY BE THE NEED TO UNDERTAKE A NUMBER OF PAID EQUITY ADJUSTMENTS TO TRUE THAT UP AND GET FOLKS MORE SIMILARLY PAID. SO IT'S A RISK IN THE SENSE THAT WE JUST DON'T KNOW HOW MUCH THAT MIGHT BE OR WHAT THE TIMING IS GOING TO BE. SOME OF THAT MAY BE NEXT YEAR, SOME OF IT MAY MOVE OUT INTO THE FOLLOWING YEAR, BUT WE JUST WANTED TO BE CLEAR, WE'RE COMMITTED TO MAKING THOSE ADJUSTMENTS BUT WE JUST HAVE NOT FORMALLY BUDGETED THEM RIGHT NOW BECAUSE WE JUST DON'T KNOW ENOUGH ABOUT THE TIMING OR AMOUNTS OF THOSE. BUT WHEN AND IF THEY HAPPEN, WE WILL BE SURETY TO FACTOR THEM INTO OUR PUGET AND MAKE OTHER ADJUSTMENTS NECESSARY TO INCORPORATE THOSE. AND THEN AS ALWAYS, AS YOU KNOW, WE HAVE A LOT OF INITIATIVES AND PLANS AND PROGRAMS UNDER WAY ACROSS THE PORT AND THEY'RE GROWING. SO ALWAYS THE CHALLENGE IS OUR ABILITY TO EXECUTE ON THEM WITH THE RESOURCES THAT WE HAVE. THAT'S WHY TO SOME EXTENT WE'RE ADDING RESOURCES IN A NUMBER OF KEY AREAS BUT STILL HAS SOME CHALLENGES JUST EXECUTING ON A LOT OF THOSE BASE PROGRAMS. AND THEN I THINK STEVE ALSO MENTIONED EARLIER JUST OUR ABILITY TO HIRE STAFF. MANY OF



OUR RECRUITMENT HAVE TAKEN A LONG TIME, SO WE'RE NOT ONLY TRYING TO RETAIN EXISTING STAFF AND HIRE NEW STAFF, WE DID ASSUME A 5% VACANCY RATE IN THE BUDGET. SO THAT GIVES US SOME HOPEFULLY CUSHION FOR WHAT WE MIGHT EXPECT. BUT THAT'S OBVIOUSLY A NUMBER THAT COULD BE UP OR DOWN SO IT'S HARD TO GET THAT ONE EXACTLY RIGHT, BUT WE'VE ASSUMED 5% FOR NOW.

NEXT SLIDE, I'M GOING TO TURN IT BACK TO MICHAEL TO GIVE ME SOME HIGHLIGHTS OF OUR EQUITY AND BUDGETING WORK THIS PAST CYCLE. SO LAST YEAR WAS THE FIRST YEAR THAT WE INCORPORATE THE EQUITY LENS INTO THE BUDGETING PROCESS TO FURTHER NORMALIZE AND OPERATIONALIZE EDI IN OUR DAILY WORK.

THERE'S A BUDGET TEAM FROM A NUMBER OF DEPARTMENTS THAT WORK FOR THE PAST FEW MONTHS TO FURTHER SOME OF THE GUIDELINES FOR THE EQUITIES, THE TOOLKITS, THE TRAININGS AND HERE'S A SUMMARY OF WHAT WE GOT AS PART OF THE BUDGET PROCESS. AND SO IN THE NEXT FEW SLIDES YOU WILL SEE A SUMMARY OF THE RESPONSE THAT WE GOT FROM THE CENTRAL SERVICES DEPARTMENT AND YOU WILL SEE A SIMILAR SUMMARY FROM EACH DIVISION. AND THEY SENT A BUDGET IN ABOUT TWO WEEKS. NEXT SLIDE. OKAY, SO THE FIRST QUESTION THAT WE ASKED WAS THE DEPARTMENT IS TO DESCRIBE HOW THEY APPLY EDI PRINCIPLE IN PLANNING THEIR 2023 STRATEGIES AND INITIATIVES.

THE RESPONSE THAT WE RECEIVE CONTINUING TO LOOK FOR OPPORTUNITY FOR WMBE AND DBE CONTRACTING AND ELIMINATE BARRIERS. AND THEY'RE ACTIVELY APPLYING AN EQUITY LENS WHEN HIRING AND SOME OTHER ACTIVITIES ADVANCING REGIONAL WORKFORCE DEVELOPMENT IN THE POPULATED INDUSTRY TO PROVIDE EQUITABLE ACCESS TO QUALITY CAREERS. AND THEN ALSO ANOTHER DEPARTMENT ALSO ASKED THAT FOR INPUTS IN THE EDI AND OTHER TRAINING AND DEVELOPMENT OPPORTUNITIES. NEXT SLIDE PLEASE. AND THE SECOND QUESTION WE ASK IS WHETHER THERE ARE SPECIFIC AREAS OR PROGRAMS THAT WOULD ADVANCE EQUITY CONSIDERATIONS. WHILE NOT EVERY CENTRAL SERVICE DEPARTMENTS HAVE SPECIFIC PROGRAM TO ADVANCE EQUITY. MAINLY ACTIVELY LOOKING FOR NEW AND MORE CONTRACT WITH WMBE FIRMS. THERE ARE ALSO SOME DEPARTMENT THAT HAVE SPECIFIC PROGRAMS TO ADDRESS EQUITY CONSIDERATIONS SUCH AS MORE SUPPORT FOR THE SOUTH KING COUNTY FUND. ENVIRONMENTAL AND ECONOMIC RECOVERY BRANDS. INCREASING SUPPORT FOR ENVIRONMENTAL ENGAGEMENT AND DUWAMISH

EQUITY PROGRAM AND AS FAR AS SUPPORTING THE PORT GROWING ENGAGEMENT WITH TRIBAL GOVERNMENTS AND INDIGINOUS COMMUNITIES. AS YOU SAW EARLIER WE DID ADD SOME BUDGET FUNDING TO THOSE AS WELL. NEXT SLIDE PLEASE.

THE THIRD QUESTION WE ASK IS WHAT STEP DEPARTMENT HAS TAKEN TO ENSURE THAT THERE ARE 2023 STRATEGIES, OBJECTIVE AND INITIATIVES DO NOT CAUSE DISPORTIONATE HARM TO ANY GROUPS IN OUR COMMUNITY OR PERPETUATE EXISTING INEQUALITY. SO OVERALL MANY OF THE COMMUNITY PROGRAMS SUPPORTED BY CENTRAL SERVICES ADJUSTING EQUITY ISSUE OTHER STEP ARE TAKING INCLUDE STRENGTHENING RELATIONS AND PARTNERSHIP WITH COMMUNITY LIAISON IN NEWPORT COMMUNITIES, MAKING COMMUNICATION AVAILABLE AND ACCESSIBLE BY LOWERING TECHNOLOGY BARRIERS AND SOME OVERALL AREAS AS WELL AS THE AD AND ALSO MAKING THE PROGRAMS AND OPPORTUNITY MORE INCLUSIVE. NEXT SLIDE. THIS IS THE FOURTH QUESTION WE ASK IS WHAT DEPARTMENTS ENGAGEMENT WITH STAFF IN THEIR TEAMS TOLD THEM ABOUT THE FACTOR ADVANCED EQUITY IN THE 2023 STRATEGY OBJECTIVE INITIATIVES. SO SOME OF THE RESPONSES INCLUDE EQUITABLE ENGAGEMENT PRACTICES REQUIRE RELATIONS BUILDING INVOLVEMENT OF THOSE MOST IMPACTED IN THE PERPENDICULAR MEETING DISCUSSION AND ALSO ADDITIONAL TIME TO ENGAGE STAKEHOLDER IN NAYS MOST MEANINGFUL TO THEM. SOME DEPARTMENT ALSO POINT OUT THAT IT IS VERY IMPORTANT TO HAVE THE FULL LEADERSHIP, ENGAGEMENT AND LEADING. FOR EXAMPLE, SERVICE DEPARTMENT ALSO MENTIONED THAT THEIR STAFF HAVE BEEN INVOLVED IN SHAPING THEIR BUDGET SO THEY ARE MORE INVOLVED IN THE BUDGET PROCESS THIS YEAR. NEXT SLIDE PLEASE.

SO, LAST QUESTION WE ASK IS THAT FOR DEPARTMENT INTERACTING WITH THE COMMUNITY, WE ASKED THEM TO DESCRIBE HOW THEY HAVE ENGAGED WITH THE OVERBURDENED COMMUNITIES AND WONDERFUL POPULATION IN THE PENDING PROCESS.

SO OVERALL NOT EXISTENTIAL SERVICE DEPARTMENT AS YOU KNOW, INTERFACING WITH THE COMMUNITY, THOSE WHO OFTEN ARE MANAGING THE INTERACTION ON THE ONGOING BASIS. SOME OF THEM ALSO MENTIONED THAT THEY ARE PRIORITIZING COMMITTEE INPUT INTO THE PORT ENGAGEMENT PROCESS BY ADJUSTING BUREAUCRATIC BARRIERS AND CREATING AND IMPLEMENTING WORKFORCE DEVELOPMENT PROGRAM AND INVESTMENT BASED ON TWO MAIN PRINCIPLES HERE. ONE IS TO SUPPORT IN DEMAND JOB IN POPULATED

SECTOR. THE SECOND IS TO ENSURE THAT WOMEN AND BIPOC ARE FULLY REPRESENTED IN THE OUTCOME OF OUR PROGRAMS. SO THAT'S A QUICK RECAP OF THE EQUITY IN BUDGETING STEP. STILL REVIEWING ALL THE RESPONSE. YOU WILL CERTAINLY HEAR MORE FROM BOOKDA, OUR SENIOR DIRECTOR FOR OEDI LATER THIS YEAR AS WELL. SO WITH THAT, LET ME TURN IT OVER TO CHRIS TO TALK ABOUT THE CIP FOR CENTRAL SERVICES. HI. GOOD AFTERNOON, COMMISSIONERS. CHRIS SADLER, INFORMATION AND COMMUNICATION TECHNOLOGY. I HAVE THE PLEASURE OF TALKING ABOUT OUR CAPITAL IMPROVEMENT PLAN BECAUSE THE MAJORITY OF THIS IS IT. NEXT SLIDE PLEASE. AND THIS IS JUST A SUMMARY OF WHAT I'LL TALK ABOUT IN THE NEXT SLIDE. SO GO AHEAD AND NEXT SLIDE.

OKAY, ACTUALLY ONE BACK, SORRY. OKAY, THESE ARE JUST PENDING ONES. WE HAVE BEEN WORKING ON THEM FOR A WHILE AND YOU HAVE SEEN THEM BEFORE. THE FIRST TWO ARE JUST STARTING AND ARE IN PLANNING OR PROCUREMENT STAGE. THE SECOND TWO WE'VE BEEN WORKING ON FOR QUITE A WHILE AND WILL BE FINISHING UP SOON.

AND THEN THIS NEXT IS A VERY LONG LIST, BUT ACTUALLY THREE OF THESE YOU HAVE ALREADY APPROVED AND WE ARE WORKING ON THESE. THE ENTERPRISE NETWORK REFRESH, CONFERENCE ROOM COMMUNICATIONS AND THEN ONE TODAY THE MICROWAVE RADIO TOWER LOOP REDUNDANCY. WE HAVE SEVERAL CIPS FROM 2022 THAT WE'RE GOING TO COME TO YOU IN THE NEXT FEW MONTHS OR HAVE BEEN DELAYED DUE TO BUSINESS RESOURCE CONSTRAINTS. AND THAT'S THE ID BADGE SYSTEM UPGRADE WHICH YOU'VE ACTUALLY ALREADY APPROVED. BUT WE HAVE A CHANGE TO THIS ONE THAT YOU'LL SEE SOON. PUBLIC SAFETY DISPATCH SYSTEM AND THEN THE CONTRACT DOCUMENT MANAGEMENT SYSTEM REPLACEMENT. AND THEN FINALLY FOR 2023, I THINK WE HAVE LIKE SIX NEW ONES. MOST OF THOSE ARE REFRESHES. THERE'S TWO INFRASTRUCTURE REFRESHED WITH OUR FIREWALL AND OUR STORAGE AREA NETWORK. WE HAVE TWO END OF LIFE SYSTEMS THAT WE'RE GOING TO REPLACE WITH BOTH THE FIRE ALARM MONITORING AS WELL AS THE PHYSICAL ACCESS CONTROL SYSTEM REFRESH. AND THEN FINALLY TWO NEW SYSTEMS THAT ARE GOING TO HELP IMPROVE EFFICIENCY AND THAT'S THE FLEET MANAGEMENT SYSTEM AND SPECIFICATION DOCUMENT MANAGEMENT SOFTWARE. NEXT SLIDE. THESE ARE SMALL CAPITAL, I CAN SPEAK IN DETAIL TO ALL THE TECHNOLOGY ONES, WHICH IS THE INFRASTRUCTURE BUSINESS APPLICATIONS

GIS. THESE ARE THE THINGS THAT WE DO IN A SMALLER WAY. WE WORK ON THE CONTINUOUS IMPROVEMENTS FOR THE PORT WEBSITE FOR THE COMPASS SYSTEM, CONTRACT, DATA MANAGEMENT VENDOR CONNECT, NEXUS AND GIS. SO WE JUST DO A LOT OF ENHANCEMENTS IN A SMALLER WAY. AND THE REST OF THEM FLEET REPLACEMENTS AND ENGINEERING SMALL CAPITAL CIP. SO I QUICKLY RAN THROUGH THAT. GREAT. THANK YOU, CHRISTA. YEAH, THE LAST ONE IS JUST REMIND OF THE 2023 BUDGET CALENDAR. I PROBABLY WON'T NEED TO GO INTO DETAIL, BUT BASICALLY YOU SEE THE TIMELINE FROM STEVE A LITTLE BIT EARLIER. SO A COUPLE OF KEY DATES REALLY. THE DIVISION BEATING IN TWO WEEKS AND YOU'LL HEAR MORE ABOUT THE OPERATING CAPITAL BUDGET. AND THEN WE'LL PROVIDE THE PARENT BUDGET DOCUMENT TO YOU IN OCTOBER AND PUBLISH THAT AS WELL. A COUPLE OF DAYS LATER. AND THEN YOU HAVE THE INTRODUCTION BUDGET IN THE FIRST MEETING IN NOVEMBER AND THEN TO STOP THE BUDGET AT THE END OF NOVEMBER. THEN WE'LL FILE THE STATUTORY BUDGET ON JANUARY 1. THAT'S OKAY. THANK YOU, MICHAEL. THANK YOU, DAN. THANK YOU, KRISTA. AND THANK YOU, STEVE, FOR INTRODUCING IT. I'M GOING TO GIVE COMMISSIONERS AN OPPORTUNITY TO ASK ANY QUESTIONS OR COMMENTS AT THIS POINT. COMMISSIONER FELLEMAN. MICROPHONE. THANK YOU. THANK YOU. THERE WAS A COUPLE OF QUESTIONS I HAD, AND I HAVE TO GO BACK THROUGH THE NOTES REAL QUICK HERE. THERE WAS ONE LITTLE THING THAT SO IF YOU GO BACK TO SLIDE ELEVEN WHERE WE SHOW THE CENTRAL SERVICES OPERATING EXPENSE BUDGET CHANGES, AND THAT THE TOTAL PROPOSED BUDGET WAS \$162,750. I JUST SAW THAT. WHEN WE GO THEN TO THE PAGE 13, THE BASELINE BUDGET SHOWS 157,900. I MISSING SOMETHING. YEAH. THIS IS THE BASELINE BUDGET SUMMARY. SO JUST THE BASELINE AND THEN THE OTHER ONE IS ARE YOU TALKING ABOUT THE BOTTOM LINE? THE 11.4157? YEAH. AND THEN THE SLIDE TWO BACK WHERE YOU HAVE THE I LIKE THAT. WHAT WSDOT CALLED THE STEPWISE OR THE CASCADING WATERFALL. WATERFALL. I LIKE THAT ONE. SO THERE WAS 162. IS THERE SOMETHING THE DIFFERENCE IS THE NEW ADDITIONS. THE NEW ADDITIONS. ALL RIGHT, STAND BY. THE NEXT ONE WAS I'M GLAD TO SEE THE TRIBAL LIAISON IS IN THERE AND THE COLLEGE INTERNS. THAT'S ALL GREAT. I HAD A QUESTION ON THE COMMUNITY PROGRAMS,

WHICH IS SLIDE 21,  
THE AIRPORT COMMUNITY ECOLOGY  
FUND. I THOUGHT THAT WAS CAPPED OUT BY  
NOW. THERE'S STILL MONEY LEFT IN THERE.  
IT SAYS \$40K.  
I THOUGHT THAT GOT I DON'T KNOW. IT'S  
STILL ACCOUNTING INSIDE THE SOUTH KING  
COUNTY FUND. YEAH, WE'LL USE IT UP AND  
THAT WILL BE THE SOUTH KING COUNTY  
FUND GOING FORWARD. OKAY. SO IT'S STILL  
OUT THERE. YEAH. ALL RIGHT. AND SO IN  
THE NUMBER SIX IN THE TOURISM MARKETING  
SUPPORT PROGRAM, 282 THOUSAND  
OF THE 1.8  
MILLION IS ATTRIBUTED TO THE LEVY.  
IS THAT THE GRANT PROGRAM? THAT'S  
CORRECT. OKAY.  
ALL RIGHT. SO THIS TOURISM CONFERENCE  
THAT WE'RE DOING, IF THIS IS REOCCURRING  
IF IT'S REOCCURRING, WE HAVEN'T DECIDED  
THAT YET, BUT I WOULD ASSUME IT'S  
NOT A LARGE MONEY IT COULD BE TOTALLY  
ROLLED OUT OF ANY OF THIS. THE MARITIME  
BLUE ITEM FORMERLY MARITIME INNOVATION  
CENTER. IS THIS LINE OF 150K  
FOR THE INNOVATION CENTER  
OR IS THAT FOR MARITIME BLUE? SEPARATE  
FOR THE MARITIME BLUE ONE. ALL RIGHT,  
SO THE INNOVATION CENTER WOULD BE IN  
MARITIME CIP. ALL RIGHT.  
COMMISSIONER,  
THAT'S A CONTINUING SUPPORT FOR  
YEAH. AS A COMMUNITY PROGRAM. SO IT'S  
SORT OF LIKE WORKFORCE IN THAT SORT OF  
CATEGORY OF I THINK I JUST SAID  
ONE MORE THING.  
I HAVEN'T BEEN BRIEFED ON IT YET, BUT I  
DID GET SOME INSIGHT ON THIS GREEN  
JOBS STUDY THAT WE ARE UNDERTAKING OR WE  
JUST COMPLETED. AND FROM WHAT I  
UNDERSTAND, THAT THE ENVELOPE  
OF WHAT'S GREEN JOBS IS REALLY PRIMARILY  
TRADITIONAL PORT RELATED JOBS THAT CAN  
BE APPLIED TO, LIKE,  
HVAC. ANYBODY CAN DO HVAC. SOME HVAC ARE  
MORE EFFICIENT THAN OTHERS. BUT BEING AN  
HVAC INSTALLER UNTO ITSELF IS NOT A  
GREEN JOB. AND SO WHEN WE TALK ABOUT  
ADVANCING REGIONAL WORKFORCE DEVELOPMENT  
FOR PORT RELATED INDUSTRIES, I WAS  
REALLY KIND OF HOPING THAT THIS WAS THE  
YEAR THAT WE WERE FULLY EMBRACING A PORT  
RELATED INDUSTRY BEING INVOLVED WITH  
HABITAT RESTORATION, GREENHOUSE GAS  
REDUCTION EFFORTS, THINGS LIKE THIS.  
WHEREAS I DON'T BELIEVE THAT THAT IS  
CURRENTLY WHAT'S BEING ACCOUNTED FOR IN  
THE PORT RELATED GREEN JOB CATEGORY. SO  
I'M JUST WONDERING,  
IN THE COURSE OF TRYING TO ADVANCE  
A SPECIFIC SUBSET OF WORKFORCE,  
IF WE ARE NOT FULLY EMBRACING THE  
BROADER CATEGORY OF WHAT ENTAILS A GREEN

JOB, THEN I THINK THE TYPE OF OUTREACH, THE TYPE OF PROGRAMMING IS SUBSTANTIALLY DIFFERENT. JUST GOING TO THE TRADITIONAL TRADES, WHICH IS WHAT WE'VE BEEN DOING FOREVER, AND IT'S IMPORTANT. IT'S JUST NOT ADVANCING GREEN JOBS. I WOULD LIKE TO SEE SOMETHING. WE DO TALK ABOUT THE DUWAMISH VALLEY COMMUNITY PROGRAM AND WE PLANT THINGS IN THE INTERTILE THERE, WHICH IS GREAT, BUT THAT'S LIKE ONE PLACE WHERE WE DO THAT. IT'S NOT A PORT WIDE GREEN JOBS INITIATIVE. COMMISSIONER, I THINK THAT'S ONE THING WE PROBABLY NEED TO GET BACK TO YOU AND TALK TO YOU ABOUT THAT AS WE LOOK AT THE THING WITH GREEN JOBS TOO, IS THAT MAKING SURE THAT THEY'RE FAMILY WAGE JOBS AS WELL AND WHAT DO THEY LEAD TO IN THE FOLLOW ON? SO THERE'S A DISCUSSION WITHIN WORKFORCE DEVELOPMENT, WE'RE LOOKING AT THAT AND PROBABLY THAT'S MORE DISCUSSION ABOUT WHAT IS THAT DEFINITION? BECAUSE I THINK EVERYBODY HAS A DIFFERENT VIEW OF WHAT A GREEN JOB IS. RIGHT? I JUST DON'T WANT IT TO BE ANOTHER WAY OF CHARACTERIZING JUST TRADITIONAL TRADES. I KEEP ON BRINGING UP THIS ISSUE. WHAT IS OUR LIABILITY ON DUWAMISH RIVER CLEANUP? LIKE HUNDREDS OF MILLIONS OF DOLLARS, SOMEBODY'S DOING THAT WORK. AND SO OBVIOUSLY THERE'S BIG MONEY INVOLVED WITH ENVIRONMENTALLY TARGETED WORK. AND I WOULD JUST LIKE TO SEE US REALLY PUTTING IN THE EFFORT TO TARGET THOSE WHAT HAVE NOT BEEN TRADITIONAL PORT RELATED JOBS. BUT THEY'RE ABSOLUTELY RELATED TO WHAT WE DO IN ORDER TO CONDUCT BUSINESS. MR. COMMISSION PRESIDENT, I'M TOLD OUR CALL HAS DROPPED. IF YOU CAN GIVE US JUST A MOMENT, WE CAN STAND AT EASE FOR A MOMENT. THANK YOU. I THINK THAT IS MORE THAN SUFFICIENT FOR NOW. THANK YOU. THANK YOU. HOLD ON, HOLD ON. SORRY, WE'RE IN RECESS RIGHT NOW. I GOT IT. I THOUGHT IT WAS JUST. WELCOME TO THE AUDIO CONFERENCING CENTER. PLEASE ENTER A CONFERENCE ID, FOLLOWED BY POUND. YOU ARE NOW JOINING. DOING A TEST. MR. THOMAS, CAN YOU HEAR US? YES, THANK YOU. ALL RIGHT. I JUST HAD ONE CALENDAR ITEM. OKAY. GOING OVER THE BUDGET SEQUENCE, THERE'S THESE TWO DATES THAT OCTOBER 12 AND 13TH, WHICH ARE THE I DON'T KNOW WHETHER THE WEBINARS OR SOMETHING, THAT WE ARE EXPLAINING TO THE PUBLIC WHAT'S IN THESE BUDGETS. RIGHT. YEAH. IT SHOULD BE PART OF THE BUDGET SCHEDULE. I THINK IT'S REALLY AN IMPORTANT PART THAT WE'RE

EXPLAINING TO THE PUBLIC WHAT'S IT OUT.  
SO IT'S JUST IN  
THE COMPONENT. WE GO FROM THE 11TH TO  
THE 18TH. I DON'T KNOW WHAT IT IS THAT  
WE'RE DOING. I THINK IT'S ONLINE. I  
HAVEN'T HEARD. WHAT IS THE PROCESS? IS  
IT GOING TO BE ONE OF THOSE PRE RECORDED  
THINGS? ARE WE GOING TO TAKE QUESTIONS?  
BUT ANYWAY, I DON'T NEED TO DISCUSS IT.  
I JUST FEEL THAT THAT'S A VERY IMPORTANT  
PART OF OUR BUDGET DEVELOPMENT. YEAH,  
THANK YOU VERY MUCH FOR THE COMMENT.  
GOOD SUGGESTION. ACTUALLY, WE DID NOT  
FORGET THAT THE DAY THAT WE JUST KIND OF  
FINALIZED WORKING WITH EXTERNAL  
RELATIONS ON THE 12TH AND 13TH JUST CAME  
OUT AFTER WE FINALIZED THE POWERPOINT.  
BUT WE HAVE A BUDGET WEBSITE ON THE  
WEBSITE THAT LAY OUT ALL THE SCHEDULE,  
INCLUDING THE OPEN HOUSE FOR MARITIME  
EDD AND AVIATION ON THE TWELVE AND  
13, RESPECTIVELY. THOSE ARE 01:00?  
04:00. YEAH. ALSO, IT'S LINKED  
TO REGISTER OR ON THE WEBSITE.  
ALL RIGHT. SO WE HAVE TO GET THAT  
MESSAGE OUT. THANK YOU. YEAH. OKAY. ANY  
FURTHER QUESTIONS ON THE BRIEFING?  
COMMISSIOER HASEGAWA?  
THIS IS A LOT OF INFORMATION, SO I FIRST  
LIKE TO SAY THANK YOU SO MUCH FOR  
PRESENTING IT TO US AS I TRY TO DIGEST  
THE PLETHORA OF INFORMATION THAT IS  
BEFORE US.  
SO, FIRST AND FOREMOST, ON PAGE 14, YOU  
CITE 83 BUDGET REQUESTS FROM  
DEPARTMENTS, WITH 49 OF THEM APPROVED.  
FOR THE COMMISSIONER REQUESTS?  
I BELIEVE IT'S ONLY ONE FOR THE FTE,  
BUT NOT THE OTHER COMMISSION PRIORITIES  
REQUESTS. THERE'S SOME I SHOULD SAY LIKE  
THE SEATTLE PREMIUM. I DON'T KNOW IF YOU  
CAN'T POP THAT. AND SIMILARLY  
FOR A COUPLE OF THOSE OTHER ITEMS. AND  
WE HAVE THE LIST, ACTUALLY, THE DETAIL  
LIST IN THE APPENDIX AS WELL.  
I WOULD ADD THAT MANY OF THE COMMISSION  
REQUESTS ARE IN THE DIVISION BUDGETS.  
THAT'S RIGHT, YEAH. IT'S JUST CENTRAL  
SERVICES. MANY OF THOSE APPEAR IN THE  
DIVISION BUDGETS. AND TO UNDERSTAND  
CORRECTLY, WHAT I HEARD FROM STEVE  
EARLIER IS THAT THERE WILL BE ANOTHER  
BRIEFING AT A LATER TIME THAT WILL COVER  
THE STATUS OF OUR COMMISSION SPECIFIC  
REQUEST? HOW THEY MAP OVER. RIGHT,  
OKAY. AND I WOULD SAY IS THAT CLEARLY I  
THINK THE NUMBER IS 27 OUT OF THE 32.  
THERE'S A CLEAR AND I THINK THERE'S FIVE  
THAT WE'D LIKE TO TALK FURTHER ABOUT, I  
GUESS IS HOW WE'D LIKE TO PUT WELL, I AM  
PLEASED TO SEE MY ASK FOR THE  
DUWAMISH VALLEY PCAT PROGRAM TO BE FUNDED.  
I AM WONDERING IF THIS IS DIFFERENT

THAN THE DUWAMISH VALLEY COMMUNITY EQUITY PROGRAM, WHICH SAYS ON ANOTHER PAGE THAT IS FUNDED AT \$462,000 FROM THE LEVY. I'M NOT SURE IT'S TOTALLY DIFFERENT. IT JUST ADDS SOME ADDITIONAL FUNDING FOR THE WHOLE ENTIRE PROGRAM, AN EXPANSION OF THE PROGRAM. I'M LOOKING TO DIRECTOR PIERCE. EXECUTIVE DIRECTOR METRUCK, COMMISSIONERS, PIERCE EDWARDS. SENIOR DIRECTOR OF EXTERNAL RELATIONS. YES, COMMISSIONER. THE FUNDING LEVEL FOR THE DUWAMISH VALLEY COMMUNITY EQUITY PROGRAM ANNUALLY IS ABOUT \$387,000 AND WE ARE ADDING ANOTHER 80,000 TO THIS YEAR BASED UPON THE REQUEST PUT FORWARD BY COMMISSION AND BY THE COMMUNITY ENGAGEMENT TEAM. THANK YOU. AND I'M LOOKING AT THE APPROVED NEW ITEMS SUMMARY. THERE ARE SOME INTERESTING ALLOCATIONS HERE THAT I HAVEN'T HEARD OF BEFORE AND I'D BE INTERESTED IN A BRIEFING ON THEM IN THE FUTURE. NOT AT THIS TIME. WHEN I THINK ABOUT SOMETHING LIKE OUR ASK FOR CHILDCARE FOR A PROJECT. FOR A STUDY TO BE DONE TO LOOK AT ITS FEASIBILITY OR ANY ONE OF THE INVESTMENTS THAT WE'RE ASKING THE PORT TO BE ABLE TO MAKE. TO BE ABLE TO ADVANCE OUR MISSION FOR THE BENEFIT OF THE COMMUNITY AT LARGE THAT RELIES UPON OUR OPERATIONS AND IS IMPACTED BY OUR OPERATIONS. I WONDER WHY. FOR EXAMPLE. YOU SEE \$100,000 INTO A DUWAMISH VALLEY EFFORT AND YOU MATCH IT AGAINST \$64,000 FOR VET INSURANCE. OKAY, VET INSURANCE. AND I LOVE DOGS AS MUCH AS THE NEXT PERSON FOR OUR CANINE, BUT WHEN I'M TOLD REPEATEDLY AS A COMMISSIONER THAT ADVANCING HEALTH SPECIFICALLY IS NOT NECESSARILY SQUARELY INTO OUR MISSION, I REACT WHEN I SEE BUT WE CAN MAKE AN ALMOST EQUAL INVESTMENT INTO VET INSURANCE. SO IF OUR BUDGET IS A VALUE STATEMENT, I REALLY AM GOING TO TAKE A HARD LOOK AT WHAT YOU'RE REFERRING TO OVER HERE AND EFFORT THAT I DO APPLAUD TO APPLY AN EQUITY LENS TO THIS. BUT EQUITY IS NOT JUST ABOUT HOW YOU'RE THINKING ABOUT THINGS. IT'S NOT JUST THE LENS THAT WE'VE TALKED ABOUT SO MANY TIMES. IT'S ABOUT PROCEDURAL FAIRNESS AND OUTCOME FAIRNESS. AND SO WHEN I'M LOOKING AT THESE ALLOCATIONS, I WONDER IS THE INVESTMENTS THAT WE'RE MAKING INTO IMPACTED COMMUNITIES PROPORTIONATE TO THE GROWTH OF OUR OPERATIONS? I'M LOOKING AT SOUTH KING COUNTY AND THE SOUTH KING COUNTY FUND SPECIFICALLY AND OPPORTUNITIES TO BE



ABLE TO EXPAND IT. I'M LOOKING AT OPPORTUNITIES TO BE ABLE TO EXPAND ROBUSTLY AND AGGRESSIVELY INTO COMMUNITIES IN THE DUWAMISH VALLEY WHO ARE GOING TO BE IMPACTED BY OUR GROWING CONTAINER OPERATIONS. I'M LOOKING AT THE GROWTH OF THE CRUISE INDUSTRY THAT WE POINT TO WITH ECONOMIC BENEFITS AND WE HEAR IN PUBLIC COMMENTS PEOPLE WHO FEEL LIKE THEIR HEALTH IS BEING IMPACTED BY THIS AND THE INVESTMENTS THAT WE'RE GOING TO MAKE. I LOOK FORWARD TO HEARING SOME MORE BRIEFINGS ABOUT WHAT SOME OF THESE PROGRAMS MEAN, SUCH AS THIS CRUISE COMMUNITY RELATIONSHIP THAT IS LISTED HERE. BUT I THINK THAT WE HAVE MORE WORK TO DO. SO I'M JUST GOING TO CONCLUDE MY COMMENTS THERE.

WE'VE GOT TWO OTHER COMMISSIONER BEFORE YOU, COMMISSIONER FELLEMAN, AND I WANT TO HONOR THE FACT THAT IT'S 252 RIGHT NOW. WE ARE ABOUT 22 MINUTES BEYOND OUR ALLOCATED TIME FOR THIS, AND WE HAVE TWO REALLY IMPORTANT TOPICS TO COVER BEFORE THE END OF THE DAY TODAY. SO BEFORE WE RETURN TO THAT, JUST A REMINDER TOO, THIS IS A BRIEFING. THE ACTION WILL HAPPEN IN NOVEMBER AND SO WE DO AS YOU SAY. COMMISSIONER HASEGAWA, WE HAVE MORE WORK TO DO ON THIS PROCESS. WE ARE RECESSED NOW.

COMMISSIONER CHO, DO YOU HAVE ANY QUESTIONS OR COMMENTS ON THE BUDGET? I'M GOING TO HOLD MY QUESTIONS AND COMMENTS. I THINK I CAN FOLLOW WITH YOU, MICHAEL AND THE TEAM IF ANYTHING IS PRESSING, BUT I'LL LOOK FORWARD TO NOVEMBER. THANK YOU. THANK YOU, COMMISSIONER MOHAMED, IF YOU HAVE ANY QUESTIONS OR COMMENTS ON THE BRIEFING? THIS REPRESENTS AN EXTRAORDINARY AMOUNT OF WORK THAT YOU GUYS PUT IN EACH YEAR TO CREATE THIS. AND I KNOW THAT BETWEEN NOW AND NOVEMBER, WE'RE GOING TO GET A NUMBER OF ADDITIONAL BRIEFINGS ON THE DIVISIONS. AND ALSO WE'LL HAVE TIME IN TWO TWO ONE BRIEFINGS AS COMMISSIONER WITH STAFF TO CONTINUE TO ASK THESE QUESTIONS. THOSE ARE EXCELLENT OPPORTUNITIES TO REALLY RAISE MORE DETAILED QUESTIONS TOO. SO THANK YOU ALL FOR THIS BRIEFING AND I IMAGINE WE'LL SEE YOU AGAIN THROUGHOUT THE FALL AS WE FINALIZE THE BUDGET FOR NEXT YEAR. THANK YOU. CLERK HART, CAN YOU PLEASE READ ITEM ELEVEN C INTO THE RECORD AND WE'LL THEN HEAR FROM EXECUTIVE DIRECTOR METRUCK TO INTRODUCE THE ITEM. YES. THANK YOU, COMMISSIONER. PRESIDENT, JUST A NOTE. I BELIEVE COMMISSIONER MOHAMED MAY HAVE DROPPED FROM THIS CALL, SO I DON'T SEE HER ON THE LINE.

IF SHE COMES BACK, I WILL MAKE A NOTE FOR THAT FOR THE RECORD. THANKS. SO THIS IS ITEM ELEVEN C, THE SOUTH CONCOURSE EVOLUTION PROJECT BRIEFING.

COMMISSIONERS, LAST TIME WE HAD A PUBLIC BRIEFING ON THIS PROJECT WAS IN APRIL OF 2021, WHERE WE REQUESTED FUNDS FOR THE PROJECT DEFINITION DOCUMENT. WE'RE NOW AT 15% DESIGN AND RETURN TODAY TO PROVIDE YOU AN UPDATE ON THIS PROJECT. AND IT'S A VERY EXCITING PROJECT. I THINK YOU'LL SEE THE VISION THAT LANCE HAS. HE AND HIS TEAM.

IT WAS BUILT IN 1971.

THE SOUTH CONCORD SERVES MILLIONS OF PASSENGERS EACH YEAR. STATE OF THE ART FOR 1971, I GUESS IS HOW WE WOULD LOOK AT IT. SO WITH THE RELOCATION OF OUR FEDERAL INSPECTION SERVICES AREA AND THE OPENING OF OUR INTERNATIONAL RIVALS FACILITY, WE HAVE A UNIQUE OPPORTUNITY TO REIMAGINE THE SOUTH CONCOURSE TO MAKE SEA A WORLD CLASS AIRPORT, IMPROVE OFFERINGS, AND ENHANCE CUSTOMER EXPERIENCE. THIS EFFORT WILL CONSIDER EXPANSION OF RETAIL AND DINING AND CLUB OPPORTUNITIES, ENVIRONMENTAL STEWARDSHIP, COMMUNITY CONNECTION THROUGH ART AND ARCHITECTURE, AS WELL AS STRUCTURAL IMPROVEMENTS AND SEISMIC UPGRADES. THE TEAM WILL RETURN IN OCTOBER TO REQUEST AUTHORIZATION FOR PROCUREMENT OF PROFESSIONAL SERVICES. ONCE COMPLETE, THIS PROJECT WILL TRANSFORM SEA AS WE KNOW IT. OUR PRESENTERS INCLUDE LANCE LITTLE, MANAGING DIRECTOR, AVIATION KEN WARREN, CAPITAL PROGRAM LEADER. AND I THINK THAT'S IT. SO I'M GOING TO TURN IT OVER TO YOU, LANCE, TO KICK US OFF OR KEN ME. ALL RIGHT, GOOD AFTERNOON, COMMISSIONERS AND EXECUTIVE DIRECTOR METRUCK. I'M KEN WARREN, PROGRAM LEADER FOR THE CAPITAL DEVELOPMENT FOR THE AIRPORT. THE DIVISION

HAS REBRANDED THE SOUTH SATELLITE RENOVATION PROJECT TO THE SOUTH CONCOURSE EVOLUTION. WE'VE CHOSEN THIS NAME AS IT BETTER REPRESENTS THE TRANSFORMATION THAT THE SOUTH CONCOURSE WILL EXPERIENCE DURING OUR PROJECT. NEXT SLIDE.

HERE ARE THE THINGS THAT WE'LL COVER.

NEXT SLIDE,

I'LL PASS THE LANCE. OKAY. THANK YOU, KEN. GOOD AFTERNOON AGAIN, COMMISSIONERS. COMMISSIONERS.

SOME TIME AGO, WE HAD CAN'T REMEMBER I THINK IT WAS THE VIP CONTRACT OR THE STAFFING CONTRACT, AND I THINK THE QUESTION WAS ASKED, HEY, WE'RE GETTING A LOT OF THINGS COMING TO COMMISSION. WHAT'S THE STRATEGY? HOW DOES THIS

FIT INTO WHERE WE'RE TRYING TO GET YOU?  
SO THIS SLIDE IS AN ATTEMPT TO ACTUALLY  
TRY TO ANSWER THAT QUESTION.  
UNFORTUNATELY, IT'S NOT THE MOST UPDATED  
ONE. HOPEFULLY, YOU'LL GET THE MOST  
UPDATED ONE AT A PRESENTATION, BUT WE'LL  
WORK WITH THIS ONE. EVEN THOUGH  
COMMISSIONERS WILL COME TO YOU WITH A LOT  
OF PROJECTS, A LOT OF INITIATIVES, AND  
IT MAY SEEM AD HOC OR RANDOM,  
THERE'S ACTUALLY A METHOD TO THE  
MADNESS, AND YOU'VE PROBABLY HEARD ME  
SAY IT OVER AND OVER AGAIN. THERE ARE  
MANY PIECES TO THE PUZZLE THAT TRIES  
THAT WE ARE SORRY, THAT'S ACTUALLY  
SPECIFICALLY DESIGNED TO GET US TO THE  
END STATE. AND SOME OF THE GOALS THAT  
YOU'RE LOOKING AT TO THE RIGHT HAND SIDE  
WITH IT, TO GET TO A FIVE STAR RATED  
AIRPORT OR TO GET TO A LEVEL OF SERVICE  
OPTIMAL TO BE IN THE TOP 25 AS TO  
AIRPORT SERVICE, QUALITY, WORLD RANKING,  
ALL THE PROJECTS THAT YOU SEE OR THE  
INITIATIVE THAT YOU SEE WITHIN THAT  
PIECES OF THE PUZZLE IS WHAT'S GEARED  
TOWARDS GETTING US THERE. SO SOME  
TIME AGO, WE CAME WITH THE INTERNATIONAL  
ARRIVAL FACILITY, THE NORTH SATELLITE,  
THE JANITORIAL CONTRACTS, ETC,  
ETC, ETC. WE HAVE ALL OF THESE, AND  
THEY'RE ACTUALLY ALL GEARED TO GET US TO  
THIS INSTANT. THE SOUTH CONCOURSE  
EVOLUTION IS ACTUALLY ANOTHER MAJOR  
PIECE OF THAT PUZZLE.  
THERE'S NO WAY WE ARE GOING TO GET TO  
THE OUTCOME THAT WE'RE TRYING TO GET TO  
WITH THE EXISTING FACILITY THAT WE HAVE  
RIGHT NOW. AS STEVE POINTED  
OUT, IT'S A FACILITY THAT WAS BUILT BACK  
IN THE 1970S. IT HAS ACTUALLY  
OUTLIVED ITS PURPOSE.  
I WANT TO EMPHASIZE THE SCOPE OF WORK  
FOR THIS PROJECT. EVEN THOUGH THE SLIDES  
TO COME, YOU'LL SEE SOME REALLY NICE  
RENDERING OF WHAT THE FACILITY  
CONCEPTUALLY, WHAT IT'S GOING TO LOOK  
LIKE. I WANT TO EMPHASIZE THAT THERE ARE  
TWO PRIMARY COMPONENTS TO THE SCOPE OF  
WORK. ONE, OF COURSE, IS SAFETY, AND I  
THINK IT'S VERY IMPORTANT FOR EVERYONE  
TO UNDERSTAND. KEN IS GOING TO SPEAK A  
LITTLE BIT MORE ON THAT. IT ADDRESSES  
CRITICAL CODE REQUIREMENTS, WHETHER IT'S  
SIESMIC, STRUCTURAL, ET CETERA.  
KEN IS GOING TO GET INTO IT. BUT OF  
COURSE, THE OTHER ONE IS AN ENHANCED  
FACILITY FOR THE PASSENGERS, BUT ALSO  
FOR THE TENANTS AND FOR THE EMPLOYEES.  
AND SO YOU'LL SEE AMENITIES, NEW  
AMENITIES SUCH AS MOTHER'S NURSING  
SUITES, SENSORY ROOM, CHILD AREA,  
INTERFAITH PRAYER AND MEDITATION ROOM,  
SERVICE ANIMAL RELIEF AREAS, LOUNGES,

AIRPORT DINING AND RETAIL, DUTY FREE, ET CETERA. THIS IS GOING TO BE ONE OF THE BIGGEST PROJECTS THAT THE PORT WILL UNDERTAKE. IT'S GOING TO BE A VERY COMPLICATED PROJECT AND IT'S GOING TO BE A LOT OF DISRUPTION IN TERMS OF THE OPERATION OF THE AIRLINE AND OUR TENANTS. BUT WE HAVE NONE BETTER THAN KEN WARREN IS GOING TO LEAD US TO THE PROJECT. I'M GOING TO ASK KEN TO GET INTO SOME MORE DETAILS ON THIS PROJECT. KEN? ABSOLUTELY. SO THANK YOU, LANCE, FOR THAT WONDERFUL COMMENT. AND WE REALLY DO HOPE THAT WE CAN DELIVER ON OUR PROMISES ON WHAT WE'RE MAKING TODAY AS WE MOVE TOWARDS THE FUTURE WITH THIS PROJECT.

LET'S MOVE TO THE NEXT SLIDE.

THE INFRASTRUCTURE IS ANTICIPATING A ROBUST INVIGORATION. IT IS IMPORTANT TO NOTE ON THIS SLIDE THAT THE SEISMIC SUSCEPTIBILITY AND THAT WE SERVE 25 DIFFERENT AIRLINES OUT OF THE SOUTH SATELLITE TODAY. NEXT SLIDE.

OUR OBJECTIVES ARE TO EXTEND THE LIFE OF THE FACILITY FOR THE NEXT 50 YEARS BY ENHANCING THE TERMINAL WITH NEW STRUCTURE AND SEISMIC UPGRADES IN A RESPONSIBLE AND SUSTAINABLE WAY. OUR SECOND OBJECTIVE IS TO CREATE A NEW MODERN PASSENGER EXPERIENCE TO MEET THE STANDARDS THAT LANCE MENTIONED EARLIER. NEXT SLIDE, PLEASE.

HERE ARE THE EXISTING CONDITIONS THAT YOU SEE TODAY. AS LANCE NOTED, IT'S A DIFFICULT CONCOURSE AND NEWLY VACATED CUSTOMS AREA.

NEXT SLIDE.

THE NEW DESIGN ALLOWS FOR A MORE ROBUST EXPERIENCE FOR PASSENGERS AS THEY NOW WILL ENTER THE FORMER CUSTOMS AREA. AS YOU LOOK AT THE BOTTOM OF THIS SECTION, CUT FROM THE TRAIN BEFORE MOVING UP VERTICALLY THROUGH THE CONCOURSE. THIS ALLOWS FOR MORE AMENITIES, DINING AND RETAIL OPPORTUNITIES. WE ALSO HAVE ADDED CLUB AND LOUNGE SPACE ON THE UPPER LEVEL. NEXT SLIDE, PLEASE.

THE EXTERIOR WILL BALANCE THE SOUTH USE WITH THE NEW ADJACENT TERMINALS. THIS NEW AESTHETIC WILL BE COMPLEMENTARY FOR OUR AIRPORT. NEXT SLIDE.

THIS NEXT VIEW IS FROM THE FORMER CUSTOMS AREA. LOOKING BACK AT THE TRAIN SO YOU CAN SEE HOW WE'VE RECAPTURED THAT CUSTOMS AREA INTO A NEW EXPERIENCE.

NEXT SLIDE.

ON THE CONCOURSE, THE CORE WILL CAPTURE DAYLIGHT FROM UP ABOVE AND PROVIDE IMPROVED ACCESS TO THE UPPER LEVEL. SO THIS REALLY GIVES THAT THOROUGH FARE AND A SIMILAR LOOK, AS YOU MIGHT IMAGINE COMING THROUGH THE CORE OF THE NORTH

SATELLITE. NEXT SLIDE, PLEASE.

AT THIS POINT IN THE DESIGN, WE'VE CAPTURED SOME GREAT OPPORTUNITIES THAT THE PROJECT HAS PRESENTED, FROM CAPTURING SPACE FROM THE FORMER CUSTOMS OPERATIONS TO EXPANSION, ENHANCED AMENITIES AND A NEW ADR EXPERIENCE, ALL WHILE BRACING THE STRUCTURE TO ENSURE THAT WE HAVE INVIGORATED THE INFRASTRUCTURE IN A RESPONSIBLE MANNER. WE HAVE CAPTURED LESSONS FROM OTHER PROGRAMS AND PROJECTS AND HAVE SELECTED THE GENERAL CONTRACTOR CONSTRUCTION MANAGER DELIVERY PATH. NEXT SLIDE.

OUR SCHEDULE SHOWS A TWO STEP AUTHORIZATION PLAN THAT ALIGNS WITH THE AIRLINES AND THE PORT APPROVAL PROCESS. CONSTRUCTION IS EXPECTED TO LAST THROUGH 2031 AT THIS TIME, AND YOU'LL SEE THIS IS AGAIN, A WATERFALL FEATURE ON OUR SCHEDULE.

NEXT SLIDE. HERE'S A SNAPSHOT OF THE DELIVERY TEAM. THE BOXES INDICATE THE DIFFERENT PROCUREMENTS IN OUR STAFF AUGMENTATION.

NO PROJECT IS UNDERTAKEN WITHOUT RISKS. WE'VE CAPTURED MANY POTENTIAL RISKS AND WE'RE ALREADY WORKING ON MITIGATION STRATEGIES. AT THIS EARLY STAGE, WE'RE PLANNING A ROBUST CONTROLS PROGRAM TO ENSURE THAT WE KEEP OUR EYES ON THE PRIZE.

YOU BLEW MY SURPRISE, SO NOW YOU MUST BE EAGER TO UNDERSTAND WHAT WILL THIS EVOLUTION REQUIRE FROM A BUDGETARY PERSPECTIVE?

NEXT SLIDE. YES, PLEASE. WE NOW KNOW THAT OUR EXPECTED BUDGET RANGE OF COMPLETE THIS PROJECT. THE GREEN LEAF, REPRESENTS THE SEAC COMMITTEE, WHERE THE TEAM WILL PRESENT THE SUSTAINABLE DESIGN APPROACH OF THE PROJECT. WE WERE AT TIER THREE FRAMEWORK. WE HELD SPARK MEETINGS AND HAVE IDENTIFIED STRATEGIES BOTH DURING THE PDD AND THE DESIGN. WE WILL INCLUDE REDUCING SOLAR HEAT GAIN, PROVIDING ONSITE FOOD COLLECTION FOR THE DONATION PROGRAM, ENGAGING DISHWASHING AND ENCOURAGING REUSABLE SERVICEWARE, NEW ELECTRIC POWER GROUND SERVICE EQUIPMENT CHARGERS, REDUCING EMBODIED CARBON, INTEGRATING ELECTRIC COOKING, REDUCING POTABLE WATER CONSUMPTION MORE AGGRESSIVELY THAN CODE, AND ACHIEVING LEAD SILVER. THESE ARE ALL STUDIES THAT NEED FURTHER REFINEMENT AND ENHANCEMENT. WE NEED TO BRING OUR TEAMS ON BOARD TO GET TO THE 30% LEVEL BEFORE WE CAN DEVELOP THE STRATEGIES FURTHER TO DETERMINE WHICH ARE VIABLE AND WHICH ARE NOT, WHICH WE THEN WILL PRESENT DURING THE 30% DESIGN EFFORT TO UNDERSTAND HOW

THEY MAY AFFECT THE SCOPE, THE SCHEDULE AND THE BUDGET. ANOTHER NOTE TO THE BUDGET IS THAT WE HAVE YET TO FULLY UNDERSTAND HOW THE TWO PHASE PROPOSED CONSTRUCTION SEQUENCE IMPACTS THE PORT WIDE OPERATIONS DURING CONSTRUCTION. WE NEED TO ENGAGE OUR TEAMS TO GAIN THIS UNDERSTANDING AND THEN COLLABORATE WITH OUR OPERATIONS STAFF AND OUR AIRLINE PARTNERS TO COME UP WITH A STRATEGY. NEXT SLIDE, PLEASE. NEXT MONTH, WE'LL BE REQUESTING \$100 MILLION TO ASSEMBLE OUR TEAM AND BEGIN THE NEXT PHASE. WE'VE PARTNERED WITH OUR AIRLINE PARTNERS AND THEY CONCUR WITH OUR APPROACH FOR THE PROJECT APPROVAL. NEXT SLIDE. ALL RIGHT.

I KNOW I GAVE A BUNCH OF INFORMATION, TALKED TO THE SLIDES AND NOT REALLY READ THE SLIDES, SO THERE'S A LOT OF INFORMATION THERE. IF YOU HAVE ANY FURTHER QUESTIONS ABOUT PARTICULAR SLIDES AND PARTICULAR ITEMS, WE'RE HAPPY TO DIG INTO IT. ANYTHING FROM YOU, COMMISSIONER CALKINS? THANK YOU. KEN, AM I CORRECT IN NOTING THAT YOU USED TO COME AND PRESENT TO US ABOUT THE NORTH SATELLITE? YES, SIR, I WAS PROGRAM LEADER FOR THE NORTH SATELLITE. WELL, I'M DEEPLY APPRECIATIVE THAT YOU'RE ON THIS PROJECT TOO, BECAUSE AS A REMINDER THAT ON SCHEDULE OR AHEAD OF SCHEDULE AND UNDER BUDGET TOO. WE CAN DO THAT FOR THAT 1.4 TO 1.7, WE'RE GOING TO DO OUR BEST. TERRIFIC. OKAY, I'M GOING TO TURN IT OVER TO OTHER COMMISSIONER FOR QUESTIONS AND COMMENTS. COMMISSIONER MOHAMED, MAYBE I'LL TURN TO YOU TO SEE IF YOU HAVE ANY QUESTIONS OR COMMENTS.

SHE DID. I THINK SHE WAS BACK. SHE WAS BACK AT 2:59. ALL RIGHT, COMMISSIONER FELLEMAN, DID YOU HAVE A QUESTION? I JUST WANTED TO SAY, LOOKING TO THE FUTURE, TRYING TO MAKE LEMONADE OUT OF WHAT'S REALLY A CONSTRAINED SPACE, IT TAKES GREAT VISION TO TRY TO BREAK OPEN THIS BOX. AND SO I APPRECIATE YOU LOOKING AT THIS BECAUSE IF YOU'RE TRAVELING ANYWHERE ELSE THE CONSTRAINTS OF SPACE IN THIS AIRPORT ARE JUST CHALLENGING AND NOT TO HAVE THE HEADROOM AND THAT WHOLE AIRPORT EXPERIENCE ONLY CAN GO UP. SO THANK YOU FOR TAKING YOUR MIND TO IT. RIGHT. AND TO NOTE. REALLY THE PRIMARY OBJECTIVE HERE IS FROM THE SAFETY PERSPECTIVE THAT LANCE MENTIONED. THE SUSCEPTIBILITY OF THE SEISMIC WITH THE PLANS THAT WE HAVE TO BRACE THIS BUILDING AND COUPLE IT WITH THE NEW PASSENGER AMENITIES AND MEET THE REQUIREMENTS OF THE FUTURE TRAVELER TO INTEGRATE TECHNOLOGY AND ALL OF THE

THINGS THAT WE'VE DONE THAT ARE SO GREAT AROUND THIS AIRPORT AT THE OTHER TERMINALS. TO BRING THIS LEVEL OF SERVICE UP TO WHERE WE ARE EXPECTED TO BE IS THE CHALLENGE AND TO DO IT WITHIN THE FOOTPRINT AND DO IT WITH OUR PARTNERS AND WITHIN THE CONSTRAINTS OF THE CBP AND AGRICULTURE. ALL WHILE WE'RE OPERATING. SO IT IS A TRUE CHALLENGE AND IT IS OUR JOB TO GO AND DIG DEEP AND REALLY WORK TO DO THIS AND MAKE THIS PROJECT A SUCCESS AND DO IT IN THAT SUSTAINABLE AND RESPONSIBLE WAY THAT THE PORT KNOWS WE CAN DO. WE'VE ACHIEVED PROJECTS SIMILAR LIKE THIS IN THE PAST. IT'S A CHALLENGE, IT'S A LITTLE DIFFERENT, BUT WE FEEL LIKE WE'RE UP FOR THAT CHALLENGE. OUR PLANNING DEPARTMENT AND ALL OF OUR STAFF IN THE AVIATION DIVISION AND THE OTHER DIVISIONS THAT HAVE HELPED SUPPORT THIS PROGRAM THUS FAR HAVE REALLY INPUT ALL OF THE THINGS THAT WE REALLY WANT TO ENLIGHTEN INTO THIS TERMINAL. SO THERE'S GOING TO BE A BEAUTIFUL SPACE THAT'S GOING TO MEET THOSE REQUIREMENTS FOR THE NEXT 50 YEARS, AND THAT'S THE VISION THAT LANCE CONVEYS TO US, AND WE DO OUR DARNDDEST TO TRY TO DELIVER THAT AND WE TRY TO DELIVER IT ON TIME AND ON BUDGET. COMMISSIONER MOHAMED, I SEE YOU THERE. ARE YOU HOPING TO ASK A QUESTION OR SHARE A COMMENT? YES, I'M HAVING A LITTLE BIT OF TECHNICAL DIFFICULTIES, BUT THANK YOU FOR THE TIME. I HAVE NO QUESTIONS, BUT I DO ECHO THE SAME SENTIMENTS AS COMMISSIONER FELLEMAN. I APPRECIATE THE WORK THAT YOU ALL ARE DOING, AND I RECOGNIZE THE CHALLENGES YOU ALL FACE, AND IT'S IMPRESSIVE WORK. YOU GUYS HAVE TAKEN ON THE CHALLENGE, AND YOU ALL ARE AN INCREDIBLE AVIATION TEAM THAT ARE PREPARED FOR THOSE CHALLENGES. AND SO I'M JUST GRATEFUL AND APPRECIATIVE OF WHAT'S HAPPENING. COMMISSIONER HASEGAWA. THANK YOU SO MUCH FOR YOUR PRESENTATION. I'M WONDERING WHAT THOUGHTS YOU HAVE AROUND HOW YOU CAN WORK WITH OUR CONTRACTORS TO MAKE SURE THAT THEY'RE MEETING THEIR OWN DIVERSITY GOALS. WELL, THAT'S A GREAT QUESTION. AND PART OF THE REASON WHY WE CHOSE THE GCCM DELIVERY METHOD IS IT ALLOWS US TO HAVE THOSE CONVERSATIONS WITH OUR CONTRACTORS. SO I KNOW IT'S A BIG ASK TO ASK FOR \$100 MILLION COMING UP NEXT MONTH, BUT THAT'S A CERTAIN PERCENTAGE OF THIS OVERALL PROJECT. AND WHAT THAT WILL DO IS ALLOW US TO BRING THESE TEAMS ON AND TO BRING THIS CONTRACTOR ON EARLY AND DEVELOP THE PLAN SO WE CAN ENGAGE

THE WMBE PROGRAMS AND THE DIVERSITY AND CONTRACTING PROGRAMS TO ACHIEVE THE HIGHEST RESULTS THAT WE CAN AND ENGAGE THAT GENERAL CONTRACTOR TO DO THE OUTREACH AND CONTINUE TO DO THE OUTREACH. WE DON'T EXPECT TO BE OUT TO BID FOR THE SUBCONTRACT PACKAGES UNTIL 2024. SO IT GIVES US THAT TIME AND ALLOWS US THE ABILITY TO WORK THE COMMUNITY AND WORK THE PROGRAMS AND LEVERAGE THEM IN A WAY THAT WE CAN REALLY SEE THE RESULTS AT THE END OF THE DAY. SO WE'LL BE ABLE TO REESTABLISH OUR GOALS AND THEN REALLY TRY TO MEET THEM AND BEAT THEM. AND WE WERE ABLE TO DO THAT WITH THE NORTH SATELLITE PROGRAM. WE ACHIEVED AND SURPASSED A LOT OF OUR GOALS THAT WE SET, AND WE SET THOSE IN 2017 AND WE WERE IN 2019 AND 2021 ACHIEVING THOSE RESULTS AND GOING, WOW, WE REALLY COULD HAVE SET HIGHER GOALS. SO WE'LL DEFINITELY WORK WITH THE COMMISSION AND ALL OF THE SENIOR STAFF AND EXECUTIVES TO TRY TO REASONABLY MAKE THESE GOALS THAT ARE THERE AND THEN MAYBE TRY TO MAKE SOME REACH GOALS AS WELL AND REACH OUT FOR THOSE AND TRY TO DO THE BEST THAT WE CAN TO BRING THOSE SUBCONTRACTORS AND TRY TO HELP THE ENTIRE COMMUNITY. NOT JUST THE LARGE CONTRACTORS OR THE LARGE TRADES PEOPLE THAT ARE OUT THERE. IF I COULD JUST ADD TO THIS TO WHAT KEN SAID. COMMISSIONER WE'RE VERY DELIBERATE ABOUT HAVING WMBE MINORITY WOMEN PARTICIPATION. IN FACT, WE HAD AN INDUSTRY DAY SPECIFIC FOR THIS PROJECT, AND WE ACTUALLY TIMED IT TO COINCIDE WITH THE AAA CONFERENCE THAT WE HOSTED. WE ACTUALLY HAD IT RIGHT HERE IN THIS ROOM. SO WE PARTNERED, WE INVITED ALL THE MINORITY CONTRACTORS, WOMEN OWNED BUSINESSES, SMALL BUSINESSES. WE HAD ALL THE PRIME SO THEY CAN ACTUALLY START PUTTING TOGETHER THEIR PARTNERSHIP TO SUBMIT PROPOSALS FOR THIS PROJECT. SO WE'VE BEEN VERY DELIBERATE ABOUT WMBE PARTICIPATION, MINORITY WOMEN OWNED BUSINESS PARTICIPATION AS PART OF THIS PROJECT. THAT'S A HUGE PROJECT. I REALLY APPRECIATE THAT CONTEXT AND THAT INFORMATION. I ALSO ASK IN REFLECTION OF SOME FORMER PRESENTATIONS THAT WE'VE HAD WHERE PROJECTS HAVE REPORTED ON THEIR ACTUAL WORKFORCE DEMOGRAPHY AND HOW IT'S BEEN DIFFICULT TO FIND WOMEN TO BE ABLE TO ENTER INTO TRADES. AND SO THAT'S PART OF WHAT WE'RE THINKING ABOUT TOO, IN TERMS OF SUPPORTING WORKFORCE DEVELOPMENT. BUT IT'S TO THE EXTENT THAT YOU HAVE THOUGHTS AROUND PARTNERING WITH SOME OF YOUR CONTRACTORS OR EVEN THE SUBCONTRACTORS AND MAKING SURE THAT WE



HAVE A DIVERSE WORKFORCE BECAUSE WE KNOW THAT A DIVERSE WORKFORCE EQUALS ECONOMIC OPPORTUNITIES FOR OUR COMMUNITY MEMBERS. YEAH, REMOVING THOSE BARRIERS TO ENTRY FOR THE CHALLENGED WORKFORCE AND CREATING THAT MORE DIVERSE WORKFORCE. WE LOOK AROUND US AND WE SAY, WHAT IS OUR COMMUNITY AND WHAT IS THE COMMUNITY OF CONSTRUCTION AND WHAT DOES THAT LOOK LIKE? AND THEN WHERE CAN WE GO TO AND WHERE CAN IT LOOK LIKE? AND CAN WE FORCE CHANGE THROUGH SPENDING ONE POINT FOUR TO ONE POINT SEVEN BILLION DOLLARS? AND I HOPE THE ANSWER TO THAT IS YES. AND I HOPE THAT WE CAN WORK WITH OUR PARTNERS AND REALLY PUSH ALL OF THAT TO HELP REMOVE THOSE BARRIERS AND BRING MORE DIVERSE CANDIDATES INTO THE PROGRAMS THAT THE PORT SUPPORTS AS WELL AS THE CONTRACTS THAT PAY THE REAL MONEY. I THINK THAT SOME OF THE CHALLENGES THAT YOU EXPRESSED EARLIER IS WE'RE INVESTING INTO PROGRAMS AND YOU CAN SEE THEM, YOU HAVE LOTS OF PROGRAMS FOR THE DUWAMISH OR THIS OR WORKFORCE DEVELOPMENT FOR THAT, BUT THEN WHERE ARE THE RESULTS ON THE OTHER END? HOW CAN THESE FOLKS EARN THE MONEY AND EARN A LIVING WAGE? AND THIS IS HOW WE DO IT IS WE HAVE TO BRIDGE FROM THOSE PROGRAMS THAT WE'VE INVESTED IN AND THEN BRANCH THAT INTO REALLY TRANSLATING AND FOLLOWING THE STORY OF THOSE SPECIFIC PEOPLE TO THE UNIONS AND TO THE SUBCONTRACTORS THAT ARE WORKING ON OUR PROJECTS WHERE THEY'RE MAKING THE LIVING WAGE. AND I BELIEVE WHEN WE HAD OUR OPENING OF THE NORTH SATELLITE, LANCE AND STEVE HAD A FEW VIDEOS THAT WE SHOWED SOME VERY SPECIFIC PEOPLE THAT HAD STARTED WITH THE PORT IN SOME OF THESE ENTRY LEVEL PROGRAMS AND THEN THEY BRANCHED OVER AND THEY WERE ABLE TO WORK ON THE NORTH SATELLITE. AND IT WAS SUCH A STORY TO WARM OUR HEARTS TO SEE THIS AND WE WANT TO MAKE SURE THAT WE ENCOURAGE THOSE OPPORTUNITIES SO THAT WE CAN SHOW THE STORY AND CONNECT THOSE DOTS. I REALLY APPRECIATE YOUR THOUGHTFULNESS AROUND THIS. AND MY FINAL THOUGHT ON IT IS THAT ONE OF THE WAYS WHERE I THINK THAT WE CAN SUPPORT IT ALSO IS JUST BY THE DATA COLLECTION AND KNOWING THE NUMBERS. AND THAT'S SOMETHING THAT WE WOULD BE INTERESTED IN FOLLOWING AS A PROJECT OF THIS MAGNITUDE GOES FORWARD. THANK YOU. ABSOLUTELY. I THINK THAT WE'RE GOING TO PUT TOGETHER A TEAM THAT'S NOT JUST GOING TO SET UP CONTROLS FOR THE PROJECT, BUT WE'RE GOING TO BE WORKING WITH ALL OF OUR ORGANIZATION TO TRACK ALL OF THE METRICS

ALL THE WAY DOWN SO THAT WE CAN MAKE AND CONNECT THESE DOTS. TERRIFIC. THANK YOU, KEN. THANK YOU, LANCE. FOR MY PART, I WOULD JUST SAY I COULD FLIP THROUGH AMAZING ARCHITECTURAL RENDERINGS OF OUR FUTURE BUILDINGS ALL DAY. I LOVE THAT PART OF THIS JOB, LOOKING AT JUST GETTING TO DAYDREAM ABOUT WHAT'S TO COME. MY ONLY CONCERN IS THAT IT'S A 2031 DELIVERY DATE, SO I THINK I HAVE TO GET REELECTED TWICE TO GET TO BE AT THE REVEAL. SO IF THERE'S ANY CHANCE WE COULD ACCELERATE THAT, IT WOULD BE GREAT. YOU GUYS HAVE DONE SUCH AN EXCELLENT JOB WITH THE RENOVATIONS OF THE EXISTING FACILITIES, AND IT REALLY HAS SHOWN IN THE CUSTOMER SERVICE LEVELS AND RECOGNITION FROM OUR CUSTOMERS, PASSENGERS AND FROM PURE AIRPORT. SO THANK YOU ALL SO MUCH FOR THIS. AT THIS TIME, WE'RE GOING TO GO BACK TO ITEM ELEVEN A, WHICH WE HAD POSTPONED TO MAKE SURE WE COULD HAVE ALL OF OUR GUEST SPEAKERS HERE. AND I'LL HAVE CLERK HART READ THAT IN THE RECORD AND THEN I BELIEVE, STEVE, YOU'RE GOING TO KICK THAT OFF AS WELL. THANK YOU. THIS IS AGENDA ITEM ELEVEN A. THE PORT AQUARIUM STRATEGIC RELATIONSHIP BRIEFING COMMISSIONER IS UP NEXT. YOU'LL HEAR ABOUT A STRATEGIC RELATIONSHIP WE'VE DEVELOPED WITH THE SEATTLE AQUARIUM, IN LARGE PART THANKS TO THE LEADERSHIP OF COMMISSIONER FELLEMAN. UNDER YOUR DIRECTION, PORT STAFF HAD DEVELOPED A MEMORANDUM OF UNDERSTANDING THAT OUTLINES THAT NATURE OF THIS RELATIONSHIP, PUTS IT INTO WRITING, AND AS WELL AS BEGUN CONVERSATIONS OF A PORT RELATED MARINE FOCUSED EXHIBIT AT THE FORTHCOMING OCEAN PAVILION EXPANSION OF THE SEATTLE AQUARIUM THAT I LOOK AT EVERY DAY AS I COME DOWN ALASKAN WAY TO LOOK AT IT. POTENTIAL AREAS FOR COLLABORATION INCLUDES SUSTAINABILITY, WORKFORCE DEVELOPMENT, TOURISM, CONSERVATION, AND MANY MORE. THERE'S A NUMBER OF PRESENTERS WE HAVE FROM THE PORT OF SEATTLE, DAVID HAYWORTH, STRATEGIC ADVISOR FROM THE COMMISSION OFFICE, BOB DAVIDSON, PRESIDENT AND CEO OF SEATTLE AQUARIUM, SUSAN BULLETIN, DIRECTOR OF CAPITAL PROJECTS, DEREK BAKER, DIRECTOR OF STRATEGIC INITIATIVES AND GOVERNMENT AFFAIRS AT THE AQUARIUM, TOM HENNES, PRINCIPAL AND FOUNDER FROM IS IT THINKDESIGN? AND THEN CYNTHIA LEE, SENIOR CURATOR EXPERIENCE INTERPRETATION WITH THINK DESIGN AND LUCAS THORNE, SENIOR EXHIBIT DESIGNER WITH THINK DESIGN. SO ANYWAY, AT THIS POINT, I GUESS I'LL TURN OVER TO DAVID. THANK YOU, EXECUTIVE DOCTOR METRUCK. AND

GOOD AFTERNOON, COMMISSIONERS. AGAIN. I'M DAVID YAWORTH, STRATEGIC ADVISOR TO THE PORT OF SEATTLE COMMISSION. WE HAVE A COUPLE OF PRESENTATIONS FOR YOU, BUT BEFORE SO WE'D LIKE TO HAVE AQUARIUM CEO BOB DAVIDSON SAY A FEW WORDS. THANK YOU, DAVID.

DIRECTOR METRUCK, PRESIDENT CALKINS, COMMISSIONERS, I WANT TO START BY ACKNOWLEDGING AND THANKING THE MANY PEOPLE THAT HAVE HELPED US TO ARRIVE AT TODAY. THE PORT OF SEATTLE AND SEATTLE AQUARIUM HAVE LONG STOOD AS NEIGHBORS ALONG THE WATERFRONT, BUT THEY'VE ALSO SHARED A COMMITMENT TO HELPING OUR COMMUNITIES BETTER UNDERSTAND THEIR CONNECTION AND INTERDEPENDENCE WITH OUR MARINE ENVIRONMENT. OUR OCEAN IS FACING UNPRECEDENTED CHALLENGES, AND IT WILL TAKE COLLABORATION, INNOVATION, AND BRINGING NEW VOICES TO THE TABLE IF WE'RE GOING TO TACKLE THE ENORMITY OF THE SITUATION WE FACE. SEATTLE AQUARIUMS WORKING TO BRING OUR VALUES TO LIFE AS WE EXPAND WITH THE NEW OCEAN PAVILION. WE'RE WORKING TO CREATE A SUSTAINABLE CAMPUS THAT EMBRACES CUTTING EDGE TECHNOLOGIES THAT LIMIT ENERGY AND WATER USE, THAT TARGETS LIVING BUILDING DESIGN STANDARDS. SIMILARLY, THE PORT OF SEATTLE IS WORKING TO BE THE GREENEST PORT IN NORTH AMERICA AND IS INVESTING IN INNOVATIVE PROJECTS TO HELP PROTECT OUR SALISH SEA. BOTH OF OUR ORGANIZATIONS HAVE EMBRACED PROTECTING MARINE SPECIES, WHETHER IT BE SLOWING SHIPS TO HELPING RESIDENT ORCAS OR RESTORING KELP FORESTS, OR BY PARTNERING TO REINTRODUCE ENDANGERED SPECIES AND PROMOTING ENVIRONMENTAL EDUCATION. OUR SHARED COMMITMENT TO BUILDING RESILIENT COASTAL ECOSYSTEMS AND COMMUNITIES SETS THE FOUNDATION FOR OUR ONGOING PARTNERSHIP. I'M EXCITED TO SHARE MORE ABOUT HOW THAT PARTNERSHIP HAS BEGUN TO FLOURISH OVER THE PAST YEAR, AND I WANT TO THANK DIRECTOR METRUCK STAFF AND ALL OF THE COMMISSIONER WHO HAVE MADE THIS MOMENT POSSIBLE. I LOOK FORWARD TO MANY MORE PRESENTATIONS TO COME WHERE WE SHARE NEW INITIATIVES, SUCCESSFUL PARTNERSHIPS, AND SHARED OPPORTUNITIES BETWEEN OUR ORGANIZATIONS GOING FORWARD. THANK YOU. THANK YOU, CEO DAVIDSON. COMMISSIONERS, WE HAVE TWO PRESENTATIONS FOR YOU. THE FIRST IS ABOUT THE MEMORANDUM OF UNDERSTANDING BETWEEN THE PORT AND THE AQUARIUM TO DEVELOP A STRATEGIC RELATIONSHIP. AND THE SECOND IS ABOUT THE EXHIBIT AT THE FORTHCOMING OCEAN PAVILION. AUBREE, IF YOU COULD PLEASE PUT UP THE FIRST PRESENTATION, PLEASE. SO TODAY,

THIS PRESENTATION IS ABOUT THE STRATEGIC RELATIONSHIP. NEXT SLIDE, PLEASE. WHAT WE WANT TO GO OVER FOR YOU TODAY IS WHAT IS IN THE CONTENT OF THE MEMORANDUM OF UNDERSTANDING. GIVE YOU A LITTLE CONTEXT AS FAR AS THE HISTORY OF WHAT THE AQUARIUM AND THE PORT HAVE DONE IN PAST COLLABORATIONS, AND THEY THEN GIVE YOU A SENSE OF THE HORIZON AS FAR AS WHAT COULD BE IN THE FUTURE COLLABORATIVE OPPORTUNITIES. NEXT SLIDE, PLEASE. SO, IN THE MEMORANDUM OF UNDERSTANDING, WHICH CEO DAVIDSON AND DIRECTOR METRUCK SIGNED RECENTLY, IT'S ALL BEEN FULLY EXECUTED. THE AGREEMENT IS THAT THE PORT WILL CONTRIBUTE \$5 MILLION TO THE AQUARIUM OVER THE COURSE OF FIVE YEARS. ESSENTIALLY, IT'S \$5 MILLION. NOT EXACTLY, BUT IT'S ESSENTIALLY \$1 MILLION PER YEAR FOR THE NEXT FIVE YEARS. DURING THAT TIME, THE PORT IN THE AQUARIUM WILL DEVELOP A STRATEGIC RELATIONSHIP, OR FURTHER A STRATEGIC RELATIONSHIP. AND THE PROCESS BY WHICH TO DO THAT IS TO ESTABLISH A WORK GROUP OF BOTH PORT AND AQUARIUM REPRESENTATIVES THAT WOULD WORK TO CREATE A BIENNIAL OR TWO YEAR WORK PLAN FOR DIFFERENT OPPORTUNITIES FOR THE TWO ORGANIZATIONS TO COLLABORATE TOGETHER. DURING THAT TIME, BOTH ORGANIZATIONS WOULD BE AVAILABLE TO THE OTHER TO PROVIDE UPDATES ON THE PROGRESS OF THE COLLABORATION, AND ALSO DURING THAT TIME, CONTINUED WORK WOULD OCCUR TO ENVISION AND DESIGN AND CONSTRUCT A NEW PORT RELATED MARINE EXHIBIT AT THE OCEAN AVIATION, AND YOU'LL RECEIVE A HEALTHY PRESENTATION ON THAT MOMENTARILY. NEXT SLIDE, PLEASE. SO JUST PUT THIS IN CONTEXT A LITTLE BIT. IT'S VERY EXCITING TO HAVE THE PARTNERSHIP DEVELOP EVEN FURTHER, BUT IT'S ALSO BEEN A RELATIONSHIP THAT'S BEEN ONGOING. SOME OF THE HIGHLIGHTS FROM THE PAST, OF COURSE, ARE THE QUIET SOUND PROGRAM AT MARITIME BLUE, AS WELL AS A GOOD AMOUNT OF KELP WORK, BOTH THE KELP FELLOW AND KELP RESTORATION IN PARTICULAR. AND THEN I WOULD HIGHLIGHT REGARDING THE FORTHCOMING EXHIBIT AT THE OCEAN PAVILION, CALLED THE PORT SOUND WALK, THERE'S BEEN A TEAM OF ADVISORY COMMITTEE THAT'S BEEN MEETING WITH THE AQUARIUM AND THINK DESIGN TO ENVISION THAT PROJECT THAT HAS BEEN MEETING FOR ABOUT THE PAST SIX MONTHS. NEXT SLIDE, PLEASE. IN THINKING ABOUT THE COMPONENTS THAT WOULD GO INTO THE BIENNIAL WORK PLANS, THIS IS ONE OF THOSE LISTS THAT IS I'VE LEARNED THE TERM INCLUDING BUT NOT LIMITED TO. THIS IS THE INCLUDING BUT NOT LIMITED TO LIST OF POTENTIAL

OPPORTUNITIES TOURISM AND ECONOMIC DEVELOPMENT, SUSTAINABILITY, MARINE HABITAT, WORKFORCE DEVELOPMENT, AND EDI. I THINK AN INTERESTING HIGHLIGHT OF THIS IS THAT IT MATCHES UP VERY NICELY WITH THE DEPARTMENTS OF THE PORT AND THE NEXT SLIDE, PLEASE. AND THEN AS FAR AS MEANS ARE CONCERNED REGARDING ABILITY TO COOPERATE AND COLLABORATE, THINKING ABOUT EVENTS, MATERIALS, COMMUNITY OUTREACH, JOB FAIRS, TRAINING FOR BOTH STAFF AND VOLUNTEERS, PLACEMAKING AND SIGNAGE. NEXT SLIDE, PLEASE. AND THEN FINALLY, JUST TO GIVE YOU A SENSE OF THE TIMELINE, WE'RE PLANNING TO USE THE REMAINDER OF THIS YEAR TO FIGURE OUT HOW TO CREATE THE FIRST BIENNIAL WORK PLAN AND THEN TO USE THE FIRST TWO QUARTERS OF NEXT YEAR TO ACTUALLY CREATE THAT PLAN AND THEN HAVE TARGETED IMPLEMENTATION OF THE WORK PLAN BEGINNING IN THE SUMMER OF NEXT YEAR. NEXT SLIDE, PLEASE. SO, IN A NUTSHELL, THAT'S IT. I WANT TO SAY THANK YOU FOR THE OPPORTUNITY TO PRESENT TO YOU. I ALSO WANT TO SAY THANK YOU TO MY COLLEAGUES MIKE MERRITT, RYAN STAMPER, AND LARRY EEL, WHO WERE VERY INSTRUMENTAL, EACH OF THEM, IN GETTING THE MOU ACROSS THE FINISH LINE. I'D BE HAPPY TO TAKE ANY QUESTIONS OR COMMENTS THAT YOU HAVE. ALL RIGHT, I'M GOING TO TURN IT OVER TO COMMISSIONER FELLEMAN TO BEGIN QUESTIONS AND COMMENTS. I JUST WANT TO EXPRESS MY APPRECIATION. THIS WAS A MAJOR TEAM EFFORT TO PULL THAT TOGETHER, AND A LOT OF THOUGHTFUL WORK AND WORD SMITHING, REALLY, FOR EXECUTIVE METRUCK TO EMBRACE THIS EFFORT. IT'S A GENERATIONAL OPPORTUNITY. THIS IS THE BEGINNING OF A LONG AND WONDERFUL RELATIONSHIP. I HOPE SO. THANK YOU VERY MUCH FOR ALL THE WORK THAT'S DONE.

COMMISSIONER HASEGAWA. THANK YOU SO MUCH FOR BRINGING THIS TO US TODAY FOR A BRIEFING. \$5 MILLION IS A LOT OF MONEY, AND SO I'M REALLY THINKING ABOUT THIS IN TERMS OF REGIONAL BENEFIT AS AN EXCELLENT TOURISM DESTINATION, AS A WONDERFUL EDUCATIONAL OPPORTUNITY, PARTICULARLY FOR THE YOUTH. I THINK THAT THE PACIFIC NORTHWEST HAS SO MUCH TO SHARE. SO I'M WONDERING WHAT YOUR THOUGHTS ARE IN TERMS OF AN EQUITY STRATEGY TO MAKE SURE JUST KNOWING HOW THE WATERFRONT CAN BE HARD TO GET TO FOR FOLKS WITH THE LIMITED PARKING THAT'S AVAILABLE THERE, WHAT'S THE THOUGHT BEHIND HOW WE CAN MAKE SURE THAT THERE'S REGIONAL BENEFIT AND ACCESS FOR STUDENTS FROM ALL ACROSS KING COUNTY? THANK YOU, COMMISSIONER HASEGAWA.

I REALLY APPRECIATE THE QUESTION, AND THAT'S AN ISSUE THAT THE AQUARIUM CARES ABOUT VERY DEEPLY AS WE THINK ABOUT HOW WE BUILD A MORE EQUITABLE AND INCLUSIVE ENVIRONMENTAL MOVEMENT, ESPECIALLY AROUND OCEAN CONSERVATION. THE AQUARIUM INCLUSION IS ONE OF OUR VALUES THAT WE HAVE IN OUR SALISH VALUES AS AN ORGANIZATION. AND REALLY WE ARE WORKING TO MAKE SURE THAT WE BUILD AN AQUARIUM THAT PROVIDES ACCESS OPPORTUNITIES. WE HAVE A COMMUNITY CONNECTIONS PROGRAM THAT PARTNERS WITH MORE THAN 400 PARTNER ORGANIZATIONS ACROSS THE REGION, NOT JUST IN SEATTLE, BUT ACROSS THE STATE, TO BRING GROUPS AND INDIVIDUALS OF VERY DIVERSE BACKGROUNDS TO THE AQUARIUM TO BE ABLE TO EXPERIENCE AND LEARN ABOUT THE WONDERS OF OUR OCEAN. AS FAR AS MAKING THE WATERFRONT MORE ACCESSIBLE, I KNOW THAT IT'S BEEN A PRIORITY OF THE CITY OF SEATTLE AS WE'VE WORKED IN PARTNERSHIP WITH THEM TO PROVIDE WHETHER IT BE TRANSIT ACCESS AND OTHER KINDS OF COMMUNITY ACCESS TO THE WATERFRONT, MAKE IT MORE ACCESSIBLE. THE CONNECTIONS THAT THE NEW OCEAN PAVILION WILL BUY BETWEEN OUR DOWNTOWN CORE AND THE WATERFRONT ARE REALLY JUST THE TIP OF THE ICEBERG AS FAR AS THE OVERALL PLAN AROUND THE WATERFRONT AND HOW WE CAN MAKE THIS WELCOMING ENVIRONMENT A WATERFRONT FOR ALL. AND ADDITIONALLY, WITH OUR SCHOOL AND PUBLIC PROGRAMS, THE AQUARIUM HAS PRIORITIZED MAKING SURE THAT WE PROVIDE SCHOLARSHIP OPPORTUNITIES TO STUDENTS TO BE ABLE TO COME TO THE AQUARIUM. WE'RE ALWAYS LOOKING TO BRING PEOPLE TO US AND THEN ALSO BE OUT IN THE COMMUNITY AND ALSO GO TO THEM BECAUSE WE KNOW THAT THAT'S IMPORTANT TO MEET PEOPLE WHERE THEY ARE AND TO BUILD A MORE INCLUSIVE MOVEMENT. SO HOPEFULLY THAT ANSWERS YOUR QUESTION. COMMISSIONER MOHAMED?

HOW DID YOU KNOW I HAD A QUESTION? YOU HEAR IT ON THE SCREEN AND I THOUGHT, OH, SHE MUST HAVE SOMETHING TO ASK OR SAY. THAT'S RIGHT. WELL, FIRST OF ALL, I JUST WANT TO SAY THANK YOU ALL FOR PRESENTING AND FOR YOU ALL LEADERSHIP, ESPECIALLY ON THE COMMISSION SIDE. COMMISSIONER FELLEMAN, I KNOW THIS WORK IS REALLY IMPORTANT TO YOU, AND SO I APPRECIATE ALL THE HARD WORK YOU'VE PUT INTO THIS. I'M REALLY EXCITED ABOUT THIS PARTNERSHIP. SIMILAR TO COMMISSIONER HASEGAWA, I HAVE A SIMILAR QUESTION. FOLKS. THERE ARE A LOT OF FOLKS IN OUR COMMUNITY WHO'VE BEEN HISTORICALLY EXCLUDED FROM ACCESSING THE WATERFRONT FOR A NUMBER OF REASONS.

AND I'VE ALWAYS LOOKED AT THE AQUARIUM AS A PLACE THAT IS WELCOMING AND A PLACE THAT ALL OF OUR COMMUNITY MEMBERS CAN GO TO TO LEARN AND EXPLORE AND HAVE OPPORTUNITIES TO UNDERSTAND OUR WATERFRONT AND OCEAN. AND YOU GUYS HAVE THAT BEAUTIFUL EVENT ROOM AS WELL IN SO MANY BEAUTIFUL SPACES. AND I WONDER ABOUT YOUR COMMUNITY PARTNERSHIP AND HOW THAT INCLUDES A LOT OF OUR NONPROFIT ORGANIZATIONS THAT SERVE COMMUNITY MEMBERS THAT HAVE BEEN HISTORICALLY EXCLUDED. I GUESS I'M MAKING SUGGESTIONS HERE. I'D LOVE TO SEE SOME OF THOSE NONPROFIT ORGANIZATIONS USE YOUR FACILITY AND LOOK AT YOUR FACILITY AS A PLACE THAT THEY CAN HOST THEIR COMMUNITY MEMBERS, THAT THEY CAN HOST THEIR YEARLY GALAS AND SO FORTH. AS WE ARE MAKING THIS INVESTMENT, THERE ARE A LOT OF NONPROFIT ORGANIZATIONS THAT WE ARE BEING INTENTIONAL ABOUT PARTNERING WITH, AND I THINK WE'VE GOT TO BREAK DOWN THE SILOS. AND SO ALL OF THESE INVESTMENTS THAT WE ARE MAKING, IT'D BE BEAUTIFUL IF WE SEE SOME OVERLAP THAT HAPPENED. SOME OF THE ORGANIZATIONS THAT WE ARE FUNDING THROUGH OUR CAREER LAUNCH PROGRAM, I'D LOVE TO SEE THEM USE THE AQUARIUM AS A SPACE AT SOME POINT TO HOST SOME OF THEIR EDUCATIONAL PROGRAMMING THERE. OFTEN WHAT WE SEE WITH AQUARIUMS IS THAT THE CITY OF SEATTLE MAKES INVESTMENTS AND OUR SCHOOLS MAKE INVESTMENTS, BUT A LOT OF THOSE KIDS END UP IN THE AQUARIUM ONCE OR TWICE THEIR WHOLE LIFE. IT'S A FIELD TRIP AND THEN THAT'S IT. SO WE WANT TO GO BEYOND THAT. AND I THINK BEING REALLY INTENTIONAL ABOUT THOSE COMMUNITY PARTNERSHIPS WILL REQUIRE THAT. AND SO I JUST WANTED TO PUT THAT OUT THERE AND KIND OF A QUESTION/COMMENT. YEAH, THANK YOU VERY MUCH. AGAIN, I APPRECIATE BOTH THE COMMENT AND THE QUESTION. I THINK WE AGREE. WE'RE BUILDING A PLACE THAT REALLY WE WANT THIS WATERFRONT AND THE AQUARIUM AS A CENTERPIECE TO BE A GATHERING PLACE, A COMMUNITY SPACE THAT WELCOMES ALL AND CAN ACT AS THAT HUB ALONG OUR WATERFRONT. WHETHER IT BE THE PUBLICLY ACCESSIBLE ROOFTOP OR THE SPACES INSIDE, THERE'S SO MANY OPPORTUNITIES TO PARTNER AND GROW THOSE COMMUNITY CONNECTIONS AND COMMUNITY PARTNERSHIPS. LIKE I MENTIONED. OUR COMMUNITY CONNECTIONS PROGRAM. I'M REALLY EXCITED FOR THE OPPORTUNITY TO BRING TOGETHER REPRESENTATIVES FROM THE PORT WITH OUR TEAMS AT THE AQUARIUM TO THINK ABOUT HOW WE CAN CONTINUE TO GROW THAT PROGRAM AND MAKE IT EVEN MORE ACCESSIBLE AND TO FIND

PATHWAYS INTO NEW PEOPLE THAT MAYBE DIDN'T THINK ABOUT COMING TO THE AQUARIUM BECAUSE THIS PRESENTS A REAL OPPORTUNITY AND THIS IS GOING TO BE A BEAUTIFUL SPACE THAT EVERYONE SHOULD ENJOY. AND SO THIS IS REALLY A COOL OPPORTUNITY TO PARTNER TOGETHER AND THINK CREATIVELY ABOUT HOW WE CAN MAKE IT EVEN MORE ACCESSIBLE. AND TO ALL, COMMISSIONER MOHAMED, IF I COULD ADD ON TO THAT TOO, PLEASE. THANK YOU FOR THAT HELPFUL SUGGESTION. PART OF THE THINKING ABOUT HOW THE WORK PLAN COULD COME TOGETHER FROM A PROCESS PERSPECTIVE IS TO BRING THE REPRESENTATIVES FROM THE PORT TOGETHER WITH THEIR APPROPRIATE COUNTERPARTS AT THE AQUARIUM. SO IN THIS INSTANCE, IT COULD BE THE REPRESENTATIVES FROM THE OFFICE OF EDI COMING TOGETHER WITH THE APPROPRIATE TO CONTINUE THIS KIND OF A BRAINSTORM. THANK YOU. I LOVE THAT. THANK YOU. MY COMMENTS FALL INTO TWO CATEGORIES. THE FIRST IS FOLLOWING UP ON THE COMMENTS ABOUT HOW WE ENGAGE YOUTH IN THIS PROCESS, AND PARTICULARLY YOUTH THAT HAVE NOT HISTORICALLY HAD ACCESS TO WATERFRONTS OR BOATS OR MARINE BIOLOGY OR ALL THE THINGS THAT AN AQUARIUM WILL EXPOSE THEM TO. AND SO JUST ECHOING THOSE COMMENTS AND THEN ALSO NOT JUST THINKING ABOUT THE SORT OF INBOUND FUNNEL, BUT THE OUTBOUND, HOW DOES THE AQUARIUM HELP TEE UP THE OPPORTUNITY FOR THOSE KIDS WHO HAVE COME TO THE AQUARIUM AND ARE EXCITED ABOUT MARITIME AND MARINE LIFE AND ALL OF THE MYRIAD POSSIBILITIES AND THE EXPANDING POSSIBILITIES THAT THE OCEAN REPRESENTS FOR MEANINGFUL CAREERS FOR YOUNG PEOPLE GOING FORWARD? THEY'RE WALKING OUT THE DOOR. HOW ARE YOU ENCOURAGING THEM TO TAKE THAT NEXT STEP, WHETHER THAT'S TO GET ENGAGED WITH MARITIME HIGH SCHOOL OR THE SEATTLE MARITIME ACADEMY OR CENTER FOR WOODEN BOATS OR THOSE THINGS THAT WILL TAKE THAT PIQUED INTEREST AND TURN IT INTO SOMETHING THAT BECOMES A LIFELONG PASSION? AND YOU DON'T HAVE TO ANSWER THAT, BUT I JUST WANT TO SHARE WITH YOU, WHEN THIS FIRST CAME UP, THAT WAS WHERE I IMMEDIATELY WENT, WAS, I HOPE WE CAN PARTNER AS INSTITUTIONS TO MAKE SURE THAT WE'RE THINKING THAT WAY. AND THEN THE SECOND THING, AND I THINK THE THING THAT MAKES ME SO EXCITED ABOUT THIS PROJECT IS JUST MY LOVE FOR THIS CITY AND THE DESIRE TO SEE SEATTLE CONTINUE ON ITS PATH TOWARDS BEING A TRUE COSMOPOLITAN CAPITAL. AND I THINK THESE KINDS OF CIVIC INSTITUTIONS FORM THE CONNECTIVE TISSUE THAT MAKES CITIES ENDURING AS PLACES THAT PEOPLE WANT TO



COME, WHETHER IT'S TOURISTS OR AS RESIDENTS. I WAS JUST A COUPLE OF WEEKS AGO HAD A CHANCE TO WALK ON THE ROOF OF THE OSLO OPERA HOUSE, AND IT REMINDS ME A LOT OF WHAT WE'RE PLANNING HERE, THAT IT LITERALLY GOES RIGHT INTO THE WATER AND BRIDGES SOME OF THE EARLIER WATERFRONT THAT WAS REALLY NOT ACCESSIBLE TO WALKERS AND RESIDENTS. AND THE FACT THAT WE'RE CREATING THIS SPACE, A ROOFTOP THAT WILL SERVE AS A PARK, BASICALLY, AND WILL CONNECT OUR WATERFRONT TO OUR FAMOUS MARKET AND INTO DOWNTOWN IS REALLY EXCITING FOR ME. AND SO, AGAIN, AS I WAS SAYING LAST PRESENTATION, I LOVE LOOKING AT THE RENDERINGS. I ONLY WISH WE COULD BRING IT ABOUT SOONER. BUT AS I HAVE RECENTLY TRAVERSED UNDERNEATH THE METAL WORK THAT'S BEING PUT IN FOR THIS, IT IS TRULY EXCITING TO SEE THIS KIND OF DEVELOPMENT AND TO KNOW THAT IN ANOTHER FIVE YEARS, OUR WATERFRONT WILL BE TOTALLY TRANSFORMED. I THINK ABOUT HOW TRANSFORMATIONAL THE SCULPTURE PARK WAS TO THE NORTH END OF THE WATERFRONT AND HOW THIS IS GOING TO BE THE SORT OF CENTRAL FEATURE OF OUR WATERFRONT. IT'S REALLY EXCITING, AND I'M GLAD THAT WE GET TO HAVE A LITTLE SMALL PART OF THAT. SO THANK YOU SO MUCH FOR YOUR PRESENTATION. AND WE HAVE ONE MORE QUESTION FROM COMMISSIONER HASEGAWA. THANK YOU SO MUCH. YOU HAD MENTIONED ABOUT, AS PART OF YOUR EQUITY OR COMMUNITY ENGAGEMENT STRATEGY THAT YOU GO TO WHERE COMMUNITIES ARE. I'M WONDERING, HAVE YOU HAD THE OPPORTUNITY TO CONNECT DIRECTLY YET WITH THE PORT COMMUNITY ACTION TEAM? NOT TO DATE, WE HAVEN'T. AND I THINK THAT'S REALLY WHERE WE SEE THE FOUNDATION OF THIS MOU AND REALLY BUILDING OF THESE BIENNIAL WORK PLANS IS THERE'S INCREDIBLE WORK GOING ON AT THE PORT RIGHT NOW AND THEN ALSO AMONGST OUR AQUARIAN TEAM. AND WE REALLY JUST NEED TO BUILD THE STRUCTURE AND THE PLAN TO THINK ABOUT HOW WE CAN COMMUNICATE WITH EACH OTHER, FIGURE OUT WHERE THERE'S A LOT OF SYNERGY, WHERE WE CAN PARTNER TOGETHER. AND I THINK THERE'S A TREMENDOUS OPPORTUNITY. SO WE LOOK FORWARD TO THE COLLABORATION. I WOULD REQUEST THAT YOU REACH OUT AND BEGIN TO ESTABLISH THAT RELATIONSHIP WITH THEM. GIVE THEM A BRIEFING ABOUT WHAT'S TO COME ON THE WATERFRONT AS THEY ARE REPRESENTING DUWAMISH RIVER AND THE PORT COMMUNITIES, BUT TO GIVE THEM A GLIMPSE OF WHAT IS TO COME IN TERMS OF SOME OF THOSE REALLY EXCITING ECONOMIC DEVELOPMENT AND WORKFORCE DEVELOPMENT OPPORTUNITIES. THIS IS EXACTLY THE TYPE

OF COMMUNITY GROUP THAT COULD BE A GOOD NEXUS FOR YOU TO REACH MORE FOLKS.

THANK YOU.

SURE. ONE MORE. COMMISSIONER

FELLEMAN. I AM SORRY

IT'S TAKEN THIS LONG TO APPRECIATE YOUR

PATIENCE AND ALL THAT, AND I'VE WORN

DOWN TO THE POINT WHERE I FORGOT TO

REALLY THANK MY STAFF. DAVID DAWORTH HAS

BEEN A STAUNCH ALLY GETTING THIS THING

OVER THE HOPE HERE. AND SO DAVID GREATLY

APPRECIATIVE ALL THAT WORK. AND HAD I

BEEN THINKING CLEARER SOONER. BUT ALSO,

DEREK, YOU LIKE US, WE DON'T SELL

OURSELVES VERY WELL. BUT YOU'RE WHAT'S

WITH YOUR PROGRAM THAT YOU HAVE, WITH

HOW MANY FREE PASSES DID YOU GIVE OUT,

LIKE, LAST YEAR FOR KIDS TO GET TO THE

WATERFRONT? ISN'T THERE LIKE THE WHOLE I

MEAN, I SOLD BASICALLY AS MANY AS PEOPLE

NEEDED WAS ALMOST THE CASE. YEAH,

EXACTLY. THROUGH OUR COMMUNITY

CONNECTIONS PROGRAM THAT I MENTIONED,

THAT'S OUR PARTNERSHIP WITH MORE THAN

400 COMMUNITY PARTNERS THROUGHOUT THE

REGION, WE DISTRIBUTED ON AVERAGE

ANNUALLY, WE DISTRIBUTED ABOUT 80,000

COMMUNITY PASSES. WE ALSO HAVE A

COMMUNITY CONNECTIONS FAMILY MEMBERSHIP

AS WELL, WHERE FAMILIES CAN GET ACCESS

TO THE AQUARIUM. AND THEN WE HAVE ALL OF

THE OTHER COMMUNITY PROGRAM. WE'RE OUT

ON OUR BEACHES. WE HAVE AN AVERAGE MORE

THAN 80,000 COMMUNITY CONVERSATIONS

THROUGH OUR BEACH NATURALIST PROGRAM AT

TWELVE, 13? 12? BEACHES UP AND DOWN

THE SOUND HERE. AND THEN ALSO WE'RE OUT

IN SCHOOL COMMUNITIES. WE'RE DOING

VIRTUAL PROGRAMMING. SO WE WANT TO MAKE

AN INQUIRY THAT'S ACCESSIBLE TO ALL,

AND WE LOOK FORWARD TO CONTINUE TO BUILD

THAT AND EXPAND THAT WITH THE OCEAN

AVIATION. YEAH, THESE ARE BIG OUTREACH

THINGS BECAUSE I'VE HAD THE PLEASURE OF

HAVING FAMILIARITY WITH BOTH OF YOU.

THAT'S THE FACT THAT WE DON'T KNOW EACH

OTHER'S PROGRAMS ENTIRELY. THAT'S WHY

THE STRATEGIC PLAN IS SO IMPORTANT.

THERE ARE THESE NATURAL SYNERGIES

GETTING US ALL IN THE SAME ROOM

TOGETHER. THESE OUTREACHES WILL BECOME

NATURAL AND LIKE I SAID, IT'S LIKE

NOBODY'S TWISTING ARMS HERE. WE'RE

ADAMANTLY IN AGREEMENT, I THINK, BUT

LOOKING FORWARD TO GROWING THAT FURTHER.

AND WITH REGARDS TO COMMISSIONER CALKINS

QUESTION ABOUT HOW DO YOU GO? AND

NOW THAT WE GOT YOUR ATTENTION, THE

REASON WHY I LOVED HAVING THE EXHIBIT

THERE AND THIS IS THE SEGUE INTO THE

EXHIBIT WAS THAT PEOPLE ARE COMING TO

SEE THE FISHES AND THEN ALL OF A SUDDEN

THEY'RE GOING IN TO SEE A PORT EXHIBIT.

SO HOW DID WE TAKE THAT INTEREST AND THEN PASS IT ON? AND THIS IS WHERE COMMISSIONER HASEGAWA WAS MOST INTERESTED IN MAKING SURE THIS KIND OF WORKFORCE COMPONENT. BUT IT'S ALL KIND OF A WORK IN PROGRESS, SO THAT'S KEY, I THINK IF IT'S GOING TO BE A PORT EXHIBIT, IT'S GOT TO TAKE YOU THROUGH FROM THE BIOLOGICAL TO THE HUMAN. SO LET'S HEAR ABOUT THE EXHIBIT. IF I CAN JUST SAY ONE LAST WORD, I'M GOING TO DO THIS. AND THANK YOU FOR THOSE KIND WORDS. I ALSO WANT TO THANK COMMISSIONERS HASEGAWA AND FELLEMAN FOR SERVING ON THE ADVISORY COMMITTEE TO HELP CREATE THE VISION FOR THE FUTURE EXHIBIT. NOW WE'RE GOING TO TURN TO A REALLY EXCITING PRESENTATION ON THE WORK IN PROGRESS OF THE EXHIBIT. AND I WANT TO ENCOURAGE YOU JUST BECAUSE IT'S A SIGNIFICANT PRESENTATION. IT'S GOT A LOT OF SLIDES. IT MIGHT BE WISE IF WE WAITED TO THE END TO HAVE QUESTIONS JUST BECAUSE THERE'S A LOT OF FODDER RIGHT THERE. BUT I'LL TURN IT OVER TO DEREK AND SUSAN TO MAKE THE PRESENTATION. THANK YOU, DAVID. AND I'M STARTING OFF MY PRESENTATION WITH LOTS OF THANK YOUS AS WELL. I WANT TO THANK COMMISSIONER HASEGAWA AND COMMISSIONER FELLEMAN FOR THEIR LEADERSHIP WITH THE PROCESS ON THIS EXHIBIT. THE PORT STAFF THERE WAS A GREAT TEAM THAT CONTRIBUTED TO THIS EFFORT AS WE'VE HAD A NUMBER OF DESIGN CHARTS AND AS WE BUILT THE CONCEPT OUT FOR THIS EXHIBIT, WE'RE REALLY EXCITED ABOUT WHAT THIS OPPORTUNITY IS AND THE STORYTELLING SYNERGY THAT WE WERE ABLE TO DEVELOP AND TO BE ABLE TO TELL THE CONNECTEDNESS OF PEOPLE TO OUR OCEAN, TO OUR MARITIME ROOTS AS A CITY. AND SO REALLY EXCITED TO SHARE MORE. AND BIG THANK YOU TO THE THINK TEAM AS WELL, WHO WILL BE COMING ON HERE SHORTLY TO SHARE THE WONDERFUL WORK THAT THEY'VE BEEN DOING. IT'S A WORLD CLASS DESIGN TEAM THAT HAS BEEN WORKING HARD ON THIS OCEAN PAVILION, AND THEY JUST KNOCKED IT OUT OF THE PARK AGAIN WITH THIS EFFORT. SO WE'RE JUST REALLY EXCITED ABOUT THIS OPPORTUNITY. NEXT SLIDE, PLEASE. SO BEFORE WE GET INTO THE INSIDE, WE JUST WANTED TO SHARE A VERY BRIEF UPDATE AND KIND OF VISUALS THAT COMMISSIONER CALKINS MENTIONED. WE ARE EXCITED THAT THE RIBBON CUTTING WON'T BE TOO FAR OFF, SO HOPEFULLY YOU CAN JOIN US AT THAT, NOT TOO LONG. BUT THIS IS THE CAMPUS CONCEPT WITH THE OCEAN PAVILION AS A CENTRAL COMPONENT OF THE WATERFRONT THERE. AS PART OF OUR WATERFRONT REDEVELOPMENT. YOU CAN SEE THE PUBLIC

ROOFTOP, THE NEW PATHWAYS DOWN FROM THE MARKET. THIS WILL BE A HISTORIC CIVIC LANDMARK IN THE HEART OF OUR NEW WATERFRONT AND REALLY RECONNECT US TO OUR OCEAN ROUTE TO THE CITY AND PLACE CONSERVATION SQUARELY AT THE HEART OF OUR NEW WATERFRONT. SO WE'RE VERY EXCITED ABOUT THIS OPPORTUNITY. NEXT SLIDE, PLEASE. AND HERE WE HAVE A VIEW OF THE OVERLOOKED LOCK FLOWING DOWN ONTO THE ROOFTOP OF THE OCEAN PAVILION. YOU SEE THE GARDENS, THE GREEN SPACE, THE OPEN CONNECTIONS THAT PEOPLE WILL ENJOY AS THEY NAVIGATE DOWN TO OUR HISTORIC WATERFRONT. WE ARE REALLY EXCITED TO, AGAIN, GOING BACK TO THE AQUARIUMS VALUES. AND ONE OF OUR VALUES, ONE OF OUR SALISH VALUES, IS HONORING PLACE. AND SO WE ARE EXCITED TO WORK WITH REPRESENTATIVES. WE BROUGHT IN INDIGENOUS CONSULTING TEAM TO WORK WITH OUR NEIGHBORS, MUCKLESHOOT AND THE DUWAMISH NATIONS TO PROGRAM AND THINK THROUGH HOW WE TELL THE STORYTELLING ON THIS ROOFTOP, BUT ALSO ON THE EXHIBITS ON THE INSIDE OF THE OCEAN PAVILION. THAT WAS A COLLABORATIVE PROCESS. WE WERE JUST TREMENDOUSLY EXCITED WITH THE RESULT AS WE'RE GOING TO BE TELLING STORIES AS PEOPLE NAVIGATE DOWN ONTO THIS ROOFTOP AND REALLY RECOGNIZING AT THE HEART OF OUR WATERFRONT OUR COAST SALISH HISTORY AND THE FIRST PEOPLE THAT CALL THIS PLACE HOME. NEXT SLIDE, PLEASE. HERE YOU SEE SOME OF THE NEW CONNECTIONS DOWN TO THE WATERFRONT FROM THE WATER'S EDGE. WE'RE REALLY EXCITED ABOUT THE OPPORTUNITY TO ACTIVATE THIS PLAZA. TO BRING PEOPLE IN TO LEARN ABOUT CONSERVATION AND OUR MARINE ENVIRONMENT AS THEY NAVIGATE ALONG THIS NEW FANTASTIC SEA WALL THAT WE HAVE THAT IS REALLY RENOWNED AROUND THE WORLD TO TELL THE STORY OF OUR CONNECTION TO OUR LOCAL WATERS. BUT TO ALSO A BROADER OCEAN STORY AS THEY EXPERIENCE AND HAVE VIEWS IN AND OUT OF THE AQUARIUM. NEXT SLIDE. HERE YOU SEE SOME OF THE VIEWS FROM THE ROOFTOP LOOKING DOWN TOWARDS OUR WORKING PORT. THIS WILL BE A TREMENDOUS VIEW. THESE ARE THE VIEWS THAT EVERYONE ENJOYED FROM THE VIADUCT. BUT NOW YOU'LL HAVE A PLACE WHERE FOLKS CAN GATHER AND ENJOY AND VIEW OUT AND ENJOY OUR WATERFRONT AND LOOK OUT AT THE SALISH SEA AND ELLIOTT BAY, RIGHT IN THE HEART OF OUR CITY. NEXT SLIDE. AND REALLY THE OTHER VALUE THAT WE EMBRACE AS AN ORGANIZATION IS SUSTAINABILITY. AND WE ARE JUST TREMENDOUSLY EXCITED ABOUT THE INNOVATIVE WORK THAT OUR TEAM HAS DONE TO MAKE THIS ONE OF THE GREENEST

AQUARIUM BUILDINGS IN THE WORLD. THE OPERATIONS OF THE OCEAN PAVILION WILL BE 100% FOSSIL FUEL FREE, 94% REDUCTION IN WATER USE, REALLY CUTTING EDGE TECHNOLOGIES AS WE WORK TO, AS BOB MENTIONED, ACHIEVE A LIVING BUILDING CERTIFICATION FOR THIS BUILDING AS WE BRING OUR VALUES OF SUSTAINABILITY AND TO LIFE ON THIS PROJECT. NEXT SLIDE. AND FINALLY THE VIEW AND THE ICONIC SPACE, THE OCULUS. AS PEOPLE WILL NAVIGATE ALONG OUR WATERFRONT, THEY'LL BE ABLE TO TAKE A VIEW INTO THE MAIN EXHIBIT. IN THE OCEAN PAVILION, A 350,000 GALLON CORAL REEF ECOSYSTEM THAT WILL DISPLAY LARGE AMOUNTS OF MALASMA BREAKS, TROPICAL FISH SHOWING THAT CONNECTION TO CORALS AND OUR OCEAN. REALLY, WE'RE EXCITED ABOUT THIS PLATFORM THAT WILL ALSO PROVIDE TO LAUNCH SPECIES REINTRODUCTION PROGRAMS AS WE WORK TO RECOVER WILD SHARK SPECIES, AND ALSO JUST TO EXPAND THE GLOBAL STORY OF HOW WHAT HAPPENS HERE IN OUR LOCAL SALISH SEA IS CONNECTED TO THAT BROADER OCEAN. AND SO WITH THAT, I'M GOING TO DIVE INTO THE NEXT SLIDE, PLEASE. WE'LL HAND IT OFF TO THE THINK TEAM TO SHARE A LITTLE BIT ABOUT THE GREAT WORK THAT THE TEAM HAS BEEN DOING IN THE SHARP PROCESS. AND WE WOULD LOVE TO HEAR YOUR FEEDBACK AND THOUGHTS. SO TAKE IT AWAY THINK. ALL RIGHT. THANKS, DEREK. THIS IS LUCAS FROM THINK DESIGN. I AM ACTUALLY IN NEW YORK JOINING YOU TODAY. IF YOU COULD GO TO THE NEXT SLIDE, THAT WOULD BE GREAT. SO THIS IS THE HEART OF THE NEW OCEAN PAVILION, AND WE'RE CALLING THIS SPACE ONE OCEAN HALL. AND WHAT'S UNIQUE ABOUT THIS PROJECT IS THAT IT PUTS AT THE CENTER OF THE AQUARIUM THE RELATIONSHIP OF HUMAN BEINGS TO OUR OCEAN COMMUNITIES, TO THE DIFFERENT INHABITANTS OF THE OCEAN. SO IT'S NOT JUST A HABITAT IN THE CENTER, BUT IT'S A SPACE WHERE THERE'S A DIALOGUE ABOUT HOW HUMANS AND THE NATURAL WORLD RELATE. AND WE CREATE THIS SPACE AT THE CENTER RATHER THAN AN OBJECT IN THE CENTER TO CREATE THAT OPPORTUNITY. AND WITHIN THAT SPACE, THERE'S PROJECTION AND STORYTELLING THAT HAPPENS. AND THEN THERE'S ALSO A VIEW OUT TOWARDS ELLIOT BAY WHICH YOU SEE IN THE DISTANCE THERE. AND I THINK, AS DEREK AND OTHERS HAVE MENTIONED, WE'VE BEEN THROUGH THIS PROCESS WITH REPRESENTATIVES FROM THE PORT TO FIGURE OUT HOW DOES THE PORT STORY AND THE WORK THAT THE AQUARIUM AND THE PORT ARE DOING TOGETHER, HOW DOES THAT FIT INTO THIS SPACE AND INTO THE NEW STORIES THAT

ARE BEING TOLD IN THE AQUARIUM, WHICH IS REALLY TAKING A MORE REGIONALLY FOCUSED AQUARIUM. AND THIS PAVILION GIVES IT AN OPPORTUNITY TO TALK ABOUT A GLOBAL SCALE BY BRINGING IN HABITATS FROM THE INDOPACIFIC AND THE CORAL TRIANGLE REGION. SO IF YOU GO TO THE NEXT SLIDE, THIS IS A VIEW THEN OUT TOWARDS THE STRAIT OF JUAN DE FUCA, OUT ELLIOTT BAY, AND THIS IS THE BEGINNING OF WHERE WE WERE IMAGINING THE STORY OF THE PORT BEING INTEGRATED INTO THE EXPERIENCE OF THE AQUARIUM. AND THIS VIEW GIVES YOU THAT CONNECTION. YOU'VE JUST SEEN HABITATS FROM INDOPACIFIC IN THIS ONE OCEAN HALL. NOW YOU'RE LOOKING BACK OUT TOWARDS THE LOCAL ENVIRONMENT, AND THE THOUGHT CAME TO US ABOUT THE QUIET SOUND PROGRAM AND HOW WE COULD TELL A STORY THROUGH SOUND AND THROUGH EXPERIENCING WHAT'S HAPPENING UNDERNEATH THE WATER IN THIS VIEW. AND AS YOU DIVE UNDER THE WATER AND YOU GO TOWARDS THE INDOPACIFIC HOW CAN WE TELL A STORY THAT CONNECTS THE SOUNDS FROM HERE ACROSS THE PACIFIC AND THEN BACK TO SEATTLE AND ALONG THAT JOURNEY TELL THE WORK ALL THE STORIES OF WHAT THE PORT IS DOING TO SORT OF CARE FOR THE PORT AND FOR THE SOUND AND TO CREATE A COMMUNITY OF CARE TO REALLY CREATE THIS THRIVING RELATIONSHIP BETWEEN HUMANS AND THE ANIMAL WORLD. IF YOU GO TO THE NEXT IMAGE, YOU STEP DOWN THIS CORRIDOR AND THIS IS AT THE SECOND LEVEL. YOU'RE MOVING SOUTH FROM NORTH TO SOUTH. TO THE LEFT IS THE LARGE HABITAT THAT DEREK MENTIONED WITH THE MELASMA BREAKS AND THE FISH. AND YOU'RE MOVING FROM SEATTLE, THEN INTO THE INDOPACIFIC AND DIVING UNDER THE WATER AS YOU MOVE THROUGH THIS SPACE. AND THIS IS WHERE WE CREATE A SOUNDWALK THAT WE'RE IMAGINING AS THE PORT SOUNDWALK THAT TAKES YOU FROM SEATTLE. AND NEXT SLIDE, PLEASE. AND AS YOU MOVE ALONG THE PATHWAY, YOU ENCOUNTER A SERIES OF ZONES THAT HAVE DIFFERENT AUDIO EXPERIENCES AS WELL AS DIFFERENT GRAPHICS THAT TELL YOU ABOUT THIS JOURNEY THAT YOU'RE EMBARKING AND ABOUT THE ANIMALS THAT YOU ENCOUNTER ALONG THE WAY. NEXT SLIDE, PLEASE. AS YOU COME TO THE MIDDLE POINT OF THIS JOURNEY, YOU HAVE ARRIVED IN THE INDOPACIFIC, WHERE THE AQUARIUM IS DOING SOME FANTASTIC CONSERVATION AND COMMUNITY WORK WITH LOCAL ORGANIZATIONS. AND THAT IS THE ON THE LEFT YOU'RE SEEING AN EXHIBIT THAT HAS LIVING INHABITANTS FROM THAT REGION THAT ARE BEING CARED FOR IN THE AQUARIUM, AND THAT THE AQUARIUM IS WORKING TO RESTORE

WILD POPULATIONS OF. AND THEN AS YOU CONTINUE DOWN THE PATHWAY NEXT SLIDE, PLEASE. YOU BEGIN TO SEE SEATTLE RE EMERGING IN THE DISTANCE. NEXT SLIDE, PLEASE.

AND THIS IS WHERE WE HAVE A BIT MORE SPACE TO TELL IN MORE DETAIL SOME OF THE WORK, THE SPECIFIC WORK THAT THE PORT IS DOING TO CARE FOR THE LOCAL ENVIRONMENT THROUGH AN INTERACTIVE EXPERIENCE AROUND GRAPHICS AND THE JOBS AND THE INITIATIVES THAT THE PORT IS ENGAGED IN AND THAT ALLOWS YOU TO UNDERSTAND HOW A COMMUNITY OF CARE EVOLVES IN THIS SPECIAL PLACE. AND THEN GO TO THE NEXT SLIDE, PLEASE. AND THAT IS FRAMED THEN WITH A VIEW WHERE YOU CAN SEE AGAIN THE CRANES FROM THE PORT AND THE VIEW TOWARDS THE RESTORED WATERFRONT. THIS IS WHAT THE WATERFRONT LOOKS LIKE NOW IN THE FUTURE THERE WILL BE A LARGE PUBLIC PARK AND A LOT OF PEOPLE WHERE THERE IS NOW A CONSTRUCTION SITE. AND THIS TAKES YOU THEN BACK TO THAT CONNECTION, BACK TO SEATTLE. SO IF YOU GO TO THE NEXT SLIDE, CYNTHIA, DO YOU WANT TO TALK A LITTLE MORE ABOUT THE SORT OF STORYTELLING HERE? SURE. SO, JUST A QUICK CONCEPT OVERVIEW OF THE PORT SOUNDWALK. IN THIS EXHIBIT, WE'LL REMIND VISITORS THAT JUST OUTSIDE THE OCEAN AVIATION IS ELLIOTT BAY, A 600 FOOT DEEP HARBOR AND HOME TO MANY UNDERWATER COMMUNITIES. SO WHAT IS LIFE LIKE OUT THERE BELOW THE WATERLINE? WE WANT PEOPLE TO THINK ABOUT WHAT DO DIFFERENT PARTS OF THE OCEAN SOUND LIKE? HOW DOES SOUND IMPACT HOW OCEAN ANIMALS RELATE TO ONE ANOTHER? AND THEIR ENVIRONMENT? AND HOW DO OCEANS EXPERIENCE CHANGES IN HUMAN TECHNOLOGY? WHAT INNOVATIONS ARE WE DEVELOPING SO WE CAN ALL THRIVE TOGETHER? NEXT SLIDE.

SO THIS HAS BEEN SHOWING IN A PLAN VIEW THAT SPACE THAT WE JUST WALKED THROUGH. SO ON THE LEFT IS THE ONE OCEAN HALL WHICH IS A DOUBLE HEIGHT SPACE THAT TAKES YOU FROM THE GROUND FLOOR TO THE SECOND LEVEL. AND THEN ZONES 1,2,3,4 AND FIVE ARE SORT OF THE DIFFERENT AUDIO ZONES THAT WE WILL TALK ABOUT IN A LITTLE MORE DETAIL. ONE ADDITIONAL NOTE IS THAT VIEW TO THE WEST WE'VE ADDED SOME INTERPRETATION TO TALK ABOUT SEATTLE AS PART OF THIS GLOBAL NETWORK. AND REALLY THE REALITY OF THE PORT AND THE CONNECTIVE TISSUE THAT THE PORT PROVIDES AND THE ORIGIN IN A LOT OF WAYS FOR SEATTLE AS A PLACE OF COMMERCE IS THAT SENSE OF CONNECTION. SO WE'RE REALLY LEVERAGING THAT VIEW TO THE WEST AS A POINT OF

ENTRY INTO THIS LARGER STORY AROUND SOUND. SO IF YOU GO TO THE NEXT VIEW, THIS IS THE VIEW FROM THE TOP OF THE STAIRS. YOU HAVE A SIMILAR VIEW WHEN YOU COME FROM THE ELEVATOR ACROSS THE OTHER SIDE OF THE ONE OCEAN HALL. AND THEN IF YOU GO TO THE NEXT SLIDE, WE ARE PLANNING FOR GRAPHIC INTERPRETATION FRAMING THIS VIEW OUT TO THE WEST THAT TALKS ABOUT THE PORT AS A CONNECTOR AND ABOUT THE ONE WORLD OCEAN AND HOW THIS PAVILION REALLY CONNECTS THE AQUARIUM TO THIS LARGER WORLD OCEAN. NEXT SLIDE PLEASE. SO THIS THEN IS AN ELEVATION OF THAT JOURNEY FROM SEATTLE TO THE INDOPACIFIC AND BACK TO SEATTLE. WE DO IN COLLABORATION WITH OUR INDIGENOUS DESIGN PARTNERS, WE'VE DEVELOPED A SERIES OF STORY CLUSTERS, ONE OF WHICH ACTUALLY IS A PRELUDE TO THIS EXPERIENCE, WHICH IS THE OCEAN DEEPENS US. WE'RE WORKING WITH SYLVIA EARL AS WELL IN THIS PROJECT AND HAVE DONE SOME INTERVIEWS WITH HER AND THAT WILL BE PART OF THE STORY IN THAT PRELUDE TO THIS THEN JOURNEY UNDER THE OCEAN WHERE WE'VE CREATED THESE EVOCATIONS OF THE BATHYMETRIC JOURNEY THAT YOU TAKE ACROSS THE PACIFIC OCEAN FROM SEATTLE TO THE INDO PACIFIC AND BACK TO SEATTLE. AND ALONG THAT WE'VE PUNCTUATED IT WITH THOSE FIVE SOUND ZONES WHICH WE WILL DIVE INTO, EACH SUPPORTED BY BIOGRAPHIC INTERPRETATION. SO, NEXT SLIDE. THIS IS THEN SORT OF ZOOMING INTO THE SOUNDWALK ITSELF. AND THEN NEXT SLIDE PLEASE. CYNTHIA, DO YOU WANT TO TALK MORE ABOUT THE SPECIFICS? SO, STARTING WITH ZONE ONE, WE ARE INTRODUCING VISITORS TO THE IDEA THAT JUST OUTSIDE, BELOW THE WATER SURFACE, IS A WHOLE COMMUNITY THAT DEPENDS ON HEALTHY UNDERWATER ACOUSTIC ENVIRONMENTS. NEXT SLIDE. SO ALONGSIDE A SECTION ILLUSTRATION OF OUR DEEP HARBOR, VISITORS CAN HEAR RECORDINGS OF AMBIENCE NOISE THAT CAN BE HEARD UNDERWATER. FROM MARINE LIFE TO MANMADE TO NATURAL PHYSICAL SOUNDS CAN HAVE A TOPOGRAPHIC MAP OF THE PACIFIC OCEAN THAT ORIENTS US ON OUR ACOUSTIC JOURNEY ACROSS THE PACIFIC. NEXT SLIDE. MOVING INTO ZONE TWO AS WE TRAVEL TO THE SOUTHERN PACIFIC, WE CAN MEET A MOTHER INDOPACIFIC BOTTLENOSE DOLPHIN. NEXT SLIDE. SO EACH DOLPHIN DEVELOPS A SIGNATURE WHISTLE UNIQUELY HER OWN. AND THIS MOTHER IS WHISTLING TO HER CALF, TEACHING HER BABY HER NAME. SO YOU'LL NOTICE THAT ACCOMPANYING EACH SOUND RECORDING IS A VISUAL TRANSLATION OF ITS



SOUND WAVES. NEXT SLIDE.  
MOVING INTO ZONE THREE, WE'RE OPPOSITE  
OUR LIVING INDOPACIFIC HABITAT AND THE  
SOUND HIGHLIGHTS A VERY UNIQUE CASE  
STUDY. HERE, WE EXPERIENCED THE SOUNDS  
BEFORE AND DURING OR THE DAY  
OF SILENCE IN THE WATERS OFF BALI. THIS  
IS A TIME WHEN ALL COMMERCIAL ACTIVITIES  
ON LAND CEASE FOR 24 HOURS AND SHIPPING  
AND FISHING PORTS ARE CLOSED. NEXT  
SLIDE. SO PORTS  
ALL OVER THE WORLD, LIKE IN BALI, ARE  
DEALING WITH THE SAME ISSUES AS WE ARE  
IN THE PACIFIC NORTHWEST. AND THIS  
SPECTROGRAM SHOWS THE SOUND OF BOATS  
ALONGSIDE FISH HORSES. THE PORTS ARE  
CONNECTORS, THEY CONNECT PEOPLE ACROSS  
OCEANS, BUT THERE ARE ALSO PLACES WHERE  
PEOPLE TOUCH THE OCEAN VERY DIRECTLY.  
NEXT SLIDE. AS WE ENTER  
ZONE FOUR, WE RETURN TO THE PACIFIC  
NORTHWEST, TO THE SOUNDS OF HUMPBACK  
WHALES SINGING. NEXT.  
AND LEARN THAT THESE SONGS ARE  
ATTRACTING PROSPECTIVE MATES AND CAN BE  
HEARD ACROSS 20 TO 99 MILES. BUT  
INTERESTINGLY, THIS RESEARCH HAS SHOWN  
US THAT WHALES SOMETIMES STOP SINGING  
WHEN THEY HEAR HUMAN MADE SOUNDS. AND  
THIS INFORMATION HAS HELPED LEAD TO  
GUIDELINES TO MAKE SHIPS QUIETER. NEXT.  
WHICH LEADS US TO ZONE FIVE, WHERE WE RE  
ENTER PUGET SOUND WITH A POD OF ORCAS  
COMING IN FOR SALMON SEASON. AND AT  
FIRST, WE HEAR THE SOUND OF A VESSEL,  
BUT WHEN IT MOVES AWAY, THE POD'S  
CONVERSATION BECOMES VERY CLEAR. SO THE  
SPECTROGRAM HERE SHOWS THE TRANSITION  
BETWEEN THE SOUND OF THE VESSEL AND THE  
ORCA POD. NEXT.  
AND WE LEARN HOW THE PORT OF SEATTLE IS  
CREATING A COMMUNITY OF CARE THROUGH ITS  
BLUE PORT INITIATIVES AND PROGRAMS.  
SO, WHO IS PART OF OUR OCEAN COMMUNITY?  
WILDLIFE BOTH UNDER AND ABOVE WATER AND  
PEOPLE FROM CONSERVATIONISTS TO  
COMMERCIAL FISHERS TO COMMUTERS AND  
OCEAN GAZERS. NEXT.  
SO HOW DO WE CREATE THIS COMMUNITY OF  
CARE? HOW DO WE BALANCE CONSERVATION AND  
COMMERCE? SO THIS CONCEPT SKETCH  
SUGGESTS A LARGE, DYNAMIC ILLUSTRATION  
OF OUR WORKING BLUE PORT AT THE  
CULMINATION OF THE EXHIBIT. SO FROM THE  
QUIET SOUND PROGRAM TO ELECTRIFICATION  
OF THE PORT, THIS ILLUSTRATION  
HIGHLIGHTS THE PEOPLE WORKING EVERY DAY  
ON OUR WATERFRONT AND SHORELINES TO CARE  
FOR OUR OCEAN AND ITS MEMBERS, AND THE  
CONNECTIONS BETWEEN WILDLIFE, PEOPLE AND  
OUR OCEAN ENVIRONMENT. NEXT.  
AND WITHIN THIS SNAPSHOT OF A BUSY PORT,  
WE REVEAL THE PEOPLE WHO MAKE UP OUR

COMMUNITY OF CARE, FROM THE MARINE CONSTRUCTION WORKER TO THE RESTORATION ECOLOGIST. NEXT. TO THE MARINE BIOLOGIST AND THE VESSEL TECHNICIAN AND THE CREATIVE GREEN INNOVATIONS THAT CONTRIBUTE TO SUSTAINING A HEALTHY MARINE ENVIRONMENT WHERE AN ENTIRE OCEAN COMMUNITY CAN THRIVE.

SO THIS IS A SUMMARY OF OUR CONCEPT DESIGN FOR THIS EXHIBIT AND I'D LIKE TO HAND OFF NOW TO SUSAN.

ALL RIGHT. THANK YOU, CYNTHIA. I GET TO BE THE SWEET THIS AFTERNOON. SO THE EXCITING THING IS BEING ABLE TO SHOW YOU WHAT WE HAVE AS OUR DESIGN. AND YOU'VE SEEN SOME BEAUTIFUL RENDERINGS, BUT WE ALSO WANT TO SHOW YOU THAT WE ARE IN THE PROCESS OF BUILDING THIS VERY DESIGN. WHAT YOU SEE HERE IS WE'VE TALKED ABOUT IS A PUBLIC ROOFTOP THAT CONNECTS WITH THE OVERLOOK WALK IN THE MARKET. THOSE PLANTINGS WE TALKED ABOUT HAVING INDIGENOUS ENGAGEMENT. WE HAVE, AS YOU'VE HEARD, INDIGENOUS CONSULTANTS. WE HAVE VALERIE SEACREST FROM THE WHO IS A NATIVE INDIGENOUS FOOD SOVEREIGNTY AND PLANT EXPERT, HELP US WITH THOSE PLANTINGS ALONG THAT WAY. AND THEN WE ALSO HAVE OWEN OLIVER, WHO IS AN ADVISER ON CULTURAL INDIGENOUS CULTURE, DOING SOME SANDBLASTING DESIGN WORK. AND THEN WE COMMISSIONED DAN FRIDAY LUMI ARTISTS TO DO A PUBLIC ART PIECE AS WELL IN THIS BUILDING. ALL RIGHT, NEXT SLIDE, PLEASE.

SO IT'S A VERY ACTIVE SITE. THIS IS OUR SITE. YOU SEE TO THE RIGHT IS OUR MAIN LARGE EXHIBIT, THE REEF. AND WHAT YOU SEE IS A LOT OF REBAR AND FORM WORK GOING IN TO CREATE THAT 350,000 GALLON ECOSYSTEM THAT WE'RE HAVING CREATED THERE. AND THE FAR, FAR RIGHT IS THE OCULUS THAT YOU SAW DEREK TALK ABOUT. THAT OPPORTUNITY TO BE TO LOOK INTO THE EXHIBIT FROM THE OUTSIDE IN. AND IN THE CENTER THERE YOU HAVE THAT ONE OCEAN HALL THAT YOU HEARD THAT VIRTUAL DIGITAL EXPERIENCE OF BEING ABLE TO BE IMMERSSED IN THE DEEP OCEAN. AND THEN TO THE LEFT IS THAT AT HOME, WHICH IS MORE OF A PERSONAL OPPORTUNITY FOR PEOPLE TO HAVE A PERSONAL RELATIONSHIP WITH THE ANIMALS THAT ARE IN THE AQUARIUM AND THEN LOTS OF BACK OF HOUSE SPACE TO SUPPORT ALL THE CARE FOR THE ANIMALS AND STAFF. LET'S GO THE NEXT. SO THAT REEF SEQUENCE FOR THE FORM WORK, THIS IS A LARGE, AS I WAS SAYING, LARGE 350,000 GALLON EXHIBIT. AND IT IS CONSTRUCTED WITH WE HAD A FORM WORK COMPANY, JANICKE FROM SEDRO WOLLEY. SO HERE LOCALLY HELP US

WITH THIS FORMAT. THEY DO FORM WORK FOR BOATS AND AIRPLANES. AND THIS IS COMPLICATED. THERE'S OVER 200 PIECES AND NONE OF THE PIECES ARE THE SAME THAT PUT TOGETHER THIS FORM BEFORE WE HAVE COME IN AND POUR CONCRETE INTO THAT AREA. SO YOU CAN IMAGINE LOTS OF MANAGEMENT. LET'S GO TO THE NEXT SLIDE JUST TO SHOW YOU ALSO THE IRON WORK THAT'S BEING DONE. SO ALL THAT FORM WORK NEEDS TO BE SUPPORTED WITH IRONWORK. AND NOT ONLY IS THIS REBAR SUPPORTING THE EXHIBIT THAT YOU SEE, BUT IT ALSO SUPPORTS THAT PUBLIC ROOFTOP SPACE AS WELL. SO THERE IS ABOUT 2.5 MILLION POUNDS OF REBAR BEING INSTALLED RIGHT NOW, AND THAT IS ALL INSTALLED BY HAND. YOU WANT TO GO TO THE NEXT ONE, PLEASE? WHICH IS AMAZING. IF ANY OF YOU ARE INTERESTED, WE'D BE HAPPY TO BRING YOU ON SITE TO TAKE A LOOK AT THIS. BUT THIS IS LOOKING OUT THE WINDOW, THAT LARGE WINDOW THAT YOU'RE GOING TO SEE INTO THIS EXHIBIT. BUT YOU CAN SEE THE LAYERS OF IRON WORK THERE GOING INTO THIS PROCESS AND THE IRON WORKERS HAVING TO CLIMB UP ALMOST AS IF THEY'RE SCALING MOUNTAINS TO BE ABLE TO INSTALL THIS WORK.

NEXT, PLEASE. ALSO WE HAVE OUR STRUCTURAL STEEL, SO WE'RE STARTING TO GET CLOSER TO STARTING TO WORK ON THAT SECOND LEVEL. ONE OF THE THINGS, AS YOU ALL KNOW, ON THE WATERFRONT IS THAT THE SOIL CAN BE VERY UNSTABLE, ESPECIALLY IF YOU HAVE A SEISMIC EVENT. SO WE WORKED ON THIS PROPERTY TO STABILIZE THAT SOIL. THERE'S OVER 1000 CONCRETE LIKE COLUMNS THAT ARE UNDERNEATH THE GROUND THAT HELP TO STABILIZE AND ALSO HOLD THE LARGE EXHIBIT AS WELL AS THE ROOFTOP. SO A LOT OF GEOTECH WORK THAT'S GONE INTO THE SITE AS WELL. AND NEXT SLIDE.

AND HERE YOU SEE THE FUTURE AND LOOKING DOWN THE WATERFRONT, ANOTHER INDIGENOUS NOD I WANT TO MAKE HERE IN TERMS OF OUR WORK WITH OUR CONSULTANTS IS THAT THIS IS ALASKAN YELLOW CEDAR THAT'S BEING SOURCED FROM A CANADIAN INDIGENOUS OWNED FIRM AND IT'S FSC SO SUSTAINABLY CERTIFIED. AND THAT, AGAIN, IS REPRESENTING IMPORTANCE OF ALASKAN YELLOW CEDAR TO OUR INDIGENOUS NEIGHBORS. BUT ALSO IT'S AN IMAGE THAT SHOWS WHERE WE ARE ON THE WATERFRONT AND THE IMPORTANCE OF HAVING THAT LOCAL SPECIES THERE AS WELL.

I WANT TO AGAIN, THANK YOU TO ALL THOSE WHO ARE INVOLVED IN THE COLLABORATION AND FOR INVOLVING US IN THIS PARTNERSHIP. IT'S BEEN A VERY EXCITING PROCESS AND WE LOOK FORWARD TO HAVING YOU DOWN AT THE OPENING AND EARLY 2024,

LOOKING AT SECOND QUARTER 2024. SO WE LOOK FORWARD TO SEEING YOU AT THAT TIME. THANK YOU. THANK YOU ALL FOR THE PRESENTATION. COMMISSIONER FELLEMAN, DO YOU WANT TO LEAD OFF WITH ANY ADDITIONAL QUESTIONS OR COMMENTS? I JUST WANT TO SAY THANKS SO MUCH. AND IT'S GREAT TO SEE THE CONTEXT OF THE EXHIBIT WITHIN THE BROADER VISION. AND IT REALLY IS GOING TO BE THE CROWN JEWEL OF THE WATERFRONT. AND HAVING THE PIERS ON EITHER SIDE AS AN OPEN COMMUNITY GATHERING PLACE, IT REALLY JUST BECOMES INSIDE OUTSIDE. IT'S A REALLY WONDERFUL THING TO HAVE A LITTLE PART OF. AND FOR THINK DESIGN, WE'RE GOING TO HAVE THAT BEAUTIFUL CHART OF THE BATHYMETRY OF THE PACIFIC BASIN. I JUST HOPE THAT THE ARTISTIC RENDITION ALONG THE SOUNDWALK CAN HAVE SOME PARALLELING TO WHAT WE JUST SAW IS THE THING, BECAUSE IT IS REALLY JUST RIGHT NOW, I THINK, AN ARTISTIC RENDITION OF BETHYMETRY AND IT WOULD BE REALLY GREAT IF WE COULD SHOW A PLATEAU AND THEN A SPREADING RIDGE AND THEN THAT'S JUST WHAT WE SHOULD BE TALKING ABOUT RIGHT NOW, DON'T YOU THINK? AND THE COLOR. NO, I'M KIDDING. SO ANYWAY, THANK YOU AGAIN AND I JUST ALWAYS HAD A LITTLE BIT OF A PROBLEM INTERPRETING THE MOUNTAIN RANGE ALONG THE WATERFRONT. BUT ARE WE THRILLED? AND 2024, IT'S EARLIER THAN THE SOUTH SATELLITE. MY KIDS WILL STILL BE KIDS. THANK YOU ALL SO MUCH. BARRING ANY OTHER QUESTIONS FROM COMMISSIONERS I THINK THAT CONCLUDES THE PRESENTATION. AND AGAIN, THANK YOU SO MUCH FOR COMING DOWN TO SHARE. THANK YOU, DAVID. THAT CONCLUDES OUR BUSINESS MEETING FOR THE DAY. BEFORE WE CLOSE THE MEETING, I WOULD LIKE TO GIVE THE FLOOR TO EXECUTIVE DIRECTOR METRUCK AND IF OUR EXECUTIVE INTERIM CHIEF STAFF AND SENIOR POLICY ADVISER MIKE MERRICK. COULD YOU PLEASE JOIN US UP HERE, MIKE, AT THE DAY BEFORE WE JUMP IN, I JUST WANT TO KNOW THAT COMMISSIONER HASEGAWA HAS LEFT AT 3:59. I'M ASKING MIKE TO SIT DOWN HERE SO WE CAN BEAR SOME FOR A MINUTE. IS THIS THE ROAST? IS THIS THE PART WE ROAST HIM? NO, FOR SURE. AS WE FINISH UP, I WANT TO MENTION UPCOMING CHANGE IN THE EXECUTIVE OFFICE. AND OF COURSE, AS IT'S OFTEN SAID, THE ONLY CONSTANT IN LIFE IS CHANGE. AND THAT'S CERTAINLY TRUE HERE AT THE PORT. AND IT'S BITTERSWEET FOR ME TO ANNOUNCE THAT TODAY IS MIKE MERRITT'S LAST COMMISSION MEETING. AND I DON'T KNOW HOW MANY OF THIS IS. I'M SURE YOU KEEP TRACK OF THEM, MIKE. EVERY ONE? 26 YEARS WORTH, AT THE END OF THIS MONTH,

A SENIOR POLICY ADVISER AND ACTING CHIEF OF STAFF, MIKE MERRITT WILL BE RETIRING. MIKE JOINED THE PORT IN MARCH OF 1996 AND HAS HAD MANY JOBS IN HIS 26 YEARS HERE AT THE PORT, INCLUDING SERVING AS THE COMMISSION CHIEF OF STAFF BEFORE JOINING US. SINCE COMING OVER FROM THE COMMISSION OFFICE, MYSELF AND OTHERS HAVE COME TO RELY ON MIKE'S SKILLS AS A POLICY ADVISOR, AS CORPORATE MEMORY ABOUT SO MANY THINGS HERE AT THE PORT. GOING BACK, AS WE KNOW, EVERY TIME WE TALK TO START TO TALK ABOUT AN ISSUE, IT'S LIKE, OH, WELL, YOU'RE GOT TO GO BACK TEN YEARS, OR YOU HAVE TO GO BACK 15 YEARS. AND MIKE HAS BEEN A FONT OF KNOWLEDGE ABOUT THOSE THINGS HERE AT THE PORT AND UNDERSTANDING WHY WE ARE WHERE WE'RE AT, AND MANY DIFFERENT ISSUES. AYE. ABILITY TO KEEP ON TOP OF VERY COMPLEX ISSUES FACING THE PORT. AND WILLINGNESS TO PITCH IN WHERE HE WAS NEEDED AS PROVEN VALUABLE TIME AND TIME AGAIN. MOST RECENTLY WHEN HE TOOK ON THE ADDED DUTIES AS THE ACTING CHIEF OF STAFF. HE'S PROVIDED TO ME AND MANY OTHERS SAGE ADVICE AND COUNSEL. ESPECIALLY DURING THOSE INTERESTING DAYS OF THE LAST TWO YEARS DURING THE PANDEMIC WHEN WE DID THAT. AND I JUST WANT TO HAVE AN OPPORTUNITY TO BRING MIKE UP AND LET HIM SAY A COUPLE OF WORDS, COMMISSIONERS, AND THANK HIM. AND WISH HIM AND HIS WIFE KAREN THE BEST AS THEY TRANSITION TO THE NEXT PHASE OF LIFE. AND I SHOULD MENTION IS THAT HE'S NOT HERE TODAY, BUT ERIC SCHNFIELD WILL BE FILLING IN AS THE ACTIVE CHIEF OF STAFF ONCE MIKE LEAVES.

I THINK LET'S LET MIKE SHARE COMMENTS, AND THEN WE CAN SPEAK WITH YOU.

WELL, THANKS VERY MUCH. I REALLY DIDN'T PREPARE ANYTHING, PER SE, BUT I HAVE TO SAY, I'VE BEEN THINKING OVER THE LAST FEW WEEKS ABOUT HOW WOULD I SUMMARIZE MY TIME HERE AND HOW WOULD I EXPRESS HOW I FEEL ABOUT THE PORT. IT IS EMOTIONAL FOR ME. IT'S 26 YEARS OF MY LIFE AND COMING AFTER A LONG CAREER AS A NEWSPAPER MAN AS WELL. SO I DO FEEL THAT NEWSPAPERING WAS MY GOAL IN LIFE. BUT I DID FIND MY TRUE LOVE HERE AT THE PORT. AND I THINK THOSE OF YOU AROUND ME AND THE COMMISSION UNDERSTAND HOW THE PORT REALLY CAN KIND OF GRAB YOU AND AFFECT YOU IN A LOT OF WAYS. AND THE INSTITUTION HAS GREAT GOALS, AND IT'S DONE WONDERFUL THINGS OVER THE YEARS, AND WE'LL CONTINUE TO DO THOSE. BUT BEYOND WHAT WE DO AND WHAT WE BUILD, IT'S THE PEOPLE OF THE ORGANIZATION. I MEAN, ALL OF YOU AROUND ME TODAY AND IN

THE AUDIENCE AND WATCHING, I'VE COME TO KNOW AND TO APPRECIATE AND RESPECT SO MANY PEOPLE HERE WHO'VE HELPED ME IN MY CAREER AND HELP WHATEVER SUCCESS I'VE HAD. SO THAT'S THE THING I PROBABLY MISSED THE MOST IN TERMS OF WORDS. I THINK, GOING FORWARD, HOLD TO THE OVERARCHING OBJECTIVES OF THE PORT. THINK ABOUT THOSE. THINK WHAT'S THE RIGHT THING TO DO. USE YOUR OWN JUDGMENT ABOUT WHAT'S THE RIGHT THING TO DO, BECAUSE THE POLITICS AND THE PUBLIC PRESSURES OF THE MOMENT WILL COME AND GO, AND THEY'RE TRANSIENT. BUT WHAT YOU HAVE IN YOUR HEART, WHAT'S YOUR JUDGMENT, IS THE WAY TO BE GUIDED, I BELIEVE. SO. I KNOW THAT THE PLACE IS IN GOOD HANDS. I JUST HAVE TREMENDOUS RESPECT FOR STEVE. I WAS KIND OF PART OF THE PROCESS THAT GOT HIM HIRED, SO I'M KIND OF INVESTED IN HIM.. SO I THINK HE'LL DO WELL. THERE ARE TOO MANY PEOPLE TO MENTION, AND I WOULD PROBABLY FORGET A BUNCH, BUT I CERTAINLY WANT TO MENTION MICK DINSMORE WHO WAS THE EXECUTIVE DIRECTOR OF THE PORT WHEN I CAME HERE THE FIRST TIME AND HE HELPED GET ME HIRED. THERE WERE OTHER PEOPLE THAT DID SO, BUT MICK WAS A MENTOR, ALTHOUGH HE NEVER KIND OF ACTED THAT WAY. BUT I'VE LEARNED A LOT FROM HIM, AND HE CONTRIBUTED TREMENDOUSLY TO THE PORT AND GAVE ME A COUPLE OF JOBS, SO I APPRECIATE THAT VERY MUCH. THERE ARE LOTS OF COMMISSIONERS, BUT I WON'T NAME THEM BECAUSE THERE ARE JUST TOO MANY OF THEM, AND I DON'T WANT TO LEAVE ANYBODY OUT. I WOULD SAY WITH THE GREAT MAJORITY, MAYBE A COUPLE OF EXCEPTIONS, THEY WERE JUST WONDERFUL PEOPLE THAT I EMBRACED. AND I WON'T SAY WHO, BUT THEY KNOW WHO THEY ARE. THEY KNOW WHO THEY ARE. NO, SERIOUSLY, EVERYBODY WHO COMES TO THE PORT COMMISSION IS OWED A TREMENDOUS AMOUNT OF RESPECT FOR PUTTING YOURSELVES OUT TO THE PUBLIC AND THIS VERY TOUGH JOB. OBVIOUSLY, WE HEARD TODAY THOUGHTS ABOUT WHAT THE PORT SHOULD AND SHOULDN'T DO AND OUR EFFECTS IN THE COMMUNITY, AND IT DOESN'T MAKE IT EASY WHEN YOU HEAR THOSE THINGS. I UNDERSTAND THAT ANYWAY, SO THAT'S ALL I GOT TO SAY, IT'S JUST BEEN A WONDERFUL TIME. THANK YOU, MIKE. MIKE, YOU SHOULD TURN AROUND. THERE'S A FEW PEOPLE THAT CAME OUT. MIKE, WE'LL JUST TAKE A FEW MINUTES OURSELVES TO SHARE A FEW REMARKS. I WANT TO START BY JUST REMINDING YOU THAT

YOU WERE THE FIRST PERSON TO CALL ME WHEN I GOT THE JOB AS A COMMISSIONER AND INTRODUCED THE PORT AND THEN YOU OVERSAW MY ONBOARDING AND PULLED NO PUNCHES DURING THAT PERIOD IN THAT MAD SCRAMBLE BETWEEN MID NOVEMBER TO JANUARY 1 TO TRY TO MAKE TOTALLY GREEN NEW COMMISSIONER CAPABLE OF NOT MESSING THINGS UP EARLY ON. AND I THINK YOU PROBABLY DID THAT FOR MAYBE A FEW DOZEN OF US OVER 26 YEARS OR PART OF THE ONBOARDING AND COACHING. THE THINGS THAT REALLY STRUCK ME IN WORKING WITH YOU, WHERE I ALWAYS KNEW THAT YOUR MOTIVATION WAS PURE AND SOUND, THAT IN CHOOSING JOURNALISM AND THEN PUBLIC SERVICE, YOU CLEARLY WEREN'T DOING IT FOR THE MONEY. YOU WERE DOING IT FOR THE RIGHT REASONS, FOR SURE. AND THAT'S SOMETHING I DEEPLY RESPECT. AND I KNOW THAT AS YOU ENTER THIS NEW PERIOD IN YOUR LIFE, I HOPE THAT YOU AND KAREN HAVE TONS OF OPPORTUNITIES TO SKI, SPEND TIME WITH YOUR TWO DAUGHTERS, JUST GET OUT AND HIKE INTO THE BELOVED OUTDOORS IN THE NORTHWEST THAT I KNOW YOU LOVE SO MUCH. BUT I ALSO HOPE THAT YOU WON'T BE A STRANGER AND THAT YOU'LL LET US CALL YOU WHEN WE'RE DESPERATE AND NEED THAT INSTITUTIONAL KNOWLEDGE THAT YOU HAVE SO MUCH OF AND ALSO JUST GO OUT FOR BEER WITH US AND CATCH UP ON ALL TIME. SO THANK YOU SO MUCH. I'M GOING TO TURN OVER TO COMMISSIONER CHO. I KNEW YOU HAD BEEN AROUND FOR A WHILE, MIKE, BUT I DIDN'T REALIZE YOU HAD JOINED THE PORT IN '96 JUST TO MAKE YOU FEEL REALLY OLD BECAUSE THIS IS THE LAST TIME WHEN '96 I WAS SIX YEARS OLD AND IN FIRST GRADE. SO THANK YOU FOR TENURE HERE. WHAT CAN I SAY? YOU WERE PROBABLY THE FIRST PORT EMPLOYEE THAT I HAD MET PRIOR TO ME JOINING THE PORT. I FIGURED YOU GOT COFFEE WITH ME BECAUSE YOU WANTED TO SCOPE ME OUT TO MAKE SURE I WAS AN OKAY GUY TO WIN THIS SEAT. BUT YOU WERE ALSO THE FIRST PERSON TO AND I THINK IT WAS YOU AND PETER MCGRAW WHO SHOWED UP AT MY ELECTION NIGHT PARTY TO CONGRATULATE ME. AND OBVIOUSLY YOU WERE OUR CHIEF OF STAFF WHEN I GOT SWORN IN. AND FOR THE FIRST QUARTER, FOR THE FIRST YEAR. AND I CAN'T THANK YOU ENOUGH FOR THE TREMENDOUS AMOUNT AND WEALTH OF KNOWLEDGE THAT YOU PASSED ON TO ME, BUT ALSO ALL THE COMMISSIONER HERE TODAY, IT'S HARD TO SAY THESE DAYS THAT ONE PERSON HAS BEEN AT ONE PLACE FOR 25 YEARS, OVER 25 YEARS. AND I THINK I SPEAK FOR EVERYONE UP HERE WHEN I SAY THAT THE INSTITUTIONAL KNOWLEDGE THAT YOU HAVE FROM THAT QUARTER OF A CENTURY WAS INVALUABLE TO US, WHETHER IT WAS THE

ISSUES OF TAXIS OR THE THIRD RUNWAY OR ANYTHING LIKE THAT. WE REALLY DID LEAN ON YOU AND YOUR KNOWLEDGE OF THE PORT AND ITS HISTORY IN MAKING SOME REALLY BIG DECISIONS. I REALLY THANK YOU FOR THAT. I REALIZE, OBVIOUSLY, YOU'RE RETIRING, BUT LIKE RYAN SAID, I BELIEVE THAT YOUR LEGACY WILL FALL OUT. THIS INSTITUTION WILL FAR OUTLAST THE 25 OR SIX YEARS YOU'VE BEEN HERE. AND LASTLY, I WOULD JUST LIKE TO SAY THAT JUST LIKE ANYONE WHO'S BEEN AT THE PORT FOR AN EXTENDED PERIOD OF TIME, YOU'RE ALWAYS WELCOME BACK HERE. YOU'RE PART OF THE PORT FAMILY, WHETHER YOU LIKE IT OR NOT, QUITE FRANKLY. SO YOU CAN CONTINUE TO EXPECT CALLS FROM SOME OF US. MAYBE NOW YOU CAN PROVIDE SOME MORE UNFILTERED AND IMPARTIAL THOUGHTS ON CERTAIN THINGS, BUT I LOOK FORWARD TO SEEING THE NEXT CHAPTER OF YOUR LIFE AND KEEPING IN TOUCH. THANK YOU SO MUCH FOR ALL OF YOUR SERVICE, THIS INSTITUTION. COMMISSIONER FELLEMAN. WELL, THAT'S THE OLDEST PART ON THE COMMISSION. I ACTUALLY DO GO BACK. IT'S 2000 WHEN I STARTED BEATING UP ON THE PORT ON THE CRUISE SHIP ISSUES. AND SO IT WAS JUST SIX YEARS. AND YOU IN PARTICULAR, I GUESS, GOING BACKWARDS, PAT DAVIS STILL SHOWS UP AT OUR RECEPTION. SO IN TERMS OF YOUR POINT, YOU DO NOT GET A PASS. WE STILL EXPECT YOU TO SHOW UP AT OUR RECEPTIONS OR TESTIFY AND TELL US HOW MUCH WE'RE SCREWING UP AND STUFF LIKE THAT. BUT CLEARLY COMING, BY THE WAY, I THINK HE'S GIVEN AWAY MORE HATS TO COMMISSIONER BECAUSE HE SHOWS UP AT THE COMMISSION AT YOUR NORMAL PARTY, RIGHT, AND THEN STICKS A HAT ON YOU AND THEN I THINK HAS A STRING ON THE BACK AND THEN TRIES TO PULL YOU IN THE RIGHT DIRECTION. SO I THINK A LOT OF COMMISSIONERS WEAR HATS THAT HAVE BEEN GIVEN TO US BY MIKE. ONE OF THE THINGS I REALLY REPEATED MANY TIMES IS THAT ONE OF THE THINGS I KNEW, I COULD ALWAYS CALL YOU AND YOU MIGHT HAVE TEXTED ME BACK SAYING, I'M IN THE MIDDLE OF DINNER, BUT YOU WOULD THEN CALL ME AFTER DINNER. AND IT WAS LIKE, IF YOU KNEW IF WE WERE GOING TO TRY TO GET A HOLD OF YOU, SOMETHING WAS UP. AND SO IT DIDN'T MATTER THE DAY OF THE WEEK OR THE TIME OF THE DAY. YOUR COMMITMENT TO THIS ORGANIZATION AND TO MAKING US SUCCESSFUL AS A COLLECTIVE WAS IRREFUTABLE THROUGHOUT, AND WE'LL BE FOREVER GRATEFUL. SO THANK YOU. I THINK I SEE COMMISSIONER MOHAMED JOINING US. IS THAT TRUE? YES. CAN YOU HEAR ME? YES. ALL RIGHT. WELL,



I JUST WANT TO PILE ON AS WELL.  
HOPEFULLY THE COMMISSIONERS YOU WERE MENTIONING LIKING ARE THE NEW COMMISSIONERS AND NOT TO STOP THERE.  
IN ALL SERIOUSNESS, IT HAS BEEN REALLY GREAT GETTING TO KNOW YOU. I VALUE THE NUMBER OF CONVERSATIONS WE'VE HAD. YOU'VE BEEN A PARTNER IN A SHORT PERIOD OF TIME THAT I'VE BEEN AT THE PORT AND I REALLY APPRECIATE THE CONVERSATIONS THAT WE'VE HAD. AND YOUR INSTITUTIONAL KNOWLEDGE WILL DEFINITELY BE MISSED. I THINK ALL OF THE COMMISSIONERS CAN AGREE ON THAT. AND I HOPE YOU GET SOME TIME TO REFLECT AND CELEBRATE ALL OF YOUR HARD WORK AND ACHIEVEMENT AS A PUBLIC SERVANT.  
THAT'S NO SMALL THING. AND I HOPE YOU GET TO INSPIRE OTHER FOLKS OUT THERE TO GO INTO PUBLIC SERVICE.  
I WISH YOU MANY HEALTHY DAYS AND HAPPY MEMORIES DURING YOUR RETIREMENT PERIOD. AND I HOPE YOU GET TO ENJOY THE NEXT FEW YEARS AND DO THINGS THAT ARE JUST REALLY FUN. THANK YOU, MOHAMED. AND WITH THAT, I THINK WE'RE GOING TO WRAP UP. MIKE, IF YOU'D LIKE, WE CAN CREATE A TAXI ADVISORY BOARD AND YOU CAN BE THE SOLE MEMBER IF YOU LIKE. YEAH. BEFORE WE CLOSE, ACTUALLY WE HAVE ONE MORE PERSON WE SHOULD ACKNOWLEDGE. JEFFREY BROWN, AS I UNDERSTAND, IS ALSO LEAVING THE PORT AND I BELIEVE, IF I'M NOT MISTAKEN, THIS WOULD ALSO BE HIS LAST PORT COMMISSION MEETING. WE DO. ARE YOU SURE ABOUT THAT? BECAUSE I THINK THE SEAPOINT LINE ONE MORE.  
OKAY. ALRIGHT. IN THAT CASE, I'LL SAVE MY REMARKS FOR THAT. OKAY. AND SO WITH THAT, ARE THERE ANY OTHER CLOSING COMMENTS?  
I JUST WANT TO SAY JUST IN REGARDS TO MIKE, I KNOW THAT. SO WE'LL SEE YOU RETIRE COMING UP HERE, BUT THE RETIREE LUNCHEON IS COMING UP THE FIRST OR SECOND WEEK OF OCTOBER. SEE YOU THERE AT SALTY'S.  
ALRIGHT, COMMISSIONERS, ANY OTHER ITEMS TO REFER TO COMMITTEE OR ANY OTHER CLOSING COMMENTS?  
I JUST WANT TO ACKNOWLEDGE THAT THIS IS THE SECOND NIGHT OF ROSHASHANA. IT'S 1000 YEAR OLD HOLIDAY AND IT STARTS A TEN DAY PERIOD OF REFLECTION AND ENDING IN YOM KIPPUR. THIS IS THE NEW YEAR. AND SO WE ALL TAKE A MOMENT TO REFLECT ON WHAT WE HOPE TO WHAT WE KIND OF SCREWED UP LAST YEAR AND WHAT WE HOPE TO DO BETTER THIS YEAR.  
AND FOR THOSE WHO HAVEN'T PUT THEMSELVES THROUGH IT, KEN BURNS JUST COMPLETED A SIX PART DOCUMENTARY, 6 HOURS, THREE

PARTS ON THE HOLOCAUST. IF YOU REALLY WANT TO BUM YOURSELF OUT, I MAKE IT. ASSIGNED READING, BUT IT'S WHAT I THINK IS REALLY THE MOST IMPORTANT PART OF IT. THE FIRST HALF OF IT. THERE'S NO GORE, BUT THE COMPLICITNESS OF THE AMERICAN PEOPLE. THE LEVEL OF THE SAME INTOLERANCE WE HAVE ABOUT IMMIGRATION AND THINGS LIKE THAT ARE TRUE TODAY. THE LAST EPISODE IS ABOUT TRUMP, SO HE TAKES IT RIGHT UP TO THE CURRENT, THE THREAD THAT RUNS THROUGH OUR CULTURE. IN FACT, HITLER WAS SAYING THAT HOW CAN YOU CRITICIZE ME WHEN WE SEE HOW YOU TREATED NATIVE AMERICANS AND AFRICAN AMERICANS. SO IT'S A LESSON LEARNED BEYOND JUST THE JEW ISSUE. AND SO, BE THAT AS IT MAY, I WISH YOU ALL A HAPPY NEW YEAR. ANY OTHER COMMENTS FROM COMMISSIONERS? OKAY. AND IT'S HARD TO FOLLOW THAT, BUT I DO HAVE SOME WHAT I THINK IS POSITIVE NEWS. I JUST RETURNED FROM A TRIP TO NORDIC COUNTRIES WITH LEANNE AS WELL AS SARAH OJ. AND WE HAD AN OPPORTUNITY AND MELISSA PARKS. WE HAD AN OPPORTUNITY TO VISIT FINLAND. THEN SWEDEN AND THEN NORWAY. AND SEE SOME OF THE MOST INNOVATIVE APPROACHES TO SUSTAINABILITY. PARTICULARLY IN THE MARITIME ARENA. AND ALSO EXAMINE SOME OF THE WAYS IN WHICH THE PORT CAN SUPPORT ECONOMIC DEVELOPMENT IN A SUSTAINABLE WAY. AND SO OVER THE COURSE OF THE NEXT FEW WEEKS AND MONTHS, WE'RE GOING TO BE ROLLING OUT SOME OF THE IDEAS THAT WE GOT FROM THAT. SO WE'RE GOING TO GIVE EXECUTIVE DIRECTOR METRUCK ALL SORTS OF HEADACHES WITH NEW REQUIREMENTS, BUT NEW OPPORTUNITIES, I THINK, FOR TRYING TO ACHIEVE THE SUSTAINABILITY GOALS THAT WE HAVE IN OUR MARITIME AVIATION DIVISION. SO IT WAS AN EXTRAORDINARY TRIP FOR US TO COME BACK WITH SOME GREAT IDEAS. ANY LAST COMMENTS? I'M GOING TO HAVE TO CORRECT MYSELF, SO I THINK YOU'RE RIGHT, COMMISSIONER CHO. IS THAT SO? I'D LIKE TO TAKE A SECOND TO ACKNOWLEDGE AND THANK JEFFREY FOR HIS TENURE HERE AT THE PORT. HE'S ALSO LEAVING US, I WAS TOLD, OCTOBER 7, AND OUR NEXT COMMISSION MEETING IS OCTOBER 11. SO, JEFFREY, IF YOU'RE LISTENING, THANK YOU FOR YOUR TIME AT THE PORT YOU'VE BEEN INVALUABLE, ESPECIALLY DURING THE PANDEMIC WHEN WE WENT THROUGH A RECORD AMOUNT OF DROPAGE IN FLIGHT PASSENGERS AND STUFF, AND WE'RE GOING TO DEARLY MISS YOU. MY COLLEAGUES WANT TO COMMENT, AS WELL THEY SHOULD. IS MR. BROWN ON THE LINE?

YOU CAN SEE HIM? OKAY. ALL RIGHT.  
CAN YOU TURN ON YOUR CAMERA, JEFFREY?  
IF IT'S NOT ON ALREADY.  
OKAY. WELL, FOR WHAT IT'S WORTH, I WROTE  
JEFFREY NOTE THIS MORNING TO JUST SAY  
HOW MUCH WE WILL MISS AYE.. AND A FEW OF  
THE COMMENTS THAT I SHARED WITH HIM THAT  
I THINK PERTAIN.  
HE IS SOMEONE WHO CARRIES  
WITH HIM AN EXTRAORDINARY AMOUNT OF  
INTEGRITY AND DEALING WITH ISSUES THAT  
ARE FOR US SOME OF THE MOST CONTENTIOUS  
ISSUES THAT WE HAVE TO DEAL WITH.  
WHETHER THAT'S SUPPORTING EFFORTS LIKE  
THE COMMERCIAL AVIATION COMMITTEE  
THAT WAS SET UP BY THE STATE AND TRYING  
TO SITE A SECOND COMMERCIAL AVIATION  
FACILITY. WORKING WITH THE HIGH LINE  
FORUM. WORKING ON ISSUES RELATED TO  
NOISE AND AIR POLLUTION IN OUR  
NEIGHBORHOODS AND COMMUNITIES AROUND THE  
AIRPORT. HE ALWAYS DID SO IN SUCH A WAY  
THAT DEMONSTRATED HOW MUCH HE CARES FOR  
OUR TEAM AS WELL. AND SO WE'RE GOING TO  
MISS HIM GREATLY WHETHER JEFFREY CAN  
HEAR US OR NOT. AND AT THE SAME TIME,  
WE WISH HIM ALL OF THE BEST IN AYE. NEW  
ENDEAVOR. AND WE UNDERSTAND THAT HE WILL  
BE IN SUNNIER CLIMBS WHEREVER HE'S  
GOING. AND SO I'M HOPING THAT I CAN GO  
VISIT HIM THERE, WHEREVER IT IS. BUT  
WITH THAT, I THINK WE'LL WRAP UP THE  
MEETING. LANCE AND I ARE ACTUALLY  
COLLUDING TO PUT JEFFREY ON A NO FLY  
LIST SO HE CAN ACTUALLY NOT LEAVE SEATTLE.  
OKAY. COMMISSIONER FELLEMAN. ALL RIGHT.  
I HAVE VERY LITTLE TO ADD OTHER THAN  
IT'S ONE THING TO HAVE A CONTENTIOUS JOB  
AND HARD WORK AND ALL THAT STUFF, BUT  
JEFFREY HAD A RADIANCE ABOUT HIM SORT OF  
HE GAVE OFF THIS REALLY POSITIVE ENERGY  
THAT KIND OF YEAH, HE WOULDN'T KNOW HOW  
ENCUMBERED HE HASN'T WE  
ALL BEAR BURDENS IN THE WORK THAT WE DO.  
HIS BURDENS WERE NOT CARRIED HEAVILY IN  
FRONT OF US. AND THAT SPIRIT THAT HE  
BRINGS TO THE TASK WAS VERY MUCH  
CONTAGIOUS AND GREATLY APPRECIATED. AND  
HE WILL TAKE THAT WITH HIM, I'M SURE,  
WHEREVER HE GOES. THANK YOU.  
COMMISSIONER MOHAMED.  
YEAH. JEFFREY, IF YOU'RE LISTENING TO  
THIS, I AM REALLY SAD TO SEE YOU LEAVE  
THE PORT OF SEATTLE. I HAVE APPRECIATED  
THE TIME THAT I HAVE, THE SHORT PERIOD  
OF TIME THAT WE'VE SPENT TOGETHER,  
WORKING TOGETHER. I'VE APPRECIATED YOUR  
HONESTY, YOUR WAY OF NOT HOLDING BACK,  
AND THE MANY YEARS OF PUBLIC SERVICE  
YOU'VE PUT IN AND THE WORK THAT YOU'VE  
DONE IN THE AVIATION FIELD HERE AT THE  
PORT OF SEATTLE. I REALLY APPRECIATE YOU  
SERVING AS PART OF THE AVIATION

COMMITTEE AND ALL THE UPDATES AND INFORMATION YOU'VE PROVIDED TO US AND THE WORK THAT YOU'VE DONE ON THE WASHINGTON AIRPORT TASK FORCE. YOU'RE FULL OF KNOWLEDGE AND YOU SHARE THAT KNOWLEDGE IN A WAY THAT IS STRAIGHTFORWARD AND GETS TO THE POINT. AND I JUST VALUE YOUR WAY OF THINKING. AND I'M REALLY SAD TO SEE YOU LEAVE THE PORT OF SEATTLE, BUT I AM WISHING YOU A LOT OF LUCK IN YOUR NEXT ENDEAVOR AND NEW JOB AND WISHING THE BEST FOR YOU AND YOUR FAMILY. THANK YOU SO MUCH COMMISSIONER MOHAMED. ALL RIGHT. HEARING NO FURTHER COMMENTS AND HAVING NO FURTHER BUSINESS, IF THERE IS NO OBJECTION, WE ARE ADJOURNED AT 04:29 P.M.. THANK YOU ALL SO MUCH.