

START OF TRANSCRIPT

[00:00:28] PRESIDENT RYAN CALKINS CONVENING THE  
[00:00:30] REGULAR MEETING OF APRIL 12, 2022. THE  
[00:00:33] TIME IS 10:30 A.M.. WE'RE MEETING  
[00:00:36] REMOTELY TODAY VIA TEAMS TO COMPLY WITH  
[00:00:37] SENATE CONCURRENT RESOLUTION 8402 AND  
[00:00:40] IN ACCORDANCE WITH GOVERNOR INSLEE'S  
[00:00:42] PROCLAMATION 20-28. PRESENT WITH ME  
[00:00:45] TODAY, OUR COMMISSIONERS CHO AND MOHAMED  
[00:00:47] MEMBERS WILL BE JOINING ON THE EXECUTIVE  
[00:00:49] SESSION AT APPROXIMATELY 1055 THIS  
[00:00:52] MORNING WILL IMMEDIATELY RECESS UNTIL  
[00:00:54] 1055. AT THAT TIME, WE'LL ENTER INTO THE  
[00:00:56] EXECUTIVE SESSION TO DISCUSS ONE ITEM  
[00:00:58] REGARDING LITIGATION OR POTENTIAL  
[00:01:00] LITIGATION OR LEGAL RISK FOR RCW 42 31  
[00:01:03] TEN ONE I ONE ITEM REGARDING THE  
[00:01:07] PERFORMANCE OF A PUBLIC EMPLOYEE PER RCW  
[00:01:09] 42 31, 120 G, AND LITIGATION OR  
[00:01:13] POTENTIAL LITIGATION OR LEGAL RISK FOR  
[00:01:15] APPROXIMATELY 40 MINUTES AND WILL  
[00:01:17] RECONVENE INTO PUBLIC SESSION AT TWELVE  
[00:01:19] NOON. WE ARE NOW IN RECESS. THANK YOU.  
[00:01:24] GOOD AFTERNOON, EVERYBODY. THIS IS  
[00:01:25] COMMISSION PRESIDENT RYAN CALKINS  
[00:01:27] RECONVENING THE REGULAR MEETING OF APRIL  
[00:01:29] 12, 2022. THE TIME IS TWELVE 03:00 P.M..  
[00:01:34] WE'RE MEETING REMOTELY TODAY VIA TEAMS  
[00:01:36] TO COMPLY WITH SENATE CONCURRENT  
[00:01:37] RESOLUTION 84 TWO AND IN ACCORDANCE WITH  
[00:01:39] GOVERNOR INSLEE'S PROCLAMATION 20-28.  
[00:01:42] PRESENT WITH ME TODAY ARE COMMISSIONER  
[00:01:44] CHO AND MOHAMED. COMMISSIONERS FELLEMAN  
[00:01:47] AND HASEGAWA ARE ABSENT TODAY. BOTH OF  
[00:01:49] THEIR ABSENCES ARE EXCUSED FROM THE  
[00:01:51] MEETING. I'LL ASK THE CLERK TO DO A ROLL  
[00:01:54] CALL OF ALL COMMISSIONER CHO ENSURE  
[00:01:55] EVERYONE IS ON THE LINE. GO AHEAD AND  
[00:01:57] CLERK HART, THANK YOU. BEGINNING WITH  
[00:01:58] COMMISSIONER CHO PRESENT. THANK YOU.  
[00:02:02] COMMISSIONER MOHAMED PRESENT. THANK YOU.  
[00:02:05] COMMISSIONER CALKINS PRESENT. THANK YOU.  
[00:02:07] AND WE DO HAVE A QUORUM. TODAY'S MEETING  
[00:02:11] IS STRUCTURED FOR OUR VIRTUAL FORMAT.  
[00:02:12] WE'VE MADE SPECIAL ARRANGEMENTS TO BRIDE  
[00:02:14] FOR REMOTE PARTICIPATION FOR ALL OF OUR  
[00:02:16] STAFF AND COMMISSIONERS. LATER TODAY,  
[00:02:18] WE'LL TAKE PUBLIC COMMENT FROM PEOPLE  
[00:02:20] WHO ARE PARTICIPATING BY TEAMS AND WHO  
[00:02:22] HAVE SIGNED UP TO SPEAK. ALL VOTES TODAY  
[00:02:25] WILL BE TAKEN BY THE ROLL CALL METHOD.  
[00:02:26] SINCE ALL COMMISSIONERS ARE  
[00:02:27] PARTICIPATING REMOTELY, THAT MEANS THAT  
[00:02:30] FOR EACH VOTE, THE CLERK WILL CALL EACH  
[00:02:31] COMMISSIONER'S NAME. COMMISSIONERS ON  
[00:02:33] THE TEAM'S CALL WILL MAKE SURE THEY'RE  
[00:02:34] UNMUTED AND THEN ANSWER I OR NAY TO BE  
[00:02:37] EQUITABLE. WE'LL ASK ALL COMMISSIONERS  
[00:02:39] TO SPEAK IN TURN AND WAIT TO BE  
[00:02:40] RECOGNIZED BEFORE SPEAKING AS MUCH AS  
[00:02:42] POSSIBLE. WE ARE MEETING ON THE  
[00:02:44] ANCESTRAL LANDS AND WATERS OF THE COAST

[00:02:46] SALISH, PEOPLE WITH WHOM WE SHARE A  
[00:02:48] COMMITMENT TO STEWARD THESE NATURAL  
[00:02:49] RESOURCES FOR FUTURE GENERATIONS. THIS  
[00:02:52] MEETING IS BEING DIGITALLY RECORDED AND  
[00:02:54] MAY BE VIEWED OR HEARD AT ANYTIME ON THE  
[00:02:57] PORT WEBSITE AND MAYBE REBROADCAST BY  
[00:02:59] KING COUNTY TELEVISION. WE STAND OR  
[00:03:03] JOIN US FOR THE PLEDGE OF ALLEGIANCE.  
[00:03:07] I PLEDGE ALLEGIANCE TO THE FLAG OF THE  
[00:03:10] UNITED STATES OF AMERICA AND TO THE  
[00:03:12] REPUBLIC FOR WHICH IT STANDS, ONE NATION  
[00:03:15] UNDER GOD, INDIVISIBLE, WITH LIBERTY AND  
[00:03:18] JUSTICE FOR ALL.  
[00:03:25] THE FIRST ITEM OF BUSINESS TODAY IS  
[00:03:27] APPROVAL OF THE AGENDA. COMMISSIONERS,  
[00:03:30] PLEASE UNMUTE YOURSELVES. I'M GOING TO  
[00:03:31] ASK EACH COMMISSIONER IN TURN, IF THEY  
[00:03:33] HAVE ANY MOTIONS TO REARRANGE THE ORDERS  
[00:03:34] OF THE DAY. AND IF YOU DO, I'LL ASK FOR  
[00:03:37] A SECOND IF IT'S NEEDED. PLEASE RESPOND  
[00:03:39] WHEN THE COURT CALLS YOUR NAME. IF YOU  
[00:03:40] HAVE NO CHANGES, JUST SAY NONE, CLERK HART.  
[00:03:43] GO AHEAD AND CALL THE ROLE BEGINNING  
[00:03:45] WITH COMMISSIONER MOHAMED FOR CHANGES TO  
[00:03:46] THE AGENDA. NONE. THANK YOU,  
[00:03:49] COMMISSIONER CHO. NOT FOR ME EITHER.  
[00:03:51] THANK YOU. THANK YOU, COMMISSIONER  
[00:03:53] CALKINS. NONE. THANK YOU,  
[00:03:57] COMMISSIONER. THE QUESTION IS NOW ON  
[00:03:59] APPROVAL OF THE AGENDA. PLEASE SAY I OR  
[00:04:01] NO WHEN YOUR NAME IS CALLED. GO AHEAD.  
[00:04:02] QUICK HEART. COMMISSIONER MOHAMED.  
[00:04:06] I. THANK YOU, COMMISSIONER CHO,  
[00:04:11] FOR APPROVAL OF THE AGENDA. AYE.  
[00:04:15] THANK YOU. COMMISSIONER CALKINS. AYEI.  
[00:04:19] THANK YOU. YOU HAVE THREE AYES AND ZERO  
[00:04:21] NAYS FOR THIS ITEM. ALL RIGHT. THE AGENDA  
[00:04:23] IS APPROVED. NEXT ON OUR AGENDA IS THE  
[00:04:26] EXECUTIVE DIRECTOR'S REPORT. EXECUTIVE  
[00:04:28] DIRECTOR METRUCK. THE FLOOR IS YOURS.  
[00:04:33] THANK YOU, PRESIDENT CALKINS.  
[00:04:35] COMMISSIONER. GOOD AFTERNOON. WE'RE  
[00:04:38] ALREADY INTO THE SECOND QUARTER OF 2022.  
[00:04:41] THINGS ARE MOVING AHEAD THROUGHOUT THE  
[00:04:43] PORT. WE ARE ALL HAPPY TO SEE THE  
[00:04:45] BEGINNING OF SPRING, THE SEASON OF  
[00:04:46] RENEWAL. EVEN IF THIS FEELS MORE LIKE  
[00:04:50] WINTER, THIS TIME OF YEAR IS ONE OF THE  
[00:04:52] MAJOR RELIGIOUS TIME OF THE YEAR  
[00:04:56] IS ONE OF MAJOR RELIGIOUS OBSERVANCES  
[00:04:58] AROUND THE WORLD. THIS FRIDAY IS THE  
[00:05:01] START OF THE PASSOVER HOLIDAY, JEWISH  
[00:05:03] RELIGION, WHICH IS ABOUT FIGHTING  
[00:05:05] OPPRESSION AND UNDERTAKING THE LONG  
[00:05:07] SPIRITUAL JOURNEY TO APRIL 17 IS EASTER  
[00:05:11] SUNDAY, MARKING THE RESURRECTION OF  
[00:05:13] JESUS FOR CHRISTIANS. AND WE ARE IN THE  
[00:05:16] HOLY MONTH OF RAMADAN, APRIL 2 THROUGH  
[00:05:18] MAY 1, WHICH IS A PERIOD OF FASTING,  
[00:05:20] PRAYER, REFLECTION AND COMMUNITY. AS WE  
[00:05:23] OBSERVE EVENTS TAKING PLACE IN OUR  
[00:05:25] COMMUNITY AND AROUND THE WORLD. THIS IS  
[00:05:27] INDEED TIME FOR RENEWAL, REFLECTION AND

[00:05:30] CONSIDERATION. REGARDING THE PANDEMIC,  
[00:05:34] WE CONTINUE TRENDS IN A POSITIVE  
[00:05:36] DIRECTION THE STATE OF WASHINGTON  
[00:05:38] SEATTLE KING COUNTY, STILL MAINTAINING  
[00:05:40] LOW COMMUNITY TRANSMISSION STATUS IS  
[00:05:42] DEFINED BY THE CENTERS FOR DISEASE  
[00:05:44] CONTROL AND BREMERTON. SEATTLE KING  
[00:05:48] COUNTY REPORTS THAT NEW POPULATIONS ARE  
[00:05:50] CURRENTLY 100 [inaudible 00:05:53] ,  
[00:05:53] WHICH IS A 35% INCREASE FROM THE LAST  
[00:05:56] SEVEN DAYS. HOSPITAL ADMISSIONS ARE 1.8  
[00:06:00] PER 100,000, WHICH IS A 95% INCREASE  
[00:06:03] FROM THE LAST SEVEN DAYS. HOSPITAL ADULT  
[00:06:07] OCCUPANCY IS 2.7%.  
[00:06:10] 67% DECREASE FROM THE LAST SEVEN DAYS.  
[00:06:14] ACCORDINGLY, THERE'S BEEN NO CHANGES TO  
[00:06:17] ANY CODED RESPONSE MEASURES AT THIS  
[00:06:19] TIME. THE PORT WILL CONTINUE TO MONITOR  
[00:06:21] THESE METRICS IN THE COMMUNITY AS WELL  
[00:06:23] AS ANY NEW PUBLIC HEALTH GUIDANCE ISSUED  
[00:06:25] BY SEATTLE KING COUNTY. WE'RE SEEING AN  
[00:06:30] EXPECTED DECISION BY FEDERAL GOVERNMENT  
[00:06:32] RELATED TO THE MASK REQUIREMENTS FOR  
[00:06:34] AIRPORTS AND OTHER TRANSPORTATION  
[00:06:39] FACILITIES. THE CURRENT DATE EXPIRES ON  
[00:06:42] APRIL 18 CERTAINLY KEEP YOU UPDATED AS  
[00:06:45] UPDATES BECOME AVAILABLE. TURNING TO  
[00:06:48] OPERATIONS IN THE PORT FOR 2022, ALASKA  
[00:06:51] CRUISE SEASON HAS COME TO BETTER FOCUS  
[00:06:54] WITH THE CONFIRMATION OF THE FIRST  
[00:06:55] VESSEL CALLED APRIL 23 BY THE NORWEGIAN  
[00:06:58] BLISS AT PIER ROLL. THE CRUISE  
[00:07:02] OPERATIONS TEAMS ARE BUSY MAKING FINAL  
[00:07:04] PREPARATIONS TO WELCOME THE SEASON'S  
[00:07:06] VESSELS AT PIER 66 SMITH COVE TURTLE IN  
[00:07:10] NORTH BAY. FOR THIS SEASON, WE EXPECT A  
[00:07:13] RECORD OF MORE THAN 290 SAILINGS,  
[00:07:16] BRINGING AN ESTIMATED ONE POINT 26  
[00:07:18] MILLION REVENUE PASSENGERS TO SEATTLE.  
[00:07:21] CRUISE LINES ARE ADDING SHIPS TO THE  
[00:07:23] ALASKA MARKET THE MOST SHIP CALLS  
[00:07:27] EVERY MAJOR BRANDS HOME PORTING IN  
[00:07:30] SEATTLE WILL BE SAILING 14 VESSELS, UP  
[00:07:32] FROM ELEVEN IN [inaudible 00:07:36] .ON APRIL 20 AT  
[00:07:36] 09:00 A.M. WITH A WEBINAR ON SAFELY  
[00:07:39] RESTRICTING SEATTLE'S CRUISE FOCUSED  
[00:07:42] LARGELY ON HOW THE INDUSTRY WILL RETURN  
[00:07:45] TO SEATTLE AND WHAT IT MEANS FOR LOCAL  
[00:07:46] TOURISM, HOSPITALITY AND RETAIL  
[00:07:49] BUSINESSES. THE MARITIME TEAM THAT IS  
[00:07:52] WORKING OVERTIME TO BE READY FOR THE  
[00:07:53] BEGINNING OF THE SEASON, EARNING YOUR  
[00:07:56] ATTENTION TO THE AIRPORT. OUR OPERATION  
[00:07:58] AVIATION AND TRANSMISSION TEAM, OR HELD  
[00:08:02] A PASSENGER FLOW SIMULATION AT THE  
[00:08:04] INTERNATIONAL ARRIVALS FACILITY OVER THE  
[00:08:07] WEEKEND. MORE THAN 400 VOLUNTEER  
[00:08:10] PASSENGERS PARTICIPATED IN THE  
[00:08:11] SIMULATION. EACH SOLO TRAVELER PARTY OF  
[00:08:15] TWO GROUP TOOK PART FEEDBACK  
[00:08:17] EXPERIENCES, THE PASSENGER JOURNEY AND  
[00:08:20] THE FACILITY OF AMENITIES. 75 STAFF  
[00:08:23] VOLUNTEERS WERE DESIGNATED AS

[00:08:25] CONTROLLERS AND OBSERVERS. THE ORAT  
[00:08:27] TEAM WILL UTILIZE THE RESULTS TO  
[00:08:29] IDENTIFY ANY ISSUES THAT NEED TO BE  
[00:08:30] ADDRESSED BEFORE SOFT, WHICH IS PLANNED  
[00:08:33] FOR LATER THIS MONTH. THIS IS AN  
[00:08:35] IMPORTANT MILESTONE. CONGRATULATIONS TO  
[00:08:38] THE AVIATION DIVISION, ESPECIALLY THE  
[00:08:41] OLD TEAM FOR THIS POINT.  
[00:08:44] I ALSO WANT TO CONGRATULATE AVIATION  
[00:08:46] MANAGING DIRECTOR LANCE LITTLE AND AYE.  
[00:08:48] TEAM INTERNATIONAL AIRPORT WERE WORKING  
[00:08:51] VERY HARD THROUGH A VERY BUSY SPRING  
[00:08:54] BREAK TRAVEL PERIOD THAT GOES FOR PORT  
[00:08:56] WORKERS AS WELL AS EMPLOYEES OF  
[00:08:58] AIRLINES, OUR PARTNERS, AND EVERYONE WHO  
[00:09:00] PROVIDES SERVICES TO OUR PASSENGERS.  
[00:09:04] MORE THAN 50,000 PASSENGERS THROUGH  
[00:09:08] THE CHECKPOINTS. ALTHOUGH THIS WASN'T AS  
[00:09:09] BUSY AS THE AUGUST PEAK, YOUR SPRING  
[00:09:12] BREAK SURGE REALLY HIGHLIGHTS THE ROBUST  
[00:09:15] RETURN TO TRAVEL EVIDENT HERE AND AROUND  
[00:09:17] THE NATION. WE'RE REACHING PASSENGER  
[00:09:20] LEVELS APPROACHING 85% OF THE  
[00:09:21] PREPANDEMIC LEVELS. WE MAY COME VERY  
[00:09:24] CLOSE TO 2019 RECORD NUMBERS BY THE END  
[00:09:27] OF THE YEAR. IF THESE TRENDS CONTINUE.  
[00:09:30] THE CONTINUED HIGH NUMBER OF TRAVELERS  
[00:09:32] RESULTING FROM PENT UP DEMAND FOR TRAVEL  
[00:09:34] REALLY PUTS A SHARP FOCUS ON THE NEED TO  
[00:09:36] MOVE FORWARD WITH CRITICAL AIR  
[00:09:38] INFRASTRUCTURE IMPROVEMENTS LIKE THE C  
[00:09:40] CONCOURSE PROJECT YOU'LL HEAR MORE ABOUT  
[00:09:43] SHORTLY. COMMISSIONER,  
[00:09:46] THOUSANDS OF PEOPLE USE OUR FACILITIES  
[00:09:48] EVERY DAY AND OUR POLICE OFFICERS,  
[00:09:49] FIRES AND STAFF ARE ALWAYS AT THE READY  
[00:09:52] TO COME TO THE AID OF THOSE TRAVELERS OR  
[00:09:56] USERS OF OUR FACILITIES NEEDING  
[00:09:58] ASSISTANCE. A MAN'S LIFE COULD HAVE BEEN LOST THIS  
[00:10:01] WEEKEND AT FISHERMAN'S. TURMOIL WERE NOT  
[00:10:03] FOR A QUICK RESPONSE OF DAVID, AN  
[00:10:05] AMERICAN GUARD SERVICES GUARD PATROLLING  
[00:10:08] THE DOCK LAST SATURDAY NIGHT AT  
[00:10:12] FISHERMAN'S TERMINAL. MR. CUMMINGS WAS  
[00:10:14] CALLED TO ASSIST A MAN UNCONSCIOUS IN  
[00:10:15] THE WATER NEARBY ONE OF THE FISHING  
[00:10:17] VESSELS. WITH THE AID OF PEOPLE FROM  
[00:10:20] NEARBY BOATS, DAVID WAS ABLE TO PULL THE  
[00:10:22] MAN FROM THE WATER AND BEGAN  
[00:10:23] RESUSCITATION UNTIL MEDICAL HELP  
[00:10:25] ARRIVED. I WANT TO EXPRESS MY  
[00:10:27] APPRECIATION TO DAVID CUMMINGS FOR HIS  
[00:10:28] COURAGEOUS AND PROFESSIONAL LIFE SAVING  
[00:10:30] RESPONSE TO THIS EMERGENCY. I ALSO WANT  
[00:10:33] TO THANK THE CREWS OF THE NEARBY BOATS  
[00:10:34] FOR LENDING THEIR ASSISTANCE. REFLECTS  
[00:10:37] WELL FOR EVERYONE WHO LIVES IN  
[00:10:39] FISHERMAN'S TERMINAL  
[00:10:43] TODAY'S COMMISSION MEETING. I'D LIKE TO  
[00:10:44] HIGHLIGHT A FEW ITEMS ON THE CONSENT  
[00:10:47] AGENDA. THREE ITEMS ARE REQUIRED OR  
[00:10:48] AUTHORIZATION DUE TO BUDGET INCREASE  
[00:10:51] ORDERS BY SUPPLY

[00:10:54] CHAIN ISSUES AND MATERIAL COSTS. WE'LL  
[00:10:57] CONTINUE TO HAVE GLOBAL UNREST AND  
[00:10:59] INFLATION IMPACT THE COST OF OUR  
[00:11:01] PROJECTS, BUT I EXPECT WE'LL BE BRINGING  
[00:11:04] SUCH INCREASES BACK TO YOU FOR YOUR  
[00:11:06] APPROVAL. WE'LL ALSO TAKE THESE FACTORS  
[00:11:09] INTO CONSIDERATION AS WE BEGIN  
[00:11:10] DEVELOPING OUR 2023 BUDGET.  
[00:11:14] ALSO ON THE ACTION AGENDA TODAY IS A  
[00:11:16] COMMISSION ORDER RELATED TO THE YOUTH  
[00:11:18] CAREER LAUNCH PROGRAM. YOU'LL CONSIDER A  
[00:11:21] SIGNIFICANT EXPANSION OF THE PORT'S  
[00:11:22] COMMITMENT TO CREATING TRAINING AND  
[00:11:24] CAREER OPPORTUNITIES FOR YOUNG PEOPLE  
[00:11:26] AND ADULTS IN OUR COMMUNITY. I'M HAPPY  
[00:11:29] TO SUPPORT THE COMMISSION'S ORDER  
[00:11:30] DOUBLING OUR FUNDING FOR THE YOUTH  
[00:11:32] CAREER PROGRAM FROM 2.1 MILLION  
[00:11:37] THIS YEAR. WE'RE ABLE TO FIND EXPANSION  
[00:11:40] WITH ADDITIONAL REVENUE WE EXPECT FROM  
[00:11:42] WHAT WILL BE A VERY ROBUST ALASKA CREW  
[00:11:44] SEASON. WITH THESE ADDITIONAL FUNDS, WE  
[00:11:47] CAN SHARPEN OUR FOCUS ON CREATING  
[00:11:49] MEANINGFUL PATHS TO YOUNG PEOPLE AND  
[00:11:51] ADULTS. WE SUPPORT SUSTAINABLE ECONOMIC  
[00:11:55] DEVELOPMENT. AS WE  
[00:11:59] SUPPORT SUSTAINABLE ECONOMIC  
[00:12:00] DEVELOPMENT, WE MUST CREATE MORE  
[00:12:02] OPPORTUNITIES FOR THE UNDERREPRESENTED.  
[00:12:06] I APPRECIATE THE COMMISSION'S BEEN  
[00:12:09] WORKING WITH BOOKTA GHEISAR, OUR SENIOR  
[00:12:11] DIRECTOR OF THE OFFICE OF EQUITY,  
[00:12:12] DIVERSITY AND INCLUSION IN DEVELOPING  
[00:12:14] THIS INITIATIVE. IT IS CRITICAL THAT WE  
[00:12:16] WORK WITH AGENCIES, INSTITUTIONS AND  
[00:12:18] EMPLOYERS ACROSS THE COUNTY TO DEFINE  
[00:12:21] THE PORT'S ROLE IN HELPING TO CREATE A  
[00:12:22] TRULY REGIONAL AND COMPREHENSIVE EFFORT.  
[00:12:25] WE HAVE COMMITTED TO RETURN TO  
[00:12:26] COMMISSION BY JUNE 14 WITH A DRAFT  
[00:12:28] STRATEGY IDENTIFYING COLLABORATIONS TO  
[00:12:31] DEVELOP A YOUTH CAREER LAUNCH PROGRAM.  
[00:12:34] WE HAVE A BIG TASK AHEAD. WE LOOK  
[00:12:35] FORWARD TO WORKING WITH THE COMMISSION  
[00:12:36] ON THIS INITIATIVE. TRULY THAT'S  
[00:12:40] CRITICAL FOR THE PORT AND FOR OUR  
[00:12:42] REGION. WE ALSO LOOK FORWARD TO  
[00:12:44] PROVIDING YOU AN UPDATE ON MERGING  
[00:12:46] TALENT PROGRAM LATER IN THE COMMISSION  
[00:12:48] MEETING. COMMISSIONERS, THIS INCLUDES MY  
[00:12:50] REMARKS. THANK YOU.  
[00:12:54] THANK YOU, EXECUTIVE DIRECTOR METRUCK.  
[00:12:56] I'M NOW GOING TO TURN TO AARON PRICHARD  
[00:12:57] FOR ANY COMMITTEE REPORTS.  
[00:13:01] THANK YOU. PRESIDENT CALKINS, ON THURSDAY,  
[00:13:04] APRIL 7, COMMISSIONERS CHO AND MOHAMED  
[00:13:07] CAN BE IN THE AUDIT COMMITTEE. THE  
[00:13:08] AGENDA INCLUDED REPORT OUT FROM THE  
[00:13:10] WASHINGTON STATE AUDITOR'S OFFICE  
[00:13:12] REGARDING A 2020 ACCOUNTABILITY AUDIT.  
[00:13:15] THE RESULTS OF THE AUDIT HAVE BEEN  
[00:13:17] PUBLISHED AND THE REPORT RECEIVED A  
[00:13:19] CLEAN AUDIT WITH NO FINDINGS. GENERAL

[00:13:22] AUDIT DIRECTOR GLENN FERNANDEZ PROVIDED  
[00:13:24] AN OVERVIEW OF AUDIT STANDARDS AND  
[00:13:25] PROTOCOLS, REVIEWED THE 2022 AUDIT PLAN  
[00:13:28] AND OPEN ISSUE STATUS. WE ALSO HAD  
[00:13:32] OPERATIONAL AUDIT REGARDING THE ACH  
[00:13:34] PAYMENT FRAUD AND INTERIM WEST SIDE FIRE  
[00:13:36] STATION THAT WE'RE GIVEN AND MANAGEMENT  
[00:13:39] RESPONSES WERE RECEIVED. THE ACH PAYMENT  
[00:13:42] FRAUD IN PARTICULAR HIGHLIGHTED THAT  
[00:13:45] RESILIENCE AND FRAUD AND CYBERSECURITY  
[00:13:47] ARE SOME OF OUR TOP PRIORITIES. AND LAST  
[00:13:50] YEAR, WHEN THE PORT DISCOVERED THIS  
[00:13:51] SPEAR PHISHING THEFTS WHERE PAYMENTS  
[00:13:52] WERE FROM THE PORT, TWO COMMUNITY  
[00:13:54] AGENCIES WERE DIVERTED TO A FRAUDULENT  
[00:13:56] ACCOUNT. THE PORT QUICKLY TOOK STEPS TO  
[00:13:59] TIGHTEN OUR PAYMENT PROCEDURES TO STOP  
[00:14:01] THE PROCESSORS AND TO PROTECT AGAINST  
[00:14:02] FUTURE ATTEMPTED THEFTS OF THIS KIND.  
[00:14:05] LAW ENFORCEMENT AND OUR SECURITY STAFF  
[00:14:07] ARE CURRENTLY CONTINUING THEIR  
[00:14:08] INVESTIGATIONS. THE PORT HAS BEEN  
[00:14:10] TRANSPARENT WITH THE PUBLIC AND ITS  
[00:14:11] VENDORS ABOUT THIS ISSUE AND AYE WORKING  
[00:14:13] TO STOP FUTURE ATTEMPTS. COMMISSION WAS  
[00:14:15] ALSO MADE AWARE OF THIS ISSUE WHEN THE  
[00:14:16] PORT DISCOVERED THE INCIDENTS. THE  
[00:14:18] EXECUTIVE DIRECTOR REPORTED ON THE ISSUE  
[00:14:20] AT A PUBLIC MEETING IN MARCH, AND THE  
[00:14:22] ISSUE WAS ALSO DISCUSSED AT THE PUBLIC  
[00:14:24] AUDIT COMMITTEE MEETING IN ON APRIL 7.  
[00:14:27] THANK YOU. AND THAT CONCLUDES MY REPORT  
[00:14:28] FOR TODAY. THANK YOU, MR. RICHARD.  
[00:14:32] THE COMMISSIONER WILL NOW ACCEPT GENERAL  
[00:14:34] PUBLIC COMMENT FROM THOSE WHO SIGN UP TO  
[00:14:36] SPEAK ON ITEMS RELATED TO THE PORT.  
[00:14:38] WRITTEN MATERIALS PROVIDED TO THE CLERK  
[00:14:40] WILL BE INCLUDED IN TODAY'S MEETING  
[00:14:42] RECORD. THE CLERK HAS A LIST OF THOSE  
[00:14:44] PREPARED TO SPEAK. AS THE CLERK CALLS  
[00:14:46] YOUR NAME, WE'LL OPEN THE LINE AND  
[00:14:47] COMMENTERS WILL HAVE TO UNMUTE  
[00:14:48] THEMSELVES. THEN PLEASE REPEAT YOUR  
[00:14:52] NAME FOR THE RECORD. IF YOU'RE ON THE  
[00:14:54] TEAM'S MEETING AND ARE ALSO STREAMING  
[00:14:55] THE MEETING, PLEASE MUTE THE VIDEO  
[00:14:57] STREAM TO AVOID FEEDBACK. THERE MAY BE A  
[00:15:00] SHORT TIME LAG ON THE VIDEO STREAM.  
[00:15:02] COMMENT TIME WILL BE LIMITED TO TWO  
[00:15:04] MINUTES PER PERSON. MCCARTHY, CAN YOU  
[00:15:06] PLEASE CALL THE FIRST SPEAKER? YES.  
[00:15:09] THANK YOU. YOUR SPEAKER IS ELIZABETH  
[00:15:10] BURIEN.  
[00:15:14] HELLO. CAN YOU HEAR ME?  
[00:15:18] CAN YOU HEAR ME, PLEASE? YES, WE CAN.  
[00:15:20] THANK YOU. AYE, I'M ELIZABETH BURTON. I  
[00:15:23] HAVE A PHD IN MATHEMATICS, AND I WANT TO  
[00:15:26] TALK ABOUT COUNTING GREENHOUSE GAS  
[00:15:27] EMISSIONS FROM SEATTLE'S CRUISE SHIPS.  
[00:15:30] I UNDERSTAND THAT THE PORT IS NOT  
[00:15:33] REQUIRED TO REPORT EMISSIONS FOR SHIPS  
[00:15:35] ONCE THEY LEAVE OUR LOCAL AIRSHED, BUT I  
[00:15:38] DO NOT UNDERSTAND HOW COMMISSIONERS CAN

[00:15:40] MAKE RESPONSIBLE DECISIONS ABOUT CRUISE,  
[00:15:42] WHETHER TO INCREASE IT OR DECREASE IT  
[00:15:45] WITHOUT KNOWING ITS TOTAL CLIMATE  
[00:15:47] IMPACT. I HAVE CALCULATED CRUISE  
[00:15:49] EMISSIONS FOR THE ENTIRE JOURNEY TO  
[00:15:50] ALASKA AND BACK USING SHIP CALL RECORDS  
[00:15:53] FROM THE PORT'S 2019 SEASON AND AN  
[00:15:56] ONLINE CARBON CALCULATOR SUPPORTED BY  
[00:15:58] RESPECTABLE SOURCES. MY TOTAL ESTIMATE  
[00:16:01] WAS ABOUT 1.1 MILLION TONNES FOR THE  
[00:16:03] WHOLE JOURNEY. THIS IS ABOUT 20 TIMES  
[00:16:06] LARGER THAN THE PORT'S ESTIMATE OF  
[00:16:08] 59,000 TONS FOR THE EMISSIONS JUST IN  
[00:16:11] OUR LOCAL AIRSHED. THESE TWO NUMBERS ARE  
[00:16:14] ACTUALLY CONSISTENT. OUR AIRSHED  
[00:16:16] CORRESPONDS TO ABOUT 5% OF THE TOTAL  
[00:16:19] DISTANCE TRAVELED BY THE SHIP, AND YOUR  
[00:16:21] NUMBER IS ABOUT 5% OF MY NUMBER. WHAT  
[00:16:24] THIS MEANS IS THAT YOU'RE MAKING  
[00:16:26] DECISIONS ABOUT CRUISE WHILE IGNORING  
[00:16:29] 95% OF ITS CONTRIBUTION TO THE CLIMATE  
[00:16:32] CRISIS. IT ALSO MEANS THAT YOU ARE  
[00:16:34] WILDLY OVERESTIMATING HOW MUCH SHORE  
[00:16:37] POWER CAN REDUCE SHIP'S CONTRIBUTION TO  
[00:16:39] CLIMATE CHANGE. YOUR WEBSITE SAYS THAT  
[00:16:41] ABOUT 25% OF A CRUISE SHIP'S TOTAL  
[00:16:44] EMISSIONS IN PUGET SOUND CAN BE AVOIDED  
[00:16:47] BY PLUGGING INTO SHORE POWER. THIS 25%  
[00:16:50] REDUCTION WITHIN PUGET SOUND TRANSLATES  
[00:16:53] INTO ONLY A ONE AND A QUARTER PERCENT  
[00:16:55] REDUCTION WHEN THE WHOLE JOURNEY IS  
[00:16:56] CONSIDERED. THE CLIMATE DOESN'T CARE  
[00:16:59] WHAT NUMBERS SHOW UP IN YOUR REPORT.  
[00:17:02] THE CLIMATE RESPONDS TO WHAT GOES INTO  
[00:17:04] THE ATMOSPHERE. I'D LIKE TO RESPECTFULLY  
[00:17:07] REMIND YOU THAT YOU WORK FOR THE PUBLIC,  
[00:17:09] YOU DON'T WORK FOR THE CRUISE COMPANIES,  
[00:17:11] AND YOU DON'T WORK FOR THE TRAVEL  
[00:17:13] INDUSTRY. IF THE ACTIVITIES YOU PROMOTE  
[00:17:16] RESULT IN GREAT PUBLIC HARM, YOU NEED TO  
[00:17:19] BE AWARE OF IT. THANK YOU VERY MUCH.  
[00:17:22] THANK YOU, DOCTOR BURIEN. NEXT SPEAKER  
[00:17:26] YES. OUR NEXT SPEAKER IS JORDAN VANVOST.  
[00:17:36] JORDAN STAR SIX TO UNMUTE GOOD  
[00:17:39] AFTERNOON. MISSIONERS. MY NAME IS JORDAN  
[00:17:41] VAN VOST. FOR TWO AND A HALF YEARS,  
[00:17:43] SEATTLE CRUISE CONTROL HAS BEEN  
[00:17:45] AMPLIFYING VOICES FROM CLIENT,  
[00:17:47] SCIENTISTS, THE IPCC AND FRONTLINE  
[00:17:50] COMMUNITIES. BUT BUSINESS AS USUAL IS  
[00:17:53] STILL THE NORM. THIS COMMISSION  
[00:17:55] CONTINUES TO PROMOTE AND FUND CRUISE  
[00:17:57] TOURISM, DESPITE STATEMENTS TO THE  
[00:17:59] CONTRARY. MANY YEARS AGO, I LEFT MY JOB  
[00:18:02] IN CORPORATE AMERICA TO LIVE ON A SMALL  
[00:18:04] ISLAND. I WAS SEARCHING FOR ANSWERS  
[00:18:06] BECAUSE I KNEW MODERN GLOBAL CULTURE WAS  
[00:18:09] DANGEROUSLY OUT OF BALANCE. NATIVE  
[00:18:12] PEOPLE FROM MANY DIFFERENT TRIBES SPEAK  
[00:18:14] ABOUT PROPHECY THAT UNLESS WE LEARN TO  
[00:18:16] LIVE IN HARMONY WITH NATURAL LAWS AND  
[00:18:18] WITHIN ECOLOGICAL LIMITS, WE WILL  
[00:18:21] DESTROY THIS WORLD. ARE WE HEEDING THEIR

[00:18:23] TEACHINGS OR JUST GLIBLY REPEATING LAND?  
[00:18:26] ACKNOWLEDGMENTS THE CRUISE SHIP BUSINESS  
[00:18:29] MODEL IS AN ECOLOGICAL AND SOCIETAL  
[00:18:32] WRECKING BALL. IN ORDER TO RESTORE  
[00:18:34] BALANCE, EACH ONE OF US NEEDS TO MAKE A  
[00:18:36] COURAGEOUS STAND FOR SUSTAINABLE AND  
[00:18:39] COMPASSIONATE STEWARDSHIP OF OUR WORLD.  
[00:18:41] BUT FIRST, WE NEED TO FULLY ACKNOWLEDGE  
[00:18:44] THE GRAVITY OF THE PROBLEM. AND THAT  
[00:18:46] REQUIRES LISTENING TO VOICES OUTSIDE THE  
[00:18:49] ECHO CHAMBER OF CAPITALISM, WHICH PUTS  
[00:18:52] PROFITS ABOVE ALL ELSE. SEATTLE CRUISE  
[00:18:55] CONTROL SUGGESTS THAT AT YOUR UPCOMING  
[00:18:57] CRUISE STUDY SESSION, YOU INCLUDE  
[00:19:00] EXPERTS ON THE ECONOMIC, SOCIAL AND  
[00:19:02] ECOLOGICAL IMPACTS OF CRUISE PEOPLE LIKE  
[00:19:05] DR. MARTHA HONEY AND DR. ROSS KLEIN,  
[00:19:08] WHO COULD WIDEN YOUR PERSPECTIVES AND  
[00:19:10] ALLOW FOR A DIVERSITY OF VOICES TO BE  
[00:19:12] HEARD. PLEASE STOP GREENWASHING CREWS,  
[00:19:15] WHICH IS AN UNSUSTAINABLE BUSINESS MODEL  
[00:19:17] FOR OUR REGION AND THE WORLD. COUNTLESS  
[00:19:20] LIVES IN THE WEB OF LIFE ITSELF ARE AT  
[00:19:22] STAKE, AND WE ARE RUNNING OUT OF TIME.  
[00:19:24] THANK YOU. THANK YOU. MR. VAN VOST.  
[00:19:28] NEXT SPEAKER. YES. OUR NEXT SPEAKER IS  
[00:19:30] STACEY OAK.  
[00:19:40] STACEY, GOOD AFTERNOON. AYE. GOOD  
[00:19:43] AFTERNOON. MY NAME IS STACEY OAKS. LAST  
[00:19:45] YEAR, COMMISSIONER FELLEMAN SAID,  
[00:19:47] QUOTE, CLEARLY, THERE IS AN INSATIABLE  
[00:19:49] APPETITE FOR CRUISE. WE DIDN'T CREATE  
[00:19:51] IT. IT EXISTS. OUR JOB IS TO MINIMIZE  
[00:19:53] THOSE COSTS WHILE MAXIMIZING THE  
[00:19:55] BENEFITS. UNQUOTE. THIS STATEMENT SERVES  
[00:19:58] TO DISTANCE THE PORT OF SEATTLE FROM THE  
[00:20:00] RESPONSIBILITY OF THE IMPACTS AND THE  
[00:20:01] DAMAGE CAUSED BY THE CRUISE INDUSTRY  
[00:20:03] WHILE TRYING TO JUSTIFY PROFITING FROM  
[00:20:05] THE CARNAGE. BUT HOW CAN THE PORT OF  
[00:20:07] SEATTLE PRETEND LIKE IT'S NOT ACTIVELY  
[00:20:08] STOKING THE FIRE OF THIS INSATIABLE  
[00:20:10] APPETITE? AFTER RECENTLY APPROVING  
[00:20:12] INTERNATIONAL CRUISE ADVERTISEMENTS TO  
[00:20:14] THE TUNE OF UP TO A HALF MILLION  
[00:20:15] DOLLARS, THE PORT OFTEN ATTEMPTS TO  
[00:20:18] MINIMIZE OR HIDE IMPACTS. USING  
[00:20:19] LINGUISTIC GYMNASTICS OR LIMITING THE  
[00:20:21] SCOPE OF THE CONVERSATION TO JUST OUR  
[00:20:23] IMMEDIATE AREA BRING UP THE CUSTOMARY  
[00:20:25] PRACTICE OF DUMPING TOXIC SCRUBBER,  
[00:20:27] EXHAUST, SEWAGE AND GARBAGE INTO THE  
[00:20:29] WATERWAYS. THE PORT COUNTERS THAT THE  
[00:20:30] DUMPING DOESN'T HAPPEN RIGHT HERE. PUSH  
[00:20:33] BACK AGAINST ADDING ADDITIONAL SAILINGS  
[00:20:34] OF THESE FOSSIL FUEL INTENSIVE SHIPS  
[00:20:36] THAT BURN 30 TO 50 GALLONS OF FUEL FOR  
[00:20:38] EACH MILE TRAVELED. THE PORT POINTS TO  
[00:20:41] THE USE OF SHORE POWER WHILE DOCKING AT  
[00:20:42] OUR PIER WITH THE EXPECTATION OF  
[00:20:44] APPLAUSE. SPEAK OUT ABOUT THE CONDITIONS  
[00:20:46] AND PAY OF ONBOARD WORKERS FROM THE  
[00:20:48] COUNTRIES LIKE THE PHILIPPINES AND



[00:20:50] INDIA. THE RESPONSE JUMPS TO HOW MANY  
[00:20:52] MILLIONS THE INDUSTRY CLAIMS IT BRINGS  
[00:20:54] TO OUR STATE. WE CAN'T JUST LOOK OUT FOR  
[00:20:56] SEATTLE, FOR WASHINGTON, FOR THE WATERS  
[00:20:58] ON OUR OWN HORIZONS. LABOR EXPLOITATION  
[00:21:00] IS UNACCEPTABLE REGARDLESS OF THE  
[00:21:02] LANGUAGE A WORKER SPEAKS. THE POLLUTION  
[00:21:04] DUMPED NEAR VICTORIA, BC AFFECTS WATER  
[00:21:06] QUALITY, ARE ENDANGERED ORCAS AND THE  
[00:21:08] SEAFOOD WE EAT. GREENHOUSE GASES  
[00:21:10] EXACERBATE THE CLIMATE CRISIS FOR ALL OF  
[00:21:12] US, REGARDLESS OF WHERE ALONG THE  
[00:21:14] ITINERARY THEY'RE BURIEN, HOW MANY MORE  
[00:21:16] DEADLY HEAT WAVES AND RECORD SETTING  
[00:21:17] WILDFIRES LEFT WASHINGTON ENDURE?  
[00:21:19] BEFORE WE ACTUALLY START TRANSITIONING  
[00:21:21] AWAY FROM THE BUSINESSES TO DESTROYING  
[00:21:22] THIS PARADISE AND THE WORLD OUR CHILDREN  
[00:21:24] WILL INHERIT, IT'S TIME TO START BEING  
[00:21:26] HONEST, TAKE RESPONSIBILITY FOR ALL THE  
[00:21:29] IMPACTS OF OUR INVESTMENTS, AND LEAVE  
[00:21:30] THE TUNNEL VISION BEHIND TO LOOK BEYOND  
[00:21:32] OUR OWN BACKYARD. I URGE YOU TO DO A  
[00:21:34] STUDY SESSION FOCUSED ON IDENTIFYING THE  
[00:21:36] IMPACTS OF CRUISE TO OUR OWN COMMUNITY  
[00:21:38] AND BEYOND. AND I IMPLOR YOU TO FILL  
[00:21:40] THAT STUDY SESSION WITH EXPERTS THAT DO  
[00:21:42] NOT HAVE PROFIT MOTIVES CONNECTED TO THE  
[00:21:44] CONTINUATION OF THE INDUSTRY. THANK YOU.  
[00:21:48] THANK YOU, MS. OAKS. NEXT SPEAKER. YES.  
[00:21:51] OUR NEXT SPEAKER IS EDWARD HASBROOK.  
[00:21:59] MY NAME IS EDWARD HASBROKE, SPEAKING ON  
[00:22:01] BEHALF OF THE IDENTITY PROJECT, A CIVIL  
[00:22:03] LIBERTIES ORGANIZATION FOCUSED ON THE  
[00:22:05] RIGHT TO TRAVEL. I'M HERE TO CALL YOUR  
[00:22:08] ATTENTION TO THE FAILURE OF THE PORT AND  
[00:22:10] US CUSTOMS AND BORDER PROTECTION TO  
[00:22:12] PROVIDE NOTICE TO TRAVELERS OF CBP'S USE  
[00:22:15] OF FACIAL RECOGNITION AT THE NEW  
[00:22:17] INTERNATIONAL ARRIVALS FACILITY AT SEATAC  
[00:22:20] THIS SATURDAY, THE PORT CONDUCTED A  
[00:22:22] SIMULATION TO TEST THE FACILITY,  
[00:22:24] INCLUDING THE SIGNAGE, BUT CBP AND THE  
[00:22:27] PORT FAILED THAT TEST. VOLUNTEERS WHO  
[00:22:30] PARTICIPATED IN THE SIMULATION FOUND NO  
[00:22:32] SIGNAGE REGARDING FACIAL IMAGING, MUCH  
[00:22:34] LESS THE NOTICE IS REQUIRED BY FEDERAL  
[00:22:37] LAW. THE PORT'S WEBSITE COMPOUNDS  
[00:22:40] THIS FAILURE BY FALSELY CLAIMING THAT  
[00:22:42] CBP IS MANDATED TO USE BIOMETRICS FOR  
[00:22:45] ALL INTERNATIONAL TRAVELERS. IN FACT,  
[00:22:48] NO LAW REQUIRES CBP TO COLLECT  
[00:22:50] BIOMETRICS OF US CITIZENS RATHER THAN  
[00:22:53] BEING REQUIRED TO COLLECT BIOMETRICS.  
[00:22:55] CBP IS PROHIBITED FROM COLLECTING  
[00:22:58] INFORMATION FROM ANYONE WITHOUT APPROVAL  
[00:23:00] FROM THE OFFICE OF MANAGEMENT AND PUGET  
[00:23:02] AND NOTICES INFORMING INDIVIDUALS OF  
[00:23:04] THEIR RIGHT NOT TO RESPOND TO ANY  
[00:23:06] INFORMATION COLLECTION NOT ACCOMPANIED  
[00:23:08] BY A VALID OMB CONTROL NUMBER AND PROPER  
[00:23:10] NOTICE. SINCE CBP HAS CHOSEN TO FLOUT  
[00:23:13] THE LAW, WE URGE THE PORT TO POST

[00:23:16] NOTICES INFORMING TRAVELERS OF THEIR  
[00:23:18] RIGHTS. WE HAVE INCLUDED SUGGESTED TEXT  
[00:23:20] IN OUR WRITTEN COMMENTS. WE BELIEVE THAT  
[00:23:22] THE PORT HAS THE RIGHT TO POST TRUTHFUL  
[00:23:25] SIGNAGE ON PORT PROPERTY. IF CBP WANTS  
[00:23:28] TO TRY TO GAG THE PORT, YOU CAN AND  
[00:23:30] SHOULD MAKE THEM GET A COURT ORDER TO DO  
[00:23:32] SO. THE PORT COURT SHOULD NOT CENSOR  
[00:23:35] ITSELF, ESPECIALLY WHEN IT COMES TO  
[00:23:36] INFORMING MEMBERS OF THE PUBLIC ABOUT  
[00:23:38] THEIR RIGHTS ON THE BASIS OF A MERE  
[00:23:40] POSSIBILITY OR THREAT THAT CBP MIGHT  
[00:23:43] CLAIM THE AUTHORITY TO PREEMPT THE  
[00:23:45] PORT'S RIGHT TO POST TRUTHFUL SIGNAGE ON  
[00:23:47] PORT PROPERTY, AND THAT A COURT MIGHT  
[00:23:49] UPHOLD SUCH A DEMAND BY CBP FOR A GAG  
[00:23:52] ORDER AGAINST THE PORT. WE URGE THE PORT  
[00:23:54] COMMISSION TO TAKE IMMEDIATE ACTION TO  
[00:23:57] DIRECT THE POSTING OF APPROPRIATE PORT  
[00:23:59] SIGNAGE INFORMING TRAVELERS AT SEATAC OF  
[00:24:02] THEIR RIGHTS. THANK YOU.  
[00:24:05] THANK YOU, MR. HASBRO. NEXT SPEAKER?  
[00:24:08] YES. OUR NEXT SPEAKER IS OMAR LEE.  
[00:24:18] HELLO. MY NAME IS OMAR LEE. I'M THE  
[00:24:22] OWNER OF THREE LOCAL HOTELS,  
[00:24:25] HOTEL INTERURBAN IN TUKWILLA, HOTEL  
[00:24:28] INDIGO IN EVERETT MARINA AND THE LODGE  
[00:24:32] AT THE ST. EDWARD STATE PARK IN TAMPA.  
[00:24:35] WE AYE SPEAKING IN SUPPORT OF THE  
[00:24:37] UPCOMING ALASKA CRUISE SEASON.  
[00:24:41] THE TOURISM AND HOSPITALITY INDUSTRY HAS  
[00:24:44] BEEN SEVERELY IMPACTED BY THE PROLONG  
[00:24:48] KOBE GLOBAL PANAMA. THIS WAS CERTAINLY  
[00:24:51] SEEN WITHIN THE CRUISE INDUSTRY ITSELF,  
[00:24:54] OUR HOTELS AND THEIR RESTAURANTS, AS  
[00:24:57] WELL AS OUR TEAM MEMBERS AND THEIR  
[00:25:01] FAMILIES. WITH MANY SEGMENTS OF THE  
[00:25:04] TRAVEL STILL SIGNIFICANTLY DEPRESSED, I  
[00:25:07] CANNOT EMPHASIZE THE IMPORTANCE OF  
[00:25:10] CRUISE AND THE MANY THOUSANDS OF HOTEL  
[00:25:14] GUESTS THAT COME TO EXPERIENCE  
[00:25:18] OUR REGION BEFORE AND AFTER THEIR  
[00:25:20] CRUISES. FROM A PERSONAL STANDPOINT,  
[00:25:23] OUR FAMILY AYE CRUISES. WE LOVE TAKING  
[00:25:27] CRUISES AND HAVE THE OPPORTUNITY TO  
[00:25:30] EXPLORE NEW AREAS. AND IT'S  
[00:25:34] CHECKING ONCE AND IT'S VERY RELAXED AND  
[00:25:36] YOU DON'T HAVE TO WORRY ABOUT CHECKING  
[00:25:39] IN AND OUT WITH DIFFERENT HOTEL ROOM AND  
[00:25:42] WHERE TO EAT. I THINK THE CRUISING  
[00:25:46] IS A VERY FUN WAY OF  
[00:25:49] TRAVELING, TAKING FAMILY VACATION.  
[00:25:53] SO THANK YOU, COMMISSIONERS, FOR YOUR  
[00:25:55] ROLE IN DRIVING A POSITIVE ECONOMIC  
[00:25:58] IMPACT ACROSS THE REGION, ESPECIALLY IN  
[00:26:01] THE COMING SEASON. AS WE STRIVE TO  
[00:26:04] SUSTAIN OUR HOTELS AND THE RESTAURANTS,  
[00:26:07] WE DO NOT TAKE IT FOR GRANTED. THANK YOU  
[00:26:10] VERY MUCH FOR YOUR TIME.  
[00:26:13] THANK YOU, MR. LEE. NEXT SPEAKER? YES.  
[00:26:17] OUR NEXT SPEAKER IS JODY ALBERTS.  
[00:26:21] GOOD AFTERNOON. MY NAME IS JODI ALBERT,  
[00:26:24] AND TODAY I'M SPEAKING IN MY

[00:26:25] PROFESSIONAL CAPACITY AS HEAD OF  
[00:26:26] GOVERNMENT AFFAIRS FOR THE BELLEVUE  
[00:26:28] CHAMBER OF COMMERCE. I'M PROVIDING  
[00:26:30] COMMERCE TO THE COMMISSIONER TODAY IN  
[00:26:31] SUPPORT OF THE CRUISE SHIP INDUSTRY AND  
[00:26:33] THE VAST BENEFITS THIS PROVIDES TO LOCAL  
[00:26:35] BUSINESSES AND RESIDENTS THROUGHOUT OUR  
[00:26:37] REGION. IN THE CITY OF BELLEVUE, OUR  
[00:26:40] BUSINESS COMMUNITY CONTINUES TO FILL THE  
[00:26:41] CHILLING EFFECTS OF THE PANDEMIC, BUT AS  
[00:26:43] CIRCUMSTANCES IMPROVE, IT IS IMPERATIVE  
[00:26:45] WE ENCOURAGE OUR LOCAL LEADERS TO MAKE  
[00:26:47] DECISIONS THAT ARE BASED ON SUPPORTING  
[00:26:49] THE CONTINUED DELICATE RECOVERY OF OUR  
[00:26:51] REGIONAL ECONOMY. THIS IS ESPECIALLY  
[00:26:53] IMPORTANT FOR INDUSTRIES THAT HAVE BEEN  
[00:26:55] DEEPLY AFFECTED THESE LAST TWO YEARS,  
[00:26:57] AND WE'RE AT THE BOTTOM OF THE 2020K  
[00:26:59] SHAPED RECOVERY. THERE IS NO BETTER  
[00:27:01] PLACE TO START THAN WITHIN OUR MAJOR  
[00:27:03] ECONOMIC DRIVERS SUCH AS THE CRUISE SHIP  
[00:27:05] TOURISM INDUSTRY. THE CRUISE INDUSTRY  
[00:27:07] GENERATES MILLIONS OF DOLLARS TO LOCAL  
[00:27:09] ECONOMIES LIKE OURS AND BELLEVUE CREWS  
[00:27:11] PROVIDES A VITAL ECONOMIC LINK FOR OUR  
[00:27:13] LOCAL BUSINESS COMMUNITY THAT SUPPORTS  
[00:27:15] SERVICES SUCH AS LODGING,  
[00:27:16] ENTERTAINMENT, FOOD AND BEVERAGE,  
[00:27:18] RETAIL, AND SO MUCH MORE. PREPANDEMIC  
[00:27:21] ECONOMIC INDICATORS SHOW THE CRUISE  
[00:27:23] INDUSTRY GENERATED UPWARDS OF \$900  
[00:27:25] MILLION ANNUALLY IN LOCAL BUSINESS  
[00:27:27] REVENUE, WITH EACH SHIP GENERATING AN  
[00:27:29] AVERAGE 4.2 MILLION TO THE STATE'S  
[00:27:31] ECONOMY AND SUPPORTING MORE THAN 500  
[00:27:33] LOCAL JOBS. THESE JOBS WILL CERTAINLY BE  
[00:27:37] CRITICAL AS WASHINGTONIANS REENTER THE  
[00:27:38] WORKFORCE FOLLOWING THE PANDEMIC, A  
[00:27:40] PERSISTENT ISSUE THAT IS FACING STATE  
[00:27:42] ACROSS THE US. AS FOR THIS REASON, I  
[00:27:45] CANNOT EMPHASIZE ENOUGH OUR SUPPORT FOR  
[00:27:47] THE RETURN OF A THRIVING AND VIBRANT  
[00:27:48] CRUISE SHIP ECONOMY. I WOULD ENCOURAGE  
[00:27:50] THE COMMISSIONER CHO CONTINUE TO CONSIDER  
[00:27:52] NOT ONLY THE CRUISE INDUSTRY DIRECTLY,  
[00:27:54] BUT THE GREATER REGIONAL ECONOMY MADE UP  
[00:27:56] OF THOUSANDS OF SMALL AND MEDIUM SIZED  
[00:27:58] BUSINESSES THAT DIRECTLY AND INDIRECTLY  
[00:28:00] SUPPORT IT SUPPORTS HERE IN WESTERN  
[00:28:03] WASHINGTON. I'D LIKE TO PERSONALLY THANK  
[00:28:05] THE PORT COMMISSION EXECUTIVE DIRECTOR,  
[00:28:07] STEVE METRUCK, AND MANAGING DIRECTOR FOR  
[00:28:09] MARITIME, STEPHANIE JONES, STEPPING FOR  
[00:28:11] THEIR LEADERSHIP TO SAFELY RESTART  
[00:28:13] CRUISE. THANK YOU FOR ALLOWING ME TO  
[00:28:15] PROVIDE COMMENTS IN SUPPORT OF A ROBUST  
[00:28:16] AND STRONG RESURGENCE OF OUR REGION'S  
[00:28:19] CRUISE TOURISM INDUSTRY. THANK YOU, MS.  
[00:28:22] ALBERT. NEXT SPEAKER? YES. OUR NEXT  
[00:28:25] SPEAKER IS BARBARA MCMICHAEL.  
[00:28:36] OH, HELLO. I'M BARBARA MCMICHAEL.  
[00:28:39] I LIVE NURSING TECH AIRPORT, AND I WORK  
[00:28:41] FOR SO CALLED CULTURE, WHICH IS A

[00:28:42] COALITION OF MANY DIFFERENT CULTURAL  
[00:28:44] ORGANIZATIONS THROUGHOUT SOUTH KING  
[00:28:45] COUNTY. AMONG OUR IMPERATIVES. SOKO HAS  
[00:28:48] AN ENGAGING TREES INITIATIVE BECAUSE WE  
[00:28:50] RECOGNIZED SEVERAL YEARS AGO THAT TREES  
[00:28:52] ARE A VITAL PART OF OUR CULTURAL  
[00:28:54] IDENTITY. TWO MINUTES ISN'T LONG ENOUGH  
[00:28:56] TO TALK ABOUT THE DIFFERENT FACETS OF  
[00:28:58] THIS INITIATIVE, BUT I'M HERE TODAY TO  
[00:29:00] SPEAK IN SUPPORT OF THE EFFORTS TO  
[00:29:02] PRESERVE NORTH SEA PACK PARK AND TO  
[00:29:04] PREVENT DEVELOPMENT OF THE FORESTED LAND  
[00:29:06] AROUND IT. I FLY VERY RARELY, BUT IN  
[00:29:09] FEBRUARY, MY HUSBAND AND I MADE A LONG  
[00:29:11] POSTPONED TRIP TO VISIT OUR DAUGHTER IN  
[00:29:12] NEW YORK. AND ON THE FLIGHT BACK, WE  
[00:29:14] WERE SITTING NEXT TO A YOUNG SILICON  
[00:29:16] VALLEY ENGINEER WHO WAS RETURNING FROM  
[00:29:17] AYE. FIRST TRIP TO THE BIG APPLE AND  
[00:29:19] NEEDED TO CATCH A CONNECTING FLIGHT HERE  
[00:29:21] TO GET BACK TO CALIFORNIA. HE NEVER BEEN  
[00:29:23] TO OUR REGION BEFORE, AND ON OUR  
[00:29:25] APPROACH TO SEATTLE FROM THE NORTH WHEN  
[00:29:28] WE FINALLY BROKE THROUGH THE CLOUD COVER  
[00:29:29] AND HE SAW THE LANDSCAPE BELOW. AND THE  
[00:29:31] FIRST COMMENT WAS, IT'S SO GREEN.  
[00:29:34] I LIVE IN A NEIGHBORHOOD SOUTH OF THE  
[00:29:37] AIRPORT THAT HAS BEEN PROFOUNDLY  
[00:29:38] AFFECTED BY THE LOSS OF TREES IN THE  
[00:29:40] MOVE TO BUILD A CONNECTING FREEWAY  
[00:29:41] BETWEEN BURIEN AND I FIVE. THIS HAPPENED  
[00:29:44] IN LARGE PART BECAUSE THE PORT WANTED TO  
[00:29:46] FACILITATE THE MOVEMENT OF FREIGHT OUT  
[00:29:47] OF THE AIRPORT TO POINTS SOUTH. MY  
[00:29:50] NEIGHBORHOOD HAS LOST THOUSANDS OF  
[00:29:52] MATURE TREES OVER THE LAST COUPLE OF  
[00:29:54] YEARS. WE HAVE BEEN ROBBED OF OUR TREE  
[00:29:56] CANOPY, AND I'M STILL GRIEVING. I HOPE  
[00:29:59] THAT THIS ITERATION OF THE PORT  
[00:30:00] COMMISSION UNDERSTANDS THAT YOU HAVE THE  
[00:30:03] PROFOUND RESPONSIBILITY TO MAKE  
[00:30:05] DECISIONS THAT WILL LEAD US AWAY FROM  
[00:30:07] WHAT THE UNITED NATIONS  
[00:30:08] INTERGOVERNMENTAL PANEL ON CLIMATE  
[00:30:10] CHANGE HAS SAID WILL BE A CLIMATE HORROR  
[00:30:13] STORY IN THE NEXT THREE YEARS UNLESS  
[00:30:16] GOVERNMENTS EVERYWHERE DO NOT REASSESS  
[00:30:18] THEIR ENERGY POLICIES AND STOP INVESTING  
[00:30:20] IN CLIMATE CHOKING INDUSTRIES. THAT  
[00:30:23] MEANS STOP BUILDING WAREHOUSES, STOP  
[00:30:25] BUILDING FREEWAYS, AND STOP TAKING DOWN  
[00:30:27] TREES. THANK YOU. THANK YOU,  
[00:30:31] MS. MCMICHAEL. NEXT SPEAKER.  
[00:30:34] YES. OUR NEXT SPEAKER IS ROBIN BRIGGS.  
[00:30:40] HI. MY NAME IS ROBIN BRIGGS, AND I LIVE  
[00:30:42] IN KING COUNTY. AFTER THE RECENT IPCC  
[00:30:46] REPORT CAME OUT, I SAW A HEADLINE THAT  
[00:30:47] READ, EARTH ON TRACK TO BE UNLIVABLE.  
[00:30:49] SEE STORY ON A THREE. ALL HUMANS WILL  
[00:30:53] DIE IF WE DON'T CHANGE OUR BEHAVIOR,  
[00:30:54] BUT SOMEHOW THAT DOES NOT GO ON PAGE ONE  
[00:30:57] WITH STORIES THAT MERIT OUR FULL  
[00:30:58] ATTENTION. IT ENDS UP BURIED IN THE BACK

[00:31:00] PAGES, AS MANY PEOPLE ARE. AND AS I'M  
[00:31:03] GUESSING MOST OF YOU ARE, I AM CONCERNED  
[00:31:05] ABOUT THE CLIMATE AND I DON'T THINK WE  
[00:31:07] SHOULD BE IGNORING IT. WILDFIRES CAUSED  
[00:31:09] SMOKE, WHICH IS REALLY BAD FOR ALL OF  
[00:31:11] US. BUT LAST YEAR, WILDFIRES ACTUALLY  
[00:31:14] CAME INTO THE URBAN CORE IN PORTLAND AND  
[00:31:15] PEOPLE HAD TO EVACUATE. HOW LONG BEFORE  
[00:31:18] THEY COME HERE? WE'RE IN THE MIDDLE OF A  
[00:31:20] 1200 YEAR DROUGHT IN CALIFORNIA, WHERE  
[00:31:22] MUCH OF OUR FOOD IS GROWN. WE ARE  
[00:31:24] BEGINNING TO EXPERIENCE WHAT IS COMING  
[00:31:26] IF WE DO NOTHING. SO WE HAVE THAT ON THE  
[00:31:29] ONE HAND, EARTH ON TRACK TO BE  
[00:31:31] UNLIVABLE, AND ON THE OTHER HAND, WE  
[00:31:33] HAVE CRUISE SHIP SAILINGS AT AN ALL TIME  
[00:31:35] HIGH. CRUISE SHIPS CAUSE A LOT OF  
[00:31:37] GREENHOUSE GAS EMISSIONS, AND FRANKLY,  
[00:31:40] THEY ARE NOT A NECESSARY ACTIVITY. WE  
[00:31:42] DON'T NEED THEM THE WAY WE NEED CLEAN  
[00:31:44] AIR, FOOD, CONCRETE, AND STEEL. WHY ARE  
[00:31:47] WE HAVING SO MANY SAILINGS AND WHY WOULD  
[00:31:49] WE THINK THAT THIS IS GOOD? WE NEED TO  
[00:31:51] MAKE CHOICES, CUT BACK OR DECARBONIZE IF  
[00:31:55] CREWS CAN'T OR WON'T DECARBONIZE. LET'S  
[00:31:57] HAVE FEWER SAILINGS WHILE THEY FIGURE IT  
[00:31:59] OUT. BUT GROWING IT AS A BUSINESS,  
[00:32:02] THAT'S NOT GOOD FOR THE REGION AND IT'S  
[00:32:04] NOT GOOD FOR THE PLANET EITHER. THANK  
[00:32:06] YOU VERY MUCH. THANK YOU.  
[00:32:09] MS. BRIGGS, NEXT SPEAKER. YES. OUR NEXT  
[00:32:12] SPEAKER IS NOW AMY MAXWELL.  
[00:32:17] HELLO THERE. THANK YOU FOR TAKING MY  
[00:32:18] COMMENTS TODAY. THE PORT SUSTAINABLE  
[00:32:20] AIRPORT MASTER PLAN AND STRATEGIC REAL  
[00:32:22] ESTATE PLAN CONTAIN PROPOSALS TO  
[00:32:24] COMMERCIALLY DEVELOP AN ESTIMATED 100  
[00:32:26] ACRES OF MOSTLY TREE COVERED LAND IN THE  
[00:32:29] COMMUNITY NEAR NORTH SEATAC AIRPORT. THAT  
[00:32:31] INCLUDES 31 ACRES OF OLD FOREST AND  
[00:32:33] BICYCLE TRAILS. INSIDE NORTH SEATAC PARK,  
[00:32:36] ALL THE FOREST STATION WOULD BE THE CITY  
[00:32:38] OF SEATAC, WHICH, ACCORDING TO KING  
[00:32:40] COUNTY 30 YEAR FOREST PLAN, HAS ALMOST  
[00:32:42] THE LOWEST TREE CANOPY IN THE COUNTY  
[00:32:44] RANKED 40 OUT OF 45 CITIES. IT WOULD  
[00:32:46] TAKE PLACE WHERE PUBLIC HEALTH SEATTLE  
[00:32:48] KING COUNTY RECOMMENDS INCREASING TREES  
[00:32:50] AND GREEN SPACE TO PROTECT RESIDENTS  
[00:32:51] FROM AIRPORT POLLUTION THAT'S SHORTENING  
[00:32:53] LIVES, CAUSING LEARNING PROBLEMS IN  
[00:32:54] CHILDREN AND CAUSING BABIES TO BE BORN  
[00:32:57] UNDERWEIGHT AND PREMATURELY. IT WOULD  
[00:32:59] TAKE PLACE IN NEIGHBORHOODS AT THE STATE  
[00:33:00] DEPARTMENT OF HEALTH RANKS AT THE VERY  
[00:33:02] HIGHEST LEVEL. TEN OUT OF TEN FOR  
[00:33:03] ENVIRONMENTAL HEALTH DISPARITIES.  
[00:33:05] DEVELOPING INSIDE THE PARK WOULD BE A  
[00:33:07] SPECIAL FLAVOR OF BETRAYAL BY THE PORT  
[00:33:09] AS THE PARK WAS CREATED TO COMPENSATE  
[00:33:11] AREA RESIDENTS FOR CUMULATIVE IMPACTS AT  
[00:33:13] THE AIRPORT, WHICH ARE ONLY INCREASING.  
[00:33:15] DEVELOPING INSIDE THE PARK WOULD BE

[00:33:18] COUNTER TO THE SEATAC COMMUNITIES PLAN  
[00:33:20] ADOPTED BY THE PORT OF SEATTLE AND KING  
[00:33:22] COUNTY AS ORDINANCE 2883 IN SEPTEMBER  
[00:33:25] JUNET 1976, WHICH STATED THAT FUTURE  
[00:33:27] USES OF THE LAND THE PARK IS NOW ON  
[00:33:29] SHOULD NOT, QUOTE FURTHER DEGRADE THE  
[00:33:31] ENVIRONMENT OR RESIDENTIAL USES OF THE  
[00:33:33] NEIGHBORHOODS. FOR THESE REASONS, I WANT  
[00:33:35] TO FIRST THANK COMMISSIONERS AND PORT  
[00:33:36] STAFF FOR HOLDING OFF ON DEVELOPING  
[00:33:38] INSIDE THE PARK WHILE COMPLETING AN  
[00:33:39] INVENTORY OF THE THREATENED AREA OF THE  
[00:33:41] PARK. AND THANK YOU FOR WORKING WITH THE  
[00:33:43] CITY OF SEATAC RECENTLY TO EXPLORE HOW  
[00:33:45] THAT CITY MIGHT TAKE OWNERSHIP OF THE  
[00:33:46] PARK IN ORDER TO PRESERVE IT AS A PARK  
[00:33:48] IN PERPETUITY. AND I WANT TO URGE THAT  
[00:33:50] THE PORT TAKE THE BOLD STEP, WHICH WOULD  
[00:33:52] MAKE IT A NATIONAL LEADER IN AIRPORT  
[00:33:54] JUSTICE, TO HALT YOUR EXTENSIVE  
[00:33:56] DEFORESTATION PLANS UNTIL YOU CAN WORK  
[00:33:59] WITH RELEVANT JURISDICTIONS TO ENACT A  
[00:34:01] COMPREHENSIVE COMMUNITY FOREST PLAN TO  
[00:34:03] PROTECT THE HEALTH AND QUALITY OF LIFE  
[00:34:05] OF PEOPLE LIVING NEAR THE AIRPORT, AND  
[00:34:07] TO PROTECT THE ICONIC NORTHWEST BEAUTY  
[00:34:09] OF OUR COMMUNITY, WHICH, AFTER ALL, IS A  
[00:34:11] MAJOR GATEWAY TO THE EVERGREEN STATE.  
[00:34:13] PLEASE BE VISIONARY AND BOLD. PLEASE  
[00:34:15] DON'T LEAVE US IN THE DUST. THANK YOU.  
[00:34:19] THANK YOU. MS. MAXWELL, NEXT SPEAKER.  
[00:34:22] YES. OUR NEXT SPEAKER IS AMY BURNS.  
[00:34:28] HELLO. I AM AMY BURNS, CO PRESIDENT AT  
[00:34:31] ANTHONY'S RESTAURANTS, AND I'M SPEAKING  
[00:34:33] TO YOU TODAY IN SUPPORT OF THE UPCOMING  
[00:34:35] ALASKA CRUISE SEASON. THE TOURISM AND  
[00:34:38] HOSPITALITY INDUSTRY HAS BEEN  
[00:34:41] DISPROPORTIONATELY IMPACTED BY THE  
[00:34:43] PROLONGED COVID 19 GLOBAL PANDEMIC.  
[00:34:46] THIS WAS CERTAINLY SEEN WITHIN CRUISE  
[00:34:48] ITSELF, BUT ALSO RESTAURANTS, HOTELS,  
[00:34:51] RETAIL, MUSEUMS AND ATTRACTIONS THAT  
[00:34:55] HAVE SUFFERED IMMENSELY, INCLUDING OUR  
[00:34:57] LOCATION AT PIER 66. FOR THE LAST TWO  
[00:35:01] YEARS, WE'VE BEEN UNABLE TO PROVIDE JOBS  
[00:35:03] FOR OUR TEAM MEMBERS WHO HAVE BEEN WITH  
[00:35:04] US FOR MANY YEARS, AND WITH THE LACK OF  
[00:35:07] TOURISM, MANY HAVE GONE TO OTHER  
[00:35:10] INDUSTRIES. IN 2019, PRIOR TO THE  
[00:35:14] PANDEMIC, TOURISM WAS AT AN ALL TIME  
[00:35:16] HIGH 8.1 BILLION IN SEATTLE AND KING  
[00:35:19] COUNTY, CREATING AN ABUNDANCE OF JOBS.  
[00:35:22] WE HAVE YEARS TO RECOVER BEFORE WE CAN  
[00:35:25] GET BACK TO THOSE PREP ENDEMIC LEVELS OF  
[00:35:27] VISITATION AND ECONOMIC IMPACT. AND  
[00:35:30] CRUISE IS ONE OF THE MOST RELIABLE  
[00:35:32] TRAVEL DEMAND GENERATORS IN OUR REGION.  
[00:35:35] SO I APPLIED THE PORT OF SEATTLE FOR NOT  
[00:35:38] ONLY CREATING THE ECONOMIC IMPACT, BUT  
[00:35:40] ALSO FOR SERVING AS ONE OF THE SAFEST  
[00:35:42] CRUISE HOME PORTS IN THE WORLD  
[00:35:45] THROUGHOUT THE PANDEMIC, FOR GROWING  
[00:35:47] CREWS IN AN ENVIRONMENTALLY CONSCIOUS

[00:35:49] WAY, ENSURING BUSINESSES REMAIN  
[00:35:52] SUSTAINABLE FOR OUR REGION AND DECADES  
[00:35:54] TO COME. SO THANK YOU, COMMISSIONERS,  
[00:35:56] FOR YOUR ROLE IN DRIVING ECONOMIC IMPACT  
[00:35:59] ACROSS OUR REGION, HELPING PROVIDE MORE  
[00:36:02] JOBS TO PEOPLE IN THE DOWNTOWN CORRIDOR.  
[00:36:05] OUR LOCAL SEATTLE BUSINESSES AND  
[00:36:07] FAMILIES DEPEND ON IT. THANK YOU.  
[00:36:11] THANK YOU, MS. BURNS. THAT CONCLUDES OUR  
[00:36:15] LIST OF SIGN UPS FOR TODAY. IS THERE  
[00:36:16] ANYONE ELSE PRESENT WHO DIDN'T SIGN UP  
[00:36:18] BUT WHO WISHES TO ADDRESS THE  
[00:36:19] COMMISSION? MR. COMMISSION PRESIDENT,  
[00:36:21] WE DID HAVE A LATE SIGN UP FROM A  
[00:36:23] HEATHER PRICE. WONDERFUL. GO AHEAD. MS.  
[00:36:26] PRICE? YES. AYE.  
[00:36:29] I'M DR. HEATHER PRICE. I'M AN  
[00:36:31] ATMOSPHERIC CHEMIST, AND MY PHD FOCUSED  
[00:36:34] ON AIR POLLUTION, AND MY POSTDOCTORAL  
[00:36:37] RESEARCH FOCUSED ON CLIMATE SCIENCE WITH  
[00:36:38] THE UNIVERSITY OF WASHINGTON'S PROGRAM  
[00:36:39] ON CLIMATE CHANGE AND ALSO WITH RESEARCH  
[00:36:41] GROUPS AT HARVARD. SO YOU PROBABLY  
[00:36:44] ALREADY KNOW THAT THE LATEST IPCC REPORT  
[00:36:47] IS OUT. IT'S NOT NEWS THAT WE'RE  
[00:36:51] IN A CRISIS. WE'RE IN A FOSSIL FUELLED  
[00:36:53] CLIMATE CRISIS. AND THE PORT  
[00:36:56] COMMISSIONERS, YOU ARE THE LEADERS THAT  
[00:36:59] THE IPCC REPORT IS REFERRING TO. YOU  
[00:37:01] AYE, THE LEADERS WHO EVERY CHOICE YOU  
[00:37:03] MAKE. IT EITHER HELPS TO PERPETUATE THE  
[00:37:06] CURRENT HARMFUL SYSTEMS THAT ARE CAUSING  
[00:37:08] THE CLIMATE CRISIS, OR YOU MAKE CHOICES  
[00:37:11] THAT ARE IN ALIGNMENT WITH THE SCIENCE  
[00:37:12] AND THE URGENCY OF ADDRESSING THE  
[00:37:14] CLIMATE CRISIS. YOUR LATEST MOVE TO DO  
[00:37:18] ADVERTISING WORLDWIDE TO BRING RICH  
[00:37:22] PEOPLE WHO ARE RESPONSIBLE FOR THE  
[00:37:23] CLIMATE CRISIS TO SEATTLE PERPETUATES  
[00:37:27] THE CLIMATE CRISIS. PLEASE DON'T DO  
[00:37:28] THAT. PLEASE THINK ABOUT EVERY CHOICE  
[00:37:31] THAT YOU MAKE, EVERY CHOICE, EVERY  
[00:37:32] DECISION THAT YOU MAKE AS A LEADER. YOU  
[00:37:34] ARE EITHER CREATING THE SYSTEMS THAT ARE  
[00:37:37] GOING TO SOLVE THIS PROBLEM OR YOU'RE  
[00:37:40] PERPETUATING THE SYSTEMS THAT ARE  
[00:37:41] CAUSING HARM AROUND THE WORLD. AND IT'S  
[00:37:44] NOT THESE RICH PEOPLE WHO ARE BEING  
[00:37:46] HURT. FIRST AND WORST, ALTHOUGH WE ARE  
[00:37:49] ONE IN THREE AMERICANS EXPERIENCED A  
[00:37:51] CLIMATE DISASTER IN 2021. ANY OF US  
[00:37:54] LIVING IN THE PUGET SOUND LIVED THROUGH  
[00:37:55] THE HEAT DOME EVENT. IT WAS THE  
[00:37:57] DEADLIEST WEATHER EVENT IN CANADA THAT'S  
[00:38:01] EVER BEEN RECORDED AND ALSO FOR THE  
[00:38:03] PACIFIC NORTHWEST. HUNDREDS OF PEOPLE  
[00:38:05] DIED, OVER 200 PEOPLE JUST IN BC AND  
[00:38:09] HUNDREDS HERE IN THE PACIFIC NORTHWEST.  
[00:38:11] WE'RE ALREADY LIVING WITH THE  
[00:38:13] CONSEQUENCES. PLEASE, PLEASE THINK  
[00:38:16] DEEPLY ABOUT THE CHOICES YOU MAKE WHEN  
[00:38:18] YOU'RE MAKING DECISIONS. EVERY CHOICE  
[00:38:22] TOUCHES CLIMATE AND TOUCHES CLIMATE

[00:38:24] JUSTICE IN PARTICULAR. THANK YOU SO  
[00:38:26] MUCH. THANK YOU, DR. PRICE. I THINK WITH  
[00:38:29] THAT, WE'VE CONCLUDED OUR SIGN UPS FOR  
[00:38:31] TODAY. SO IS THERE ANYONE ELSE PRESENT  
[00:38:32] WHO DIDN'T SIGN UP BUT WHO WISHES TO  
[00:38:34] ADDRESS THE COMMISSION?  
[00:38:39] OKAY. AT THIS TIME, I'LL ASK THE CLERK  
[00:38:41] TO PLEASE GIVE US AN OFFICE OF ANY  
[00:38:43] WRITTEN COMMENTS THAT WE'VE RECEIVED.  
[00:38:46] GOOD AFTERNOON, MEMBERS OF THE  
[00:38:47] COMMISSIONER, COMMISSION CHIEF OF STAFF  
[00:38:49] RICHARD AND EXECUTIVE DIRECTOR METRUCK.  
[00:38:51] WE HAVE RECEIVED FIVE WRITTEN COMMENTS  
[00:38:52] FOR TODAY'S MEETING. THE FIRST COMES  
[00:38:54] FROM IRIS ANTMAN, MEMBER OF SEATTLE  
[00:38:56] CRUISE CONTROL. HE WRITES TO ASK THE  
[00:38:58] PORT TO TAKE THE GROWING THREAT OF  
[00:39:00] SPECIES EXTINCTION, INCLUDING HUMAN  
[00:39:02] BEINGS AND ENVIRONMENTAL DEVASTATION BY  
[00:39:05] RUNAWAY GLOBAL WARMING CAUSED PRIMARILY  
[00:39:07] BY BURNING FOSSIL FUELS, SERIOUSLY. SHE  
[00:39:09] CITES WG THREE OF THE MOST RECENT  
[00:39:12] INTERGOVERNMENTAL PANEL ON CLIMATE  
[00:39:14] CHANGE REPORT FROM THE UN THAT STATES A  
[00:39:16] FAILURE TO PEAK AND REDUCE EMISSIONS IN  
[00:39:18] THE COMING DECADE WILL PUT PARIS  
[00:39:20] AGREEMENT GOALS INCREASINGLY OUT OF  
[00:39:21] REACH. SHE ALSO NOTES THAT PORT  
[00:39:24] RECRUITING EFFORTS IN THE UK AND EUROPE  
[00:39:26] ARE NOT RESPONDING TO A DEMAND, BUT  
[00:39:28] RATHER CREATING ONE. SHE ASKED FOR A  
[00:39:30] RETRACTION OF THE CONTRACT TO EXPAND  
[00:39:32] CRUISING MARKETS AND REPURPOSING OF THE  
[00:39:33] FUNDS TO DEVELOP NEW CLEAN INDUSTRIES  
[00:39:35] AND SOURCES OF EMPLOYMENT. MARIEL  
[00:39:38] STEVENSON FROM KETCHIKAN, ALASKA,  
[00:39:40] WRITES REGARDING CLIMATE CONCERNS  
[00:39:42] RELATED TO CRUISE THROUGH ALASKAN WATERS  
[00:39:44] AND COMPLIANCE WITH ENVIRONMENTAL  
[00:39:45] REGULATIONS. SAI HON OF THE ASIAN  
[00:39:49] COUNSELING AND REFERRAL SERVICE  
[00:39:51] SUBMITTED WRITTEN COMMENTS AND SUPPORT  
[00:39:52] OF THE PORT HIGH SCHOOL INTERNSHIP  
[00:39:54] PROGRAM IN AGENDA ITEM ELEVEN D. AND  
[00:39:57] THEN JORDAN VAN BOSS AND EDWARD HASBROKE  
[00:39:59] BOTH SUBMITTED WRITTEN COMMENTS  
[00:40:00] SUPPORTING THEIR SPOKEN COMMENTS TODAY.  
[00:40:02] AND THAT CONCLUDES OUR WRITTEN COMMENTS  
[00:40:04] RECEIVED. THANK YOU, CLARK. EACH TIME  
[00:40:08] WE DO THIS PUBLIC COMMENT, I ALWAYS FEEL  
[00:40:11] ATTENTION BECAUSE IT'S NOT A DIALOGUE.  
[00:40:13] IT IS A TIME FOR THE COMMISSION TO  
[00:40:14] LISTEN TO THE PUBLIC. BUT THERE ARE VERY  
[00:40:16] CONCRETE ASKS THAT OUR PUBLIC COMMENTERS  
[00:40:19] MAKE SOMETIMES. AND IT DOES FEEL LIKE IT  
[00:40:21] MAY SEEM LIKE WE'RE IGNORING YOU. WE'RE  
[00:40:23] NOT IGNORING YOU. WE JUST RECOGNIZE THIS  
[00:40:25] IS OUR TIME TO LISTEN. AND WE'RE TAKING  
[00:40:27] DILIGENT NOTES OURSELVES AND OUR STAFF  
[00:40:29] TO MAKE SURE THAT WE RESPOND TO EVERY  
[00:40:31] CONCRETE ASK THAT IS MADE. AND SO FOR  
[00:40:34] THOSE WHO COMMENTED, THOSE WHO ARE  
[00:40:35] LISTENING, AND PLEASE KNOW WE TAKE ALL



[00:40:36] OF THESE COMMENTS VERY SERIOUSLY. AND WE  
[00:40:38] DO RESPOND TO THE VERY CONCRETE ASKS  
[00:40:40] THAT ARE MADE. SO HEARING NO FURTHER  
[00:40:42] PUBLIC TESTIMONY, WE'RE GOING TO MOVE ON  
[00:40:44] TO THE CONSENT AGENDA. ITEMS ON THE  
[00:40:46] CONSENT AGENDA ARE CONSIDERED ROUTINE  
[00:40:48] AND WILL BE ADOPTED BY ONE MOTION.  
[00:40:51] ITEMS REMOVED FROM THE CONSENT AGENDA  
[00:40:52] WILL BE CONSIDERED SEPARATELY  
[00:40:54] IMMEDIATELY AFTER ADOPTION OF THE  
[00:40:55] REMAINING CONSENT AGENDA ITEMS. AT THIS  
[00:40:58] TIME, THE CHAIR WILL ENTERTAIN A MOTION  
[00:40:59] TO APPROVE THE CONSENT AGENDA COVERING  
[00:41:01] ITEMS EIGHT, ABCDEFG AND H.  
[00:41:04] I WROTE THE ENTIRE ALPHABET,  
[00:41:09] RIGHT? ALL SECONDS.  
[00:41:12] TERRIFIC. THE MOTION HAS BEEN MADE. AND  
[00:41:15] SECONDED, PLEASE,  
[00:41:18] COMMISSIONER, SAY AYE OR NAY WHEN YOUR NAME  
[00:41:20] IS CALLED, BEGINNING WITH COMMISSIONER  
[00:41:22] MOHAMED AYE. THANK YOU,  
[00:41:26] COMMISSIONER CHO AYE. THANK YOU,  
[00:41:29] COMMISSIONER CALKINS. AYE. THANK YOU.  
[00:41:32] YOU HAVE THREE AYES AND ZERO NAYS FOR  
[00:41:33] THIS ITEM. ALRIGHT. AND WITH THAT, THE  
[00:41:35] MOTION PASSES 1  
[00:41:39] SECOND. I JUMP TO OUR NEW.  
[00:41:42] ALRIGHT. WE NOW MOVE ON TO NEW BUSINESS.  
[00:41:45] WE HAVE TWO ITEMS BEFORE US TODAY.  
[00:41:47] RICARD, WILL YOU PLEASE READ THE FIRST  
[00:41:49] ITEM? AND THEN WE'RE GOING TO HEAR FROM  
[00:41:51] STRATEGIC ADVISOR TYLER EMSKI, WHO IS  
[00:41:54] IN THE COMMISSION OFFICE FOR  
[00:41:56] INTRODUCTION. THANK YOU. THIS IS AGENDA  
[00:41:58] ITEM TEN A ORDER NUMBER 2022.  
[00:42:01] FIVE. IN ORDER TO INCREASE THE THREE  
[00:42:04] YEAR INVESTMENT IN THE YOUTH CAREER  
[00:42:06] LAUNCH PROGRAM FROM \$2.1 MILLION TO \$4.1  
[00:42:09] MILLION.  
[00:42:15] THANK YOU. CLERK HART AND COMMISSIONER  
[00:42:17] CALKINS. MY NAME IS TYLER HEMSKEY AND  
[00:42:19] I AM A STRATEGIC ADVISOR IN THE  
[00:42:21] COMMISSIONER OFFICE. I'M HERE TODAY TO  
[00:42:23] PRESENT ON THIS ORDER TO INCREASE THE  
[00:42:25] PORT'S THREE YEAR INVESTMENT IN THE  
[00:42:28] YOUTH CAREER LAUNCH PROGRAM.  
[00:42:31] SO IN 2021, THE PORT OF SEATTLE  
[00:42:35] COMMISSION ENGAGED COMMUNITY  
[00:42:36] STAKEHOLDERS IN A SERIES OF 13 LISTENING  
[00:42:39] SESSIONS RELATED TO THE PORT'S ROLE IN  
[00:42:41] ECONOMIC RECOVERY FROM THE EFFECTS OF  
[00:42:43] THE COVID-19 PANDEMIC. DURING THESE  
[00:42:46] LISTENING SESSIONS, COMMISSIONER  
[00:42:47] REPEATEDLY HEARD ABOUT THE NEED FOR  
[00:42:49] ADDITIONAL WORKFORCE DEVELOPMENT  
[00:42:51] EFFORTS, INCREASED VISIBILITY OF PORT  
[00:42:54] INDUSTRY RELATED JOBS IN COMMUNITIES OF  
[00:42:56] COLOR, AND EXPANDED ACCESS TO QUALITY  
[00:42:59] LIVING WAGE JOBS FOR BLACK, INDIGENOUS  
[00:43:02] AND PEOPLE OF COLOR COMMUNITIES ACROSS  
[00:43:04] KING COUNTY. SO ONE OF THE WAYS THE PORT  
[00:43:06] HAS RESPONDED TO THIS COMMUNITY CALL TO  
[00:43:08] ACTION IS TO DOUBLE DOWN ON INCREASING

[00:43:11] ACCESS TO MARITIME CAREER PROGRAMS AND  
[00:43:13] OPPORTUNITIES. TO THIS EFFECT, THE  
[00:43:15] COMMISSION APPROVED THREE CRITICAL  
[00:43:17] PROGRAMS FOR 2022, THE YOUTH CAREER  
[00:43:20] LAUNCH PROGRAM, MARITIME HIGH SCHOOL,  
[00:43:23] AND THE MARITIME INDUSTRY LEADERSHIP  
[00:43:25] TABLE. SO THIS PROGRAMMING WAS MATCHED  
[00:43:28] UP WITH \$2.4 MILLION IN FUNDING,  
[00:43:31] AND IT WILL SUPPORT THE FRAMEWORK FOR A  
[00:43:33] COMPREHENSIVE AND CONNECTED REGIONAL  
[00:43:35] STRATEGY FOR THE FUTURE OF MARITIME  
[00:43:37] EMPLOYMENT IN KING COUNTY AND BEYOND.  
[00:43:40] THIS ADDITIONAL INVESTMENT WAS  
[00:43:42] IDENTIFIED FROM CRUISE REVENUE THAT IS  
[00:43:44] ANTICIPATED TO EXCEED 2022 BUDGET  
[00:43:47] PROJECTIONS. SO THAT'S THE \$2 MILLION  
[00:43:49] WE'RE TALKING ABOUT HERE. SO I'M GOING  
[00:43:51] TO GO AHEAD AND READ THE TEXT OF THE  
[00:43:53] ORDER HERE. THE PORTUGUESE COMMISSIONER  
[00:43:56] HEREBY DIRECTS THE EXECUTIVE DIRECTOR TO  
[00:43:58] INCREASE THE THREE YEAR INVESTMENT IN  
[00:44:00] THE YOUTH CAREER LAUNCH PROGRAM FROM  
[00:44:02] \$2.1 MILLION TO \$4.1 MILLION. THE \$2  
[00:44:05] MILLION INCREASE  
[00:44:08] IN FUNDING WILL SUPPORT MARITIME FOCUSED  
[00:44:10] CAREER LAUNCH OPPORTUNITIES AND  
[00:44:13] PROGRAMMING. SO THE EXECUTIVE DIRECTOR  
[00:44:16] SHALL REPORT TO THE COMMISSION BY NO  
[00:44:17] LATER THAN JUNE 14, 2022. THAT'S 63  
[00:44:21] DAYS FROM NOW WITH A DRAFT STRATEGY THAT  
[00:44:24] IDENTIFIES COLLABORATIONS WITH PARTNER  
[00:44:27] INSTITUTIONS AND THE RESOURCES NECESSARY  
[00:44:30] TO CONNECT YOUTH IN THE YOUTH CAREER  
[00:44:32] LAUNCH PROGRAM TO MARITIME FOCUSED  
[00:44:34] APPRENTICESHIPS, POST SECONDARY  
[00:44:36] INSTITUTIONS WITH PAID WORK BASED  
[00:44:38] LEARNING OR SECONDARY CAREER OR  
[00:44:41] TECHNICAL EDUCATION REQUIREMENTS, AND  
[00:44:43] OTHER OPTIONS. SO THIS CONCLUDES MY  
[00:44:46] PRESENTATION. I WILL NOW HAND IT BACK  
[00:44:48] OVER TO THE COMMISSION PRESIDENT FOR  
[00:44:51] COMMISSIONER REMARKS. I BELIEVE OEDI,  
[00:44:54] SENIOR DIRECTOR BOOTY GEYSER, AND  
[00:44:56] DIRECTOR OF MARITIME MAINTENANCE,  
[00:44:59] DELMAS WHITAKER ARE ON THE LINE AND  
[00:45:01] AVAILABLE TO HELP ANSWER ANY QUESTIONS  
[00:45:03] YOU MAY HAVE. COMMISSIONER, PRESIDENT  
[00:45:05] CALKINS. THANK YOU, TYLER. AND I'M  
[00:45:08] ACTUALLY GOING TO KICK IT TO  
[00:45:09] COMMISSIONER MOHAMED FOR THE FIRST  
[00:45:10] COMMENTS AND REMARKS.  
[00:45:15] THANK YOU. THANK YOU BOTH FOR THAT  
[00:45:18] INFORMATION. I'LL JUST SAY I AM A  
[00:45:22] PROUD SPONSOR OF THE CAREER  
[00:45:25] LAUNCH PROGRAM, AND REALLY THE GOAL  
[00:45:29] IS TO EXPAND THESE TYPES OF PROGRAMS IN  
[00:45:31] A WAY THAT TRANSLATES INTO LIVING WAGE  
[00:45:35] JOBS FOR OUR COMMUNITY, THAT HELPS BUILD  
[00:45:38] PARTNERSHIPS BETWEEN OUR MARITIME  
[00:45:41] INDUSTRY EMPLOYERS AND COMMUNITY  
[00:45:43] ORGANIZATIONS. AND FOR ME, THESE  
[00:45:47] MEANINGFUL INTERNSHIPS AND WORKFORCE  
[00:45:49] PROGRAMS REALLY REQUIRE MORE THAN JUST

[00:45:52] INCREASING NUMBERS OR FUNDS. IT REQUIRES  
[00:45:56] A TARGETED PIPELINE INTO THE WORKFORCE  
[00:45:59] FOR EVERYONE, ESPECIALLY FOR LOW INCOME,  
[00:46:03] FIRST GENERATION UNDERSERVED STUDENTS  
[00:46:05] WHO ARE OFTEN FURTHEST FROM OPPORTUNITY.  
[00:46:09] AND SO THERE IS  
[00:46:13] A HUGE OPPORTUNITY IN FRONT OF US TO BE  
[00:46:15] ABLE TO MAKE THOSE CONNECTIONS AS A  
[00:46:17] PORT. AND SO I'M LOOKING FORWARD TO  
[00:46:20] PUSHING THIS PROGRAM FORWARD. AND ALSO  
[00:46:24] IN THE NEAR FUTURE, I'D LIKE TO SEE THE  
[00:46:25] PROGRAM CONNECT OUR YOUTH TO MARITIME  
[00:46:28] ENVIRONMENTAL JOBS AND ALLOW US TO  
[00:46:32] CONTINUE OUR COMMITMENT TO  
[00:46:33] SUSTAINABILITY, THAT WE CONTINUE TO ACT  
[00:46:37] WITH URGENCY AND WORK TO TRANSITION  
[00:46:41] THE PORT RELATED INDUSTRIES FROM FOSSIL  
[00:46:44] FUELS TO RENEWABLE SOURCES OF ENERGY  
[00:46:46] WHILE WE CENTER THE NEEDS OF OUR  
[00:46:48] WORKFORCE AND ENSURING THAT WORKERS  
[00:46:51] REMAIN A PRIORITY AS WE TRANSITION TO A  
[00:46:54] GREENER AND MORE BLUER ECONOMY.  
[00:46:59] JUST IN CLOSING, I WILL SAY THAT I  
[00:47:01] SUPPORT INDEPENDENT STUDIES ON WORKFORCE  
[00:47:03] ECONOMICS AND ENVIRONMENTAL SOLUTIONS AS  
[00:47:07] WE RECOVER FROM THIS PANDEMIC. AND SO I  
[00:47:10] LOOK FORWARD TO MY COLLEAGUES SUPPORTING  
[00:47:13] THIS INITIATIVE TODAY.  
[00:47:16] THANK YOU, COMMISSIONER MOHAMED.  
[00:47:17] COMMISSIONER CHO. YES. I ALSO WANT TO  
[00:47:21] EXPRESS MY GRATITUDE AND SUPPORT FOR  
[00:47:22] THIS MOTION IN ORDER, FIRST AND  
[00:47:24] FOREMOST, COMMISSIONER MOHAMED, FOR  
[00:47:26] TAKING THIS ON AND REALLY RUNNING WITH  
[00:47:30] WHAT WE PREVIOUSLY CALLED THE YOUTH  
[00:47:31] OPPORTUNITY INITIATIVE, BUT HAS SINCE  
[00:47:33] BEEN REBRANDED AS THE CAREER LAUNCH.  
[00:47:35] AND YOU'VE REALLY TAKEN THIS.  
[00:47:38] YOU'VE REALLY OWNED THIS. AND SO I  
[00:47:40] APPRECIATE THAT. I ALSO WANT TO GIVE A  
[00:47:42] SHOUT OUT TO YOUR STAFF IN ODI.  
[00:47:48] AND ALSO I THINK OUR FOLKS IN THE  
[00:47:51] MARITIME DEPARTMENT ALSO DESERVES A  
[00:47:54] SHOUT OUT. STEPHANIE JONES EVANS, WHO  
[00:47:55] INITIALLY BROUGHT THIS UP AND SAID,  
[00:47:56] HEY, WE HAVE THIS EXTRA MONEY. HOW CAN  
[00:47:58] WE BEST USE IT? AND WAS THE ONE TO  
[00:48:00] SUGGEST THAT WE PUT THIS IN THE CAREER  
[00:48:03] LAUNCH PROGRAM.  
[00:48:05] I'M NOT SO SURE MANY, MANY YEARS AGO IF  
[00:48:09] THAT WOULD HAVE HAPPENED WHERE WE HAD  
[00:48:11] SOME EXTRA MONEY. AND IT WAS  
[00:48:15] THE FIRST THOUGHT TO, OH, LET'S PUT THIS  
[00:48:16] IN A WORKFORCE DEVELOPMENT. RIGHT. AND  
[00:48:19] SO I THINK THAT SIGNIFIES A TREMENDOUS  
[00:48:21] SHIFT OF CULTURE AND  
[00:48:25] FIRST PRINCIPLES HERE AT THE PORT. AND  
[00:48:27] THEN, OBVIOUSLY, A HUGE GRATITUDE TO  
[00:48:29] STEVE METRUCK, OUR EXECUTIVE DIRECTOR,  
[00:48:31] FOR BEING OPEN TO THAT AND WELCOMING  
[00:48:34] THAT IDEA WITH OPEN ARMS. THERE'S TWO  
[00:48:37] THINGS THAT I WANTED TO QUICKLY  
[00:48:39] HIGHLIGHT, ONE WITH THE PROGRAM AND THEN

[00:48:41] ONE LARGER POINT. THE FIRST IS THAT  
[00:48:43] WE'RE NOT JUST THROWING MONEY AT  
[00:48:46] WORKFORCE DEVELOPMENT. AND I THINK THIS  
[00:48:47] IS THE POINT THAT COMMISSIONER MOHAMED  
[00:48:49] WAS MAKING THAT WE KNOW  
[00:48:53] FROM OUR LISTENING SESSIONS LAST YEAR,  
[00:48:54] AS TYLER MENTIONED, THAT WORKFORCE  
[00:48:56] DEVELOPMENT IS A HUGE ISSUE, NOT JUST  
[00:48:58] FOR THE PORT OF SEATTLE, BUT ACROSS  
[00:49:00] INDUSTRIES AND ACROSS GOVERNMENT AND ALL  
[00:49:03] INDUSTRIES THAT NEED THE WORKFORCE.  
[00:49:05] EXCUSE ME, MY DOG IS BARKING.  
[00:49:09] WITH THAT SAID, THIS IS JUST AN EXAMPLE  
[00:49:12] OF HOW WE CAN CONTRIBUTE TO THE EFFORTS  
[00:49:15] TO GROW THAT PIPELINE OF WORKERS. BUT  
[00:49:17] WHAT I WANTED TO EMPHASIZE IS THAT THIS  
[00:49:19] MOTION NOT ONLY ALLOCATES AN EXTRA \$2.1  
[00:49:21] MILLION, BUT IT CALLS ON THE EXECUTIVE  
[00:49:24] DIRECTOR AND STAFF TO COME UP WITH A  
[00:49:26] STRATEGY. AND THAT IS KEY HERE.  
[00:49:29] AND THAT'S WHAT I WANT TO EMPHASIZE IS  
[00:49:31] THAT WE'RE NOT JUST THROWING ANOTHER  
[00:49:32] \$2.1 MILLION AT SOME SUPERFLUOUS  
[00:49:35] WORKFORCE DEVELOPMENT EFFORT.  
[00:49:38] IT IS TRULY MEANT TO BE A STRATEGIC  
[00:49:42] EFFORT. AND SO I LOOK FORWARD TO THE  
[00:49:45] PLAN THAT STEVE AND YOUR TEAM, YOU'RE  
[00:49:46] GOING TO COME UP WITH. I THINK IT'S IN  
[00:49:48] THREE MONTHS TIME. AND THEN SECONDLY,  
[00:49:51] I JUST WANT TO SAY I DON'T WANT TO BE  
[00:49:53] INSENSITIVE TO THE COMMENTS THAT SOME OF  
[00:49:55] OUR PUBLIC COMMENTERS MADE ABOUT CRUISE.  
[00:49:59] WE HEAR YOU. WE UNDERSTAND WHERE YOU'RE  
[00:50:01] COMING FROM IN TERMS OF NOT WANTING  
[00:50:03] CRUISE, BUT I ALSO HOPE YOU ALL CAN  
[00:50:05] ACKNOWLEDGE AND APPRECIATE THAT THIS IS  
[00:50:08] THE KIND OF STUFF THAT WE CAN DO.  
[00:50:13] AND WE HAVE A SURPLUS OF  
[00:50:17] THIS NARRATIVE OR THIS IDEA THAT THE  
[00:50:19] PORT IS HERE FOR PROFIT. WE ARE NOT A  
[00:50:21] PROFIT GENERATING ENTITY. WE ARE A  
[00:50:23] SPECIAL PURPOSE GOVERNMENT AND OUR JOB  
[00:50:26] IS TO MITIGATE BAD THINGS AND PROMOTE  
[00:50:30] GOOD THINGS. AND IN MY PERSPECTIVE, WE  
[00:50:32] ARE MITIGATING THE ENVIRONMENTAL EFFECTS  
[00:50:33] OF CRUISE WHILE CHECKING AND ADDING  
[00:50:37] TO OTHER THINGS LIKE WORKFORCE  
[00:50:39] DEVELOPMENT AND CREATING A PIPELINE OF  
[00:50:42] NEW JOBS FOR THE NEXT GENERATION. AND SO  
[00:50:44] I HOPE AND WHILE WE MAY HAVE  
[00:50:46] DISAGREEMENTS ON EVERYTHING ELSE THAT  
[00:50:48] YOU ACKNOWLEDGE THAT THERE'S STILL GOOD  
[00:50:50] WORK BEING DONE HERE FROM THE REVENUES  
[00:50:53] BEING GENERATED BY THAT INDUSTRY.  
[00:50:55] RIGHT. THE ALTERNATIVE IS FOR THAT MONEY  
[00:50:58] TO GO SOMEWHERE ELSE. SO WITH  
[00:51:01] THAT SAID, I AM FULLY IN SUPPORT OF THIS  
[00:51:04] AND I WANT TO THANK YOU ALL FOR THE  
[00:51:06] GREAT WORK ON THIS GREAT INITIATIVE.  
[00:51:10] THANK YOU, COMMISSIONER CHILL. NO  
[00:51:13] QUESTIONS ON THIS. I DO HAVE OPINIONS,  
[00:51:15] TOO, LIKE A GOOD POLITICIAN. MY FIRST  
[00:51:18] OPINION IS THAT THIS IS EXACTLY THE

[00:51:22] KIND OF WORK THAT WE SHOULD BE ENGAGED  
[00:51:24] IN, AND I THINK THAT MIGHT COME AS A  
[00:51:25] SURPRISE TO SOME OF OUR STAKEHOLDERS.  
[00:51:27] WHY IN THE WORLD IS THE PORT SHOULD BE  
[00:51:30] MAKING SURE THAT SHIPS AND PLANES COME  
[00:51:31] AND GO ON TIME? WHAT IN THE WORLD ARE  
[00:51:33] YOU DOING GETTING INVOLVED IN YOUTH  
[00:51:34] WORKFORCE DEVELOPMENT AND CAREER LAUNCH  
[00:51:36] PROGRAMS? AND I WOULD SAY THAT INDICATES  
[00:51:40] A MODE OF THINKING THAT I THINK NOT  
[00:51:43] JUST WE AS A LARGE EMPLOYER IN THE  
[00:51:45] REGION, BUT ALL LARGE EMPLOYERS AND  
[00:51:46] MEDIUM SIZED EMPLOYERS SHOULD BE  
[00:51:48] THINKING ABOUT, WHICH IS THAT EMPLOYERS  
[00:51:50] SHOULDN'T JUST GET TO SIT BACK AND GLEAN  
[00:51:52] THE EFFORTS OF OTHERS IN DEVELOPING THE  
[00:51:55] NEXT GENERATION OF WORKERS TO BE  
[00:51:57] ACTIVELY INVOLVED. IN FACT, IF WE DO  
[00:51:59] THAT, WE CAN REALLY ENGAGE ON SOME OF  
[00:52:01] THE OTHER ISSUES THAT WE'VE BEEN DEALING  
[00:52:03] WITH ALONG THOSE LINES. WITH REGARD IN  
[00:52:07] PARTICULAR TO EQUITY ISSUES, NOT HAVING  
[00:52:09] A WORKFORCE THAT REFLECTS OUR COMMUNITY  
[00:52:11] IS AN EQUITY PROBLEM. AND IF WE'RE NOT  
[00:52:13] ENGAGED IN WORKFORCE DEVELOPMENT, THEN  
[00:52:14] WE'RE NOT GOING TO BE ABLE TO ADDRESS IT  
[00:52:15] UPSTREAM WHERE IT REALLY BEGINS. SO  
[00:52:17] THAT'S MY FIRST POINT. THE SECOND POINT  
[00:52:18] IS MORE KUDOS TO COMMISSIONER  
[00:52:23] MOHAMED AND STAFF FOR ALL THE WORK THAT  
[00:52:25] THEY'VE PUT INTO THIS. IT IS IN MANY  
[00:52:28] WAYS COBLING TOGETHER A  
[00:52:32] BUNCH OF DISCRETE PROJECTS THAT WE HAVE  
[00:52:35] HAD AT THE PORT FOR MANY YEARS,  
[00:52:39] SOME OLDER, SOME NEWER, THAT WE'RE ALL  
[00:52:42] KIND OF SIMILARLY FOCUSED, BUT THEN  
[00:52:45] PUTTING THEM INTO A LARGER PROGRAM WHERE  
[00:52:48] WE CAN MAKE SURE THAT THEY'RE ALL ROWING  
[00:52:49] IN THE SAME DIRECTION, WHERE THEY'RE ALL  
[00:52:52] ACHIEVING THE HIGH LEVEL VALUES THAT  
[00:52:55] WE'RE FOCUSED ON. AND IT TOOK SOMEBODY  
[00:52:56] WITH A KIND OF BIG VISION THINKING LIKE  
[00:52:59] COMMISSIONER MOHAMED TO SEE, OH, LOOK,  
[00:53:01] WE'VE GOT ALL THIS DISPARATE STUFF GOING  
[00:53:02] ON. SOME OF IT IS TEMPORARY, SOME OF IT  
[00:53:04] IS PERMANENT. WE REALLY NEED TO PUT IT  
[00:53:06] ALL TOGETHER INTO A PROGRAM AND GIVE IT  
[00:53:08] THE KIND OF FUNDING IT NEEDS TO MAKE  
[00:53:09] SURE THAT IT CAN PERSIST AND THAT WE  
[00:53:11] INTERNALLY, WE HAVE THE CAPACITY TO  
[00:53:13] EXECUTE ON IT. SO KUDOS TO THAT. BEING  
[00:53:16] ABLE TO SEE THE FOREST AND NOT JUST THE  
[00:53:18] TREES ON THIS. AND ALSO JUST, OF COURSE,  
[00:53:21] TO OUR OFFICE OF EQUITY, DIVERSITY, AND  
[00:53:23] INCLUSION, NOT JUST BOOKDA, WHO'S  
[00:53:25] AMAZING, BUT HER WHOLE STAFF, WHO EVERY  
[00:53:27] TIME I ENGAGE WITH, I FEEL LIKE I  
[00:53:28] LEARNED SOMETHING. WE COULDN'T DO THIS  
[00:53:31] WITHOUT OEDI. SO THANK YOU, STEVE, FOR  
[00:53:35] STANDING UP THE OFFICE. THANK YOU,  
[00:53:36] BUDDY, FOR YOUR EXTRAORDINARY LEADERSHIP  
[00:53:38] OF IT. AND I'M EXCITED IN 20 YEARS, I'M  
[00:53:42] GOING TO BE RETIRED OR I DON'T KNOW WHAT

[00:53:45] I'M GOING TO BE DOING IN 20 YEARS, BUT  
[00:53:46] SOMEBODY IS GOING TO COME UP TO ME AND  
[00:53:47] SAY, HEY, FORMER COMMISSIONER CALKINS,  
[00:53:51] I'M AN ENGINEER AT THE PORT OF SEATTLE,  
[00:53:53] AND YOU KNOW WHY I AM? IT'S BECAUSE 15  
[00:53:56] YEARS AGO, I TOOK AN INTERNSHIP AT THE  
[00:53:58] PORT AND LEARNED ABOUT A CAREER THAT I  
[00:53:59] HAD NO IDEA I'D BE INTERESTED IN. AND  
[00:54:02] HERE I AM NOW LEADING THIS PROGRAM IN  
[00:54:04] THIS DIVISION OR WHATEVER, AND I'M  
[00:54:05] EXCITED FOR THAT CONVERSATION OFF IN THE  
[00:54:07] FUTURE. SO THANK YOU ALL FOR THIS.  
[00:54:10] OKAY. WITH THAT, IF THERE ARE  
[00:54:13] NO FURTHER COMMENTS ON THIS, I THINK WE  
[00:54:16] ALREADY HAVE OUR NO, WE DON'T HAVE A  
[00:54:18] MOTION A SECOND ON THIS. AND EXECUTIVE  
[00:54:22] DIRECTOR METRUCK, I'M SORRY TO CUT YOU  
[00:54:24] OUT THERE. WHY DON'T YOU SPEAK TO IT?  
[00:54:40] I THINK HE'S HAVING SOME TECHNICAL  
[00:54:42] DIFFICULTY WITH AYE. MIC TODAY.  
[00:54:45] IF NOT, YOU CAN TEXT IT TO ME, STEVE,  
[00:54:47] AND I'LL JUST READ IT INTO THE RECORD  
[00:54:48] FOR YOU. OKAY, I HEAR YOU.  
[00:54:54] OKAY. WE'RE GOING TO MOVE ON. AND IF YOU  
[00:54:57] WANT TO EMAIL ME, I CAN READ IT INTO THE  
[00:55:00] RECORD AS WE'RE GOING OR SOMETHING. I  
[00:55:01] DON'T KNOW. ALL RIGHT, SO WITH THAT, I  
[00:55:04] DO NEED A MOTION IN A SECOND FOR ITEM  
[00:55:07] TEN A. SO COVID SECOND A  
[00:55:14] MOTION WAS MADE. AND SECONDED. ANY  
[00:55:16] FURTHER DISCUSSION, COMMISSIONER, RAISE  
[00:55:18] YOUR HAND IF LARRY. NO, BUT I WILL JUST  
[00:55:22] SAY THANK YOU TO ALL OF THE STAFF. IT  
[00:55:24] DEFINITELY TOOK A LOT OF PEOPLE TO MOVE  
[00:55:26] THIS FORWARD. AND SO I'M JUST  
[00:55:27] APPRECIATIVE OF EVERYONE WHO PLAYED A  
[00:55:30] ROLE IN MOVING THIS ORDER FORWARD. AND,  
[00:55:32] YEAH, THAT CONCLUDES MY LAST COMMENT  
[00:55:35] BEFORE WE VOTE. ALL RIGHT. WITH THAT,  
[00:55:39] CLERK HART, CAN YOU CALL THE ROLE  
[00:55:40] COMMISSIONERS, PLEASE SAY AYE OR NAY WHEN  
[00:55:42] YOUR NAME IS CALLED FOR THE BOAT,  
[00:55:43] BEGINNING WITH COMMISSIONER MOHAMED AYE.  
[00:55:46] THANK YOU, COMMISSIONER CHO AYE. THANK  
[00:55:50] YOU, COMMISSIONER CALKINS. THANK YOU.  
[00:55:53] YOU HAVE THREE AYES AND ZERO NAYS FOR THIS  
[00:55:55] ITEM. RIGHT. AND WITH THAT, THE MOTION  
[00:55:57] PASSES. CLARK, CAN YOU PLEASE READ THE  
[00:56:00] NEXT ITEM INTO THE RECORD? AND THEN THIS  
[00:56:02] ONE, EXECUTIVE DIRECTOR METRUCK ISN'T  
[00:56:05] PENDING TO INTRODUCE, SO IF AYE. AUDIO IS  
[00:56:08] WORKING, I THINK I CAN HEAR AYE.. SO GO  
[00:56:11] AHEAD. QUICK QUESTION. OKAY. I JUST WANT  
[00:56:13] TO DO A TEST FOR EXECUTIVE DIRECTOR  
[00:56:15] METRUCK. A CHECK. MICROPHONE CHECK.  
[00:56:18] CAN HEAR YOU. YES, WE CAN. GREAT. SO  
[00:56:20] I'LL GO AHEAD AND READ THAT INTO THE  
[00:56:22] RECORD. THIS IS ITEM TEN B,  
[00:56:23] INTRODUCTION OF RESOLUTION NUMBER 3801.  
[00:56:26] A. RESOLUTION AUTHORIZING THE ISSUANCE  
[00:56:28] AND SALE OF INTERMEDIATE LIEN REVENUE  
[00:56:31] AND REFUNDING BONDS IN ONE OR MORE  
[00:56:32] SERIES IN THE AGGREGATE PRINCIPAL AMOUNT

[00:56:35] OF NOT TO EXCEED \$1 BILLION FOR THE  
[00:56:37] PURPOSE OF FINANCING CAPITAL  
[00:56:39] IMPROVEMENTS TO AVIATION FACILITIES AND  
[00:56:41] REFUNDING CERTAIN OUTSTANDING REVENUE  
[00:56:43] BONDS OF THE PORT, SETTING FORTH CERTAIN  
[00:56:46] BOND TERMS AND CABINETS AND DELEGATING  
[00:56:48] AUTHORITY TO APPROVE FINAL TERMS AND  
[00:56:50] CONDITIONS AND THE SALE OF THE BONDS.  
[00:57:05] EXECUTIVE DIRECTOR. THERE WE GO. ALL  
[00:57:08] RIGHT. SO, COMMISSIONER AND CLERK HART,  
[00:57:11] SORRY ABOUT THAT TECHNICAL DIFFICULTIES  
[00:57:13] HERE. THIS IS VERY SHORT.  
[00:57:15] COMMISSIONERS, THIS RESOLUTION PROVIDES  
[00:57:17] ME THE DELEGATION TO APPROVE UPON SALE  
[00:57:19] FOR DEBT SERVICE SAVINGS. AND OUR  
[00:57:23] PRESENTER THIS AFTERNOON IS ELIZABETH  
[00:57:25] MORRISON, DIRECTOR OF CORPORATE FINANCE  
[00:57:28] IN BUDGET. ELIZABETH,  
[00:57:33] GOOD AFTERNOON.  
[00:57:37] NEXT SLIDE, PLEASE.  
[00:57:41] I'M HERE TO REQUEST THE INTRODUCTION OF  
[00:57:43] RESOLUTION 3801 FOR THE SALE AND  
[00:57:46] ISSUANCE OF INTERMEDIATE LIEN REVENUE  
[00:57:49] BONDS. THE PURPOSE OF THIS BOND ISSUE IS  
[00:57:51] TWOFOLD. FIRST, TO PROVIDE FUNDING  
[00:57:55] FOR ONGOING CAPITAL INVESTMENTS AT SEATAC  
[00:57:57] AIRPORT, AND SECOND, TO REFUND SOME  
[00:58:01] OUTSTANDING BONDS FOR DEBT SERVICE  
[00:58:04] SAVINGS. THE BONDS WILL BE ISSUED IN  
[00:58:07] MULTIPLE SERIES BASED ON TAX STATUS,  
[00:58:10] THAT IS, THE TAXES THAT AN INVESTOR  
[00:58:14] WOULD PAY ON THE INTEREST ON THE BONDS.  
[00:58:17] ONE SERIES WOULD BE GOVERNMENTAL BONDS  
[00:58:21] THAT ARE NOT SUBJECT TO ANY FEDERAL  
[00:58:23] INCOME TAX. AND THESE ARE TYPICALLY USED  
[00:58:25] BY GENERAL PURPOSE GOVERNMENTS FOR ROADS  
[00:58:28] AND COMMUNITY CENTERS AND THINGS LIKE  
[00:58:31] THAT FOR THE PORT, WE USE THESE FOR  
[00:58:35] RUNWAYS AND ROADWAYS AT THE AIRPORT.  
[00:58:39] THE SECOND SET OF BONDS SERIES OF BONDS  
[00:58:42] WOULD BE TAX EXEMPT PRIVATE ACTIVITY  
[00:58:45] BONDS. THESE ARE NOT SUBJECT TO REGULAR  
[00:58:49] FEDERAL INCOME TAX, BUT ARE SUBJECT TO  
[00:58:51] THE ALTERNATIVE MINIMUM TAX. AND THESE  
[00:58:55] ARE WHAT THE PORT ISSUES,  
[00:58:58] MOSTLY BECAUSE THESE ARE USED FOR  
[00:59:01] FACILITIES THAT WE LEASE TO PRIVATE  
[00:59:03] COMPANIES SO LONG AS THEY AYE USED FOR  
[00:59:07] AIRPORTS, DOCKS AND WHARVES. SO THE  
[00:59:09] AIRPORT TERMINAL BUILDING AND THE  
[00:59:11] CONTAINER TERMINALS, THE GRAIN TERMINAL  
[00:59:15] FACILITIES LIKE THAT QUALIFY FOR THIS  
[00:59:18] TYPE OF BOND. AND MOST OF THESE BONDS  
[00:59:21] WILL BE IN THAT SERIES.  
[00:59:24] TAXABLE BONDS ARE USED BY THE PORT FOR  
[00:59:29] THINGS THAT DON'T QUALIFY FOR TAX EXEMPT  
[00:59:32] DEBT OR FOR REFUNDING  
[00:59:36] OUTSTANDING BONDS THAT ARE NOT YET  
[00:59:39] CURRENTLY CALLABLE. AND ON THESE BONDS,  
[00:59:44] THE INVESTORS PAY FEDERAL INCOME TAX  
[00:59:47] LIKE WITH ANY INTEREST BEARING  
[00:59:50] INSTRUMENT. NEXT SLIDE, PLEASE.  
[00:59:56] WE EXPECT TO FUND ABOUT 560,000,000 OF

[01:00:00] CAPITAL SPENDING AT THE AIRPORT.  
[01:00:04] AND THE TWO LARGEST PROJECTS THAT  
[01:00:08] WILL USE BONDS ARE THE CONTINUATION  
[01:00:12] OF THE BAGGAGE OPTIMIZATION PROJECT AND  
[01:00:15] THE NORTH MAIN TERMINAL DEVELOPMENT. WE  
[01:00:19] WILL ALSO BE USING BOND PROCEEDS FOR THE  
[01:00:22] AIRFIELD PAVEMENT REPLACEMENT PROJECT  
[01:00:26] AND CONCOURSE C, AND A AND  
[01:00:30] QUITE A NUMBER OF PROJECTS. THERE'S A  
[01:00:32] LIST IN THE MEMO. BUT THE TWO BIGGEST  
[01:00:35] USES OF THE BOND PROCEEDS WILL BE THE  
[01:00:38] BAGGAGE OPTIMIZATION AND THE NORTH  
[01:00:39] TERMINAL REDEVELOPMENT. AS WITH ANY  
[01:00:43] PROJECT SPENDING, THE PROJECTS DO NEED  
[01:00:47] COMMISSION AUTHORIZATION BEFORE THEY CAN  
[01:00:50] PROCEED. AND SO THE ISSUANCE OF THE  
[01:00:52] BONDS DOES NOT IN ANY WAY CHANGE THAT  
[01:00:54] REQUIREMENT. AND WE WILL BE USING THE  
[01:00:58] PRIVATE ACTIVITY AMT BONDS FOR MOST  
[01:01:01] OF THESE PROJECTS. NEXT SLIDE,  
[01:01:05] PLEASE.  
[01:01:08] WE WILL ALSO BE USING BOND PROCEEDS TO  
[01:01:10] REFUND EXISTING BONDS. SPECIFICALLY, WE  
[01:01:13] HAVE BONDS THAT WE ISSUED IN 2012.  
[01:01:17] THESE WILL BE CALLABLE IN AUGUST, AND SO  
[01:01:20] WE CAN PAY THOSE BONDS OFF WITH  
[01:01:23] PROCEEDS FROM THIS BOND ISSUE AND  
[01:01:26] ACHIEVE DEBT SERVICE SAVINGS. WE ARE  
[01:01:28] ESTIMATING THE SAVINGS TO BE ABOUT 25  
[01:01:31] MILLION IN PRESENT VALUE.  
[01:01:34] THERE'S ALSO A SERIES OF BONDS ISSUED IN  
[01:01:36] 2013 THAT ARE CALLABLE NEXT YEAR.  
[01:01:40] WE MIGHT HAVE AN OPPORTUNITY TO REFUND  
[01:01:43] THOSE FOR SAVINGS BY USING  
[01:01:47] TAXABLE BONDS. THE TAX CODE DOES  
[01:01:51] NOT ALLOW US TO USE TAX EXEMPT BONDS FOR  
[01:01:53] BONDS THAT ARE NOT CURRENTLY CALLABLE,  
[01:01:55] SO WE WOULD HAVE TO USE TAXABLE BONDS.  
[01:01:58] SO DEPENDING ON THE INTEREST RATES, AS  
[01:02:01] WE GET UP READY FOR THE SALE,  
[01:02:04] WE MAY DECIDE TO DEFER THOSE TILL NEXT  
[01:02:07] YEAR WHEN WE CAN ISSUE TAX EXEMPT BONDS.  
[01:02:11] OR WE MAY PROCEED IF WE THINK THAT THE  
[01:02:14] PRESSURE ON INCREASING RATES OFFSETS THE  
[01:02:18] EXTRA COST OF THE TAXABLE DEBT FOR THE  
[01:02:21] REFUNDING. SO WE AYE CONTINUING TO  
[01:02:23] MONITOR THOSE SERIES OF BONDS, AND WE'LL  
[01:02:26] DECIDE WHEN WE GET CLOSER TO THE SALE  
[01:02:27] BASED ON MARKET CONDITIONS, WE DO EXPECT  
[01:02:30] THAT WE WOULD ACHIEVE ABOUT 4 MILLION IN  
[01:02:33] SAVINGS ON THOSE BONDS.  
[01:02:37] NEXT SLIDE, PLEASE.  
[01:02:41] THE RESOLUTION 38 ONE IS SIMILAR IN ALL  
[01:02:44] MATERIAL RESPECTS TO OTHER INTERMEDIATE  
[01:02:47] BOND RESOLUTIONS. LIKE ALL OF OUR  
[01:02:50] INTERMEDIATE BOND RESOLUTIONS, IT'S  
[01:02:52] PURSUANT TO A MASTER RESOLUTION THAT  
[01:02:55] WAS INITIATED IN 2005.  
[01:02:59] IT DOES PROVIDE A DELEGATION TO THE  
[01:03:02] EXECUTIVE DIRECTOR TO APPROVE THE BOND  
[01:03:04] SALE WITHIN PARAMETERS THAT ARE OUTLINED  
[01:03:08] IN THAT RESOLUTION. AND THE PARAMETERS  
[01:03:11] ARE OVER ON THE RIGHT SIDE OF THE



[01:03:12] SCREEN. SO THE MAXIMUM SIZE OF THE  
[01:03:16] BONDS CANNOT EXCEED \$1 BILLION AND THE  
[01:03:19] MAXIMUM INTEREST RATE CANNOT EXCEED  
[01:03:21] 4.5%. AND THE BONDS MUST BE  
[01:03:25] SOLD BEFORE THE END OF THIS YEAR,  
[01:03:28] DECEMBER 31. IF ANY OF THOSE  
[01:03:32] LIMITS ARE GOING TO BE EXCEEDED, WE NEED  
[01:03:34] TO RETURN TO YOU FOR FURTHER  
[01:03:37] AUTHORIZATION. SO, FOR EXAMPLE, IF RATES  
[01:03:40] CONTINUE TO RISE MORE THAN WE HAVE  
[01:03:44] ALREADY ANTICIPATED, THEN WE MAY NEED TO  
[01:03:47] RETURN FOR ADDITIONAL MAXIMUM  
[01:03:51] RATE IN THE RESOLUTION.  
[01:03:54] THE BOND RESOLUTION ALSO PROVIDES FOR  
[01:03:57] THE PAYMENT OF VARIOUS COSTS ASSOCIATED  
[01:04:00] WITH THE SALE OF THE BONDS,  
[01:04:03] AND THEY WILL BE SOLD BY AN UNDERWRITING  
[01:04:07] TEAM THAT IS SELECTED BY THE PORT  
[01:04:10] THROUGH A COMPETITIVE PROCESS EVERY FEW  
[01:04:12] YEARS.  
[01:04:16] I'M HAPPY TO ANSWER ANY QUESTIONS.  
[01:04:20] THANK YOU, ELIZABETH. I AM GOING TO  
[01:04:24] TURN TO MY CO COMMISSIONER HERE, AND I  
[01:04:27] THINK I'M GOING TO CALL IN EACH OF YOU.  
[01:04:28] SO, COMMISSIONER MOHAMED, DO YOU WANT TO  
[01:04:29] START OFF?  
[01:04:41] MAYBE, SINCE I CAN SEE YOU,  
[01:04:43] COMMISSIONER CHO WILL GO TO YOU. YEAH.  
[01:04:46] ELIZABETH, THANK YOU SO MUCH FOR THE  
[01:04:47] PRESENTATION. I ALWAYS LOVE TALKING TO  
[01:04:49] YOU, ELIZABETH, BECAUSE I LOVE NERDING  
[01:04:50] OUT ON THIS STUFF AND I ALWAYS LEARNED  
[01:04:52] SOMETHING. SO I JUST HAVE A FEW,  
[01:04:55] YOU KNOW, JUST FOR MY EDUCATIONAL  
[01:04:57] PURPOSES. WHAT IS THE MATURITY PERIOD  
[01:04:59] FOR AN INTERMEDIATE BOND SO THEY  
[01:05:03] CAN BE ANY MATURITY UP TO 40  
[01:05:06] YEARS. WE TYPICALLY KEEP THE  
[01:05:09] MATURITIES TO ABOUT THE FINAL MATURITY  
[01:05:12] TO 25 YEARS. AND THAT'S DELIBERATE  
[01:05:16] BECAUSE, AS WE ALL KNOW, AIRPORTS ARE  
[01:05:20] ALWAYS EVOLVING. YOU BUILD IT AND  
[01:05:24] IT'S GOOD FOR THE NEXT 50 YEARS. IT'S  
[01:05:27] ALWAYS CHANGING. AND SO IN ORDER TO NOT  
[01:05:30] HAMSTRING FUTURE COMMISSIONER AND FUTURE  
[01:05:33] STAFF FROM THE INEVITABLE PROJECTS WE  
[01:05:36] KNOW ARE COMING, WE TRY AND KEEP THAT  
[01:05:38] MATURITY, THAT FINAL MATURITY TO ABOUT  
[01:05:41] 25. WHEN WE BUILT THE RUNWAY, WHICH WILL  
[01:05:44] LAST A LONG TIME, WE DID GO OUT 30  
[01:05:45] YEARS. SO THAT PROVIDES SOME CAPITAL  
[01:05:49] CAPACITY IN THE FUTURE. THE ACTUAL BONDS  
[01:05:53] THEMSELVES ARE SOLD IN A SERIES  
[01:05:57] OF MATURITIES. SO IT'S ACTUALLY NOT ONE  
[01:05:59] BOND. IT'S 25 SEPARATE MATURITIES THAT  
[01:06:03] ARE SOLD, BUT THE LONGEST ONE IN THIS  
[01:06:05] BOND ISSUE IS 25 YEARS. AND SO IT SOUNDS  
[01:06:08] LIKE WE ARE ACTUALLY PAYING  
[01:06:12] OFF SOME OF OUR BONDS EARLY. IS THAT  
[01:06:16] ALWAYS AN OPTION FOR US AS A PORT TO PAY  
[01:06:18] OFF THE BONDS EARLY, OR IS THAT  
[01:06:21] SOMETHING THAT'S UNIQUE TO CERTAIN  
[01:06:23] MATURITY RATE PERIOD BONDS?

[01:06:28] PART OF OUR DEBT MANAGEMENT STRATEGY IS  
[01:06:31] TO PROVIDE OPTIONS IN  
[01:06:35] THE FUTURE. AND TO DO THAT, WE HAVE CALL  
[01:06:38] PROVISIONS. TYPICALLY, WE WILL HAVE A  
[01:06:41] TEN YEAR CALL. AND SO IF TEN YEARS FROM  
[01:06:44] NOW RATES ARE FAVORABLE,  
[01:06:47] WE CAN DO WHAT WE'RE DOING WITH THIS  
[01:06:49] BOND ISSUE. WE CAN REFUND THE  
[01:06:51] OUTSTANDING BONDS AND SELL BONDS AT A  
[01:06:54] LOWER INTEREST RATE TO REPLACE THEM.  
[01:06:57] AND SO THAT'S PART OF OUR STRATEGY. IT  
[01:07:00] ALSO GIVES AN OPPORTUNITY, IF WE EVER  
[01:07:01] WANTED TO RESTRUCTURE THE DEBT, WE CAN  
[01:07:04] DO THAT AFTER A TEN YEAR PERIOD LIKE  
[01:07:08] A TRADITIONAL HOME MORTGAGE BASED ON THE  
[01:07:10] MATURITY. THE INTEREST RATE ALSO  
[01:07:14] VARIES, CORRECT? CORRECT. AND SO IN  
[01:07:17] THEORY, IF WE WERE IN A SITUATION WHERE  
[01:07:19] WE WANTED TO REFUND, AS YOU SAID, OR  
[01:07:22] REFINANCE THAT WE WOULD BE SELECTIVE  
[01:07:25] IN WHICH BONDS WE CHOOSE TO DO THAT.  
[01:07:29] YES. AND WE TYPICALLY WILL REFUND THOSE  
[01:07:33] THAT ARE CALLABLE BECAUSE WE CAN REFUND  
[01:07:36] THOSE WITH OTHER TAX EXEMPT BONDS,  
[01:07:39] WHICH WILL BE A LITTLE BIT LOWER  
[01:07:41] INTEREST COST. WE DO HAVE THE  
[01:07:45] OPTION AT ANY TIME TO DEFEAT BONDS SO  
[01:07:48] THAT'S THE 2013 REFUNDING WOULD BE A  
[01:07:51] DEFEAT, AND WE WOULD SELL BONDS, PUT IT  
[01:07:54] INTO AN ESCROW, AND THEN THE ESCROW  
[01:07:56] WOULD PAY OFF THE BONDS IN A YEAR. SO  
[01:07:59] THEY WOULD BE TECHNICALLY GONE FROM THE  
[01:08:01] PORT. BUT THERE IS THAT EXTRA COST OF  
[01:08:05] HAVING THE ESCROW. SO TWO OTHER  
[01:08:08] QUESTIONS REAL QUICKLY HERE. HOW DID YOU  
[01:08:10] DETERMINE THE MAXIMUM RATE FOR US TO  
[01:08:13] APPROVE? I FEEL LIKE FOUR AND A HALF,  
[01:08:14] MIKE. I DON'T KNOW WHAT THE MARKET RATE  
[01:08:16] IS RIGHT NOW ON AN INTERMEDIATE BROWN,  
[01:08:18] BUT SEEMS KIND OF LOW GIVEN WHAT WE  
[01:08:21] EXPECT THE FED TO DO OVER THE NEXT YEAR.  
[01:08:25] I'M HEARING LIKE SEVEN OR EIGHT RATE  
[01:08:27] HIKES. AND SO IF WE KNOW WE'RE GOING TO  
[01:08:31] IF YOU KNOW, YOU'RE GOING TO HAVE TO  
[01:08:32] COME BACK IN DECEMBER OR WHENEVER FOR  
[01:08:35] FURTHER AUTHORIZATION. I'M CURIOUS,  
[01:08:37] SHOULD WE JUST BE AUTHORIZING SOMETHING  
[01:08:39] HIGHER NOW?  
[01:08:42] I THINK THE FOUR AND A HALF PERCENT IS  
[01:08:45] SUFFICIENT BASED ON WHAT WE'RE SEEING IN  
[01:08:48] THE MARKET. RATES HAVE GONE UP CERTAINLY  
[01:08:51] SINCE WE SOLD BONDS LAST YEAR, THEY'VE  
[01:08:52] GONE UP. WE HAVE FACTORED THAT IN. WE  
[01:08:55] HAVE ALSO RUN NUMBERS WITH AN EXTRA ONE  
[01:08:59] PERCENTAGE CUSHION TO SEE WHERE WE ARE  
[01:09:03] WITH RATES. AND THAT'S STILL EVEN WITH  
[01:09:06] THAT EXTRA 100 BASIS POINTS CUSHION PUTS  
[01:09:09] US BELOW THE FOUR AND A HALF PERCENT.  
[01:09:11] RIGHT NOW, THE MARKET IS EXPECTING TO  
[01:09:15] HAVE THE RATE HIKES YOU MENTIONED,  
[01:09:17] PARTICULARLY GIVEN THE RELEASE OF THE  
[01:09:19] FED MINUTES RECENTLY AND THE CLEARLY  
[01:09:22] MORE AGGRESSIVE TONE THAT THEY'RE

[01:09:25] TAKING. BUT THAT HAS BEEN INCLUDED  
[01:09:28] IN THE MARKET'S EXPECTATIONS. SO I THINK  
[01:09:31] THE 4.5% SHOULD BE SUFFICIENT.  
[01:09:35] AND WE WERE OBVIOUSLY ALSO TAKING INTO  
[01:09:37] ACCOUNT CPI NUMBERS, RIGHT?  
[01:09:41] YES. THOSE HIGH RATES DO  
[01:09:45] REFLECT THE CONCERNS ABOUT INFLATION AND  
[01:09:48] THE FEDS NEED TO ADDRESS IT. AND OF  
[01:09:51] COURSE, WE SAW THE INFLATION NUMBERS  
[01:09:53] COME OUT TODAY WITH HEADLINE INFLATION  
[01:09:56] OF EIGHT AND A HALF PERCENT YEAR OVER  
[01:09:58] YEAR, AND EVEN CORE INFLATION UP SIX AND  
[01:10:01] A HALF PERCENT. BUT A LOT OF ECONOMISTS  
[01:10:03] ARE SAYING THEY THINK THAT RATE INCREASE  
[01:10:08] HAS PEAKED. WE'RE SEEING A LITTLE BIT  
[01:10:11] OF SOFTENING IN OIL PRICES. THEY'VE  
[01:10:15] BACKED OFF OF THEIR HIGH FROM A FEW  
[01:10:18] WEEKS AGO. BUT WE'RE ALSO SEEING FOOD  
[01:10:22] PRICES GO UP. AND OF COURSE, THE WAR IN  
[01:10:25] UKRAINE IS AFFECTING FOOD PRICES  
[01:10:28] GLOBALLY. SO THERE ARE A LOT OF  
[01:10:32] MOVING PIECES THAT THE FED IS  
[01:10:34] MONITORING. THANK YOU SO MUCH FOR  
[01:10:36] EDUCATING ME. I APPRECIATE YOUR TIME.  
[01:10:40] THANK YOU. COMMISSIONER CHO.  
[01:10:41] COMMISSIONER MOHAMED, THIS WAS REALLY  
[01:10:45] HELPFUL. THANK YOU, ELIZABETH, FOR THE  
[01:10:47] PRESENTATION. I DON'T HAVE ANY  
[01:10:49] QUESTIONS. THANK YOU.  
[01:10:53] YES, THANK YOU, ELIZABETH. I HAD WRITTEN  
[01:10:55] DOWN THE SAME QUESTION ASKED, WHICH WAS  
[01:10:57] LIKE A MATURITY ON THIS, SINCE THAT WAS  
[01:10:58] REALLY HELPFUL TO UNDERSTAND. IT'S NOT  
[01:11:00] ONE SINGLE PIECE, BUT IT'S KIND OF  
[01:11:03] MOVING PARTS IN ROUGHLY 25 YEARS.  
[01:11:07] I LOOK AT THAT BILLION DOLLAR NUMBER AND  
[01:11:09] I THINK IT'S ENORMOUS. ON THE OTHER  
[01:11:11] HAND, I THINK AS SAM HAS INDICATED AYE.  
[01:11:14] QUESTIONS, THERE'S MORE LIKELY THAT  
[01:11:17] RATES ARE GOING TO GET HIGHER, NOT LOWER  
[01:11:19] IN THE COMING YEARS. SINCE I SORT OF  
[01:11:20] NEXT SLIDE, WE COULD SCORE AWAY SOME  
[01:11:22] MORE CASH RIGHT NOW AT THE HISTORICALLY  
[01:11:26] LOW INTEREST RATES THAT YOU  
[01:11:29] SHARED WITH US IN SLIDE NINE. AND THAT  
[01:11:31] ADDITIONAL INFORMATION THAT WAS HELPFUL  
[01:11:34] FOR ME TO UNDERSTAND, TOO. BUT AGAIN,  
[01:11:38] WE DON'T WANT THE MONEY IF WE CAN'T  
[01:11:39] SPEND IT IN A REASONABLE AMOUNT OF TIME.  
[01:11:41] SO I APPRECIATE THAT YOU GUYS ARE  
[01:11:44] MONITORING SO CLOSELY. I THINK THE  
[01:11:50] ONLY OTHER THING THAT AS I WAS READING  
[01:11:52] THROUGH THE MATERIALS, WAS JUST  
[01:11:57] KIND OF A REMINDER IN THE PROJECT, PART  
[01:12:00] OF IT, PARTICULARLY AT  
[01:12:03] THE AIRPORT, IT'S NOT  
[01:12:06] A TYPICAL DYNAMIC IN TERMS OF REVENUE.  
[01:12:08] IT'S NOT LIKE WE'RE BUILDING A STADIUM,  
[01:12:11] SAY, AND WE'RE GOING TO USE TICKET  
[01:12:13] REVENUES TO PAY OFF THE BOND THAT WE  
[01:12:16] SOLD TO FINANCE THE BUILDING.  
[01:12:19] IN THE CASE OF, SAY,  
[01:12:22] THE TICKETING CONCOURSE REFURBISHMENT,

[01:12:24] THAT IS ONE OF THE BIG PROJECTS THAT  
[01:12:26] THIS WILL HELP FINANCE.  
[01:12:30] WE'RE WORKING WITH ONE OF OUR PARTNER  
[01:12:31] AIRLINES WHO WILL DO MOST OF THE BUILD  
[01:12:33] OUT, WHICH WE WILL THEN REIMBURSE USING  
[01:12:35] THIS BOND. AND THEN THE FEES THAT WE  
[01:12:39] GENERATE OPERATING AN AIRPORT WILL THEN  
[01:12:40] GO BACK AND COVER THE PAY OFF THIS BOND  
[01:12:44] EVENTUALLY. SO THERE AYE. LOTS OF MOVING  
[01:12:48] PARTS FOR US. AND THEN THE OTHER THING  
[01:12:51] THAT WAS REALLY HELPFUL FOR ME TO  
[01:12:52] UNDERSTAND AND I THINK IT'S GOOD FOR THE  
[01:12:53] PUBLIC TO KNOW IS THE NUMBERS THAT YOU  
[01:12:56] PROVIDED, BASED ON OUR TOTAL DEBT,  
[01:12:59] THAT 87% OF IT IS ASSOCIATED WITH  
[01:13:02] THE PORT, AND 95% OF REVENUE BONDS ARE  
[01:13:06] ASSOCIATED WITH THE AIRPORT. SO THAT'S  
[01:13:07] REALLY WHERE WE CARRY THE VAST MAJORITY  
[01:13:09] OF OUR INSTITUTIONAL DEBT. AND THAT ALSO  
[01:13:11] HELPS TO EXPLAIN WHY WE HAVE SUCH A GOOD  
[01:13:14] BOND RATING, BECAUSE THE AIRPORT IS A  
[01:13:18] VERY SUCCESSFUL ENTERPRISE. SO NO  
[01:13:22] QUESTIONS FOR YOU, BUT DEFINITELY,  
[01:13:25] I THINK I SAID THIS THE FIRST TIME YOU  
[01:13:27] CAME AND PRESENTED TO COMMISSION AFTER I  
[01:13:29] JOINED. THERE IS A TYRANNY OF EXPERTISE  
[01:13:32] IN SITTING  
[01:13:36] BEFORE YOU BECAUSE YOU'RE THINKING AT  
[01:13:38] LEVELS THAT ARE TEN TIMES  
[01:13:42] MY CAPACITY TO UNDERSTAND THIS. BUT  
[01:13:44] YOU'RE PUTTING IT INTO TERMS THAT WE,  
[01:13:46] AS LOWLY COMMISSIONERS, CAN UNDERSTAND.  
[01:13:47] AND SO I DEEPLY APPRECIATE THAT, AND I  
[01:13:49] THINK THAT'S HELPFUL FOR THE PUBLIC AS  
[01:13:50] WELL. A LOT OF HELP. THANK YOU.  
[01:13:55] SO WITH THAT, I'M GONNA CALL FOR A  
[01:13:57] MOTION TO APPROVE THE INTRODUCTION  
[01:13:59] RESOLUTION NUMBER 38.  
[01:14:03] THE MOTION  
[01:14:06] WAS MADE IN SECONDED. IS THERE ANY  
[01:14:08] FURTHER DISCUSSION, COMMISSIONER?  
[01:14:13] ALL RIGHT, SEE? NO FURTHER DISCUSSION.  
[01:14:15] QUICKHCLERK HART, CAN YOU PLEASE CALL THE ROLL  
[01:14:17] FOR THE VOTE? COMMISSIONERS, PLEASE SAY  
[01:14:19] AYE OR NAY WHEN YOUR NAME IS CALLED.  
[01:14:21] THANK YOU. BEGINNING WITH COMMISSIONER  
[01:14:22] MOHAMED. THANK YOU,  
[01:14:25] COMMISSIONER CHO. AYE. THANK YOU,  
[01:14:29] COMMISSIONER CALKINS.  
[01:14:33] AYE. THANK YOU, COMMISSIONER. WE HAVE  
[01:14:35] THREE AYES AND ZERO NAYS FOR THIS ITEM.  
[01:14:38] OKAY. THE MOTION PASSES REMINDER. THE  
[01:14:41] RESOLUTION WILL BE BACK BEFORE THE  
[01:14:43] COMMISSION AT THE APRIL 26, 2022,  
[01:14:45] MEETING FOR CONSIDERATION OF ADOPTION.  
[01:14:47] ALL RIGHT. THANK YOU SO MUCH,  
[01:14:49] ELIZABETH. THANK YOU. OKAY. AT THIS  
[01:14:53] TIME, BASED ON OUR TIMING, WE'RE GOING  
[01:14:54] TO MOVE DIRECTLY INTO PRESENTATIONS,  
[01:14:58] WHICH IS ITEM ELEVEN, PRESENTATIONS AND  
[01:15:00] STAFF REPORTS. CLERK HART, PLEASE READ  
[01:15:03] THE NEXT ITEM INTO THE RECORD, AND THEN  
[01:15:04] WE'RE GOING TO HAVE EXECUTIVE DIRECTOR

[01:15:06] METRUCK INTRODUCE THE ITEM. THANK YOU.  
[01:15:09] THIS IS AGENDA ITEM ELEVEN, A SOUND  
[01:15:11] TRANSIT THREE WEST SEATTLE AND BALLARD  
[01:15:14] LINK EXTENSIONS, BRIEFING ON DRAFT,  
[01:15:16] ENVIRONMENTAL IMPACT STATEMENT, AND  
[01:15:18] BALLARD INTERBASED SEGMENT.  
[01:15:22] COMMISSIONERS, THIS BRIEFING FOLLOWS THE  
[01:15:24] APRIL 5 BRIEFING TO THE NORTHWEST  
[01:15:26] SEAPORT ALLIANCE MANAGING MEMBERS ON THE  
[01:15:28] WEST SEATTLE BALLARD LINKING EXTENSIONS,  
[01:15:30] DUWAMISH CROSSING. HERE YOU WILL HAVE  
[01:15:33] THE OPPORTUNITY TO LEARN MORE ABOUT THE  
[01:15:35] BALLARD AND INTERBASE SEGMENTS AND ASK  
[01:15:37] QUESTIONS. WE HAVE A NUMBER OF OUTSIDE  
[01:15:40] GUESTS FROM SOUND TRANSIT WITH US, BUT  
[01:15:43] I'M GOING TO TURN IT OVER TO JERRY POOR,  
[01:15:46] OUR SENIOR REGIONAL TRANSPORTATION  
[01:15:48] MANAGER, AND MATTHEW MATTEO,  
[01:15:51] SENIOR ENVIRONMENTAL MANAGEMENT  
[01:15:53] SPECIALIST, TO INTRODUCE THE ITEM, TALK  
[01:15:56] ABOUT THE ITEM, AND THEN TURN IT OVER  
[01:15:57] AND INTRODUCE OUR GUESTS. SO WITH THAT,  
[01:15:59] I BELIEVE I'M GOING TO TURN IT OVER TO  
[01:16:01] JERRY OR TURN IT OVER TO YOU, MATTHEW.  
[01:16:04] SURE. THANK YOU.  
[01:16:08] I DIDN'T SEE YOU, JERRY. SO THERE YOU  
[01:16:09] ARE. GREAT. THANKS. THANK YOU.  
[01:16:11] EXECUTIVE DIRECTOR METRUCK. GOOD  
[01:16:13] AFTERNOON, COMMISSIONERS. WE'VE DONE  
[01:16:16] STAFF INTRODUCTIONS AT THE PORT, BUT WE  
[01:16:18] WELCOME SOUND TRANSIT HERE FROM THE WEST  
[01:16:20] SEATTLE BALLARD LINK EXTENSION PROJECT  
[01:16:22] TO PRESENT TO US ON THE DRAFT EIS. I'LL  
[01:16:25] ASK THEM TO COME ON SCREEN AS I  
[01:16:27] INTRODUCE THEM. CATHAL RIDGE IS LEADING  
[01:16:31] THE PROGRAM. THE EXECUTIVE CORRIDOR  
[01:16:32] DIRECTOR WILL ALSO HEAR FROM KATE  
[01:16:35] LICHTENSTEIN, THE LIGHT RAIL DEVELOPMENT  
[01:16:37] MANAGER, EMILY AS COACHES, THE HIGH  
[01:16:40] CAPACITY TRANSIT DEVELOPMENT DIRECTOR,  
[01:16:42] AND PERHAPS FROM LEADER SHAHEEN, THE  
[01:16:44] MANAGER FROM GOVERNMENT RELATIONS AND  
[01:16:46] COMMUNITY RELATIONS DEPARTMENT. THESE  
[01:16:49] WEEKS, THESE STAFFERS ARE ZOOMING ALL  
[01:16:51] OVER SEATTLE, EDUCATING AND ANSWERING  
[01:16:54] QUESTIONS ABOUT THE DRAFT EIS.  
[01:16:56] AS EXECUTIVE DIRECTOR METRUCK REFERRED TO  
[01:16:59] LAST WEEK, THEY PRESENTED TO YOU AND  
[01:17:01] OTHER NORTHWEST SEAPORT ALLIANCE  
[01:17:03] MANAGING MEMBERS ON THE SOUTHERN  
[01:17:05] EXTENSION TO WEST SEATTLE. TODAY'S FOCUS  
[01:17:07] IS ON THE BALLARD EXTENSION AND FOR  
[01:17:09] COMPLETENESS, THEY WILL REVIEW SOME OF  
[01:17:11] THE STAGE SETTING SLIDES, BUT ONLY  
[01:17:13] BRIEFLY SINCE YOU HEARD THEM LAST  
[01:17:14] TUESDAY. AS I TURN IT OVER TO CALL ROLL,  
[01:17:17] NOTE THAT THE PORT AND THE ALLIANCE  
[01:17:19] STAFF HAVE WORKED CLOSELY WITH SOUND  
[01:17:21] TRANSIT OVER THE PAST THREE YEARS. THE  
[01:17:23] PORT IS A COOPERATING AGENCY ON THE  
[01:17:26] DRAFT EIS, WHICH IS A TERM OF NEPA  
[01:17:29] IMPORTANCE, AND WE HAVE ENGAGED REVIEWED  
[01:17:32] DOCUMENTS IN PREPARATION ALONGSIDE THE

[01:17:34] CITY, METRO, FTA AND OTHER AGENCIES.  
[01:17:37] WE'LL HAVE A FEW SLIDES AT THE END ABOUT  
[01:17:39] THE PORT PERSPECTIVE ON THE DRAFT EIS.  
[01:17:42] BUT FIRST, HAIL,  
[01:17:44] PLEASE. THANK YOU. JERRY, CAN YOU HEAR  
[01:17:48] ME?  
[01:17:51] SOMEBODY BRING ME UP THE SLIDESHOW. I  
[01:17:53] SHOULD ASK. THERE IT IS. THANK YOU  
[01:17:56] VERY MUCH. HELLO AGAIN. AS MENTIONED,  
[01:17:59] WE BRIEFED YOU GUYS JUST A WEEK AGO.  
[01:18:02] SORRY TO BE FUCKING YOU AGAIN. IF YOU  
[01:18:06] COULD MOVE TO THE NEXT SLIDE, PLEASE.  
[01:18:10] I'LL GIVE A VERY BRIEF OVERVIEW BECAUSE  
[01:18:12] AGAIN, AS JERRY MENTIONED, YOU JUST GOT  
[01:18:14] AN OVERVIEW LAST WEEK. AND THEN I'LL  
[01:18:16] HAND IT OVER TO EMILY, WHO IS OUR LEAD  
[01:18:17] FOR THE NORTH SEGMENT. THE SOUTH OF  
[01:18:19] JAPAN AND JAPAN BALANCED SEGMENTS TO  
[01:18:21] TALK THROUGH SOME OF OUR DRAFT EIS  
[01:18:22] RESULTS. THEN I'LL SPEND A LITTLE BIT OF  
[01:18:24] TIME TO TALK ABOUT SOME OF OUR COST  
[01:18:26] SAVINGS IDEAS AND THEN TURN IT BACK TO  
[01:18:28] YOU. NEXT SLIDE, PLEASE.  
[01:18:32] OUR PROJECT TIMELINE. THIS HAS NOT  
[01:18:34] CHANGED IN THE LAST WEEK. YOU SAW THIS  
[01:18:36] GRAPHIC A WEEK AGO. WE ARE ON THE  
[01:18:38] PLANNING PHASE WHICH STARTED BACK IN  
[01:18:39] 2017 AND EXTENDS THROUGH NEXT YEAR. AND  
[01:18:41] AFTER THIS WE MOVE INTO DESIGN AND  
[01:18:43] CONSTRUCTION. AND IT'S NOTED ON THE  
[01:18:44] RIGHT THERE, WE EXPECT TO OPEN TO WEST SEATTLE IN  
[01:18:48] 2032 AND WE HAVE A TARGET DATE OF  
[01:18:50] 2037 AND THE PORTABLE DELIVERY DATE OF  
[01:18:52] 2039 FOR THE SMITH COVE TO BALLARD  
[01:18:55] PORTION. NEXT SLIDE, PLEASE.  
[01:18:59] AS YOU KNOW, AS JERRY JUST MENTIONED,  
[01:19:02] WE HAVE RECENTLY PUBLISHED A DRAFT EIS  
[01:19:04] THAT WAS PUBLISHED BACK IN JANUARY 28.  
[01:19:06] AND WE ARE NOW IN THE PUBLIC COMMENT  
[01:19:08] PERIOD, WHICH EXTENDS FOR ANOTHER COUPLE  
[01:19:09] OF WEEKS. SO FOLKS HAVEN'T COMMENTED  
[01:19:11] YET. THEY'RE STILL AN OPPORTUNITY TO DO  
[01:19:12] SO. AND AS YOU KNOW, WE'LL BE GOING  
[01:19:15] THROUGH WITH THE SOUND TRANSIT BOARD  
[01:19:16] LATER THIS YEAR IN JUNE, HOPEFULLY TO  
[01:19:18] CONFIRM OR MODIFY THE PREFERRED  
[01:19:19] ALTERNATIVE. AND THEN WE NEED TO DEVELOP  
[01:19:21] A FINAL EIS. AND AFTER THE FINAL EIS IS  
[01:19:23] COMPLETED, THE BOARD WOULD SELECT THE  
[01:19:26] PROJECT TO BE BUILT AND THE FEDERAL  
[01:19:27] TRANSIT ADMINISTRATION WOULD ISSUE A  
[01:19:28] RECORD DECISION. SO THAT'S WHERE WE ARE  
[01:19:30] IN THE PROCESS RIGHT NOW. EXPLAIN THIS  
[01:19:35] AGAIN. YOU'VE SEEN THIS GRAPHIC BEFORE.  
[01:19:37] ON THE LEFT, YOU CAN SEE ALL OF THE  
[01:19:38] ALTERNATIVES THAT WE ARE STUDYING IN THE  
[01:19:40] DRAFT IS WE'LL FOCUS IN THIS MEETING ON  
[01:19:43] THE TOP PORTION OF THIS GRAPHIC, THE  
[01:19:45] SOUTH BAY AND INTEGRATE BALLARD SEGMENTS  
[01:19:47] OF THE PROJECT. AND I'LL HAND IT OVER TO  
[01:19:49] EMILY NOW TO WALK US THROUGH SOME OF THE  
[01:19:51] DRAFT IS RESULTS. GREAT.  
[01:19:54] THANK YOU, CATHAL. AND GOOD AFTERNOON,

[01:19:56] COMMISSIONERS, MY NAME IS EMILY  
[01:19:57] YASUKOCY, AND I AM THE SEGMENT MANAGER  
[01:20:00] FOR THE INTERBAY BALLARD SEGMENT OF THE  
[01:20:02] WEST SEATTLE AND BALLARD LINK EXTENSIONS  
[01:20:04] PROJECT. VERY HAPPY TO BE WITH YOU THIS  
[01:20:07] AFTERNOON. NEXT SLIDE, PLEASE. SO AS  
[01:20:10] CATHAL MENTIONED, WE'LL BE FOCUSING IN  
[01:20:12] ON THESE TWO SEGMENTS SHOWN HERE, THE  
[01:20:14] SOUTH INTERBAY AND INTERBAY BALLARD  
[01:20:16] SEGMENT. SO NEXT SLIDE, PLEASE. I WILL  
[01:20:19] MOVE ON TO SOUTH INTERBAY FIRST. AND  
[01:20:22] WITH THE NEXT SLIDE, I WILL SHOW  
[01:20:26] OKAY, SO THIS ONE IS AN OVERVIEW OF ALL  
[01:20:27] OF THE ALTERNATIVES IN THE SOUTH  
[01:20:29] INTERBASE SEGMENT. I'LL GO OVER THEM ONE  
[01:20:31] BY ONE, AND I'LL BE COVERING SOME OF THE  
[01:20:34] KEY FINDINGS FROM THE DRAFT IS FROM EACH  
[01:20:37] OF THESE ALTERNATIVES. SO IF WE GO TO  
[01:20:38] THE NEXT SLIDE, I WILL START WITH THE  
[01:20:41] GAYLOR STREET STATION CENTRAL INTERBAY  
[01:20:43] ALTERNATIVE. I'LL DESCRIBE EACH  
[01:20:45] ALTERNATIVE BRIEFLY, AND THEN I'LL GO  
[01:20:47] OVER SOME OF THE DRAFT EIS FINDINGS. SO  
[01:20:50] THIS ALTERNATIVE WOULD COME FROM THE  
[01:20:52] DOWNTOWN SEGMENT, FROM A TUNNEL COMING  
[01:20:55] OUT OF REPUBLICAN STREET. THE PORT WOULD  
[01:20:58] BE AT THE END OF REPUBLICAN STREET. THE  
[01:21:00] GUIDEWAY WOULD CROSS, THEN BECOME  
[01:21:01] ELEVATED AND CROSS OVER TO THE WEST SIDE  
[01:21:04] OF ELLIOTT BAY. TO THE EAST SIDE OF  
[01:21:05] ELLIOTT, TRAVEL UP ELLIOTT AVENUE WEST  
[01:21:08] ALONG THE EAST SIDE. THIS IS ALL  
[01:21:09] ELEVATED GUIDEWAY CROSS OVER ONE MORE  
[01:21:12] TIME TO THE WEST TO SERVE AN ELEVATED  
[01:21:14] SMITH COVE STATION ABOVE THE GAYLOR  
[01:21:17] STREET OVERPASS. IT WOULD THEN CROSS  
[01:21:19] OVER THE MAGNOLIA BRIDGE THROUGH THE  
[01:21:21] SEATTLE ARMORY PROPERTY AND THEN VEERING  
[01:21:24] TO THE NORTH AS IT TRAVELS, KIND OF IN  
[01:21:26] BETWEEN THE INNER BAY GOLF CENTER AND  
[01:21:28] THE BNSF TRACKS. AND THEN IT CONNECTS  
[01:21:30] INTO THE INTERBAY BALLARD SEGMENT FROM  
[01:21:31] THERE. SO THIS ALTERNATIVE  
[01:21:35] WOULD HAVE A PROJECT COST OF  
[01:21:36] APPROXIMATELY 1.3 BILLION WITH 174 UNITS  
[01:21:39] OF RESIDENTIAL DISPLACEMENT, SEVEN  
[01:21:42] HISTORIC PROPERTIES ADVERSELY AFFECTED  
[01:21:45] ABOUT THE PORT, ONE ACRES OF PERMANENT  
[01:21:47] PARK EFFECTS AND LESS THAN ZERO ONE ACRE  
[01:21:50] OF BIODIVERSITY EFFECTS. AND THAT'S A  
[01:21:52] MEASURE OF EFFECTS TO WILDLIFE HABITAT  
[01:21:56] ESSENTIALLY THAT WOULD BE A CHANGE IN  
[01:21:58] USE. AND THEN THE GRAY THE SECOND TO  
[01:22:02] LAST ON THE LEFT HAND SIDE. ROADWAY  
[01:22:05] EFFECTS IS A MEASURE OF ELEVATED  
[01:22:07] GUIDEWAY IN OR NEAR ARTERIAL ROADWAYS.  
[01:22:10] THAT'S IMPORTANT BOTH BECAUSE OF  
[01:22:12] CONSTRUCTION EFFECTS. SO BUILDING THAT  
[01:22:14] ELEVATED GUIDEWAY IN OUR NEAR ARTERIALS  
[01:22:16] WOULD HAVE CONSTRUCTION EFFECTS, WHICH  
[01:22:18] OF COURSE, ON THESE ARTERIAL ROADWAYS  
[01:22:20] WOULD HAVE EFFECTS TO FREIGHT TRAVEL.  
[01:22:24] IT ALSO HAS SOME OTHER EFFECTS AT ALL

[01:22:26] THAT I'LL POINT OUT ON THE SLIDES. SO  
[01:22:30] GOING TO THE MAP PART OF THE SLIDE, I  
[01:22:33] WILL START WITH A RESIDENTIAL  
[01:22:34] DISPLACEMENT. SO A BIG CHUNK OF THOSE  
[01:22:36] ARE COMING FROM MULTIFAMILY BUILDINGS IN  
[01:22:38] THE UPTOWN AREA AND THEN MOVING TO THE  
[01:22:42] GRAY BOXES. SO AS I MENTIONED BEFORE,  
[01:22:44] HAVING THAT GUIDEWAY ENGINEER THE  
[01:22:47] ARTERIAL ROADWAY WOULD HAVE SOME  
[01:22:49] CONSTRUCTION CLOSURES ON ELLIOTT BAY.  
[01:22:53] THERE WOULD NEED TO BE SOME UTILITY  
[01:22:54] RELOCATIONS THAT COULD BE COMPLEX AND  
[01:22:57] THEN ALSO IN THE PERMANENT CONDITION,  
[01:22:58] THERE WOULD BE SOME LEFT HAND TURN  
[01:23:00] RESTRICTIONS IN ELLIOT BECAUSE THE  
[01:23:02] GUIDEWAY COLUMNS WOULD REQUIRE  
[01:23:05] PROTECTION FROM MEDIAN. SO THAT WOULD  
[01:23:07] KIND OF CHANGE SOME OF THE OPERATIONS ON  
[01:23:10] THE ROADWAY THERE. AND THEN FINALLY,  
[01:23:12] JUST POINTING OUT THAT A BIG PIECE OF  
[01:23:13] THE PARK EFFECTS IS RELATED TO THE  
[01:23:16] GUIDEWAY ALONG THE EDGE OF THE INNER BAY  
[01:23:19] GOLF CENTER AND ATHLETIC COMPLEX. NEXT  
[01:23:22] SLIDE, PLEASE. SO NEXT, I'LL COVER THE  
[01:23:25] PROSPECT STREET STATION, JUNETEENTH  
[01:23:26] AVENUE ALTERNATIVE. THIS ALTERNATIVE  
[01:23:29] ALSO WOULD COME FROM A TUNNEL COMING  
[01:23:32] OUT FROM UNDERNEATH REPUBLICAN STREET IN  
[01:23:35] THE UPTOWN AREA WITH PORTAL OUT AT THE  
[01:23:37] END OF REPUBLICAN. AND IT WOULD HAVE  
[01:23:39] THAT SAME GUIDEWAY CROSSING OVER ELLIOTT  
[01:23:41] A COUPLE OF TIMES. BUT IN THIS  
[01:23:43] ALTERNATIVE, THE ELEVATED SMITH COAST  
[01:23:45] STATION WOULD BE ON THE EAST SIDE OF  
[01:23:47] ELLIOTT AVENUE, JUST NORTH OF PROSPECT  
[01:23:49] STREET. THE ALTERNATIVE WOULD THEN  
[01:23:51] CONTINUE KIND OF HUGGING THE QUEEN AND  
[01:23:54] HILLSIDE AND THEN JOINING 15 AVENUE  
[01:23:57] WEST. AND THEN IT WOULD TRAVEL UP THE  
[01:23:59] CENTER OF 15TH AVENUE WEST AND ELEVATED  
[01:24:01] GUIDEWAY. THE ALTERNATIVE HAS A  
[01:24:04] PROJECT COST OF 1.4 TO 1.5 BILLION  
[01:24:08] RESIDENTIAL DISPLACEMENT OF 123 UNITS,  
[01:24:10] EIGHT HISTORIC PROPERTY EFFECTS AND  
[01:24:14] ZERO SEVEN ACRES OF PARK EFFECTS, THE  
[01:24:17] PORT EIGHT ACRES OF BIODIVERSITY EFFECTS  
[01:24:19] AND ABOUT A MILE OF GUIDEWAY IN OR NEAR  
[01:24:22] ARTERIAL ROADWAY. SO LET'S SEE,  
[01:24:25] WE'LL START WITH THE RESIDENTIAL  
[01:24:27] DISPLACEMENTS. AGAIN,  
[01:24:30] MULTIFAMILY BUILDING DISPLACEMENTS IN  
[01:24:32] THE UPTOWN AREA ACCOUNT FOR A GOOD  
[01:24:35] PORTION OF THOSE RESIDENTIAL  
[01:24:36] DISPLACEMENTS. THE PARK EFFECTS IN THIS  
[01:24:39] ARE ASSOCIATED WITH SOME EFFECTS TO  
[01:24:41] KENNEDY PARK DUE TO THE STATION AND SOME  
[01:24:45] GUIDEWAY ON THE EAST SIDE OF ELLIOTT  
[01:24:47] THERE. LET'S SEE NEXT. I'LL DO THE  
[01:24:49] YELLOW BOX, SOUTHWEST QUEEN AND GREEN  
[01:24:51] BELT IS THE SOURCE OF A LOT OF THOSE  
[01:24:53] BIODIVERSITY EFFECTS. SO THE GUIDEWAY  
[01:24:55] RUNNING THROUGH THERE AND THEN ROADWAY  
[01:24:59] EFFECTS OF SIMILAR CONSTRUCTION CLOSURES



[01:25:02] ON ELLIOTT ASSOCIATED WITH BUILDING THAT  
[01:25:04] GUIDEWAY AND COMPLEX UTILITY  
[01:25:07] RELOCATIONS. AND THEN THE LEFT HAND TURN  
[01:25:08] RESTRICTIONS. SO THOSE ROADWAY EFFECTS  
[01:25:11] WOULD EXTEND NOT JUST BE ON ELLIOTT,  
[01:25:14] BUT ALSO EXTEND INTO 15TH FOR THIS  
[01:25:16] ALTERNATIVE. AND THEN FINALLY IN BLUE,  
[01:25:18] YOU'LL SEE A BLUE BOX. THOSE ARE FOR  
[01:25:21] OTHER CONSIDERATIONS. THOSE ARE JUST  
[01:25:23] ELEMENTS OF THE ALTERNATIVES THAT ARE  
[01:25:26] JUST IMPORTANT THINGS TO UNDERSTAND AND  
[01:25:28] TO HELP KIND OF PUT SOME CONTEXT AROUND  
[01:25:30] THE ALTERNATIVE. SO WITH THIS  
[01:25:32] ALTERNATIVE, WITH THE STATION AND  
[01:25:34] GUIDEWAY ON THE EAST SIDE OF ELLIOTT IN  
[01:25:38] THE SOUTHWEST QUEEN AND GREEN BELT AREA,  
[01:25:40] THAT IS A STEEP SLOPE, ENVIRONMENTALLY  
[01:25:42] CRITICAL AREA. AND SO BUILDING THE  
[01:25:44] GUIDEWAY IN THAT AREA WOULD HAVE SOME  
[01:25:46] EFFECTS ON THE STEEP SLOPE. AND SO THAT  
[01:25:48] IS A CONSIDERATION IMPORTANT TO THIS  
[01:25:50] ALTERNATIVE. NEXT SLIDE, PLEASE. OKAY.  
[01:25:54] AND FINALLY, THIS IS THE THIRD  
[01:25:56] ALTERNATIVE IN THE SOUTH INNER BAY  
[01:25:58] SEGMENT. IT'S CALLED THE PROSPECT STREET  
[01:26:00] STATION CENTRAL INNER BAY ALTERNATIVE.  
[01:26:02] SO THIS ONE ACTUALLY REMAINS IN TUNNEL  
[01:26:04] FOR A BIT LONGER, COMING FROM THE  
[01:26:06] DOWNTOWN SEGMENT, AND IT ACTUALLY COMES  
[01:26:09] FROM A DIFFERENT DOWNTOWN ALTERNATIVE.  
[01:26:11] THAT WOULD BE A TUNNEL UNDERNEATH  
[01:26:13] MERCER. SO THE TUNNEL WOULD CONTINUE  
[01:26:16] ESSENTIALLY ALL THE WAY UNTIL IT GETS TO  
[01:26:17] PROSPECT STREET. AND THEN THAT WOULD BE  
[01:26:19] WHERE THE TUNNEL PORTAL WOULD BE LOCATED  
[01:26:21] ON THE EAST SIDE OF ELLIOTT BAY  
[01:26:22] PROSPECT. IT WOULD THEN IMMEDIATELY  
[01:26:25] SERVE THE RETAINED CUTSMITH COAST  
[01:26:27] STATION ON THE EAST SIDE OF ELLIOTT AT  
[01:26:29] PROSPECT, AND THEN CONTINUE MOSTLY  
[01:26:33] EITHER AT GREATER AND RETAINED CUT  
[01:26:36] SECTION ALONG THE BOTTOM OF THE HILLSIDE  
[01:26:38] THERE, CROSS OVER 15TH, TRAVEL UP ARMORY  
[01:26:42] WAY. IT'S NOW ELEVATED, AND THEN CURVE  
[01:26:44] TO THE NORTH IN AN ELEVATED GUIDEWAY  
[01:26:47] TUCKED BETWEEN THE GOLF COURSE AND THE  
[01:26:49] RAILROAD TRACKS. THIS ALTERNATIVE HAS A  
[01:26:51] PROJECT COST OF 1.5 TO 1.6 BILLION,  
[01:26:53] FIVE UNITS OF RESIDENTIAL DISPLACEMENTS,  
[01:26:57] TWO HISTORIC PROPERTY EFFECTS, FOUR  
[01:27:00] ACRES OF PERMANENT PARK EFFECTS, 5.5  
[01:27:02] ACRES OF BIODIVERSITY EFFECTS, AND ABOUT  
[01:27:06] LESS THAN ZERO 1 MILE, ACTUALLY, OF  
[01:27:08] GUIDEWAY IN OR NEAR ARTERIAL ROADWAYS.  
[01:27:11] SO JUST A COUPLE OF THINGS TO POINT OUT  
[01:27:13] ABOUT THIS ONE. THE PARK EFFECTS ARE  
[01:27:15] ASSOCIATED WITH BOTH PIER PARK AND THE  
[01:27:17] INNER BAY RECREATION FACILITIES. THE  
[01:27:20] BIODIVERSITY EFFECTS, AGAIN, ARE  
[01:27:21] ASSOCIATED WITH HAVING GUIDEWAY IN THE  
[01:27:23] SOUTHWEST QUEEN AND GREEN BELT. AND THIS  
[01:27:26] ALTERNATIVE ALSO HAS THE STEEP SLOPE  
[01:27:28] CONSIDERATION OF HAVING A STATION AT

[01:27:32] THE KIND OF BOTTOM OF THE QUEEN AND  
[01:27:35] HILLSIDE THERE. ALL RIGHT,  
[01:27:38] NEXT SLIDE, PLEASE. OKAY. SO THIS PUTS  
[01:27:42] ALL OF THAT INFORMATION ON ONE SLIDE SO  
[01:27:44] YOU CAN SEE IT NEXT SIDE BY SIDE.  
[01:27:47] SO I'LL JUST POINT OUT A COUPLE OF THE  
[01:27:49] HIGHLIGHTS HERE. SO THE GAYLOR STREET  
[01:27:50] STATION CENTRAL INTERBAY ALTERNATIVE HAS  
[01:27:52] THE LOWEST ESTIMATED PROJECT COST, BUT  
[01:27:55] THE HIGHEST NUMBER OF RESIDENTIAL  
[01:27:57] DISPLACEMENTS. IT HAS THE LOWEST  
[01:28:01] BIODIVERSITY EFFECTS, AND IT'S IN THE  
[01:28:02] MIDDLE IN TERMS OF ROADWAY EFFECTS.  
[01:28:05] THE PROSPECT STREET STATION JUNETEENTH  
[01:28:07] AVENUE ALTERNATIVE IN THE MIDDLE, I  
[01:28:10] WOULD SAY. LET'S SEE, IT'S THE LOWEST  
[01:28:12] FOR PARK EFFECTS. IT'S ON THE HIGHER END  
[01:28:14] FOR RESIDENTIAL DISPLACEMENTS, AND IT IS  
[01:28:16] THE HIGHEST FOR ROADWAY EFFECTS. SO IT  
[01:28:18] HAS THE MOST GUIDEWAY IN ELLIOTT AND 15.  
[01:28:22] AND THEN THE PROSPECT STREET STATION  
[01:28:24] CENTRAL INTERBAY ALTERNATIVE ON THE  
[01:28:26] RIGHT HAND SIDE HAS THE HIGHEST  
[01:28:28] ESTIMATED PROJECT COST, BUT IT DOES HAVE  
[01:28:30] THE LOWEST NUMBER OF RESIDENTIAL  
[01:28:31] DISPLACEMENTS AND HISTORIC PROPERTY  
[01:28:33] EFFECTS. IT HAS THE HIGHEST PERK AND  
[01:28:36] BIODIVERSITY EFFECTS. PAUSE THERE FOR  
[01:28:40] A MOMENT BECAUSE IT'S A LOT OF  
[01:28:43] INFORMATION.  
[01:28:47] OKAY, LET'S MOVE ON TO INTERBAY BALLARD,  
[01:28:51] HEAD NORTH AND GO INTO INTERBAY BALLARD.  
[01:28:53] NEXT SLIDE, PLEASE. THANK YOU. SO THERE  
[01:28:56] ARE SEVERAL ALTERNATIVES HERE. SO I'LL  
[01:28:58] NOTE THAT THE PINK AND BLUE ALTERNATIVES  
[01:29:00] ARE ELEVATED OR BRIDGE CROSSINGS OF  
[01:29:02] SALMON BAY. AND THE BROWN ALTERNATIVES  
[01:29:05] ARE TUNNEL CROSSINGS UNDERNEATH SALMON  
[01:29:08] BAY. SO I'LL GO THROUGH THESE ONE BY ONE  
[01:29:11] AS WELL. SO NEXT SLIDE, PLEASE. I'LL  
[01:29:13] START WITH THE PINK ELEVATED JUNETEENTH  
[01:29:16] AVENUE ALTERNATIVE. SO THIS ONE COMES  
[01:29:18] FROM BEHIND THE GOLF COURSE AND AN  
[01:29:20] ELEVATED GUIDEWAY TRAVELS OVER DRAVEN  
[01:29:23] STREET TO SERVE AN ELEVATED INTERBAY  
[01:29:25] STATION JUST NORTH OF DRAVEN STREET.  
[01:29:28] IT THEN CURVES TO THE NORTHEAST, KIND OF  
[01:29:31] BEHIND AND A LITTLE BIT OVER THE EMERSON  
[01:29:34] NICKERSON INTERCHANGE AND THEN TURNS TO  
[01:29:37] THE NORTH, LINING UP WITH 14TH AVENUE  
[01:29:40] NORTHWEST ON THE BALLARD SIDE, AND  
[01:29:42] CROSSES OVER SALMON BAY IN A HIGH LEVEL  
[01:29:44] FIXED BRIDGE, TOUCHING DOWN ON 14TH  
[01:29:47] AVENUE AND TRAVELING UP 14TH AVENUE IN  
[01:29:49] AN ELEVATED GUIDEWAY TO TERMINATE AT AN  
[01:29:54] ELEVATED BALLARD STATION ON 14TH  
[01:29:57] AVENUE NORTHWEST STRADDLING. MARKET  
[01:29:59] STREET. THIS ONE HAS AN ESTIMATED  
[01:30:02] PROJECT COST OF 1.5 TO 1.6 BILLION, 105  
[01:30:05] UNITS OF RESIDENTIAL  
[01:30:08] DISPLACEMENT, SEVEN HISTORIC PROPERTY  
[01:30:10] EFFECTS, APPROXIMATELY 610 EMPLOYEE  
[01:30:13] DISPLACEMENTS, AND PERMANENT IN WATER

[01:30:17] EFFECTS OF ABOUT 1.2 ACRES.  
[01:30:21] SO THE RESIDENTIAL DISPLACEMENTS, AYE  
[01:30:23] LARGELY ASSOCIATED WITH THE MULTIFAMILY  
[01:30:25] UNITS IN NORTH QUEEN ANNE.  
[01:30:29] THE IN WATER EFFECTS, SOME OF THOSE  
[01:30:32] ARE SHOWN HERE ON THE MAP SIDE. SO THERE  
[01:30:35] IS, OF COURSE, UNDERWATER HABITAT.  
[01:30:37] THERE ARE EFFECTS TO NAVIGATION, AND  
[01:30:40] THERE ARE TRIPLE TRACKED TREATY  
[01:30:44] PROTECTED FISHING RIGHTS IN SALMON BAY.  
[01:30:47] AND SO HAVING COLUMNS IN THE WATER  
[01:30:50] ASSOCIATED WITH THAT BRIDGE CROSSING  
[01:30:51] WOULD HAVE EFFECTS IN ALL THOSE AREAS.  
[01:30:54] AND THEN WE ALSO KNOW HERE A COUPLE OF  
[01:30:56] OTHER CONSIDERATIONS. SO FIRST,  
[01:30:59] WITH THE BRIDGE CROSSING,  
[01:31:03] THERE WOULD BE DISPLACEMENTS TO MARITIME  
[01:31:06] BUSINESSES ON EITHER SIDE OF THE SHIP  
[01:31:08] CANAL. AND WE NOTE THAT HERE BECAUSE  
[01:31:12] THEY CAN BE ESPECIALLY CHALLENGING TO  
[01:31:14] RELOCATE, BECAUSE OF COURSE, THEY NEED  
[01:31:15] WATER ACCESS AND THAT IS A LITTLE HARDER  
[01:31:17] TO COME BY. AND THEN ALSO NOTING HERE  
[01:31:20] THAT THE 14TH AVENUE BRIDGE WOULD  
[01:31:22] REQUIRE THE RELOCATION OF A PUBLIC BOAT  
[01:31:24] RAMP AT THE END OF 14TH AVENUE AND A  
[01:31:27] STORMWATER OUTFALL THAT IS LOCATED AT  
[01:31:29] THE END OF JUNETEENTH AVENUE NORTHWEST.  
[01:31:32] SO THOSE LEAD TO SOME ADDITIONAL IN  
[01:31:34] WATER EFFECTS. THOSE ARE ACCOUNTED FOR  
[01:31:36] IN THE 1.2 ACRE, THOUGH. NEXT SLIDE,  
[01:31:39] PLEASE. OKAY, SO NEXT WE HAVE THE TUNNEL  
[01:31:42] 14TH AVENUE ALTERNATIVE. THIS ONE COMES  
[01:31:45] FROM BEHIND THE GOLF COURSE, BUT WOULD  
[01:31:47] GO UNDERNEATH DRAVIS TO SERVE A RETAINED  
[01:31:51] CUT INTERVAL STATION JUST NORTH OF  
[01:31:53] DRAMAS, THEN CONTINUE DIVING DOWN,  
[01:31:56] ENTERING A TUNNEL PORTAL WEST OF 15TH  
[01:31:58] AND SOUTH OF THE BREMERTON NICKERSON  
[01:32:00] INTERCHANGE AND THEN TUNNEL UNDERNEATH  
[01:32:03] SALMON BAY TO TERMINAL AT A TUNNEL  
[01:32:05] BALLARD AVIATION LOCATED UNDERNEATH  
[01:32:07] JUNETEENTH AVENUE, WITH ENTRANCES ON  
[01:32:10] EITHER SIDE OF MARKET STREET ON BOTH THE  
[01:32:12] NORTH AND SOUTH SIDE OF MARKET. THIS ONE  
[01:32:15] HAS A PROJECT COST OF 1.5 BILLION, 14  
[01:32:17] UNITS OF RESIDENTIAL DISPLACEMENTS FOR  
[01:32:20] HISTORIC PROPERTY AFFECTS 380 EMPLOYEE  
[01:32:23] DISPLACEMENTS AND NO PERMANENT IN WATER  
[01:32:25] EFFECTS. SO WE'LL NEXT MOVE ON TO THE  
[01:32:28] JUNETEENTH AVENUE TUNNEL, 15TH AVENUE  
[01:32:31] ALTERNATIVE ON THE NEXT SLIDE. THANK  
[01:32:32] YOU. THIS ONE ALSO GOES UNDERNEATH,  
[01:32:35] UNDERNEATH DRAMAS FROM BEHIND THE GOLF  
[01:32:37] COURSE. SAME RETAIN CUT INTERBANK  
[01:32:40] STATION, SAME TUNNEL PORTAL, BUT IT  
[01:32:42] WOULD TUNNEL TO A TERMINAL STATION  
[01:32:45] AT 15TH. SO THIS ONE WOULD BE KIND OF ON  
[01:32:48] THE EAST SIDE OF 15TH AVENUE NORTHWEST,  
[01:32:50] COMPLETELY SOUTH OF MARKET STREET. SO  
[01:32:52] ENTRANCES WOULD ALL BE ON THE SOUTH SIDE  
[01:32:53] OF MARKET THERE. THIS ONE HAS AN  
[01:32:56] ESTIMATED PROJECT COST OF \$1.7 BILLION,

[01:32:58] 21 UNITS OF RESIDENTIAL DISPLACEMENT,  
[01:33:01] THREE HISTORIC PROPERTY EFFECTS, 370  
[01:33:04] EMPLOYEE DISPLACEMENTS, AND NO PERMANENT  
[01:33:06] IN WATER EFFECTS. WE DO NOTE HERE THERE  
[01:33:09] WOULD BE SOME CONSTRUCTION CLOSURES ON  
[01:33:10] 15 ASSOCIATED WITH THE CONSTRUCTION OF  
[01:33:13] THAT STATION, BUT WOULD BE RELATIVELY  
[01:33:15] SHORTER TERM IN TERMS OF THE ENTIRE  
[01:33:18] LENGTH OF THE PROJECT CONSTRUCTION.  
[01:33:22] OKAY, LET'S MOVE ON TO THE FINAL  
[01:33:25] TWO ALTERNATIVES. SO THIS IS THE  
[01:33:27] ELEVATED JUNETEENTH AVENUE OPTION FROM  
[01:33:30] PROSPECT 15TH. SO THIS IS THE SAME  
[01:33:32] JUNETEENTH AVENUE HIGH BRIDGE. IT JUST  
[01:33:34] CONNECTS TO A DIFFERENT ALTERNATIVE  
[01:33:36] SOUTH OF HERE IN THE SOUTH INTERFACE.  
[01:33:37] SO IT CONNECTS TO THE ALTERNATIVE THAT  
[01:33:39] COMES UP 15TH. SO THIS WOULD SERVE AN  
[01:33:41] ELEVATED INTERBAY STATION LOCATED ABOVE  
[01:33:44] DRAMAS, AND 15TH WOULD THEN CONTINUE ON  
[01:33:47] AN ELEVATED GUIDEWAY TO THE NORTH,  
[01:33:49] CURVING OVER TO THE NORTHEAST AND THEN  
[01:33:53] BACK TO THE NORTH, CROSSING OVER IN THAT  
[01:33:55] HIGH LEVEL FIXED BRIDGE. IT HAS AN  
[01:33:58] ESTIMATED PROJECT COST OF 1.6 BILLION,  
[01:34:00] 151 UNITS OF RESIDENTIAL DISPLACEMENTS,  
[01:34:04] SEVEN HISTORIC PROPERTY EFFECTS,  
[01:34:06] APPROXIMATELY 400 EMPLOYEE  
[01:34:08] DISPLACEMENTS, AND ABOUT 1.2 ACRES  
[01:34:11] OF PERMANENT IN WATER EFFECTS. AND I  
[01:34:14] HAVE ALREADY COVERED THE EFFECTS THAT  
[01:34:18] ARE ON THE RIGHT HAND SIDE OF THE CALL  
[01:34:21] OUTS ON THE MAP. THEY'RE THE EXACT SAME  
[01:34:23] CALL OUTS THAT WE HAD ON THE FIRST  
[01:34:26] ALTERNATIVE. WE WENT OVER HERE WITH THE  
[01:34:28] 14 AVENUE ELEVATED ALTERNATIVE, SO I  
[01:34:31] WILL NOT GO OVER THEM AGAIN. WE CAN MOVE  
[01:34:32] ON TO THE NEXT SLIDE, AND THIS SHOULD BE  
[01:34:36] THE FINAL ONE. THIS IS THE ELEVATED  
[01:34:37] JUNETEENTH AVENUE ALTERNATIVE. THIS ONE  
[01:34:41] COMES UP 15TH, WOULD SERVE AN ELEVATED  
[01:34:44] INTERBAY STATION ABOVE DRAMAS AND 15TH,  
[01:34:47] CONTINUE NORTH ALONG 15TH, OVER THE  
[01:34:50] EMERSON NICKERSON INTERCHANGE, AND THEN  
[01:34:52] IT WOULD SHIFT TO THE WEST OF THE BALER  
[01:34:53] BRIDGE THROUGH FISHERMAN'S TERMINAL,  
[01:34:56] AND THEN CROSS SALMON BAY IN A MOVABLE  
[01:34:59] MID HEIGHT MOVABLE BRIDGE SPAN,  
[01:35:02] TOUCHING DOWN WEST OF THE BALLARD BRIDGE  
[01:35:06] AND THEN CONTINUING NORTH AND THEN  
[01:35:09] TURNING TO THE PORT EAST AND TERMINATING  
[01:35:12] IN AN ELEVATED VALLEY STATION ABOVE THE  
[01:35:14] EAST SIDE OF JUNETEENTH AVENUE SOUTH OF  
[01:35:16] MARKET STREET. THIS ALTERNATIVE HAS AN  
[01:35:20] ESTIMATED PROJECT COST OF \$1.5 BILLION,  
[01:35:23] WITH 25 UNITS OF RESIDENTIAL  
[01:35:25] DISPLACEMENTS, TEN HISTORIC PROPERTY  
[01:35:27] EFFECTS, APPROXIMATELY 620 EMPLOYEE  
[01:35:30] DISPLACEMENTS, AND ABOUT ZERO EIGHT  
[01:35:32] ACRES OF PERMANENT IN WATER EFFECTS. SO  
[01:35:35] STARTING WITH THE CALL OUTS ON THE  
[01:35:38] MAP ON THE LEFT HAND SIDE, THE HISTORIC  
[01:35:42] PROPERTY EFFECTS. SO THIS IS THE HIGHEST

[01:35:44] AMONG THE ALTERNATIVES TEN PROPERTIES.  
[01:35:46] AND THAT INCLUDES BOTH SOME INDIVIDUAL  
[01:35:48] PROPERTIES IN FISHERMAN'S TERMINAL AND  
[01:35:51] THE ELIGIBLE DISTRICT AT FISHERMAN'S  
[01:35:54] TERMINAL. IN WATER EFFECTS ARE  
[01:35:58] SLIGHTLY LOWER THAN THE JUNETEENTH  
[01:35:59] AVENUE BRIDGE, BUT SIMILARLY RELATED TO  
[01:36:03] IN WATER HABITAT, TO NAVIGATION AND TO  
[01:36:07] TRIBAL FISHING TREATY RIGHTS.  
[01:36:10] THE EMPLOYEE DISPLACEMENTS, A BIG CHUNK  
[01:36:12] OF THOSE ARE ASSOCIATED WITH DISPLACING  
[01:36:14] A COMMERCIAL COMPLEX IN BALLARD, 15TH IN  
[01:36:17] MARKET. AND THEN SOME OTHER  
[01:36:19] CONSIDERATIONS AGAIN HERE, MARITIME  
[01:36:21] BUSINESS DISPLACEMENTS WITH THE BRIDGE  
[01:36:24] ACROSS SALMON BAY. AND THEN AN  
[01:36:27] ADDITIONAL CONSIDERATION OF HAVING  
[01:36:30] DELAYS TO THE LINK LIGHT RAIL SYSTEM  
[01:36:32] RELATED TO NEEDING TO OPEN THAT BRIDGE.  
[01:36:34] THAT WOULD BE A MOVABLE BRIDGE BAND. SO  
[01:36:37] ANY TIME THE BRIDGE WOULD NEED TO OPEN  
[01:36:38] TO ALLOW TALLER VESSELS TO PASS THROUGH,  
[01:36:41] THAT COULD LEAD TO DELAYS THROUGHOUT THE  
[01:36:44] LINK SYSTEM ON THIS LINE. ALRIGHT,  
[01:36:48] LET'S MOVE TO THE NEXT SLIDE WHERE WE  
[01:36:49] CAN SEE EVERYTHING TOGETHER. SO THIS IS  
[01:36:52] THE SUMMARY SLIDE SHOWING EVERYTHING  
[01:36:54] THERE. AND LET'S SEE,  
[01:36:58] I WILL POINT OUT THAT I'M ACTUALLY GOING  
[01:37:01] TO GO BY ROW THIS TIME INSTEAD OF BY  
[01:37:03] ALTERNATIVE. SO FOR PROJECT COSTS, WE  
[01:37:06] HAVE THE ELEVATED 14TH AVENUE, THE  
[01:37:08] TUNNEL 14TH AVENUE AND THE ELEVATED 15TH  
[01:37:10] AVENUE ALL SIMILAR. AND ON  
[01:37:14] THE LOWER SIDE, FOR THESE ALTERNATIVES,  
[01:37:16] FOR RESIDENTIAL DISPLACEMENTS, YOU'LL  
[01:37:18] SEE THAT THE 14TH AND 15TH TUNNEL  
[01:37:21] ALTERNATIVES HAVE THE LOWEST NUMBER OF  
[01:37:23] DISPLACEMENTS, WHILE THE 14TH BRIDGE HAS  
[01:37:26] THE HIGHEST NUMBER OF DISPLACEMENTS.  
[01:37:30] WITH THAT ELEVATED 14TH AVENUE OPTION  
[01:37:33] ACTUALLY THE HIGHEST AT 151 UNITS,  
[01:37:35] THE ELEVATED 15TH AVENUE BRIDGE  
[01:37:38] HAS THE HIGHEST NUMBER OF HISTORIC  
[01:37:40] PROPERTY EFFECTS AND THE LOWER NUMBERS  
[01:37:43] ASSOCIATED WITH THE TUNNEL ALTERNATIVES.  
[01:37:46] AND THE TUNNEL ALTERNATIVES ALSO HAVE  
[01:37:48] THE LOWEST NUMBERS OF POTENTIAL EMPLOYEE  
[01:37:51] DISPLACEMENTS AND NO IN WATER EFFECTS.  
[01:37:57] I HAVE BEEN TALKING A LOT, SO I THINK  
[01:37:59] I'M GOING TO PASS IT BACK TO  
[01:38:02] KAYL. THANK YOU. THANKS, EMILY. JUST A  
[01:38:06] COUPLE MORE SLIDES OR A FEW MORE SLIDES  
[01:38:07] HERE. I'LL TALK FOR A MOMENT ABOUT COST  
[01:38:09] SAVINGS IDEAS. NEXT SLIDE, PLEASE.  
[01:38:12] SO YOU MAY BE AWARE THAT IN RESPONSE  
[01:38:16] TO THE STEEP RISE IN REAL ESTATE AND  
[01:38:18] CONSTRUCTION COSTS, THE SOUND TRANSIT  
[01:38:19] BOARD ADOPTED A REALIGNMENT PLAN IN  
[01:38:22] AUGUST OF 2021. NEXT SLIDE,  
[01:38:24] PLEASE.  
[01:38:27] SO THAT REALIGNMENT PLAN, THE BOARD  
[01:38:30] IDENTIFIED AN AFFORDABLE PROGRAM

[01:38:32] SCHEDULE AS WELL AS AFFORDABILITY GAPS  
[01:38:34] TO TARGET SCHEDULES. SO IT LOOKED AT THE  
[01:38:36] ENTIRE ST THREE PROGRAM AND FACTORING  
[01:38:41] IN THE INCREASES IN REAL ESTATE COSTS,  
[01:38:42] CONSTRUCTION COST. IT LOOKED ESSENTIALLY  
[01:38:45] AT WHAT THE AFFORDABILITY GAP WOULD BE  
[01:38:47] FOR THE PROGRAM AS A WHOLE AND ALSO AT A  
[01:38:49] PROJECT LEVEL. AND FOR THE KENT VALLEY  
[01:38:51] BATTLE LINK EXTENSION PROJECT. IT WAS  
[01:38:53] ESTIMATED THAT WE HAVE A PROJECT LEVEL  
[01:38:55] OF AFFORDABILITY GAP OF ABOUT \$1.8  
[01:38:57] BILLION BASED ON THE CURRENT PROJECTIONS  
[01:39:00] AND COST ESTIMATES. AND WHAT THAT MEANS  
[01:39:02] IS THAT FOR THE SMITH COVE TO BALLARD  
[01:39:04] PORTION, WE HAVE A TARGET DELIVERY DATE  
[01:39:06] OF 2037. BUT THAT HAS AN AFFORDABILITY  
[01:39:10] GAP ASSOCIATED WITH IT. THE AFFORDABLE  
[01:39:12] DELIVERY SCHEDULE WOULD BE 2039. SO  
[01:39:14] ESSENTIALLY, IF WE CANNOT CLOSE THAT  
[01:39:17] AFFORDABILITY GAP, THEN WE WOULD NOT BE  
[01:39:19] ABLE TO OPEN THE SMITH COVE TO BUY A  
[01:39:21] PORTION OF THE PROJECT UNTIL 2039.  
[01:39:25] SO BECAUSE OF THAT, AS PART OF ITS  
[01:39:27] RESOLUTION, THE BOARD ALSO DIRECTED US  
[01:39:30] TO LOOK AT ADDITIONAL FINANCIAL CAPACITY  
[01:39:33] AND ALSO OPPORTUNITIES TO REDUCE COST.  
[01:39:36] SO WE LOOKED AT IDEAS ACROSS THE PROJECT  
[01:39:38] CORRIDOR THAT COULD POTENTIALLY REDUCE  
[01:39:40] COST AND THEREFORE CLOSE THAT  
[01:39:43] AFFORDABILITY GAP SO THAT WE CAN DELIVER  
[01:39:45] THAT FINAL PORTION OF THE PROJECT FROM  
[01:39:47] SMITHCO TO BALLARD ON THE TARGET  
[01:39:49] DELIVERY SCHEDULE OF 2037. NEXT SLIDE,  
[01:39:52] PLEASE. I DO WANT  
[01:39:56] TO EMPHASIZE THAT THIS WORK IS JUST AN  
[01:39:59] INITIAL ASSESSMENT OF FEASIBILITY AND  
[01:40:02] POTENTIAL COST SAVINGS. IT IS BASED ON  
[01:40:04] VERY LIMITED ENGINEERING DESIGN, AND THE  
[01:40:07] IDEAS WOULD REQUIRE FURTHER STUDY OF THE  
[01:40:09] ENVIRONMENTAL, PASSENGER EXPERIENCE AND  
[01:40:11] OTHER IMPLICATIONS IF THESE IDEAS WERE  
[01:40:13] TO MOVE FORWARD. NEXT SLIDE, PLEASE.  
[01:40:18] THERE'S TWO GROUPINGS, TWO CATEGORIES.  
[01:40:20] WE'RE LOOKING AT IDEAS THAT COULD RESULT  
[01:40:22] IN COST SAVINGS AND AS A NOTED,  
[01:40:23] POTENTIALLY HELP ADDRESS THE  
[01:40:25] AFFORDABILITY GAP. WE'RE ALSO LOOKING AT  
[01:40:27] REFINEMENTS THAT COULD POTENTIALLY  
[01:40:29] ADDRESS OTHER RISKS OR OPPORTUNITIES TO  
[01:40:31] COST OUR SCHEDULE. SO THAT WAS ALL PART  
[01:40:33] OF THE SCOPE OF OUR EFFORT. NEXT SLIDE,  
[01:40:36] PLEASE.  
[01:40:42] NEXT SLIDE, PLEASE.  
[01:40:46] SO HERE'S THE POTENTIAL OF FINDING ONE  
[01:40:50] SLIDE TOO FAST. IF YOU COULD GO BACK ONE  
[01:40:52] SLIDE, YES. SO HERE'S THE POTENTIAL OF  
[01:40:55] FINDING CONCEPT IN THE SMITH COVE/INTER  
[01:40:57] BAY AREA. AND IF YOU LOOK AT THIS MAP,  
[01:40:59] YOU CAN SEE THE ALTERNATIVES THAT EMILY  
[01:41:00] JUST DESCRIBED THAT ARE IN THE DRAFT  
[01:41:02] EIS. YOU'LL SEE THE PINK LINE, THE  
[01:41:04] PREFERRED ALTERNATIVE. YOU'LL SEE THE  
[01:41:06] BROWN LINES UNDERNEATH THE SHIP CANAL,

[01:41:08] THE TUNNEL ALTERNATIVES. AND YOU CAN  
[01:41:10] ALSO SEE IN LIGHT BLUE, THE OTHER DRAFT  
[01:41:12] D IS ALTERNATIVES. THOSE ARE ALL STUDIED  
[01:41:13] IN THE DRAFT EIS, AND THOSE ARE ALL THE  
[01:41:16] ALTERNATIVES THAT EMILY JUST SPOKE TO,  
[01:41:18] GIVING YOU A KIND OF A TOP LINE VERSION  
[01:41:20] OF WHAT'S IN THE DRAFT IS IN GREEN  
[01:41:23] IS SHOWN A REFINEMENT CONCEPT THAT WE  
[01:41:26] HAVE NOT STUDIED IN THE DRAFT EIS,  
[01:41:29] BUT COULD POTENTIALLY RESULT IN SOME  
[01:41:32] REDUCTION IN RISKS. AND I WANT TO  
[01:41:34] DESCRIBE THAT TO YOU HERE IN A LITTLE  
[01:41:36] BIT OF DETAIL. SO IF YOU LOOK AT THIS  
[01:41:38] GREEN LINE, YOU CAN SEE THAT IT HAS  
[01:41:41] ALONG IT ESSENTIALLY, IT'S A TUNNEL  
[01:41:43] ALTERNATIVE THAT UNTIL YOU GET NORTH OF  
[01:41:46] THE MAGNOLIA BRIDGE, AND THEN YOU HAVE A  
[01:41:48] STATION JUST NORTH OF MAGNOLIA BRIDGE,  
[01:41:50] AND THIS WOULD BE A SINGLE STATION IN  
[01:41:52] THIS AREA, AS OPPOSED TO THE DRAFT EIS,  
[01:41:54] WHICH HAS STATIONS AT SMITH COVE, WHERE  
[01:41:56] YOU CAN SEE THE SMITH COVE WRITTEN THERE  
[01:41:58] IN BLACK PRINT ON THE LEFT AND AN INCH  
[01:42:00] BAY TO THE RIGHT NEAR DRAMAS. INSTEAD OF  
[01:42:02] HAVING THOSE TWO STATIONS, THIS  
[01:42:04] REFINEMENT WOULD LOOK AT HAVING JUST A  
[01:42:06] SINGLE CONSOLIDATED STATION, BASICALLY  
[01:42:09] JUST NORTH OF MAGNOLIA BRIDGE IN THE  
[01:42:11] VICINITY OF THE ARMORY. IF YOU MOVE  
[01:42:15] TO THE NEXT SLIDE, PLEASE.  
[01:42:18] AND SO THE REASON WE LOOKED AT THIS  
[01:42:20] REFINEMENT CONCEPT IS THAT AS KIND OF  
[01:42:22] EMILY WAS DESCRIBING THE PREVIOUS  
[01:42:23] SLIDES. THERE ARE A LOT OF CHALLENGES  
[01:42:25] ASSOCIATED WITH THE ALTERNATIVES THAT WE  
[01:42:27] HAVE IN THE DRAFT EIS IN THIS AREA, AND  
[01:42:30] THIS REFINEMENT CONCEPT COULD  
[01:42:31] POTENTIALLY ADDRESS SOME OF THOSE  
[01:42:34] CHALLENGES THAT WE'RE HAVING. AND THE  
[01:42:36] BLUE CALL OUTS ON THIS GRAPHIC HERE KIND  
[01:42:38] OF ENUMERATE WHAT THOSE CHALLENGES ARE.  
[01:42:41] YOU CAN SEE THAT THIS PARTICULAR  
[01:42:42] ALTERNATIVE WOULD AVOID PARKS, IMPACTS  
[01:42:45] TO PARKS AND GREEN BELTS, AND THAT WAS A  
[01:42:47] FACTOR THAT EMILY SPOKE TO WITH SOME OF  
[01:42:48] THE OTHER ALTERNATIVES. IT WOULD AVOID  
[01:42:51] STEEP SLOPES ALONG THE QUEEN AND GREEN  
[01:42:53] BELT. IT WOULD AVOID TRAFFIC EFFECTS ON  
[01:42:55] ELLIOTT. IT WOULD HAVE A MINOR REDUCTION  
[01:42:59] IN RIDERSHIP, AS NOTED IN THE GRAPHICS  
[01:43:01] ON THE RIGHT. HERE THE TABLES. IT WOULD  
[01:43:03] RESULT IN AN OVERALL REDUCTION OF ABOUT  
[01:43:05] 2000 IN TERMS OF THE DAILY TRIPS ON THE  
[01:43:07] PROJECT. IT WOULD AVOID A FORMER  
[01:43:10] LANDFILL. IT WOULD AVOID SOME RAILROAD  
[01:43:14] AND INTER BAY PROPERTIES WHERE THE  
[01:43:15] STATION WOULD BE LOCATED, INJURY BAY.  
[01:43:18] AND IT COULD CONNECT TO EITHER THE 14,  
[01:43:20] THE PORT 15 TUNNEL OF ALTERNATIVES IN  
[01:43:22] CROSSING THE SHIP CANAL. SO THAT'S A  
[01:43:25] REFINEMENT CONCEPT THAT WE HAVE  
[01:43:27] DEVELOPED. AGAIN, IT IS NOT IN THE DRAFT  
[01:43:30] EIS.

[01:43:34] WE WOULD NEED TO STUDY THIS FURTHER TO  
[01:43:36] UNDERSTAND WHETHER OR NOT WHAT THE  
[01:43:37] ENVIRONMENTAL IMPLICATIONS AND THE  
[01:43:39] PASSENGER EXPERIENCE IMPLICATIONS, THE  
[01:43:40] STATION PLANNING IMPLICATIONS, AND SO  
[01:43:42] ON. WE'RE PRESENTING THESE IDEAS NOW  
[01:43:46] ALONG WITH EVERYTHING ELSE AS PART OF  
[01:43:47] THE DRAFT. YES, COMMON PERIOD. WE ARE  
[01:43:50] LOOKING FOR FEEDBACK ON WHETHER THESE  
[01:43:51] IDEAS SHOULD BE STUDIED FURTHER AS WE  
[01:43:54] CONTINUE WITH OUR WORK. WE'RE NOT ASKING  
[01:43:56] THE BOARD AT THIS TIME TO ADOPT THESE  
[01:43:57] IDEAS BECAUSE, AS I MENTIONED, THEY HAVE  
[01:43:59] NOT BEEN STUDIED IN DETAIL, BUT WE ARE  
[01:44:02] SEEKING FEEDBACK ON WHETHER THESE IDEAS  
[01:44:04] HAVE MERIT AND COULD BE WORTHY OF  
[01:44:07] FURTHER STUDY. NEXT SLIDE, PLEASE.  
[01:44:12] SO I'LL JUST CLOSE WITH A LITTLE  
[01:44:14] REMINDER OF WHERE WE ARE IN THE PROCESS.  
[01:44:16] AGAIN, THE DARK SHADED AREA IN THE  
[01:44:19] MIDDLE OF THIS GRAPHIC ILLUSTRATES OUR  
[01:44:21] PUBLIC COMMENT PERIOD, WHICH, AS YOU  
[01:44:23] KNOW, STARTED IN JANUARY, ENDS IN A  
[01:44:25] COUPLE OF WEEKS. HERE AT THE END OF  
[01:44:26] APRIL, WE'VE COMPLETED OUR PUBLIC  
[01:44:28] MEETINGS. WE'VE GONE THROUGH A LOT OF  
[01:44:29] OUR COMMUNITY ADVISORY GROUPS AND OTHER  
[01:44:31] ENGAGEMENT EFFORTS, BUT I WANTED TO  
[01:44:33] POINT OUT THAT PROCESS OVER THE NEXT FEW  
[01:44:35] MONTHS IS ESSENTIALLY WE'LL START TO BE  
[01:44:36] ENGAGING WITH OUR SOUND TRANSIT BOARD,  
[01:44:38] AND THAT'S REPRESENTED IN THE GREEN AND  
[01:44:40] BLUE LINES AT THE BOTTOM OF THIS  
[01:44:41] GRAPHIC. WE'LL BE HAVING A WORKSHOP WITH  
[01:44:44] OUR SOUND TRANSIT SYSTEM EXPANSION  
[01:44:45] COMMITTEE. WE HOPE LATER IN APRIL THAT  
[01:44:47] DATE HAS YET TO BE PINNED DOWN. I WOULD  
[01:44:50] BE VISITING THE SYSTEM EXPANSION  
[01:44:51] COMMITTEE AGAIN IN MAY, AND IN JUNE,  
[01:44:54] WE'LL BE SEEKING A RECOMMENDATION FROM  
[01:44:56] THE SYSTEM EXPANSION COMMITTEE TO THE  
[01:44:57] FULL BOARD TO CONFIRM OR MODIFY THE  
[01:44:59] PREFERRED ALTERNATIVE. AND THEN LATER IN  
[01:45:01] JUNE, WE WOULD GO TO THE FOOT BOARD FOR  
[01:45:03] THEM TO TAKE ACTION TO CONFIRM AND  
[01:45:04] MODIFY THE PREFERRED ALTERNATIVE. NEXT  
[01:45:07] SLIDE, PLEASE. THAT CONCLUDES  
[01:45:10] OUR PRESENTATION AND WOULD BE HAPPY TO  
[01:45:15] ANSWER ANY QUESTIONS,  
[01:45:20] JERRY, WE'RE GOING BACK TO YOU,  
[01:45:24] JERRY, FOR SOME SLIDES FROM THE PORT.  
[01:45:26] GREAT. I'D LIKE TO COVER THREE MORE  
[01:45:28] SLIDES, IF I MAY, AND THEN WE'LL TURN IT  
[01:45:30] OVER FOR QUESTIONS. SO THANK YOU. I'LL  
[01:45:33] SIMPLY SHARE IF WE COULD HAVE THE SLIDE  
[01:45:36] DECK BACK UP. AUBREE, THANK YOU. I'D  
[01:45:40] LIKE TO SHARE A FEW POINTS HERE ABOUT  
[01:45:42] THE PORT AND THE ALLIANCE STAFF REVIEW.  
[01:45:44] TO DATE, WE HAVE A TEAM FROM SEVERAL  
[01:45:47] DIVISIONS AND DEPARTMENTS REVIEWING THE  
[01:45:49] DOCUMENT IN DETAIL, AND WE'LL BE  
[01:45:51] SUBMITTING A DUAL BRANDED PORT AND  
[01:45:54] NORTHWEST SEAPORT ALLIANCE LETTER FROM



[01:45:55] THE EXECUTIVES, ALONG WITH A TRACKING  
[01:45:57] SHEET OF COMMENTS FROM THE VARIOUS  
[01:45:59] DISCIPLINES. ON THE SCREEN HERE, YOU SEE  
[01:46:02] THE OVERARCHING OBJECTIVES WE'VE BEEN  
[01:46:04] WORKING UNDER, IMPROVING REGIONAL  
[01:46:06] MOBILITY WHILE PROTECTING MARITIME AND  
[01:46:08] INDUSTRIAL LANDS, STRENGTHENING ACCESS  
[01:46:11] TO CURRENT AND FUTURE PORT FACILITIES,  
[01:46:14] AND THIRDLY, AS THE SYSTEM EXPANDS,  
[01:46:16] IMPROVING AIRPORT ACCESS.  
[01:46:19] THE NEXT SLIDE SHOWS OUR PRELIMINARY  
[01:46:22] FINDINGS. OUR REVIEW  
[01:46:26] INCLUDES COMMENTS ON ENVIRONMENTAL  
[01:46:28] JUSTICE, CLIMATE AND SAFETY ISSUES, AS  
[01:46:30] WELL AS CONSIDERING CLOSELY BOTH  
[01:46:32] CONSTRUCTION IMPACTS AS WELL AS THE  
[01:46:34] OPERATING SYSTEM AS A SYSTEM WHEN IT'S  
[01:46:36] UP AND RUNNING IN THIS NORTHERN SEGMENT,  
[01:46:39] WE'RE PAYING CLOSE ATTENTION TO INTERBAY  
[01:46:41] TRAFFIC AND ACCESS ON ARTERIALS,  
[01:46:45] AND THEN HOW THE ALTERNATIVE PROCESS THE  
[01:46:47] SHIP CANAL WITH IMPACTS TO WATER  
[01:46:49] DEPENDENT BUSINESSES AND MARITIME  
[01:46:51] TRAFFIC, AND THEN PORT PROPERTY ISSUES  
[01:46:54] SUCH AS FISHERMAN'S TERMINAL AND THE  
[01:46:56] FORMER SABOTAGE SITE.  
[01:47:02] SO AGAIN, OUR COMMENTS ARE IN PROCESS OF  
[01:47:05] BEING FINALIZED. SO WE'RE COMING TO YOU  
[01:47:07] TODAY TO GET ANY INPUT YOU WOULD LIKE  
[01:47:10] ALSO. AND IF WE GO TO THE NEXT SLIDE,  
[01:47:14] THIS SLIDE WOULD BETTER SAY NEXT STEPS  
[01:47:17] AS A TITLE, AND IT'S OUR OBJECTIVE TO  
[01:47:19] MEET THE SCHEDULED DATE OF APRIL 28 WHEN  
[01:47:22] COMMENTS ARE DUE, AND TO GET THERE,  
[01:47:23] WE'LL HAVE A DRAFT LETTER FOR REVIEW  
[01:47:25] NEXT WEEK AND SHARE THAT WITH THE  
[01:47:27] COMMISSIONERS, OF COURSE, FOR YOUR  
[01:47:29] REVIEW DESCRIBED THE SUMMER 2022 BOARD  
[01:47:33] MEETING ON THE PREFERRED ALTERNATIVES,  
[01:47:35] AND THEN 2023 BEING THE FEIS ONE MORE  
[01:47:38] STAFF NOTE HERE.  
[01:47:42] IN JULY 2020,  
[01:47:44] THE SOUND TRANSIT PORT OF SEATTLE AND  
[01:47:47] NORTHWEST SEAPORT ALLIANCE ENTERED INTO  
[01:47:49] A PARTNERING AGREEMENT WHICH ALLOWS FOR  
[01:47:51] THE DEVELOPMENT OF A PROJECT  
[01:47:53] ADMINISTRATION AGREEMENT UNDER WHICH  
[01:47:56] SOUND TRANSIT COULD COMPENSATE STAFF  
[01:47:59] FOR TIME SPENT ON CERTAIN STAFF  
[01:48:01] ACTIVITIES. SO WHERE WE AYE ENGAGED IN  
[01:48:04] THE MORE TECHNICAL WORK WITH SOUND  
[01:48:05] TRANSIT TO ENSURE THAT THEY HAVE A FULL  
[01:48:08] UNDERSTANDING OF OUR PROPERTIES AND OUR  
[01:48:10] OPERATIONS. THAT PROJECT ADMINISTRATION  
[01:48:14] AGREEMENT WILL COME FORWARD TO YOU AT  
[01:48:16] YOUR NEXT MEETING ON APRIL 26, AND IT'S  
[01:48:19] PROPOSED FOR THE CONSENT AGENDA. I'M  
[01:48:21] JUST PUTTING THAT FORWARD BECAUSE I KNOW  
[01:48:23] LAST WEEK THE ALLIANCE VOTED TO APPROVE  
[01:48:25] THEIR PROJECT ADMINISTRATIVE AGREEMENT  
[01:48:27] WITH SOUND TRANSIT, AND I WANTED TO  
[01:48:29] HIGHLIGHT THAT THAT WAS COMING. SO WITH  
[01:48:33] THOSE THREE SLIDES, WE NOW STAND READY

[01:48:35] FOR YOUR QUESTIONS TO SOUND TRANSIT OR  
[01:48:37] TO PORT STAFF. THANK YOU.  
[01:48:41] THANK YOU, JERRY. THANK YOU, EMILY. AND  
[01:48:43] CATHAL, AS WELL FOR THE PRESENTATION  
[01:48:46] FROM SOUND TRANSIT. SECOND TIME IN  
[01:48:50] TWO WEEKS FOR YOU, CATHAL. NOW I WANT TO  
[01:48:53] TURN IT OVER TO COMMISSIONER. IF YOU  
[01:48:55] HAVE QUESTIONS OR COMMENTS ABOUT THIS,  
[01:48:56] PLEASE INDICATE SO BY RAISING YOUR HAND,  
[01:48:59] COMMISSIONER  
[01:49:10] CALKINS, I CAN'T RAISE MY HAND BECAUSE I  
[01:49:12] AM DRIVING. NO PROBLEM. THIS IS  
[01:49:15] COMMISSIONER FELLEMAN. AND. YEAH, LET'S  
[01:49:17] ACKNOWLEDGE THAT I THINK YOU ARRIVED  
[01:49:18] ABOUT A HALF AN HOUR AGO FROM A LONG  
[01:49:21] JOURNEY. SO THANK YOU SO MUCH,  
[01:49:22] COMMISSIONER FELLEMAN, FOR JOINING US.  
[01:49:24] GO AHEAD. I ENJOYED  
[01:49:27] THE PRESENTATION. I DIDN'T CATCH ALL OF  
[01:49:30] IT, BUT I HAVE BEEN BRIEFED AND PART OF  
[01:49:32] THE INDUSTRIAL LANDS COMMITTEE. THE  
[01:49:34] COMMENT THAT JERRY MADE ABOUT THE  
[01:49:37] DISRUPTION DURING CONSTRUCTION,  
[01:49:41] THE DURATION OF THE CONSTRUCTION AND  
[01:49:44] ITS DISRUPTIVE ACTIVITIES, I WOULD THINK  
[01:49:46] WOULD HAVE BEEN ONE OF THE VARIABLES  
[01:49:49] THAT WOULD BE PRESENTED IN THAT SORT OF  
[01:49:51] CONTINGENCY TABLE THAT SAN TRAILS HAS  
[01:49:53] PUT TOGETHER. DO YOU HAVE ESTIMATES FOR  
[01:49:56] THOSE OF HOW THEY VARY BY PROJECT?  
[01:50:04] EMILY, HOW ABOUT I START AND YOU CAN  
[01:50:06] ELABORATE? I KNOW I HAVE AN IDEA OF WHAT  
[01:50:09] YOU'RE GOING TO SAY, BUT I JUST WANT TO.  
[01:50:11] YES. THERE'S A DETAILED SECTION IN THE  
[01:50:13] DRAFT THAT SPEAKS TO THE CONSTRUCTION  
[01:50:15] EFFECTS. WE COULD GET INTO QUITE A LOT  
[01:50:16] OF DETAIL ABOUT THAT, IF YOU LIKE, IN  
[01:50:19] THE SLIDES THAT WE'VE JUST SHOWN HERE.  
[01:50:21] I THINK, EMILY, YOU WOULD PROBABLY WANT  
[01:50:23] TO REFER TO THE ROADWAY EFFECTS GRAPHIC  
[01:50:27] MEASURE IN PARTICULAR. I'LL LEAVE THAT  
[01:50:28] TO YOU. YEAH. SO THE ROADWAY EFFECTS  
[01:50:32] IN THE SOUTH AND BAY SEGMENT, WE  
[01:50:36] INCLUDED IT IN THE FORM OF GUIDEWAY IN  
[01:50:39] ARTERIAL ROADWAY AND SO GAVE  
[01:50:40] MEASUREMENTS OF THAT WHICH IS ASSOCIATED  
[01:50:42] WITH CONSTRUCTION AND PERMANENT EFFECTS.  
[01:50:44] WE DO, HOWEVER, HAVE A VISUAL DECK  
[01:50:48] THAT WE PUT TOGETHER FOR OUR COMMUNITY  
[01:50:49] ADVISORY GROUP THAT GOES OVER IN MUCH  
[01:50:52] GREATER DETAIL THE CLOSURES AND THE  
[01:50:55] DURATION OF THOSE CLOSURES AND WHETHER  
[01:50:56] IT'S A PARTIAL CLOSURE OR FULL CLOSURE  
[01:50:58] AND WOULD BE HAPPY TO SHARE THAT  
[01:51:00] INFORMATION. OKAY. I APPRECIATE THAT.  
[01:51:03] IS THERE A LARGE VARIANCE BETWEEN THE  
[01:51:06] PROJECTS FOR THAT? WOULD THAT BE  
[01:51:09] CONSIDERED A SIGNIFICANT VARIABLE TO BE  
[01:51:11] CONSIDERING HERE? I JUST SAW LINA COME  
[01:51:15] ON CAMERA, SO I'M WONDERING IF SHE WANTS  
[01:51:16] TO POP IN. NO. OKAY. SO IN THE SOUTH  
[01:51:19] INNER BAY SEGMENT, FOR SURE, THE  
[01:51:21] PREFERRED ALTERNATIVE IS SORT OF IN

[01:51:23] BETWEEN.  
[01:51:26] THE GAYLOR STREET STATION CENTRAL  
[01:51:30] INTERBAY ALTERNATIVE IS SORT OF IN  
[01:51:34] BETWEEN. SO IT HAS GUIDEWAY IN ELLIOTT.  
[01:51:36] SO SOME COLUMNS EITHER IN OR NEAR  
[01:51:41] ELLIOTT AVENUE, THAT'S SORT OF IN THE  
[01:51:44] MIDDLE. THANK YOU. SO IT'S ABOUT ZERO  
[01:51:47] FOUR MILE OF GUIDEWAY IN OR NEAR THE  
[01:51:49] ROADWAY. AND THEN FOR THE PROSPECT  
[01:51:50] STREET STATION 15TH AVENUE  
[01:51:51] ALTERNATIVE, THAT ONE HAS THE MOST. SO  
[01:51:53] IT HAS GUIDEWAY BOTH IN ELLIOTT AND IN  
[01:51:55] 15TH AVENUE NORTHWEST, AND THEN THE  
[01:51:58] PROSPECT STREET STATION CENTRAL INNER  
[01:51:59] BAY ALTERNATIVE HAS 0.1 MILE. SO IT JUST  
[01:52:02] ACTUALLY REALLY HAS ONE CROSSING. SO  
[01:52:03] IT'S ACTUALLY LESS THAN ZERO 1 MILE OF  
[01:52:06] GUIDEWAY, AND THAT'S IN ELLIOTT  
[01:52:11] BAY, BASICALLY. SORRY. FOR ZERO 1 MILE  
[01:52:13] TO A MILE OF GUIDEWAY THAT WOULD BE IN  
[01:52:17] OR NEAR ELLIOTT AND 15.  
[01:52:21] I'M SORRY, BUT I UNDERSTOOD THAT THAT  
[01:52:23] WAS BAKED. AND I WAS WONDERING ABOUT  
[01:52:25] MORE IN TERMS OF THE DISLOCATION DURING  
[01:52:27] CONSTRUCTION. THAT WAS THE VARIABLE  
[01:52:31] I DIDN'T HEAR WAS SPELLED OUT  
[01:52:34] EXPLICITLY. BUT YOU'RE SAYING THAT IF  
[01:52:35] THEY'RE SORT OF SANDWICHED TOGETHER  
[01:52:37] BECAUSE THE ONGOING ISSUE IS REALLY THE  
[01:52:39] BIGGER ISSUE, BUT DEPENDING ON HOW LONG  
[01:52:42] THIS DISRUPTION OCCURS, COULD HAVE  
[01:52:45] SIGNIFICANT NEAR TERM IMPACTS THAT I  
[01:52:48] JUST DON'T KNOW WHETHER THEY VARY THAT  
[01:52:50] MUCH. SURE. YEAH. SO THE ROADWAY EFFECTS  
[01:52:53] MEASURE THAT I JUST DESCRIBED IS SORT OF  
[01:52:55] A PROXY FOR THAT BECAUSE IT WOULD BE  
[01:52:57] ASSOCIATED WITH KIND OF A SIMILAR SCALE  
[01:53:01] OF CONSTRUCTION DISRUPTIONS.  
[01:53:04] AND SO. YES, BUT I THINK IT PROBABLY IS  
[01:53:06] BETTER. IT'S KIND OF COMPLEX, SO IT'S  
[01:53:09] PROBABLY BETTER TO SHARE THAT THE DECK  
[01:53:13] WE HAVE THAT KIND OF IT HAS LIKE SHADING  
[01:53:16] HATCHING ON THE ACTUAL EXTENT OF THE  
[01:53:18] ROADWAY AND IT POINTS OUT THE DURATION  
[01:53:20] OF THE CLOSURES. I THINK THAT'S PROBABLY  
[01:53:23] MORE HELPFUL. I APPRECIATE THAT. AND  
[01:53:26] JUST REAL QUICK, LAST THING WAS WHEN YOU  
[01:53:28] LOOK AT THE COST OF THE DIFFERENT  
[01:53:30] PROJECTS AYE, YOU BAKING IN THE COST  
[01:53:34] OF BUYING OUT PROPERTIES AND RELOCATIONS  
[01:53:37] AND THINGS LIKE THAT, OR IS THIS JUST  
[01:53:38] CONSTRUCTION COSTS? IT INCLUDES PURCHASE  
[01:53:43] OF RIGHT OF WAY AND ASSOCIATED  
[01:53:46] RELOCATION, LIKE AN ALLOWANCE FOR  
[01:53:47] RELOCATION. SO I THOUGHT. THANK YOU SO  
[01:53:50] MUCH, EMILY. WOULD YOU LIKE TO  
[01:53:53] ADDRESS THAT COMMISSIONER FELLA'S  
[01:53:56] QUESTION ON SLIDE 20 ON THE INTERBAY  
[01:53:59] BALLARD,  
[01:54:03] BECAUSE THERE IT SEEMS LIKE THE IMPACT  
[01:54:05] IS EVEN MORE STARK OR THE  
[01:54:07] DIFFERENTIATION.  
[01:54:12] OH, OKAY. IN TERMS OF THE DISPLACEMENTS,

[01:54:16] EMPLOYEE DISPLACEMENTS. SURE. YEAH. SO  
[01:54:19] THE 14TH AVENUE BRIDGE ALTERNATIVES HAVE  
[01:54:22] THE HIGHEST NUMBER OF RESIDENTIAL  
[01:54:24] DISPLACEMENTS WITH THE ELEVATED 14TH  
[01:54:27] AVENUE OPTION THAT CONNECTS TO THE 15TH  
[01:54:29] AVENUE OPTION TO THE SOUTH, HAVING THE  
[01:54:31] HIGHEST AT ABOUT 151 UNITS OF  
[01:54:34] RESIDENTIAL DISPLACEMENTS. AND THEN IN  
[01:54:37] TERMS OF THE EMPLOYEE DISPLACEMENT,  
[01:54:41] IT'S AN ESTIMATE BASED ON THE USE OF  
[01:54:46] THE BUSINESS THAT IS BEING DISPLACED AND  
[01:54:49] THE SQUARE FOOTAGE, ESSENTIALLY, OF THE  
[01:54:51] BUSINESS BEING DISPLACED. AND THE  
[01:54:53] HIGHEST FOR THAT IS WITH THE ELEVATED 15  
[01:54:56] AVENUE ALTERNATIVE, BUT IS CLOSELY  
[01:54:59] FOLLOWED BY THE ELEVATED 14 ALTERNATIVE  
[01:55:01] AND THOSE AYE THAT'S REALLY ASSOCIATED  
[01:55:03] WITH BUSINESS DISPLACEMENTS KIND OF  
[01:55:06] THROUGHOUT THE INTERBAY BALLARD,  
[01:55:11] THE ENTIRE LENGTH OF THE SEGMENT. SO  
[01:55:13] IT'S NOT JUST ONE AREA, REALLY, BUT THE  
[01:55:16] INTER BAY AREA. SO TO WHERE THE INTERBAY  
[01:55:17] STATION IS WEST OF 15 NORTH OF DRAMAS,  
[01:55:20] THAT AREA, THERE ARE DISPLACEMENTS THERE  
[01:55:22] AND THEN AS THE ELEVATED GUIDEWAY  
[01:55:25] CROSSES OVER TO THE NORTH SIDE OF QUEEN  
[01:55:27] ANNE AND THEN INTO BALLARD. SO THERE  
[01:55:29] WOULD BE BUSINESS DISPLACEMENT KIND OF  
[01:55:31] ALL ALONG THERE AND THEY AYE HIGHER WITH  
[01:55:35] THE BRIDGE ALTERNATIVES. AND SO IN TERMS  
[01:55:38] OF CONSTRUCTION, ALSO, THE TUNNEL OFTEN  
[01:55:42] HAS LESS DISPLACEMENT. AND TO THE EXTENT  
[01:55:46] COULD YOU SPEAK TO WHETHER IT'S A BOARD  
[01:55:48] TUNNEL OR A CUT AND COVER OR CERTAIN  
[01:55:51] PLACES AND HOW THE CONSTRUCTION IMPACTS  
[01:55:53] WOULD BE LESS IF IT WEREN'T ABOVE  
[01:55:55] GROUND. SURE. SO THE MAJORITY  
[01:55:59] OF THE TUNNEL ALTERNATIVES WOULD BE A  
[01:56:01] TWIN BORE TUNNEL WITH THE STATION AREAS  
[01:56:04] CUT AND COVER, OR THE INTERBAY STATION  
[01:56:07] WOULD ACTUALLY BE A RETAINED CUT  
[01:56:08] STATION, SO NOT COVERED WHEN IT WAS  
[01:56:12] FINISHED. SO THE  
[01:56:15] CONSTRUCTION EFFECTS ARE LARGELY  
[01:56:17] ASSOCIATED WITH THE STATION AREAS IN  
[01:56:20] PARTICULAR. SO IT IS FAIR TO SAY THAT  
[01:56:23] THE CONSTRUCTION EXTENT IS MORE  
[01:56:26] LIMITED IN THE TUNNEL ALTERNATIVES, BUT  
[01:56:29] THE DISRUPTION THE STATION SITES, I  
[01:56:31] WOULD SAY, IS SIMILAR FOR ELEVATED OR  
[01:56:34] TUNNEL, AND THEN THE ELEVATED  
[01:56:36] ALTERNATIVES HAVE THE ADDITIONAL SURFACE  
[01:56:38] EFFECTS OF CONSTRUCTING AN ELEVATED  
[01:56:41] GUIDEWAY. SO COLUMNS AND GUIDEWAY.  
[01:56:46] IS THAT HELPFUL? THANK YOU.  
[01:56:49] SORRY.  
[01:56:52] THANK YOU. AND ONE MORE CHANCE FOR  
[01:56:54] COMMISSIONER MOHAMED OR COMMISSIONER CHO  
[01:56:56] TO ASK ANY QUESTIONS.  
[01:57:00] NO, I APPRECIATE THE BRIEFING.  
[01:57:04] WHAT IS THE PROCESS FOR DETERMINING  
[01:57:06] WHICH OF THE OPTIONS YOU ULTIMATELY GO  
[01:57:09] WITH IN TERMS OF WHO DOES THE BOARD

[01:57:11] DECIDE OR DOES THE EXECUTIVE DIRECTOR OF  
[01:57:13] THE SUN TRANSIT DECIDE? I CAN SPEAK TO  
[01:57:17] THAT. IT IS THE BOARD.  
[01:57:20] SO ESSENTIALLY RIGHT NOW, WE HAVE THE  
[01:57:22] COMMENT PERIOD. AS YOU KNOW, WE'RE  
[01:57:24] LOOKING FOR FEEDBACK FROM THE PUBLIC AND  
[01:57:26] FROM AGENCIES. ALL OF THE DRAFT EIS  
[01:57:29] ANALYSIS AND ALL OF THE FEEDBACK THAT WE  
[01:57:31] RECEIVE WILL BE PRESENTED TO THE BOARD,  
[01:57:34] AND THEN IN JUNE, THEY'LL CONFIRM OR  
[01:57:37] MODIFY THE PREFERRED ALTERNATIVE SO  
[01:57:39] THAT'D BE THE FULL BOARD 18 MEMBER  
[01:57:41] BOARD. AS I MENTIONED EARLIER,  
[01:57:45] THAT ISN'T THE END OF THE PROCESS. WE  
[01:57:46] STILL NEED TO DO THE FINAL EIS, WHICH  
[01:57:49] RESPONDS TO THE COMMENTS WE RECEIVED ON  
[01:57:51] THE DRAFT EIS. AND THEN AFTER  
[01:57:54] WE PUBLISH THE FINAL. YES, AGAIN, THE  
[01:57:56] FULL BOARD WOULD SELECT THE PROJECT THAT  
[01:57:58] WOULD ULTIMATELY BE BUILT SO THAT'S THE  
[01:58:02] STEPS MOVING FORWARD FROM HERE.  
[01:58:06] THANK YOU. THAT'S THE ONLY QUESTION I  
[01:58:07] HAD.  
[01:58:11] WELL, THANK YOU ALL. THANKS AGAIN TO THE  
[01:58:14] STAFF FROM SUNTRAIN FOR COMING AND  
[01:58:16] PRESENTING. THANK YOU TO JERRY FOR YOUR  
[01:58:18] CONTRIBUTION, FOR OTHER STAFF FOR  
[01:58:20] SEATTLE, FOR CONTINUING TO MONITOR THIS  
[01:58:21] ON THE PORT'S BEHALF. I KNOW THERE ARE  
[01:58:25] VERY STRONG FEELINGS ABOUT DIFFERENT  
[01:58:27] ALIGNMENTS IN OUR COMMUNITY AND  
[01:58:29] CERTAINLY ON THE PORT'S BEHALF. AND I  
[01:58:32] KNOW THAT WE ARE EFFECTIVELY  
[01:58:34] COMMUNICATING THAT TO THE SOUND TRANSIT  
[01:58:36] FOLKS AND TO THE MEMBERS OF THE BOARD,  
[01:58:38] TOO, FOR THEIR CONSIDERATION. ALL RIGHT,  
[01:58:41] I'M GOING TO TURN IT OVER TO CLERK HART  
[01:58:43] AGAIN TO READ THE NEXT ITEM INTO THE  
[01:58:46] RECORD. AND THEN WE'LL HAVE EXECUTIVE  
[01:58:48] DIRECTOR METRUCK INTRODUCE THE ITEM.  
[01:58:51] THANK YOU. THIS IS AGENDA ITEM ELEVEN B.  
[01:58:56] THERE'S LITTLE FEEDBACK DIVERSITY AND  
[01:58:59] CONTRACTING ANNUAL REPORT COMMISSION  
[01:59:04] SHARES 2021 MARKED THE THIRD FULL YEAR  
[01:59:08] SINCE THE ESTABLISHMENT OF THE DIVERSITY  
[01:59:10] AND CONTRACTING POLICY DIRECTIVE IN  
[01:59:12] 2018. SINCE THEN, THE PORT HAS MADE  
[01:59:15] GREAT STRIDES TOWARDS EQUITY AND  
[01:59:16] INCLUSION OF WOMEN AND MINORITY OWNED  
[01:59:18] BUSINESS ENTERPRISE BUSINESSES  
[01:59:21] PARTICIPATING ON PORT CONTRACTS.  
[01:59:23] THROUGH PORT WIDE AFFIRMATIVE EFFORTS,  
[01:59:25] WE ARE STRIVING TO CONTINUE A POSITIVE  
[01:59:27] TREND TOWARDS WMBE UTILIZATION.  
[01:59:30] TODAY'S PRESENTATION WILL PROVIDE THE  
[01:59:32] DETAILS OF 2021 PORT WIDE WMBE RESULTS  
[01:59:35] IN THE FUTURE 2022 DIVISION DEPARTMENT  
[01:59:38] GOALS. I BELIEVE OUR RESULTS WILL SHOW  
[01:59:40] PROGRESS, BUT CERTAINLY SAY THAT WE HAVE  
[01:59:43] LOTS OF WORK TO DO TO ENSURE THAT THE  
[01:59:44] DIVERSE BUSINESSES ARE INCLUDED IN OUR  
[01:59:47] WORK. NOW, AS YOU'LL SEE IN THIS, EACH  
[01:59:49] YEAR, OUR EFFORT BEGINS NEW. IT'S NOT

[01:59:51] LIKE SOMETHING THAT WE CAN JUST TAKE FOR  
[01:59:53] GRANTED EACH YEAR, BUT EACH YEAR WE MUST  
[01:59:55] WORK TO ACHIEVE THESE GOALS. AND THAT'S  
[01:59:57] WHAT YOU'LL SEE TODAY. THE PRESENTERS  
[01:59:59] ARE DAVE MCFADDEN, MANAGING DIRECTOR OF  
[02:00:02] ECONOMIC DEVELOPMENT DIVISION, ME AND  
[02:00:04] RICE, DIRECTOR OF DIVERSITY AND  
[02:00:05] CONTRACTOR, AND LAWRENCE COLEMAN, WOMEN  
[02:00:08] AND MINORITY BUSINESS ENTERPRISE  
[02:00:10] MANAGER. SO I'LL TURN IT OVER TO DAVE  
[02:00:13] MCFADDEN. DAVE, THANK YOU. EXECUTIVE  
[02:00:16] DIRECTOR OF METRUCK. AND GOOD AFTERNOON,  
[02:00:19] COMMISSIONERS. I JUST WANTED TO TAKE A  
[02:00:21] MOMENT BECAUSE STEVE MADE SOME GOOD  
[02:00:25] COMMENTS. WE'VE MADE A LOT OF GOOD  
[02:00:26] PROGRESS. AND I WANTED TO ALSO  
[02:00:28] MEMORIALIZE THAT WITH MY REMARKS TODAY.  
[02:00:31] TAKE YOU BACK FOUR YEARS AGO IS WHEN WE  
[02:00:33] PASSED THIS POLICY. IT WAS ON  
[02:00:36] COMMISSIONER CALKIN'S FIRST DAY  
[02:00:38] OFFICIALLY IN OFFICE. AND IT REALLY SET  
[02:00:41] OUT AN AMAZING AMOUNT OF WORK IN THE  
[02:00:44] FIRST YEAR AFTER THE POLICY WAS PASSED.  
[02:00:47] AND WE HAD TO CREATE THE PROGRAM, STAND  
[02:00:49] IT UP. AND WHILE YOU'LL HEAR FROM ME AND  
[02:00:53] LAWRENCE AT THE MOMENT ABOUT THE  
[02:00:54] TREMENDOUS PROGRESS WE'VE MADE, THAT WAS  
[02:00:57] A FELLEMAN EFFORT IN ITSELF. WE DIDN'T  
[02:00:59] HAVE THESE SYSTEMS IN PLACE. WE HAD TO  
[02:01:01] BE VERY INNOVATIVE. BUT WHAT I'M REALLY  
[02:01:03] GOING TO CALL OUT IS THE TEAMWORK AGAIN,  
[02:01:06] ME AND IS REALLY GOING TO SHARE SOME  
[02:01:08] OUTSTANDING RESULTS. BUT THE SUCCESS OF  
[02:01:11] THIS PROGRAM IS REALLY BUILT ON AYE.  
[02:01:13] STAFF, BUT ALSO THE LEADERSHIP AND HARD  
[02:01:16] WORK FROM NORA AND HER TEAM AT  
[02:01:19] CENTRAL PROCUREMENT OFFICE, OUR PROJECT  
[02:01:21] MANAGEMENT TEAM, AND COUNTLESS OTHER  
[02:01:23] PEOPLE ACROSS THE BOARD. SO IF YOU'VE  
[02:01:25] SEEN US GO FROM SCRATCH TO THE GREAT  
[02:01:29] RESULTS WE HAVE TODAY, IT REALLY IS THE  
[02:01:31] RESULT OF INNOVATION AND TEAM WORK  
[02:01:34] ACROSS THE PORT. IT'S SOMETHING WE'RE  
[02:01:36] INCREDIBLY PROUD OF. TO ME, THIS IS  
[02:01:40] THE SIGNATURE INITIATIVE THAT REALLY  
[02:01:43] SHOWS WHAT WE CAN DO IN TERMS OF  
[02:01:44] EQUITABLE ECONOMIC DEVELOPMENT. SO WITH  
[02:01:47] THAT, IT'S MY PLEASURE TO INTRODUCE ME  
[02:01:50] AND WHO HAS DONE A GREAT JOB REALLY  
[02:01:52] STANDING UP AND IMPLEMENTING THIS  
[02:01:54] PROGRAM FOR US. THANK YOU, DAVE. WOW.  
[02:01:57] I FEEL GREAT ALREADY. I APPRECIATE THAT  
[02:02:00] INTRODUCTION. HELLO,  
[02:02:03] EVERYONE. MY NAME IS MIAN RICE. I'M  
[02:02:04] THE DIRECTOR OF DIVERSITY AND  
[02:02:06] CONTRACTING DEPARTMENT FOR THE PORT OF  
[02:02:07] SEATTLE. AND COMMISSIONERS, IT'S MY  
[02:02:09] SINCERE PLEASURE OF BEING HERE IN FRONT  
[02:02:11] OF YOU TODAY TO TALK A LITTLE ABOUT THE  
[02:02:14] 2021 DIVERSITY AND CONTRACTING  
[02:02:18] DEPARTMENT, A LOT OF THE EFFORTS THAT  
[02:02:20] HAVE GONE BEHIND IN TERMS OF 2021, IN  
[02:02:22] TERMS OF WHAT WE'VE DONE LAST YEAR.

[02:02:26] AND I GOT TO TELL YOU,  
[02:02:28] DAVE AND EXECUTIVE DIRECTOR  
[02:02:32] METRUCK, AYE. IT RIGHT ON UP. RIGHT ON  
[02:02:35] POINT. WE'VE BEEN MOVING THE NEEDLE  
[02:02:36] FORWARD, AND IT'S BEEN GREAT. AND THESE  
[02:02:38] UPCOMING SLIDES, YOU'LL SEE A LOT OF  
[02:02:40] EFFORTS THAT GREAT WORK FROM EXECUTIVE  
[02:02:44] LEADERSHIP, TEAM AND STAFF HAVE REALLY  
[02:02:47] SUPPORTED WITH THAT TERM. IT TAKES  
[02:02:50] A VILLAGE TO MOVE THE NEEDLE FORWARD.  
[02:02:52] AND THIS IS THE VILLAGE. SO HERE WE GO.  
[02:02:56] NEXT SLIDE, PLEASE.  
[02:02:59] SO THIS IS THE AGENDA AND I THINK THIS  
[02:03:02] IS KIND OF KEEP ME ON POINT BECAUSE I  
[02:03:04] WILL TALK FOREVER. BUT WE'LL TALK ABOUT  
[02:03:08] THE POSITIVE DIRECTIVE, GET INTO THE  
[02:03:10] WMBE RESULTS FOR 2021, DIVE IN A LITTLE  
[02:03:13] MORE CLOSER TO WHAT'S IN THE NUMBERS.  
[02:03:16] WE'LL HAVE KIND OF OUR PROGRAM  
[02:03:20] ACTIVITIES THAT WE'VE DONE IN 21  
[02:03:24] IN TERMS OF SOME HIGHLIGHTS THERE AND  
[02:03:26] THEN MOVING FORWARD, IDENTIFYING THE  
[02:03:29] GOALS AND ALSO SOME OF THE INITIATIVES  
[02:03:31] AND EFFORTS THAT WE'RE GOING TO BE DOING  
[02:03:33] FOR THIS YEAR AS WE CONTINUE TO STRIVE  
[02:03:35] TOWARDS OUR FUTURE ACTIVITIES AND GOALS  
[02:03:38] OF INCREASING ONE MINORITY PARTICIPATION  
[02:03:41] ON OUR CONTRACTS. NEXT SLIDE, PLEASE.  
[02:03:45] SO JUST FOR REFRESHER, FOR A LOT OF  
[02:03:49] THE LISTENING PUBLIC OUTSIDE  
[02:03:53] OF YOU COMMISSIONERS, JUST KIND OF  
[02:03:54] REFRESH OF OUR DIVERSITY AND CONTRACTING  
[02:03:56] POLICY DIRECTIVES. THIS REALLY IS TO  
[02:03:59] ADVANCE EQUITY AND ADDRESSING  
[02:04:02] CONTRACTING DISPARITIES BY INCREASING  
[02:04:05] THE UTILIZATION OF WOMEN AND MINORITY  
[02:04:07] BUSINESS ENTERPRISES AND OTHER  
[02:04:09] DISADVANTAGED FIRMS WITH TWO BIG  
[02:04:12] EFFORTS. ONE IS TO INCREASE TO 15%  
[02:04:16] THE AMOUNT OF SPEND ON  
[02:04:20] WMBE CONTRACTS WITHIN FIVE YEARS WITH A  
[02:04:23] BASELINE OF 5.3%. AND THEN THE NEXT ONE  
[02:04:26] IS BECAUSE FIRST ONE WAS PERCENTAGE.  
[02:04:28] BUT ALSO WE'RE LOOKING AT THE NUMBER OF  
[02:04:30] WOMEN MINORITY BUSINESS FIRMS, AND WE  
[02:04:32] WANT TO TRIPLE THE NUMBER OF WOMEN FIRMS  
[02:04:35] DOING BUSINESS WITH THE PORT OF SEATTLE,  
[02:04:36] WHICH IS A BASELINE OF 118 BUSINESSES.  
[02:04:40] AND OUR GOAL IS 354  
[02:04:44] BUSINESSES BY THE END OF 2023.  
[02:04:47] SO NEXT SLIDE, PLEASE. SLIDE FOUR.  
[02:04:52] GETTING TO THE PUNCHLINE. WHAT DO WE DO  
[02:04:54] IN 2021? WE AYE ONCE AGAIN  
[02:04:57] CONTINUE TO MOVE THE NEEDLE FORWARD,  
[02:04:59] AND WE ACHIEVED 12.1%  
[02:05:03] ONE MINORITY BUSINESS UTILIZATION ON OUR  
[02:05:06] CONTRACT. AND THIS IS UP FROM 2020  
[02:05:08] REPORT, WHICH IS WE ACHIEVED  
[02:05:12] 10.9%, AND WE  
[02:05:16] AYE CONTINUING TO LEVERAGE AND MOVE THE  
[02:05:19] NEEDLE FORWARD AS RELATES TO ONE  
[02:05:21] MINORITY BUSINESS. AND ALSO THE SPIN,  
[02:05:24] AS YOU CAN SEE THERE, WHICH IS A 466 MIL

[02:05:28] GOING TO ONE MINORITY BUSINESSES, WHICH  
[02:05:31] IS JUST FABULOUS. NEXT SLIDE, PLEASE.  
[02:05:36] THIS IS THE QUINTESSENTIAL  
[02:05:40] OF WHAT WE'RE TALKING ABOUT IN THE  
[02:05:43] BEGINNING. I WANT TO TAKE A QUICK PAUSE  
[02:05:45] HERE FOR YOU COMMISSIONERS REALLY SEE  
[02:05:47] THE GROWTH AND DEVELOPMENT. I COULDN'T  
[02:05:49] BE MORE PROUD OF THE PORT OF SEATTLE,  
[02:05:52] JUDGING FROM 2016 ALL THE WAY TO 2021.  
[02:05:56] IT IS LIKE A TRUE RENT GOING  
[02:06:00] UPWARDS IN TERMS OF UTILIZATION. AND  
[02:06:02] THIS IS TRUE AGAIN, IT'S A TEAMWORK  
[02:06:05] EFFORT. AND THIS IS SOMETHING I CAN BE  
[02:06:07] MORE PROUD OF. 2016 AND 2017 WAS  
[02:06:10] JUST TO KIND OF GO BACK IN TIME WAS THE  
[02:06:13] TIME WHEN WE WERE DEVELOPING THE  
[02:06:15] DIVERSITY AND CONTRACTING PROGRAM IN  
[02:06:18] TERMS OF GETTING INTO THE WAYS OF  
[02:06:20] WORKING WITH YOU COMMISSIONER AND STAFF.  
[02:06:22] AND I ACTUALLY WENT OUT TO THE COMMUNITY  
[02:06:24] AND REALLY TALKED ABOUT THE  
[02:06:27] DIVERSITY AND CONTRACTING POLICY  
[02:06:29] DIRECTIVE THAT YOU SEE HERE TODAY,  
[02:06:31] 2018, WHEN ALL PARTIES WERE BLESSED  
[02:06:35] AND PEOPLE LIKED WHERE THE PORT WAS  
[02:06:37] GOING FOR UTILIZING THE MINORITY  
[02:06:40] BUSINESSES. 2018 IS WHEN THE DIVERSITY  
[02:06:43] AND CONTRACTING POLICY DIRECTIVE WAS  
[02:06:46] PASSED. AND THEN 2019 WAS THE FIRST  
[02:06:50] FULL IMPLEMENTATION YEAR, WHICH IS THE  
[02:06:52] YEAR THAT WE ARE COUNTING OF OUR FIVE  
[02:06:55] YEAR BASELINE EFFORTS. BUT AS  
[02:06:58] YOU CAN SEE HERE, 2016 TO NOW  
[02:07:01] IS JUST PHENOMENAL AND ESPECIALLY WITH  
[02:07:04] THE NUMBER OF FIRMS IN WHICH WE'RE  
[02:07:05] CONTINUING TO WORK WITH. AND THIS IS  
[02:07:07] JUST THE BEGINNING. WE'RE CONTINUING  
[02:07:09] WITH THE NEEDLE FORWARD. NEXT SLIDE.  
[02:07:13] ALL RIGHT. SO THIS IS SOMETHING I  
[02:07:16] THOUGHT WAS QUITE INTERESTING. I WANTED  
[02:07:18] TO DO A LITTLE MORE BREAKOUT OF THE  
[02:07:22] ONE MINORITY UTILIZATION AND WHAT YOU  
[02:07:24] SEE IN THE SLIDE HERE IS A BREAKOUT  
[02:07:27] OF MINORITY MEN AND MINORITY WOMEN  
[02:07:31] AND THEN THE NEXT LINE YOU'LL SEE  
[02:07:33] MINORITY AND WOMAN COMBINED, THEN WE  
[02:07:36] HAVE CAUCASIAN WOMEN. AND THIS  
[02:07:39] IS WHAT I FOUND WAS VERY INTERESTING, I  
[02:07:42] THOUGHT WOULD BE INTERESTING FOR YOU IS  
[02:07:44] NOT JUST THAT OUR COMPANIES THAT ARE  
[02:07:46] INCREASING BUT ALSO THE AREAS THAT WE  
[02:07:48] DEFINITELY WANT TO CONTINUE TO WORK ON  
[02:07:50] IN TERMS OF UNDER THE MINORITY WOMEN  
[02:07:53] CATEGORY. THAT'S AN AREA WHERE THERE'S  
[02:07:57] ROOM FOR IMPROVEMENT, WHERE WE CAN  
[02:07:58] CONTINUE TO WORK WITH A LOT OF TRY TO  
[02:08:01] IDENTIFY SOME MORE AND BRING UP MINORITY  
[02:08:06] WOMEN IN TERMS OF WHO WE CONTRACT WITH  
[02:08:09] IN THE FUTURE. NEXT SLIDE.  
[02:08:15] NOW WE'RE GETTING DOWN TO THE ETHNICITY  
[02:08:17] BREAKOUT AND THIS IS FOR SOME OF OUR  
[02:08:20] LISTENING AUDIENCE AS WELL THAT THEY  
[02:08:22] REALLY LIKE TO SEE IN TERMS OF WHAT IS



[02:08:24] THE BREAKOUT OF BY ETHNICITY.  
[02:08:27] AND HERE'S WHAT YOU HAVE HERE IS YOU  
[02:08:32] HAVE ONLY FROM ASIAN COMPANIES WHERE  
[02:08:35] WE'VE BEEN WORKING QUITE A BIT WITH A  
[02:08:38] LOT OF THE ASIAN BUSINESSES UP TO 53  
[02:08:41] COMPANIES AND ALL THE WAY TO NATIVE  
[02:08:46] AMERICAN WHERE THERE IS STILL ROOM FOR  
[02:08:48] IMPROVEMENT IN THAT REGARD, WHERE WE ARE  
[02:08:51] DOING ABOUT 1.5% SPIN,  
[02:08:55] I THINK ALL OF THEM FROM PERCENTAGE  
[02:08:57] PERSPECTIVE FROM ETHNICITY, ESPECIALLY  
[02:08:58] ON THE MINORITY SIDE, THERE'S DEFINITELY  
[02:09:01] ROOM FOR IMPROVEMENT AS YOU COMPARE TO  
[02:09:04] WORKING WITH CAUCASIAN WOMEN. THERE IS  
[02:09:08] SOME DISPARITY. SO WE CAN CONTINUE TO  
[02:09:10] WORK ON THE MBE SIDE OF THE  
[02:09:13] WMBE. THAT'S SOMETHING THAT  
[02:09:17] WE NEED TO CONTINUE TO MOVE FORWARD ON  
[02:09:19] WITH THE PORT. NEXT SLIDE.  
[02:09:25] THIS SLIDE HERE I'M GOING TO HAND OVER  
[02:09:27] TO MR. LAWRENCE COLEMAN AND HE'S GOING  
[02:09:31] TO DO EVEN MORE OF A DEEPER DIVE INTO  
[02:09:33] SOME OF OUR NUMBERS THAT WE DID IN 2021.  
[02:09:36] LAWRENCE. YEAH, I APPRECIATE THAT MEAN,  
[02:09:39] GOOD AFTERNOON, COMMISSIONERS. AND I  
[02:09:41] APPRECIATE STEVE'S OPENING REMARKS AS  
[02:09:43] WELL AS DAVE'S OPENING REMARKS AND  
[02:09:46] CERTAINLY ECHOED THOSE COMMENTS. IT'S  
[02:09:50] CERTAINLY A VILLAGE APPROACH. AND I'D  
[02:09:53] SAY ACCOUNTABILITY IS NOT JUST WITH OUR  
[02:09:56] UNIT, BUT IT SLOWS DOWN. AND I SAY  
[02:09:58] THAT'S WHAT THIS SLIDE IS A  
[02:10:00] REPRESENTATION OF. THE POLICY DIRECTIVE  
[02:10:02] CALLED FOR EACH INDIVIDUAL  
[02:10:06] UNIT DIVISION TO ESTABLISH WOMEN IN  
[02:10:09] MINORITY ENTERPRISE GOALS FOR THEIR  
[02:10:11] RESPECTIVE UNITS AND FLOW DOWN TO EVEN  
[02:10:14] SOME OF THE SMALLER DEPARTMENTS. IN  
[02:10:17] 2021, WE SET A GOAL FOR NON CONSTRUCTION  
[02:10:19] SPIN. SO THIS IS EVERYTHING. BUT  
[02:10:21] CONSTRUCTION IS PROBABLY THE SIMPLEST  
[02:10:23] WAY TO SAY IT. SO THINGS LIKE GOODS AND  
[02:10:25] SERVICES, ANY TYPE OF WORK, ALL THE  
[02:10:28] OTHER STUFF ASIDE FROM CONSTRUCTION,  
[02:10:30] THAT THE PORT SOLICITS AND PUGET  
[02:10:32] SERVICES FROM OUTSIDE FOLKS FOR. SO WE  
[02:10:35] SET A GOAL FOR 16%, AND IT'S NOTED THERE  
[02:10:39] IN RED IT'S AT 13% BECAUSE WE DIDN'T  
[02:10:41] MEET THAT GOAL. AND SO I LIKE TO JUST  
[02:10:43] POINT OUT THAT THIS IS THE FIRST TIME  
[02:10:45] THAT THE PORT ESTABLISHED THE GOAL. AND  
[02:10:47] WE'LL TALK A LITTLE BIT MORE ABOUT THAT  
[02:10:48] IN FURTHER SLIDES IN A LATER SLIDE.  
[02:10:52] THIS IS THE FIRST TIME THAT THE PORT  
[02:10:54] DIDN'T ACHIEVE ITS NON CONSTRUCTION  
[02:10:56] GOAL. THIS ISN'T A RESULT OF LACK OF  
[02:10:59] EFFORT. THERE'S ALWAYS VARIOUS  
[02:11:02] CONSIDERATIONS WITH REGARDS TO  
[02:11:04] CONTRACTING, BUT CERTAINLY NOT  
[02:11:06] NECESSARILY A NEGATIVE MARK ON THE PORT  
[02:11:08] THAT EFFORTS WEREN'T MADE. BUT WE DID  
[02:11:10] AYE. 13% ON A 16% GOAL. AND THE OTHER  
[02:11:13] THING I LIKE TO MENTION, JUST ABOUT GOAL

[02:11:15] SETTING, WE ACCESS THE VARIOUS UNITS AT  
[02:11:19] THE PORT TO TAKE A LOOK AT UPCOMING  
[02:11:20] SPEND AND ALSO TAKE SOME CONSIDERATION  
[02:11:23] FOR HOW YOU DID IN THE PAST AND COME UP  
[02:11:24] WITH A GOAL THAT'S NOT ONLY REALISTIC,  
[02:11:27] BUT DOES MAKE AN ATTEMPT TO BE  
[02:11:29] JUSTIFIABLE. AND THAT'S BOLD. RIGHT. SO  
[02:11:32] CERTAINLY MUCH APPRECIATED THAT THESE  
[02:11:35] VARIOUS DIVISIONS AT THE PORT MAKE THESE  
[02:11:38] STRIDES AND TRY TO PUSH A LITTLE BIT  
[02:11:40] BECAUSE WE DO KNOW HISTORICALLY THAT  
[02:11:42] WE'VE SEEN WHEN GOALS ARE PUT OUT THERE,  
[02:11:45] IT'S A TARGET AND SOMETHING TO REMIND US  
[02:11:48] TO WORK TOWARD THE LAST LINE THERE.  
[02:11:51] CORPORATE HAS AN ASTERISK NEXT TO IT  
[02:11:53] BECAUSE WE'LL TALK ABOUT JUST A  
[02:11:54] BREAKOUT. IN SHORT, THESE ARE ALL OF THE  
[02:11:57] VARIOUS DEPARTMENTS THAT ROLL UP TO  
[02:11:59] CORPORATE AND THIS IS THEIR COMBINED  
[02:12:01] UTILIZATION, WHICH WAS 15.3%.  
[02:12:05] GO AHEAD TO THE NEXT SLIDE FOR ME,  
[02:12:07] PLEASE.  
[02:12:12] AND AGAIN, THIS IS JUST A CLOSER LOOK AT  
[02:12:14] NON CONSTRUCTION, BUT JUST TAKING A LOOK  
[02:12:16] SPECIFICALLY AT CORPORATE. RIGHT. AND I  
[02:12:19] SAY THAT THE TREND THERE IS SOME MET THE  
[02:12:21] GOALS, SOME DID NOT MEET THE GOALS, BUT  
[02:12:23] CERTAINLY NOT A LACK OF EFFORT. THERE  
[02:12:25] ARE SOME UNITS THAT WMBE PARTICIPATION  
[02:12:28] MAY NOT BE APPARENT. AND I'D SAY  
[02:12:32] ONE OF THE THINGS WE DID A LITTLE BIT  
[02:12:34] MORE OF THIS YEAR IS TRYING TO PUSH AND  
[02:12:37] TO PUT GOALS ON CONTRACTS THAT  
[02:12:39] HISTORICALLY HAVEN'T SEEN THE PORT  
[02:12:42] EXAMPLE. I KNOW THERE'S SOME WORK THAT'S  
[02:12:44] ILLEGAL AND SOME CONSIDERATIONS. RIGHT.  
[02:12:46] SOMETIMES WE'RE NOT AWARE OF FIRMS  
[02:12:49] THAT ARE OWNED BY NOT JUST THE WORKERS,  
[02:12:52] BUT THAT ARE ONLY CONTROLLED BY FOLKS OF  
[02:12:55] COLOR THAT SAY OWN A LAW AGENCY. RIGHT.  
[02:12:58] SO I SAY ALL OF OUR LEADERS IN THE PORT  
[02:13:01] ARE OPEN DOOR AND THEY WELCOME  
[02:13:04] OPPORTUNITIES FOR US TO STRATEGIZE AND  
[02:13:06] TRY TO SEE TO IT THAT MORE OPPORTUNITIES  
[02:13:08] ARE AFFORDED. GO AHEAD TO THE NEXT SLIDE  
[02:13:11] FOR ME, PLEASE. AND THEN THIS IS A  
[02:13:14] CLOSER LOOK AT THAT NON CONSTRUCTION  
[02:13:16] SPIN. AND JUST WANTED TO POINT YOUR  
[02:13:19] ATTENTION TO JUST THE TRENDS. AS ME AND  
[02:13:22] I SPOKE TO EARLIER IN 2017, WE WERE  
[02:13:27] I'D SAY DOWN HERE, AND AS THE YEARS  
[02:13:29] PROGRESSED, WE'VE CONTINUED TO CLIMB.  
[02:13:32] SO IN 2017, FOR EXAMPLE, WE WERE AT 8.6%  
[02:13:36] WMBE UTILIZATION. SO ALTHOUGH WE'RE AT  
[02:13:38] 2021, ONLY 13% IS  
[02:13:42] STILL SIGNIFICANTLY UP AND AT LEAST IN  
[02:13:44] OUR WORLD. 5% FROM THAT TIME, WE STARTED  
[02:13:47] TO MAKE THIS INTENTIONAL FOCUS, A COUPLE  
[02:13:50] OF THINGS THAT WE'VE ASKED DEPARTMENTS  
[02:13:52] TO TAKE A LOOK AT. WE'RE MAJOR DRIVERS  
[02:13:55] IN SPIN, RIGHT, JUST TO IDENTIFY MAYBE  
[02:13:58] WHAT CAUSED IT OR SOME OPPORTUNITIES  
[02:14:01] THAT YOU'RE GOING TO TARGET FOR THE

[02:14:02] UPCOMING YEAR. SO WE CAN TRY TO HEDGE A  
[02:14:05] LITTLE BIT AND TRY TO SEE IF FOLKS ARE  
[02:14:07] AFFORDED MORE OPPORTUNITIES. I'D SAY  
[02:14:11] ANOTHER THING THAT WE TOOK A LOOK AT FOR  
[02:14:13] 2021 WERE THE AMOUNT OF PAYMENTS  
[02:14:16] THAT WERE REPORTED TIMELY. AND WE DID  
[02:14:19] UNCOVER THAT THERE WERE SOME REPORTS,  
[02:14:23] SOME PAYMENT TO WMBE FIRMS THAT WERE  
[02:14:25] REPORTED LATE, WHICH CERTAINLY IMPACTS  
[02:14:28] OUR FINAL RESULT. AND SO THAT'S ONE OF  
[02:14:30] THE THINGS WE'VE BEEN WORKING ON IS  
[02:14:31] TRYING TO DEVELOP SOME BETTER SYSTEMS  
[02:14:34] JUST TO ENSURE THAT ACCOUNTABILITY  
[02:14:36] CONTINUES TO DRIVE AT THE PROJECT LEVEL.  
[02:14:39] AND THEN LASTLY, REALITY IS WE'RE STILL  
[02:14:42] VERY MUCH IN A PANDEMIC AND TRYING TO  
[02:14:44] FIGURE OUT WHAT THAT IMPACT IS FULLY  
[02:14:47] GOING TO LOOK LIKE. THAT COMBINATION IS  
[02:14:51] KIND OF JUST A SITUATION THAT WE'RE IN  
[02:14:54] STILL SEEING OPPORTUNITIES FOR WOMEN IN  
[02:14:56] MINORITY BUSINESSES REALIZE. BUT WHERE  
[02:14:58] ELSE CAN WE GO? HOW DO WE ENSURE THAT  
[02:15:00] GOALS ARE MET IS SOMETHING THAT WE'RE  
[02:15:01] ALWAYS THINKING ABOUT AND ALWAYS TRYING  
[02:15:03] TO DO OUR BEST TO SUPPORT THE VARIOUS  
[02:15:05] UNITS HERE AT THE PORT. GO AHEAD TO THE  
[02:15:08] NEXT SLIDE FOR ME, PLEASE.  
[02:15:12] AS YOU ALL KNOW, CONSTRUCTION IS A MAJOR  
[02:15:14] DRIVER IN SPIN UTILIZATION. I'LL TAKE  
[02:15:18] US BACK TO LAST YEAR AND TALK A LITTLE  
[02:15:20] BIT ABOUT SOME OF THE STRATEGIES WE  
[02:15:22] EMPLOYED FOR 2021. LAST YEAR, AND EVEN  
[02:15:26] YEARS PRIOR TO THAT, WE WERE SETTING  
[02:15:27] GOALS, PROBABLY IN ABOUT THE EIGHT TO  
[02:15:30] 10% RANGE. AND AS I MENTIONED, GOALS ARE  
[02:15:34] TARGETS AND THEY HELP US MEET THE  
[02:15:39] VALUES, RIGHT? THEY HELP US MEET THE  
[02:15:41] GOALS THAT THE PORT HAS TO INCREASE THE  
[02:15:43] SPEND WITH MINORITY BUSINESSES. SO IT'S  
[02:15:46] ONE OF THE GREATEST TOOLS THAT WE HAVE  
[02:15:48] WHENEVER POSSIBLE, WE DO PUT GOALS ON  
[02:15:50] CONTRACTS. AND SO IN 2021,  
[02:15:53] AVERAGE GOAL THAT WAS SET ON  
[02:15:55] CONSTRUCTION WAS 10% TO 12%. AND I'D  
[02:15:59] LIKE TO BELIEVE THAT THAT LED IT TO US  
[02:16:02] SEEING SOME GAINS IN 2021 IN  
[02:16:05] OUR WIND BEE UTILIZATION, NOT JUST ON  
[02:16:06] CONSTRUCTION, BUT OVERALL. AND AGAIN,  
[02:16:09] I'LL POINT YOU TO JUST HISTORICALLY  
[02:16:11] WHERE WE WERE AT. SO IN 2017, WE'RE  
[02:16:14] ABOUT 8.2% WINDOW UTILIZATION ON  
[02:16:17] CONSTRUCTION, NOW TO 2021,  
[02:16:21] ACHIEVING 11.5%. AND AGAIN,  
[02:16:24] THIS HAD A SIGNIFICANT IMPACT ON OUR  
[02:16:28] OVERALL GROWTH. AS ME AND I MENTIONED,  
[02:16:30] WE WERE AT 10% OR SO IN 2020 TO  
[02:16:34] NOW ABOUT 12% IN 2021. AND SO CERTAINLY  
[02:16:39] WE'RE ALWAYS REMINDED THAT CONSTRUCTION  
[02:16:41] IS A MAJOR DRIVER. THE OTHER TWO NOTES  
[02:16:45] SPEAK TO, AGAIN, JUST SOME OF THE WAYS  
[02:16:48] THAT WE SET GOALS. SO WE'VE ASKED ALL OF  
[02:16:51] THE UNITS, WHEN THEY DO SEND US WHAT WE  
[02:16:53] CALL DIVERSITY ANALYSIS FORMS TO HELP US

[02:16:56] BREAK DOWN THE PROJECT A LITTLE BIT MORE  
[02:16:59] SO WE CAN UNDERSTAND WHAT OPPORTUNITIES  
[02:17:01] COULD EXIST FOR SUBCONTRACTING  
[02:17:05] AND I'D SAY A LOT OF OUR UNITS WERE VERY  
[02:17:08] MUCH SUPPORTIVE IN TAKING THOSE CHANCES  
[02:17:10] AND BREAKING IT DOWN FOR US TO ALLOW US  
[02:17:12] TO SET A LITTLE BIT MORE AGGRESSIVE  
[02:17:14] GOALS, IF YOU WILL. AND THEN THE LAST  
[02:17:16] BULLET POINTS TO WHEN CONTRACTORS  
[02:17:20] DON'T MEET THE GOAL AT THE TIME OF BID.  
[02:17:22] THERE IS A PROCESS THAT WE CALL  
[02:17:24] AFFIRMATIVE EFFORTS THAT ASK THEM TO  
[02:17:27] TELL US DETAILED INFORMATION AS TO WHY  
[02:17:29] THEY COULDN'T MEET IT. AND THIS IS A  
[02:17:31] GOOD MARKER THAT SAYS THAT OUR  
[02:17:35] INFORMATION IS MORE CLEAR, OUR DOCUMENTS  
[02:17:37] ARE MORE CLEAR, AND OUR VALUES ARE  
[02:17:39] COMMUNICATED MORE CLEAR TO THOSE THAT  
[02:17:42] WANT TO DO BUSINESS WITH US. YOU ALL SEE  
[02:17:45] QUITE A BIT OF CONTRACTS THAT COME  
[02:17:46] ACROSS YOUR WAY THAT HAVE THIS DIVERSITY  
[02:17:49] AND CONTRACTING SECTION WHERE WE POINT  
[02:17:51] OUT THOSE GOALS. AND SO WHEN WE SEE A  
[02:17:53] REDUCTION IN THE NUMBER OF AFFIRMATIVE  
[02:17:56] EFFORTS, AGAIN JUST POINTS TO THAT IN  
[02:18:00] THE CONTRACTOR COMMUNITY. FOLKS ARE  
[02:18:01] UNDERSTANDING THAT THIS IS OF VALUE TO  
[02:18:04] US AND WE WANT TO SEE TO IT THAT THEY  
[02:18:07] SHARE THE SAME VALUES. GO AHEAD  
[02:18:10] TO THE NEXT SLIDE FOR ME, PLEASE.  
[02:18:14] TRAINING. SO AS I MENTIONED,  
[02:18:18] GOALS ARE CERTAINLY ONE TOOL THAT WE  
[02:18:20] HAVE, BUT ANOTHER TOOL THAT WE HAVE IS  
[02:18:23] ENGAGEMENT TRAINING, CAPACITY BUILDING.  
[02:18:26] I WON'T SPEND A LOT OF TIME ON ALL OF  
[02:18:28] THESE, BUT JUST KNOW THAT THESE ARE  
[02:18:31] EFFORTS THAT GET US TO THAT UTILIZATION.  
[02:18:33] AND THESE ARE A COUPLE OF HIGHLIGHTS OF  
[02:18:37] SOME OF THE STRATEGIES AND THE EFFORTS  
[02:18:39] WE EMPLOYED IN 2021 TO GET US TO THE  
[02:18:42] RESULTS THAT WE HAD IN TRAINING. I'LL  
[02:18:44] JUST POINT OUT JUST ONE HERE THAT WE'RE  
[02:18:46] VERY, VERY PROUD OF WAS WE ESTABLISHED  
[02:18:49] OUR FIRST WOMEN IN MINORITY BUSINESS AND  
[02:18:52] SMALL BUSINESS BUSINESS ACCELERATOR  
[02:18:54] PROGRAM. THIS WAS A DETAILED, HANDS ON  
[02:18:57] PROGRAM THAT GAVE WOMEN AND MINORITY  
[02:18:59] BUSINESSES AND SMALL BUSINESS  
[02:19:00] OPPORTUNITIES TO PARTNER AND LEARN A  
[02:19:03] LITTLE BIT MORE ABOUT HOW TO DO BUSINESS  
[02:19:05] WITH THE PORT. THESE BUSINESSES WERE  
[02:19:07] IDENTIFIED AS FOLKS THAT WERE READY FOR  
[02:19:09] THE NEXT STAGE, WHEREAS OTHER, I'D SAY  
[02:19:13] LEVELS WERE FOLKS AT VARIOUS STAGES.  
[02:19:15] RIGHT. BUT THAT 301 WAS THAT  
[02:19:19] DETAILED OPPORTUNITY FOR FOLKS TO GROW  
[02:19:22] ENGAGEMENT. THIS WORK CAN'T BE DONE  
[02:19:26] ALONE JUST BY THE PORT OF SEATTLE,  
[02:19:28] RIGHT. SO WE VERY MUCH UNDERSTAND THAT  
[02:19:30] WE'RE GOING TO NEED OUR PARTNERS AND  
[02:19:33] THROUGHOUT THE YEAR 2021. I'D SAY THAT  
[02:19:35] THAT WAS ONE OF THE KEY STRATEGIES IN  
[02:19:38] TRYING TO PARTNER WITH THE VARIOUS

[02:19:40] WENDY ORGANIZATIONS AND COMMUNITY  
[02:19:42] ORGANIZATIONS THAT ARE FAMILIAR WITH OUR  
[02:19:44] WORK AND SUPPORT BUSINESSES. AND THEN  
[02:19:47] LASTLY, CAPACITY BUILDING. WE'RE ALWAYS  
[02:19:49] THINKING ABOUT THE PIPELINE. I WAS  
[02:19:52] LISTENING TO THE PRESENTATION EARLIER  
[02:19:53] ABOUT THE MARITIME INDUSTRY AND GETTING  
[02:19:57] YOUNG FOLKS JOBS. WE THINK ABOUT THAT IN  
[02:20:00] THE SAME WAY OF CAPACITY BUILDING. HOW  
[02:20:03] CAN WE BUILD UP THE NEXT BUSINESS TO  
[02:20:06] COME ALONG TO FILL IN THIS SPACE?  
[02:20:09] REALITY IS THAT'S A GROWING CONCERN,  
[02:20:12] RIGHT? LIKE A LOT OF BUSINESSES ARE SELF  
[02:20:15] STARTED AND DON'T NECESSARILY HAVE  
[02:20:18] SUCCESSION IN MIND, AND I THINK IT'S  
[02:20:20] INCUMBENT OF A PUBLIC AGENCY TO START TO  
[02:20:22] HELP TO THINK ABOUT THAT CAPACITY  
[02:20:24] BUILDING. GO AHEAD TO THE NEXT  
[02:20:27] SLIDE FOR ME, PLEASE.  
[02:20:31] DIVERSITY AND CONTRACTING GOALS SO THIS  
[02:20:33] IS THE REST OF THE DISCUSSION. WE'LL BE  
[02:20:35] TALKING ABOUT 2022 AND JUST SOME OF THE  
[02:20:37] PLANS THAT WE HAVE, AS I MENTIONED  
[02:20:40] EARLIER, ACCOUNTABILITY.  
[02:20:42] AND IT'S NOT JUST WITH OUR UNIT, IT  
[02:20:46] FLOWS DOWN TO ALL UNITS. AND SO AGAIN,  
[02:20:48] FOR THE REST OF THE REST OF THE  
[02:20:49] PRESENTATION, BE TALKING ABOUT SOME OF  
[02:20:51] THE PLANS FOR 2022. NEXT SLIDE FOR  
[02:20:54] ME, PLEASE. SO IN 2022,  
[02:20:58] STARTING WITH NONCONSTRUCTION, THE PORT  
[02:21:01] HAS ESTABLISHED A 15% WOMEN AND MINORITY  
[02:21:05] BUSINESS ENTERPRISE GOAL. SO, AGAIN,  
[02:21:07] TAKING A LOOK BACK AT 2021, WE AYE.  
[02:21:11] 13%, BUT WE SET A 16% GOAL.  
[02:21:15] SO, AGAIN, STILL OPTIMISTIC, LITTLE  
[02:21:18] CAUTIOUS, BUT WE STILL WANT TO MAKE SURE  
[02:21:20] THAT WE'RE BOLD AND SO  
[02:21:23] AGAIN ESTABLISHED ON OUR NON  
[02:21:25] CONSTRUCTION SPAN OF 15% GOAL.  
[02:21:29] GO AHEAD TO THE NEXT SLIDE FOR ME,  
[02:21:31] PLEASE. CONSTRUCTION IN  
[02:21:35] YEARS PAST? WELL, I SAY SINCE THE  
[02:21:37] INCEPTION OF THE DIVERSITY AND  
[02:21:38] CONTRACTING PROGRAM, WE'VE SET GOALS ON  
[02:21:41] A CONTRACT BY CONTRACT BASIS. AND SO AS  
[02:21:46] DIVERSITY ANALYSIS SHEETS AND  
[02:21:49] OPPORTUNITIES TO TAKE A LOOK AND  
[02:21:51] CONTRACTS CAME OUR WAY, WE WOULD JUST  
[02:21:54] SET THE GOAL AND THEN WE GET THE  
[02:21:56] UTILIZATION THAT WE GOT. AND THAT'S  
[02:21:59] WHAT'S REFLECTING IN 2021 UTILIZATION.  
[02:22:04] HOWEVER, FOR THIS YEAR IN 2022, WE'VE  
[02:22:07] DECIDED TO ESTABLISH AN OVERALL PORT  
[02:22:10] WIRE TARGET. WE RAN INTO SOME CHALLENGES  
[02:22:13] TRYING TO COME UP WITH A PROCESS THAT  
[02:22:14] WAS CONSISTENT, THAT CONSIDERED  
[02:22:17] HISTORICAL UTILIZATION, UPCOMING  
[02:22:20] OPPORTUNITIES, AND WE JUST WEREN'T IN  
[02:22:23] THAT PLACE. BUT WE KNOW FOR SURE THAT WE  
[02:22:25] WANTED TO ESTABLISH A TARGET. SO ONE OF  
[02:22:27] THE THINGS WE DID IS WE TOOK A LOOK AT  
[02:22:30] 2021 UTILIZATION, WHICH WAS 11%, AND

[02:22:34] THEN WE JUST UPPED IT 1% AND SO  
[02:22:37] LANDED AT A GOAL OF 12.5% WOMEN  
[02:22:41] AND MINORITY BUSINESS UTILIZATION ON OUR  
[02:22:43] CONSTRUCTION SPIN FOR 2022.  
[02:22:48] GO AHEAD TO THE NEXT SLIDE FOR ME,  
[02:22:50] PLEASE.  
[02:22:53] AND THEN FINALLY, BEFORE I TURN IT BACK  
[02:22:55] OVER TO ME, JUST A CHECK IN ON THE  
[02:22:58] BENCHMARKS, RIGHT. SO IT'S ME AND I  
[02:23:00] TALKED TO EARLIER, WE HAVE A COUPLE OF  
[02:23:03] BENCHMARKS THAT WE'RE TRYING TO AYE..  
[02:23:05] THAT FIRST IS 15% WOMEN UTILIZATION IN  
[02:23:11] 20 FOOT WORK. AND CORRECT ME IF I'M  
[02:23:15] WRONG, MAN, THIS IS THE THIRD YEAR OF  
[02:23:17] THE DC PROGRAM. AND THEN THE OTHER  
[02:23:20] TARGET THAT WE'RE TRYING TO AYE. IN THAT  
[02:23:23] FIVE YEAR GOAL IS TO WORK WITH 354  
[02:23:27] WOMEN AND MINORITY BUSINESSES. AND SO AS  
[02:23:29] STEVEN MENTIONED, WE RESET THIS EVERY  
[02:23:31] YEAR AND THE TARGET STARTS ALL OVER  
[02:23:33] AGAIN THIS YEAR IN EXCUSE ME, IN 2021,  
[02:23:37] WE LANDED AT \$344, CERTAINLY MAKING SOME  
[02:23:40] STRIDES TOWARDS THAT NOW. SOME THINGS TO  
[02:23:43] THINK ABOUT IS SOME REALITY IS THAT  
[02:23:46] OVERALL WE'RE AT 12% WITH TWO YEARS LEFT  
[02:23:50] IN THE PROGRAM, CAN WE ACHIEVE 15%?  
[02:23:54] AND SOME WORK THAT WE'VE DONE IN OUR  
[02:23:58] UNIT IS TO TRY TO DO SOME FORECASTING  
[02:24:01] AND IT WOULD TAKE A SIGNIFICANT LIFT ON  
[02:24:03] THE CONSTRUCTION SIDE PRIMARILY TO SEE  
[02:24:05] TO IT THAT WE GET THAT 15% CERTAINLY  
[02:24:08] STILL WORKING HARD AT THAT, BUT IT IS A  
[02:24:10] REALITY THAT WE'RE WORKING AGAINST RIGHT  
[02:24:12] IN FRONT OF US IS THAT QUESTION, WILL WE  
[02:24:15] AYE. 15% OVER YOUR OVERALL UTILIZATION?  
[02:24:18] AND REALITY IS NOT WITHOUT SIGNIFICANT  
[02:24:23] CONTRIBUTIONS FROM OUR CONSTRUCTION  
[02:24:26] SPENDING. YOU CAN GO AHEAD TO THE NEXT  
[02:24:29] SLIDE FOR ME. SO WHEN  
[02:24:33] WE THINK ABOUT CONSTRUCTION, WE'RE  
[02:24:35] ALWAYS THINKING ABOUT WAYS TO LEVERAGE  
[02:24:37] IT. RIGHT. JUST BECAUSE THERE'S QUITE A  
[02:24:38] BIT OF DOLLARS THAT COME OUT OF IT.  
[02:24:40] SOME THOUGHTS THAT WE HAD AYE TRYING TO  
[02:24:43] DO A BETTER JOB OF LEVERAGING  
[02:24:44] ALTERNATIVE DELIVERY METHODS. AND SO  
[02:24:47] ESSENTIALLY BEST VALUE VERSUS LOW BID,  
[02:24:50] WE DO A CONSIDERABLE AMOUNT OF LOW BIDS  
[02:24:53] AND YOU'RE STUCK WITH THE LOWEST PRICE.  
[02:24:55] RIGHT. WE CERTAINLY STILL SET GOALS,  
[02:24:57] BUT IN OUR WORLD, WHEN WE'RE ABLE TO GET  
[02:25:01] CONTRACTORS TO RESPOND TO OTHER VALUES,  
[02:25:04] AND ONE OF THOSE VALUES IS DIVERSITY AND  
[02:25:06] CONTRACTING, IT CERTAINLY LENDS TO MORE  
[02:25:09] PARTICIPATION. THE OTHER CONSIDERATION  
[02:25:13] IS TO CONTINUE TO PUSH ON LOW BID  
[02:25:16] CONSTRUCTION ASPIRATIONAL GOALS. RIGHT.  
[02:25:18] SO THIS YEAR, LAST YEAR, FOR EXAMPLE,  
[02:25:20] WE WERE IN THE SPACE OF ABOUT 10% TO 12%  
[02:25:23] ASPIRATIONAL GOAL SET. CAN WE DO MORE?  
[02:25:26] RIGHT. IS ONE OF THE THINGS THAT'S IN  
[02:25:29] FRONT OF US. AND THEN FINALLY,  
[02:25:31] COMPLIANCE, AS I MENTIONED EARLIER AND

[02:25:33] I'VE SAID IT A COUPLE OF TIMES ABOUT  
[02:25:35] SHARED RESPONSIBILITY, COMPLIANCE IS  
[02:25:39] A BIG KEY IN SEEING TO IT THAT FOLKS ARE  
[02:25:41] AFFORDED OPPORTUNITIES. FOLKS WILL SAY  
[02:25:44] ALL KINDS OF GOOD THINGS UPFRONT TO GET  
[02:25:46] A CONTRACT. BUT THEN ONCE THEY GET IT,  
[02:25:48] WHAT KINDS OF MECHANISMS DO WE HAVE IN  
[02:25:49] PLACE TO ENSURE THAT GOALS AYE GOING TO  
[02:25:51] BE MET? WHAT ELSE, FROM A CONTRACTING  
[02:25:55] STANDPOINT, CAN WE LEVERAGE? CAN WE  
[02:25:59] ENFORCE TO SEE IT TO IT THAT OUR  
[02:26:01] CONTRACTORS ARE GOING TO MEET THE GOALS?  
[02:26:05] ANOTHER POINT THAT WE WERE THINKING  
[02:26:07] ABOUT WAS POSTING RESULTS. SO JUST  
[02:26:10] BEING MORE TRANSPARENT ABOUT WMBE  
[02:26:13] UTILIZATION ON THESE PARTICULAR  
[02:26:15] PROJECTS, IN PARTICULAR SOME OF THE  
[02:26:16] LARGER ONES. RIGHT. WHERE WE'RE HAVING  
[02:26:18] TEN TO 12%. BUT AGAIN, JUST BEING MORE  
[02:26:21] TRANSPARENT ABOUT WEB UTILIZATION ON  
[02:26:24] SOME OF OUR BIGGER PROJECTS,  
[02:26:28] AND I BELIEVE WITH THAT, I WILL TURN IT  
[02:26:30] BACK TO ME AND TO TAKE US HOME AND TALK  
[02:26:32] ABOUT SOME ADDITIONAL STRATEGIES FOR  
[02:26:34] 2022. AWESOME. WELL, THANK YOU, LAURA.  
[02:26:37] I APPRECIATE THAT. SO MOVING FORWARD,  
[02:26:41] ONE OF THE BIG THINGS THAT I DIDN'T WANT  
[02:26:42] TO MENTION IS THAT WE ARE WORKING ON  
[02:26:46] COMPLETING A WMBE ANALYSIS STUDY,  
[02:26:48] BASICALLY TAKING A LOOK AT SEEING WHAT  
[02:26:50] ARE WE MISSING, WHAT ARE THE OTHER  
[02:26:51] BARRIERS THAT A LOT OF THESE WMBE AND  
[02:26:53] SMALL BUSINESSES MIGHT BE GOING THROUGH  
[02:26:55] IN TERMS OF WORKING WITH THE PORT OF  
[02:26:57] SEATTLE? AND SO THAT IS SOMETHING IN  
[02:26:59] WHICH WE ARE IN THE PROCESS AS WE SPEAK  
[02:27:02] AND CONDUCTING, HOPING TO HAVE IT DONE  
[02:27:04] BY THE END OF THE YEAR WITH SOME CHECK  
[02:27:08] MARKS THROUGHOUT THE YEAR WITH  
[02:27:11] COMMISSION AND ELT AS WE CONTINUE TO  
[02:27:13] MOVE THE NEEDLE FORWARD, WE AYE REALLY  
[02:27:16] GOING TO CONTINUE ON FOCUSING ON WHEN  
[02:27:17] THE BUSINESS IS UTILIZED. AS YOU SEE,  
[02:27:19] WE ARE. BUT WE STARTED FROM ZERO  
[02:27:23] THIS YEAR AND WE'RE CONTINUING TO MOVE  
[02:27:26] FORWARD TOWARDS THE BUSINESSES THAT  
[02:27:28] WE'RE WORKING WITH. BUT LAST YEAR WE  
[02:27:30] WERE ONLY TEN BUSINESSES SHORT. SO WE'RE  
[02:27:32] ALMOST THERE IN THAT REGARD. FROM A  
[02:27:34] NUMBER OF BUSINESS PERSPECTIVE, ONGOING  
[02:27:38] TRAININGS WITH WOMEN, MINORITY AND  
[02:27:40] DISADVANTAGED BUSINESSES.  
[02:27:43] LAWRENCE MENTIONED IT WENT THROUGH A LOT  
[02:27:45] OF THE PORTION ACTIVITIES, HAVING OUR  
[02:27:47] SECOND ANNUAL WMBE  
[02:27:51] BUSINESS ACCELERATOR PROGRAM. THAT IS  
[02:27:54] SOMETHING OF WHICH. AND AGAIN, I ALSO  
[02:27:56] WANTED TO PUBLICLY SAY THANK YOU TO  
[02:28:01] EXECUTIVE DIRECTOR STEVE METRUCK AND ALSO  
[02:28:03] COMMISSIONER CALKINS FOR PARTICIPATING  
[02:28:06] IN GIVING A NICE LITTLE PRESENTATION TO  
[02:28:08] THE GRADUATES THERE,  
[02:28:11] PUSHING FEDERAL DB CERTIFICATIONS UPON

[02:28:14] UPCOMING FEDERAL ASSISTANT PROJECTS. SO  
[02:28:17] THESE ARE LIKE FOR A LOT OF THESE,  
[02:28:19] HOPING FOR A LOT OF THE INFRASTRUCTURE  
[02:28:21] DOLLARS COMING IN TO THE REGION AND ALSO  
[02:28:24] TO THE PORT, MAKING SURE SOME OF THESE  
[02:28:26] SMALL BUSINESSES AND WMBE BUSINESS MORE  
[02:28:28] CIVICALLY ALSO SEE IF  
[02:28:31] THEY CAN GET FEDERALLY CERTIFIED AS A  
[02:28:34] DISADVANTAGED BUSINESS. AND REALLY SO  
[02:28:36] THAT WAY WE CAN CONTINUE TO PUSH ALONG  
[02:28:39] MORE FAIRLY CERTIFIED BUSINESSES OUT  
[02:28:41] THERE. WE WANT TO MAXIMIZE WENDY GOALS  
[02:28:44] ON OUR FUTURE ALTERNATIVE CONTRACT AND  
[02:28:45] METHODOLOGIES. LAURENCE TOUCHED UPON  
[02:28:47] THAT A LITTLE BIT AS WELL. THAT FALLS  
[02:28:50] INTO GENERAL CONSTRUCTION, CONSTRUCTION  
[02:28:52] MANAGEMENT, DESIGN BUILD, AND JOB ORDER  
[02:28:55] CONTRACTING. THOSE ARE THE THREE AREAS  
[02:28:58] THAT I'M LOOKING AT REALLY PUSHING HARD  
[02:29:00] ON FROM A CAPACITY BUILDING PERSPECTIVE.  
[02:29:04] WE REALLY WANT TO SUPPORT WOMEN  
[02:29:05] BUSINESSES AND PURSUING MORE SMALL WORKS  
[02:29:08] AND JOB ORDER CONTRACTING PROJECTS.  
[02:29:10] THAT IS KIND OF A GREAT ENTRY POINT  
[02:29:12] WHERE A LOT OF THESE SMALL BUSINESSES  
[02:29:14] CAN ACT AS A PRIME AND REALLY GET TO  
[02:29:17] KNOW A LOT OF OUR PORT  
[02:29:20] STAFF AND PROJECT MANAGERS AND  
[02:29:23] CONSTRUCTION MANAGERS OUT THERE, MAINLY  
[02:29:25] BECAUSE IT'S ONE ON ONE TO NOT HAVE  
[02:29:28] TO WORRY ABOUT A SUB CONTRACTING  
[02:29:30] OPPORTUNITY TYPE EFFORTS WHERE THE PRIME  
[02:29:33] IS ACTUALLY MORE INTERACTING WITH THE  
[02:29:35] OWNER. AND THEN LASTLY IS EXPLORE  
[02:29:38] DEVELOPMENT OF AN ARCHITECT AND  
[02:29:40] ENGINEERING PROGRAM FOR SMALL  
[02:29:42] BUSINESSES. VETERAN OR WMBE BUSINESSES  
[02:29:45] MAY PERHAPS LOOKING AT A PROGRAM  
[02:29:50] THAT FOR THOSE PROJECTS OR EFFORTS THAT  
[02:29:52] ARE UNDER A MILLION DOLLARS MILLION AND  
[02:29:54] BELOW, SEE WHAT WE CAN DO ABOUT REALLY  
[02:29:59] GETTING MORE BUSINESSES INVOLVED BECAUSE  
[02:30:03] IT'S AN AREA WHERE THERE'S ALWAYS ROOM  
[02:30:05] FOR IMPROVEMENT ON THE A AND E SIDE FROM  
[02:30:07] A DIVERSITY PERSPECTIVE IN SMALL  
[02:30:09] BUSINESSES, ESPECIALLY IF THEY HAVEN'T  
[02:30:10] WORKED AT THE PORT OF SEATTLE BEFORE.  
[02:30:12] AND SO THIS MIGHT BE A GOOD ENTREE,  
[02:30:14] SOMETHING SMALLER THAT THEY CAN BITE  
[02:30:16] THEIR TEETH IN AND GET IN ON THE  
[02:30:19] GROUND FLOOR. NEXT SLIDE,  
[02:30:22] PLEASE. SO WITH THAT, I WANT TO THANK  
[02:30:26] ALL OF YOU, COMMISSIONER AND EVERYBODY  
[02:30:29] ON LISTENING PUBLIC FOR LISTENING TO OUR  
[02:30:31] PRESENTATION TODAY. AND I WILL OPEN  
[02:30:35] UP TWO QUESTIONS. THANK YOU,  
[02:30:39] DAVE AND MEAN AND LAWRENCE FOR  
[02:30:41] PRESENTATION TODAY. I WANT TO GO FIRST  
[02:30:44] TO COMMISSIONER FELLEMAN, SINCE I KNOW  
[02:30:46] HE'S NOT ABLE TO RAISE HIS VIRTUAL HAND.  
[02:30:49] COMMISSIONER FELLEMAN, DO YOU HAVE ANY  
[02:30:50] QUESTIONS OR COMMENTS.  
[02:30:59] NO. OKAY.



[02:31:02] I SEE HIM POPPING UP HERE. I'M GOING TO  
[02:31:04] GIVE AYE. ONE MORE SECOND JUST IN CASE.  
[02:31:07] OKAY. AND THEN COMMISSIONER CHO OR  
[02:31:09] COMMISSIONER MOHAMED SHOW OF HANDS IF  
[02:31:12] YOU HAVE QUESTIONS. OKAY. GO AHEAD.  
[02:31:15] COMMISSIONER CHO. YEAH.  
[02:31:19] MEH AND LAWRENCE, THANK YOU SO MUCH.  
[02:31:21] THAT WAS AWESOME TO GET AN UPDATE FROM  
[02:31:22] YOU ALL AND CALL THE ROLL WORK YOU'RE  
[02:31:23] DOING LATELY. I'VE BEEN JOKING THAT I  
[02:31:28] STARTED MY TERM THREE WEEKS BEFORE A  
[02:31:31] GLOBAL PANDEMIC. AND SO I SHOULD JUST  
[02:31:33] GET AN AUTOMATIC RENEWAL OF A SECOND  
[02:31:36] TERM. AND I SAY THAT BECAUSE I FEEL LIKE  
[02:31:39] 2019 BEING YOUR BASELINE AND WORKING  
[02:31:41] THROUGH THE LAST TWO YEARS. YOU ALL  
[02:31:43] SHOULD GET SOME LEEWAY IN TERMS OF BEING  
[02:31:46] ABLE TO AYE. THESE TARGETS IN FIVE YEARS.  
[02:31:47] SO I THINK GIVEN THE CIRCUMSTANCE OF  
[02:31:51] 19 AND QUITE FRANKLY, NOT BEING ABLE TO  
[02:31:53] BE IN THE COMMUNITY TO EVANGELIZE ABOUT  
[02:31:56] SOME OF THE OPPORTUNITIES THAT WE HAVE  
[02:31:57] AT THE PORT, YOU ALL HAVE DONE A  
[02:31:59] TREMENDOUS JOB IN GETTING US TO THE 12%  
[02:32:03] AND QUITE FRANKLY, ONLY TEN BUSINESSES  
[02:32:06] BELOW OUR THREE X GOALS. RIGHT. AND SO  
[02:32:10] THAT'S AWESOME. AND I'M PRETTY  
[02:32:14] OPTIMISTIC ABOUT US BEING ABLE TO AYE.  
[02:32:15] OUR 15% AND THREE X GO BY  
[02:32:23] END OF NEXT YEAR. YEAH. AND SO ONE  
[02:32:26] OF THE THINGS THAT I WANTED TO TALK  
[02:32:27] ABOUT IN TERMS OF THE NUMBER, BECAUSE  
[02:32:29] WE'RE ONLY TEN AWAY.  
[02:32:32] I KNOW IN CONSTRUCTION, WHEN WE COUNT  
[02:32:35] MINORITY CONTRACTORS, WE COUNT THE SUBS.  
[02:32:41] WE HAVE CERTAIN PARAMETERS IN OUR  
[02:32:43] CONTRACTS WITH OUR GCS THAT SAY  
[02:32:46] YOU HAVE TO USE 10% TO 12%, WHATEVER,  
[02:32:48] AND THEN THEY GO OUT AND FIND SUBS THAT  
[02:32:50] MATCH THAT CRITERIA. DO WE DO THAT SAME  
[02:32:53] THING WITH NON CONSTRUCTION? YES. OKAY.  
[02:32:56] YES. ANSWER YOUR QUESTION. SURE. THESE  
[02:32:59] NUMBERS HERE ALSO REFLECT SUBS FOR NON  
[02:33:02] CONSTRUCTION. OKAY, COOL. AND THEN  
[02:33:06] THE OTHER QUESTION I HAD WAS, MAYBE THIS  
[02:33:08] IS A QUESTION FOR STEVE, BUT WHEN IT  
[02:33:10] COMES TO OUR SPEND.  
[02:33:14] RIGHT. I'M LOOKING AT THIS CHART HERE  
[02:33:16] WHERE YOU SHOW ALL OUR INTERNAL  
[02:33:18] DEPARTMENTS. WHERE IS THIS? OH,  
[02:33:21] YEAH. SLIDE NINE. IT LOOKS LIKE ARE  
[02:33:27] THESE BOTH PART OF OUR ELT PERFORMANCE  
[02:33:31] METRUCK?  
[02:33:35] WELL, WE SET THE GOALS WITH EACH OF  
[02:33:36] THEM, BUT WE SET THOSE BY DEPARTMENTS.  
[02:33:38] YEAH, WE SET THOSE. EACH MEMBER OF THE  
[02:33:41] ELT HAS TO SET THOSE GOALS IN  
[02:33:43] CONVERSATIONS WITH ME AND LAWRENCE ABOUT  
[02:33:46] WHAT'S ACHIEVABLE ESTABLISH THOSE.  
[02:33:49] RIGHT. SO EACH ELT MEMBER WHO  
[02:33:53] IS THE HEAD OF THE DEPARTMENT SETS THEIR  
[02:33:56] OWN GOALS. IS THAT RIGHT? BUT I GUESS  
[02:34:00] THE QUESTION I WAS ASKING IS, ARE THOSE

[02:34:01] GOALS PART OF THEIR ANNUAL PERFORMANCE  
[02:34:03] REVIEW? WELL, THERE'S CONSIDERATION OF  
[02:34:06] THOSE, YES. OF THE PERFORMANCE. YEAH.  
[02:34:10] I'D LIKE TO KNOW, MAYBE YOU CAN FOLLOW  
[02:34:13] UP LATER WHY INTERNAL AUDITS GOAL IS 0%,  
[02:34:17] AND THEN YOU'VE  
[02:34:21] EXCEEDED YOUR GOAL, THOUGH, BY LIE.  
[02:34:27] I'M CURIOUS WHY THE DISPARITIES THERE?  
[02:34:31] WE CAN RAISE THAT FOR NEXT YEAR.  
[02:34:34] I SEE DAVE MCFADDEN'S GOT AN ANSWER TO  
[02:34:36] THAT, TOO. OKAY. YEAH. WE DO THIS  
[02:34:39] PROCESS BACK AND FORTH COVID AS WE SET  
[02:34:41] THESE RIGHT. AS PART OF THE DISCUSSION.  
[02:34:43] THAT'S RIGHT. AND REALLY THE STORY  
[02:34:45] BETWEEN INTERNAL AUDIT IS THAT THEY HAVE  
[02:34:47] VERY LITTLE OUTSIDE SERVICES BENT, SO  
[02:34:50] THEY HAVE VERY LITTLE OPPORTUNITY TO  
[02:34:52] SUPPORT WOMEN MINORITY BUSINESS  
[02:34:54] ENTERPRISES. AND SO WHEN YOU SET A GOAL  
[02:34:56] AND YOU DON'T HAVE ANY SPEND, YOU CAN  
[02:34:58] SEE YOU'VE GOT TO BE CONSERVATIVE. BUT  
[02:35:00] BACK ON THE OTHER SIDE, THEY DID  
[02:35:02] ACTUALLY FIND SOME SPENDING AND SUPPORT  
[02:35:04] SOME OF THAT WMBE BUSINESS ALONG THE  
[02:35:06] WAY. WELL, I GUESS WHAT I WAS THINKING  
[02:35:08] IS WE RETAIN ACCOUNTANTS AND ACCOUNTING  
[02:35:11] FIRMS. AND EVEN WITH MOSS ADAMS, I'VE  
[02:35:14] ASKED MOSS ADAMS ACTUALLY IN OUR AUDIT  
[02:35:17] COMMITTEE PROCEEDINGS WHETHER OR NOT  
[02:35:20] THEY USE WMBE OR WOULD BE OPEN TO  
[02:35:22] SOMETHING TO WENDY, AND THEY SEEM  
[02:35:24] POSITIVE AND RECEPTIVE TO THAT. AND SO I  
[02:35:27] WONDER IF WE CAN MAYBE LOOK INTO THAT  
[02:35:29] AND SEE IF WE CAN FIT IN MORE AGGRESSIVE  
[02:35:31] GOALS IN THE SAME WAY THAT WE DO WITH  
[02:35:34] NON CONSTRUCTION OR OTHER BUSINESS  
[02:35:36] LINES. IT LOOKS LIKE THERE'S  
[02:35:40] A HAND UP. YEAH. THIS IS  
[02:35:46] LARRY COLEMAN AGAIN, I GUESS IN SPEAKING  
[02:35:50] TO AUDIT.  
[02:35:53] SO MARS ADAMS, FOR EXAMPLE, SOME OF  
[02:35:56] THEIR WORK FALLS INTO THE SECOND FROM  
[02:35:59] THE LAST LINE IN FINANCE, ICT AND THE  
[02:36:03] BI. AND I KNOW WE'VE WORKED WITH  
[02:36:07] THAT GROUP AND WITH LOSS ADAMS ON SOME  
[02:36:11] GOALS. AND SO IT MAY NOT BE NECESSARILY  
[02:36:15] AN INTERNAL AUDIT BUDGET. RIGHT. AND  
[02:36:18] THAT'S ONE OF THE CHALLENGES AT THE  
[02:36:21] PORT, TO BE HONEST. AND GOAL SETTING IS  
[02:36:23] SOME OF THE WAY THAT THE BUDGETS ARE  
[02:36:25] ALIGNED. RIGHT. JUST RESPONSIBILITY AS  
[02:36:27] SUCH. SO CERTAINLY NOT SHOWING ANYTHING.  
[02:36:31] BUT IT IS, I THINK, JUST IN SOME WAYS  
[02:36:35] THE WAY BUDGETS ARE ALIGNED.  
[02:36:37] SO SOME FOLKS ARE ABLE TO BE  
[02:36:41] AGGRESSIVE AND TO FORECAST,  
[02:36:44] BUT SOME JUST DON'T HAVE THE KIND OF  
[02:36:47] SPENDING. RIGHT. SO THAT WOULD LEND  
[02:36:49] NECESSARILY TO SOME INCLUSION. BUT I'D  
[02:36:53] SAY UNITS ARE ALL OPEN TO  
[02:36:57] WORK AND TO MAKE THE EFFORT. AND I'D SAY  
[02:37:01] WE'VE HAD A REALLY GOOD RELATIONSHIP.  
[02:37:03] SO FOR EXAMPLE, I WAS GOING DOWN A PATH.

[02:37:06] I JUST TALKED WITH LEGAL THE OTHER DAY.  
[02:37:08] RIGHT. YOU SEE, THEIR UTILIZATION IS  
[02:37:10] WHAT IT IS. BUT THINKING ABOUT 2021.  
[02:37:14] AND SOMETIMES WITH NUMBERS, YOU ONLY GET  
[02:37:17] NUMBERS AND IT DOESN'T ALWAYS REFLECT  
[02:37:19] EFFORTS AND STRATEGIES. SO WE CERTAINLY  
[02:37:22] LOVE NUMBERS AND TARGETS. BUT I'D SAY  
[02:37:24] FOLKS CARE AND FOLKS DO WANT TO TRY TO  
[02:37:27] DO SOMETHING TO INCLUDE MORE WOMEN AND  
[02:37:30] MINORITY BUSINESSES. YEAH. THE REASON  
[02:37:33] I'M KIND OF EMPHASIZING THE NON  
[02:37:35] CONSTRUCTION STUFF IS LIKE I THINK WE  
[02:37:37] SHOULD HAVE A STRATEGY TO GO AFTER THE  
[02:37:39] LOW HANGING FRUIT FIRST. AND  
[02:37:41] CONSTRUCTION I THINK I'VE TALKED ABOUT  
[02:37:44] THIS IN THE PAST. MAYBE YOU MENTIONED AS  
[02:37:45] WELL IS THAT SOMETIMES THE PIPELINE JUST  
[02:37:47] ISN'T THERE TO MEET. AND A LOT OF YOUR  
[02:37:50] EFFORTS IS CLEARLY ON TRYING TO BUILD UP  
[02:37:51] THAT PIPELINE. SO I CAN UNDERSTAND WHY  
[02:37:53] THAT'S KIND OF MORE DIFFICULT OR LONGER  
[02:37:56] A LONG TERM VISION. BUT IN TERMS OF SOME  
[02:37:59] OF THE NON CONSTRUCTION CONTRACTS, I  
[02:38:01] THINK THAT MIGHT BE ESPECIALLY WHEN  
[02:38:03] YOU'RE ONLY TEN FIRMS BEHIND, RIGHT.  
[02:38:07] THAT'S WHERE THE WORLD HANGS IS. RIGHT.  
[02:38:09] I WONDER IF IT MIGHT BE EASIER TO GO  
[02:38:12] AFTER THE NON CONSTRUCTION STUFF IN THE  
[02:38:14] NEAR TERM AND THEN FOCUS ON THE  
[02:38:16] CONSTRUCTION STUFF IN THE LONG TERM,  
[02:38:18] JUST THROWING IDEAS OUT THERE. MAYBE  
[02:38:20] THAT IS WHAT YOU'RE DOING, BUT I DO  
[02:38:22] THINK THAT YOU COULD EASILY AYE. THAT  
[02:38:26] THREE X GOAL HERE THIS YEAR IF WE REALLY  
[02:38:28] PUSHED. SO IT  
[02:38:32] LOOKS LIKE LANCE HAS SOMETHING TO SAY.  
[02:38:34] I THINK I'M DONE. YEAH. COMMISSIONER, I  
[02:38:36] JUST WANTED TO FIRST OF ALL, THANK  
[02:38:39] LAWRENCE AND ME, AND THEY'VE BEEN DOING  
[02:38:40] A TREMENDOUS JOB. AND BEFORE I  
[02:38:44] MAYBE ADDRESS THE QUESTION YOU ASKED,  
[02:38:46] THE FIRST ONE YOU ASKED WAS WHETHER THE  
[02:38:48] DB GOALS OR THE WMBE GOALS, ET CETERA,  
[02:38:51] ON OUR PERFORMANCE PLAN. YES, THEY ARE.  
[02:38:54] THEY'RE ON MINE. THEY'RE ON MY DIRECT  
[02:38:56] REPORT AS WELL. AND THEY'RE PUBLISHED  
[02:39:00] PUBLICLY ALL OVER THE PORT. EVERYBODY  
[02:39:02] CAN SEE THEM. BUT JUST TO ADD A BIT OF  
[02:39:05] INFORMATION, FOR EXAMPLE, WE MISSED THE  
[02:39:08] NON CONSTRUCTION TARGET AND  
[02:39:11] EXPLAINED TO YOU WHY WE ACTUALLY MISSED  
[02:39:13] THAT WE ACTUALLY HAD A COMPANY THAT WAS  
[02:39:16] 100% MINORITY COMPANY, CUSTODIAL SERVICE  
[02:39:19] COMPANY THAT WON THE CONTRACT FOR THE  
[02:39:21] INTERNATIONAL ARRIVAL FACILITY. BUT  
[02:39:23] BECAUSE THAT FACILITY WAS DELAYED IN  
[02:39:25] 2021, THEY REALLY DIDN'T START DOING ANY  
[02:39:27] WORK UNTIL THIS YEAR. AND THAT'S THE  
[02:39:29] REASON WHY WE MISSED THAT TARGET. BUT  
[02:39:31] IT'S A GOOD NEWS STORE BECAUSE IT'S A  
[02:39:33] COMPANY THAT'S 100% MINORITY OWNED.  
[02:39:36] BUT WE MISSED THE TARGET BECAUSE THE  
[02:39:38] PROJECT ITSELF WAS DELAYED AND WE DIDN'T

[02:39:40] BRING THEM ON IN THE FACILITY IN TIME IN  
[02:39:43] 2021 TO MEET THOSE. OKAY. SO LET ME  
[02:39:46] DISSECT THAT, BECAUSE IF THAT PROJECT  
[02:39:49] SPEND WAS NOT SPENT, THEN IT SHOULDN'T  
[02:39:50] COUNT AGAINST YOU EITHER. WE HAD A  
[02:39:53] TARGET. THE TARGET WAS WHATEVER 15% IT  
[02:39:56] IS WHAT IT IS. WE CAN'T CHANGE THE  
[02:39:58] TARGET MID YEAR. WE CAN EXPLAIN WHY WE  
[02:40:00] MISSED IT, BUT WE CAN'T CHANGE THE  
[02:40:03] TARGET. WELL, I GUESS MY POINT  
[02:40:04] IS THAT THE PERCENTAGE IS A PERCENTAGE  
[02:40:07] OF SPEND. SO IF YOU DIDN'T SPEND THE  
[02:40:08] MONEY, THEN IT ALSO SHOULDN'T COUNT.  
[02:40:10] BUT AS PART OF THE LARGER BUDGET,  
[02:40:13] SAM, IT WAS NOT THAT 15% OR WHATEVER  
[02:40:16] DIDN'T GET SPENT. BUT THE IF  
[02:40:23] IT DIDN'T GET SPENT, IT SHOULDN'T COUNT  
[02:40:25] TOWARDS THE CALCULATIONS. BUT THAT PIECE  
[02:40:28] WAS JUST PART OF A LARGER BUDGET. SO,  
[02:40:30] YES, THAT PORTION OF THE BUDGET WAS  
[02:40:32] CARVED OUT, BUT THE REMAINING BUDGET DID  
[02:40:35] NOT HAVE THE SAME LEVEL OF MINORITY  
[02:40:37] SPEND AS THAT WOULD HAVE BEEN AT 100%.  
[02:40:40] SO IT DEPRESSED THE OVERALL NUMBERS BY  
[02:40:42] NOT BEING INCLUDED AT ALL.  
[02:40:46] AND AGAIN, THE GOOD NEWS IS WE HAD A  
[02:40:49] COMPANY THAT WAS A WMBE COMPANY,  
[02:40:53] AND IT WILL REFLECTED IN THIS YEAR'S  
[02:40:55] NUMBERS, CORRECT. IT WILL REFLECT IN  
[02:40:57] THIS YEAR'S NUMBER. YES. I ALSO  
[02:41:01] SEE JEFFREY BROWN. MAYBE HE JUST.  
[02:41:05] YEAH, I WAS GOING TO ADD MORE DETAILS.  
[02:41:07] SO COMMISSION. SURETY. YOU'RE RIGHT.  
[02:41:08] AFTER I DID THE MATH. SO LENS WITH  
[02:41:12] THE 3.6 MILLION FOR THAT PROJECT AND IT  
[02:41:15] WAS SPENT IT WOULD BE A 2.5% GOAL.  
[02:41:19] AS COMMISSIONER CALKINS SAID, ONCE YOU  
[02:41:21] TAKE THAT OUT, THE DIFFERENCE IS 1.7,  
[02:41:24] SO IT'S A BIGGER NUMBER. THAT'S THE  
[02:41:27] DIFFERENCE. BUT I THINK BOTH YOU'RE  
[02:41:29] RIGHT IS 2.5 VERSUS 1.7 DIFFERENT.  
[02:41:35] COMMISSIONER CHOSE QUESTION POINTS  
[02:41:39] TO SOMETHING I HAD WRITTEN DOWN  
[02:41:40] YESTERDAY WHEN I WAS GOING OVER THE  
[02:41:42] NOTES ON THIS MEETING, WHICH IS IN  
[02:41:45] LANCE, YOU JUST REFERRED TO IT AS WELL.  
[02:41:47] THAT WAS A MINORITY OWNED BUSINESS. HOW  
[02:41:50] DO WE, IN OUR FORMULATIONS, ACCOUNT FOR  
[02:41:52] THE FACT THAT OWNERSHIP COULD BE DIVIDED  
[02:41:53] AMONGST YOU COULD HAVE A COMPANY THAT IS  
[02:41:57] TWO THIRDS OWNED BY WOMEN AND MINORITY  
[02:41:59] OWNED BUSINESSES. MAYBE THEY HAVE A  
[02:42:02] PARTNER WHO'S WHITE. HOW DO YOU ACCOUNT  
[02:42:03] FOR THAT IN OUR DETERMINATION OF WHAT  
[02:42:07] SPEND GOES TO WOMEN? IF IT IS  
[02:42:09] PREDOMINANTLY WOMEN, MINORITY OWNED,  
[02:42:11] DOES IT COUNT 100% FOR THE SPEND ON  
[02:42:14] THAT? IF THERE IS A BUSINESS THAT IS,  
[02:42:17] SAY, PUBLICLY OWNED THAT WINS AND WHERE,  
[02:42:19] YOU CANNOT DETERMINE WHO OWNS IT?  
[02:42:22] I MEAN, YOU CAN'T SAY THIS IS A BUSINESS  
[02:42:25] THAT FALLS INTO A PARTICULAR CATEGORY.  
[02:42:26] HOW DO WE ACCOUNT FOR THAT,

[02:42:30] IF I MAY AND LAURENCE WILL PROBABLY  
[02:42:32] CHIME IN AS WELL. USUALLY WHEN THE  
[02:42:36] BUSINESSES ARE HIRED THROUGH WHAT THEY  
[02:42:38] CALL MONTHLY AMOUNTS PAID, THEY IDENTIFY  
[02:42:41] THEMSELVES AS WHAT,  
[02:42:43] NATIONALITY OR ETHNICITY TYPICALLY.  
[02:42:47] SO THAT WAY, IF WE WERE ABLE TO TRY TO,  
[02:42:51] I GUESS THEY PUT THAT  
[02:42:55] DOLLAR 100%, WHATEVER IT IS, ON THAT  
[02:42:58] PARTICULAR GOAL, SO TO SPEAK,  
[02:43:02] FOR THAT GIVEN YEAR FOR THAT PARTICULAR  
[02:43:04] CONTRACT.  
[02:43:08] SO IF THEY'RE WMBE, THEY'RE WMBE. IF  
[02:43:11] THEY'RE 51% ONE WAY OR THE OTHER, YOU  
[02:43:14] WILL GET CREDIT. NOW, WHAT THE NUANCE  
[02:43:18] HERE? AND I KNOW THAT WE HAVE SO MUCH  
[02:43:20] TIME THE NUANCES YOU HAVE,  
[02:43:25] HOW MUCH OF THE ACTUAL PROJECT ARE THEY  
[02:43:28] GOING TO BE WORKING ON? IS IT 25%,  
[02:43:31] IS IT 50% OR IS IT 75 OR 100%? AND SO  
[02:43:34] SOME DEPARTMENTS AND DIVISIONS THAT  
[02:43:36] LAWRENCE WORKS WITH KIND OF TRIES TAKING  
[02:43:39] A SWAG AT THAT PERCENTAGE THAT THEY MAY  
[02:43:42] BE UTILIZING UNDER THAT PARTICULAR  
[02:43:43] CONTRACT. LAWRENCE, DID YOU WANT TO  
[02:43:46] CHIME IN ON THAT? NO, I THINK  
[02:43:49] YOU AYE. IT ON THE HEAD. I MEAN, YOUR  
[02:43:52] CERTIFICATION, BUT IT'S  
[02:43:56] THE COMPLETE PACKAGE. SO WE'RE NOT  
[02:43:58] GETTING INTO THE DETAILS OF THE  
[02:43:59] OWNERSHIP WE RELY ON IF THEY'RE  
[02:44:01] CERTIFIED OR IF THEY ATTEST THAT, THEY  
[02:44:04] MEET OUR DEFINITIONS OF BEING 51% UNDER  
[02:44:06] CONTROL BY A WOMAN OR MINORITY. YEAH,  
[02:44:09] SURE. MOHAMED, GREAT QUESTION. YEAH,  
[02:44:12] ABSOLUTELY. THANK YOU. I THINK THERE'S  
[02:44:15] ALREADY BEEN A LOT OF REALLY GREAT  
[02:44:16] QUESTIONS THAT HAVE BEEN ASKED. ME AND  
[02:44:18] LAWRENCE, THANK YOU FOR THE PRESENTATION  
[02:44:20] AND ALL THE HARD WORK YOU GUYS HAVE BEEN  
[02:44:22] PUTTING INTO THIS WORK. MY QUESTION  
[02:44:26] IS SIMILAR TO COMMISSIONER  
[02:44:28] CALKINS' QUESTION AROUND,  
[02:44:32] WHAT SORT OF TOOLS DO YOU GUYS HAVE WHEN  
[02:44:34] IT COMES TO COMPLIANCE AND  
[02:44:37] ACCOUNTABILITY AND OVERSIGHT?  
[02:44:41] SIMILARLY, I WONDER ABOUT THE  
[02:44:44] SUBCONTRACTING ASPECT OF IT. RIGHT.  
[02:44:46] LIKE, YOU SUBCONTRACT AND YOU CONTRACT  
[02:44:49] WITH A WMBE OWNED COMPANY AND  
[02:44:53] ARE THEY BUYING FROM THAT COMPANY OR IS  
[02:44:57] THE COMPANY BUYING FROM SOMEWHERE ELSE.  
[02:44:59] RIGHT. BUT THEN THAT'S BEING CONSIDERED  
[02:45:01] A PARTNERSHIP THERE. SO HOW DO WE BREAK  
[02:45:04] THAT DOWN AND WHAT KIND OF OVERSIGHT AND  
[02:45:07] ACCOUNTABILITY TOOLS DO YOU GUYS HAVE IN  
[02:45:09] PLACE AND IS THAT GOING TO BE INCLUDED  
[02:45:13] IN THE STUDY THAT IS HAPPENING RIGHT  
[02:45:16] NOW? SHORT ANSWER  
[02:45:20] FOR THE STUDY, YES.  
[02:45:23] THAT IS PROBABLY ONE OF THE AREAS THAT  
[02:45:25] THEY COULD LOOK AT. IT WASN'T ORIGINALLY  
[02:45:27] PART OF THE STUDY THAT IN TERMS OF

[02:45:30] LOOKING AT THAT PERSPECTIVE, WE'RE  
[02:45:31] LOOKING AT BARRIERS MORE FROM AT THE  
[02:45:34] TIME AND IT COULD BE EASILY BE ADDED  
[02:45:37] LIKE, FOR INSTANCE, BADGING, THAT COULD  
[02:45:40] BE A BARRIER FOR SOME SMALL BUSINESSES  
[02:45:42] BECAUSE UNDER TSA, THERE'S SOME RULES  
[02:45:45] AND REGULATIONS THAT IN ORDER TO GET A  
[02:45:47] BADGE, YOU GOT TO HAVE YOUR  
[02:45:50] PASSING TO BE SOMEWHAT SQUEAKY CLEAN IN  
[02:45:52] ORDER TO GET THERE. RIGHT. SO SOME RULES  
[02:45:55] BEHIND THERE THAT COULD ALSO AFFECT SOME  
[02:45:58] OF THE BUSINESS UTILIZING ON  
[02:46:02] AIRPORT PROJECTS, COULD BE BONDING,  
[02:46:04] COULD BE INSURANCE, COULD BE LOOKING AT  
[02:46:10] JUST OUR GENERAL PRACTICES OF HOW WE  
[02:46:14] GET PERMITS THAT COULD AFFECT SOME OF  
[02:46:18] OUR BUILDING EFFORTS. SO THERE COULD BE  
[02:46:21] SO MANY DIFFERENT LAYERS AND WE'RE  
[02:46:23] TRYING TO GATHER UP AS MUCH AS WE  
[02:46:25] POSSIBLY CAN TO IDENTIFY WHAT  
[02:46:28] THOSE OPPORTUNITIES MAY BE OR WHAT THOSE  
[02:46:29] BARRIERS ARE TO REMOVE THEM. AND THAT  
[02:46:31] COULD BE ONE OF THE AREAS IN WHICH WE  
[02:46:33] CAN DEFINITELY ADD. IT'S NOT TOO LATE  
[02:46:35] FOR SURE. YEAH, I THINK THAT'S FOR ME AT  
[02:46:39] LEAST THAT'S THE AREA THAT'S MOST OF  
[02:46:42] INTEREST AND THAT I HEAR CONCERNS AROUND  
[02:46:45] IS THAT SUBCONTRACTING AND ARE THE  
[02:46:49] NUMBERS ACCURATE? WHO IS ACTUALLY  
[02:46:51] WORKING WITH WHO? AND WHAT KIND OF  
[02:46:53] OVERSIGHT AND ACCOUNTABILITY TOOLS DO WE  
[02:46:56] HAVE IN PLACE THAT WE COULD LAURENCE,  
[02:47:03] YOU PROBABLY CAN CHIME IN ON THIS AS  
[02:47:04] WELL. SO IN CONSTRUCTION, THE PRIME  
[02:47:08] HAS TO REPORT ALL ACTIVITY ALL THE WAY  
[02:47:10] DOWN TO THE AND SO WE HAVE A DATABASE IN  
[02:47:13] WHICH THEY HAVE TO ENTER IN AND PROVIDE  
[02:47:15] ALL THE DETAILS. IT RELATES TO ALL THE  
[02:47:18] BUSINESSES THAT THEY'RE WORKING. AND  
[02:47:19] CONSTRUCTION SIDE UNDER THE NON  
[02:47:23] CONSTRUCTION SITE, WE HAVE WHAT THEY  
[02:47:25] CALL MONTHLY AMOUNTS PAID AND THOSE ARE  
[02:47:27] ALL THE STEPS AND ALL THE FOLKS THAT ARE  
[02:47:29] ACTUALLY WORKING ON THAT PARTICULAR  
[02:47:32] PROJECT OR EFFORT. SO IT'S RECORDED  
[02:47:35] THROUGH THE PORT PORTS DATABASE, WHAT  
[02:47:38] THEY CALL VENDOR CONNECT DATABASE, CDS  
[02:47:42] DATABASE. AND DON'T ASK ME WHAT CDS  
[02:47:45] STANDS FOR BECAUSE RIGHT NOW I DON'T  
[02:47:46] RECALL. BUT REGARDLESS  
[02:47:49] OF THAT DATA IS COLLECTED, THERE IS MORE  
[02:47:52] SITE IN THAT REGARDS IN TERMS OF MAKING  
[02:47:54] SURE THAT OUR NUMBERS ARE SCRUBBED. IN  
[02:47:55] PIER DAVE, IN THE BEGINNING OF THE  
[02:48:01] MEETING TODAY, HE WAS TALKING ABOUT  
[02:48:02] CENTRAL PROCUREMENT OFFICE AND ONE OF  
[02:48:04] THEIR UNITS IN THERE WORKS WITH US AND  
[02:48:06] MAKING SURE WE ARE SCRUBBED AS BEST WE  
[02:48:08] POSSIBLY CAN. SO THAT WAY IT'S ACCURATE.  
[02:48:11] THAT'S GREAT. THAT'S HELPFUL. AND IS THE  
[02:48:14] WORK SCOPE OF THE WENDY STUDY AVAILABLE  
[02:48:18] TO THE COMMISSION? YES. I THINK  
[02:48:24] MR. RICHARD MAY HAVE A COPY OF THAT

[02:48:27] AS WELL. AND I THINK I CAN ALSO MAKE IT  
[02:48:30] PORTABLE TO YOU AS WELL FROM THE WORK  
[02:48:32] STUDY, THE SCOPE OF IT. THAT'D BE  
[02:48:34] HELPFUL. THANK YOU, MOHAMED.  
[02:48:38] I DO JUST WANT TO CHIME IN JUST BRIEFLY  
[02:48:40] AND REALLY TO GIVE A SHOUT TO OUR  
[02:48:43] CENTRAL PROCUREMENT OFFICE FOR THE WORK  
[02:48:45] THAT HAPPENS WITH MONITORING AND  
[02:48:47] COMPLIANCE. BUT YES, IT DOES HAPPEN.  
[02:48:49] IT'S NOT A PERFECT SCIENCE. I THINK IT'S  
[02:48:51] ONE OF THE THINGS THAT WE CAN ALWAYS  
[02:48:53] IMPROVE ON AND FIGURING OUT THE  
[02:48:56] BEST APPROACH AND THE BEST STRATEGY.  
[02:48:58] BUT IT DOES HAPPEN. AND I KNOW THEIR  
[02:49:01] TEAM. FOR EXAMPLE, THEY'VE STOPPED A  
[02:49:04] COUPLE OF PAYMENTS IN 2021 WHEN  
[02:49:06] UTILIZATION WAS OFF TRACK. AND I'D SAY  
[02:49:09] THE SAME IS TRUE FOR ON THE CONSTRUCTION  
[02:49:11] SIDE. CERTAINLY NOT ALWAYS. I THINK IT'S  
[02:49:14] SOMETHING THAT WE'RE ALWAYS WORKING AT,  
[02:49:16] WHICH WSDOT MENTION IN ONE OF THE  
[02:49:18] SLIDES IS LIKE, HOW DO WE GET BETTER?  
[02:49:22] HOW BOLD WILL THE PORT BE IN STOPPING  
[02:49:26] A CONTRACT FOR NOT MEETING THAT  
[02:49:28] PERFORMANCE AND AWARDING THE CONTRACT?  
[02:49:30] THINGS THAT WE'RE TRYING TO FIGURE OUT  
[02:49:34] IN THE CONFINES OF OUR ENVIRONMENT OF  
[02:49:36] THE FACT THAT THIS IS AN ANTI  
[02:49:37] AFFIRMATIVE ACTION STATEMENT, WHAT CAN  
[02:49:39] WE STILL LEVERAGE TO SEEK TO IT THAT  
[02:49:41] WE'RE STILL AFFORDING OPPORTUNITIES? I  
[02:49:43] JUST WANTED TO CHIME IN THERE. I  
[02:49:44] APPRECIATE IT, BUT I JUST WANT TO MAKE  
[02:49:46] SURE I GAVE THEM THEIR DUE BECAUSE IT IS  
[02:49:49] A COLLABORATIVE EFFORT AND THEY DO A  
[02:49:50] GREAT JOB OF SUPPORTING OUR UNIT.  
[02:49:52] DEFINITELY. THANK YOU FOR PROVIDING THAT  
[02:49:54] ADDITIONAL INFORMATION AND HATS OFF TO  
[02:49:56] THEM ON THE HARD WORK THAT THEY'RE DOING  
[02:49:59] AND ANY SORT OF ADDITIONAL INFORMATION  
[02:50:01] WE CAN GET OUT OF THAT STUDY, I THINK  
[02:50:04] WOULD BE HELPFUL FOR EVERYONE, THE  
[02:50:06] LEADERSHIP AT THE PORT TO KNOW WHAT KIND  
[02:50:08] OF TOOLS WE HAVE AVAILABLE TO US TO  
[02:50:10] UTILIZE IN CASES LIKE THAT.  
[02:50:14] THANK YOU ALL. I COME AWAY FROM THESE  
[02:50:17] DISCUSSIONS ALWAYS FEELING LIKE IT  
[02:50:20] REQUIRES BOTH THE POLL OF AGENCIES LIKE  
[02:50:22] THE PORT OF SEATTLE SAY WE'RE TRYING TO  
[02:50:24] DRAW MORE WOMEN AND MINORITY OWNED  
[02:50:27] BUSINESS ENTERPRISES INTO PUBLIC AGENCY  
[02:50:30] CONTRACTING THROUGH THESE NAVIGATION  
[02:50:33] EFFORTS, THE INCENTIVES WE PUT ON OUR  
[02:50:35] OWN TEAM, ALL THAT KIND OF STUFF. BUT  
[02:50:37] ALSO THERE NEEDS TO BE A PUSH FROM THE  
[02:50:38] OTHER SIDE TO REACH WOMEN AND  
[02:50:42] MINORITIES SO THAT THEY CAN GET INTO THE  
[02:50:45] KINDS OF BUSINESS OWNERSHIP THAT ALLOW  
[02:50:47] THEM TO QUALIFY FOR THESE KINDS OF  
[02:50:49] POSITIONS. AND IT REQUIRES BOTH. SO I  
[02:50:52] APPRECIATE ALL THE INTERNAL WORK WE'RE  
[02:50:53] DOING AND THE EXTERNAL WORK TO HELP SEED  
[02:50:55] SOME OF THAT UPSTREAM WORK. OKAY, WE'RE

[02:50:58] GOING TO MOVE ON TO OUR NEXT ITEM,  
[02:51:00] WHICH IS.  
[02:51:03] OH, THERE YOU ARE, FRED. SORRY WE MISSED  
[02:51:05] YOU EARLIER. EXECUTIVE METRUCK, PLEASE.  
[02:51:09] SORRY, COMMISSIONER. YOU GO FIRST.  
[02:51:10] COMMISSIONER, I JUST WANTED TO  
[02:51:13] APOLOGIZE. I WAS LISTENING TO THAT WHOLE  
[02:51:15] PRESENTATION. I JUST COULDN'T GET MYSELF  
[02:51:16] OFF OF MUTE FOR A CHANGE. AND I REALLY  
[02:51:19] APPRECIATED ME AND LAWRENCE FOR TELLING  
[02:51:21] US THAT IT'S A SLOW BUT STEADY RATE  
[02:51:23] WHERE WE CONTINUE TO GROW FOR ME TO SEE  
[02:51:26] FROM WHAT WAS JUST A POLICY IDEA SEVERAL  
[02:51:29] YEARS AGO TO MEASURABLE, PROGRESS. I  
[02:51:31] JUST CAN'T TELL YOU HOW MUCH I  
[02:51:32] APPRECIATE PUTTING THE WORDS TO REALITY.  
[02:51:36] AND SIMILARLY, OUR NEXT PRESENTATION,  
[02:51:38] IT MAKES ME REAL PROUD TO SEE GOOD IDEAS  
[02:51:41] FROM COMMISSIONER ACTUALLY GETTING PUT  
[02:51:43] TO WORK. SO THANK YOU FOR ALL THE WORK  
[02:51:45] THAT YOU GUYS CONTINUE TO DO. THANK YOU,  
[02:51:48] COMMISSIONER. EXECUTIVE DIRECTOR METRUCK.  
[02:51:50] YEAH. I JUST WANT TO ADD MY THANKS TO  
[02:51:53] DAVE MCFADDEN, ME AND BRYCE  
[02:51:56] AND THEN LAWRENCE COLEMAN FOR THIS  
[02:51:58] EFFORT IN MATURING THIS AND REALLY WHEN  
[02:52:01] WE WERE BRIEFING THIS AND TWO OF LOOKING  
[02:52:03] AT THIS DIFFERENT QUANTITY VERSUS  
[02:52:06] QUALITY AND NUMBERS. AND SO THERE'S A  
[02:52:08] LOT OF WAYS TO EXPLORE THIS GOING  
[02:52:10] FORWARD AND APPRECIATE ALL THE  
[02:52:11] COMMISSIONER INPUT ON THIS, BUT I THINK  
[02:52:13] IT IS. AND THEN LAWRENCE WAS TALKING  
[02:52:16] ABOUT THE NUMBER, WE CAME UP TEN SHORT,  
[02:52:19] BUT WE BEGIN AGAIN IN 22 TO UTILIZE  
[02:52:24] COMPANIES. IT ALL DEPENDS ON THE NEW  
[02:52:25] CONTRACTS WITHIN THAT. SO IT'S ALWAYS  
[02:52:28] CONTINUING TO DO THAT. SO IT'S JUST  
[02:52:30] SOMETHING WE HAVE TO CONTINUE TO BE  
[02:52:32] FOCUSED ON. IT'S NOT SOMETHING THAT YOU  
[02:52:33] CAN, AS I WAS SAYING EARLIER, THAT WE  
[02:52:35] CAN JUST SAY, OH, WE CAN TAKE FOR  
[02:52:37] GRANTED THAT WE'RE GOING TO GET THESE  
[02:52:38] UNLESS WE DO THE WORK TO IDENTIFY AND TO  
[02:52:41] KEEP FOCUSED ON THOSE GOALS. SO THANK  
[02:52:44] YOU, COMMISSIONERS, FOR THAT. GREAT  
[02:52:45] FEEDBACK, STEVE. YOU'RE WELCOME TO ROLL  
[02:52:48] RIGHT INTO ELEVEN C.  
[02:52:52] THANK YOU, COMMISSIONERS. YEAH, THANK  
[02:52:54] YOU. EXECUTIVE DIRECTOR METRUCK,  
[02:52:58] DO YOU WANT TO INTRODUCE THE NEXT ITEM?  
[02:53:00] SURE. WOULD YOU LIKE ME TO READ IT INTO  
[02:53:02] THE RECORD? YES. SORRY.  
[02:53:07] THIS IS AGENDA ITEM ELEVEN B CONCOURSE  
[02:53:10] EXPANSION PROJECT BRIEFING. THANK YOU.  
[02:53:13] CLERK HART, COMMISSIONER. THE C  
[02:53:16] CONCOURSE EXPANSION PROGRAM WAS CREATED  
[02:53:18] TO ADDRESS THE NEED FOR EXPANDED FERRIES  
[02:53:20] FOR TRAVELERS AT SEA. THIS PROJECT WILL  
[02:53:23] PROVIDE ADDITIONAL AIRPORT DINING AND  
[02:53:25] RETAIL, AS WELL AS OTHER NEEDED  
[02:53:27] AMENITIES. IN ADDITION TO ADDING ADR,  
[02:53:29] THE PROGRAM WILL CREATE NEW QUALITY JOBS



[02:53:31] AND PROVIDE OPPORTUNITIES FOR NEW SMALL  
[02:53:34] AND MINORITY BUSINESSES AT THE AIRPORT.  
[02:53:36] IT IS THE AIRPORT'S FIRST MAJOR CAPITAL  
[02:53:38] PROJECT TO GO THROUGH THE PORT'S NEW  
[02:53:40] SUSTAINABLE EVALUATION FRAMEWORK.  
[02:53:42] PROGRAM EXPERTS FROM ACROSS THE AVIATION  
[02:53:45] DIVISION EVALUATED THE COSTS AND  
[02:53:46] SUSTAINABILITY BENEFITS OF 34 DIFFERENT  
[02:53:50] STRATEGIES AND THEN RECOMMENDED THE TOP  
[02:53:52] EIGHT STRATEGIES. THE ENERGY  
[02:53:54] RECOMMENDATIONS WILL ALLOW THE PROJECT  
[02:53:56] TO MEET APPROXIMATELY 47% OF THE  
[02:53:58] INCREASED ENERGY LOAD WITH LOW CARBON  
[02:54:00] AND RENEWABLE ENERGY AND AVOID  
[02:54:02] APPROXIMATELY 90% OF THE POTENTIAL  
[02:54:05] INCREASE IN CARBON EMISSIONS. TODAY'S  
[02:54:07] BRIEFING WILL INCLUDE AN EARLY LOOK AT  
[02:54:08] THE LATEST ARCHITECTURAL RENDERINGS,  
[02:54:10] REVIEW THE PROGRAM BUDGET, AND PREVIEW  
[02:54:12] UPCOMING SCHEDULE MILESTONES. AT OUR  
[02:54:15] NEXT COMMISSION MEETING, WE'LL RETURN TO  
[02:54:16] REQUEST ADDITIONAL AUTHORIZATION FOR THE  
[02:54:18] WORK TO BE PERFORMED BY THE BAGGAGE  
[02:54:20] OPTIMIZATION PROGRAM ON THE BEHALF OF  
[02:54:22] THIS PROJECT, WHICH IS IMPORTANT BECAUSE  
[02:54:24] THAT WORK WILL ALLOW THE NEXT PHASES OF  
[02:54:26] C CONCOURSE EXPANSION TO START. WE LOOK  
[02:54:28] FORWARD TO SHARING MORE THAN THE  
[02:54:30] PRESENTERS ARE. LANCE LYTTLE OUR  
[02:54:32] MANAGING DIRECTOR OF AVIATION, JANET  
[02:54:35] SHARE, THE CAPITAL PROJECT MANAGER, DON  
[02:54:37] HUNTER, ACTING AVIATION CHIEF OPERATING  
[02:54:40] OFFICER, AND LESLIE STANTON, SENIOR  
[02:54:41] MANAGER, AVIATION, ENVIRONMENTAL AND  
[02:54:43] SUSTAINABILITY. SO I'LL TURN IT OVER TO  
[02:54:45] LANCE. THANK YOU. EXECUTIVE DIRECTOR  
[02:54:48] METRUCK. GOOD AFTERNOON, COMMISSIONER.  
[02:54:50] GOOD AFTERNOON, EVERYONE. SO,  
[02:54:52] COMMISSIONER, ONCE AGAIN, WE ARE BEFORE  
[02:54:55] YOU WITH ANOTHER PROJECT THAT IS A MAJOR  
[02:54:58] PIECE OF THAT PUZZLE THAT GETS THE STORE  
[02:54:59] VISION YOU HAVE HEARD US PRESENT BEFORE  
[02:55:02] AND OTHER PIECES OF THE PUZZLE, THE  
[02:55:04] NORTH SATELLITE PROJECT, INTERNATIONAL  
[02:55:06] ARRIVAL, SOLID BAGGAGE OPTIMIZATION,  
[02:55:09] NORTH MAIN TERMINAL, ET CETERA, ALL WITH  
[02:55:11] THE OBJECTIVE OF GETTING US TO THAT FIVE  
[02:55:14] STAR, THAT LEVEL OF SERVICE, OPTIMAL  
[02:55:16] AIRPORT SERVICE QUALITY, TOP 20 GOAL  
[02:55:20] THAT WE HAVE ESTABLISHED. SO BEFORE  
[02:55:22] HANDING OVER TO THE TEAM, I'D JUST LIKE  
[02:55:24] TO HIGHLIGHT A FEW THINGS. I WAS  
[02:55:28] ALLUDED BY STEVE. SUSTAINABILITY IS  
[02:55:31] EXTREMELY IMPORTANT. IN FACT, IT'S THE  
[02:55:33] FOUNDATION FOR THIS PROJECT, BUT NOT  
[02:55:35] JUST THE ENVIRONMENTAL, ALL THREE  
[02:55:37] ASPECTS, ECONOMIC, SOCIAL AND  
[02:55:39] ENVIRONMENT. SO I JUST WANT TO TOUCH ON  
[02:55:41] SOME OF THESE AREAS REALLY QUICKLY. ON  
[02:55:43] THE ECONOMIC SIDE, THIS PROJECT WILL  
[02:55:45] CREATE HUNDREDS OF QUALITY JOBS DURING  
[02:55:48] THE PLANNING, THE DESIGN AND THE  
[02:55:49] CONSTRUCTION PHASE. BUT ALSO AFTER

[02:55:52] CONSTRUCTION IS COMPLETE, HUNDREDS OF  
[02:55:54] NEW JOBS WILL BE CREATED VIA THE NEW  
[02:55:56] AIRPORT DINING AND RETAIL PROGRAM, THE  
[02:55:58] LOUNGES, THE VISUAL AND PERFORMING ARTS,  
[02:56:02] MAINTAINING THE FACILITIES, ET CETERA.  
[02:56:04] AND IT WILL PROVIDE A PERENNIAL REVENUE  
[02:56:06] STREAM FOR THE AIRPORT AS WE PUT THESE  
[02:56:09] CONCESSIONNAIRES AND LOUNGES INTO  
[02:56:11] OPERATION. ON THE SOCIAL SIDE, WE HAVE  
[02:56:15] SET VERY AMBITIOUS WIN BIG GOALS. YOU JUST  
[02:56:17] READ A REALLY GREAT PRESENTATION ON  
[02:56:19] SETTING WMBE GOALS AND OTHER GOALS. WE  
[02:56:22] HAVE VERY AMBITIOUS, WMBE GOALS FOR THE  
[02:56:24] DESIGN, THE CONSTRUCTION AND THE PROJECT  
[02:56:28] MANAGEMENT AND CONSTRUCTION MANAGEMENT  
[02:56:30] FUNCTION. DURING THIS PROJECT AND POST  
[02:56:33] CONSTRUCTION, WE HAVE ESTABLISHED SOME  
[02:56:36] VERY AMBITIOUS ACDBE GOALS. RIGHT FOR  
[02:56:38] CONCESSIONS AND ALSO OPPORTUNITIES FOR  
[02:56:41] MICRO BUSINESSES WHICH I THINK DON IS  
[02:56:43] GOING TO TOUCH ON. THE FACILITY IS GOING  
[02:56:45] TO HAVE AVIATION ROOMS, MOTHER'S,  
[02:56:47] NURSING STATION, AND EQUITY IS REALLY  
[02:56:50] IMPORTANT FOR US AND THE PASSENGERS.  
[02:56:53] THE AVERAGE REGULAR PASSENGERS GOING  
[02:56:55] THROUGH THIS FACILITY WILL BE EXPOSED TO  
[02:56:57] CERTAIN AMENITIES THAT TYPICALLY ONLY A  
[02:57:00] PREMIERE OR A BUSINESS CLASS OR FIRST  
[02:57:02] CLASS PASSENGER IN A NORMAL AIRPORT  
[02:57:04] WOULD HAVE AN OPPORTUNITY TO EXPERIENCE.  
[02:57:06] WE'RE NOT ONLY FOCUSING ON PASSENGERS,  
[02:57:09] WE'RE ALSO FOCUSING ON EMPLOYEES. IT'S  
[02:57:11] VERY IMPORTANT TO US AS WELL. AND YOU  
[02:57:13] SEE THINGS SUCH AS BREAKING THAT WE'LL  
[02:57:15] BE SPEAKING ABOUT ON THE ENVIRONMENTAL  
[02:57:18] SIDE. WELL, AS STEVE SAID EARLIER, THIS  
[02:57:20] IS ONE OF THE FIRST MAJOR PROJECTS  
[02:57:22] SUSTAINABILITY FRAMEWORK. AS YOU'LL SEE  
[02:57:25] LATER IN THE PRESENTATION, THERE ARE  
[02:57:26] NUMEROUS SUSTAINABILITY BENEFITS.  
[02:57:28] LIZZIE IS GOING TO SPEAK ABOUT SOMEONE'S  
[02:57:30] DEALER AND QUICKLY ON THE BUDGET. STEVE  
[02:57:33] MENTIONED IT IN OPEN REMARKS EARLIER  
[02:57:36] THAT IN GENERAL WE'RE EXPECTING TO SEE A  
[02:57:38] BUDGET INCREASE IN SEVERAL PROJECTS  
[02:57:41] COMING FORWARD DUE TO ESCALATION. THIS  
[02:57:43] PROJECT IS NO DIFFERENT. IN ADDITION TO  
[02:57:46] ESCALATION OVER, THERE OTHER FACTORS  
[02:57:48] SUCH AS SUSTAINABILITY GOALS THAT WILL  
[02:57:51] IMPACT THE BUDGET. SO EVEN THOUGH WE ARE  
[02:57:55] TRENDING ABOVE THE ORIGINAL BASELINE  
[02:57:57] NUMBER, WE'RE STILL WITHIN THE ORIGINAL  
[02:58:00] BUDGET RANGE. THAT WE HAD FORECASTED.  
[02:58:03] BUT I ALSO THINK IT'S IMPORTANT TO PUGET  
[02:58:05] THINGS INTO PERSPECTIVE BECAUSE THE  
[02:58:07] DECISION THAT WE'RE MAKING, ZERO NOS,  
[02:58:10] THESE ARE MULTI DECADE DECISION. THESE  
[02:58:12] ARE 50 YEAR DECISION THAT WILL HAVE  
[02:58:13] IMPACT ON GENERATIONS TO COME. SO THE  
[02:58:17] CAUSE OF THESE INCREASES IS EXTREMELY  
[02:58:19] IMPORTANT. AND IF SUSTAINABILITY IS,  
[02:58:21] FOR EXAMPLE, IS ONE OF THE REASONS WE  
[02:58:23] HAVE TO ASK OURSELVES, IS IT THE RIGHT

[02:58:24] THING TO DO AND WE THINK IT'S THE RIGHT  
[02:58:26] THING TO DO. ANOTHER IMPORTANT POINT IS  
[02:58:28] THAT THIS IS THE ONLY FACILITY THAT WE  
[02:58:30] HAVE IN THE AIRPORT OR IN THE AIRPORT  
[02:58:32] THAT WE CAN DO THIS TYPE OF EXPANSION  
[02:58:35] BEYOND THE SECURITY CHECKPOINTS. THERE  
[02:58:37] IS NOWHERE ELSE IN THE AIRPORT THAT WE  
[02:58:39] CAN DO THIS TYPE OF EXPANSION. AND  
[02:58:41] FINALLY, WE HAVE BEEN ASKED ON A FEW  
[02:58:44] OCCASIONS, WHY ARE WE DOING THIS PROJECT  
[02:58:46] AT THIS TIME? WHY ARE WE ADDING MORE  
[02:58:49] AIRPORT DINING AND RETAIL LOUNGES, ET  
[02:58:51] CETERA, DURING A PANDEMIC OR RIGHT AT  
[02:58:53] THE END OF A PANDEMIC? I JUST WANT TO  
[02:58:55] HIGHLIGHT AGAIN THAT AT THE END OF THIS  
[02:58:57] YEAR, WE'RE GOING TO BE AT APPROXIMATELY  
[02:58:59] 95% OF OUR PREPANDEMIC TRAFFIC.  
[02:59:02] PRIOR TO THE PANDEMIC, WE WERE WOEFULLY  
[02:59:05] UNDERSIZED WHEN IT COMES TO CERTAIN  
[02:59:08] AMENITIES WITHIN THIS AIRPORT. IN FACT,  
[02:59:10] IF YOU WALK THROUGH THE AIRPORT ANY DAY  
[02:59:13] NOW DURING PEAK HOUR, YOU'LL SEE THAT WE  
[02:59:15] JUST DON'T HAVE ENOUGH AMENITIES IN THE  
[02:59:18] AIRPORT TO MEET THE NEEDS OF OUR  
[02:59:21] CUSTOMERS, ESPECIALLY DURING PEAK SO  
[02:59:23] AIRPORT DINING AND RETAIL LOUNGES,  
[02:59:25] MEDITATION ROOM, EMPLOYEE BREAK ROOMS,  
[02:59:28] NURSING, AVIATION, RESTROOM, YOU NAME  
[02:59:30] IT. THIS PROJECT IS HAPPENING NOW, BUT  
[02:59:33] IT WILL NOT BE COMPLETED UNTIL 2027. BY  
[02:59:35] 2027, WE WILL HAVE FAR SURPASSED OUR  
[02:59:39] PREPANDEMIC NUMBERS, AND THESE  
[02:59:41] FACILITIES WILL BE WOEFULLY NEEDED.  
[02:59:44] SO WITHOUT ANY FURTHER ADO, I'M GOING TO  
[02:59:46] HAND OVER TO DON HUNTER. DON IS THE  
[02:59:48] EXECUTIVE SPONSOR FOR THIS PROJECT. DON  
[02:59:52] LENS. I THINK YOU COVERED IT PRETTY  
[02:59:54] WELL. I DON'T KNOW WHAT ELSE IS LEFT FOR  
[02:59:56] ME TO SAY, BUT THANK YOU, LANCE,  
[02:59:59] VERY MUCH FOR THAT INTRO. ALL OF IT  
[03:00:02] RELEVANT INFORMATION TO THIS  
[03:00:04] PRESENTATION. NEXT SLIDE, PLEASE.  
[03:00:10] SO THESE ARE ITEMS THAT WE'LL BE  
[03:00:11] COVERING TODAY'S PRESENTATION TO LET YOU  
[03:00:13] KNOW THE PURPOSE, THE PROJECT PURPOSE,  
[03:00:14] AND THEN I'LL BE HANDING OVER TO JANET  
[03:00:17] SHEAR FOR THE PROJECT LOCATION EXPANSION  
[03:00:19] RENDERINGS. AND THEN LESLIE STANTON WILL  
[03:00:22] BE TALKING ABOUT OUR SUSTAINABILITY  
[03:00:24] INITIATIVES. AND THEN BACK TO JANET TO  
[03:00:26] TALK ABOUT OUR BUDGET AND SCHEDULE,  
[03:00:27] WHICH IS VERY IMPORTANT. NEXT SLIDE,  
[03:00:30] PLEASE. THE PURPOSE OF THIS  
[03:00:33] BRIEFING. SO, COMMISSIONER, WE PLAN TO  
[03:00:36] COME TO YOU PERIODICALLY TO UPDATE YOU  
[03:00:38] ON THIS PROJECT AND ALL OF OUR PROJECTS  
[03:00:40] ON PROGRAMMATIC UPDATES, SUCH AS DESIGN  
[03:00:42] UPDATES, OF COURSE BUDGET AND BUDGET  
[03:00:44] IMPLICATIONS, AND OF COURSE, OUR  
[03:00:46] SUSTAINABILITY FRAMEWORK AND THE WORK  
[03:00:48] THAT'S BEING DONE IN THOSE AREAS. AND AS  
[03:00:50] I MENTIONED EARLIER, WE WILL BE BACK  
[03:00:53] LATER TO TALK ABOUT INCREASES IN BUDGET.

[03:00:56] BUT TODAY WE WANTED TO JUST GIVE YOU A  
[03:00:57] BRIEF UPDATE ON WHERE THE PROJECT STANDS  
[03:01:01] RIGHT NOW. NEXT SLIDE, PLEASE.  
[03:01:04] AND LANCE TOUCHED UPON IT THE PURPOSE OF  
[03:01:06] THIS PROJECT? WELL, WE PUT IT IN THREE  
[03:01:08] BUCKETS TO INCREASE AIRPORT REVENUE,  
[03:01:11] IMPROVE THE CUSTOMER EXPERIENCE, AND  
[03:01:13] THEN INCREASE ECONOMIC OPPORTUNITY.  
[03:01:15] AND, OF COURSE, OUR SUSTAINABILITY  
[03:01:17] FRAMEWORK. AND SO WHEN WE LOOK AT IT,  
[03:01:19] JUST TO GIVE A LITTLE BIT MORE DETAILS,  
[03:01:20] AS WE LOOKED AT THE PROGRAM, WE WILL BE  
[03:01:22] ADDING BECAUSE I KNOW COMMISSIONER  
[03:01:24] MOHAMED AND CHRISTOPHER, YOU'VE ASKED US  
[03:01:25] BEFORE HOW MANY WOULD WE BE ADDING? SO  
[03:01:28] IF WE'RE LOOKING JUST AT THE PORT DINING  
[03:01:29] AND RETAIL, WE'RE LOOKING TO ADD SEVEN  
[03:01:32] TO EIGHT NEW OPPORTUNITIES FOR  
[03:01:33] BUSINESSES AS FAR AS AIRPORT DINING,  
[03:01:35] RETAIL, AND THEN WE HAVE SIX DEDICATED  
[03:01:38] SMALL BUSINESS KIOSK OPPORTUNITIES IN  
[03:01:40] THIS PROJECT ALONE. AND THEN AS WE  
[03:01:43] LOOKED AT THE DIFFERENT TYPES OF  
[03:01:45] OPPORTUNITIES, LANCE TOUCHED UPON, IT  
[03:01:46] HUNDREDS OF JOBS IN ADR ALONE. IF WE  
[03:01:49] LOOK AT THE TYPES OF BUSINESSES, WE'LL  
[03:01:51] BE GETTING APPROXIMATELY 400 QUALITY  
[03:01:54] JOBS. THAT'S NOT INCLUDING LOUNGES AND  
[03:01:56] ALL THE OTHER ASPECTS THAT ARE COMING  
[03:01:58] INTO THE BUILDING. SO WE REALLY WANT TO  
[03:01:59] MAKE SURE THAT WE ARE ADDING  
[03:02:03] MEANINGFUL OPPORTUNITIES FOR ECONOMIC  
[03:02:06] OPPORTUNITIES FOR THE SOUTH KING COUNTY  
[03:02:07] AND OFFERING THESE JOBS. AND LIKE I  
[03:02:09] SAID, THAT'S JUST ADR LOAN. WE'RE NOT  
[03:02:10] TALKING ABOUT ALL THE OTHER ASPECTS THAT  
[03:02:12] COME ALONG WITH CONSTRUCTION AND THE  
[03:02:14] OTHER BUSINESSES THAT WILL BE IN THE  
[03:02:16] BUILDING OUTSIDE OF THE  
[03:02:19] REVENUE IMPLICATIONS, AS WAS TOUCHED  
[03:02:21] UPON. EMPLOYEE BREAK ROOMS. RIGHT NOW,  
[03:02:23] WE DON'T HAVE EMPLOYEE BREAK ROOMS.  
[03:02:25] EMPLOYEES NEED BREAK ROOMS BECAUSE THEY  
[03:02:26] HAVE DIFFERENT FOOD NEEDS AND THEY NEED  
[03:02:29] TO BE ABLE TO STORE THEIR FOOD AND DO  
[03:02:31] DIFFERENT THINGS. SO WE NEED A PLACE FOR  
[03:02:32] THEM OUTSIDE OF THE HOLD ROOM AND  
[03:02:34] RESERVE THAT HOLD ROOM SPACE FOR OUR  
[03:02:36] PASSENGERS, MEDITATION ROOM FOR PEOPLE  
[03:02:38] TO BE ABLE TO PRAY OR DO WHATEVER IS  
[03:02:40] THAT THEY NEED TO DO IN A PERSONAL LEVEL  
[03:02:43] NURSING ROOMS AND JUST HAVE AMENITIES,  
[03:02:45] AS LANCE MENTIONED, THAT TYPICALLY WOULD  
[03:02:47] BE IN AN AREA WHERE UPSCALE PASSENGERS  
[03:02:50] WOULD BE IN AN UPSCALE LOUNGE AND THE  
[03:02:52] NORMAL PASSENGER WOULD NOT HAVE ACCESS  
[03:02:54] TO THESE AMENITIES. AND YOU'LL SEE, AS  
[03:02:56] JANET TALKS ABOUT THE PROJECT IN THE  
[03:02:58] LOOK AND FEEL, IT'S JUST A BEAUTIFUL  
[03:02:59] SPACE FOR PASSENGERS TO BE IN. AND  
[03:03:03] LASTLY, I'LL JUST LEAVE WITH WE ARE NOT  
[03:03:05] ONLY GOING TO INCREASE SOME OF OUR  
[03:03:07] AMENITIES IN OUR ADR, WE'RE INCREASING

[03:03:09] HOLDING SPACE AS WELL, WHICH IS AT A  
[03:03:11] LIMIT. AND SO THIS IS THE PURPOSE OF THE  
[03:03:13] PROJECT. AND WITH THAT, I WILL TURN IT  
[03:03:17] OVER TO JANET, WHO'S GOING TO TALK ABOUT  
[03:03:19] THE LOCATION AND SOME MORE DETAILS ON  
[03:03:21] THE PROJECT. THANK YOU,  
[03:03:24] DON. I'LL START OFF WITH A REMINDER  
[03:03:28] ABOUT C CONCOURSE EXPANSION LOCATION.  
[03:03:32] WE'RE GOING TO BE ADDING FOUR FLOORS TO  
[03:03:34] THIS EXISTING THREE STORY BUILDING  
[03:03:36] THAT'S LOCATED RIGHT IN BETWEEN  
[03:03:39] CONCOURSE C AND CONCOURSE D. AS YOU CAN  
[03:03:42] IMAGINE, THIS IS A REALLY BUSY LOCATION  
[03:03:44] ON THE AIRFIELD, WHICH MEANS THAT SAFETY  
[03:03:46] DURING CONSTRUCTION IS GOING TO BE  
[03:03:49] INCREDIBLY IMPORTANT. NEXT SLIDE.  
[03:03:54] NEXT, I'LL STATUS THE PROJECT AND I'LL  
[03:03:56] SHOW YOU A COUPLE OF OUR EARLY DESIGN  
[03:03:58] RENDERINGS. NEXT SLIDE.  
[03:04:02] THE C CONCOURSE EXPANSION PROGRAM IS  
[03:04:05] BEING BUILT, DESIGNED AND BUILT USING  
[03:04:08] THE GENERAL CONTRACTOR CONSTRUCTION  
[03:04:10] MANAGER, OR GCCM, PROJECT DELIVERY  
[03:04:12] METHOD FOR OUR PROJECT. THIS MEANS THAT  
[03:04:15] WE HAVE OUR CONTRACTOR, TURNER  
[03:04:17] CONSTRUCTION, ON BOARD PROVIDING PRE  
[03:04:19] CONSTRUCTION SERVICES LIKE ESTIMATING,  
[03:04:22] SCHEDULING AND CONSTRUCTABILITY REVIEWS.  
[03:04:25] AT THE SAME TIME, OUR DESIGN TEAM FROM  
[03:04:27] MILLER HOLLAND WOODSBAGGOT IS DEVELOPING  
[03:04:29] OUR PROGRAM DOCUMENTS. TOGETHER, THIS  
[03:04:32] TEAM IDENTIFIED FOUR PACKAGES OF WORK  
[03:04:34] FOR CCONCOURSE EXPANSION. THEY'RE ALL IN  
[03:04:37] VARIOUS PHASES OF DESIGN COMPLETION TO  
[03:04:40] FACILITATE FAST TRACKING THE  
[03:04:42] CONSTRUCTION TO AN EARLY FINISH. THAT  
[03:04:45] INCLUDES THE MAIN DESIGN PACKAGE, WHICH  
[03:04:47] JUST COMPLETED 30% DESIGN OF FEBRUARY,  
[03:04:50] AND THAT'S TRACKING TO COMPLETE 60%  
[03:04:52] DESIGN IN THE THIRD QUARTER OF THIS  
[03:04:55] YEAR. IT INCLUDES DESIGN FOR THE COVID  
[03:04:59] AND STRUCTURAL FOUNDATION PACKAGE,  
[03:05:00] WHICH IS ALREADY COMPLETE AND HAS BEEN  
[03:05:03] BID OUT BY TURNER. IT INCLUDES A TENANT  
[03:05:07] RELOCATION PACKAGE THAT'S GOING TO MOVE  
[03:05:09] OUR CURRENT TSA TENANTS IN THE EXISTING  
[03:05:12] BUILDING OUT TO NEW LOCATIONS IN THE  
[03:05:14] TERMINALS. THAT'S 90% COMPLETE, AND WE  
[03:05:17] HAVE A STRUCTURAL STEEL PACKAGE THAT'S  
[03:05:20] ABOUT 60% COMPLETE, AND THAT'S ON TRACK  
[03:05:23] TO BE BID OUT LATER THIS YEAR. NEXT  
[03:05:26] SLIDE. NEXT ARE SOME  
[03:05:30] RENDERINGS OF THE FINISHED BUILDING.  
[03:05:31] THESE ARE EARLY RENDERINGS, BUT THEY DO  
[03:05:33] REFLECT THE DESIGN AND THE MATERIALS  
[03:05:35] THAT ARE CURRENTLY IN OUR SCOPE. FIRST  
[03:05:37] UP IS THIS EXTERIOR. THIS VIEWPOINT IS  
[03:05:40] FROM THE SOUTHWEST ALONG CONCOURSE SEA.  
[03:05:42] SOME OF THE KEY FEATURES THAT ARE  
[03:05:44] VISIBLE IN THIS RENDERING ARE THE  
[03:05:46] SERRATED EXTERIOR GLAZING FACADE THAT  
[03:05:49] YOU CAN SEE. THERE LOTS OF GLAZING ON  
[03:05:51] THIS BUILDING, AND IT ALSO HAS AN ANGLED

[03:05:54] ROOF LINED. YOU CAN ALSO JUST MAKE OUT  
[03:05:57] THE PHOTOVOLTAIC SOLAR PANELS THAT COVER  
[03:06:00] NEARLY THE ENTIRE ROOF AREA. LESLIE  
[03:06:02] STAMPTON IS GOING TO HAVE SOME MORE  
[03:06:04] DETAILS ON THOSE LATER ON IN OUR  
[03:06:06] PRESENTATION. NEXT SLIDE.  
[03:06:10] HERE'S A FIRST LOOK AT THE BUILDING  
[03:06:12] INTERIOR. NOW, THE FIRST THING YOU'LL  
[03:06:14] NOTICE IS THAT THERE IS A SENSE OF  
[03:06:15] OPENNESS TO THE SPACE AND THAT THERE'S A  
[03:06:18] LOT OF USE OF WOOD AND WOOD LOOKING  
[03:06:20] MATERIALS ON THE MEZZANINE CEILING, THE  
[03:06:23] FASCIA, AND ON THIS DRAMATIC TREE LIKE  
[03:06:26] COLUMN WRAP AROUND ONE OF OUR STRUCTURAL  
[03:06:28] COLUMNS. THAT COLUMN ALSO BRINGS  
[03:06:30] INFRASTRUCTURE UP TO THE MEZZANINE LEVEL  
[03:06:32] CEILING, SO IT'S BOTH FUNCTIONAL AND IT  
[03:06:35] REINFORCES SOME OF OUR BIOPHILIC DESIGN  
[03:06:37] ELEMENTS THAT SENSE OF BRINGING THE  
[03:06:39] OUTDOORS IN. IT'S ALSO IMPORTANT TO NOTE  
[03:06:42] THAT WHEN WE'RE DONE, THE MAIN  
[03:06:44] CIRCULATION PATH ALONG CONCOURSE WILL  
[03:06:47] ACTUALLY RUN THROUGH OUR NEW BUILDING.  
[03:06:50] AND THIS IS WHERE, IN ADDITION TO THE  
[03:06:52] DINING AND RETAIL YOU SEE IN THE MID  
[03:06:54] BACKGROUND OF THIS RENDERING, WE'RE  
[03:06:56] GOING TO HAVE THOSE KIOSKS FOR SMALL  
[03:06:58] BUSINESSES TO GET THEIR START HERE ON  
[03:07:00] THE CONCOURSE LEVEL OF THIS NEW  
[03:07:01] FACILITY. AS DON MENTIONED EARLIER,  
[03:07:05] IN THE BACKGROUND OF THIS SLIDE, WE'LL  
[03:07:07] HAVE TO DO A BETTER RENDERING. LATER.  
[03:07:09] YOU CAN SEE A PLACEHOLDER FOR JUST ONE  
[03:07:11] OF A HANDFUL OF OUR PUBLIC ART PROJECTS  
[03:07:13] PLANNED FOR THIS BUILDING. YOU WILL SEE  
[03:07:17] A LARGE SET OF CURVED MODULAR SCREENS  
[03:07:19] FOR VIDEO ART, AND THE PORT ART PROGRAM  
[03:07:23] IS ALSO PLANNING ON PARTNERING WITH THE  
[03:07:24] PILOT GLASS SCHOOL TO OFFER RESIDENCIES  
[03:07:27] TO SOME OF THE SELECTED ARTISTS THAT ARE  
[03:07:29] GOING TO BE CREATING ART FOR THE  
[03:07:30] PROJECT. NEXT SLIDE.  
[03:07:34] THIS RENDERING GIVES YOU A GOOD VIEW OF  
[03:07:37] A PERFORMANCE AREA THERE ON THE LEFT  
[03:07:39] HAND SIDE AND WHAT WE'RE CALLING OUR  
[03:07:42] PERFORMANCE STARE THAT GOES UP TO THE  
[03:07:44] MEZZANINE ON THE RIGHT. AND IN THE  
[03:07:47] BACKGROUND YOU CAN SEE MORE AIRPORT  
[03:07:49] DINING AND RETAIL OPPORTUNITIES. WE  
[03:07:51] THOUGHT IT WAS REALLY IMPORTANT THAT THE  
[03:07:53] DESIGN OF THE SPACE DRAW PASSENGERS UP  
[03:07:55] TO THOSE MEZZANINE LEVEL RESTAURANTS.  
[03:07:58] AND ONE OF THE WAYS THAT WE'RE GOING TO  
[03:08:00] DO THIS IS ONE OF THE DEFINING ELEMENTS  
[03:08:03] OF THE SPACE. THIS PERFORMANCE STARE.  
[03:08:05] THIS IS WHERE PASSENGERS CAN REST, THEY  
[03:08:08] CAN EAT, THEY CAN CHAT, THEY CAN CHARGE  
[03:08:10] AND LOOK AT THEIR DEVICES, AND THEY CAN  
[03:08:12] WATCH MUSICAL PERFORMANCES UNDERWAY  
[03:08:14] ACROSS THE CIRCULATION AREA. AND IN THE  
[03:08:17] BACKGROUND, YOU CAN SEE STAIRS UP TO  
[03:08:20] WHAT WE'RE CALLING OUR PUBLIC LOOKOUT.  
[03:08:22] LANCE MENTIONED THIS A LITTLE BIT. WE

[03:08:24] WANTED TO INCLUDE AN AREA WHERE  
[03:08:26] PASSENGERS COULD SPEND SOME TIME  
[03:08:27] WATCHING THE ACTIVITY ON THE AIRFIELD IF  
[03:08:29] THEY WANTED TO. IT'S ALSO ADJACENT TO  
[03:08:32] SOME KEY PASSENGER AMENITIES THAT WERE  
[03:08:34] MENTIONED ALREADY, LIKE THE MEDITATION,  
[03:08:36] SENSORY ROOM AND SOME RESTROOMS.  
[03:08:39] NEXT SLIDE. HERE'S A  
[03:08:42] CLOSER LOOK AT THAT PUBLIC LOOKOUT.  
[03:08:45] THIS SPACE IS GOING TO BE OPEN TO ALL  
[03:08:47] PASSENGERS THAT ARE POST SECURITY. IT'S  
[03:08:49] NOT GOING TO BE RESTRICTED TO LOUNGE  
[03:08:51] USERS OR FIRST CLASS PASSENGERS. NOW,  
[03:08:53] WE'RE STILL DETAILING EXACTLY HOW THIS  
[03:08:56] IS GOING TO BE FINISHED, BUT YOU CAN SEE  
[03:08:58] THAT IT WILL BE A GREAT PLACE FOR  
[03:08:59] WATCHING PLANES TAKE OFF AND LAND. IT  
[03:09:01] WILL BE MOSTLY ENCLOSED, BUT IT'S NOT  
[03:09:04] GOING TO BE TEMPERATURE CONTROLLED. AND  
[03:09:05] THE FINISHES ARE GOING TO EVOKE THAT  
[03:09:07] PACIFIC NORTHWEST SENSE OF PLACE THAT WE  
[03:09:10] WANT TO GET INTO ALL OF OUR PROJECTS.  
[03:09:12] WE'RE ALSO WORKING ON A PRESSURATION  
[03:09:14] DESIGN THAT WILL KEEP MOST OF THE JET  
[03:09:16] FUEL SMELL OUT OF THIS AREA AS WELL.  
[03:09:20] AND NOW LESLIE IS UP NEXT TO REVIEW OUR  
[03:09:23] SUSTAINABILITY INITIATIVES.  
[03:09:26] THANKS, JANET. NEXT SLIDE. LET'S GET  
[03:09:29] RIGHT INTO IT JUST REALLY QUICKLY. I  
[03:09:31] JUST HAVE A COUPLE OF SLIDES HERE JUST  
[03:09:32] TO GIVE YOU AN OVERVIEW OF THE PROCESS.  
[03:09:34] SO, AGAIN, THIS IS THE FIRST LARGE  
[03:09:36] PROJECT AT THE AIRPORT TO UNDERGO OUR  
[03:09:38] SUSTAINABLE EVALUATION FRAMEWORK  
[03:09:40] PROCESS. IT'S CALLED TIER THREE, WHICH  
[03:09:42] ARE THOSE LARGER PROJECTS. SOMETIMES  
[03:09:44] THEY'RE ABLE TO ACHIEVE SOME KIND OF A  
[03:09:46] CERTIFICATE OR A CERTIFICATION, AND WE  
[03:09:49] EVALUATE THAT FOR THIS PROJECT AS WELL.  
[03:09:51] ESSENTIALLY, THE WAY IT WORKS IS WE  
[03:09:52] ESTIMATE THE SUSTAINABILITY IMPACTS FROM  
[03:09:55] THE PROJECT WITH NO STRATEGIES. THEN WE  
[03:09:57] PUT TOGETHER A GROUP OF EXPERTS IN THE  
[03:10:00] DIFFERENT FIELDS THAT ARE RELEVANT TO  
[03:10:02] THAT PROJECT. IT'S CALLED A SPARK  
[03:10:03] COMMITTEE, AND THEN WE START  
[03:10:04] BRAINSTORMING IDEAS AND STRATEGIES AND  
[03:10:06] OPPORTUNITIES TO REDUCE THOSE IMPACTS.  
[03:10:09] AND THEN WE WORK WITH THE CONSULTING  
[03:10:10] TEAM TO EVALUATE THE COSTS AND BENEFITS  
[03:10:12] OF THOSE STRATEGIES. SO WE DID THAT FOR  
[03:10:14] THIS PROJECT. OUR RECOMMENDATIONS WERE  
[03:10:17] PRESENTED TO SEATAC LEADERSHIP THROUGHOUT  
[03:10:20] THE LAST SUMMER AND FALL, AND THEN WE  
[03:10:22] PRESENTED OUR RECOMMENDATIONS TO THE  
[03:10:24] COMMISSION SUSTAINABILITY, ENVIRONMENT,  
[03:10:25] AND CLIMATE COMMITTEE, THE SEC COMMITTEE  
[03:10:27] LAST FALL. SO THIS WAS, I THINK, JUST A  
[03:10:30] TERRIFIC LEARNING EXPERIENCE. THE SPARK  
[03:10:33] PROCESS BRAINSTORMED OVER 34 DIFFERENT  
[03:10:35] STRATEGIES, AND WE ENDED UP EVALUATING  
[03:10:37] THE COSTS AND BENEFITS FOR THE TOP  
[03:10:38] EIGHT. I'LL SHOW YOU THOSE IN THE NEXT

[03:10:40] SLIDE. SO LET'S JUST START WITH OUR  
[03:10:41] BASELINE. NEXT SLIDE, PLEASE.  
[03:10:45] SO AGAIN, WE INITIALLY START WITH OKAY,  
[03:10:47] WITHOUT INTERVENTION OR ANYTHING. WHAT  
[03:10:49] HAPPENS WHEN WE BUILT THIS PARTICULAR  
[03:10:51] PROJECT? IN THIS CASE, WE INCREASE OUR  
[03:10:53] ENERGY BY ABOUT 210 MBT, WHICH IS JUST A  
[03:10:56] MEASURE OF ENERGY. OUR CARBON INCREASES  
[03:10:58] BY OVER 600 TONS A YEAR, AND OUR SOLID  
[03:11:01] WASTE ALSO INCREASES BY ABOUT 480 TONS,  
[03:11:03] GIVE OR TAKE. SO JUST IN TERMS OF  
[03:11:06] PERCENTAGES, THIS IS ABOUT 3% OF OUR  
[03:11:08] TOTAL ENERGY, OUR TOTAL CARBON, AND EVEN  
[03:11:10] OUR WASTE. THAT MAKES SENSE. SO IN SOME  
[03:11:13] SENSE, IT'S A SMALL PROJECT, BUT IT WAS  
[03:11:14] A REALLY IMPORTANT ONE FOR US TO TRY OUT  
[03:11:16] AND TEST THIS NEW FRAMEWORK PROCESS. WE  
[03:11:19] ALSO RECOGNIZE THAT WOULD BE INCREASED  
[03:11:21] TRANSPORTATION DEMAND FROM OUR  
[03:11:22] EMPLOYEES, WHICH IS AN IMPORTANT PART  
[03:11:24] FOR US. SUSTAINABILITY. WE'RE VERY  
[03:11:26] FOCUSED ON EQUITY AND WHAT IT LOOKS LIKE  
[03:11:27] FOR THE EMPLOYEES. SO WE COULDN'T  
[03:11:30] ESTIMATE WHAT THAT WAS EXACTLY. AND WE  
[03:11:32] ALSO COULDN'T ESTIMATE ANY ADVERSE  
[03:11:34] IMPACTS ON EQUITY, BUT WE WOULD  
[03:11:35] DEFINITELY RECOGNIZE THERE WERE SOME  
[03:11:36] OPPORTUNITIES TO SUPPORT OUR TEN  
[03:11:38] EMPLOYEES AND THINK ABOUT EQUITY IN THAT  
[03:11:40] REGARD, PARTICULARLY WITH RELATIONSHIP  
[03:11:42] TO TRANSPORTATION. SO I THINK THAT WAS  
[03:11:45] JUST AN IMPORTANT PIECE OF THIS NEXT  
[03:11:47] SLIDE, PLEASE. SO HERE'S WHAT HAPPENED  
[03:11:50] AT THE END OF THE DAY AFTER WE WORKED  
[03:11:51] WITH ALL OF THOSE FOLKS AND HAD WHAT I  
[03:11:53] WOULD SAY, LIVELY AND SPIRITED DEBATE ON  
[03:11:55] A NUMBER OF THESE STRATEGIES. THE TAKE  
[03:11:57] HOME MESSAGES. THESE ARE THE TOP EIGHT  
[03:11:59] THAT WE HAD. THE TENANTS HAVE ALL  
[03:12:02] ELECTRIC, HOT WATER AND COOKING.  
[03:12:03] THEY'RE NOT ALLOWED TO USE NATURAL GAS.  
[03:12:05] WE ALSO HAVE WHAT WE CALL FOSSIL FUEL  
[03:12:07] FREE HEATING, WHICH IS BASICALLY HEAT  
[03:12:09] PUMPS ON THE ROOF. AND THIS ALLOWS US TO  
[03:12:12] THE PROJECT IS STILL CONNECTED TO OUR  
[03:12:13] CENTRAL MECHANICAL PLANT, BUT THE  
[03:12:15] CENTRAL MECHANICAL PLANT FOLKS KNOW RUNS  
[03:12:17] ON NATURAL GAS. SO THAT'S ONE OF OUR  
[03:12:19] HIGHEST SCOPE ONE AND SCOPE TWO, CARBON  
[03:12:21] EMISSIONS. AND WHAT THAT MEANS FOR FOLKS  
[03:12:24] THAT ARE FAMILIAR WITH THE SCOPES, THE  
[03:12:26] SCOPE ONE AND TWO, AYE, THE EMISSIONS  
[03:12:28] THAT WE CAN CONTROL AND DIRECTLY OWN.  
[03:12:30] WE'RE NOT TALKING ABOUT SCOPE THREE,  
[03:12:31] WHICH IS THE PLANES AND THE PEOPLE  
[03:12:32] COMING TO AND FROM THE PORT. BUT AGAIN,  
[03:12:34] FOR OUR SCOPE ONE AND TWO, THE FOSSIL  
[03:12:36] FUEL FREE HEATING ALLOWS US TO GET OFF  
[03:12:38] THE CENTRAL MECHANICAL PLANT. WE'RE  
[03:12:40] STILL ATTACHED TO THE CENTRAL MECHANICAL  
[03:12:41] PLANT FOR RESILIENCY PURPOSES AND FOR  
[03:12:43] FUTURE PURPOSES. IF WE'RE ABLE TO GET  
[03:12:46] AWAY FROM USING NATURAL GAS AT THE



[03:12:47] CENTRAL MECHANICAL PLANT, THE FACILITY  
[03:12:49] CAN CONTINUE TO USE THE CENTRAL  
[03:12:51] MECHANICAL PLANT, BUT IT'S NOT RELYING  
[03:12:52] ON IT FOR DAY TO DAY FUNCTIONING. WE  
[03:12:54] ALSO EVALUATED ROOFTOP PHOTOVOLTAICS.  
[03:12:56] THIS IS THE FIRST PROJECT AT THE AIRPORT  
[03:12:58] TO HAVE PV, AND IT TURNED OUT THAT THIS  
[03:13:01] WAS ONE OF THE RECOMMENDATIONS THAT WE  
[03:13:02] PURSUED. THIS HELPS US ALL INCREASE  
[03:13:06] ENERGY LOAD. ONE OF OUR GOALS, OUR  
[03:13:08] CENTURY GENDER GOALS, IS TO MEET  
[03:13:09] INCREASED ENERGY LOAD WITH CONSERVATION,  
[03:13:11] INDO, RENEWABLES, AND THE PHOTOVOLTAICS  
[03:13:13] DEFINITELY HELP US GET THERE. SO  
[03:13:14] OVERALL, ALL OF THESE TOGETHER REDUCE  
[03:13:16] OUR CARBON BY ABOUT 90%. AND AGAIN,  
[03:13:19] MEETING OUR NEW ENERGY LOAD WITH LOW  
[03:13:20] CARBON SOURCES, CONSERVATION AND  
[03:13:22] RENEWABLES, WE CAN MEET ABOUT 47% OF  
[03:13:24] THAT NEW ENERGY LOAD WITH, AGAIN, THE  
[03:13:27] PV. ALSO OUR FOSSIL FUEL FOR HEATING AND  
[03:13:30] RENEWABLES. SO JUST TO TOUCH A MINUTE ON  
[03:13:32] THE EQUITY STRATEGIES HERE, WE WERE ABLE  
[03:13:34] TO GET AN EMPLOYEE BREAK ROOM AS PART OF  
[03:13:37] THE PROJECT, WHICH WAS PHENOMENAL. WE  
[03:13:38] GOT A LOT OF SUPPORT FROM OUR TENANTS.  
[03:13:40] WE HAD HAD AN EMPLOYEE BREAK ROOM IN THE  
[03:13:42] CENTRAL TERMINAL FOR A NUMBER OF YEARS,  
[03:13:44] AND IT HAD TO BE REMOVED BECAUSE WE'RE  
[03:13:47] INCLUDING MORE AIRPORT DINING AND  
[03:13:49] RETAIL. SO THIS WAS A GREAT OPPORTUNITY  
[03:13:51] TO INCLUDE A NEW EMPLOYEE BREAK ROOM.  
[03:13:53] AND THIS LETS EMPLOYEES GET AWAY FROM  
[03:13:54] THE PASSENGERS AND HAVE A BREAK, HAVE  
[03:13:58] THEIR LUNCH AND JUST TAKE A BREATHER.  
[03:14:00] AND THEN ANOTHER REALLY GREAT ASPECT OF  
[03:14:02] THIS WAS WE WERE ABLE TO INCLUDE A NEW  
[03:14:04] FOOD DONATION STORAGE LOCATION. THESE  
[03:14:06] ARE BIG REFRIGERATORS, AND OUR TENANTS  
[03:14:08] AT THE END OF THE DAY HAVE A LOT OF  
[03:14:09] LEFTOVER FOOD. WE ALREADY DO THIS, BUT  
[03:14:11] THE REFRIGERATORS ARE LOCATED ON THE  
[03:14:13] PRESECURITY SIDE OF THE AIRPORT. SO  
[03:14:15] HAVING ONE POST SECURITY JUST HELPS  
[03:14:17] THOSE TENANTS EASILY. PUGET THE FOOD IN  
[03:14:18] THE REFRIGERATORS. OUR LOCAL FOOD BANK,  
[03:14:20] WHICH IS THE DES MOINES FOOD BANK,  
[03:14:22] COMES AND PICKS IT UP AND DELIVERS IT TO  
[03:14:24] FOLKS IN THE COMMUNITY. AND AGAIN,  
[03:14:26] ABOUT 3% INCREASE IN OUR FOOD DONATION  
[03:14:29] PROGRAM. BUT THAT AMOUNTS TO ABOUT  
[03:14:31] 10,000 EXTRA MEALS PER YEAR THAT WE'RE  
[03:14:33] ABLE TO SHARE WITH THE COMMUNITY. SO  
[03:14:35] IT'S REALLY A PHENOMENAL OUTCOME OF  
[03:14:38] THIS. WHEN WE WENT THROUGH AGAIN, THIS  
[03:14:39] WAS ALL DUE TO THE FRAMEWORK. WE'RE ABLE  
[03:14:40] TO BRAINSTORM IDEAS AND JUST ASK  
[03:14:42] QUESTIONS. WE DIDN'T SAY THE PROJECT  
[03:14:44] MUST INCLUDE THIS. WE SAID, CAN IT  
[03:14:46] INCLUDE THIS? AND WHAT WOULD BE THE COST  
[03:14:47] AND BENEFITS OF DOING THAT? SO THE TAKE  
[03:14:50] ON MESSAGE, AGAIN, OUR FIRST COST FOR  
[03:14:51] ALL OF THIS TOGETHER IS ABOUT 11

[03:14:52] MILLION. AND THE TOTAL COST OF OWNERSHIP  
[03:14:54] IS ABOUT 13 MILLION. LAST THING I'LL  
[03:14:57] JUST POINT OUT, JUST A COMMENT ON THIS.  
[03:15:00] THIS PROJECT WILL UNDERGO A  
[03:15:01] SUSTAINABILITY CERTIFICATION UNDER THE  
[03:15:03] LEAD FRAMEWORK. WE'VE DONE LEAD PROJECTS  
[03:15:07] IN THE PAST AT THE AIRPORT. THEY'RE  
[03:15:08] TYPICALLY AT SILVER CERTIFICATION LEVEL.  
[03:15:10] BUT THIS PROJECT BECAUSE WE DID THE  
[03:15:12] SUSTAINABLE EVALUATION FRAMEWORK AND WE  
[03:15:14] HAVE SOME OF THESE ADDITIONAL THINGS  
[03:15:15] LIKE THE HEAT PUMPS AND PHOTOVOLTAICS,  
[03:15:19] WE MAY BE ABLE TO GET TO GOLD. SO I'M  
[03:15:21] PRETTY EXCITED ABOUT THAT AS WELL. THIS  
[03:15:22] WILL BE THE FIRST PROJECT THAT DOES THAT  
[03:15:23] HERE AT THE AIRPORT, SO I'LL STOP THERE.  
[03:15:26] THAT'S THE END OF THE SUSTAINABILITY  
[03:15:28] SLIDES.  
[03:15:34] THANKS, LESLIE. NEXT, I'LL PROVIDE AN  
[03:15:36] UPDATE ON OUR BUDGET AND SCHEDULE. NEXT  
[03:15:39] SLIDE. FIRST UP  
[03:15:42] IS BUDGET, AND I'LL SPEND A LITTLE BIT  
[03:15:44] OF TIME HERE WITH THESE NUMBERS. THE C  
[03:15:47] CONCOURSE EXPANSION PROGRAMS MAJORITY  
[03:15:49] AND INTEREST APPROVED BUDGET IS  
[03:15:51] \$340,000,000, AND SO FAR WE SPENT ABOUT  
[03:15:55] \$9.2 MILLION OF THAT MONEY.  
[03:15:58] OUR ORIGINAL PROGRAM ESTIMATE FROM BACK  
[03:16:00] IN 2019 INCLUDED A RANGE OF UP TO  
[03:16:03] \$510,000,000 SINCE IT WAS ESTABLISHED  
[03:16:06] BEFORE ANY DESIGN WORK WAS PERFORMED.  
[03:16:09] BUT OUR APPROVED PUGET IS \$340,000,000.  
[03:16:12] NOW WE'RE JUST PAST 30% DESIGN, AND  
[03:16:15] WE'RE TRACKING SOME ESTIMATE TRENDS  
[03:16:17] AGAINST THAT BUDGET THAT FIT INTO THREE  
[03:16:19] DIFFERENT CATEGORIES. FIRST IS 10.4  
[03:16:23] MILLION FOR THE SUSTAINABILITY  
[03:16:25] INITIATIVES THAT LESLIE JUST DESCRIBED.  
[03:16:28] OUR ORIGINAL BUDGET INCLUDED FUNDS TO  
[03:16:31] STUDY ALL OF THESE INITIATIVES, BUT IT  
[03:16:33] DIDN'T INCLUDE MONEY TO CONSTRUCT THEM  
[03:16:35] ONCE THEY WERE SELECTED BECAUSE WE  
[03:16:37] REALLY DIDN'T KNOW WHAT SCOPE WAS GOING  
[03:16:38] TO BE INCLUDED. OUR ENVIRONMENTAL TEAM,  
[03:16:41] CAPITAL PROGRAMS, AND PROJECT MANAGEMENT  
[03:16:43] HAVE SINCE ESTABLISHED SOME GUIDANCE FOR  
[03:16:46] INCLUDING A PERCENTAGE IN OUR FUTURE  
[03:16:48] ESTIMATES FOR FUTURE PROJECTS FOR  
[03:16:50] SUSTAINABILITY INITIATIVES, BUT THAT  
[03:16:53] WASN'T IN PLACE WHEN OUR ESTIMATE WAS  
[03:16:54] SET. THE NEXT GROUP HERE, WE'RE TRACKING  
[03:16:58] ABOUT 24 MILLION IN NONDISCRETIONARY  
[03:17:01] CHANGES PERSON SCOPE ITEMS THAT WERE NOT  
[03:17:04] ORIGINALLY ANTICIPATED, BUT THEY'RE  
[03:17:06] NEEDED TO MEET EITHER A REGULATORY  
[03:17:08] REQUIREMENT OR A PORT STANDARD. THIS  
[03:17:11] CATEGORY INCLUDES SCOPE FOR SOME BAGGAGE  
[03:17:15] HANDLING SYSTEM TRANSFER LINE WORK THAT  
[03:17:18] WE'RE GOING TO BE RETURNING TO THE  
[03:17:19] COMMISSION ON APRIL 26 TO AUTHORIZE.  
[03:17:23] AND FINALLY, WE'RE TRACKING ABOUT \$32.6  
[03:17:27] MILLION IN DESIGN DEVELOPMENT AND COST  
[03:17:30] ESCALATION. COST ESCALATION, AS YOU CAN

[03:17:33] IMAGINE, HAS BEEN PARTICULARLY DIFFICULT  
[03:17:36] TO TREND AND PLAN FOR IN RECENT MONTHS.  
[03:17:39] I KNOW WE'VE ALL FELT THAT PINCH LATELY.  
[03:17:41] THIS PROJECT IS FEELING IT HERE AS WELL.  
[03:17:44] SO NOW OUR CURRENT ESTIMATE RANGE JUST  
[03:17:47] PAST 30%. DESIGN IS DIALED IN JUST A BIT  
[03:17:50] MORE TO BE BETWEEN 340,000,420 MILLION.  
[03:17:55] OUR THIRD PARTY AND DESIGN TEAM  
[03:17:57] ESTIMATES THAT WE'VE RECEIVED ARE ALL  
[03:17:59] WITHIN ABOUT 5% OF TURNER CONSTRUCTION'S  
[03:18:01] LATEST ESTIMATE FOR OUR WORK. NOW THE  
[03:18:04] GCCM DELIVERY METHOD IS REQUIRING OUR  
[03:18:08] CONTRACTOR TO HOLD COMPETITIVE BIDDING  
[03:18:10] PROCESSES FOR THEIR MAJOR SUBCONTRACT  
[03:18:11] PACKAGES OF WORK SO THEY WILL GET A  
[03:18:13] MARKET RESPONSE EVERY TIME THEY DID  
[03:18:15] WORK. AND THE PORT ALSO HAS THE OPTION  
[03:18:17] TO TRACK CONTRACTOR MATERIALS AND LABOR  
[03:18:20] WITH A SET NOT TO EXCEED CEILING THAT  
[03:18:23] CAN PROVIDE US WITH ADDITIONAL  
[03:18:24] TRANSPARENCY. NEXT SLIDE.  
[03:18:28] SO HERE'S WHAT WE HAVE FOR CONTINGENCIES  
[03:18:31] TO DEAL WITH THE ITEMS THAT WE HAVE  
[03:18:35] THOSE ESTIMATE TRENDS FOR. WE INCLUDE AN  
[03:18:38] UNALLOCATED PROGRAM CONTINGENCY OF ABOUT  
[03:18:40] \$30 MILLION, AND IT'S NOT LISTED HERE,  
[03:18:43] BUT OUR DESIGN DEVELOPMENT CONTINGENCY  
[03:18:45] IS AROUND 25 MILLION. SO RIGHT NOW WE'RE  
[03:18:48] UPDATING AND WE'RE PRICING OUR CURRENT  
[03:18:50] RISK REGISTER TO HELP US DETERMINE WHAT  
[03:18:53] PORTION OF THOSE CONTINGENCIES WE SHOULD  
[03:18:56] BE USING FOR THE ITEMS THAT WERE LISTED  
[03:18:58] ABOVE AND WHICH PORTION WE NEED TO HANG  
[03:19:01] ON TO FOR ISSUES THAT CAN CROP UP AS WE  
[03:19:04] PROGRESS THE DESIGN AND CONSTRUCTION.  
[03:19:06] WE'RE GOING TO BE BACK LATER THIS YEAR  
[03:19:08] TO BRIEF YOU FURTHER ON THESE TRENDS AND  
[03:19:11] HOW WE'RE TRACKING AGAINST THAT BUDGET.  
[03:19:13] AND OUR COST CERTAINTY IS GOING TO  
[03:19:14] INCREASE AS OUR DESIGN PROGRESSIVE AND  
[03:19:17] AS TURNER BIDS AND BUYS OUT ADDITIONAL  
[03:19:20] PACKAGES OF WORK LIKE THE ONES  
[03:19:24] THAT WE MENTIONED ABOVE IN THOSE  
[03:19:26] PACKAGES, THE TSA RELOCATION STRUCTURE,  
[03:19:30] STEEL, THINGS LIKE THAT. NEXT SLIDE AND  
[03:19:36] OUR LAST SLIDE HERE IS ABOUT PROGRAM  
[03:19:37] SCHEDULE. THE C CONCOURSE EXPANSION  
[03:19:41] PROGRAM ANTICIPATES THAT WE'RE GOING TO  
[03:19:42] MAKE A FEW MORE VISITS TO SEE YOU IN  
[03:19:44] 2022 IN JUST A FEW WEEKS, AS I MENTIONED  
[03:19:48] BEFORE, WE WILL BE BACK TO REQUEST  
[03:19:50] ADDITIONAL AUTHORIZATION FOR FUNDS THAT  
[03:19:52] WE WOULD LIKE TO TRANSFER OVER TO THE  
[03:19:54] BAGGAGE OPTIMIZATION PROGRAM FOR SOME  
[03:19:58] EARLY BAGGAGE TRANSFER LINE WORK THAT  
[03:20:00] THAT PROJECT HAS GRACIOUSLY AGREED TO  
[03:20:02] PERFORM ON OUR BEHALF. LATER IN THE  
[03:20:04] SUMMER, WE'RE GOING TO BE BACK TO  
[03:20:06] REQUEST AUTHORIZATION FOR FUNDS TO  
[03:20:10] AUTHORIZE THE STRUCTURAL STEEL PACKAGE.  
[03:20:13] AND IN SEPTEMBER, WE'RE GOING TO BE BACK  
[03:20:15] FOR ANOTHER PROGRAM BRIEFING. NOW ON  
[03:20:18] SITE, WE PLAN TO MOBILIZE FOR STRUCTURAL

[03:20:21] FOUNDATIONS AND COVID WORK IN JUNE OF  
[03:20:23] THIS YEAR, JUST A COUPLE OF MONTHS, AND  
[03:20:26] THEN LATER ON THIS YEAR, WE WILL START  
[03:20:28] BUILDING OUT THE TSA'S RELOCATED SPACE  
[03:20:31] IN AREAS OUTSIDE OF THE C ONE BUILDING  
[03:20:34] IN THE MAIN TERMINAL. FURTHER OUT,  
[03:20:37] WE'RE GOING TO START STRUCTURAL STEEL  
[03:20:38] ERECTIONS SOMETIME IN THE SECOND QUARTER  
[03:20:40] OF NEXT YEAR. THAT'S ALSO WHEN WE WILL  
[03:20:43] WRAP UP OUR DESIGN AND START NEGOTIATING  
[03:20:46] WHAT WE'RE CALLING THE BIG MAG AND NAIL  
[03:20:49] DOWN PRICE CERTAINTY FOR THE WHOLE  
[03:20:51] PROJECT. NOW, AT THIS EARLY PHASE OF  
[03:20:55] DESIGN, WE DON'T HAVE A FINAL  
[03:20:56] CONSTRUCTION SCHEDULE FROM TURNER  
[03:20:58] CONSTRUCTION, BUT TURNER'S CURRENT  
[03:21:00] SCHEDULE TARGETS PROJECT COMPLETION IN  
[03:21:03] Q, ONE OF 2026 EARLIER THAN THE PORT'S  
[03:21:07] ORIGINAL PROJECT SCHEDULED FOR  
[03:21:09] COMPLETION. THAT'S ABOUT A YEAR LATER IN  
[03:21:12] QUARTER TWO OF 2027.  
[03:21:16] NEXT SLIDE.  
[03:21:20] I DON'T THINK WE NEED THIS ONE YET.  
[03:21:27] THANKS FOR GIVING US AN OPPORTUNITY TO  
[03:21:29] BRIEF YOU ON THIS PROJECT. ARE THERE ANY  
[03:21:30] QUESTIONS?  
[03:21:35] THANK YOU ALL FOR THAT EXCELLENT  
[03:21:37] PRESENTATION. IT'S A REALLY FUN PROJECT.  
[03:21:40] SURE. THERE'S GOING TO BE COMMISSIONER  
[03:21:42] QUESTIONS. SO AT THIS POINT, I SEE  
[03:21:45] COMMISSIONER CHO, YOU RAISE YOUR HAND.  
[03:21:47] WHY DON'T WE JUMP TO YOU? FIRST, REAL  
[03:21:50] QUICK QUESTION. HAVE WE LOOKED INTO OR  
[03:21:53] FOUND OUT IF C CONCOURSE PROJECT QUALIFIES  
[03:21:56] FOR ANY FEDERAL FUNDING FROM THE  
[03:21:58] INFRASTRUCTURE BILL OR BILL [inaudible 03:22:00]  
[03:22:03] WHERE TO PASS? YEAH. I DON'T HAVE ALL  
[03:22:05] THE DETAILS ON WHAT THOSE FOLKS ARE  
[03:22:08] LOOKING AT, BUT I DO KNOW THAT FOLKS  
[03:22:11] HAVE REACHED OUT TO ME TO SEE WHAT KIND  
[03:22:12] OF OPPORTUNITIES WE HAVE.  
[03:22:16] WE HAVEN'T IDENTIFIED A TON OF THEM SO  
[03:22:19] FAR, BUT WE'RE STILL LOOKING AT IT.  
[03:22:22] HAPPY TO GET MORE INFORMATION ON THAT  
[03:22:25] AND COME BACK TO YOU WITH THE THINGS  
[03:22:26] THAT THEY'RE CONSIDERING.  
[03:22:33] YES, THANKS. GOOD QUESTION. SO COME TO  
[03:22:36] YOUR CHOICE. YES, WE HAVE LOOKED AT IT.  
[03:22:38] THERE WERE SOME OPPORTUNITIES, BUT WE  
[03:22:41] LOOKED AT THE OVERALL PROGRAM AND  
[03:22:43] APPLYING FEDERAL FUNDS TO SEE ONE  
[03:22:45] BILLING WILL BE NOT THE BEST OPTION.  
[03:22:47] WE'RE TARGETING OTHER PROJECTS THAT GIVE  
[03:22:50] US A BIGGER CUT OF THAT BILL. FOR  
[03:22:53] EXAMPLE THE SOUTH SATELLITE. SO WHEN  
[03:22:55] AROUND THE NUMBERS WE COULD GET ABOUT  
[03:22:57] 1.6 MILLION FOR THIS PROJECT COMPARED TO  
[03:23:01] 225,000,000 TO SELF [inaudible 03:23:03]. SO WE  
[03:23:03] PREFER TO PUT THE EFFORTS IN A LARGER  
[03:23:06] PROJECT THAN THIS 1200 MILLION. SOUNDS  
[03:23:09] GOOD. OKAY. THANK YOU. I APPRECIATE THAT  
[03:23:12] ANSWER. THAT'S ALL I HAD MR. FELLEMAN.  
[03:23:19] YEAH. THANK YOU. I HAD TWO QUESTIONS FOR

[03:23:23] LESLIE. ONE WAS WHEN YOU SPEAK OF OUR  
[03:23:26] NATURAL GAS CONSUMPTION I THOUGHT WE  
[03:23:29] WERE ALL EXCITED ABOUT OUR RNG BEING  
[03:23:34] A GOOD SOURCE OF KIND OF GAS.  
[03:23:38] WELL AT THE SAME TIME IT DOESN'T LAST  
[03:23:40] FOREVER SO HELP ME UNDERSTAND YOUR  
[03:23:45] THINKING THERE. WHAT IS IT, A 30 YEAR  
[03:23:46] CONTRACT? IT'S A TEN YEAR CONTRACT. SO  
[03:23:50] YEAH, IT WOULD BE EARLY 30, 31, 2031  
[03:23:53] SOMETHING IN THERE AND IT IS AS YOU KNOW  
[03:23:56] A LOT MORE EXPENSIVE THAN OUR FOSSIL  
[03:23:58] BASED NATURAL GAS. SO WE DID USE THAT AS  
[03:24:00] A BASELINE WHEN WE WERE CALCULATING OUR  
[03:24:02] BASELINE ESTIMATES FOR THE PROJECT  
[03:24:05] BECAUSE WE KNOW WE'RE GOING TO HAVE TO  
[03:24:06] USE 50% OF THAT GAS AND WHATEVER NEW  
[03:24:07] BUILDINGS WE BUILD SO THAT WILL INCREASE  
[03:24:09] OUR COSTS. THAT WAS OUR BASELINE AND  
[03:24:12] THEN FOR THE MOVING TO THE FOSSIL FREE  
[03:24:14] FUEL, HEATING THE HEAT PUMPS, GETTING  
[03:24:16] OFF AND REDUCING THAT NATURAL GAS HELPS  
[03:24:18] BRING DOWN THAT TOTAL COST OF OWNERSHIP  
[03:24:19] BECAUSE OUR NATURAL GAS USING THE  
[03:24:21] RENEWABLE NATURAL GAS CONTRACT IS VERY  
[03:24:23] EXPENSIVE. THAT'S HOW WE THOUGHT ABOUT  
[03:24:25] IT. BUT I DO KNOW THAT KING  
[03:24:30] COUNTY THAT'S A GAS CONTRACT WITH  
[03:24:33] CALIFORNIA IS GOING TO BE COMING DUE. I  
[03:24:35] HOPE WE CAN TALK ABOUT GETTING A  
[03:24:37] COMPETITIVE BID ON THAT ONE. THE OTHER  
[03:24:39] ONE WAS FOR YEARS I WAS TELLING LET'S  
[03:24:42] PUT SOLAR CELLS ON THE ROOF AT THE  
[03:24:43] AIRPORT. I WAS TOLD WELL WE CAN'T DO  
[03:24:45] THAT BECAUSE OF REFLECTIONS AND THINGS  
[03:24:47] LIKE THIS AND CHARLESTON HAD DONE IT.  
[03:24:50] SO TELL ME WHAT DID WE LEARN? HOW ARE WE  
[03:24:52] GOING TO DO THIS WITHOUT BLINDING  
[03:24:54] PILOTS? WELL THERE ARE MODELS THAT OUR  
[03:24:56] CONSULTANTS CAN RUN TO MAKE SURE THAT  
[03:24:57] THE GLARE DOESN'T IMPACT THE PILOTS IN  
[03:24:59] AN ADVERSE MANNER AND THAT'S WHAT THEY  
[03:25:01] RAN IN THIS AND FOUND THAT THERE WAS NO  
[03:25:02] PROBLEM. I THINK YOU ARE SEEING MORE  
[03:25:04] PHOTOVOLTAICS AT DIFFERENT AIRPORTS  
[03:25:06] BECAUSE WE'RE IN AN ERA WHERE WE NEED TO  
[03:25:07] HAVE MORE RENEWABLE ENERGY. SO I THINK  
[03:25:09] IN THIS CASE THAT WAS WHAT WAS  
[03:25:11] DIFFERENT. WE RAN THE MODELS. I THINK  
[03:25:13] ALSO BECAUSE THE FRAMEWORK IS A  
[03:25:14] TRANSPARENT PROCESS AND VALUE  
[03:25:17] ENGINEERING WE ALL KNOW THAT THE  
[03:25:20] PHOTOVOLTAICS DON'T PAY BACK. I'VE  
[03:25:22] SHARED THAT WITH YOU HERE. SO IN A  
[03:25:24] TRADITIONAL WAY WHEN WE DO THE PROJECT  
[03:25:26] THE PRICE OF THE PROJECT WOULD BE ALWAYS  
[03:25:28] THE BOTTOM LINE DOLLARS AND REDUCING  
[03:25:29] THOSE BOTTOM LINE DOLLARS BUT BECAUSE OF  
[03:25:31] THE FRAMEWORK AND BECAUSE OF THE  
[03:25:33] LEADERSHIP OF THE PORT WE'VE DECIDED WE  
[03:25:35] WANT TO MAKE THOSE DECISIONS IN A MORE  
[03:25:37] TRANSPARENT MANNER. AND I THINK THAT  
[03:25:38] THAT WAS THE DIFFERENCE HERE WAS THAT WE  
[03:25:40] BROUGHT THIS TO THE AIRPORT LEADERSHIP,

[03:25:43] INCLUDING LANCE, WHO SAID, YEP, WE  
[03:25:44] REALLY WANT TO PURSUE SOLAR AND SEE WHAT  
[03:25:46] THAT LOOKS LIKE. AND THEN WHEN WE TOOK  
[03:25:48] IT TO THE SAC COMMITTEE, BOTH  
[03:25:50] COMMISSIONER WERE VERY SUPPORTIVE. AND  
[03:25:52] EVEN COMMISSIONER STEINBRUECK NOTED NOT  
[03:25:53] ONLY DID THEY WANT TO SUPPORT THAT, BUT  
[03:25:56] HE RECOGNIZED THE RESILIENCY PIECE OF  
[03:25:58] IT, THAT IN THE FUTURE, WE'RE GOING TO  
[03:26:00] BE MOVING IN A LOW CARBON FUTURE FOR US.  
[03:26:02] LOOKS LIKE ONE WHERE WE HAVE A LOT MORE  
[03:26:04] ELECTRICITY. AND WE DON'T KNOW WHAT THAT  
[03:26:06] FUTURE DEMAND IS GOING TO LOOK LIKE OR  
[03:26:07] HOW THAT'S GOING TO INFLUENCE OUR GRID.  
[03:26:09] BUT IT MAKES SENSE FROM A RESILIENCY  
[03:26:10] STANDPOINT TO HAVE SOME PHOTOVOLTAICS  
[03:26:13] FOR SURE WOULD SUPPORT THAT AND BE ABLE  
[03:26:15] TO GENERATE SOME ELECTRICITY ON OUR  
[03:26:16] SITE. I APPRECIATE THE POINT ABOUT  
[03:26:20] DEMAND BECAUSE THIS IS ONE OF THE THINGS  
[03:26:21] THAT I WAS A LITTLE FRUSTRATED ABOUT.  
[03:26:23] WE ALWAYS SAY THAT WE HAD A LOW CARBON  
[03:26:26] GRID. SO THEN THE NET BENEFIT OF HAVING  
[03:26:28] SOLAR WAS ONLY SO MUCH. BUT WHAT I DID  
[03:26:31] JUST LEARNED WAS THE RIVER,  
[03:26:35] IT DOESN'T GO FOREVER. RIGHT. AND I  
[03:26:37] UNDERSTAND THAT HYDRO IS NOT CONSIDERED  
[03:26:39] A RENEWABLE RESOURCE. IS THAT IN THE  
[03:26:42] STATE POLICY? YES, THAT IS THE CASE.  
[03:26:46] WASHINGTON STATE DOES NOT INCLUDE  
[03:26:47] HYDROPOWER IN ITS DEFINITION OF  
[03:26:49] RENEWABLE ENERGY. AND THAT, AGAIN, IS  
[03:26:51] SOMETHING THAT WE WOULD HAVE TO GRAPPLE  
[03:26:53] WITH HERE IF WE SAY OUR GOAL IS TO MEET  
[03:26:55] ALL INCREASED ENERGY LOAD WITH  
[03:26:56] CONSERVATION AND OR RENEWABLES. AND WE  
[03:26:59] MOVE FROM EVEN THOUGH IT'S RENEWABLE  
[03:27:01] NATURAL GAS, EVEN THOUGH IT'S ONLY HALF.  
[03:27:03] AND THAT IS A VERY LIMITED RESOURCE.  
[03:27:04] RENEWABLE NATURAL GAS IS VERY LIMITED.  
[03:27:06] WE CAN'T COUNT ON THAT FOR THE LONG  
[03:27:07] TERM. WE MOVE TO ELECTRICITY THAT'S FROM  
[03:27:09] HYDRO. HOW DOES THE PORT  
[03:27:12] WANT TO THINK ABOUT THAT? WE KNOW HOW  
[03:27:14] WASHINGTON STATE THINKS ABOUT THAT, BUT  
[03:27:16] WE HAVEN'T REALLY ADDRESSED THAT AS AN  
[03:27:18] ORGANIZATION. WELL, I DO BELIEVE IT DOES  
[03:27:21] PUT WIND IN THE SALES FOR DOING THINGS  
[03:27:23] THAT GENERATE ELECTRICITY AT LEAST THAT  
[03:27:25] MUCH. AND MAYBE WIND IN THE SALES WASN'T  
[03:27:27] THE RIGHT ANALOGY, BUT I'LL LEAVE IT AT  
[03:27:30] THAT. THANK YOU SO MUCH FOR PENCILING IT  
[03:27:31] OUT AND LANDSCAPE LEADERSHIP ON THAT AS  
[03:27:33] WELL. SO I APPRECIATE IT. THANK YOU.  
[03:27:37] THANK YOU. COMMISSIONER FELLEMAN, ANY  
[03:27:38] OTHER QUESTIONS FROM COMMISSIONERS?  
[03:27:44] I'M EXCITED TO HEAR WE'RE GOING TO KEEP  
[03:27:45] GETTING UPDATES ON THIS PROJECT BECAUSE  
[03:27:47] IT IS A TRUE SIGNATURE PROJECT, AND I'M  
[03:27:50] REALLY EXCITED YOU JUST WISH THE  
[03:27:53] TIMELINE WAS SOONER, BUT I KNOW HOW  
[03:27:56] CHALLENGING THESE ARE, AND WE WANT TO DO  
[03:27:58] IT RIGHT. ALL RIGHT.

[03:28:00] WITH THAT, WE AYE. GOING TO TURN TO OUR  
[03:28:03] FINAL ITEM OF THE DAY. AND AGAIN,  
[03:28:05] CLERK HART, CAN YOU PLEASE READ THAT INTO  
[03:28:07] THE RECORD? YES. AND COMMISSIONER,  
[03:28:09] PRESIDENT CALKINS, I BELIEVE  
[03:28:10] COMMISSIONER MOHAMED HAD HER HAND UP  
[03:28:12] THERE. OH, I'M SO SORRY, MS. MOHAMED. I  
[03:28:14] DIDN'T SEE IT. THANK YOU, CLERK HART.  
[03:28:17] PRESIDENT RYAN CALKINS. I DIDN'T HAVE  
[03:28:20] ANY QUESTIONS BUT I JUST DID WANT TO  
[03:28:21] THANK THE TEAM FOR THE PRESENTATION AND  
[03:28:24] JUST SAY THAT I THINK THE MOST EXCITING  
[03:28:27] PARTS ABOUT THIS PROJECT IS THE ABILITY  
[03:28:29] TO HAVE MORE BUSINESSES AT OUR AIRPORT  
[03:28:32] AND THE ENVIRONMENTAL SUSTAINABILITY  
[03:28:34] OPPORTUNITIES THAT WE HAVE. AND SO I  
[03:28:37] JUST WANTED TO GIVE MY GRATITUDE.  
[03:28:42] GREAT. OKAY. THANK YOU. GO AHEAD. THANK  
[03:28:45] YOU. THIS IS AGENDA ITEM ELEVEN. D YOUTH  
[03:28:47] INTERNSHIP PROGRAMS UPDATE COMMISSIONER,  
[03:28:53] THE SUCCESS OF OUR INTERNSHIP PROGRAM IS  
[03:28:55] IN LARGE PART DUE TO BOTH YOUR  
[03:28:57] LEADERSHIP AND THROUGH THE TIRELESS  
[03:28:59] EFFORTS OF OUR NEXT PRESENTER, AMBER AND  
[03:29:01] WILSON. THIS PRESENTATION WILL FOCUS ON  
[03:29:05] THE EMERGING TALENT INTERNSHIP PROGRAM.  
[03:29:07] IT'S 2021 OUTCOMES, IT'S 2022 PLANS,  
[03:29:11] WHICH INCLUDES WORK AND TRIBAL PARTNERS,  
[03:29:14] AND A STRATEGIC ALIGNMENT WITH POLICY  
[03:29:16] AND ORGANIZATIONAL GOALS OUTLINED IN THE  
[03:29:18] EQUITY MOTION WORKFORCE DEVELOPMENT  
[03:29:20] POLICY DIRECTIVE, AS WELL AS THE  
[03:29:22] REGIONAL CAREER CONNECTED LEARNING  
[03:29:24] STRATEGY. SO WITH THAT, I'M GOING TO  
[03:29:26] TURN OVER OUR PRESENTER, AMBER AND  
[03:29:27] WILSON. EMERGING TALENT MANAGER.  
[03:29:29] AMBERN, GOOD TO SEE YOU. HELLO. THANK  
[03:29:32] YOU SO MUCH. STEVE, CAN YOU HEAR ME?  
[03:29:36] YES. OKAY, WONDERFUL. THANK YOU SO MUCH.  
[03:29:39] EXECUTIVE DIRECTOR METRUCK AND  
[03:29:42] COMMISSIONER, MY NAME IS AMBER AND  
[03:29:44] WILSON. I USE SHE HER PRONOUNS. I AM THE  
[03:29:47] EMERGING TALENT MANAGER FOR HUMAN  
[03:29:49] RESOURCES AT THE PORT OF SEATTLE, AND I  
[03:29:52] AM CALLING IN TODAY FROM MY HOME  
[03:29:55] ON STILLAGUAMISH LAND. I AM  
[03:29:59] WEARING A SURETY TO RAISE AWARENESS  
[03:30:02] OF MISSING AND MURDERED INDIGENOUS  
[03:30:04] WOMEN, GIRLS, AND TWO SPIRITS, WHICH IS  
[03:30:07] AN ISSUE RAISED BY MY INTERNS THAT LET  
[03:30:11] ME KNOW THAT THIS IS VERY IMPORTANT TO  
[03:30:14] THEM AND THAT SEATTLE HAS ONE OF THE  
[03:30:17] HIGHEST NUMBERS OF MISSING AND MURDERED  
[03:30:19] INDIGENOUS PEOPLE IN THE NATION. SO IT'S  
[03:30:21] SOMETHING TO RAISE AWARENESS OF BEFORE  
[03:30:23] WE GET STARTED.  
[03:30:26] SO IF YOU KNOW ME WELL, I LIKE TO START  
[03:30:30] WITH GRATITUDE. AND TODAY I JUST WANT  
[03:30:33] TO EXPRESS GRATITUDE TO THE VOTERS OF  
[03:30:36] KING COUNTY THAT MAKE IT POSSIBLE FOR ME  
[03:30:38] TO SAY, COMMISSIONER MOHAMED, WELCOME TO  
[03:30:42] THE PORT.  
[03:30:51] NEXT SLIDE, PLEASE.

[03:30:56] THANK YOU. AUBREE, TODAY I AM GOING TO  
[03:30:59] TALK TO YOU ABOUT THE EMERGING TALENT,  
[03:31:02] OUR GOALS, OUR STRATEGIC GOALS, A LITTLE  
[03:31:05] BACKGROUND ON OUR PROGRAM. I KNOW  
[03:31:07] COMMISSIONERS MOHAMED AND HASAGAWA HAVE  
[03:31:10] NOT BEEN HERE SINCE THE 2015 MOTION  
[03:31:14] AND SEEING KIND OF ALL THE CHANGES THAT  
[03:31:17] WE'VE MADE OVER THE LAST FEW YEARS. SO  
[03:31:18] I'LL GIVE A BACKGROUND ON THAT. I'LL  
[03:31:21] TALK ABOUT OUR PARTNER RECOMMENDATIONS,  
[03:31:23] THINGS THAT ARE IMPORTANT TO OUR  
[03:31:25] COMMUNITY PARTNERS, AND THEN WE'LL TALK  
[03:31:28] ABOUT HOW WE DID IN 2021 AND WHAT TO  
[03:31:30] EXPECT IN 2022. I WANT TO RECOGNIZE ALSO  
[03:31:33] THAT WHEN I AM TEACHING OUR  
[03:31:37] INTERNS ABOUT LEADERSHIP AT THE PORT,  
[03:31:40] WE ALWAYS START WITH THE VALUES. AND SO  
[03:31:42] I'VE PUT OUR VALUES UP HERE ON THIS  
[03:31:44] SLIDE. RESPECT, ANTIRACISM AND EQUITY  
[03:31:48] INTEGRITY, STEWARDSHIP AND EXCELLENCE.  
[03:31:51] AND OUR PROGRAMMING IS BUILT ON THE  
[03:31:54] PORT OF SEATTLE VALUES. AND AS  
[03:31:57] MR. METRUCK MENTIONED, THE EQUITY MOTION  
[03:32:00] AND THE WORKFORCE DEVELOPMENT POLICY  
[03:32:02] DIRECTIVE, AS WELL AS STRATEGIC GOALS  
[03:32:05] FOR THE PORT. AUBREE, CAN YOU TAKE ME TO  
[03:32:08] THE NEXT SLIDE, PLEASE. I'M GOING TO  
[03:32:10] TAKE A DEEP BREATH BECAUSE I'M EXCITED,  
[03:32:12] YOU GUYS, AND I'M STARTING TO TALK FAST.  
[03:32:13] SO JUST OKAY,  
[03:32:19] HERE WE GO. THESE AYE  
[03:32:22] OUR STRATEGIC GOALS IN EMERGING TALENT.  
[03:32:25] AND WHAT I'M EXCITED ABOUT WITH  
[03:32:29] THESE RESHAPING OF OUR STRATEGIC GOALS  
[03:32:31] IS THAT THEY ARE DIRECTLY RELATED TO THE  
[03:32:34] COMMUNITY PRIORITIES FROM A PROCESS I  
[03:32:36] WILL TALK TO YOU A LITTLE BIT ABOUT  
[03:32:38] LATER CALLED THE YOUTH EXPERTS PANEL,  
[03:32:42] WHERE WE DID A COMMUNITY OUTREACH AND  
[03:32:45] TALK TO OUR PARTNERS AND FORMER INTERNS  
[03:32:47] ABOUT WHAT WAS IMPORTANT TO THEM. THESE  
[03:32:49] VALUES AND PRIORITIES OF THE COMMUNITY  
[03:32:52] DIRECTLY ALIGN WITH EMERGING TALENT  
[03:32:56] STRATEGIC FOCUS FOR 2022. AND THAT IS  
[03:32:59] NUMBER ONE, WE RAISE AWARENESS AND  
[03:33:02] DEVELOP TALENT FOR PORT OF SEATTLE  
[03:33:04] CAREERS. AND WE DO THAT WITH AN EQUITY  
[03:33:07] FOCUS. WE WANT TO ENSURE THAT OUR  
[03:33:09] PROGRAMS AND PROCESSES ARE EQUITABLE FOR  
[03:33:12] COMMUNITIES FURTHEST FROM OPPORTUNITY.  
[03:33:15] AND THEN ALSO, IF YOU REMEMBER ANYTHING  
[03:33:18] FROM THIS PRESENTATION TODAY, IT IS THE  
[03:33:19] IMPORTANCE OF QUALITY OVER QUANTITY.  
[03:33:23] AND SO THAT IS A STRATEGIC GOAL HERE,  
[03:33:26] THAT WE WILL FOCUS ON HIGH QUALITY,  
[03:33:29] INCLUSIVE PROGRAMMING. AND THAT IS  
[03:33:31] SOMETHING THAT OUR COMMUNITY PARTNERS  
[03:33:33] ASKED US FOR AS WELL. AND FINALLY,  
[03:33:35] SOMETHING I KNOW THAT IS VERY IMPORTANT  
[03:33:37] TO MY DIRECTOR, KATIE GERARD, IS  
[03:33:40] DEMONSTRATING OUTCOMES, MAKING SURE THAT  
[03:33:43] WE ARE COLLECTING DATA AND ABLE TO  
[03:33:46] DEMONSTRATE THE RETURN ON INVESTMENT OF



[03:33:48] THESE PROGRAMS AND WHAT THE ACTUAL  
[03:33:50] OUTCOMES ARE, NOT THE INPUTS, BUT THE  
[03:33:53] OUTCOMES. AND SO THESE ARE OUR GOALS FOR  
[03:33:56] 2022 FOR EMERGING TALENT AND AUBREE,  
[03:34:00] YOU CAN GO TO THE NEXT SLIDE, PLEASE.  
[03:34:05] THE OTHER THING I WANTED TO TALK ABOUT  
[03:34:07] IS THAT WE DON'T JUST DO INTERNSHIPS  
[03:34:12] IN HR WITH EMERGING TALENT. WE ALSO HAVE  
[03:34:15] VETERAN FELLOWSHIPS. AND IN FACT, TODAY  
[03:34:18] WE WILL BE POSTING THREE NEW  
[03:34:20] OPPORTUNITIES FOR TRANSITIONING VETERAN  
[03:34:23] ACTIVE SERVICE MEMBERS TRANSITIONING OUT  
[03:34:25] OF THE SERVICE AND LOOKING FOR THEIR  
[03:34:28] FIRST JOB IN THE CIVILIAN SECTOR. AND WE  
[03:34:31] WILL BE POSTING THOSE THREE NEW  
[03:34:33] OPPORTUNITIES TODAY. SO THIS SHOWS YOU  
[03:34:37] THAT THROUGHOUT THE YEAR, WE HIRE 20  
[03:34:40] HIGH SCHOOL INTERNS. IN THE WINTER, WE  
[03:34:42] HIRE THREE VETERAN FELLOWS AND ABOUT  
[03:34:45] FIVE POST SECONDARY THAT'S YOUR COLLEGE  
[03:34:47] OR CERTIFICATE EARNING INTERNS IN THE  
[03:34:50] SPRING. IN THE SUMMER, WE'VE GOT OUR BIG  
[03:34:52] POPULATION, ABOUT 40 HIGH SCHOOL AND 40  
[03:34:54] POST SECONDARY INTERNS. AND THEN IN THE  
[03:34:57] FALL, THREE NEW VETERANS FELLOWS AND AN  
[03:34:59] ADDITIONAL TEN OR SO POST SECONDARY  
[03:35:02] INTERNS. WE ARE YEAR ROUND OPERATIONS.  
[03:35:05] THIS IS NOT JUST SUMMER ANYMORE. THIS IS  
[03:35:07] THE WAY THE PORT OF SEATTLE DOES  
[03:35:09] BUSINESS. YEAR ROUND INTERNS AND FELLOWS  
[03:35:13] ARE HELPING THE PORT OF SEATTLE WITH OUR  
[03:35:16] OPERATIONS. AND THAT, TO ME, IS REALLY,  
[03:35:19] REALLY FANTASTIC. IT REALLY SHOWS THE  
[03:35:22] IMPACT THAT OUR PARTICIPANTS CAN HAVE ON  
[03:35:26] THE PORT OF SEATTLE. AUBREE, YOU CAN GO  
[03:35:28] TO THE NEXT SLIDE, PLEASE.  
[03:35:31] OKAY, HERE'S THE GOOD STUFF.  
[03:35:35] SINCE 2015,  
[03:35:38] WE'VE DOUBLED OUR POST SECONDARY  
[03:35:40] INTERNSHIP OPPORTUNITIES, AND WE'VE  
[03:35:42] GROWN OUR HIGH SCHOOL INTERNSHIP  
[03:35:44] OPPORTUNITIES TEN TIMES OVER. NOW,  
[03:35:47] COMMISSIONER CALKINS CHO FELLEMAN, YOU  
[03:35:50] MAY BE WONDERING, USUALLY THIS  
[03:35:51] BACKGROUND SLIDE HAS THAT CHART THAT  
[03:35:53] SHOWS THE NUMBERS GOING UP, UP, AND AND  
[03:35:55] UP AND UP. I'VE TAKEN THAT OUT BECAUSE I  
[03:35:58] DON'T WANT TO FOCUS ON QUANTITY OF THE  
[03:36:01] INPUTS OF HOW MANY INTERNS ARE COMING IN  
[03:36:04] THE DOOR. I WANT TO FOCUS ON THE QUALITY  
[03:36:07] OF OUR PROGRAMMING, THE QUALITY OF THE  
[03:36:09] IMPACT TO THE YOUTH WHO PARTICIPATE IN  
[03:36:11] OUR PROGRAM, AND THE QUALITY OF WHAT WE  
[03:36:14] AT THE PORT RECEIVE AS EMPLOYEES WORKING  
[03:36:17] WITH THESE YOUTH AND GETTING TO HEAR  
[03:36:19] THEIR IDEAS, GETTING THEIR ENERGY. AND  
[03:36:22] SO I'VE NOT FOCUSED ON THIS CONSTANT  
[03:36:26] IDEA OF GROWTH OF INTERNS. IT IS ABOUT  
[03:36:28] QUALITY PROGRAMMING. SO SINCE 2015,  
[03:36:31] YES, WE'VE GROWN THE NUMBER. WE INVEST  
[03:36:34] IN A LOT MORE YOUTH COMING IN, ABOUT 10%  
[03:36:37] OF OUR WORKFORCE NOW COMING IN OUR  
[03:36:41] INTERNS. WE ALSO OFFER OPPORTUNITIES

[03:36:45] ACROSS THE CAREER CONNECTED LEARNING  
[03:36:47] CONTINUUM. SO IT'S NOT JUST INTERNSHIPS,  
[03:36:49] THERE'S ENGAGEMENT OPPORTUNITIES.  
[03:36:51] THERE'S LEARNING OPPORTUNITIES FOR  
[03:36:53] PARENTS. WE OFFER ALL OF OUR INTERNSHIPS  
[03:36:56] ARE PAID, AND THE MAJORITY OF THEM ARE  
[03:36:59] CREDIT EARNING. AND THAT IS SO VALUABLE  
[03:37:01] FOR STUDENTS TO NOT ONLY HAVE A PAID  
[03:37:04] GIG, BUT ALSO GET THAT .5 CREDIT THAT  
[03:37:07] GOES ALONG WITH IT FOR THEIR CLASS.  
[03:37:10] AGAIN, HIGH QUALITY PROJECT BASED  
[03:37:13] INTERNS. THESE INTERNSHIPS ARE NOT  
[03:37:15] SCANNING AND FILING. THEY ARE WORKING  
[03:37:19] WITH TEAM MEMBERS WITH PORT EMPLOYEES ON  
[03:37:22] PROJECTS THAT ARE IMPORTANT TO THE PORT  
[03:37:24] MOVING FORWARD, THE PRESENTATION YOU SAW  
[03:37:27] FROM DON HUNTER AND JANET CHAIR AND  
[03:37:29] LESLIE STANTON JUST NOW, THERE ARE  
[03:37:30] LIKELY INTERNS SUPPORTING NETWORK OVER  
[03:37:33] THE NEXT FEW YEARS, RIGHT?  
[03:37:37] WHAT WE ALSO DID THIS WAS IN 2020,  
[03:37:41] WE HIRED A YOUTH EXPERTS PANEL. SO WE  
[03:37:43] HAD A CONSULTANT, MICHAELLE BAILEY,  
[03:37:47] MEET WITH ALL OF OUR COMMUNITY PARTNERS  
[03:37:50] AND CONDUCT SEVERAL INTERVIEWS WITH  
[03:37:52] FORMER INTERNS TO FIND OUT WHAT WE COULD  
[03:37:55] BE DOING BETTER, WHAT WE'RE DOING WELL,  
[03:37:57] WHAT WE SHOULD BE DOING LESS OF, WHAT WE  
[03:37:59] SHOULD BE DOING MORE OF AND REALLY  
[03:38:01] INCORPORATE COMMUNITY FEEDBACK INTO THE  
[03:38:04] DESIGN AND EVALUATION OF OUR PROGRAM.  
[03:38:07] AND I THINK THAT THAT TOOK US FROM  
[03:38:09] EQUITABLE ACCESS TO MORE EQUITABLE  
[03:38:12] PROGRAMMING. AS I SHOWED IN A PREVIOUS  
[03:38:15] SLIDE, WE'VE GOT YEAR ROUND  
[03:38:17] OPPORTUNITIES. NOW, THIS IS NOT JUST A  
[03:38:19] SUMMER PROGRAM ANYMORE. THIS IS PART OF  
[03:38:22] THE REGULAR OPERATIONS OF THE PORT OF  
[03:38:24] SEATTLE. WE'VE ALSO, OVER THE LAST  
[03:38:27] COUPLE OF YEARS IN PARTICULAR,  
[03:38:29] REDESIGNED THE PROGRAM, FIRST TO BE  
[03:38:31] VIRTUAL FROM IN PERSON, AND NOW THIS  
[03:38:34] YEAR TO BE HYBRID. SO WE ARE INNOVATING  
[03:38:38] AND DESIGNING THE FUTURE OF WORK AS WE  
[03:38:41] LOOK AT HOW THESE PEOPLE CAN ENGAGE WITH  
[03:38:44] THE PORT OF SEATTLE, HOW THEY WILL DO  
[03:38:46] INTERNSHIPS. NOW WE ARE LOOKING AT A  
[03:38:49] HYBRID MODEL FOR THE FIRST TIME THIS  
[03:38:50] YEAR. AND THEN THE FOCUS, OF COURSE,  
[03:38:53] FOR EVERYTHING THAT WE'VE BEEN DOING IS  
[03:38:56] INCREASING THE EQUITY AND DIVERSITY OF  
[03:38:59] BOTH OUR PROGRAMS AND OF OUR PROCESSES.  
[03:39:03] SINCE 2015, WE HAVE TRANSFORMED THE WAY  
[03:39:06] WE DO OUTREACH, THE WAY YOUTH APPLY,  
[03:39:10] THE SELECTION PROCESS, THE ONBOARDING  
[03:39:13] PROCESS. WE'VE TRANSFORMED THE PROGRAM  
[03:39:16] DESIGN AND EVALUATION AND ARE NOW  
[03:39:19] WORKING ON HOW WE ENGAGE WITH ALUMNI TO  
[03:39:22] GET THEM BACK INTO THOSE PORT OF SEATTLE  
[03:39:24] JOBS, BECAUSE I KNOW COMMISSIONER  
[03:39:27] MOHAMED, WE'VE TALKED ABOUT THE  
[03:39:28] IMPORTANCE OF THAT PIPELINE, AND SO WE  
[03:39:31] ARE NOW WORKING ON THAT. SO WE HAVE

[03:39:33] REDESIGNED AND TRANSFORMED THESE  
[03:39:35] PROGRAMS YEAR OVER YEAR TO CONTINUE TO  
[03:39:39] FOCUS ON EQUITY, DIVERSITY, AND HIGH  
[03:39:41] QUALITY PROGRAMS. I'M REALLY SUPER PROUD  
[03:39:44] OF THE WORK THAT MY TEAM AND HR HAS DONE  
[03:39:48] ON THIS SINCE 2015.  
[03:39:52] AUBREE, YOU CAN GO TO THE NEXT SLIDE,  
[03:39:54] PLEASE.  
[03:40:00] WHEN I TALK ABOUT OUR COMMUNITY PARTNER  
[03:40:02] AND THAT YOUTH EXPERTS PANEL, THIS IS  
[03:40:04] KIND OF LIKE A REPORT CARD. I THINK  
[03:40:07] MAYBE I'D GIVE US A B. THIS IS  
[03:40:10] THESE ARE THE REQUESTS THAT OUR  
[03:40:12] COMMUNITY PARTNERS HAVE FOR US.  
[03:40:15] WE HAD A LOT OF DIFFERENT PROCESSES THAT  
[03:40:17] THEY WERE CONFUSED ABOUT THAT WE DIDN'T  
[03:40:20] HAVE FORMALIZED OR DOCUMENTED. AND THEY  
[03:40:22] SAID, WE NEED YOU TO DO THIS RIGHT. WE  
[03:40:24] NEED YOU TO FORMALIZE AND DOCUMENT THESE  
[03:40:26] PROCESSES. AND WE ARE IN PROCESS OF  
[03:40:29] THAT. IF IT HAS A LITTLE GREEN CHECK  
[03:40:31] NEXT TO IT, THAT MEANS WE'VE DONE IT.  
[03:40:33] WE'VE FORMALIZED THE PROCESS AND WE'VE  
[03:40:36] WRITTEN IT DOWN AND COMMUNICATED IT WITH  
[03:40:38] OUR PARTNERS. IF IT HAS A LITTLE BOX  
[03:40:40] NEXT TO IT, THAT MEANS WE ARE STILL  
[03:40:42] WORKING ON IT. THEY ALSO ASKED US TO  
[03:40:45] INCREASE COMMUNICATIONS IN A NUMBER OF  
[03:40:48] WAYS. ONE OF THE THINGS THEY MENTIONED  
[03:40:50] WAS INCREASED COMMUNICATION. AS AN  
[03:40:52] INCREASE THE LANGUAGES THAT YOU'RE USING  
[03:40:55] TO TALK TO US. WE NOW HAVE OUR OUTREACH  
[03:40:58] MATERIALS TRANSLATED INTO FIVE DIFFERENT  
[03:41:00] LANGUAGES ONLINE. WE'RE HOLDING VIRTUAL  
[03:41:03] OUTREACH SESSIONS IN ENGLISH AND SPANISH  
[03:41:06] WEEKLY THROUGHOUT THIS ENTIRE MONTH.  
[03:41:09] AND WE'VE GOT TWO DIFFERENT YOUTH  
[03:41:12] DEVELOPED OUTREACH STRATEGIES IN  
[03:41:14] MULTIPLE LANGUAGES PUBLISHED ON OUR  
[03:41:16] WEBSITE AS WELL. WE NOW HAVE QUARTERLY  
[03:41:20] ENGAGEMENT WITH YOUTH FROM ACROSS THE  
[03:41:22] REGION AND MONTHLY MEETINGS WITH OUR  
[03:41:24] COMMUNITY PARTNERS SO THAT THEY CAN STAY  
[03:41:27] UP ON OUR PROCESSES AND WE CAN GET SOME  
[03:41:29] GREAT SUGGESTIONS AND FEEDBACK FROM THEM  
[03:41:31] AS WELL. I HAVE DRAFTED THE PARTNERSHIP  
[03:41:35] HANDBOOK, AND I'M STILL WORKING ON IT,  
[03:41:36] SO I'M NOT QUITE READY TO CHECK THAT BOX  
[03:41:39] YET, BUT WE'RE GETTING THERE. THEY ALSO  
[03:41:43] HAD A LOT OF SUGGESTIONS OUR COMMUNITY  
[03:41:45] PARTNERS ON OUR APPLICATION PROCESS.  
[03:41:48] AND ONE OF THE THINGS, ACTUALLY, THAT  
[03:41:50] OUR INTERNAL INTERNS WANTED WAS  
[03:41:54] THIS STORYTELLING ELEMENT IN THE  
[03:41:57] APPLICATION. AND SO WE HAVE DESIGNED  
[03:41:59] SOME COACHING QUESTIONS AROUND THE COVER  
[03:42:01] LETTER TO HELP TEACH THEM HOW TO APPLY,  
[03:42:04] HOW TO WRITE A COVER LETTER, AND HOW TO  
[03:42:06] TELL THEIR STORY IN A COVER LETTER,  
[03:42:08] WHICH IS A GREAT SKILL, NOT JUST  
[03:42:10] APPLYING TO THE PORT OF SEATTLE  
[03:42:12] INTERNSHIP, BUT APPLYING ANYWHERE. WE  
[03:42:15] HAVE A QUESTIONNAIRE. AND ACTUALLY,

[03:42:19] WE SHOULD CHECK THAT BOX. I KNOW JESSICA  
[03:42:21] IS ON THIS CALL RIGHT NOW, AND SHE SAYS,  
[03:42:23] YES, WE CAN DO THAT. WE CAN DEVELOP A  
[03:42:25] QUESTIONNAIRE IN THE ACTUAL APPLICATION  
[03:42:27] PROCESS THAT ALLOWS YOU TO TELL US WHAT  
[03:42:30] THEY'RE INTERESTED IN AND WHAT COMMUNITY  
[03:42:32] PARTNERS THEY'RE COMING FROM. ALSO, OUR  
[03:42:36] COMMUNITY PARTNERS. DURING COVID, WE  
[03:42:39] REALLY NARROWED IN OUR FOCUS ON BLACK  
[03:42:42] AND INDIGENOUS YOUTH FROM ZIP CODES  
[03:42:45] FURTHEST FROM OPPORTUNITY THAT WERE MOST  
[03:42:47] IMPACTED BY COVID. AND THAT MEANT  
[03:42:50] LOCKING DOWN OUR PROCESS. WE DID NOT  
[03:42:52] HAVE AN OPEN APPLICATION PROCESS. WE  
[03:42:56] WERE WORKING DIRECTLY WITH COMMUNITY  
[03:42:57] PARTNERS, AND THEY WERE REFERRING YOUTH  
[03:43:00] TO US. AND THOSE SAME COMMUNITY PARTNERS  
[03:43:03] SAID, IF YOU REALLY WANT TO BE  
[03:43:04] EQUITABLE, YOU DO NEED TO HAVE AN OPEN  
[03:43:06] REQUISITION SO THAT YOUTH WHO AREN'T  
[03:43:09] EVEN AFFILIATED WITH A COMMUNITY PARTNER  
[03:43:12] ALSO HAVE THE OPPORTUNITY TO ACCESS THE  
[03:43:15] PROGRAM. AND SO WE HAVE MADE THAT CHANGE  
[03:43:17] AS WELL. THIS YEAR, AUBREE,  
[03:43:21] YOU CAN SWITCH TO THE NEXT SLIDE FOR ME.  
[03:43:23] THANK YOU. I WANTED TO GIVE YOU A LITTLE  
[03:43:26] BIT OF A DESCRIPTION OF WHAT A HYBRID  
[03:43:28] PROGRAM IS GOING TO LOOK LIKE. WHAT DOES  
[03:43:31] A HIGH SCHOOL INTERNSHIP AT THE PORT OF  
[03:43:33] SEATTLE REALLY LOOK LIKE? IT USED TO BE  
[03:43:36] PRETTY INCONSISTENT. THE INTERNS WOULD  
[03:43:39] BE ALL OVER THE ORGANIZATION ACROSS THE  
[03:43:43] ENTIRE PORT, DOING VERY DIFFERENT TYPES  
[03:43:45] OF WORK, SOME REALLY BUSY AND ENGAGED  
[03:43:48] AND OTHERS NOT THAT BUSY OR ENGAGED.  
[03:43:51] WHAT WE'VE DONE NOW IS REALLY LEANED  
[03:43:53] INTO PROJECT BASED LEARNING AND COHORT  
[03:43:56] LEADERSHIP LEARNING. SO THEY COME  
[03:43:58] TOGETHER, THEY ALL COME WITH US. IT'S  
[03:44:01] VIRTUAL MONDAYS AND FRIDAYS WITH HR.  
[03:44:05] WE'RE GIVING THEM CURRICULUM. WE'RE  
[03:44:06] TEACHING THEM PROJECT BASED LEARNING.  
[03:44:09] WE'RE TEACHING THEM PUBLIC SPEAKING,  
[03:44:12] PROJECT MANAGEMENT, NETWORKING,  
[03:44:15] LEADERSHIP SKILLS. AND IN THAT FIRST  
[03:44:17] WEEK, IT'S REALLY JUST GETTING TO KNOW  
[03:44:19] THE PORT OF SEATTLE, GETTING TO KNOW  
[03:44:21] EACH OTHER. THEY GET TO MEET ALL THE  
[03:44:23] DIFFERENT EMPLOYEE RESOURCE GROUPS AT  
[03:44:25] THE PORT. WE HAVE A LOT OF CONVERSATIONS  
[03:44:27] ABOUT WHAT ARE THE VALUES OF THIS  
[03:44:29] ORGANIZATION AND WHAT ARE THE WORKPLACE  
[03:44:32] EXPECTATIONS OF THIS ORGANIZATION. SO  
[03:44:34] JUST REALLY KIND OF FEELING OUT THE  
[03:44:37] ENVIRONMENT THAT FIRST WEEK. BUT WEEKS  
[03:44:40] TWO THROUGH SIX, THEY GET TO DO FACILITY  
[03:44:42] TOURS, THEY HAVE ONSITE WORK DAYS. THEY  
[03:44:45] GET TO MEET WITH PROJECT STAKEHOLDERS  
[03:44:47] AND MENTORS, AND THEY ARE COMPLETING A  
[03:44:50] PROJECT. THERE IS A QUESTION OR A  
[03:44:52] PROBLEM THAT WE ARE PRESENTING THEM WITH  
[03:44:55] THAT COVERS EITHER AVIATION,  
[03:44:58] MARITIME, COMMUNITY ENGAGEMENT,

[03:45:01] OR ENVIRONMENTAL. AND THEY HAVE TO SOLVE  
[03:45:04] THIS PROBLEM OR COMPLETE THIS PROJECT  
[03:45:07] WHILE MEETING WITH PORT EMPLOYEES. AND  
[03:45:10] THEN IN THOSE LAST COUPLE OF WEEKS,  
[03:45:11] WE'RE REALLY HELPING THEM PUT TOGETHER  
[03:45:13] THEIR FINAL PRESENTATION, DOING SOME  
[03:45:16] CAREER DEVELOPMENT, HELPING THEM GET ON  
[03:45:18] LINKEDIN. AND WE WILL BE PARTNERING WITH  
[03:45:21] WORKFORCE DEVELOPMENT TO HAVE THIS NEXT  
[03:45:23] STEP, CAREER FAIR, WHERE THE INTERNS  
[03:45:26] WILL GET TO CONNECT WITH DIFFERENT  
[03:45:28] EMPLOYERS OR POST SECONDARY PROGRAMMING  
[03:45:32] FOR WHAT THEY'RE INTERESTED IN. IF THEY  
[03:45:34] WANT TO GO INTO CONSTRUCTION TRADES,  
[03:45:36] WE'LL HAVE A NEW THERE THAT THEY CAN  
[03:45:38] MEET WITH THEM OR DIFFERENT COLLEGES OR  
[03:45:41] ENTRY LEVEL EMPLOYERS THAT THEY CAN MEET  
[03:45:43] WITH TO LEARN ABOUT WHAT IS MY NEXT  
[03:45:45] STEP, IF I AM INTERESTED IN MARITIME OR  
[03:45:48] AVIATION OR SKILLED TRADES, ET CETERA.  
[03:45:50] SO THAT'S THE OVERALL PICTURE OF THE  
[03:45:54] PROGRAM FOR THIS SUMMER, AND WE'RE  
[03:45:57] REALLY, REALLY EXCITED ABOUT IT. I'M  
[03:45:59] JUST LOOKING AT MY NOTES, AND I WANTED  
[03:46:03] TO SAY THAT I  
[03:46:06] WANTED TO IN PARTICULAR THANK DIANE  
[03:46:08] CAMPBELL FOR HER WORK, BECAUSE THIS IS  
[03:46:11] THE FIRST YEAR THAT FOR THE FIRST TIME  
[03:46:14] THAT THE PORT BANKING CONTRACT HAS  
[03:46:17] ENGAGED WITH OUR BANKING PARTNER TO  
[03:46:19] PROVIDE FINANCIAL LITERACY WORKSHOPS FOR  
[03:46:22] ALL OF OUR INTERNS. SO THAT IS A BRAND  
[03:46:26] NEW BENEFIT. THANK YOU, DIANE CAMPBELL,  
[03:46:28] FOR THAT. AND I WILL ALSO SAY THAT  
[03:46:32] WHAT THIS MODEL ALLOWS, IT ALLOWS YOUTH  
[03:46:35] TO BRING VOICE TO US ABOUT WHAT THEY  
[03:46:37] CARE ABOUT. AND I CAN TELL YOU OVER AND  
[03:46:40] OVER AND OVER AGAIN, THE TOP THEMES ARE  
[03:46:43] CLIMATE CHANGE, HOMELESSNESS,  
[03:46:46] AND JUSTICE UNDER THAT, INCLUDING  
[03:46:50] MISSING AND MURDERED INDIGENOUS WOMEN.  
[03:46:52] THEY CARE ABOUT HUMAN JUSTICE,  
[03:46:54] ENVIRONMENTAL JUSTICE, AND HOMELESSNESS.  
[03:46:57] OKAY. AND WE ARE READY TO GO TO THE NEXT  
[03:46:59] SLIDE, PLEASE, AUBREE, OUR MENTORSHIP  
[03:47:04] MODEL IS SOMETHING, AGAIN, THAT  
[03:47:06] COMMUNITY PARTNERS REALLY EMPHASIZE IS  
[03:47:09] IMPORTANT FOR THEIR YOUTH COMING IN.  
[03:47:12] AND I REALLY, REALLY LOVE THIS MODEL.  
[03:47:15] SO WE'VE BEEN WORKING ON DIFFERENT  
[03:47:18] MENTORSHIP MODELS THROUGHOUT THE LAST  
[03:47:20] FEW YEARS IN THIS PROGRAM. I THINK WE  
[03:47:23] REALLY LANDED ON IT ON A GOOD MODEL,  
[03:47:26] AND IT'S GROUP, IT'S TEAM MENTORSHIP.  
[03:47:28] SO WE HAVE THESE DIFFERENT SESSIONS,  
[03:47:31] AND WE INVITE PORT EMPLOYEES FROM ACROSS  
[03:47:34] THE BOARD TO COME AND JOIN INTERNS IN  
[03:47:36] THESE SMALL GROUP CONVERSATIONS. AND  
[03:47:38] WHAT THIS ALLOWS IS FOR INTERNS TO SEE  
[03:47:41] THEMSELVES IN PROFESSIONALS AT THE PORT  
[03:47:44] TO SEE THAT REPRESENTATION OF HERE IS A  
[03:47:48] WOMAN WHO LOOKS LIKE ME, WHO HAS SHARED  
[03:47:50] CULTURAL EXPERIENCES AND CALKINS TO ME

[03:47:53] ABOUT WHAT IT FEELS LIKE TO BE VALUED  
[03:47:55] AND RESPECTED IN THE WORKPLACE. IT'S SO  
[03:47:57] VERY IMPORTANT. AND THERE ARE JUST SOME  
[03:47:59] BEAUTIFUL CONVERSATIONS THAT COME OUT OF  
[03:48:01] THIS. AND COMMISSIONERS, YOU ARE MORE  
[03:48:03] THAN WELCOME TO PARTICIPATE ANY FRIDAY.  
[03:48:05] LET ME KNOW IF YOU'RE INTERESTED. OKAY.  
[03:48:08] THANKS, AUBREE. WE CAN GO TO THE NEXT  
[03:48:09] SLIDE.  
[03:48:13] SLIDE NINE. COMMISSIONER MOHAMED, I KNOW  
[03:48:15] YOU'RE GOING TO LOVE THIS ONE. CAREER  
[03:48:17] CONNECTED LEARNING. WE DO AWARENESS  
[03:48:21] ACTIVITIES. OKAY. SO WE HAVE VIRTUAL  
[03:48:23] SESSIONS THAT PARENTS CAN ATTEND TO  
[03:48:25] LEARN ABOUT WHAT THE PORT IS AND WHY  
[03:48:28] THEY SHOULD FEEL SAFE SENDING THEIR  
[03:48:30] YOUTH HERE FOR AN INTERNSHIP. WE HAVE  
[03:48:32] YOUTH LED OUTREACH, WHICH REALLY IS SOME  
[03:48:36] POWERFUL STUFF WHEN YOU'VE GOT YOUNG  
[03:48:38] PEOPLE REACHING OUT TO THEIR PEERS ABOUT  
[03:48:41] PORT RELATED INDUSTRIES. AS I MENTIONED  
[03:48:43] BEFORE, WE HAVE OUR TRANSLATED MATERIALS  
[03:48:45] IN SEVERAL DIFFERENT LANGUAGES NOW, AND  
[03:48:47] WE DO STILL ATTEND CAREER FAIRS WHEN  
[03:48:50] THEY'RE HAPPENING STARTING TO PICK UP A  
[03:48:52] LITTLE BIT MORE THIS YEAR, WE OFFER  
[03:48:55] EXPERIENTIAL LEARNING AS WELL. SO THAT  
[03:48:58] LOOKS LIKE FACILITY TOURS, HABITAT  
[03:49:01] RESTORATION, FOD WALK, PROJECT BASED  
[03:49:04] LEARNING. WE HAD A COUPLE OF FORMER  
[03:49:06] INTERNS SIGN UP FOR THE SIMULATION FOR  
[03:49:09] THE IAF AND DO THAT BECAUSE THEY  
[03:49:12] JUST WANTED TO COME BACK TO THE PORT AND  
[03:49:14] THEY'RE ALREADY TALKING TO US ABOUT, IS  
[03:49:16] THERE AN OPPORTUNITY FOR THEM TO DO A  
[03:49:18] FOD WALK AGAIN, EVEN IF THEY'RE NOT A  
[03:49:19] PORT EMPLOYEE, THEY JUST LOVE THE  
[03:49:22] EXPERIENCE. THEY WANT TO GET BACK OUT  
[03:49:24] THERE AGAIN. PREPARATION. WE ARE  
[03:49:26] TEACHING TRANSFERABLE 21ST CENTURY  
[03:49:30] LEADERSHIP SKILLS, PROJECT MANAGEMENT.  
[03:49:32] WE KNOW THAT WE WILL ALWAYS NEED PROJECT  
[03:49:35] MANAGERS AT THE PORT OF SEATTLE. AND WE  
[03:49:37] ARE TEACHING THAT SKILL, PUBLIC  
[03:49:39] SPEAKING, NETWORKING, LEADERSHIP. IT  
[03:49:41] DOESN'T MATTER WHAT CAREER YOU GO INTO.  
[03:49:43] THESE SKILLS WILL PREPARE YOU FOR THE  
[03:49:46] JOBS OF THE FUTURE. WHEN IT COMES TO  
[03:49:48] LAUNCH, WE'RE DOING WHAT WE CAN.  
[03:49:51] WE'VE GOT THIS CAREER FAIR, THE CAREER  
[03:49:54] NEXT STEPS, RESOURCE FAIR, CONNECTING  
[03:49:56] THEM TO THE NEXT STEP IN THEIR INTEREST.  
[03:49:59] WE HAVE OUR OWN POST SECONDARY  
[03:50:02] INTERNSHIPS, AND ABOUT TEN  
[03:50:07] OR SO OF OUR HIGH SCHOOL INTERNS HAVE  
[03:50:09] COME BACK AS COLLEGE INTERNS. SO WE DO  
[03:50:12] HAVE THAT. BUT WHAT I'M EXCITED ABOUT IS  
[03:50:15] THE WORKFORCE DEVELOPMENT CAREER LAUNCH  
[03:50:17] PROGRAM THAT YOU ALL JUST DOUBLED YOUR  
[03:50:20] INVESTMENT IN TODAY. THAT PROGRAM IS SO  
[03:50:23] NECESSARY. THAT IS THE LAUNCH. THAT IS  
[03:50:26] THE NEXT STEP, WHERE WE ARE THE  
[03:50:29] BEGINNING OF THE PIPELINE, THE FUNNEL

[03:50:31] THAT CAN THEN TAKE THAT TO THAT CAREER  
[03:50:34] LAUNCH PROGRAM RUN BY THE OFFICE OF  
[03:50:36] EQUITY, DIVERSITY, INCLUSION AND  
[03:50:37] WORKFORCE DEVELOPMENT, AND THE BRILLIANT  
[03:50:39] TIFFANY CIVILIAN. I DON'T KNOW IF YOU  
[03:50:42] HAVE HAD THE CHANCE TO HEAR FROM TIFFANY  
[03:50:45] YET. I'M SURE THAT YOU WILL SOON AS SHE  
[03:50:48] WILL BE TALKING TO YOU ABOUT THE CAREER  
[03:50:50] LAUNCH PROGRAM. SHE'S ABSOLUTELY  
[03:50:52] AMAZING. I'M EXCITED TO BE PARTNERING  
[03:50:54] WITH HER. AND I'M SO EXCITED THAT THIS  
[03:50:56] COMMISSION AND EXECUTIVE METRUCK ARE  
[03:50:58] INVESTING IN THE CAREER LAUNCH  
[03:51:02] PROGRAMMING SO THAT WHAT WE'RE DOING  
[03:51:04] HERE IS REALLY CREATING A DIVERSE TALENT  
[03:51:06] PIPELINE. NOT JUST AWARENESS,  
[03:51:10] NOT JUST INTERNSHIPS, NOT JUST I HAD A  
[03:51:13] COOL SUMMER AT THE PORT OF SEATTLE, BUT  
[03:51:16] ACTUALLY LEADING TO JOBS.  
[03:51:19] AND I'M REALLY, REALLY EXCITED FOR THAT  
[03:51:21] INVESTMENT AND EXCITED TO CONTINUE TO  
[03:51:24] PARTNER WITH WORKFORCE DEVELOPMENT AND  
[03:51:26] THE OFFICE OF EQUITY, DIVERSITY AND  
[03:51:27] INCLUSION AUBREE, YOU CAN TAKE ME TO THE  
[03:51:30] NEXT SLIDE. YES. OKAY.  
[03:51:33] SO WE ARE MOVING OUR OUTREACH  
[03:51:37] AND CAREER AWARENESS STRATEGY FROM  
[03:51:40] TRANSACTIONAL TO RELATIONAL.  
[03:51:44] EARLIER ON, ACTUALLY PRE COVID,  
[03:51:47] OUR OUTREACH STRATEGY WAS REALLY ABOUT  
[03:51:50] GOING TO CAREER FAIRS AND DOING  
[03:51:52] ADVERTISING. AND WE'VE MOVED NOW TO  
[03:51:57] REALLY TRYING TO WORK BETTER AT ENGAGING  
[03:51:59] WITH OUR OWN PORT OF SEATTLE EMPLOYEES,  
[03:52:02] OUR EMPLOYEE RESOURCE GROUPS FOR IDEAS  
[03:52:05] AND FOR HOW TO BUILD  
[03:52:08] RELATIONSHIPS. RIGHT. SAME WITH OUR  
[03:52:11] COMMUNITY PARTNERS. IT'S NOT JUST ABOUT,  
[03:52:13] HEY, WE HAVE 23 JOBS OPEN AT THE PORT  
[03:52:16] RIGHT NOW. IT'S ABOUT BUILDING  
[03:52:18] RELATIONSHIPS WITH COMMUNITY PARTNERS SO  
[03:52:20] THAT THE COMMUNITY KNOWS THAT THE PORT  
[03:52:22] IS A SAFE PLACE TO WORK AND THAT IT'S A  
[03:52:24] CHOICE PLACE TO WORK, THAT THEY WANT TO  
[03:52:26] COME AND LOOK AND SEE WHAT JOBS WE HAVE  
[03:52:28] AVAILABLE. WE OFFER VIRTUAL OPEN HOUSES,  
[03:52:31] WHICH ARE MORE ACCESSIBLE FOR A LOT OF  
[03:52:33] FOLKS THAN CAREER FAIRS. YES, WE  
[03:52:36] CONTINUE TO DO CAREER FAIRS AND  
[03:52:37] INTENTIONAL ADVERTISING, BUT WE ALSO  
[03:52:40] REACH OUT TO REGISTERED STUDENT  
[03:52:42] ASSOCIATIONS, WHICH ARE KIND OF LIKE THE  
[03:52:44] EMPLOYEE RESOURCE GROUPS OF COLLEGE  
[03:52:46] CAMPUSES. RIGHT. AND THEN WE'RE WORKING  
[03:52:48] WITH THE COMMUNITY ENGAGEMENT TEAM.  
[03:52:50] THIS IS SALLY DEL FIERRO'S AMAZING TEAM  
[03:52:53] TO SEE HOW CAN WE PLUG IN TO COMMUNITY  
[03:52:55] EVENTS? HOW CAN WE MAKE SURE THAT WHEN  
[03:52:57] THE PORT IS SPONSORING EVENTS OR  
[03:52:59] ATTENDING EVENTS THAT WE'RE TALKING  
[03:53:01] ABOUT. OUR PROGRAMMING, OUR WORKFORCE  
[03:53:03] DEVELOPMENT, OUR HUMAN RESOURCES  
[03:53:05] OPPORTUNITIES. WE OFFER INTERNSHIPS AND

[03:53:08] FELLOWSHIPS WHICH GIVE FOLKS THAT FOOT  
[03:53:11] IN THE DOOR. AND MY FAVORITE THING  
[03:53:14] IS YOUTH LED OUTREACH. SO REALLY TRYING  
[03:53:18] TO BROADEN THE WAY THAT WE DO OUTREACH  
[03:53:20] TO BUILD RELATIONSHIPS AND NOT JUST  
[03:53:24] HAVE THESE ONEOFF KIND OF TRANSACTIONS  
[03:53:26] LIKE, HEY, LOOK AT OUR OPPORTUNITIES.  
[03:53:28] PLEASE APPLY AUBREE. YOU CAN GO TO THE  
[03:53:31] NEXT SLIDE, PLEASE.  
[03:53:35] THIS IS A LOOK AT SOME OF WHAT WE DID IN  
[03:53:38] 2021. YOU CAN SEE THE NUMBERS, THE  
[03:53:41] NUMBERS. I DON'T KNOW IF THEY REALLY  
[03:53:43] TELL THE STORY. I WANT TO LOOK AT THAT.  
[03:53:46] 116 FAMILIES IMPACTED IT NAYS.  
[03:53:50] WE HIRED 116 INTERNS. WE PROVIDED  
[03:53:54] HIGH QUALITY PROGRAMMING FOR OUR INTERNS  
[03:53:58] WHERE THEY GOT REALLY GOOD EXPERIENCE.  
[03:54:01] THEY FELT CONNECTED, THEY FELT MENTORED,  
[03:54:05] THEY FELT SUPPORTED. AND THEN THEY WENT  
[03:54:08] AND TOLD THEIR FAMILIES. DID YOU KNOW  
[03:54:11] THAT THE PORT OF SEATTLE IS ACTUALLY  
[03:54:13] DOING ALL THIS OTHER STUFF WITH THE  
[03:54:16] ENVIRONMENT? I DIDN'T KNOW. DID YOU KNOW  
[03:54:18] THE PORT OF SEATTLE NOT ONLY HAS  
[03:54:20] MARITIME, BUT ALSO HAS THE AIRPORT?  
[03:54:23] I NEVER KNEW. SO THESE INTERNS THAT ARE  
[03:54:26] LEARNING SO MUCH ABOUT OUR BUSINESS THEN  
[03:54:29] GO BACK OUT TO THEIR COMMUNITY AND TELL  
[03:54:31] THEIR AUNTIES AND THEIR UNCLES AND THEIR  
[03:54:34] COMMUNITY MEMBERS ABOUT THIS GREAT  
[03:54:37] EXPERIENCE THEY HAD AT THE PORT. AND I  
[03:54:39] DON'T THINK WE CAN PUT A NUMBER ON HOW  
[03:54:41] VALUABLE THAT IS TO THE PORT'S  
[03:54:44] REPUTATION IN OUR COMMUNITY AND THIS  
[03:54:47] CONTINUED ENGAGEMENT WITH THOSE  
[03:54:50] FAMILIES, UNDERSTANDING THE VALUE THAT  
[03:54:52] THE PORT HAS ADDED WHEN THEY SEE,  
[03:54:55] ESPECIALLY AT THE HIGH SCHOOL LEVEL,  
[03:54:57] THEIR YOUNG PERSON COMING INTO THE  
[03:54:59] PROGRAM, AFRAID TO BE ON CAMERA, AFRAID  
[03:55:01] TO USE THEIR VOICE, AND BY THE END OF  
[03:55:03] THE PROGRAM, PRESENTING THEIR DESIGN  
[03:55:06] IDEAS FOR AN AIRPORT OR PRESENTING  
[03:55:09] THEIR MOTION THAT THEY THINK SHOULD BE  
[03:55:12] BROUGHT FORWARD TO THE COMMISSION, THAT  
[03:55:14] WHEN THEY GET TO SEE THEIR YOUTH  
[03:55:16] EMPOWERED IN THAT WAY, USING THEIR  
[03:55:18] VOICE, IT'S REALLY, REALLY POWERFUL.  
[03:55:22] SO THAT'S MY OUTREACH STORY. NEXT SLIDE,  
[03:55:25] PLEASE.  
[03:55:28] 2021 WAS HARD, YOU GUYS.  
[03:55:31] IN 2020, WE DID GREAT WITH VIRTUAL  
[03:55:34] PROGRAMMING. EVERYONE WAS SO DESPERATE  
[03:55:37] FOR SOME SENSE OF NORMALCY, SOME KIND OF  
[03:55:40] CONNECTION THAT THEY LOVED THE VIRTUAL  
[03:55:42] PROGRAMMING. BY THE END OF 2021, NOBODY  
[03:55:46] EVEN WANTED TO LOOK AT THE COMPUTER  
[03:55:47] ANYMORE. NOBODY WANTED TO TURN ON THE  
[03:55:50] SCREEN. WE WOULD ASK OUR HIGH SCHOOL  
[03:55:52] INTERNS, WHAT DID YOU LEARN TODAY? AND  
[03:55:55] WE GET LIKE, THEY WERE JUST BURNT  
[03:55:59] OUT. AND I COMPLETELY UNDERSTAND.  
[03:56:03] I THINK WE ALL COMPLETELY UNDERSTAND THE



[03:56:05] DEEP BURNOUT THAT EVERYONE IS  
[03:56:08] EXPERIENCING. AND CERTAINLY OUR INTERNS  
[03:56:10] FELT IT, TOO. WHAT THAT MEANS IS THAT  
[03:56:14] I DIDN'T GET MY GOOD SURVEY RESULTS.  
[03:56:17] I DIDN'T GET A LOT OF GOOD DATA IN MY  
[03:56:20] BEFORE AND AFTER SURVEYS TO BE ABLE TO  
[03:56:22] SHOW AND DEMONSTRATE TO YOU ALL. HERE  
[03:56:25] WAS THE LEVEL OF AWARENESS OF LEADERSHIP  
[03:56:27] AND PROJECT MANAGEMENT BEFORE AND AFTER  
[03:56:29] OUR PROGRAM. I'M HOPING TO BE ABLE TO  
[03:56:31] REPORT ON THOSE OUTCOMES FOR YOU NEXT  
[03:56:34] YEAR ON HOW WE DID THIS YEAR. SO I  
[03:56:37] APOLOGIZE FOR THAT. IT WAS A ROUGH YEAR.  
[03:56:40] BUT I DO WANT TO HIGHLIGHT, THOUGH, IS  
[03:56:42] THIS SCREENSHOT FROM HANDSHAKE.  
[03:56:44] HANDSHAKE IS A TOOL THAT IS USED ACROSS  
[03:56:47] CAMPUSES TO ADVERTISE JOB OPPORTUNITIES,  
[03:56:50] INTERNSHIP OPPORTUNITIES. IT'S BECOMING  
[03:56:52] MORE AND MORE PREVALENT WITH YOUTH, AND  
[03:56:56] YOU GET A REPUTATION AS AN EMPLOYER ON  
[03:56:59] HANDSHAKE. SO THE PEOPLE WHO WORK IN  
[03:57:02] YOUR OFFICE, WHO HAVE INTERNSHIPS, THEY  
[03:57:05] GO AND THEY TELL ON YOU, RIGHT? THEY GET  
[03:57:07] TO SAY, HERE'S WHAT I LIKED ABOUT THIS  
[03:57:10] AND LOOK AT WHAT THEY'RE SAYING.  
[03:57:12] SUPPORTIVE MANAGERS ARE GOOD MENTORS.  
[03:57:16] NETWORKING OPPORTUNITIES, FRIENDLY,  
[03:57:19] FLEXIBLE MANAGERS CARE ABOUT YOU.  
[03:57:22] MANAGERS ARE GOOD MENTORS. I LOVE THAT.  
[03:57:26] I LOVE THAT. AND I SO WANT TO THANK ALL  
[03:57:30] OF THE HIRING MANAGERS AND STAKEHOLDERS  
[03:57:32] AND MENTORS ACROSS THE PORT. THIS IS  
[03:57:36] ABSOLUTELY A VILLAGE. IT TAKES THE  
[03:57:38] ENTIRE PORT OF SEATTLE TO MAKE THESE  
[03:57:40] PROGRAMS POSSIBLE. AND THAT RIGHT THERE.  
[03:57:43] MANAGERS CARE ABOUT YOU. MANAGERS ARE  
[03:57:45] GOOD MENTORS. THAT MEANS SO MUCH TO ME.  
[03:57:48] AND THAT IS OUR HIRING MANAGERS AND OUR  
[03:57:51] MENTORS AND SUPERVISORS ACROSS THE  
[03:57:53] BOARD. AND IT JUST GOES TO SHOW THAT  
[03:57:55] THIS PROGRAM, NOT ONLY DOES IT HELP  
[03:57:57] YOUNG PEOPLE, BUT IT HELPS TRAIN OUR  
[03:58:00] EXISTING WORKFORCE TO BE BETTER LEADERS  
[03:58:02] AND MENTORS AND COACHES BECAUSE THEY'RE  
[03:58:04] GETTING THAT EXPERIENCE WORKING WITH THE  
[03:58:06] YOUTH, THE INCOMING WORKFORCE. LOVE IT.  
[03:58:09] NEXT SLIDE, PLEASE. AUBREE,  
[03:58:13] THIS IS ALREADY A LITTLE OUT OF DATE,  
[03:58:16] BUT THIS IS AN IMAGE FROM A DASHBOARD.  
[03:58:19] I WILL SEND YOU THE LINK TO IT SO THAT  
[03:58:21] YOU CAN LOOK AT IT DYNAMICALLY. BUT I  
[03:58:25] JUST WANTED TO SHARE A BASELINE OF WHERE  
[03:58:27] WE'RE AT, THINKING ABOUT THOSE PIPELINES  
[03:58:30] WITH OUR PROGRAMS. 13% OF OUR HIGH  
[03:58:33] SCHOOL INTERNS HAVE RETURNED FOR A  
[03:58:35] SECOND TERM, MEANING THEY LIKED IT  
[03:58:38] ENOUGH. THEY WERE INTERESTED IN  
[03:58:40] CONTINUING TO LEARN MORE, AND THEY WERE  
[03:58:43] ENGAGED ENOUGH THAT WE WANTED THEM BACK.  
[03:58:45] RIGHT. SO THAT'S 13%, TEN OF THEM, TEN  
[03:58:48] HIGH SCHOOL INTERNS CAME BACK AS COLLEGE  
[03:58:51] INTERNS. WHAT'S UP? BRIANNA BUOY?  
[03:58:55] THEY CAME BACK NOT ONLY AS

[03:58:58] ANOTHER HIGH SCHOOL INTERN, BUT THEY  
[03:59:00] LEVELED UP AND CAME BACK AS A COLLEGE  
[03:59:02] INTERN. THREE HIGH SCHOOL INTERNS ARE  
[03:59:05] HERE RIGHT NOW. COMMISSIONER CALKINS,  
[03:59:07] YOU WERE MENTIONING BEFORE, IT'S GOING  
[03:59:08] TO BE SO GREAT IN 15 YEARS WHEN YOU CAN  
[03:59:11] RUN INTO SOMEBODY WHO'S AN ENGINEER.  
[03:59:13] AND THEY SAY, YEAH, I STARTED AS AN  
[03:59:15] INTERN. YOU DON'T HAVE TO WAIT 15 YEARS.  
[03:59:17] WE'VE GOT ENGINEERS RIGHT HERE AT THE  
[03:59:19] PORT OF SEATTLE WHO STARTED AS INTERNS.  
[03:59:22] AND IN FACT, I KNOW YOU KNOW MARY CRUZ,  
[03:59:25] TELAVERA CHAVEZ, SHE'S COMMISSIONER  
[03:59:28] SUPPORT STAFF. SHE STARTED AT THE PORT  
[03:59:30] OF SEATTLE AS A HIGH SCHOOL INTERN.  
[03:59:33] RIGHT. WE'VE GOT DIANE CICERONE. WE HAVE  
[03:59:36] AMINA, ABDUL KADAR. THEY ALL STARTED AS  
[03:59:39] HIGH SCHOOL INTERNS, AND THEY ARE RIGHT  
[03:59:41] NOW CURRENTLY PORT OF SEATTLE EMPLOYEES  
[03:59:43] FULL TIME. WE'VE GOT NEARLY 8% OF  
[03:59:47] OUR COLLEGE INTERNS THAT COME BACK  
[03:59:48] AGAIN. THEY CAN'T GET ENOUGH WITH THEIR  
[03:59:50] FIRST INTERNSHIP. THEY WANT TO COME  
[03:59:52] BACK. WE'VE GOT 37 OF OUR COLLEGE  
[03:59:55] INTERNS WHO RETURNED EITHER AS EMERGENCY  
[03:59:58] HIRES TO COMPLETE A PROJECT FOR THE PORT  
[04:00:00] OF SEATTLE OR AS FTES JUST  
[04:00:03] IN THE LAST FEW YEARS. JUST IN THE LAST  
[04:00:06] FEW YEARS. SIX OF OUR GRADUATE INTERNS,  
[04:00:09] IN FACT, RETURNED AS FTES JUST IN THE  
[04:00:12] LAST FEW YEARS. AND 40% OF  
[04:00:15] OUR VETERANS FELLOWS, MR. METRUCK, 40%  
[04:00:17] OF OUR VETERANS FELLOWS RETURN AS FTES.  
[04:00:21] SO WE ARE BUILDING PIPELINES AND  
[04:00:27] ABSOLUTELY LOVE MY INTERNS. OKAY, NEXT  
[04:00:30] SLIDE. PLEASE OPERATE.  
[04:00:37] HERE'S MY STRUGGLE HERE'S WHERE I COULD  
[04:00:39] USE A LITTLE HELP FROM YOU ALL.  
[04:00:42] I AM TRYING TO DEVELOP A PARTNERSHIP  
[04:00:47] CRITERIA THAT FALLS IN LINE WITH THE  
[04:00:50] WORKFORCE DEVELOPMENT POLICY DIRECTIVE,  
[04:00:52] THE EQUITY MOTION, AND THE PORT OF  
[04:00:55] SEATTLE GOALS AND VALUES. WE HAVE  
[04:00:59] BUILT A REALLY ROBUST, HIGH IMPACT  
[04:01:03] INTERNSHIP PROGRAM THAT INTERNS LIKE THE  
[04:01:05] COMMUNITY LIKES, AND THEY'RE COMING FOR  
[04:01:08] US. I'VE GOT FOLKS SAYING, HEY, WILL YOU  
[04:01:11] HIRE PEOPLE FROM PIER COUNTY? WILL YOU  
[04:01:13] HIRE PEOPLE RIGHT.  
[04:01:17] WHO DO WE SAY YES TO? WHO DO WE PARTNER  
[04:01:20] WITH? WHO DO WE WANT TO PRIORITIZE  
[04:01:23] HAVING ACCESS TO THESE OPPORTUNITIES AT  
[04:01:26] THE PORT OF SEATTLE? THIS IS A FIRST  
[04:01:30] DRAFT THAT WAS DEVELOPED WITH SOME OF MY  
[04:01:33] EXISTING COMMUNITY PARTNERS TO HELP US  
[04:01:35] PRIORITIZE WHO WE SAY YES TO.  
[04:01:39] I THINK IT'S IMPORTANT TO NOTE ALSO,  
[04:01:41] COMMISSIONER FELLEMAN, IF YOU'RE STILL  
[04:01:43] ON THE CALL, I KNOW HOW IMPORTANT  
[04:01:45] WORKING WITH THE TRIBES IS TO YOU, AND  
[04:01:48] WE WILL BE WORKING WITH THEM TO DEVELOP  
[04:01:50] MOUSE, AMONG OTHER THINGS,  
[04:01:53] ACCESS TO OUR INTERNSHIP PROGRAM. I

[04:01:57] KNOW, COMMISSIONER CALKINS, HOW  
[04:01:58] IMPORTANT MARITIME HIGH SCHOOL IS FOR  
[04:02:00] YOU. SO THAT'S ON HERE, TOO, RIGHT?  
[04:02:04] OBVIOUSLY, WE WANT TO WORK WITH FOLKS  
[04:02:05] WHO HAVE SOME CONNECTION TO PORT RELATED  
[04:02:07] INDUSTRIES. SO IT'S DIFFICULT.  
[04:02:11] WE'VE BEEN IN SITUATIONS BEFORE WHERE WE  
[04:02:14] HAVE TWELVE APPLICANTS FOR EVERY ONE  
[04:02:16] SPOT. WE'RE JUST NOT ABLE EVER TO  
[04:02:19] MEET THE DEMAND. SO IT'S  
[04:02:23] SO IMPORTANT THAT WE CONTINUE TO PARTNER  
[04:02:25] WITH WORKFORCE DEVELOPMENT THAT THOSE  
[04:02:27] INVESTMENTS CONTINUE TO GROW SO THAT  
[04:02:29] OTHER COMPANIES CAN TAKE ON INSURANCE.  
[04:02:32] BUT THEN REALLY LOOKING AT WHERE YOU  
[04:02:35] WANT ME AND MY TEAM TO PRIORITIZE OUR  
[04:02:38] EFFORTS, IT'S GOING TO BE IMPORTANT.  
[04:02:40] AND WE MAY END UP IN A SITUATION SOON  
[04:02:44] WHERE WE'RE HAVING TO DO RFP PROCESS FOR  
[04:02:47] PARTNER SELECTION OR MOUS FOR PARTNER  
[04:02:49] SELECTION. I WILL BE SPEAKING TO LEGAL  
[04:02:52] ABOUT THIS, BUT CERTAINLY WOULD LOVE  
[04:02:54] YOUR IMPACT AS WELL. THAT IS MY  
[04:02:56] PRESENTATION FOR YOU TODAY. THANK YOU  
[04:03:00] SO MUCH. EXCELLENT PRESENTATION,  
[04:03:04] AND I'M SORRY WE HAD TO LEAVE YOU UNTIL  
[04:03:06] THE END, BUT I KNOW AND  
[04:03:10] COMMISSIONERS, THANK YOU ALL FOR YOUR  
[04:03:11] PATIENCE SO FAR. I KNOW WE'RE RUNNING A  
[04:03:12] LITTLE BIT OVER, BUT I WANT TO MAKE SURE  
[04:03:14] THAT WE GET A CHANCE FOR QUESTIONS AND  
[04:03:16] COMMENTS. SO PLEASE RAISE YOUR HAND IF  
[04:03:19] YOU WOULD LIKE TO MAKE A COMMENT OR ASK  
[04:03:21] A QUESTION. COMMISSIONER MOHAMED.  
[04:03:26] WELL, FIRST OF ALL, WE WAITED UNTIL THE  
[04:03:28] END FOR THIS PRESENTATION. BUT IF I CAN  
[04:03:31] JUST SAY YOUR ENERGY IS UNMATCHED AND  
[04:03:33] THIS WAS INSPIRING TO LISTEN TO,  
[04:03:37] AND I'M ASSUMING YOU'RE PROBABLY AN  
[04:03:40] EDUCATOR. I FEEL LIKE YOUR BACKGROUND IS  
[04:03:43] PROBABLY IN TEACHING. AND I CAN JUST  
[04:03:45] IMAGINE HOW MUCH YOUR INTERNS PROBABLY  
[04:03:47] LOVE WORKING WITH YOU. MY QUESTION  
[04:03:51] IS MAYBE IT'S A QUESTION OR KIND OF A  
[04:03:54] COMMENT. WE WERE JUST TALKING ABOUT THE  
[04:03:57] CAREER LAUNCH PROGRAM, AND WE'RE ALWAYS  
[04:04:00] IN GOVERNMENT TRYING TO TALK ABOUT  
[04:04:02] BREAKING DOWN SILOS AND BUILDING  
[04:04:05] PARTNERSHIPS. AND SO FOR ME,  
[04:04:09] I'M WONDERING ABOUT THE CONNECTION  
[04:04:11] BETWEEN THE CAREER LAUNCH PROGRAM AND  
[04:04:13] THE PORT INTERNSHIP PROGRAM AND HOW DO  
[04:04:16] WE BUILD THAT PIPELINE WITHIN OUR PORT,  
[04:04:20] ALL THE DIFFERENT PROGRAMS THAT ARE  
[04:04:21] HAPPENING? IT'S EXCITING TO SEE A LOT OF  
[04:04:23] THE INFORMATION THAT YOU SHARED ALIGNS  
[04:04:26] VERY MUCH WITH THE STUFF THAT WAS  
[04:04:28] ALREADY IN BOTH OF THE ORDERS. AND SO  
[04:04:32] I HOPE IN THE FUTURE WE CAN GET SOME  
[04:04:34] MORE INFORMATION AROUND THOSE  
[04:04:35] CONNECTIONS. AND IF NOT, I HOPE WE CAN  
[04:04:38] BUILD THOSE OPPORTUNITIES AND  
[04:04:41] CONNECTIONS ABSOLUTELY.

[04:04:46] IN THE ORDER WHERE WE ASK FOR A STRATEGY  
[04:04:48] BY JUNE 14. THAT'LL THAT'S EXACTLY WHAT  
[04:04:51] YOU'RE TALKING ABOUT, COMMISSIONER. ALL  
[04:04:52] RIGHT. COMMISSIONER CHILL. NO, I JUST  
[04:04:55] WANTED TO SAY THAT YOUR PASSION FOR THIS  
[04:04:57] WORK IS VERY EVIDENT IN THE WAY YOU  
[04:04:59] PRESENTED TODAY. AND SO I WANT TO THANK  
[04:05:01] YOU FOR ALL THE TREMENDOUS WORK YOU'RE  
[04:05:02] DOING AND BUILDING THE PIPELINE. AND I  
[04:05:04] SEE KIND OF WHAT YOUR WORK AS THE TOP OF  
[04:05:06] THE FUNNEL, SO TO SPEAK. AND IT'S GOING  
[04:05:09] TO IMPACT EVERYTHING FROM NOT JUST  
[04:05:11] WORKFORCE DEVELOPMENT, BUT WE JUST DID A  
[04:05:13] HUGE PRESENTATION ON CONTRACTING. SOME  
[04:05:15] OF THESE FOLKS ARE GOING TO BECOME  
[04:05:16] ENTREPRENEURS, AND THEY'RE GOING TO  
[04:05:18] THINK, OH, I CAN CONTRACT WITH THE PORT  
[04:05:21] ON WHATEVER BUSINESS I JUST STARTED. SO  
[04:05:23] I THINK THAT THE FRUITS OF YOUR LABOR  
[04:05:26] WILL BE VERY WIDESPREAD. I'M ALSO REALLY  
[04:05:30] ENCOURAGED TO HEAR THAT YOU'RE PROVIDING  
[04:05:31] SOME WRAP AROUND SERVICES, INCLUDING  
[04:05:33] FINANCIAL LITERACY AND OTHER THINGS. I  
[04:05:35] WOULD LOVE TO CONNECT WITH YOU, CONNECT  
[04:05:36] YOU WITH SOME FOLKS IN THE SPACE. I  
[04:05:38] THINK WHEN IT COMES TO FINANCIAL  
[04:05:40] LITERACY AND OTHER THINGS, IT'S REALLY  
[04:05:41] IMPORTANT TO BE CULTURALLY SENSITIVE OR  
[04:05:43] CULTURALLY APPROPRIATE. RIGHT. AND SO  
[04:05:46] IT'S GREAT THAT OUR BANKS ARE PROVIDING  
[04:05:48] THAT SERVICE. BUT TO THE EXTENT THAT WE  
[04:05:50] CAN PROVIDE SOME MORE CULTURALLY  
[04:05:54] TAILORED PROGRAMMING AS WELL IN THAT  
[04:05:55] SPACE, I THINK IT WOULD BE AWESOME  
[04:05:57] BECAUSE WHETHER YOU'RE MUSLIM AND  
[04:06:01] THERE'S CERTAIN BANKING RESTRICTIONS  
[04:06:02] THERE OR JUST FAMILY SITUATIONS FOR  
[04:06:06] FAMILIES, SOME OF THAT STUFF REALLY  
[04:06:08] CHANGES THINGS. RIGHT. AND SO WE LOVE TO  
[04:06:11] CONNECT YOU WITH SOME FOLKS THAT I KNOW  
[04:06:13] THAT MIGHT BE ABLE TO PROVIDE THAT KIND  
[04:06:14] OF WRAP AROUND SERVICE. BUT OVERALL,  
[04:06:18] GREAT WORK AND LOOKING FORWARD TO SEEING  
[04:06:21] THE PROGRAM CONTINUING TO GROW JUST FOR  
[04:06:25] FOLLOWING.  
[04:06:29] ALL RIGHT, VERY GOOD. THANK YOU, AMBER.  
[04:06:31] AND ALWAYS LOOK FORWARD TO THESE ANNUAL  
[04:06:33] REPORTS TO LEAVE THEM TO THE END OF THE  
[04:06:37] MEETING. JUST SO WE HAD SOMETHING TO  
[04:06:39] LOOK FORWARD TO THERE. SO I APPRECIATE  
[04:06:41] THAT. UNFORTUNATELY,  
[04:06:44] WAS UNABLE TO ATTEND THE CONVERSATION WE  
[04:06:47] HAD ABOUT THE MARATHON CAREER LAUNCH  
[04:06:50] PILOT, BECAUSE ONE OF THE THINGS THAT  
[04:06:52] I'M SORRY I HAVEN'T HAD THE TIME TO  
[04:06:54] REALLY DIG INTO THIS, BUT ONE OF THE  
[04:06:57] THINGS THAT I THOUGHT I SAW AND SOME OF  
[04:06:58] THIS MONEY WAS GOING TO BE USED FOR WAS  
[04:07:00] SORT OF STUDYING. I THINK THAT WHICH,  
[04:07:03] YOU KNOW, FROM FIRST HAND EXPERIENCE.  
[04:07:07] I THOUGHT THAT SOME OF THIS BASICALLY  
[04:07:11] A LOT OF WHAT WE'RE TALKING ABOUT IS  
[04:07:12] CAREER CONNECTION FROM THE INTERNSHIP.

[04:07:15] WE JUST DROP OFF THE INTERNS AND SAY,  
[04:07:17] SEE YOU AND YOU'VE BEEN EXPERIENCED AT  
[04:07:19] THIS FOR A LONG TIME, AND THIS HAS BEEN  
[04:07:22] A MAJOR PIECE OF YOUR WORK IS TO SEE  
[04:07:25] HOW TO CONNECT THOSE DOTS. AND SO I'M  
[04:07:27] JUST WONDERING WHETHER AND AGAIN, I  
[04:07:30] HAVEN'T HAD TIME TO REALLY DIG INTO IT.  
[04:07:31] BUT THERE JUST SEEMS TO BE SO MUCH FIRST  
[04:07:34] HAND EXPERIENCE THAT YOU'VE HAD WITH  
[04:07:36] TRYING TO KEEP THIS PIPELINE GOING,  
[04:07:39] THAT IF INDEED I'M RIGHT, THAT WE  
[04:07:43] ARE GOING TO BE HIRING A CONSULTANT TO  
[04:07:45] TELL US SOMETHING THAT WE ALREADY KNOW  
[04:07:47] OR THAT WE SHOULD BASICALLY BE TELLING  
[04:07:50] THE CONSULTANT WHAT WE KNOW AND MAYBE  
[04:07:52] HAVE THEM ADDRESS A QUESTION, BUT DON'T  
[04:07:56] HAVE THEM COME BACK AND TELL US WHAT WE  
[04:07:57] ALREADY KNOW. I WANT TO BENEFIT FROM  
[04:08:01] YOUR EXPERIENCE AND GET TO THE NEXT  
[04:08:04] STEP. I DON'T KNOW WHERE MARIE CAROSI IS  
[04:08:07] WITH YOU ON THIS, AND IT SEEMS LIKE WE  
[04:08:09] HAD THIS WHOLE POOL OF PEOPLE ALL I HAD  
[04:08:12] THE PROBLEM WAS IDENTIFIED. WE WERE ALL  
[04:08:14] GOING TO GO AND JUMP IN. AND THEN MY ONE  
[04:08:17] THOUGHT I HAD WAS LIKE, WHY AREN'T WE  
[04:08:20] JUST PAYING FOR AN INTERN IN THE  
[04:08:22] BUSINESS AFTER THEY GO THROUGH OUR  
[04:08:25] PROCESS? WHY DON'T WE JUST GIVE SOMEBODY  
[04:08:27] A SIX MONTH STYLE? LET THE BUSINESS SEE  
[04:08:30] IF THIS PERSON IS SHOWING PROMISE THAT,  
[04:08:33] YOU KNOW, MOST OF THESE BUSINESSES ARE  
[04:08:34] SO, YOU KNOW, CHEAP OR SHALL I SAY,  
[04:08:38] OR RELUCTANT TO TAKE THE RISK. INSTEAD  
[04:08:42] OF THE INTERNSHIP WITH US, LET'S GIVE  
[04:08:43] THEM A PAID INTERNSHIP FOR SOMEBODY TO  
[04:08:46] TRY THEM OUT ANYWAY. I JUST DON'T THINK  
[04:08:49] THIS IS SO DRAMATIC. THE PROBLEM IS WELL  
[04:08:52] ESTABLISHED, AND I JUST WOULD LOVE TO  
[04:08:55] HAVE YOU HELP INFORM THE SOLUTION RATHER  
[04:08:57] THAN ASK A CONSULTANT TO DO IT FOR US.  
[04:09:01] THANK YOU, COMMISSIONER FELLEMAN. OKAY,  
[04:09:04] GUYS, I KNOW IT'S BEEN A LONG DAY, AND I  
[04:09:06] WANT US TO BE ABLE TO GET ON WITH IT.  
[04:09:09] SO I'M GOING TO ASK IF THERE'S ANY LAST  
[04:09:12] WRAP UP REMARKS ABOUT THIS TOPIC FROM  
[04:09:14] EXECUTIVE DIRECTOR METRUCK.  
[04:09:22] LET ME JUST SAY THANKS, AMBER, AND FOR  
[04:09:25] THE ENERGY THAT YOU BRING TO THIS WORK  
[04:09:26] AND WHERE YOU'VE DONE OVER THESE YEARS.  
[04:09:29] AND I THINK THIS DIDN'T HAPPEN  
[04:09:30] OVERNIGHT. AND I APPRECIATE THE  
[04:09:32] PROGRESSION ON THIS, AND I APPRECIATE  
[04:09:33] THE COMMISSIONER'S FEEDBACK AND SUPPORT  
[04:09:35] FOR THE PROGRAM. BOOKDA AND I WERE IN  
[04:09:37] CONTACT. WE SAW BUCKET COME UP ON THE  
[04:09:39] SCREEN. HER AND I WERE ACTUALLY IN  
[04:09:42] CONTACT ON THIS. SO WE'RE HERE  
[04:09:46] IN THE AGREEMENT ABOUT HOW WE CREATE  
[04:09:47] THIS CONTINUUM. RIGHT. AND THAT'S IN THE  
[04:09:51] BIGGER VIEW OF WORKFORCE DEVELOPMENT.  
[04:09:53] SO I JUST WANT TO LET YOU KNOW, WE'RE  
[04:09:55] TRACKING THOSE CONVERSATIONS AND MOVING  
[04:09:58] US AHEAD ON THAT, COMMISSIONER. SO

[04:10:00] COMMISSIONER AND I'M LOOKING AT ONE  
[04:10:03] COMMISSIONER ANYWAY. BUT THANKS,  
[04:10:06] COMMISSIONER. AND MORE TO FOLLOW THIS  
[04:10:07] AND WE'LL CONTINUE TO MONITOR THIS  
[04:10:12] AND GET FEEDBACK ON THIS GREAT PROGRAM  
[04:10:15] THAT WE HAVE. THANK YOU SO MUCH.  
[04:10:19] THANK YOU, AMBER. MISSIONS THAT  
[04:10:22] CONCLUDES OUR REGULAR SCHEDULED BUSINESS  
[04:10:24] ITEMS FOR TODAY. ARE THERE ANY MOTIONS  
[04:10:26] RELATING TO COMMITTEE REFERRALS OR ANY  
[04:10:28] CLOSING COMMENTS? CLARK, YOU CAN GO  
[04:10:30] AHEAD AND CALL THE ROLL FOR THIS ONE.  
[04:10:33] BEGINNING WITH COMMISSIONER MOHAMED. I  
[04:10:36] WAS LIKE, PUT MY HAND UP.  
[04:10:38] I ALMOST FORGOT.  
[04:10:44] WE DO HAVE A REFERRAL THAT I WOULD LIKE  
[04:10:47] TO MAKE ON BEHALF OF COMMISSIONER HAS A  
[04:10:50] GAL WHO COULDN'T BE HERE TODAY BUT ASKED  
[04:10:52] ME TO MOVE THIS FORWARD.  
[04:10:55] WE WOULD LIKE TO REFER THE TOPIC OF  
[04:10:59] EARLY LEARNING AND EDUCATION FACILITIES  
[04:11:02] AT OUR AIRPORT TO THE EQUITY AND  
[04:11:05] WORKFORCE COMMITTEE TO LOOK INTO THAT  
[04:11:08] POSSIBILITY. THERE'S OTHER AIRPORTS  
[04:11:10] AROUND THE COUNTRY, DALLAS FORT WORTH,  
[04:11:14] TO BE SPECIFIC, HAS AN INTERNATIONAL  
[04:11:16] AIRPORT, HAS AN EARLY LEARNING PROGRAM  
[04:11:19] AND CHILDCARE FACILITY THERE. AND SO I  
[04:11:22] KNOW THAT COMMISSIONER CALKINS AND  
[04:11:24] COMMISSIONER CHO HAVE IN THE PAST  
[04:11:27] BROUGHT THIS UP. AND SO I THINK TAKING  
[04:11:30] THE TOPIC TO COMMITTEE AND INCLUDING  
[04:11:32] THAT IN THE EQUITY AND WORKFORCE  
[04:11:36] COMMITTEE TO LOOK MORE INTO THAT AS WHAT  
[04:11:39] I'D LIKE TO DO. IS THERE A SECOND?  
[04:11:43] ALL RIGHT, LET'S GO AHEAD AND GO  
[04:11:45] STRAIGHT TO A VOTE ON THAT. CAN YOU CALL  
[04:11:48] THE ROLL, CLARK? YES. BEGINNING WITH  
[04:11:50] COMMISSIONER MOHAMED. AYE.  
[04:11:53] THANK YOU, COMMISSIONER FELLEMAN.  
[04:11:56] AYE. THANK YOU, COMMISSIONER CHO.  
[04:11:58] AYE. THANK YOU, COMMISSIONER CALKINS.  
[04:12:01] HI. THANK YOU. YOU HAVE FOUR YESES AND  
[04:12:03] ZERO NOS ON THIS REFERRAL TO COMMITTEE.  
[04:12:06] ANY FURTHER OTHER BUSINESS,  
[04:12:08] COMMISSIONER MAHOGAN? NO.  
[04:12:10] GOOD. COMMISSIONER SELLING,  
[04:12:17] I JUST LOOK FORWARD TO SHARING WITH YOU  
[04:12:19] MY OBSERVATIONS OVER THE LAST COUPLE OF  
[04:12:21] WEEKS FROM THE WIND CONFERENCE AND SUCH,  
[04:12:23] AND WE'LL DO THAT AT OUR NEXT MEETING OR  
[04:12:26] SO POTENTIALLY AT THE RETREAT AS WELL.  
[04:12:29] THAT WOULD BE TERRIFIC. THANK YOU SO  
[04:12:30] MUCH, COMMISSIONER FILM AND COMMISSIONER  
[04:12:32] CHO. NOT FOR ME. THANK YOU.  
[04:12:36] RIGHT. I AM GOING TO USE THE TIME TO  
[04:12:39] REMIND US ALL THAT OUR NEXT MEETING ON  
[04:12:42] APRIL 26, WE ARE HOPING TO DO IN PERSON  
[04:12:45] AT THE AIRPORT OFFICE BUILDING. EXCUSE  
[04:12:49] ME. NOT THE AIR FORCE, THE AIRPORT.  
[04:12:52] THAT'S RIGHT. THE PUBLIC MAY  
[04:12:56] CHOOSE TO PARTICIPATE IN THE NEXT  
[04:12:58] MEETING EITHER IN PERSON OR THROUGH THE

[04:13:00] TEAM'S FORMAT. THE AGENDA AND MEETING  
[04:13:02] INSTRUCTIONS WILL BE ON THE PORT WEBSITE  
[04:13:04] AT MEETINGS, PORT SEATTLE.ORG.  
[04:13:08] AS WE GET CLOSER TO THE MEETING DATE,  
[04:13:10] EXECUTIVE DIRECTOR METRUCK, ANY CLOSING  
[04:13:12] COMMENTS. THANKS, COMMISSIONERS,  
[04:13:16] FOR YOUR ACTIONS, BUT ALSO FOR A LOT OF  
[04:13:19] THE BRIEFINGS ABOUT REALLY ABOUT THE  
[04:13:21] THINGS THAT ARE MOVING FORWARD. AND SO  
[04:13:24] LOTS OF EXCITEMENT AS WE MOVE INTO THE  
[04:13:26] SECOND QUARTER. THANK YOU.  
[04:13:29] WELL, THANK YOU ALL. HEARING NO FURTHER  
[04:13:31] COMMENTS AND HAVING NO FURTHER BUSINESS.  
[04:13:32] IF THERE IS NO OBJECTION, WE AYE.  
[04:13:35] ADJOURNED AT 04:15 P.M.. THANK YOU SO  
[04:13:39] MUCH. THANK YOU. THANK YOU,

END OF TRANSCRIPT