

START OF TRANSCRIPT

[00:00:25] UM ALL  
[00:00:30] RIGHT. THIS IS COMMISSION PRESIDENT SAM  
[00:00:33] CHO CONVENING THE REGULAR MEETING OF  
[00:00:34] MARCH 28, 2023. THE TIME IS 10:30 A.M..  
[00:00:38] WE'RE MEETING IN PERSON TODAY AT THE  
[00:00:40] SEATTLE TACOMA INTERNATIONAL AIRPORT  
[00:00:41] CONFERENCE CENTER AND VIRTUALLY VIA  
[00:00:44] MICROSOFT TEAMS. PRESENT WITH ME TODAY  
[00:00:46] ARE COMMISSIONER CALKINS, FELLEMAN,  
[00:00:48] HASEGAWA AND MOHAMMED, WHO ARE CURRENTLY  
[00:00:50] GATHERED IN EXECUTIVE SESSION ROOM  
[00:00:52] AWAITING THE OPENING OF THE PUBLIC  
[00:00:53] MEETING. COMMISSIONER MOHAMED IS RECUSED  
[00:00:56] FROM PARTICIPATING IN A PORTION OF THE  
[00:00:57] SESSION TODAY. WE'LL NOW RECESS INTO THE  
[00:01:00] EXECUTIVE SESSION TO DISCUSS TWO ITEMS  
[00:01:01] REGARDING LITIGATION AND OR POTENTIAL  
[00:01:03] LITIGATION OR LEGAL RISK PER RCW  
[00:01:06] 42.30.110 SUB ONE, SUB I.  
[00:01:10] WE WILL BE IN EXECUTIVE SESSION FOR  
[00:01:12] APPROXIMATELY 35 MINUTES AND WE WILL  
[00:01:14] RECONVENE INTO PUBLIC SESSION AT 12:00  
[00:01:17] P.M.. NOON. THANK YOU VERY MUCH.  
[00:01:21] THANK YOU. WE ARE IN RECESS.  
[00:01:26] ALL RIGHT. THIS IS COMMISSION PRESIDENT  
[00:01:28] SAM CHO RECONVENING THE REGULAR MEETING  
[00:01:30] OF MARCH 2023. THE TIME IS 12:05 P.M..  
[00:01:33] WE'RE MEETING IN PERSON TODAY AT  
[00:01:35] SEATTLE TACOMA INTERNATIONAL AIRPORT  
[00:01:37] CONFERENCE CENTER AND VIRTUALLY VIA  
[00:01:39] MICROSOFT TEAMS. CLERK HART, PLEASE CALL  
[00:01:41] THE ROLL OF ALL COMMISSIONERS IN  
[00:01:43] ATTENDANCE. THANK YOU. BEGINNING WITH  
[00:01:46] COMMISSIONER CALKINS. AYE.  
[00:01:50] THANK YOU. COMMISSIONER FELLEMAN?  
[00:01:52] PRESENT. THANK YOU. COMMISSIONER  
[00:01:54] HASEGAWA? PRESENT. THANK YOU.  
[00:01:56] COMMISSIONER MOHAMED. PRESENT. THANK  
[00:01:58] YOU. AND COMMISSIONER CHO. PRESENT.  
[00:02:00] THANK YOU. WE DO HAVE A FULL  
[00:02:02] COMMISSIONER HERE TODAY. EXCELLENT.  
[00:02:03] THANK YOU VERY MUCH. A FEW HOUSEKEEPING  
[00:02:06] ITEMS BEFORE WE BEGIN. FOR EVERYONE IN  
[00:02:08] THE MEETING ROOM, PLEASE TURN YOUR CELL  
[00:02:10] PHONES TO SILENT. FOR ANYONE  
[00:02:12] PARTICIPATING ON MICROSOFT TEAMS,  
[00:02:14] PLEASE MUTE YOUR SPEAKERS. WHEN NOT  
[00:02:15] ACTIVELY SPEAKING OR PRESENTING, PLEASE  
[00:02:17] KEEP YOUR CAMERAS OFF UNLESS YOU'RE A  
[00:02:19] MEMBER OF THE COMMISSION OR EXECUTIVE  
[00:02:20] DIRECTOR PARTICIPATING VIRTUALLY, OR YOU  
[00:02:23] ARE A MEMBER OF STAFF IN A PRESENTATION  
[00:02:25] OR ACTIVELY ADDRESSING THE COMMISSIONER.  
[00:02:28] MEMBERS OF THE PUBLIC ADDRESSING THE  
[00:02:29] COMMISSION DURING PUBLIC COMMENT MAY  
[00:02:31] TURN ON THEIR CAMERAS WHEN THEIR NAME IS  
[00:02:32] CALLED TO SPEAK, AND WILL TURN THEM BACK  
[00:02:35] OFF AT THE CONCLUSION OF THEIR REMARKS.  
[00:02:37] FOR ANYONE AT THE DIOCESE HERE TODAY,  
[00:02:39] PLEASE TURN OFF THE SPEAKERS ON ANY  
[00:02:41] COMPUTERS AND SILENCE YOUR DEVICES.

[00:02:43] PLEASE ALSO REMEMBER TO ADDRESS YOUR  
[00:02:44] REQUEST TO BE RECOGNIZED, TO SPEAK  
[00:02:46] THROUGH THE CHAIR, AND TO WAIT TO SPEAK  
[00:02:48] UNTIL YOU HAVE BEEN RECOGNIZED. YOU'LL  
[00:02:51] TURN YOUR MICROPHONES ON AND OFF AS  
[00:02:55] NEEDED. ALL THE ITEMS NOTED HERE WILL  
[00:02:57] ENSURE A SMOOTHER MEETING AND I THANK  
[00:02:59] YOU IN ADVANCE. ALL VOTES TODAY WILL BE  
[00:03:01] TAKEN BY THE ROLL CALL METHOD, SO IT IS  
[00:03:03] CLEAR FOR ANYONE PARTICIPATING VIRTUALLY  
[00:03:05] HOW VOTES ARE CAST. COMMISSIONER WILL  
[00:03:07] SAY AYE OR NAY WHEN THEIR NAME IS  
[00:03:09] CALLED. WE ARE MEETING ON THE ANCESTRAL  
[00:03:11] LANDS AND WATERS OF THE COAST SALISH  
[00:03:13] PEOPLE WITH WHOM WE SHARE A COMMITMENT  
[00:03:15] TO STEWARD THESE NATURAL RESOURCES FOR  
[00:03:17] FUTURE GENERATIONS. THIS MEETING IS  
[00:03:20] BEING DIGITALLY RECORDED. IT MAY BE  
[00:03:22] VIEWED OR HEARD AT ANY TIME ON THE  
[00:03:24] PORT'S WEBSITE AND MAY BE REBROADCAST BY  
[00:03:26] KING COUNTY TELEVISION. PLEASE STAND OR  
[00:03:29] JOIN US FOR THE PLEDGE OF ALLEGIANCE OF  
[00:03:37] [RECITING THE PLEDGE OF ALLEGIANCE]  
[00:03:52] ALL RIGHT, SO WE WILL GO ON TO THE FIRST  
[00:03:55] ITEM OF THE AGENDA, WHICH IS ITEM THREE.  
[00:03:57] THE FIRST ITEM OF BUSINESS IS APPROVAL  
[00:03:59] OF THE AGENDA. AS A REMINDER, IF A  
[00:04:01] COMMISSIONER WISHES TO COMMENT FOR OR  
[00:04:03] AGAINST AN ITEM ON THE CONSENT AGENDA,  
[00:04:05] IT IS NOT NECESSARY TO PULL THE ITEM  
[00:04:06] FROM THE CONSENT AGENDA. RATHER, A  
[00:04:08] COMMISSIONER MAY OFFER SUPPORTING OR  
[00:04:10] OPPOSING COMMENTS ONCE THE MOTION TO  
[00:04:11] APPROVE THE CONSENT AGENDA IS ON THE  
[00:04:13] FLOOR AND BEFORE THE VOTE IS TAKEN.  
[00:04:15] HOWEVER, IF A COMMISSION WANTS TO ASK  
[00:04:16] QUESTIONS OF STAFF OR WISHES TO HAVE A  
[00:04:18] DIALOGUE ON A CONSENT AGENDA ITEM, IT IS  
[00:04:21] APPROPRIATE TO REQUEST THE ITEM TO BE  
[00:04:22] PULLED FOR SEPARATE DISCUSSION. ARE  
[00:04:24] THERE ANY ITEMS TO BE PULLED FROM THE  
[00:04:26] CONSENT AGENDA OR ANY MOTIONS TO  
[00:04:28] REARRANGE THE ORDER OF THE DAY?  
[00:04:30] COMMISSIONER MOHAMMED? THANK YOU,  
[00:04:32] PRESIDENT CHO. I WOULD LIKE TO PULL ITEM  
[00:04:36] EIGHT C FOR QUESTIONS. GREAT. THANK YOU  
[00:04:39] FOR THAT, COMMISSIONER. THE QUESTION IS  
[00:04:41] NOW ON THE COMMISSIONER FELLEMAN.  
[00:04:46] I'D LIKE TO GET SOME CLARIFICATION ON  
[00:04:49] CLARITY ON ITEM EIGHT B AS  
[00:04:53] IN BOY. B AS IN BOY.  
[00:04:56] OKAY,  
[00:05:00] SO BOTH EIGHT B AND EIGHT C HAVE BEEN  
[00:05:03] PULLED FROM THE PRESET AGENDA. THE  
[00:05:05] QUESTION IS NOW ON APPROVAL OF THE  
[00:05:07] AGENDA. IS THERE A MOTION TO APPROVE THE  
[00:05:08] AGENDA AS AMENDED? SO MOVED.  
[00:05:14] SECOND. GREAT. THE MOTION HAS BEEN MADE  
[00:05:16] AND SECONDED. IS THERE AN OBJECTION TO  
[00:05:18] APPROVAL OF THE AGENDA AS AMENDED?  
[00:05:22] HEARING NONE. THE AGENDA IS APPROVED OR  
[00:05:24] AS AMENDED. NEXT ON OUR AGENDA IS  
[00:05:28] THE EXECUTIVE DIRECTOR'S REPORT.

[00:05:30] EXECUTIVE DIRECTOR METRUCK, YOU HAVE THE  
[00:05:32] FLOOR COMMISSIONERS.  
[00:05:42] GOOD AFTERNOON. GREETINGS FROM  
[00:05:44] WASHINGTON, DC. WELL, RIGHT NOW IT'S  
[00:05:46] WARM AND PARTLY CLOUDY, AND THE CHERRY  
[00:05:48] BLOSSOMS ARE AT THEIR PEAK. I'M IN  
[00:05:50] WASHINGTON THIS WEEK FOR THE LEGISLATIVE  
[00:05:53] SUMMIT FOR THE AMERICAN ASSOCIATION OF  
[00:05:55] PORT AUTHORITIES. AT OTHER KEY MEETINGS  
[00:05:56] TO ADVANCE OUR PRIORITIES. I'M  
[00:05:58] PARTICIPATING IN THIS COMMISSION MEETING  
[00:06:00] VIRTUALLY, BUT DEPUTY EXECUTIVE DIRECTOR  
[00:06:02] DAISOIKI IS READY TO STEP IN IF THERE  
[00:06:04] ARE ANY TECHNICAL DIFFICULTIES ON MY  
[00:06:06] BEHALF. I'D LIKE TO BEGIN MY REMARKS BY  
[00:06:09] ACKNOWLEDGING SEVERAL MAJOR RELIGIOUS  
[00:06:10] OBSERVANCES TAKING PLACE THIS SPRING.  
[00:06:13] WE ARE ABOUT ONE WEEK INTO THE ISLAMIC  
[00:06:15] HOLY MONTH OF RAMADAN, A TIME DEDICATED  
[00:06:17] TO FASTING, PRAYER, REFLECTION AND  
[00:06:19] COMMUNITY. AS I MENTIONED TO THE PORT  
[00:06:21] STAFF BEFORE, PLEASE FEEL FREE TO REACH  
[00:06:23] OUT TO YOUR MUSLIM COLLEAGUES,  
[00:06:24] NEIGHBORS AND FRIENDS, SAY RAMDAN  
[00:06:26] MUBARAK. KEEPING IN MIND AS THEY GO  
[00:06:29] THROUGH THIS MONTH OF NOT EATING AND  
[00:06:30] DRINKING FROM SUNRISE TO SUNSET AND  
[00:06:33] PERHAPS HAVING LESS ENERGY THAN USUAL,  
[00:06:34] I'M SURE THEY'LL APPRECIATE YOUR  
[00:06:36] SUPPORT. NEXT WEDNESDAY, APRIL 5, IS THE  
[00:06:39] START OF THE PASSOVER HOLIDAY. I HOPE  
[00:06:41] THAT OUR JEWISH EMPLOYEES AND FRIENDS  
[00:06:44] CAN GATHER TOGETHER WITH FAMILY AND  
[00:06:46] FRIENDS TO OBSERVE THE WONDERFUL  
[00:06:47] TRADITIONS OF THE RITUAL MEAL KNOWN AS  
[00:06:49] THE PASSOVER SEDER. THE STORY OF  
[00:06:52] PASSOVER IS ABOUT THROWING OFF THE YOKE  
[00:06:55] OF OPPRESSION AND UNDERTAKING A LONG  
[00:06:57] JOURNEY, BOTH PHYSICALLY AND  
[00:06:58] SPIRITUALLY, TOWARD FREEDOM. THE  
[00:07:01] TRADITION OF THE PASSOVER SEDER IS TO  
[00:07:03] EACH YEAR TO TELL THE STORY OF THE JEWS  
[00:07:05] BRINGING SLAVE BEING SLAVES AND THEN  
[00:07:08] ESCAPING TO ENSURE THAT THIS HISTORY IS  
[00:07:10] NEITHER FORGOTTEN NOR REPEATED.  
[00:07:12] FINALLY, FOR CHRISTIANS, THE 40 DAY  
[00:07:14] PERIOD OF FASTING, REPENTANCE,  
[00:07:16] MODERATION AND SPIRITUAL DISCIPLINE  
[00:07:17] CALLED LENT CULMINATES IN HOLY WEEK AND  
[00:07:20] WITH EASTER SUNDAY ON APRIL 9  
[00:07:22] CELEBRATING THE RESURRECTION OF JESUS  
[00:07:25] THREE DAYS AFTER HIS DEATH BY  
[00:07:26] CRUCIFIXION. AS THE PORT STRIVES TO  
[00:07:30] BECOME A MORE DIVERSE AND EQUITABLE  
[00:07:31] ORGANIZATION, WE WILL ALSO WORK TO BE  
[00:07:34] MORE INCLUSIVE AND RECOGNIZE THE  
[00:07:36] IMPORTANCE OF HONORING AND ACKNOWLEDGING  
[00:07:38] THESE APPEARANCES, AMONG MANY OTHERS.  
[00:07:41] AN ADDITIONAL EVENT I'D LIKE TO  
[00:07:43] ACKNOWLEDGE IS OUR ANNUAL WOMEN  
[00:07:45] OUTSTANDING ACHIEVEMENT AWARDS, WHICH WE  
[00:07:47] HELD TOMORROW, MARCH 29, AT 11:30 A.M.  
[00:07:50] IN THE PIER 69 ATRIUM. I'M UNABLE TO

[00:07:53] JOIN FOR THIS EVENT, BUT I'LL EXTEND MY  
[00:07:56] CONGRATULATIONS IN ADVANCE TO ALL THE  
[00:07:58] NOMINEES AND AWARDEES AND FOR THE WORK  
[00:08:00] OF THE WOMEN'S INITIATIVE NETWORK, OR  
[00:08:02] WIN ERG AND PUTTING THIS ALL TOGETHER.  
[00:08:05] AS A REMINDER, THIS IS ONE OF THE  
[00:08:07] SEVERAL WONDERFUL WAYS THAT THE PORT IS  
[00:08:09] ACKNOWLEDGING WOMEN'S HISTORY MONTH,  
[00:08:11] INCLUDING SOME GREAT ONLINE CONTENT  
[00:08:13] ABOUT WOMEN LEADERS AT THE PORT.  
[00:08:16] LOOKING AHEAD TO APRIL 6, I WOULD LIKE  
[00:08:18] EVERYONE TO KNOW ABOUT THE UPCOMING  
[00:08:20] PANEL DISCUSSION ON EMERGING  
[00:08:22] DECARBONIZATION STRATEGIES BY CRUISE  
[00:08:24] LINES AND PORTS, AND HOW WE CAN PARTNER  
[00:08:26] TO ACCELERATE OUR GROUNDBREAKING CRUISE  
[00:08:28] GREEN CORRIDOR INITIATIVE. THE WEBINAR  
[00:08:31] WILL TAKE PLACE FROM 10:00 A.M TO 11:30  
[00:08:33] A.M ON APRIL 6.  
[00:08:36] OVER IN THE AVIATION LINE OF BUSINESS,  
[00:08:38] WE ARE HARD AT WORK ADVANCING OUR  
[00:08:40] EFFORTS TO UPGRADE SEA. THESE EFFORTS IN  
[00:08:43] PART CONTRIBUTED TO STAR TREK'S NAMING  
[00:08:45] SEATTLE TACOMA INTERNATIONAL AIRPORT AS  
[00:08:47] THE BEST AIRPORT IN NORTH AMERICA FOR  
[00:08:49] THE SECOND YEAR IN A ROW. A COMBINATION  
[00:08:52] OF NEW FACILITIES, ADDED AMENITIES,  
[00:08:55] CUSTOMER SERVICE ENHANCEMENTS, AND  
[00:08:57] INNOVATIVE PROGRAMS LIKE SPOTSAVER CAN  
[00:08:59] HELP EXEMPLIFY THE BEST IN CLASS SERVICE  
[00:09:02] TRAVELERS CAN EXPECT WHEN TRAVELING  
[00:09:04] THROUGH OUR GATEWAY. CONGRATULATIONS TO  
[00:09:06] THE ENTIRE AVIATION TEAM AND THE MANY  
[00:09:09] OTHER TEAMS THAT SUPPORT THEM ACROSS THE  
[00:09:10] BOARD FOR THIS ACHIEVEMENT. LASTLY,  
[00:09:14] TODAY'S COMMISSION MEETING IS NOTABLE  
[00:09:15] SINCE IT IS THE LAST COMMISSION MEETING  
[00:09:17] WHERE WE WILL USE THE CURRENT DELEGATION  
[00:09:19] OF AUTHORITY. THE NEW DELEGATION LEVELS  
[00:09:22] GO INTO EFFECT LATER THIS MONTH,  
[00:09:24] ALTHOUGH THERE WILL BE REGULAR REPORTS  
[00:09:26] ON THOSE ITEMS THAT I APPROVE. A SMALL  
[00:09:29] BUT MIGHTY TEAM OF CROSS PORT,  
[00:09:31] MULTIDEPARTMENT STAFF HAVE BEEN WORKING  
[00:09:33] HARD OVER THE LAST FEW MONTHS TO BUILD A  
[00:09:35] TOOL THAT BOTH INCREASES EFFICIENCY FOR  
[00:09:37] PORT STAFF AND MAINS TRANSPARENCY FOR  
[00:09:39] THE PUBLIC. I WOULD LIKE TO THANK THE  
[00:09:42] COMMISSION FOR YOUR TRUST IN THE TEAM TO  
[00:09:45] DELIVER ON OUR MISSION AT THIS NEW  
[00:09:46] DELEGATED LEVEL. I WOULD ALSO LIKE TO  
[00:09:49] THANK DEPUTY EXECUTIVE DIRECTOR DAVE  
[00:09:51] SOYKI AND COMMISSION CLERK MICHELLE HART  
[00:09:54] FOR THEIR LEADERSHIP ON THIS BODY OF  
[00:09:56] WORK. I LOOK FORWARD TO SHARING MORE AS  
[00:09:58] THE TEAM FINISHES TESTING THIS NEW TOOL  
[00:10:00] AS IT'S IMPLEMENTED. MOVING TO TODAY'S  
[00:10:04] COMMISSION MEETING, I'D LIKE TO  
[00:10:05] HIGHLIGHT A FEW ITEMS. FIRST, IT SEEMS  
[00:10:07] THAT IT IS INFRASTRUCTURE WORK  
[00:10:10] INFRASTRUCTURE WEEK HERE AT THE PORT AND  
[00:10:12] HERE AT THE COMMISSION. WE HAVE BEFORE  
[00:10:14] YOU TODAY SEVERAL AUTHORIZATIONS RELATED

[00:10:16] TO MAINTAINING AND REFRESHING CRITICAL  
[00:10:18] INFRASTRUCTURE, FROM SECURING LONG LEAD  
[00:10:20] TIME ELECTRICAL EQUIPMENT FOR OUR  
[00:10:22] MARITIME INDUSTRIAL CENTER, INCREASING  
[00:10:24] POWER AT THE NORTH APRON OF PIER 69 TO  
[00:10:27] ENABLE FUTURE SHORE POWER CAPABILITIES,  
[00:10:30] TO WRAPPING UP AND REPLACING STEEL PILES  
[00:10:32] AT PIER 66. THESE ACTIONS ON THE CONSENT  
[00:10:35] AGENDA MIGHT NOT GENERATE ANY MAJOR  
[00:10:37] HEADLINES, BUT THEY ARE CRITICAL TO  
[00:10:38] MAINTAINING OUR CRITICAL GATEWAYS,  
[00:10:41] ADVANCING OUR PRIORITIES, AND DELIVERING  
[00:10:43] ON OUR MISSIONS. SECOND, I'M LOOKING  
[00:10:46] FORWARD TO ROBUST DISCUSSION ON TWO  
[00:10:47] EQUITY RELATED ACTIONS THE FEASIBILITY  
[00:10:50] FOR THE INTERNATIONAL PUBLIC MARKET,  
[00:10:53] AND THE FIRST READING OF THE EQUITY  
[00:10:55] POLICY DIRECTIVE. THESE ITEMS ARE TWO  
[00:10:57] GREAT EXAMPLES OF OUR ONGOING COMMITMENT  
[00:10:59] TO BECOMING A MODEL FOR EQUITY DIVERSITY  
[00:11:02] INCLUSION. COMMISSIONER, THIS CONCLUDES  
[00:11:04] MY REMARKS. THANK YOU. THANK YOU,  
[00:11:07] STEVE. I HOPE YOU HAVE A FRUITFUL TRIP  
[00:11:09] TO WASHINGTON, DC. AND WE LOOK FORWARD  
[00:11:11] TO SEEING YOU BACK IN SEATTLE. WE ARE  
[00:11:13] NOW MOVING ON TO COMMITTEE REPORTS.  
[00:11:15] ERICA CHUNG, COMMISSION STRATEGIC  
[00:11:17] ADVISOR, WILL PROVIDE THE REPORT.  
[00:11:18] ERICA. GOOD AFTERNOON, PRESIDENT CHO AND  
[00:11:21] COMMISSIONERS. I HAVE FIVE COMMITTEE  
[00:11:23] REPORTS FOR YOU TODAY. ON MARCH 20,  
[00:11:26] COMMISSIONERS FELLEMAN AND CALKINS  
[00:11:27] CONVENED THE WATERFRONT INDUSTRIAL LANDS  
[00:11:29] COMMITTEE. DURING THE MEETING, THEY  
[00:11:31] RECEIVED AN UPDATE ON THE CITY OF  
[00:11:33] SEATTLE'S INDUSTRIAL LAND ZONING AND  
[00:11:35] PROVIDED DIRECTION TO STAFF. ON MARCH  
[00:11:38] 21, COMMISSIONER CALKINS AND MOHAMED MET  
[00:11:41] AS MEMBERS OF THE AVIATION COMMITTEE,  
[00:11:43] WHERE THEY RECEIVED UPDATES ON WAYS THE  
[00:11:45] PORT IS ENCOURAGING EMPLOYEES AND  
[00:11:47] TRAVELERS TO TAKE MORE ENVIRONMENTALLY  
[00:11:49] SUSTAINABLE MODES OF TRANSPORTATION.  
[00:11:52] INCLUDED IN OUR GRAND TRANSPORTATION  
[00:11:54] ACCESS PLAN. TOPICS INCLUDED A  
[00:11:56] TRANSPORTATION MANAGEMENT ASSOCIATION,  
[00:11:58] THE RESULTS OF A MODE CHOICE MODELING  
[00:12:01] STUDY, AND OTHER ACTIVE TRANSPORTATION  
[00:12:03] OPTIONS THE PORT IS CONSIDERING. ON  
[00:12:06] MARCH 21, COMMISSIONERS HASEGAWA AND  
[00:12:08] FELLEMAN CONVENED THE SUSTAINABILITY,  
[00:12:10] ENVIRONMENT AND CLIMATE COMMITTEE,  
[00:12:12] WHERE THEY WERE BRIEFED ON TWO TOPICS  
[00:12:14] RELATED TO CRUISE AND THE  
[00:12:17] TOOLS THE PORT HAS TO INFLUENCE ITS  
[00:12:20] BUSINESS PARTNERS TO REDUCE THEIR  
[00:12:21] ENVIRONMENTAL IMPACTS. THE FIRST ITEM  
[00:12:24] WAS ON CRUISE MEMORANDUM OF  
[00:12:25] UNDERSTANDING. STAFF ARE CURRENTLY IN  
[00:12:27] DISCUSSION WITH INDIVIDUAL CRUISE LINES  
[00:12:30] AND WASHINGTON DEPARTMENT OF ECOLOGY ON  
[00:12:32] RESIGNING THE AGREEMENT. AND AS IN THE  
[00:12:34] PAST, THE PORT WILL BE A PARTY TO THE

[00:12:38] LONG STANDING AGREEMENT THAT INCLUDES  
[00:12:40] REQUIREMENTS FOR WATER QUALITY  
[00:12:42] PROTECTIONS THAT EXCEED CURRENT  
[00:12:43] REGULATIONS, ALONG WITH PROVISIONS FOR  
[00:12:46] AN ANNUAL PUBLIC MEETING TO PROVIDE  
[00:12:48] TRANSPARENCY AND ACCOUNTABILITY. THE  
[00:12:50] SECOND ITEM BEFORE THE COMMITTEE WAS THE  
[00:12:52] CRUISE PREFERENTIAL BIRTHING AGREEMENT  
[00:12:54] AND LEASES. THE COMMITTEE WAS BRIEFED ON  
[00:12:56] THE PORT'S OVERALL STRATEGY FOR  
[00:12:58] AGREEMENT AND LEASE NEGOTIATION WITH  
[00:13:00] CRUISE PARTNERS, POTENTIAL ENVIRONMENTAL  
[00:13:03] TERMS AND CONSIDERATION AND PROGRESS.  
[00:13:05] TO DATE, COMMISSIONERS SHARE THE  
[00:13:07] IMPORTANCE OF SHORE POWER USE WHILE  
[00:13:08] CRUISE SHIPS ARE AT BERTH AND ENCOURAGE  
[00:13:10] STAFF TO CONSIDER INCENTIVIZING CRUISE  
[00:13:12] LINES PARTNERS TO FURTHER ADVANCE  
[00:13:15] SUSTAINABILITY OUTCOMES. ON MARCH 22,  
[00:13:18] COMMISSIONERS HASEGAWA CALKINS CONVENED  
[00:13:20] THE EQUITY AND WORKFORCE DEVELOPMENT  
[00:13:22] COMMITTEE. COMMISSIONERS RECEIVED THE  
[00:13:24] STAFF PROPOSED DEFINITION OF EQUITY  
[00:13:26] RELATED RESOURCES IN THE PORT'S BUDGET.  
[00:13:29] THIS WORK IS CALLED FOR IN THE YET TO BE  
[00:13:32] PASSED EQUITY POLICY DIRECTIVE.  
[00:13:34] COMMISSIONERS ALSO RECEIVED A SNEAK PEEK  
[00:13:36] OF A DASHBOARD DISPLAYING DATA THAT  
[00:13:38] STAFF CREATED. AFTER COMBING THROUGH THE  
[00:13:41] PORT'S RECENT BUDGET AND BINDING ITEMS  
[00:13:44] THAT COULD FALL UNDER THE PROPOSED  
[00:13:45] DEFINITION, COMMISSIONERS GAVE FEEDBACK  
[00:13:48] THAT THE DEFINITION AND CRITERIA FOR  
[00:13:50] EQUITY RELATED RESOURCE SHOULD  
[00:13:51] EXPLICITLY INCLUDE A BROAD RANGE OF  
[00:13:54] MARGINALIZED GROUPS. REGARDING THE DATA  
[00:13:56] ON PAST EQUITY SPENDING, COMMISSIONER  
[00:13:58] HASEGAWA REQUESTED THAT THIS DATA BE  
[00:14:01] DISAGGREGATED BY IMPACTED GROUPS TO THE  
[00:14:03] EXTENT POSSIBLE. COMMISSIONER CALKINS  
[00:14:06] ALSO ASKED THAT ANY CAPITAL EQUITY  
[00:14:08] SPENDING BE SEPARATED OUT FROM THE OTHER  
[00:14:10] EQUITY SPENDING TO REMOVE SOME  
[00:14:12] VOLATILITY FROM YEAR TO YEAR SPENDING  
[00:14:14] COMPARISONS. ON MARCH 22,  
[00:14:17] COMMUNITY CO-CHAIR, DES MOINES MAYOR MATT  
[00:14:19] MAHONEY CHAIRED THE HIGHLINE FORUM WITH  
[00:14:22] COMMISSIONER FRED FELLEMAN IN  
[00:14:23] ATTENDANCE. ARIF GAL, SCA'S NEW CHIEF  
[00:14:27] OPERATING OFFICER, PROVIDED A  
[00:14:28] COMPREHENSIVE UPDATE ON UPDATE SEA AND  
[00:14:31] NOTED SCA RECEIVED AN AWARD FROM CTRAC  
[00:14:35] AS THE BEST AIRPORT IN NORTH AMERICA FOR  
[00:14:37] 2022 AND 2023. VIOLETA VEGA,  
[00:14:41] PROGRAM MANAGER FOR BUSINESSES ENDING  
[00:14:43] SLAVERY AND TRAFFICKING ALLIANCE,  
[00:14:45] PRESENTED ON HOW TO IDENTIFY HUMAN  
[00:14:48] TRAFFICKING AND STEPS THAT CAN BE TAKEN  
[00:14:50] TO STOP OR PREVENT IT. WITH AVIATION  
[00:14:53] DIRECTOR LANCE LITTLE, TRAVELING CLAIRE  
[00:14:56] GALLAGHER PROVIDED THE UPDATE ON START,  
[00:14:59] INCLUDING THE FAA'S NEIGHBORING  
[00:15:01] ENVIRONMENTAL SURVEY, THE WORK OF THE



[00:15:03] AVIATION NOISE AND FEDERAL POLICY  
[00:15:05] WORKING GROUP. THIS CONCLUDES MY REPORT.  
[00:15:07] THANK YOU. THANK YOU, ERICA.  
[00:15:11] I APPRECIATE THE READOUT. ARE THERE ANY  
[00:15:14] QUESTIONS REGARDING COMMITTEES? IF SO,  
[00:15:16] PLEASE INDICATE IF YOU WOULD LIKE TO  
[00:15:18] SPEAK. YEAH, COMMISSIONER FELLEMAN,  
[00:15:22] THIS IS REGARDING THE AVIATION  
[00:15:23] COMMITTEE'S DISCUSSION OF TMAS. WE'VE  
[00:15:26] BEEN TALKING ABOUT THIS FOR YEARS AND I  
[00:15:28] WAS JUST WONDERING WHERE ARE WE AT WITH  
[00:15:31] THAT PROCESS?  
[00:15:36] AS YOU KNOW, COMMISSIONER, THIS IS AARON  
[00:15:39] PRITCHARD, COMMISSIONER CHIEF STAFF. AS  
[00:15:40] YOU KNOW, WE RECENTLY HIRED IN THIS FALL  
[00:15:44] FTE HERE AT THE PORT TO MANAGE THE  
[00:15:46] TRANSPORTATION MANAGEMENT AVIATION. I  
[00:15:49] WOULD SAY THAT THEY ARE BEGINNING TO  
[00:15:51] ORGANIZE THE FOLKS THAT ARE PART OF THE  
[00:15:55] TMA, WHICH IS BOTH THE CITIES OUTSIDE  
[00:15:57] AND OUR EMPLOYEES HERE. SO I THINK THERE  
[00:15:59] IS MORE TO COME AND WE HOPE THAT THEY  
[00:16:01] CAN PROCEED WITH HASTE TO GET INTO THAT  
[00:16:04] SOME OF THOSE SOLUTIONS. I DON'T KNOW IF  
[00:16:05] COMMISSIONERS HAVE ANY OTHER COMMENTS ON  
[00:16:07] WHAT THEY HEARD.  
[00:16:12] YEAH, I'M HAPPY TO SHARE KIND OF  
[00:16:14] PERSPECTIVES ON THE COMMITTEE  
[00:16:17] DISCUSSION. I THINK THERE'S A  
[00:16:19] RECOGNITION THAT WE HAVE A  
[00:16:22] UNIQUE OPPORTUNITY IN A COUPLE OF KEY  
[00:16:24] EMPLOYERS AT THE AIRPORTS TO REQUEST  
[00:16:27] THEIR ENTHUSIASM FOR THE PROGRAM AS  
[00:16:30] WELL, BECAUSE WITH JUST A COUPLE OF  
[00:16:32] THEM, WE COULD GET MORE THAN A MAJORITY  
[00:16:34] AND REALLY ADVANCE THE WORK. AND THERE'S  
[00:16:36] ALSO A MOMENT RIGHT NOW TO REALLY  
[00:16:41] ASK THEM TO PUT RESOURCES  
[00:16:46] BEHIND THEIR WORDS THAT BOTH HAVE MADE  
[00:16:49] VERY POSITIVE PUBLIC STATEMENTS ABOUT A  
[00:16:52] DESIRE TO ADVANCE ENVIRONMENTAL AND  
[00:16:54] ENVIRONMENTAL JUSTICE INITIATIVES IN  
[00:16:56] THEIR OWN OPERATIONS, AND THIS WOULD BE  
[00:16:57] A GREAT WAY TO DO IT. AND AS WE  
[00:17:01] COMMUNICATED THAT TO STAFF, AT THE SAME  
[00:17:04] TIME, WE RECOGNIZE THAT THERE ARE UNIQUE  
[00:17:07] CHALLENGES TO OUR A TMA FOR AN AIRPORT  
[00:17:10] IS QUITE DIFFERENT THAN ONE FOR, SAY,  
[00:17:11] UNIVERSITY OF WASHINGTON, WHICH HAS A  
[00:17:13] SIMILAR AMOUNT OF EMPLOYEES. AND SO PART  
[00:17:17] OF WHAT'S TAKING TIME ON THIS  
[00:17:20] IS MAKING SURE THAT THE IDIOSYNCRASIES  
[00:17:22] OF OUR UNIQUE COMMUTER ENVIRONMENT AND  
[00:17:26] PASSENGER FLOW ENVIRONMENT IS GOING TO  
[00:17:27] REQUIRE UNIQUE SOLUTIONS TOO.  
[00:17:33] SO THIS IS FOCUSED RIGHT NOW ON THE  
[00:17:35] EMPLOYEES THOUGH, RIGHT? IT'S NOT THE  
[00:17:36] PUBLIC. RIGHT. SO IF WE GET TWO BIG  
[00:17:39] EMPLOYERS, THEN WE HAVE A SIGNIFICANT  
[00:17:41] AMOUNT OF THIS COMPONENT OF THIS PART OF  
[00:17:45] THE PROBLEM, BUT WE WILL STILL THEN BE  
[00:17:47] LOOKING TO DO TRANSPORTATION MANAGEMENT  
[00:17:49] FOR THE PUBLIC. THE TMA

[00:17:52] IS SPECIFICALLY FOR EMPLOYEES. THE  
[00:17:54] GROUND TRANSPORTATION ACCESS PLAN  
[00:17:56] CONTEMPLATES THE MODES THAT  
[00:18:00] PASSENGERS AND EMPLOYEES USE. AND SO FOR  
[00:18:04] PASSENGERS WE'RE NOT REFERRING IT,  
[00:18:07] THAT'S NOT PART OF THE TMA WORK PLAN.  
[00:18:09] BUT YEAH, THERE ARE A NUMBER OF  
[00:18:11] INITIATIVES GEARED SPECIFICALLY FOR MODE  
[00:18:14] SHIFT FOR PASSENGERS AWAY FROM THE LEAST  
[00:18:17] SUSTAINABLE, MOST CONGESTION PRODUCING,  
[00:18:20] MOST EXPENSIVE TOWARD THINGS LIKE LIGHT  
[00:18:22] RAIL. BOTH ARE UNDER THE AVIATION  
[00:18:24] COMMITTEE CURRENT WORK. CORRECT. THE  
[00:18:26] GTAP IS ON OUR WORK PLAN. YEAH,  
[00:18:31] GREAT, THANK YOU VERY MUCH. SEEING NO  
[00:18:33] OTHER QUESTIONS, WE'LL MOVE ON TO THE  
[00:18:35] NEXT PART OF THE AGENDA, WHICH IS PUBLIC  
[00:18:36] COMMENT. THANK YOU, ERICA. WE ARE NOW  
[00:18:40] AT THE PUBLIC COMMENT SECTION OF OUR  
[00:18:41] AGENDA. THE PORTRAIT COMMISSION WELCOMES  
[00:18:42] PUBLIC COMMENT AS AN IMPORTANT PART OF  
[00:18:44] THE PUBLIC PROCESS. COMMENTS ARE  
[00:18:46] RECEIVED AND CONSIDERED BY THE  
[00:18:47] COMMISSION IN ITS DELIBERATIONS. BEFORE  
[00:18:50] WE TAKE PUBLIC COMMENT, I WANT TO REVIEW  
[00:18:51] OUR RULES FOR IN PERSON AND VIRTUAL  
[00:18:53] PUBLIC COMMENT. EACH COMMENTATOR WILL  
[00:18:55] HAVE TWO MINUTES TO SPEAK AND SHOULD  
[00:18:57] STAY WITHIN THE ALLOTTED TIME. A TIMER  
[00:18:59] WILL APPEAR ON THE SCREEN AND THE BUZZER  
[00:19:01] WILL SOUND AT THE END OF THE TWO MINUTE  
[00:19:02] PERIOD. FOR EACH SPEAKER, YOU MUST LIMIT  
[00:19:05] REMARKS TO TOPICS RELATED TO THE CONDUCT  
[00:19:07] FOR BUSINESS. THESE RULE APPLY TO  
[00:19:09] INTRODUCTORY AND CLOSING REMARKS. ALL  
[00:19:11] REMARKS SHOULD BE ADDRESSED TO THE  
[00:19:13] COMMISSION AS A BODY, NOT TO ANY  
[00:19:14] INDIVIDUAL COMMISSIONER. DISRUPTIONS OF  
[00:19:17] COMMISSION PUBLIC MEETINGS ARE  
[00:19:18] PROHIBITED. DISRUPTIONS INCLUDE, BUT ARE  
[00:19:20] NOT LIMITED TO THE FOLLOWING REFUSAL OF  
[00:19:22] A SPEAKER TO LIMIT REMARKS TO TOPICS  
[00:19:24] RELATED TO THE CONDUCT OF POOR BUSINESS  
[00:19:26] THREATS AND ABUSIVE OR HARASSING  
[00:19:28] BEHAVIOR AND LANGUAGE OBSCENE LANGUAGE  
[00:19:30] AND GESTURES. REFUSAL OF A SPEAKER TO  
[00:19:32] COMPLY WITH THE ALLOTTED TIME SET FOR  
[00:19:34] THE INDIVIDUAL SPEAKER'S PUBLIC COMMENT  
[00:19:36] LEAVING THE PODIUM OR TESTIMONY TABLE TO  
[00:19:38] PHYSICALLY APPROACH COMMISSIONERS OR  
[00:19:40] STAFF DURING ONE'S PUBLIC COMMENT  
[00:19:42] PROVIDED SPEAKERS MAY OFFER WRITTEN  
[00:19:44] MATERIALS TO THE COMMISSIONER CLERK AND  
[00:19:45] ANY BEHAVIOR THAT DISRUPTS, DISTURBS OR  
[00:19:47] OTHERWISE IMPEDES THE MEETING. ANY  
[00:19:50] DISRUPTION WILL RESULT IN A SPEAKER'S  
[00:19:51] MICROPHONE BEING IMMEDIATELY SHUT OFF  
[00:19:53] AND A WARNING OR LOSS OF SPEAKING  
[00:19:55] PRIVILEGES OR REMOVAL FROM THE MEETING  
[00:19:57] AS PROVIDED IN THE COMMISSION'S BYLAWS  
[00:20:00] WRITTEN MATERIALS PROVIDED TO THE CLERK  
[00:20:01] WILL BE INCLUDED IN TODAY'S SPEAKING  
[00:20:03] RECORD, A MEETING RECORD. THE CLERK HAS



[00:20:06] A LIST OF THOSE PREPARED TO SPEAK. WE  
[00:20:08] ARE NOW OH, SORRY.  
[00:20:13] WE ARE TAKING COMMENTS FROM ANYONE WHO  
[00:20:15] HAS SIGNED UP TO SPEAK VIRTUALLY AS WELL  
[00:20:16] AS ANYONE WHO HAS JOINED US IN THE  
[00:20:18] CHAMBERS. WHEN I CALL YOUR NAME. IF YOU  
[00:20:20] ARE JOINING VIRTUALLY PLEASE UNMUTE  
[00:20:22] YOURSELF, THEN REPEAT YOURSELF WITH YOUR  
[00:20:24] NAME FOR THE RECORD AND STATE YOUR TOPIC  
[00:20:26] RELATED TO THE CONDUCT OF PORT BUSINESS.  
[00:20:28] IF YOU'RE ON THE TEAM'S MEETING AND AT  
[00:20:30] THE SAME TIME STREAMING THE MEETING ON  
[00:20:31] THE WEBSITE, PLEASE MUTE THE WEBSITE  
[00:20:33] STREAM TO AVOID FEEDBACK. IF YOU ARE  
[00:20:35] SPEAKING FROM THE ROOM, PLEASE COME TO  
[00:20:36] THE TESTIMONY TABLE, REPEAT YOUR NAME  
[00:20:38] FOR THE RECORD, AND STATE YOUR TOPIC  
[00:20:39] RELATED TO THE CONDUCT OF POOR BUSINESS.  
[00:20:41] I WILL BE ALTERNATING BETWEEN PUBLIC  
[00:20:44] COMMENT IN PERSON AND VIRTUALLY OUR  
[00:20:46] FIRST SPEAKER IN PERSON IS GOING TO BE  
[00:20:49] JERMAINE MURRAY.  
[00:21:02] IS YOUR MIC ON,  
[00:21:18] JERMAINE MURRAY? AND THE TOPIC IS GOING  
[00:21:20] TO BE ON THE EQUITY POLICY DIRECTIVE.  
[00:21:26] GOOD AFTERNOON, EXECUTIVE DIRECTOR  
[00:21:28] METRUCK AND COMMISSIONER. I AM JERMAINE  
[00:21:31] MURRAY, DIRECTOR OF PORT CONSTRUCTION  
[00:21:32] SERVICES HERE AT THE PORT OF SEATTLE.  
[00:21:36] I'M HERE TO SHARE MY SUPPORT OF THE  
[00:21:38] EQUITY POLICY DIRECTIVE. NEARLY FOUR  
[00:21:41] YEARS AGO, THE PORT OF SEATTLE BECAME  
[00:21:43] THE VERY FIRST PORT AUTHORITY IN THE  
[00:21:45] COUNTRY TO ESTABLISH AN OFFICE OF  
[00:21:47] EQUITY, DIVERSITY AND INCLUSION. THE  
[00:21:50] OFFICE OF EQUITY, DIVERSITY AND  
[00:21:53] INCLUSION IS CRITICAL, MANDATORY, AND A  
[00:21:56] NECESSARY COMPONENT IN CREATING AN  
[00:21:58] EQUITABLE WORKPLACE. THAT WAS A SIGNAL  
[00:22:01] THAT THE PORT IS WALKING THE WALK,  
[00:22:03] TALKING THE TALK, AND PUTTING ITS MONEY  
[00:22:06] WHERE ITS MOUTH IS.  
[00:22:08] SINCE THEN, OEDI HAS WORKED WITH  
[00:22:11] DEPARTMENTS AND EMPLOYEES ACROSS THE  
[00:22:13] ORGANIZATION, PROMOTING AND ENCOURAGING  
[00:22:15] SUSTAINABLE, SYSTEMIC CHANGE IN OUR  
[00:22:17] POLICIES AND PRACTICES. IN 2020,  
[00:22:22] I LOST MY MOTHER TO BREAST CANCER, AND  
[00:22:24] SHORTLY THEREAFTER, THE BRUTAL KILLINGS  
[00:22:26] OF GEORGE FLOYD AS A BLACK MAN.  
[00:22:29] I BEGAN OPENLY SPEAKING ACROSS THE  
[00:22:31] ORGANIZATION, TALKING ABOUT CHALLENGES,  
[00:22:34] STRUGGLES, AND CONDITIONAL THOUGHTS THAT  
[00:22:38] I HAVE ENCOUNTERED IN MY LIFE. NOW, AS  
[00:22:41] DIRECTOR, I HAVE TURNED MY PAIN AND LOSS  
[00:22:43] INTO POSITIVE DISRUPTION, STRATEGIC  
[00:22:45] THINKING, AND VULNERABILITY. THIS POLICY  
[00:22:49] DIRECTIVE IS A HUGE STEP IN THE RIGHT  
[00:22:51] DIRECTION. IT GIVES HOPE, STRENGTH AND  
[00:22:54] GUIDANCE TO OUR ORGANIZATION AS WE MOVE  
[00:22:55] FORWARD WITH THIS CHALLENGING BUT  
[00:22:57] NECESSARY WORK. HOWEVER, IT WILL NOT  
[00:23:00] SOLVE EVERYTHING. THE EQUITY POLICY

[00:23:03] DIRECTIVE PROVIDES AN OPPORTUNITY TO  
[00:23:05] HOLD EMPLOYEES ACCOUNTABLE. TODAY, I'M  
[00:23:08] HUMBLD AND EXCITED TO BE PART OF THE  
[00:23:11] CHANGE IN MOVEMENT, AND I'M GLAD TO WORK  
[00:23:13] FOR AN ORGANIZATION WHERE I'M EMPOWERED  
[00:23:15] TO SHOW UP AS MY AUTHENTIC SELF. AND I  
[00:23:18] ENCOURAGE YOU TO AS WELL. AND REMEMBER  
[00:23:21] THIS WE ARE MUCH STRONGER TOGETHER.  
[00:23:24] THANK YOU.  
[00:23:28] THANK YOU SO MUCH, JERMAINE. REALLY  
[00:23:29] APPRECIATE YOUR TESTIMONY AND YOUR BEING  
[00:23:31] HERE TODAY. ALL RIGHT, THANKS. OUR NEXT  
[00:23:33] SPEAKER IS VIRTUAL PEGGY PRINCE. PEGGY,  
[00:23:37] CAN YOU HEAR ME?  
[00:23:42] YES. PERFECT. PEGGY.  
[00:23:45] IF YOU COULD JUST STATE YOUR FULL NAME  
[00:23:46] AND YOUR TOPIC, AND THEN THE CLOCK WILL  
[00:23:49] START WHEN YOU START. ALL RIGHT. I'M  
[00:23:52] PEGGY PRINCE AND I'M ADDRESSING THE  
[00:23:55] HARMS OF CREWS. YOU ARE PROBABLY AWARE  
[00:23:58] OF THE LATEST ALARMING WARNING BY THE  
[00:24:01] INTERGOVERNMENTAL PANEL ON CLIMATE  
[00:24:03] CHANGE. THOSE EXPERTS PORTRAY A RAPIDLY  
[00:24:07] CLOSING WINDOW OF OPPORTUNITY TO SECURE  
[00:24:10] A LIVABLE AND SUSTAINABLE FUTURE FOR  
[00:24:12] LIFE ON THIS PLANET. WHAT WE DO IN THIS  
[00:24:15] DECADE WILL LARGELY DETERMINE OUR FATE,  
[00:24:18] AND THAT OF OUR FELLOW CREATURES GROWING  
[00:24:20] THINGS AND SURROUNDINGS. YOU CAN PLAY AN  
[00:24:23] IMPORTANT ROLE IN PROTECTING A LIVABLE  
[00:24:25] CLIMATE. YOU CAN HALT FURTHER EXPANSION  
[00:24:29] OF OCEAN CRUISING AND IMMEDIATELY START  
[00:24:32] PHASING OUT CRUISE TRAFFIC IN THE SAILOR  
[00:24:34] SEA AND BEYOND. YOU KNOW WHY THIS IS  
[00:24:37] CRUCIAL. YOU ARE AWARE OF THE MEGACHIP'S  
[00:24:40] OUTSIZED CONTRIBUTION TO OUR AREA'S  
[00:24:42] GREENHOUSE GAS EMISSIONS AS WELL AS  
[00:24:45] THEIR OTHER HARMS. FOR EXAMPLE, ONE  
[00:24:48] CRUISE SHIP, BIRTHED AT PIER 66 PRODUCES  
[00:24:50] MORE SULFUR DIOXIDE THAN NEARLY 35,000  
[00:24:54] SEMI TRUCKS. IDLING ON ALASKAN WAY.  
[00:24:57] PLEASE RESPOND TO THE GLOBAL THREAT WITH  
[00:25:00] RESPONSIBLE LOCAL ACTION. THANK YOU.  
[00:25:04] THANK YOU, PEGGY. WE WILL MOVE ON TO OUR  
[00:25:07] NEXT IN PERSON SPEAKER WHO IS DELMAS  
[00:25:09] WHITTAKER.  
[00:25:15] GOOD AFTERNOON. MY NAME IS DELMAS  
[00:25:16] WHITAKER AND I'LL BE SPEAKING ON THE  
[00:25:18] EQUITY DIRECTIVE. GOOD AFTERNOON,  
[00:25:21] COMMISSIONER. EXECUTIVE DIRECTOR METRUCK  
[00:25:24] PORT FAMILY AND GUESTS. MY NAME IS  
[00:25:26] DELMAS WHITTAKER. I'M THE DIRECTOR OF  
[00:25:28] MARINE MAINTENANCE AND I'M PROUD TO SAY  
[00:25:31] I'VE BEEN PART OF THE PORT FOR NEARLY 15  
[00:25:34] YEARS. SINCE THE PORT OF SEATTLE  
[00:25:38] COMMISSION ADOPTED ORDER NUMBER 2018  
[00:25:42] SIX ON MAY 8 OF 2018. OUR EFFORTS  
[00:25:46] TOWARDS EQUITY, DIVERSITY AND INCLUSION  
[00:25:49] CONTINUE TO RISE TO THE OCCASION. AS A  
[00:25:51] PAST PRESIDENT OF BLACKS AND GOVERNMENT  
[00:25:54] CHAPTER HERE AT THE PORT OF SEATTLE,  
[00:25:56] SEEING THE EVOLUTION OF THE EQUITY  
[00:25:59] STRATEGY AND IT'S COMING TO LIFE HAS

[00:26:01] BEEN EXTREMELY IMPRESSIVE AND NEEDED.  
[00:26:06] IN. THE WORDS IN THE DIRECTIVE THAT ARE,  
[00:26:09] COUPLED WITH ACTIONS ALSO REINFORCE OUR  
[00:26:11] COMMITMENT TO BUILD ON THE EFFORT THAT  
[00:26:15] AT ONE POINT SEEMED OUT OF REACH.  
[00:26:18] NOTABLY FOR ME, OUR WORK WITH EQUITY AND  
[00:26:21] BUDGETING, BY INTEGRATING AN  
[00:26:25] EQUITY LENS INTO THE BUDGETING PROCESS  
[00:26:27] AND DECISION MAKING WITH A PARTICULAR  
[00:26:30] FOCUS ON RACIAL INEQUITIES WAS  
[00:26:34] EXTREMELY IMPORTANT. AND THIS INITIATIVE  
[00:26:37] HAS OPENED DOORS AND BUILT PATHWAYS AND  
[00:26:39] PARTNERSHIPS AND OPPORTUNITIES THAT WERE  
[00:26:41] PREVIOUSLY UNDISCOVERED. IN CLOSING, I  
[00:26:44] WANT TO TAKE THIS OPPORTUNITY TO EXPRESS  
[00:26:46] MY APPRECIATION AND THANKS TO OUR OFFICE  
[00:26:49] OF EQUITY, DIVERSITY AND INCLUSION AND  
[00:26:51] YOU IN THIS CHAMBER FOR TAKING THAT  
[00:26:53] EFFORT. OUR OEDI  
[00:26:56] TEAM, I'D LIKE TO MAKE SURE THEY'RE  
[00:26:59] RECOGNIZED FOR THEIR TIRELESS EFFORTS  
[00:27:01] AND COMMITMENTS TO CHALLENGING  
[00:27:06] THE SOCIAL NORMS AND PAVING A PATH OF  
[00:27:08] PROGRESS. AND LASTLY, IT WOULD GO  
[00:27:11] WITHOUT SAYING THAT I WOULD LIKE TO  
[00:27:13] THANK EVERY EMPLOYEE WHO HAS  
[00:27:16] PARTICIPATED IN ROUNDTABLES PANELS,  
[00:27:19] MS TEAM MEETINGS TO CONTRIBUTE TO THIS  
[00:27:23] DIRECTIVE. THAT'S BEFORE THE BODY TODAY.  
[00:27:26] SO I STRONGLY ENCOURAGE ADOPTING THIS  
[00:27:29] EQUITY POLICY DIRECTIVE. THANK YOU.  
[00:27:32] THANK YOU, DELMAS.  
[00:27:35] OUR NEXT VIRTUAL SPEAKER IS PETER  
[00:27:38] GUSHURU. PETER, CAN YOU HEAR ME?  
[00:27:45] PETER, ARE YOU THERE? YES, I CAN HEAR  
[00:27:48] YOU. OH, EXCELLENT. IF YOU COULD STATE  
[00:27:49] YOUR FULL NAME FOR THE RECORD AND THE  
[00:27:51] TOPIC THAT YOU'LL BE SPEAKING TO, AND  
[00:27:53] THEN THE CLOCK WILL START WHEN YOU  
[00:27:54] START. OKAY. GOOD AFTERNOON,  
[00:27:57] COMMISSIONER. I AM CALLING TO  
[00:28:02] TALK ABOUT SUPPORTING EQUITY POLICY  
[00:28:05] DIRECTIVE. MY NAME IS PETER GIULU.  
[00:28:10] I AM WITH AFRICAN CHAMBER OF COMMERCE.  
[00:28:14] IT'S A 24 YEAR OLD ORGANIZATION WHICH,  
[00:28:18] AMONG MANY THINGS, WORK TO BUILD AND  
[00:28:20] STRENGTHEN BUSINESS CAPACITY FOR  
[00:28:24] AFRICAN IMMIGRANTS. I CAME  
[00:28:28] TO SIERRA WAY BACK IN 1963.  
[00:28:31] I SEEN MANY CHANGES AS RELATED  
[00:28:35] TO EQUITY, DIVERSITY, INCLUSION, BUT WE  
[00:28:39] STILL GOT A LONG WAY TO GO. DO YOU KNOW,  
[00:28:42] IN 1967, WHEN I WAS A SOUTHWESTERN  
[00:28:46] UNIVERSITY, I COULD NOT RENT AN  
[00:28:49] APARTMENT IN CAPITOL HILL.  
[00:28:53] WE GOT THROUGH A LOT OF CHANGES,  
[00:28:57] AND I BELIEVE WE HAVE A LONG WAY TO GO.  
[00:29:00] THAT'S WHY I SUPPORT THE OFFICER EQUITY,  
[00:29:04] DIVERSITY AND INCLUSION. AND I  
[00:29:07] ENCOURAGE YOU, AS COMMISSIONER CHO  
[00:29:11] APPROVE INITIATIVE. IT IS GOING TO  
[00:29:14] GO A LONG WAY IN SUPPORTING MY  
[00:29:17] COMMUNITY, THE AFRICAN IMMIGRANTS,

[00:29:20] WHICH IS ONE OF THE LARGEST COMMUNITY,  
[00:29:23] WHICH IS ONE OF THE FASTEST GROWING  
[00:29:26] COMMUNITY IN KING COUNTY.  
[00:29:30] ALSO, WHEN YOU LOOK AROUND SEATAC,  
[00:29:34] TUKUILLA, WEST SEATTLE,  
[00:29:38] GEORGETOWN IS A STRONG COMMUNITY OF  
[00:29:42] AFRICAN IMMIGRANTS WHO WANTS  
[00:29:46] TO BE JUST LIKE EVERYBODY ELSE, BE ABLE  
[00:29:48] TO SUPPORT THEIR FAMILY. AND AS I  
[00:29:52] SAID, I WANT TO SAY THANK YOU TO THE  
[00:29:56] OFFICE OF EQUITY, DIVERSITY AND  
[00:29:58] INCLUSION. I'VE BEEN WORKING WITH THE  
[00:30:02] PORT FOR THE LAST TEN YEARS AS WE WORK  
[00:30:05] TO BUILD AND STRENGTHEN AND ESPECIALLY  
[00:30:09] GUIDE THE AFRICAN COMMUNITY.  
[00:30:12] I THANK YOU. THANK YOU, PETER.  
[00:30:15] OUR NEXT SPEAKER IS GOING TO BE IN  
[00:30:18] PERSON, WENDY RYDER.  
[00:30:34] THANK YOU VERY MUCH. I'M WENDY RYDER.  
[00:30:36] I'M THE DIRECTOR OF SECURITY AND  
[00:30:38] EMERGENCY PREPAREDNESS HERE AT THE  
[00:30:40] AIRPORT. GOOD AFTERNOON,  
[00:30:43] DIRECTOR METRUCK AND COMMISSIONERS.  
[00:30:46] MY NAME IS WENDY RYDER. I'M THE DIRECTOR  
[00:30:48] OF SECURITY AND EMERGENCY PREPAREDNESS.  
[00:30:50] MOST OF US ARE AWARE THAT MARCH 31 IS  
[00:30:53] RECOGNIZED AS CAESAR CHAVEZ DAY IN  
[00:30:56] RECOGNITION OF HIS CONTRIBUTIONS TO  
[00:30:59] GRASSROOTS ORGANIZING IN THE EFFORT TO  
[00:31:01] FIGHT ECONOMIC AND RACIAL  
[00:31:03] DISCRIMINATION. IT'S ALSO WOMEN'S  
[00:31:06] HISTORY MONTH, AN OPPORTUNITY TO REFLECT  
[00:31:08] ON THE CONTRIBUTIONS OF WOMEN LIKE ROSA  
[00:31:11] PARKS, A NAME WE ALL KNOW, AND PATSY  
[00:31:14] MINK, A NAME MAYBE WE DON'T. FIRST WOMAN  
[00:31:17] OF COLOR ELECTED TO THE US HOUSE OF  
[00:31:19] REPRESENTATIVES. I THINK IT'S  
[00:31:22] APPROPRIATE TO REFLECT ON THESE LEGACIES  
[00:31:24] WHILE THINKING ABOUT OUR MISSION AT THE  
[00:31:26] PORT, WHICH INCLUDES PARTNERING WITH  
[00:31:28] SURROUNDING COMMUNITIES AND PROMOTING  
[00:31:30] SOCIAL RESPONSIBILITY WHILE CREATING  
[00:31:33] OPPORTUNITY FOR ALL. I'M GRATEFUL TO  
[00:31:36] WORK IN AN ENVIRONMENT WHERE I SEE EVERY  
[00:31:38] DAY OUR EFFORTS TO EXERCISE EQUITY,  
[00:31:42] TO EMBRACE DIVERSITY, AND TO BE  
[00:31:44] INCLUSIVE. I'M ESPECIALLY GRATEFUL TO  
[00:31:47] WORK WITH AND FOR OUR OEDI  
[00:31:51] TEAM SUPPORTING OUR EFFORTS AS WE CREATE  
[00:31:53] THAT OPPORTUNITY THROUGH OUR BUDGETING  
[00:31:56] DECISIONS, THROUGH RECRUITMENT EFFORTS,  
[00:31:59] AND OUR EMPLOYEE ENGAGEMENT INITIATIVES.  
[00:32:02] IT ILLUSTRATES THAT OUR MISSION ISN'T  
[00:32:04] JUST WORDS ON A PAGE, BUT WE ARE, AS AN  
[00:32:08] ORGANIZATION, COMMITTED TO THE VALUE  
[00:32:10] EVERYONE BRINGS, COMMITTED TO LEARNING  
[00:32:13] THAT EVERY INDIVIDUAL BELIEVES,  
[00:32:17] EVERY INDIVIDUAL HAS A VOICE.  
[00:32:21] AND TO ME, THAT'S THE SPIRIT OF EQUITY,  
[00:32:24] DIVERSITY AND INCLUSION, RESPECTING THE  
[00:32:28] LIFE EXPERIENCE THAT EACH INDIVIDUAL  
[00:32:32] THAT WE CAN LEARN FROM AND EXPERIENCE  
[00:32:35] FROM. I AM HONORED AND PROUD TO

[00:32:39] SUPPORT THE EQUITY POLICY DIRECTIVE.  
[00:32:41] THANK YOU. THANK YOU SO MUCH, WENDY.  
[00:32:46] OUR NEXT SPEAKER IS VIRTUAL. ACTUALLY,  
[00:32:48] THE REMAINING SPEAKERS ARE VIRTUAL.  
[00:32:50] IRIS ANTMAN. IRIS, CAN YOU HEAR ME?  
[00:32:59] IRIS? YES, I CAN. EXCELLENT. IF YOU  
[00:33:02] COULD STATE YOUR FULL NAME AND YOUR  
[00:33:03] TOPIC AND THEN YOU CAN GET STARTED AND  
[00:33:05] WE'LL START THE CAR CLOCK.  
[00:33:09] VERY GOOD. MY NAME IS IRIS ANTMAN AND I'M  
[00:33:12] SPEAKING ABOUT THE HARMS OF CRUISE.  
[00:33:15] AND I WANT TO ECHO PEGGY'S WORDS ABOUT  
[00:33:19] FROM THE IPCC REPORT THAT WSDOT OUT  
[00:33:23] A FEW WEEKS AGO THAT THERE'S A RAPIDLY  
[00:33:26] CLOSING WINDOW OF OPPORTUNITY TO SECURE  
[00:33:28] A LIVABLE AND SUSTAINABLE FUTURE FOR  
[00:33:30] ALL. THE CHOICES AND ACTIONS IMPLEMENTED  
[00:33:34] IN THIS DECADE WILL HAVE IMPACTS NOW AND  
[00:33:36] FOR THOUSANDS OF YEARS. AND I REALLY  
[00:33:39] WANT YOU TO TAKE THIS IN BECAUSE THIS IS  
[00:33:41] REAL INFORMATION THAT WE HAVE TO USE  
[00:33:44] NOW. A CAMBRIDGE UNIVERSITY  
[00:33:48] ECONOMIST NAMED PARSA DAS GUPTA  
[00:33:52] SAID IN A NEW YORK TIMES ARTICLE THIS  
[00:33:55] MORNING THAT UNLESS WE ASSESS THE  
[00:33:58] ECONOMIC COST OF HOW WE USE,  
[00:34:01] DARE I SAY PLUNDER, PLANETARY RESOURCES  
[00:34:05] AND NOT JUST THE VALUE OF ECONOMIC  
[00:34:08] GROWTH IN TERMS OF REVENUE AND JOBS,  
[00:34:11] WE'RE DENYING THE REALITY OF HOW WE'RE  
[00:34:13] FUNCTIONING AND WHERE WE'RE HEADED. AS  
[00:34:16] PORT COMMISSIONER, YOU HAVE A SMALL YET  
[00:34:19] IMPORTANT PART TO PLAY IN AFFECTING OUR  
[00:34:23] PART OF THIS GLOBAL PUZZLE. YOU KNOW,  
[00:34:26] THE HARMS OF CRUDES. IF YOU TOOK THE  
[00:34:28] TIME TO COST THESE OUT, YOU WOULD SEE  
[00:34:31] THAT FROM A PURELY ECONOMIC VIEW, THEY  
[00:34:34] OUTWEIGH THE BENEFITS. AND THAT'S  
[00:34:37] WITHOUT CONSIDERING THE ETHICAL AND  
[00:34:39] MORAL IMPLICATIONS OF DESTROYING OUR  
[00:34:42] WORLD AND CONTRIBUTING TO UNTOLD  
[00:34:45] SUFFERING, IT'S TIME TO LIMIT,  
[00:34:49] DECREASE AND END THE CRUISE BUSINESS IN  
[00:34:51] SEATTLE AND DEVELOP TRULY SUSTAINABLE  
[00:34:55] AND LIFE AFFIRMING WORK, BUSINESSES AND  
[00:34:58] COMMUNITIES. THIS, RATHER THAN GROWING  
[00:35:01] THE MEGA HARMFUL CRUISE BUSINESS, IS  
[00:35:03] YOUR JOB. AND IT'S SO WONDERFUL TO HEAR  
[00:35:07] FOLKS TALKING ABOUT THE DEI  
[00:35:10] WORK THAT THE PORT IS DOING. THE PORT  
[00:35:13] DOES SOME BEAUTIFUL WORK, BUT THERE IS  
[00:35:17] AN IMMENSE SHORT SIGHTEDNESS IN THINKING  
[00:35:21] IN THINKING THAT THERE'S STILL A ROAD TO  
[00:35:25] THE CRUISE BUSINESS BEING SUSTAINABLE IN  
[00:35:28] ANY WAY. IT WILL NEVER BE. OKAY. THANK  
[00:35:31] YOU, IRIS. YOU'RE ACTUALLY OUT OF TIME,  
[00:35:32] BUT WE APPRECIATE YOUR THOUGHTS.  
[00:35:37] ALL RIGHT, WE'RE GOING TO MOVE ON TO THE  
[00:35:39] NEXT SPEAKER, DONNA MCBAIN EVANS.  
[00:35:45] YES. HI, DONNA. STATE YOUR  
[00:35:48] FULL NAME FOR THE RECORD AS WELL AS THE  
[00:35:50] TOPIC YOU'LL BE SPEAKING ON AND WE'LL  
[00:35:51] GET THE TIMER STARTED WHEN YOU START

[00:35:53] TESTIFYING. OKAY, MY NAME IS  
[00:35:56] DONNA MCBAIN EVANS AND I'M REPRESENTING  
[00:35:58] DOWNTOWN GREENWAYS COALITION AND I'M  
[00:36:01] HERE TODAY TO COMMENT ON THE ALASKA WAY  
[00:36:04] PBL THAT DOT IS DESIGNING AT THE  
[00:36:07] CURRENT MOMENT AS PART OF THE WATERFRONT  
[00:36:09] SEATTLE PROJECT. THE CURRENT PLANS  
[00:36:13] FOR THE BIKE TRAIL ALONG THE POPULAR  
[00:36:14] ALASKAN WAY HAS A DOUBLE STREET CROSSING  
[00:36:17] WITHIN FIVE SHORT BLOCKS ALONGSIDE THE  
[00:36:20] PORT OF SEATTLE CRUISE TERMINAL AT PIER  
[00:36:22] 66. THIS IS BETWEEN VIRGINIA AND WALL  
[00:36:25] STREET. THIS DESIGN WILL LARGELY DEGRADE  
[00:36:28] THE BIKING EXPERIENCE FOR LOCALS AND  
[00:36:30] TOURISTS ALIKE AND CREATE CONFUSION AND  
[00:36:33] SAFETY CONFLICTS BETWEEN FREIGHT  
[00:36:36] PASSENGERS AND OTHERS ENJOYING THE  
[00:36:38] WATERFRONT. THIS IS A KEY REGIONAL  
[00:36:41] TRANSPORTATION AND RECREATION ROUTE FOR  
[00:36:43] PEOPLE WALKING, BIKING, SCOOTING,  
[00:36:46] ROLLING AND RUNNING. AND JUST A COUPLE  
[00:36:48] OF BLOCKS NORTH OF YOUR ELLIOTT BAY  
[00:36:50] TRAIL EXISTS AND THEY. SEE OVER 1  
[00:36:53] MILLION PEDESTRIAN AND BIKE TRIPS PER  
[00:36:55] YEAR. ACCORDING TO DATA BY SDOT. THIS  
[00:36:58] COMES OUT TO BE ABOUT 3000 TRIPS A DAY.  
[00:37:01] THE TRAIL IS VITAL FOR BIKE CONNECTIONS  
[00:37:04] NORTH TO INNER BAY, QUEEN ANNE AND THE  
[00:37:06] BURT GILMAN TRAIL, AS WELL AS SOUTH TO  
[00:37:09] THE FERRY TERMINAL STADIUMS IN WEST  
[00:37:11] SEATTLE. AND THIS POPULARITY IS GOING TO  
[00:37:14] EXPLODE ONCE THE NEW WATERFRONT  
[00:37:16] PROMENADE OPENS. WE ARE HERE TO ASK THE  
[00:37:20] PORT TO SUPPORT A CONTINUOUS BIKE TRAIL  
[00:37:23] FROM VIRGINIA STREET TO BROAD STREET,  
[00:37:26] CONNECTING THE NEW PARK PROMENADE TO THE  
[00:37:28] ELLIOTT BAY TRAIL AND ENABLING A KEY  
[00:37:31] INVESTMENT IN THE REGION'S CARBON FREE  
[00:37:34] TRANSPORTATION NETWORK. TWO STREET  
[00:37:37] CROSSINGS FOR THE PATH IS CONFUSING AND  
[00:37:39] IT MAKES IT AN UNSAFE TRAIL AND GOES  
[00:37:42] COUNTER TO OUR CITY'S VISION. ZERO  
[00:37:44] GOALS. IF CONFLICT ON CRUISE DAYS IS A  
[00:37:47] MAJOR CONCERN, IT SHOULD BE MITIGATED BY  
[00:37:49] A TEMPORARY DETOUR DURING PEAK CRUISE  
[00:37:52] SHIP BOARDING TIMES FROM 07:00 A.M. TO  
[00:37:55] 03:00 P.M.. THANK YOU FOR YOUR TIME.  
[00:38:00] THANK YOU, DONNA. I APPRECIATE YOUR  
[00:38:01] THOUGHTS. WE'RE GOING TO MOVE ON TO THE  
[00:38:03] NEXT SPEAKER, SAMUTH MEL. SAMUTH, CAN  
[00:38:05] YOU HEAR ME? YES, I CAN HEAR  
[00:38:08] YOU. THANK YOU. ALL RIGHT,  
[00:38:12] IF YOU COULD SAY YOUR FULL NAME FOR THE  
[00:38:14] RECORD AS WELL AS THE TOPIC SUBMIT MILL  
[00:38:18] COMMENTING ON THE SEATTLE EQUITY POLICY  
[00:38:20] DIRECTIVE RESOLUTION.  
[00:38:23] GOOD AFTERNOON, COMMISSIONER, PRESIDENT  
[00:38:25] AND RESPECTED COMMISSIONERS. MY NAME IS  
[00:38:28] SAMITH MEL AND I WORK AT THE EQUITY AND  
[00:38:31] EDUCATION COALITION AS THE DIRECTOR OF  
[00:38:34] PARTNERS AND CHANGE PROGRAM. I'M HERE  
[00:38:36] TODAY TO PROVIDE SUPPORT FOR THE PORT OF  
[00:38:39] SEATTLE EQUITY POLICY DIRECTIVE.



[00:38:41] RESOLUTION. THROUGHOUT PREVIOUS YEARS  
[00:38:44] AND THE PRESENT, I HAVE SEEN HOW  
[00:38:46] INTEGRAL THE PORT'S OFFICE OF EQUITY  
[00:38:48] WORK HAS BEEN FOR COMMUNITY AND FOR  
[00:38:51] INTERNAL EQUITY WORK AT THE PORT. THIS  
[00:38:54] DIRECTIVE CAN HELP TO SOLIDIFY AND  
[00:38:57] PROVIDE LONG TERM SOLUTIONS IN PLACE AT  
[00:39:00] THE PORT SO THAT THE PORT CAN REALIZE  
[00:39:02] THE VISION AND COMMITMENT TOWARDS  
[00:39:04] SUSTAINABLE SYSTEMS CHANGE. AS A  
[00:39:08] COMMUNITY MEMBER, IT IS IMPORTANT THAT  
[00:39:10] RESOLUTIONS SUCH AS THIS MOVE FORWARD  
[00:39:13] AND PROVIDE SPACE AND GUIDANCE SO THAT  
[00:39:16] VOICES AND LIVED EXPERIENCES CAN  
[00:39:19] CONTINUE TO HELP SHAPE THE POLICIES AND  
[00:39:22] WORK OF THE PORT AROUND EQUITY. I URGE  
[00:39:25] YOU TO SUPPORT AND ADOPT THIS RESOLUTION  
[00:39:28] AND WE WILL CONTINUE TO LOOK FORWARD TO  
[00:39:31] ALL THE WORK WE MUST DO TOGETHER WITH  
[00:39:33] COMMUNITY, INDUSTRY AND THE  
[00:39:35] COMMISSIONER. THANK YOU FOR YOUR TIME.  
[00:39:37] AND HAPPY KAMAYA, LAO AND TATUM YEARS.  
[00:39:40] THANK YOU, SAMAY. APPRECIATE YOU. LAST  
[00:39:43] SPEAKER FOR TODAY IS HAYWARD EVANS.  
[00:39:46] HAYWARD, IF YOU COULD SAY YOUR FULL NAME  
[00:39:49] FOR THE RECORD AND THE TOPIC.  
[00:39:56] HAYWARD, CAN YOU HEAR ME?  
[00:40:09] HEYWARD, I UNDERSTAND THAT HE DID NOT  
[00:40:12] CHECK IN. AYE. NAME IS ON THE LIST.  
[00:40:14] OKAY. ALL RIGHT, IN THAT CASE, WE WILL  
[00:40:19] WAS THE LAST PERSON ON THE LIST. AND  
[00:40:21] THAT CONCLUDES OUR SIGN UPS FOR TODAY.  
[00:40:24] IS THERE ANYONE ELSE PRESENT ON THE  
[00:40:26] TEAM'S CALL OR PRESENT IN THE ROOM TODAY  
[00:40:28] WHO DIDN'T? IS THAT YOU,  
[00:40:31] HAYWARD? YES.  
[00:40:36] IF YOU'RE STREAMING THIS MEETING AS  
[00:40:38] WALLACE ON THE PHONE, YOU NEED TO TURN  
[00:40:40] THE VOLUME OFF ON THE STREAM.  
[00:40:48] WANT TO TRY AGAIN?  
[00:40:55] WE'RE NOT HEARING? YEAH.  
[00:41:08] ASK ONE MORE TIME. HEYWARD, ARE YOU WITH  
[00:41:10] US?  
[00:41:16] ALL RIGHT. WELL, MR. COMMISSIONER,  
[00:41:19] PRESIDENT, WE CAN CERTAINLY ENCOURAGE  
[00:41:21] AYE. TO SUBMIT SOME WRITTEN COMMENTS.  
[00:41:23] YEAH. HAYWARD, IF YOU ARE UNABLE TO  
[00:41:25] CHIME IN NOW, YOU'RE WELCOME TO SUBMIT  
[00:41:28] YOUR REMARKS IN WRITTEN FORM TO THE  
[00:41:31] CLERK AND WE'LL MAKE SURE IT'S PART OF  
[00:41:33] THE RECORD. I'M GOING TO GIVE IT ANOTHER  
[00:41:35] 5 SECONDS.  
[00:41:41] ALL RIGHT. IS THERE ANYONE ELSE IN THE  
[00:41:44] ROOM OR ON THE TEAM'S CALL THAT WOULD  
[00:41:45] LIKE TO SPEAK OR WOULD JUST ADDRESS THE  
[00:41:47] COMMISSION?  
[00:41:50] ALL RIGHT, SEEING NONE AT THIS TIME,  
[00:41:53] I'LL ASK THE CLERK TO PLEASE GIVE US  
[00:41:55] SYNOPSIS OF ANY WRITTEN COMMENTS  
[00:41:56] RECEIVED.  
[00:42:00] THANK YOU. MR. COMMISSION PRESIDENT.  
[00:42:02] MR. COMMISSIONER. PRESIDENT. MEMBERS OF  
[00:42:03] THE COMMISSION. MR. EXECUTIVE DIRECTOR,

[00:42:06] WE HAVE RECEIVED THREE WRITTEN COMMENTS  
[00:42:07] FOR TODAY'S MEETING. THESE HAVE BEEN  
[00:42:09] DISTRIBUTED TO ALL COMMISSIONER IN  
[00:42:11] ADVANCE OF THIS MEETING AND WILL BECOME  
[00:42:12] A PART OF THE MEETING RECORD TODAY. I  
[00:42:14] ACTUALLY UNDERSTAND THAT WE GOT A LATE  
[00:42:16] COMING WRITTEN COMMENT AS WELL, SO I  
[00:42:18] BELIEVE THAT THAT WILL BE DISTRIBUTED IF  
[00:42:20] IT HASN'T ALREADY BEEN, AND WILL AS WELL  
[00:42:22] BECOME PART OF THE MEETING RECORD.  
[00:42:23] GREAT. OUR FIRST WRITTEN COMMENT COMES  
[00:42:25] FROM SAYETTE  
[00:42:29] SORRY FOR THE PRONUNCIATION. NAGUSE,  
[00:42:32] DEPUTY MAYOR FOR THE CITY OF SEATAC,  
[00:42:34] SPEAKING IN SUPPORT OF AGENDA ITEM TEN  
[00:42:36] D, STATING THAT THE PROPOSED EQUITY  
[00:42:39] POLICY IS A SIGNIFICANT STEP FORWARD FOR  
[00:42:41] THE PORT BENEFITING, THE WELL BEING OF  
[00:42:43] EMPLOYEES, VISITORS AND THE SURROUNDING  
[00:42:45] COMMUNITIES AND ADDRESSES THE NEED TO  
[00:42:47] IDENTIFY AND ELIMINATE DISPARITIES,  
[00:42:49] ENSURE ACCOUNTABILITY AND PROACTIVELY  
[00:42:51] ENGAGE WITH THE COMMUNITY TO INFORM AND  
[00:42:53] INFLUENCE DECISION MAKING RELATED TO  
[00:42:56] PORT PROJECT PROGRAMS AND INITIATIVES.  
[00:42:59] THE NEXT WRITTEN COMMENT COMES FROM  
[00:43:01] CYNTHIA DELLA STRAYNOS JOHNSON,  
[00:43:04] TUKWILLA CITY COUNCIL PRESIDENT, WHO  
[00:43:06] ALSO WRITES IN SUPPORT OF AGENDA ITEM  
[00:43:08] TEN D, STATING THAT THE CITY IS GREATLY  
[00:43:10] IMPACTED BY THE DECISIONS OF THE PORT  
[00:43:13] AND BELIEVES THE PORT'S EQUITY POLICY  
[00:43:15] DIRECTIVE WOULD HAVE A PROFOUNDLY  
[00:43:16] POSITIVE IMPACT ON THE PEOPLE AND  
[00:43:18] BUSINESSES OF TUKWILLA. AND THEN OUR  
[00:43:20] FINAL WRITTEN COMMENT THAT WE RECEIVED  
[00:43:23] BEFORE THE DEADLINE TODAY COMES FROM  
[00:43:24] DOUGLAS ALARENSHAW, SEATTLE RESIDENT,  
[00:43:27] WHO WRITES IN OPPOSITION TO WHAT HE HAS  
[00:43:30] HEARD AS A POTENTIAL PLAN TO FORCE THE  
[00:43:32] UPCOMING WATERFRONT BICYCLE PATH TO MAKE  
[00:43:34] TWO UNNECESSARY CROSSINGS OF ALASKAN WAY  
[00:43:37] NEAR THE CRUISE TERMINAL. HE ASKS THAT  
[00:43:39] THE PATH OF THE WEST SIDE OF ALASKAN WAY  
[00:43:41] BE KEPT FOR ITS DURATION FOR EFFICIENCY  
[00:43:43] AND SAFETY PURPOSES. AND THAT CONCLUDES  
[00:43:45] THE WRITTEN COMMENTS WE'VE RECEIVED.  
[00:43:47] GREAT. THANK YOU SO MUCH, CLERK HART.  
[00:43:49] HEYWARD, I'M GOING TO GIVE YOU ONE MORE  
[00:43:50] CHANCE. HEYWARD, ARE YOU WITH US?  
[00:43:54] ALL RIGHT. I TRIED. HEARING NO FURTHER  
[00:43:58] PUBLIC COMMENTS. WE'LL MOVE TO THE  
[00:43:59] CONSENT AGENDA. ITEMS ON THE CONSENT  
[00:44:02] AGENDA ARE CONSIDERED ROUTINE AND WILL  
[00:44:03] BE ADOPTED BY ONE MOTION. ITEMS REMOVED  
[00:44:06] FROM THE CONSENT AGENDA WILL BE  
[00:44:07] CONSIDERED SEPARATELY IMMEDIATELY AFTER  
[00:44:09] ADOPTION OF THE REMAINING CONSENT AGENDA  
[00:44:10] ITEMS. AT THIS TIME, THE CHAIR WILL  
[00:44:13] ENTERTAIN A MOTION TO APPROVE THE  
[00:44:16] CONSENT AGENDA COVERING EIGHT  
[00:44:20] A, NOT EIGHT B, NOT EIGHT  
[00:44:23] C, BUT EIGHT D, E AND EIGHT F.

[00:44:28] DO I HAVE A MOTION? SO MOVED.  
[00:44:32] SECONDED. EXCELLENT. I HAVE A MOTION IN  
[00:44:34] A SECOND. COMMISSIONERS, PLEASE SAY AYE  
[00:44:36] OR NAY WHEN YOUR NAME IS CALLED,  
[00:44:38] BEGINNING WITH COMMISSIONER CALKINS.  
[00:44:40] AYE. THANK YOU. COMMISSIONER FELLEMAN.  
[00:44:43] AYE. THANK YOU. COMMISSIONER HASEGAWA.  
[00:44:46] AYE. THANK YOU. COMMISSIONER MOHAMMED.  
[00:44:48] AYE. THANK YOU. AND COMMISSIONER CHO.  
[00:44:51] AYE. THANK YOU. FIVE AYES, ZERO NAYS FOR  
[00:44:54] THIS ITEM. EXCELLENT. SO WE WILL NOW  
[00:44:56] MOVE ON TO THE CONSENT AGENDA PASSES AS  
[00:44:59] AMENDED. WE WILL NOW MOVE ON TO THE TWO  
[00:45:01] ITEMS OF THE CONSENT AGENDA THAT WERE  
[00:45:03] PULLED, STARTING WITH ITEM EIGHT B.  
[00:45:05] CLERK HART WILL LEAD IT INTO THE RECORD  
[00:45:07] AND THEN STEVE WILL INTRODUCE CLERK  
[00:45:09] HART. I HAVE A QUESTION. SECOND.  
[00:45:11] PERMISSION IS PLEASE SAY I YOUR NAME ON  
[00:45:12] YOUR NAME. NICOLE, WHOEVER THAT IS, CAN  
[00:45:14] YOU PLEASE THAT WAS HAYWARD. IT WASN'T.  
[00:45:16] IT HAYWARD. HAYWARD.  
[00:45:20] THANK YOU, HAYWARD. CAN YOU PLEASE MUTED  
[00:45:22] THE STREAM? HAYWARD, YOU'RE FOLLOWING  
[00:45:26] ALONG VIA THE INTERNET ON THE WEBSITE.  
[00:45:29] GO AHEAD AND CLOSE THAT FOR US, PLEASE.  
[00:45:34] AND THEN IF YOU COULD IF YOU ARE  
[00:45:36] AUDIBLE, PLEASE LET ME KNOW AFTER THAT  
[00:45:39] TIME.  
[00:45:47] HEYWARD, CAN YOU PLEASE RESPOND?  
[00:45:50] IT SAYS YOU'RE MUTED.  
[00:45:57] OKAY, I'M GOING TO GO AHEAD AND CONTINUE  
[00:45:59] TO READ. YEAH, GO AHEAD. ALL RIGHT. GO  
[00:46:02] AHEAD AND TAKE AN ASSET. THANK YOU.  
[00:46:05] THIS IS AGENDA ITEM EIGHT B.  
[00:46:07] AUTHORIZATION FOR THE EXECUTIVE DIRECTOR  
[00:46:09] TO EXECUTE A CONSULTANT SERVICES  
[00:46:10] AGREEMENT IN AN AMOUNT NOT TO EXCEED  
[00:46:12] \$500,000 TO PROVIDE SERVICES FOR THE  
[00:46:15] DEVELOPMENT OF WATERFRONT DESIGN AND  
[00:46:16] ENVIRONMENTAL STANDARDS.  
[00:46:21] THIS ACTION WILL CREATE CONSISTENCY  
[00:46:23] BETWEEN THE PROJECTS, DECISION MAKING,  
[00:46:26] ENVIRONMENTAL STANDARDS, AND APPLICATION  
[00:46:27] OF PORT INITIATIVES FOR THE WATERFRONT  
[00:46:29] PROJECT MANAGEMENT GROUP. WE HAVE JOANNA  
[00:46:32] HENGEL, ASSISTANT ENGINEERING DIRECTOR,  
[00:46:35] AVAILABLE TO ANSWER ANY QUESTIONS.  
[00:46:40] HELLO, THIS IS JOY HANGEL, ASSISTANT  
[00:46:42] DIRECTOR OF ENGINEERING FOR DESIGN,  
[00:46:43] SPECIFICALLY HAPPY TO ANSWER WHATEVER  
[00:46:44] QUESTIONS YOU LIKE AS WELL AS PROVIDE A  
[00:46:46] GENERAL OVERVIEW THAT WOULD BE HELPFUL  
[00:46:47] FOR YOU. THANKS, JOANNE. I THINK  
[00:46:49] COMMISSIONER FELLEMAN HAD SOME QUESTIONS  
[00:46:50] FOR YOU, SO I'LL JUST HAND IT OVER TO  
[00:46:52] AYE.. THANK YOU. AND MY APOLOGIES FOR NOT  
[00:46:55] GIVING YOU A HEADS UP ABOUT JUST A  
[00:46:58] COUPLE OF SIMPLE QUESTIONS, REALLY. I  
[00:47:01] LOVE CONSISTENCY ON THE WATERFRONT. I  
[00:47:04] THINK IT'S A GREAT IDEA AND TRYING TO  
[00:47:05] SET A GOOD BAR FOR ENVIRONMENTAL  
[00:47:07] STANDARDS ACROSS THE WAY. WHAT'S NOT TO

[00:47:10] LIKE? BUT THE TWO QUESTIONS I HAVE IS  
[00:47:13] ONE IS, WELL, FOR THE APPLICATION  
[00:47:16] OF THE SUSTAINABLE EVALUATION FRAMEWORK,  
[00:47:21] FOR SOME PROJECTS WHERE CONSISTENCY IS  
[00:47:23] GOOD, THERE'S OPPORTUNITIES ALSO TO  
[00:47:26] EXCEED. I WOULD  
[00:47:29] ASSUME THAT IN THE DESCRIPTION OF THESE  
[00:47:31] EFFORTS, WE'RE NOT JUST  
[00:47:35] SETTING THE BAR, WE'RE SETTING AT LEAST  
[00:47:37] THE MINIMUM BAR OF CONSISTENCY AND NOT  
[00:47:41] PRECLUDING THE ABILITY TO EXCEED.  
[00:47:44] THAT IS CORRECT. SO THE BUILDING CODE IS  
[00:47:47] GOING TO BE OUR BARE MINIMUM NO MATTER  
[00:47:49] WHAT. WE, AS SUPPORT, WOULD REALLY LIKE  
[00:47:51] TO HAVE BETTER SUPPORT TO MOVE BEYOND  
[00:47:53] THAT. AND SO THIS WILL SET KIND OF A  
[00:47:56] PORT STANDARD MINIMUM BAR. BUT IT IS  
[00:47:59] INTENDED TO WORK WITH THE SUSTAINABILITY  
[00:48:02] EVALUATION FRAMEWORK SUCH THAT WE ARE  
[00:48:04] MAKING PRUDENT DECISIONS ON A PROJECT BY  
[00:48:06] PROJECT BASIS TO DO AS BEST WE CAN FOR  
[00:48:09] LEADING THE BUSINESS INITIATIVES AS WELL  
[00:48:11] AS OUR SUSTAINABILITY AND EQUITY GOALS.  
[00:48:14] THANK YOU. AND SOMEWHAT TANGENTIAL TO  
[00:48:17] ENVIRONMENTAL STANDARDS. IT'S SOMETHING  
[00:48:20] THAT I UNDERSTAND IN LOOKING AT PART OF  
[00:48:22] THE WATERFRONT REDEVELOPMENT, SOMETHING  
[00:48:24] AS SIMPLE AS SIGNAGE HAS BEEN SEEN AS A  
[00:48:28] CHALLENGE FOR OUR PARTNERS ALONG THE  
[00:48:30] WATERFRONT AND THAT THERE ARE THESE  
[00:48:31] DIFFERENT WHETHER YOU CAN POST SOMETHING  
[00:48:33] ON A RAILING VERSUS SOMETHING LIKE THAT.  
[00:48:35] WOULD YOU SEE? THIS BEING THE  
[00:48:39] QUESTION I HAVE IS REALLY ABOUT THE  
[00:48:40] CONSISTENCY WITH OTHER JURISDICTIONS  
[00:48:44] REQUIREMENTS. CLEARLY, THE CITY'S  
[00:48:47] PERMITTING STANDARDS ARE THE BASELINE,  
[00:48:50] BUT I'M JUST WONDERING IN TERMS OF ARE  
[00:48:53] WE TRYING TO WORK WITH THE CITY TO SORT  
[00:48:55] OF INCORPORATE THEM INTO  
[00:48:59] OUR ATTEMPTS AT CONSISTENCY?  
[00:49:04] IT WOULD BE AN OUTREACH TO THEM MORE  
[00:49:06] THAN JUST SAYING, OKAY, WE HEAR YOU AND  
[00:49:07] WE'LL JUST TAKE WHAT YOU GIVE US.  
[00:49:11] YEAH. THERE ARE A HANDFUL OF POINTS THAT  
[00:49:13] WE ARE SPECIFICALLY KIND OF AWARE OF AND  
[00:49:15] THINKING OF WHERE COORDINATION WITH THE  
[00:49:18] CITY OF SEATTLE AS OUR PARTNERS IN THIS  
[00:49:21] IN ALL OF OUR INFRASTRUCTURE DEVELOPMENT  
[00:49:23] ON THE WATERFRONT SIDE, FRANKLY, THAT'S  
[00:49:25] GOING TO BE A KEY ELEMENT OF THE WORK.  
[00:49:28] AND SO WE INTEND TO REACH OUT ON THOSE  
[00:49:31] PARTICULAR TOPICS AS WE SEE FIT, BUT  
[00:49:33] ALSO HAVE A REALLY PRETTY BROAD REACHING  
[00:49:36] SURVEY OF THE NEEDS, DESIRES OF BOTH  
[00:49:39] INTERNAL AND EXTERNAL STAKEHOLDERS SUCH  
[00:49:42] THAT WE ARE BRINGING IN IDEAS AND TRYING  
[00:49:44] TO WRITE INTO OUR NORMS THE BEST  
[00:49:48] WE CAN AS FAR AS COORDINATION, AND  
[00:49:50] AGAIN, PUSHING FORWARD THOSE DIFFERENT  
[00:49:52] INITIATIVES WE HAVE AND TRYING TO  
[00:49:54] INCREASE THE CONSISTENCY AND QUALITY AND  
[00:49:56] WHATNOT OF THE INFRASTRUCTURE THAT WE

[00:49:57] PROVIDE. FANTASTIC. I HOPE WE CAN GET A  
[00:50:00] REPORT OUT AFTER YOU'RE DONE WITH THIS  
[00:50:03] NOBLE EFFORT. THANK YOU FOR GIVING A  
[00:50:05] LITTLE MORE FLESH ON THE BONES. IF I  
[00:50:08] MAY, COMMISSIONER. EXCELLENT. ALL RIGHT,  
[00:50:11] SO I'M GOING TO VOTE ON THIS AS A BLOCK  
[00:50:14] AFTER WE ADDRESS EIGHT C. SO I'D LIKE TO  
[00:50:17] MOVE ON TO ITEM EIGHT C IF CLERK HARK  
[00:50:19] WANTS TO INTRODUCE THE ITEM AND LET  
[00:50:21] STEVE SPEAK TO IT.  
[00:50:25] OKAY. I'M SORRY, I'M JUST LOOKING BACK.  
[00:50:27] WE NEED A MOTION. ARE WE STILL ON 8-B?  
[00:50:31] NO, I'M GOING TO MOVE ON TO 8-C AND THEN  
[00:50:32] VOTE FOR BOTH CONSENT AGENDA ITEMS AS A  
[00:50:35] BLOCK. IS THAT OKAY? OH, I UNDERSTAND.  
[00:50:37] YEAH, THAT'S FINE. ALL RIGHT, SO YEAH,  
[00:50:39] WELL, WE'LL MOVE ON TO EIGHT C. YEAH,  
[00:50:40] IF THERE'S NO OBJECTION. I'M NOT HEARING  
[00:50:42] ANY OF IT. YEAH, FOR SURE. OKAY. AND  
[00:50:45] BEFORE I DO THAT, I JUST WANT TO NOTE  
[00:50:46] THAT WE'LL FOLLOW UP WITH HAYWARD AFTER  
[00:50:48] THIS MEETING TO MAKE CONTACT WITH AYE.  
[00:50:49] AND GET AYE. COMMENTS. THANK YOU. I  
[00:50:50] APPRECIATE THAT. YEAH, YOU BET. THIS IS  
[00:50:52] AGENDA ITEM EIGHT C. AUTHORIZATION FOR  
[00:50:54] THE EXECUTIVE DIRECTOR TO ADVERTISE AND  
[00:50:56] EXECUTE A MAJOR WORKS CONSTRUCTION  
[00:50:58] CONTRACT IN THE AMOUNT OF \$440,000 TO  
[00:51:01] DEMOLISH THE FISHERMAN'S TERMINAL BANK  
[00:51:02] BUILDING C TWELVE, FOR A TOTAL PROJECT  
[00:51:05] COST OF \$496,000.  
[00:51:09] COMMISSIONER, THIS PROJECT WAS PAUSED  
[00:51:11] DURING THE PANDEMIC. ONCE DEMOLISHED,  
[00:51:13] THE SITE WILL BE USED AS A PROJECT LAY  
[00:51:15] DOWN SITE FOR THE CONSTRUCTION OF THE  
[00:51:17] MARITIME INDUSTRIAL CENTER WITH  
[00:51:19] ANTICIPATED FUTURE USE FOR THE GATEWAY  
[00:51:21] BUILDING. SO WE HAVE ONLINE WITH US, WE  
[00:51:24] CAN SEE THEM. RIGHT HERE IS KELLY  
[00:51:25] PERNELL, THE CAPITAL PROJECT MANAGER FOR  
[00:51:29] WATERFALL PROJECT MANAGEMENT. CAROLESE  
[00:51:31] DIRECTOR OF REAL ESTATE DEVELOPMENT AND  
[00:51:33] ECONOMIC DEVELOPMENT, AND DAVE MCFADDEN.  
[00:51:36] AND I ALSO SEE JESSICA CARLSON, THE  
[00:51:38] SENIOR REAL ESTATE MANAGER AND DAVE  
[00:51:41] MCFADDEN, OUR MANAGING DIRECTOR FOR  
[00:51:43] EQUITY FOR ECONOMIC DEVELOPMENT  
[00:51:47] DIVISION. SO WE'RE GLAD TO EITHER RECAP  
[00:51:50] THIS OR ANSWER SPECIFIC COMMISSIONER  
[00:51:52] QUESTIONS ON THIS. EXCELLENT. I THINK  
[00:51:54] COMMISSIONER AHMED MOHAMMED HAD SOME  
[00:51:55] QUESTIONS FOR THE TEAM, SO I'LL JUST  
[00:51:57] HAND IT OVER TO COMMISSIONER MOHAMMED.  
[00:52:00] THANK YOU, PRESIDENT CHO. YEAH, I JUST  
[00:52:02] HAD A COUPLE OF CLARIFYING QUESTIONS.  
[00:52:05] SO IT'S MY UNDERSTANDING THAT THIS  
[00:52:07] PROJECT, THE DEMOLISHING OF THE  
[00:52:08] FISHERMAN TERMINAL BANK BUILDING, WAS  
[00:52:11] PART OF THE ORIGINAL GATEWAY BUILDING  
[00:52:15] PROJECT THAT WAS CANCELED IN 2022.  
[00:52:19] SO I WANTED TO KNOW WHAT WAS THE REASON  
[00:52:21] FOR THAT CANCELLATION OF THE PROJECT AND  
[00:52:24] HOW MUCH MONEY WAS ALREADY SPENT ON THE

[00:52:26] PROJECT BEFORE IT WAS CANCELED?  
[00:52:32] I GUESS I'LL TAKE THAT QUESTION. GOOD  
[00:52:35] AFTERNOON, COMMISSIONERS AND  
[00:52:38] COMMISSIONER MOHAMED. DURING THE  
[00:52:42] PANDEMIC CRISIS, WE REEVALUATED THE  
[00:52:44] PRIORITIES OF OUR CAPITAL PROJECTS THAT  
[00:52:47] WERE PART OF THE FT REDEVELOPMENT,  
[00:52:50] WHICH INCLUDES THE MARITIME INNOVATION  
[00:52:52] CENTER, SOME PUBLIC SPACE IMPROVEMENTS,  
[00:52:54] WHICH INCLUDE INTERPRETIVE SIGNAGE,  
[00:52:56] SEVERAL OTHER PROJECTS, INCLUDING,  
[00:52:59] POTENTIALLY, THE GATEWAY BUILDING THAT  
[00:53:02] WAS TO SERVE THE EMERGING AND  
[00:53:05] MODERNIZATION INTERESTS OF THE MARITIME  
[00:53:07] INDUSTRY. WE DECIDED GLOBALLY TO  
[00:53:12] PAUSE THE PROJECT SO IT'S NOT CANCELED,  
[00:53:14] BUT COULD BE TAKEN UP AS A FUTURE  
[00:53:18] PROJECT AND ASSERTED THE PRIORITY  
[00:53:21] OF THE MARITIME INNOVATION CENTER  
[00:53:23] CONSTRUCTION PROJECT. AS WE MOVE FORWARD  
[00:53:25] TOWARDS CONSTRUCTION OF THAT PROJECT,  
[00:53:28] WE RESTARTED THE DEMOLITION PROCESS AND  
[00:53:31] SEE IT AS A GREAT OPPORTUNITY FOR LAY  
[00:53:34] DOWN AND FOR RELATIVELY LARGE SCALE  
[00:53:38] NWBE CONTRACT, AS WE HAVE A HIGH  
[00:53:40] PERFORMANCE OBJECTIVE ON NWA PREFERENCE  
[00:53:44] ON THIS CONTRACTING MATTER. SO THAT'S  
[00:53:46] OUR RATIONALE. THANK YOU FOR THAT  
[00:53:50] CLARIFYING INFORMATION. I THINK I SAW  
[00:53:53] MCFADDEN'S HAND ON IT. DIRECTOR  
[00:53:54] MCFADDEN, I COULD ADD THERE THAT AS A  
[00:53:58] RESULT OF SOME OF THE PANDEMIC  
[00:53:59] CHALLENGES, WE HAD A GREAT REDUCTION IN  
[00:54:03] OUR CAPITAL CAPACITY. SO WE HAD TO MAKE  
[00:54:05] A NUMBER OF VERY DIFFICULT DECISIONS AT  
[00:54:07] THAT TIME TO FOREGO OR MOCKBALL  
[00:54:10] PROJECTS. AND THIS IS ONE OF THE ONES  
[00:54:11] THAT WE HAD TO PUSH INTO THE FUTURE.  
[00:54:15] THANKS FOR THAT CLARIFYING INFORMATION.  
[00:54:18] DID YOU WANT TO YOU HAD ANOTHER QUESTION  
[00:54:20] ABOUT THE COST TO DATE, AND WE  
[00:54:24] MAY HAVE TO COME BACK TO YOU ON THAT. I  
[00:54:26] DON'T HAVE IT PRECISELY UNLESS KELLY  
[00:54:27] MIGHT HAVE ACCESS TO I  
[00:54:31] DON'T. FOR THE ENTIRE GATEWAY PROJECT OF  
[00:54:33] WHICH THIS WAS FOLDED INTO. SO WE WOULD  
[00:54:35] HAVE TO COME BACK TO YOU ON THAT.  
[00:54:40] OKAY, THAT IS REALLY HELPFUL TO HEAR.  
[00:54:42] IT SAYS CANCELED ON THE MEMO. SO IT'S  
[00:54:44] HELPFUL TO HEAR THAT IT WAS PAUSED AND  
[00:54:46] NOT CANCELED. MY OTHER QUESTION IS  
[00:54:49] HOW MUCH OF THE DESIGN OF THE FISHERMEN  
[00:54:51] TERMINAL DEMOLISH HAPPENED UNDER THAT  
[00:54:54] PROJECT? OR HAS NONE OF THAT STARTED?  
[00:54:58] YEAH, I CAN TAKE THAT ONE. MOST OF IT  
[00:55:01] WAS COMPLETED UNDER THAT. SO WE  
[00:55:03] BASICALLY PICKED IT BACK UP AT 90% AND  
[00:55:06] WE'RE AND FINISHING IT OUT, WHICH IS  
[00:55:08] VERY, VERY MINIMAL. IT'S ACTUALLY  
[00:55:11] LARGELY REMOVING SOME SHEETS THAT HAD TO  
[00:55:13] DO WITH THE NET SHEDS THAT WERE ALSO  
[00:55:14] PART OF THAT ORIGINAL DEMOLITION. SO  
[00:55:17] THAT'S NOT GOING TO HAPPEN WITH THIS.



[00:55:18] SO IT'S A VERY MINIMAL AMOUNT THAT WE'VE  
[00:55:20] BEEN USING. OUR SEED MONEY HAS ALREADY  
[00:55:22] BEEN APPROVED TO FINISH THAT. THAT'S  
[00:55:25] REALLY HELPFUL. AND THE OTHER QUESTION I  
[00:55:28] HAD IS, IS THERE ANY HISTORICAL VALUE TO  
[00:55:34] THE FISHERMAN TERMINAL BANK BUILDING?  
[00:55:40] WITH THE EXCEPTION OF WHAT THE  
[00:55:46] PART OF THE CODE EVALUATION WHEN YOU GO  
[00:55:49] FOR PERMITS FOR DEMOLITION INCLUDES AN  
[00:55:51] EVALUATION OF WHAT'S HISTORIC MERIT BY  
[00:55:53] THE CITY OF SEATTLE. I WASN'T HERE FOR  
[00:55:56] THAT PART OF ITS PERMITTING ACTIVITY,  
[00:55:58] BUT I WILL REASONABLY ASSUME THAT IT DID  
[00:56:02] NOT MEET THE TEST BY HRC. GREAT.  
[00:56:05] THAT'S REALLY HELPFUL. AND THEN MY LAST  
[00:56:07] QUESTION IS, HAS ANY OF THE CONSTRUCTION  
[00:56:09] CHANGED FOR THE MARITIME INNOVATION  
[00:56:11] CENTER? IS THAT ALL ON TRACK?  
[00:56:15] I CAN ANSWER VERY QUICKLY.  
[00:56:19] WE TOOK A SIX MONTH ADDED TIME TO FIX  
[00:56:22] SOME OF THE DESIGN. KELLY OR KIRA  
[00:56:25] CAN DIVE INTO MORE SPECIFICS, BUT  
[00:56:27] GENERALLY IT'S ON SCHEDULE. WE EXPECT TO  
[00:56:30] BRING IT BACK FOR CONSTRUCTION  
[00:56:32] AUTHORIZATION TO USE SOMETIME THIS  
[00:56:34] SUMMER.  
[00:56:37] THAT CONCLUDES MY QUESTION. THANK YOU.  
[00:56:40] YEAH, COMMISSIONER FELLEMAN, I JUST  
[00:56:43] WANTED TO SAY HOW MUCH I LOOK FORWARD TO  
[00:56:45] SEEING THAT BUILDING COME DOWN AND THAT,  
[00:56:47] I THINK, FOR POTENTIAL FUTURE LEASERS  
[00:56:52] OF THAT PROPERTY, SEEING IT AS A CLEAR  
[00:56:54] SLATE WILL MAKE IT THAT MUCH MORE  
[00:56:56] APPEALING FOR A MARKETING SALE.  
[00:57:00] SO THANK YOU. I WAS HOPING TO HAVE SEEN  
[00:57:02] IT DONE BEFOREHAND, BUT I UNDERSTAND  
[00:57:04] YOUR PRIORITIZATION AT THAT TIME.  
[00:57:08] THANK YOU, COMMISSIONER FELLEMAN.  
[00:57:10] EXCELLENT. ALL RIGHT. I WILL ENTERTAIN  
[00:57:15] A MOTION TO VOTE ON ITEMS  
[00:57:19] EIGHT B AND EIGHT C AS A BLOCK.  
[00:57:24] EXCELLENT. SECOND. GREAT. THE MOTION HAS  
[00:57:27] BEEN MADE. AND SECONDED. PLEASE SAY I OR  
[00:57:30] NAY. CLERK HART, GO AHEAD AND CALL THE  
[00:57:33] ROLL. THANK YOU, MR.  
[00:57:36] COMMISSIONER, PRESIDENT FOR THE MINI  
[00:57:37] CONSENT. AGENDA ITEMS A, B AND EIGHT C  
[00:57:40] BEGINNING WITH COMMISSIONER CALKINS.  
[00:57:42] AYE. THANK YOU. COMMISSIONER FELLEMAN.  
[00:57:44] AYE. THANK YOU. COMMISSIONER HASAGAWA.  
[00:57:47] AYE. THANK YOU. COMMISSIONER MOHAMMED.  
[00:57:49] AYE. THANK YOU. AND COMMISSIONER CHO.  
[00:57:52] AYE. THANK YOU. FIVE AYES, ZERO AND NAYS  
[00:57:55] FOR THIS ITEM. EXCELLENT. THE MOTION  
[00:57:56] PASSES. AND THE ITEMS PASS AS WELL.  
[00:57:59] MOVING ON IN THE AGENDA, WE HAVE FOUR  
[00:58:01] NEW BUSINESS ITEMS TODAY. CLERK HART,  
[00:58:03] PLEASE READ THE FIRST ITEM INTO THE  
[00:58:04] RECORD.  
[00:58:09] THANK YOU. THIS IS AGENDA ITEM TEN, A.  
[00:58:11] INDUSTRIAL DEVELOPMENT CORPORATION  
[00:58:12] ANNUAL MEETING, APPROVAL OF MINUTES,  
[00:58:14] DESIGNATION OF OFFICERS, AND ANNUAL

[00:58:17] REPORT FOR 2022. GREAT. THE COMMISSION  
[00:58:19] WILL NOW RECESS ITS REGULAR BUSINESS  
[00:58:21] MEETING TO CONDUCT THE ANNUAL MEETING OF  
[00:58:23] THE INDUSTRIAL DEVELOPMENT CORPORATION  
[00:58:24] OF THE PORT OF SEATTLE. THE TIME IS 100  
[00:58:27] AND 02:00 P.M.. AND I'LL NOW  
[00:58:30] RECONVENE THE MEETING OF THE INDUSTRIAL  
[00:58:33] DEVELOPMENT CORPORATION. ALL MEMBERS OF  
[00:58:35] THE IDC ARE PRESENT IN ATTENDANCE TODAY.  
[00:58:37] THE IDC IS A SPECIAL CORPORATION  
[00:58:39] MAINTAINED BY THE PORT OF SEATTLE FOR  
[00:58:41] THE ECONOMIC DEVELOPMENT PURPOSES  
[00:58:42] DEFINED BY STATE LAW AND THE  
[00:58:44] CORPORATION'S CHARTER. ALTHOUGH IT'S  
[00:58:46] BEEN SEVERAL YEARS SINCE THERE WAS AN  
[00:58:48] INVESTMENT ACTIVITY, THERE WAS NEW  
[00:58:49] INVESTMENT ACTIVITY IN THE IDC. WE HOLD  
[00:58:52] THIS MEETING TO RECEIVE AN ANNUAL REPORT  
[00:58:54] CONFIRMED OFFICERS AND APPROVED MINUTES.  
[00:58:56] DURING THE MEETING, COMMISSIONERS WILL  
[00:58:57] BE ACTING AS DIRECTORS OF THE  
[00:58:59] CORPORATION. EXECUTIVE DIRECTOR  
[00:59:01] METRUCK, YOU OF THE FLOOR TO INTRODUCE  
[00:59:03] THE IDC DIRECTORS.  
[00:59:10] THE IDC IS A SPECIAL PURPOSE GOVERNMENT  
[00:59:12] THAT WAS ESTABLISHED TO FACILITATE  
[00:59:14] INDUSTRIAL EXPANSION THROUGH TAX EXEMPT  
[00:59:16] FINANCING. THINK OF IT AS A FINANCING  
[00:59:18] SUBSIDIARY FOR THE PORT. THERE WAS NO  
[00:59:21] IDC FINANCING IN 2022. IN BURKE  
[00:59:24] FINANCIAL ANALYSIS, CORPORATE OF THE  
[00:59:27] OFFICE OF FINANCE AND BUDGET IS OUR  
[00:59:29] PRESENTER FOR THE IDC MEETING TODAY.  
[00:59:31] BUT FIRST, I BELIEVE THAT DIRECTORS HAVE  
[00:59:32] SOME ORGANIZING BUSINESS TO ATTEND TO,  
[00:59:34] SO I'LL TURN IT BACK OVER TO DIRECTOR  
[00:59:36] CHO. GREAT. OUR FIRST ORDER OF BUSINESS  
[00:59:39] IS ADOPTION OF THE IDC MINUTES DATED  
[00:59:41] APRIL 26, 2022, PROVIDED IN YOUR MEETING  
[00:59:45] PACKETS. ARE THERE ANY OBJECTIONS TO THE  
[00:59:48] MINUTES AS PRESENTED? MR. COMMISSIONER,  
[00:59:51] PRESIDENT, I JUST WANT TO NOTE THAT I  
[00:59:52] HAD IAN NOT REFLECTED  
[00:59:56] IN THAT SET OF MINUTES, AND THAT HAS  
[00:59:58] BEEN CORRECTED ON OUR END. SO IT DOES  
[01:00:00] REFLECT IAN BURKE FROM LAST YEAR'S  
[01:00:02] REPORT. THANK YOU FOR THAT. ANY  
[01:00:03] OBJECTIONS TO THE MINUTES AS PRESENTED  
[01:00:07] HEARING? NONE. THE MINUTES ARE APPROVED.  
[01:00:09] I'LL NOW ACCEPT THE MOTION TO CONFIRM  
[01:00:11] THE IDC OFFICERS FOR THIS YEAR. THE  
[01:00:13] SLATE OF CANDIDATES FOR 2023 ARE AS  
[01:00:15] FOLLOWS SAM CHO, PRESIDENT TOSHIKO  
[01:00:18] HASEGAWA, VICE PRESIDENT FRED FELLEMAN,  
[01:00:20] SECRETARY HAMDY MOHAMMED, DIRECTOR.  
[01:00:22] RYAN CALKINS, DIRECTOR, IS THERE A  
[01:00:24] MOTION SO  
[01:00:28] MOVED? SECOND. IT HAS BEEN MOVED. AND  
[01:00:31] SECONDED. DIRECTORS, PLEASE SAY AYE OR  
[01:00:32] NAY WHEN YOUR NAME IS CALLED. CLERK HART  
[01:00:35] THANK YOU. DIRECTOR CALKINS. AYE. THANK  
[01:00:38] YOU. DIRECTOR FELLEMAN. AYE. THANK YOU.  
[01:00:40] DIRECTOR HASEGAWA. AYE. THANK YOU.

[01:00:43] DIRECTOR MOHAMED. AYE. THANK YOU. AND  
[01:00:45] DIRECTOR CHEF. AYE. THANK YOU. FIVE  
[01:00:47] AYES, ZERO NAYS FOR THAT SLATE OF  
[01:00:49] OFFICERS. EXCELLENT. THE MOTION PASSES.  
[01:00:52] MR. BURKE, PLEASE CONTINUE WITH YOUR IDC  
[01:00:54] REPORT. THANK YOU.  
[01:00:58] GOOD AFTERNOON, COMMISSIONERS. YES, YOU  
[01:01:00] SHOULD HAVE ALL RECEIVED THE IDC'S 2022  
[01:01:04] ANNUAL REPORT IN YOUR PACKETS. THIS  
[01:01:06] REPORT HAS ALREADY BEEN POSTED ONLINE  
[01:01:08] FOR THE GENERAL PUBLIC. THE REPORT  
[01:01:11] CONTAINS DETAILED BACKGROUND INFORMATION  
[01:01:12] ON THE IDC AS WELL AS ITS LIMITED  
[01:01:15] FINANCIAL ACTIVITY IN 2022.  
[01:01:18] ESSENTIALLY, JUST INTEREST OR EARNINGS  
[01:01:20] ON THE FUND BALANCE AND A SMALL AMOUNT  
[01:01:21] OF ADMINISTRATIVE EXPENSES FOR MANAGING  
[01:01:24] THE IDC. AS A BRIEF REFRESHER,  
[01:01:27] THE PORT IDC WAS ESTABLISHED IN 1982 TO  
[01:01:31] FACILITATE INDUSTRIAL DEVELOPMENT IN  
[01:01:33] KING COUNTY BY EFFECTIVELY PROVIDING A  
[01:01:36] VEHICLE THROUGH WHICH A PRIVATE COMPANY  
[01:01:38] COULD ACCESS THE TAX EXEMPT MUNICIPAL  
[01:01:41] MARKET. THINK OF THE IDC AS A CONDUIT  
[01:01:44] TO THE TAX EXEMPT MARKET. THE IDC ITSELF  
[01:01:48] DOES NOT LEND ANY MONEY AND ALL DEBT  
[01:01:51] ISSUED BY A PRIVATE BUSINESS THROUGH THE  
[01:01:53] IDC IS NON RECOURSE TO THE PORT AND TO  
[01:01:56] THE IDC. THE PORT IS ALSO NOT ALLOWED TO  
[01:02:00] LEND OR CONTRIBUTE FUNDS DIRECTLY TO THE  
[01:02:02] IDC. AS NOTED IN THE REPORT,  
[01:02:05] FEDERAL TAX LAW, PARTICULARLY THE TAX  
[01:02:08] REFORM ACT OF 1986, HAS GREATLY LIMITED  
[01:02:11] THE TYPES OF PROJECTS AND FACILITIES  
[01:02:13] THAT QUALIFY FOR TAXEXEMPT FINANCING.  
[01:02:16] AS A RESULT, THE PORTS, IDC AND IDCs IN  
[01:02:19] GENERAL HAVE SEEN VERY LITTLE IN THE WAY  
[01:02:22] OF NEW REFINANCINGS. WE HAD 15  
[01:02:25] PROJECTS FUNDED THROUGH THE IDC BETWEEN  
[01:02:28] 1982 AND 1986 AND WE HAVE ONLY HAD TWO  
[01:02:31] SINCE THAT TIME. AS OF DECEMBER  
[01:02:35] 31, 2022, THERE REMAINS ONLY ONE  
[01:02:37] COMPANY, DELTA AIRLINES, WITH  
[01:02:40] OUTSTANDING DEBT FUNDED THROUGH THE IDC.  
[01:02:42] AND THAT DEBT HAS A FINAL MATURITY  
[01:02:44] SCHEDULED FOR 2030. UNLESS YOU HAVE ANY  
[01:02:48] SPECIFIC QUESTIONS, THIS CONCLUDES MY  
[01:02:50] PRESENTATION ON THE IDC. GREAT.  
[01:02:54] ANY QUESTIONS FOR MR. BURKE HERE?  
[01:02:58] YEAH, COMMISSIONER FELLEMAN. SO I RECALL  
[01:03:01] LAST TIME AROUND WITH CROWLEY WAS THE  
[01:03:04] LAST OUTSTANDING ONE WITH DELTA. AND SO  
[01:03:07] CROWLEY CLEARED THEIR DEBT IN THIS PAST  
[01:03:09] YEAR. OR WAS THAT THE YEAR BEFORE  
[01:03:12] CROWLEY WAS IT WAS THE YEAR BEFORE,  
[01:03:14] CORRECT. CROWLEY WAS PAID DOWN IN 2021.  
[01:03:21] IS THE RATE OF RETURN I MEAN, ARE THEY  
[01:03:24] DECREASING THEIR DEBT AT A CAN THEY JUST  
[01:03:27] USE ANY SORT OF INCREMENT THEY WANT OVER  
[01:03:29] THIS PERIOD OF TIME TILL 2030? OR IS IT  
[01:03:32] A FIXED AMOUNT PER TIME? NO,  
[01:03:36] THERE IS A SET PIGGY DOWN SCHEDULE FOR  
[01:03:39] DELTA. I DON'T HAVE THAT IN FRONT OF ME,

[01:03:41] BUT I COULD GET BACK TO YOU. IT DOESN'T  
[01:03:44] REALLY HAVE BEARING ON OUR FINANCING  
[01:03:48] ANYWAY. IT'S THE LAST ONE STANDING.  
[01:03:49] THAT'S ALL I WANTED TO KNOW. THANK YOU.  
[01:03:51] ALL RIGHT. COMMISSIONER, HOW'S IT GOING?  
[01:03:53] NO, I'M SORRY. ALL RIGHT. HEARING NO  
[01:03:56] FURTHER BUSINESS OF THE PORT OF SEATTLE  
[01:03:58] INDUSTRIAL DEVELOPMENT CORPORATION, THE  
[01:04:00] IDC ANNUAL MEETING IS NOW ADJOURNED.  
[01:04:01] THE TIME IS 1:07 P. M. THE PORT OF  
[01:04:05] SEATTLE COMMISSION MEETING IS NOW  
[01:04:06] RECONVENED. CLERK HART, PLEASE READ THE  
[01:04:09] NEXT ITEM INTO THE RECORD. WE'LL THEN  
[01:04:11] HEAR FROM EXECUTIVE DIRECTOR METRUCK TO  
[01:04:12] INTRODUCE THE ITEM. THANK YOU. THIS IS  
[01:04:15] AGENDA ITEM TEN B AUTHORIZATION FOR THE  
[01:04:18] EXECUTIVE DIRECTOR TO EXECUTE A  
[01:04:19] MEMORANDUM OF UNDERSTANDING WITH KING  
[01:04:21] COUNTY THAT FORMALIZES THE COUNTY'S  
[01:04:23] FUNDING, SUPPORT AND PARTICIPATION IN  
[01:04:25] THE INTERNATIONAL PUBLIC MARKET  
[01:04:26] FEASIBILITY STUDY WITH AN ESTIMATED  
[01:04:29] PROJECT COST OF \$199,000.  
[01:04:33] COMMISSIONER, THIS MEMORANDUM OF  
[01:04:35] UNDERSTANDING WITH KING COUNTY WILL  
[01:04:36] SOLIDIFY OUR PARTNERSHIP AND ALLOW US TO  
[01:04:38] MOVE FORWARD COLLABORATIVELY WITH A  
[01:04:40] FEASIBILITY STUDY FOR THE INTERNATIONAL  
[01:04:42] PUBLIC MARKET CONCEPT. FUNDING FOR THIS  
[01:04:45] ITEM FOR THE 2023 BUDGET WAS PROPOSED  
[01:04:49] BY COMMISSIONER MOHAMED. AND THANKS TO  
[01:04:51] HER LEADERSHIP AND YOUR ALL LEADERSHIP  
[01:04:53] AND THE HARD WORK OF OUR ECONOMIC  
[01:04:54] DEVELOPMENT STAFF AND OTHERS, WE'VE  
[01:04:56] REACHED THIS PROJECT MILESTONE. THIS MOU  
[01:04:59] WILL RESULT IN A DRAFT REPORT ON THE  
[01:05:01] CURRENT MARKET CONDITIONS, IDENTIFY  
[01:05:04] MARKET ATTRIBUTES, IDENTIFY SITE  
[01:05:07] POSSIBILITIES, DEVELOP COST PROJECTIONS,  
[01:05:09] AND ULTIMATELY ANALYZE THE FEASIBILITY  
[01:05:11] OF THIS IDEA. PRESENTERS THIS AFTERNOON  
[01:05:14] ARE ANNIE TRAN, ECONOMIC DEVELOPMENT  
[01:05:15] MANAGER FROM THE ECONOMIC DEVELOPMENT  
[01:05:18] DIVISION, AND ALSO DAVE MCFADDEN,  
[01:05:20] MANAGING DIRECTOR, ECONOMIC DEVELOPMENT  
[01:05:22] DIVISION. SO I DON'T KNOW, DAVE. OR IS  
[01:05:25] IT GOING TO YOU TO KICK OFF THEN? ANNIE  
[01:05:26] OR ANNIE? OKAY, THANKS. YEAH.  
[01:05:30] THANKS, ANNIE. NO.  
[01:05:34] DO I PRESS THE BUTTON UP? THERE WE GO.  
[01:05:36] GO AHEAD. GOOD AFTERNOON. THANK YOU SO  
[01:05:38] MUCH. EXECUTIVE DIRECTOR STEVE METRUCK  
[01:05:41] COMMISSIONERS, COMMISSION PRESIDENT,  
[01:05:42] COMMISSIONER, VICE PRESIDENT AND DEPUTY  
[01:05:45] EXECUTIVE DIRECTOR. SOIKI WE REALLY  
[01:05:47] APPRECIATE YOUR TIME TODAY AS WE  
[01:05:49] INTRODUCE THIS INTERNATIONAL PUBLIC  
[01:05:51] MARKET FEASIBILITY STUDY. MY NAME IS  
[01:05:54] ANNIE TRAN, AND I AM THE ECONOMIC  
[01:05:56] DEVELOPMENT MANAGER FOR THE PORT OF  
[01:05:58] SEATTLE ON DAVE MCFADDEN'S TEAM.  
[01:06:01] I AM HERE TODAY TO SEEK COMMISSION  
[01:06:03] AUTHORIZATION FOR THE EXECUTIVE DIRECTOR

[01:06:06] TO EXECUTE AN MOU WITH KING COUNTY.  
[01:06:08] THIS WILL FORMALIZE THE COUNTY'S FUNDING  
[01:06:10] OF \$50,000 TO SUPPORT AND PARTICIPATE IN  
[01:06:13] THE INTERNATIONAL PUBLIC MARKET  
[01:06:15] FEASIBILITY STUDY WITH THE PORT OF  
[01:06:17] SEATTLE. NEXT SLIDE, PLEASE.  
[01:06:21] A LITTLE BIT ABOUT THE PROJECT. THE PORT  
[01:06:23] OF SEATTLE AND KING COUNTY ARE  
[01:06:25] INTERESTED IN CONDUCTING THIS  
[01:06:27] FEASIBILITY STUDY IN SOUTH KING COUNTY.  
[01:06:30] IDEALLY, THIS PERMANENT MARKETPLACE  
[01:06:32] WOULD BE EASY TO GET TO AND FROM FROM  
[01:06:34] SEA AIRPORT. SOME OF THE GOALS OF THIS  
[01:06:37] PROJECT IS TO ATTRACT TOURISTS FROM ALL  
[01:06:40] AROUND THE WORLD FAR AND WIDE, PROVIDE A  
[01:06:42] CULTURAL GATHERING SPACE, AND ALSO  
[01:06:45] SUPPORT ECONOMIC DEVELOPMENT AND  
[01:06:47] ENTREPRENEURSHIP FOR SMALL BUSINESSES.  
[01:06:50] THE PROPOSED STUDY IS TO NOT EXCEED THE  
[01:06:52] 199,000 THRESHOLD AND THIS MOU  
[01:06:56] WILL FORMALIZE KING COUNTY'S FINANCIAL  
[01:06:58] COMMITMENT OF \$50,000, AS WELL AS THEIR  
[01:07:02] PART IN HELPING MANAGE THIS PROJECT AND  
[01:07:04] ALSO PARTICIPATING IN THE ADVISORY  
[01:07:06] COMMITTEE. NEXT SLIDE, PLEASE.  
[01:07:10] AS FOR THE SCOPE, THERE ARE TWO PARTS TO  
[01:07:13] THIS PROJECT. PHASE ONE IS PRIMARILY  
[01:07:17] FOCUSED ON COLLECTING ROBUST COMMUNITY  
[01:07:19] ENGAGEMENT AND FEEDBACK. AS THIS IS A  
[01:07:22] TOP PRIORITY FOR US, WE WANT TO ENSURE  
[01:07:24] THAT WE UNDERSTAND THE NEED FOR THIS  
[01:07:26] PROJECT AND THE IMPACT ON EXISTING AND  
[01:07:30] PROSPECTIVE BUSINESSES IN SOUTH KING  
[01:07:32] COUNTY BEFORE MOVING TO PHASE TWO.  
[01:07:34] PHASE TWO IF THE RESULTS FROM THE  
[01:07:37] COMMUNITY ENGAGEMENT PROCESS ARE  
[01:07:39] FAVORABLE, WE WILL THEN PURSUE PHASE TWO  
[01:07:42] AND DRILL DOWN TO THE DETAILS TO FURTHER  
[01:07:44] UNDERSTAND WHAT THIS INTERNATIONAL  
[01:07:46] PUBLIC MARKET FACILITY COULD LOOK LIKE,  
[01:07:48] WHERE IT'S GOING TO BE MUTED, AND ALSO  
[01:07:51] WHAT IT MAY COST TO BUILD AND OPERATE IN  
[01:07:53] THE SHORT AND LONG TERM. NEXT SLIDE.  
[01:07:59] REASONS FOR THIS PROJECT IS THAT IT DOES  
[01:08:01] ALIGN WELL WITH OUR CENTURY AGENDA GOALS  
[01:08:04] OF ADVANCING TOURISM AND ALSO THE GROWTH  
[01:08:07] OF THIS REGION. IT ALSO SERVES AS AN  
[01:08:10] INTERNATIONAL DOMESTIC TOURIST  
[01:08:12] DESTINATION, AS STATED BEFORE, AND IT  
[01:08:14] COULD ALSO PROVIDE AN ECONOMIC ASSET TO  
[01:08:16] SOUTH KING COUNTY TO BENEFIT CITIES SUCH  
[01:08:19] AS TUKWILLA, SEATAC AND OTHER SURROUNDING  
[01:08:22] COMMUNITIES IN SOUTH KING COUNTY. THIS  
[01:08:25] MARKETPLACE COULD GENERATE ECONOMIC  
[01:08:27] ACTIVITY TO SUPPORT JOBS AND SUPPORT  
[01:08:30] SMALL BUSINESSES. IN ADDITION, WE KNOW  
[01:08:33] THAT SOUTH KING COUNTY IS HOME TO LARGE  
[01:08:36] IMMIGRANT AND REFUGEE COMMUNITIES, AND  
[01:08:38] THE PROJECT LIKE THIS COULD ALSO SUPPORT  
[01:08:40] AND PREVENT SOME OF THE DISPLACEMENT OF  
[01:08:43] SMALL BUSINESSES AS THE REGION CONTINUES  
[01:08:45] TO GROW. NEXT SLIDE, PLEASE.  
[01:08:50] AS FOR THE TIMELINE. WE DID MENTION THAT

[01:08:52] THIS PROJECT IS BROKEN DOWN INTO TWO  
[01:08:54] PHASES AND SO YOU'LL SEE AT THE TOP  
[01:08:56] LINE, A DRAFT REPORT ON THE CURRENT  
[01:08:58] MARKET CONDITIONS AND INTERVIEWS FROM  
[01:09:01] LOCAL STAKEHOLDERS WILL BE THAT FIRST  
[01:09:03] PART. AND WE'RE HOPING TO PURSUE THE  
[01:09:05] COMMUNITY ENGAGEMENT IN THE NEXT COUPLE  
[01:09:06] OF MONTHS, WHICH WILL BE COMPLETED IN  
[01:09:09] MID JUNE. IF PHASE ONE IS FAVORABLE, AS  
[01:09:12] WE MENTIONED, WE WILL THEN CONTINUE WITH  
[01:09:14] THE REST OF THE TIMELINE TO EXPLORE THE  
[01:09:17] PREFERRED SITE REQUIREMENTS, POTENTIAL  
[01:09:19] SITES, AND COMPLETE A FINAL FEASIBILITY  
[01:09:22] REPORT AT THE END OF 2023.  
[01:09:26] THEN TO CLOSE THE LOOP, WE WILL THEN  
[01:09:27] PRESENT OUR FINDINGS TO THE STAKEHOLDERS  
[01:09:30] THAT WE INITIALLY ENGAGED.  
[01:09:33] AND NEXT SLIDE, PLEASE. THAT CONCLUDES  
[01:09:37] OUR PRESENTATION TODAY. IF THERE ARE ANY  
[01:09:40] QUESTIONS, WE'D BE HAPPY TO ANSWER THEM.  
[01:09:43] EXCELLENT. THANK YOU, ANNIE, FOR THE  
[01:09:45] PRESENTATION. ARE THERE ANY QUESTIONS  
[01:09:47] FROM STAFF AT THIS TIME? FROM  
[01:09:48] COMMISSIONERS? WE'LL BEGIN WITH  
[01:09:50] COMMISSIONER MOHAMMED.  
[01:09:54] THANK YOU. I ACTUALLY DON'T HAVE ANY  
[01:09:56] QUESTIONS, BUT I HAVE WORKED VERY  
[01:09:58] CLOSELY WITH ANNIE AND DIRECTOR MCFADDEN  
[01:10:02] ON THIS TOPIC AS WELL AS SOUTH  
[01:10:05] KING COUNTY COUNCIL MEMBER DAVE  
[01:10:08] UPTIGROVE FROM THE KING COUNTY COUNCIL.  
[01:10:11] OFTEN SOUTH KING COUNTY IS SEEN AS A  
[01:10:14] COMMUNITY THAT IS DRIVEN THROUGH,  
[01:10:16] ESPECIALLY WHEN YOU ARRIVE AT SEATAC  
[01:10:19] AIRPORT. AND THIS MARKET  
[01:10:22] STUDY AND THE PORT OF BUILDING A PUBLIC  
[01:10:25] MARKET IN SOUTH KING COUNTY WOULD CHANGE  
[01:10:27] THAT. AND PEOPLE WHO DO ARRIVE AT SEATAC  
[01:10:31] AIRPORT COULD LOOK AT THIS COMMUNITY AS  
[01:10:33] A PLACE NOT JUST TO DRIVE THROUGH, BUT A  
[01:10:36] PLACE THAT THEY COULD COME AND VISIT AND  
[01:10:38] WALK AWAY WITH SOMETHING SIMILAR TO WHAT  
[01:10:41] WE SEE IN SEATTLE. SIMILAR TO WHAT WE  
[01:10:44] SEE AT PIKE PLACE MARKET IN SEATTLE.  
[01:10:47] AND SO THIS IS A STUDY THAT I'M REALLY  
[01:10:50] EXCITED ABOUT AND IT'S AN OPPORTUNITY TO  
[01:10:54] PROMOTE TOURISM, SUSTAINABILITY AND  
[01:10:57] ECONOMIC DEVELOPMENT IN THIS PARTICULAR  
[01:10:59] COMMUNITY. AND I JUST WANT TO SAY TO MY  
[01:11:02] COLLEAGUES THAT WE WERE REALLY  
[01:11:03] INTENTIONAL ABOUT BREAKING THIS STUDY UP  
[01:11:06] INTO TWO PHASES. AND THERE'S A LOT OF  
[01:11:09] DOLLARS BEING PUT INTO THIS. I MEAN,  
[01:11:10] 200,000 IS NOT A LOT COMPARED TO OTHER  
[01:11:13] PROJECTS THAT WE APPROVE AT THE PORT,  
[01:11:15] BUT IT'S STILL A LOT TO ME TO INVEST  
[01:11:18] THESE AMOUNT OF MONEY INTO THESE  
[01:11:19] STUDIES. AND SO BREAKING IT UP INTO TWO  
[01:11:21] PHASES REALLY GIVES THE COMMISSION AN  
[01:11:24] OPPORTUNITY TO HAVE AN INPUT ON WHAT ARE  
[01:11:26] WE ACTUALLY HEARING FROM THE COMMUNITY.  
[01:11:28] A LOT HAS CHANGED SINCE THE PANDEMIC HAS  
[01:11:30] AYE. AND SO REALLY BEING INTENTIONAL



[01:11:33] ABOUT THE NEED FOR A PUBLIC MARKET AND  
[01:11:36] MAKING SURE THAT THE COMMUNITIES AND  
[01:11:39] BUSINESSES NEAR THE AIRPORT ALSO HAVE AN  
[01:11:42] OPPORTUNITY IN SHAPING THE STUDY AND  
[01:11:45] SAYING THAT THERE IS A PARTICULAR NEED  
[01:11:47] FOR THIS. SO I'M REALLY LOOKING FORWARD  
[01:11:50] TO SEEING THE OUTCOME OF PHASE ONE TO  
[01:11:53] HELP INFORM WHAT DAVE MCFADDEN'S TEAM  
[01:11:56] ENDS UP DOING FOR PHASE TWO. AND JUST  
[01:11:59] WANT TO ENCOURAGE YOU ALL TO SUPPORT  
[01:12:01] THIS INITIATIVE TODAY AND JUST WANT TO  
[01:12:03] EXPRESS MY DEEP GRATITUDE FOR ANNIE AND  
[01:12:05] DIRECTOR MCFADDEN FOR TAKING THIS. ON  
[01:12:08] AND MAKING IT SOMETHING REALLY GREAT.  
[01:12:10] THANK YOU. EXCELLENT. ANY OTHER  
[01:12:12] QUESTIONS OR COMMENTS? COMMISSIONER  
[01:12:14] HASEGAWA, THANK YOU FOR THE  
[01:12:16] PRESENTATION. THANK YOU SO MUCH,  
[01:12:17] COMMISSIONER MOHAMMED, FOR THE VISION  
[01:12:19] AND THE LEADERSHIP ON THIS EXCITING  
[01:12:21] PROGRAM. I'M WONDERING  
[01:12:26] WHAT THE VISION IS, IF IT'S A  
[01:12:29] SEASONAL FARMERS MARKET OR IF WE'RE  
[01:12:31] THINKING OF A FIXED LOCATION INDOORS  
[01:12:34] THAT WILL BE THERE AND AVAILABLE AS AN  
[01:12:36] ANCHOR YEAR ROUND.  
[01:12:40] THAT'S A GREAT QUESTION. I'D LOVE TO  
[01:12:42] HAVE DAVE MCFADDEN CHIME IN. YEAH, I  
[01:12:45] WEIGH IN ON THAT. THANK YOU,  
[01:12:47] COMMISSIONER HASEGAWA. I THINK WE'RE  
[01:12:49] REALLY TRYING TO DEVELOP THIS AS A FULL  
[01:12:51] TIME, YEAR ROUND MARKET,  
[01:12:54] OBVIOUSLY TAKING ADVANTAGE OF WEATHER  
[01:12:57] AND OUTDOORS OPPORTUNITIES, SO IT'LL  
[01:12:59] HAVE AN OUTDOOR COMPONENT. BUT I DO  
[01:13:00] THINK I ENVISION IT HAVING SOME INDOOR  
[01:13:03] COMPONENT AS WELL. WHAT WE'VE LEARNED IS  
[01:13:05] REALLY FOR THE MARKET SUCCESS, YOU  
[01:13:07] REALLY HAVE TO HAVE A FACILITY THAT  
[01:13:09] SUPPORTS A WIDE VARIETY OF ECONOMIC AND  
[01:13:12] COMMUNITY ACTIVITIES. NOT JUST PURELY  
[01:13:14] VENDORS AND STALLS, BUT ALSO PLACES TO  
[01:13:17] ACTIVATE, PLACES TO OFFER CLASSES,  
[01:13:19] PLACES FOR THE COMMUNITY TO COME. AND SO  
[01:13:22] I THINK THAT'S OUR QUALIFIED VISION FOR  
[01:13:26] NOW, BUT WE'RE REALLY ANXIOUS TO GET THE  
[01:13:28] COMMUNITY'S INPUT IN TERMS OF JUST WHAT  
[01:13:30] DO THEY WANT, DO THEY WANT IT FULL TIME,  
[01:13:33] WHAT DO THEY REALLY DREAM OF IN TERMS OF  
[01:13:35] A PUBLIC MARKETPLACE? THANK YOU. DO YOU  
[01:13:38] SUPPOSE THAT PART OF THIS MIGHT  
[01:13:42] LEAD TO THE NEED TO ACQUIRE PROPERTY IN  
[01:13:45] ORDER TO HOUSE A PROGRAM LIKE THIS?  
[01:13:47] OR DO YOU ANTICIPATE THAT WE MIGHT USE  
[01:13:51] EXISTING PORT FACILITIES OR PROPERTIES?  
[01:13:55] OR WOULD WE BE IN PARTNERSHIP WITH KING  
[01:13:58] COUNTY? OR IS SIGHTING  
[01:14:01] PART OF THE SCOPE OF THIS STUDY?  
[01:14:05] SIGHTING IS PART OF THE STUDY.  
[01:14:08] AS COMMISSIONER MOHAMMED MENTIONED, THE  
[01:14:11] FIRST PHASE IS JUST TO TEST THE  
[01:14:12] COMMUNITY SPIRIT, THEIR WILLINGNESS AND  
[01:14:14] INTEREST IN DEVELOPING THIS FACILITY.

[01:14:16] IF THAT'S THE CASE, THEN WE HAVE TO LOOK  
[01:14:18] AT THE SIGHTING POSSIBILITIES, THE  
[01:14:20] PROPERTIES THAT MAKE SENSE. I CAN  
[01:14:23] GENERALLY OFFER THAT THERE AREN'T REALLY  
[01:14:25] ANY PORT PROPERTIES AVAILABLE OR THAT  
[01:14:28] WOULD REALLY MAKE SENSE FOR THIS, BUT I  
[01:14:31] THINK THAT'S PART OF THE STUDY WE'LL  
[01:14:33] LOOK AT. WE'LL REVISIT THAT.  
[01:14:36] AND I JUST THINK THAT DOWN THE ROAD,  
[01:14:39] YES, WE HAVE TO LOOK AT HOW MUCH IT  
[01:14:41] COSTS TO BUILD, HOW MUCH IT COSTS TO  
[01:14:43] OPERATE AND OWNERSHIP STRUCTURES. AND  
[01:14:45] THAT'S SOMETHING THAT WE WILL  
[01:14:47] PARTICIPATE IN AND LOOK AT OUR OWN  
[01:14:49] OPTIONS AS POTENTIAL PARTNERS IN THIS  
[01:14:52] FUTURE FACILITY. YEAH,  
[01:14:55] THAT'S HELPFUL AND SOMETHING THAT I  
[01:14:57] THINK WE SHOULD BE THINKING ABOUT. I  
[01:14:58] KNOW THAT THE PORT HAS EXPLICIT AND  
[01:15:00] IMPLIED POWERS WHEN IT COMES TO  
[01:15:02] ACQUIRING PROPERTY, AND IT HAS TO FIT  
[01:15:05] SQUARELY WITHIN OUR MISSION. BUT  
[01:15:07] DEPENDING ON THE NEED, THE USE, THE  
[01:15:09] FUNCTION AND THE ANTICIPATED  
[01:15:11] DELIVERABLES ASSOCIATED, I WONDER IF WE  
[01:15:14] SHOULD BE ACCOUNTING FOR ANY SORT OF  
[01:15:15] LEGAL FEES OR EXPENSES TO NAVIGATE SOME  
[01:15:19] OF THOSE POTENTIAL CHALLENGES, SEEING AS  
[01:15:21] WE MIGHT NOT HAVE THE PROPERTY ALREADY  
[01:15:24] IN OUR PORTFOLIO.  
[01:15:28] IT'S AN EXCELLENT QUESTION.  
[01:15:30] COINCIDENTALLY, COMMISSIONER MOHAMMED  
[01:15:33] AND COUNTY COUNCILMAN UPTOGROVE HAVE  
[01:15:36] ASKED FOR AN UPFRONT LEGAL BRIEFING THIS  
[01:15:38] WEEK JUST TO GET THE LAY OF THE LAND,  
[01:15:40] JUST TO UNDERSTAND WHAT THE GUARDRAILS  
[01:15:42] AND PARAMETERS ARE FOR EITHER OF OUR  
[01:15:45] JURISDICTIONS PARTICIPATION IN THIS TYPE  
[01:15:47] OF PROJECT. AND SO I DON'T KNOW  
[01:15:51] IF I CAN ANSWER THE QUESTION OF WHETHER  
[01:15:52] WE NEED TO MAKE LEGAL INVESTMENTS. I  
[01:15:54] THINK THAT'LL COME CLEAR THIS FALL AS WE  
[01:15:57] GET FURTHER INTO THE STUDY. SO THINKING  
[01:16:00] TO THE GEOGRAPHY, THE ZIP CODE, THE  
[01:16:02] CITIES WHERE WE'RE TALKING ABOUT AND THE  
[01:16:05] DEMOGRAPHY OF THOSE CITIES,  
[01:16:07] THERE'S SO MUCH OF THE CULTURAL AND  
[01:16:12] ETHNIC DIVERSITY OF OUR COUNTY AND OF  
[01:16:15] OUR STATE IS CLUSTERED IN SOUTH KING  
[01:16:17] COUNTY. AND I THINK THAT THIS IS AN  
[01:16:20] EXCELLENT OPPORTUNITY TO BE ABLE TO  
[01:16:24] CREATE ACCESS TO THOSE COMMUNITIES  
[01:16:29] FROM THE BROADER REGION AND  
[01:16:35] DRIVE POTENTIAL SPEND AND  
[01:16:39] CUSTOMERS TO THEIR BUSINESSES. I WONDER  
[01:16:42] IF WE'RE TALKING ABOUT DOING SOMETHING  
[01:16:46] OFF OF LIGHT RAIL STATION SO IT'S  
[01:16:48] ACCESSIBLE TO FOLKS BY MASS TRANSIT  
[01:16:51] OR WHAT ACCESSIBILITY LOOKS LIKE  
[01:16:55] SO THAT WE CAN HAVE ACTUAL CUSTOMERS  
[01:16:58] COMING THROUGH THERE EASILY OR EVEN  
[01:17:02] TRAVELERS. IT'S A DEFINITE YES.  
[01:17:06] IF I WERE THINKING ABOUT THE CRITERIA IN

[01:17:08] TERMS OF WHERE THE MARKET SHOULD BE  
[01:17:10] LOCATED, IT'S VERY NEAR PUBLIC TRANSIT,  
[01:17:13] IDEALLY CLOSE TO SOUND TRANSIT. SO  
[01:17:15] THERE'S A DIRECT LINK BETWEEN OUR  
[01:17:17] ARRIVALS, OUR PASSENGERS COMING THROUGH  
[01:17:19] SEATAC, AND SO THEY DON'T GO THROUGH TO  
[01:17:23] SEATTLE. THEY STOP, THEY STOP SOMEWHERE  
[01:17:25] ALONG THE WAY AND ARE ABLE TO WALK TO A  
[01:17:27] BEAUTIFUL NEW PUBLIC FACILITY. I SEE  
[01:17:29] THIS YES, THAT EXCESS IS HUGELY  
[01:17:32] IMPORTANT. WHEN I SUBSCRIBE TO THIS  
[01:17:35] VISION, I THINK OF IT AS A POTENTIAL  
[01:17:38] TOURIST DESTINATION FOR PEOPLE FLYING IN  
[01:17:41] OR EVEN FOLKS DOCKING AT ONE OF OUR  
[01:17:44] TERMINALS WHO WANT TO BE ABLE TO WALK UP  
[01:17:46] TO A LIGHT RAIL AVIATION AND GET OUT  
[01:17:49] THERE AND SEE WHAT THIS REGION HAS TO  
[01:17:50] OFFER IN THE TIME THAT THEY HAVE HERE.  
[01:17:52] AND WHEN WE'RE TALKING ABOUT THE  
[01:17:54] BENEFITS OF TOURISM, BEING ACCESS TO  
[01:17:58] CAPITAL FOR SMALL BUSINESSES, WHEN WE  
[01:18:00] EXPAND THAT GEOGRAPHY OUTSIDE OF  
[01:18:02] DOWNTOWN SEATTLE OR THE WATERFRONT,  
[01:18:04] REALLY BRING THAT INTO THOSE  
[01:18:07] COMMUNITIES, THOSE AIRPORT ADJACENT  
[01:18:09] COMMUNITIES THAT ARE MAJORITY BROWN,  
[01:18:11] MAJORITY BLACK, MAJORITY MINORITY  
[01:18:13] COMMUNITIES, IMMIGRANTS, REFUGEES,  
[01:18:16] I THINK THAT WE ARE ADVANCING EQUITY IN  
[01:18:19] OUR WORK. SO I WOULD LIKE TO AGAIN  
[01:18:22] REITERATE MY APPRECIATION FOR STAFF AND  
[01:18:24] COMMISSIONER MOHAMMED FOR YOUR  
[01:18:25] LEADERSHIP AND I LOOK FORWARD TO  
[01:18:27] SUPPORTING IT. THANK YOU. COMMISSIONER  
[01:18:29] HASEGAWA. ANYONE ELSE? COMMISSIONER  
[01:18:30] CALKINS. THANKS.  
[01:18:34] I'M SUPPORTIVE OF THIS INITIATIVE, BUT I  
[01:18:37] ALSO JUST WANT TO SHARE THAT IT'S SORT  
[01:18:39] OF CONDITIONAL SUPPORT. I SEE THIS AS AN  
[01:18:42] EXCELLENT PROJECT FOR US TO TEST  
[01:18:46] A HYPOTHESIS, WHICH IS THERE  
[01:18:49] IS A NEED IN THIS REGION OF THE COUNTY  
[01:18:52] THAT HISTORICALLY HAS BEEN UNDERSERVED  
[01:18:55] FOR THIS KIND OF OPPORTUNITY FOR SMALL  
[01:18:57] BUSINESSES TO COALESCE. AND HAVING BEEN  
[01:19:00] VERY CLOSE TO A LOT OF THIS KIND OF WORK  
[01:19:02] IN MY OWN PROFESSIONAL CAREER,  
[01:19:04] SOMETIMES THE MARKET WON'T FILL THAT  
[01:19:06] NEED WITHOUT SOME SORT OF EXTERNAL  
[01:19:09] INTERVENTION. AND THAT'S USUALLY THE  
[01:19:11] APPROPRIATE PURVIEW OF GOVERNMENT IS TO  
[01:19:13] COME IN AND SAY, WE'RE GOING TO HERD THE  
[01:19:15] CATS TO MAKE SURE THAT ALL THE COMPONENT  
[01:19:17] PARTS NECESSARY TO MAKE SOMETHING LIKE  
[01:19:19] THIS SUCCESSFUL WILL FOCUS LONG  
[01:19:23] ENOUGH TO SPIN UP THAT FLYWHEEL AND GET  
[01:19:26] THE MAIN MOTOR OF THE MARKET GOING.  
[01:19:30] WHAT THAT IMPLIES, OR AT LEAST WHAT I'LL  
[01:19:32] EXPLICITLY STATE, IS THAT I THINK THE  
[01:19:34] PORT SHOULD NOT BE THE LONGTIME OWNER OF  
[01:19:36] THIS PROJECT THAT WE'RE HELPING TO GET  
[01:19:38] IT STARTED. BUT THEN ONCE THERE IS A  
[01:19:41] SORT OF A GEOGRAPHIC AVIATION, I THINK

[01:19:45] WHICHEVER MUNICIPALITY IT SITS IN SHOULD  
[01:19:47] TAKE A LEADERSHIP ROLE. OR MAYBE THERE'S  
[01:19:49] AN EXTERNAL AGENCY LIKE A CHAMBER OR A  
[01:19:53] NONPROFIT THAT SERVES SIMILAR TO THE PDA  
[01:19:56] FOR PIKE PLACE MARKET.  
[01:19:59] AND THE OTHER PART OF THIS IS, I THINK  
[01:20:01] WE ALSO HAVE TO BE PREPARED TO LEARN  
[01:20:04] FROM THIS THAT MAYBE THERE ISN'T A NEED  
[01:20:07] FOR IT. AND A COUPLE OF YEARS DOWN THE  
[01:20:08] ROAD, WE TAKE THE LEARNINGS AND SAY,  
[01:20:11] ALL RIGHT, IT WAS AN INTERESTING  
[01:20:12] HYPOTHESIS, BUT DIDN'T, IN FACT, BEAR  
[01:20:14] OUT. SO I'M WILLING TO MAKE THIS  
[01:20:15] INVESTMENT BECAUSE I DO THINK THIS KIND  
[01:20:17] OF RELATIVELY SMALL INITIAL INVESTMENT  
[01:20:21] CAN HAVE A REALLY PROFOUND RETURN ON  
[01:20:23] INVESTMENT IF, IN FACT, IT IS THE  
[01:20:25] FLYWHEEL WE NEED TO GET THE LARGER THING  
[01:20:28] GOING. BUT LIKE I SAID, I THINK WE CAN  
[01:20:31] BE THAT CATALYST, AND THEN WE CAN STEP  
[01:20:32] BACK AND LET IT WORK ITS MAGIC ONCE IT'S  
[01:20:35] BIG ENOUGH TO OVERCOME THOSE INITIAL  
[01:20:37] BARRIERS. EXCELLENT. THANK YOU,  
[01:20:39] COMMISSIONER CALKINS. I WOULD ALSO LIKE  
[01:20:42] TO THANK COMMISSIONER MOHAMMED FOR YOUR  
[01:20:44] LEADERSHIP ON THIS. I KNOW YOU'VE BEEN  
[01:20:46] FLOATING THE IDEA SINCE YOU GOT HERE,  
[01:20:48] AND I'M REALLY HAPPY TO SEE THAT WE'VE  
[01:20:49] GOT THE BALL ROLLING. SO I'M REALLY  
[01:20:51] EXCITED TO SEE HOW THE RESULTS OF THE  
[01:20:53] STUDY COME OUT AND TO COMMISSIONER  
[01:20:55] CAULKINS' POINT, HOW THE PORT OR ANY  
[01:20:57] OTHER AGENCY IN THE AREA MIGHT BE ABLE  
[01:20:59] TO LEAD IN MAKING IT HAPPEN.  
[01:21:02] COMMISSIONER FALLON, AND THANK YOU FOR  
[01:21:04] BREAKING IT IN TWO PARTS. SO WE WILL BE  
[01:21:06] ABLE TO DO THAT EVALUATION AND DETERMINE  
[01:21:08] WHAT OUR ROLE MIGHT BE, CORRECT? YEAH.  
[01:21:11] ALL RIGHT. HEARING NO FURTHER QUESTIONS  
[01:21:13] FOR THIS ITEM. IS THERE A MOTION IN THE  
[01:21:14] SECOND? SO MOVED? SECONDED.  
[01:21:18] GREAT. THE MOTION WAS MADE AND SECONDED.  
[01:21:20] CLERK HART, PLEASE CALL THE ROLL FOR THE  
[01:21:21] VOTE. THANK YOU. BEGINNING WITH  
[01:21:24] COMMISSIONER MOHAMMED. AYE. THANK YOU.  
[01:21:27] COMMISSIONER HASAGAWA. AYE. THANK YOU.  
[01:21:29] COMMISSIONER CALKINS. AYE. THANK YOU.  
[01:21:32] COMMISSIONER FELLEMAN. AYE. THANK YOU.  
[01:21:35] AND COMMISSIONER TOW. AYE. THANK YOU.  
[01:21:38] FIVE AYES AND ZERO NAYS FOR THIS ITEM.  
[01:21:40] EXCELLENT. THE MOTION PASSES. ALL RIGHT,  
[01:21:43] WE WILL MOVE ON TO THE NEXT ITEM ON OUR  
[01:21:45] AGENDA, WHICH IS ITEM TEN C. CLERK HART,  
[01:21:49] PLEASE INTRODUCE THE ITEM, AND STEVE  
[01:21:51] WILL GO AHEAD AND SPEAK TO IT. IT'S  
[01:21:53] GOING TO TAKE A SECOND. THANK YOU. THIS  
[01:21:55] IS AGENDA ITEM TEN C. AUTHORIZATION FOR  
[01:21:57] THE EXECUTIVE DIRECTOR TO AUTHORIZE  
[01:21:59] \$156,400,000 FOR PHASE  
[01:22:03] B CONSTRUCTION. TO AUTHORIZE THE  
[01:22:05] TRANSFER OF \$1,559,000 FROM  
[01:22:08] THE MAIN TERMINAL LOW VOLTAGE PROGRAM.  
[01:22:11] TO AUTHORIZE \$3,100,000 FOR FINAL DESIGN

[01:22:14] ADDRESSING EXISTING BUILDING. CODE  
[01:22:16] COMPLIANCE AND TO EXECUTE A TENANT  
[01:22:18] REIMBURSEMENT AGREEMENT WITH ALASKA  
[01:22:20] AIRLINES FOR THE PORTION OF THE WORK OF  
[01:22:22] THE NORTH MAIN TERMINAL REDEVELOPMENT  
[01:22:24] PROGRAM AT SEATTLE TACOMA INTERNATIONAL  
[01:22:26] AIRPORT FOR A REQUESTED AMOUNT OF  
[01:22:29] \$159,500,000 AND A  
[01:22:32] TOTAL ESTIMATED PROJECT COST OF  
[01:22:34] \$550,000,000.  
[01:22:38] COMMISSIONERS, TODAY'S ACTION ON THE  
[01:22:40] NORTH MAIN TERMINAL REDEVELOPMENT  
[01:22:41] PROGRAM WILL BE THE FIFTH TIME THE  
[01:22:43] COMMISSION HAS ACTED AND ON THIS ITEM  
[01:22:45] SINCE 2021. ONCE COMPLETE, THIS PROJECT  
[01:22:48] WILL COMPLETELY REIMAGINE THE TICKETING  
[01:22:50] AREA FOR ALASKA AIRLINES IN OUR NORTH  
[01:22:52] TERMINAL, AS WELL AS IMPROVE THROUGHPUT,  
[01:22:55] ENSURE CODE COMPLIANCE, INCREASE NATURAL  
[01:22:57] LIGHT, AND BUILD OUT OUR MEZZANINE  
[01:22:59] PROMENADE, SECURITY CHECKPOINT AND HVAC  
[01:23:02] SYSTEMS. PHASE A CONSTRUCTION FOR  
[01:23:04] BUILDOUT OF THE PROMENADE AND BRIDGE  
[01:23:08] SPACE ARE CURRENTLY UNDERWAY.  
[01:23:11] THIS AUTHORIZATION FOR PHASE B WILL  
[01:23:14] ALIGN SCREENING LANES, RECONFIGURE THE  
[01:23:17] TICKETING AREA, AND REMOVE THE MEZZANINE  
[01:23:18] ABOVE ALASKA'S EXISTING TICKETING POTS  
[01:23:21] TO OPEN THE SPACE. THIS PROJECT IS PART  
[01:23:24] OF OUR LARGER UPGRADE SEA EFFORT TO  
[01:23:26] IMPROVE AND ENHANCE CUSTOMER EXPERIENCE  
[01:23:28] AT OUR AIRPORT. THE PRESENTERS ARE.  
[01:23:30] WE'LL BEGIN WITH AVIATION MANAGING  
[01:23:32] DIRECTOR LANCE LITTLE. AND THEN WE'LL  
[01:23:33] MOVE TO JEFF MOLKIN, SENIOR MANAGER,  
[01:23:35] AIRLINE AFFAIRS AND AVIATION PROPERTIES,  
[01:23:38] AND ALAN OLSEN, CAPITAL PROJECT MANAGER.  
[01:23:40] SO WITH THAT, I THINK, LANCE, I TURN IT  
[01:23:42] OVER TO YOU. THANK YOU, STEVE. CAN WE  
[01:23:45] HAVE THE PRESENTATION UP?  
[01:23:50] SO. THANK YOU, STEVE. GOOD AFTERNOON,  
[01:23:53] COMMISSIONERS. AS STEVE MENTIONED IN AYE.  
[01:23:55] OPENING REMARKS, WE WON THE AWARD FOR  
[01:23:58] THE BEST AIRPORT IN NORTH AMERICA.  
[01:24:02] AND AS HE ALSO POINTED OUT, ONE OF THE  
[01:24:05] REASONS THERE ARE MANY FACETS, BUT ONE  
[01:24:07] OF THE REASONS IS BECAUSE OF THE NEW  
[01:24:08] FACILITIES THAT WE HAVE BUILT AND ALWAYS  
[01:24:11] REMIND EVERYONE THAT WE WON THE AWARD  
[01:24:13] FOR THE BEST AIRPORT, NOT THE PERFECT  
[01:24:15] AIRPORT. SO THERE'S A WHOLE LOT OF WORK  
[01:24:17] TO BE DONE, AND THIS PROJECT IS ONE OF  
[01:24:20] THE WHOLE LOT OF WORK THAT'S LEFT TO BE  
[01:24:23] DONE. IF YOU TAKE A WALK FROM THE GINA  
[01:24:25] MARIE HALL AND YOU WALK NORTH UP TO THE  
[01:24:28] ALASKA TICKET CONTEST, YOU'LL SEE A  
[01:24:29] DISTINCT CHANGE THERE AS YOU GO THROUGH  
[01:24:31] THE DIFFERENT ZONES AND JUST  
[01:24:33] AESTHETICALLY HOW EFFICIENT OR  
[01:24:35] INEFFICIENT THE FACILITY OPERATE,  
[01:24:39] CODE COMPLIANCE OR LACK THEREOF,  
[01:24:42] OR OUTDATED CODE COMPLIANCE, ET CETERA,  
[01:24:44] ET CETERA. YOU'LL SEE THAT DIFFERENCE?

[01:24:46] THIS PROJECT ADDRESSES THAT. THIS  
[01:24:49] PROJECT FIXED THAT, SO IT WILL ADDRESS  
[01:24:51] THE CODE, GET THE FACILITY OR THAT ZONE  
[01:24:54] UP TO CODE. THE CUSTOMER EXPERIENCE THAT  
[01:24:58] YOU WILL EXPERIENCE, OR THE CUSTOMERS  
[01:25:00] WILL EXPERIENCE ONCE THIS FACILITY IS  
[01:25:02] COMPLETED, IS JUST NIGHT AND DAY AND HOW  
[01:25:05] EFFICIENT THE FACILITY WILL OPERATE.  
[01:25:08] WE HAVE WORKED VERY CLOSELY WITH ALASKA  
[01:25:10] AIRLINES, SO THEY ARE VERY SUPPORTIVE OF  
[01:25:12] THIS PROJECT. IT'S A GREAT PARTNERSHIP  
[01:25:14] BETWEEN US AND ALASKA AIRLINE, AND I  
[01:25:15] THINK A NEW UPDATED FACILITY IS JUST  
[01:25:18] BEFITTING OF OUR HOMETOWN CARRIER AND  
[01:25:22] OUR LARGEST HUB CARRIER HERE AT THE  
[01:25:24] AIRPORT, THAT THEY HAVE A REALLY GREAT  
[01:25:26] FACILITY FOR THEIR CUSTOMERS. IT IS ALSO  
[01:25:28] IMPORTANT THAT NOT ONLY THAT WE BUILD  
[01:25:30] AND DELIVER THESE FACILITY, BUT IT'S  
[01:25:33] ALSO IMPORTANT THAT WE COMMUNICATE WHAT  
[01:25:35] WE'RE DOING, HOW WE'RE GOING TO DO IT,  
[01:25:37] WHEN WE'RE GOING TO DO IT, AND WHY WE'RE  
[01:25:38] DOING IT TO ALL THE KEY STAKEHOLDERS.  
[01:25:40] SO OUR PASSENGERS, THE MEMBERS OF THE  
[01:25:43] PUBLIC, THE TENANTS WITHIN THE AIRPORT,  
[01:25:45] I THINK IT'S EXTREMELY IMPORTANT THAT  
[01:25:46] THEY UNDERSTAND WHAT, WHEN AND WHY WE'RE  
[01:25:48] DOING IT. AND STEVE MENTIONED UPGRADE  
[01:25:50] SC. THAT'S THE PROGRAM THAT WE'RE  
[01:25:52] UNDERTAKING TO COMMUNICATE NOT JUST THIS  
[01:25:54] PROJECT, BUT ALL THE MAJOR PROJECTS AT  
[01:25:56] THE AIRPORT TO ALL THE RELEVANT  
[01:25:58] CUSTOMERS. SO WE'RE GOING TO BE WORKING  
[01:26:00] VERY CLOSELY WITH THE ALASKA AIRLINES  
[01:26:03] TEAM, THEIR COMMUNICATIONS TEAM. WE'RE  
[01:26:04] GOING TO USE ALL THE AVAILABILITY  
[01:26:07] METHODOLOGIES TO GET IT DONE, WHETHER  
[01:26:09] IT'S SOCIAL MEDIA, TV, TRADITIONAL  
[01:26:12] ADVERTISING, WEBSITE, ET CETERA, TO GET  
[01:26:14] THIS INFORMATION OUT AND GET THIS  
[01:26:16] INFORMATION ACROSS TO ALL THE  
[01:26:18] STAKEHOLDERS. SO WITHOUT ANY FURTHER  
[01:26:20] ADO, I'M GOING TO HAND OVER TO JEFF  
[01:26:21] MORGAN, WHICH WILL GIVE US SOME MORE  
[01:26:23] DETAILS ON THIS PROJECT. JEFF? THANK  
[01:26:26] YOU, LANCE. I APPRECIATE THAT. AND GOOD  
[01:26:28] AFTERNOON, EXECUTIVE DIRECTOR, METRUCK  
[01:26:29] AND COMMISSIONERS AND THOSE IN  
[01:26:31] ATTENDANCE. MAY I AT LEAST HAVE THE  
[01:26:33] SLIDES ADVANCE A COUPLE, PLEASE?  
[01:26:37] THANKS FOR THAT. AND AGAIN, JUST TO  
[01:26:39] REPEAT, THE REQUESTED ACTION IS TO  
[01:26:40] REQUEST THE COMMISSION'S AUTHORIZATION  
[01:26:42] FOR THE EXECUTIVE DIRECTOR TO AUTHORIZE  
[01:26:44] 156.4 MILLION FOR PHASE  
[01:26:48] B CONSTRUCTION, THE TRANSFER OF 1.59  
[01:26:51] MILLION FROM THE MAIN TERMINAL LOW  
[01:26:53] VOLTAGE PROGRAM, AND 3.1 MILLION FOR  
[01:26:56] FINAL DESIGN ADDRESSING EXISTING  
[01:26:58] BUILDING CODE COMPLIANCE. LASTLY, THE  
[01:27:00] EXECUTION OF A TENANT REIMBURSEMENT  
[01:27:02] AGREEMENT, OR TRA, WITH ALASKA AIRLINES,  
[01:27:04] AS LANCE MENTIONED, AS PART OF THE NORTH



[01:27:06] MAIN TERMINAL REDEVELOPMENT PROGRAM,  
[01:27:08] ALSO KNOWN AS SEA GATEWAY. NEXT SLIDE,  
[01:27:11] PLEASE. AND THIS IS AN ANIMATION  
[01:27:15] OF OUR FUTURE VISION. ALAN, FEEL FREE TO  
[01:27:18] PROVIDE COMMENTARY. GOOD AFTERNOON,  
[01:27:22] EVERYONE. AS YOU CAN SEE, THE PREVIOUSLY  
[01:27:25] OPEN BRIDGE PROMENADE LEVEL IS BUILT OUT  
[01:27:28] HERE, AND WE'RE GETTING AN EXTERIOR VIEW  
[01:27:31] OF THAT, ALONG WITH THE VIEW  
[01:27:36] OF THE RELOCATED ENTRY PORTALS ON  
[01:27:40] THE DEPARTURES DRIVE.  
[01:27:53] AND IN BETWEEN THOSE ENTRY PORTALS,  
[01:27:55] THERE ARE BUMP OUTS THAT ARE BEING BUILT  
[01:27:57] IN THE CURTAIN WALL TO ACCOMMODATE  
[01:27:59] ADDITIONAL CHECK IN AND BAGGAGE DROP  
[01:28:03] AT THE NORTH END HERE OF THE MAIN  
[01:28:06] TERMINAL.  
[01:28:11] AND THIS IS WHAT THE NEW INTERIOR IS  
[01:28:13] GOING TO LOOK LIKE ONCE WE ARE FINISHED.  
[01:28:24] TO THE RIGHT, YOU WILL SEE SOME  
[01:28:26] AUTOMATED BAG DROP EQUIPMENT, WHICH IS  
[01:28:30] NEW TECHNOLOGY THAT'S BEING INTRODUCED  
[01:28:32] AS PART OF THIS PROGRAM, AND THAT IS  
[01:28:36] GOING TO BE FOUND THROUGHOUT ALASKA'S  
[01:28:38] TICKETING AREA. WE ALSO HAVE SEVERAL  
[01:28:42] LOCATIONS THAT WE'VE IDENTIFIED FOR  
[01:28:44] PUBLIC ART.  
[01:29:12] AND THIS IS THE NEW MAIN TICKETING AREA  
[01:29:15] RIGHT NOW WHERE ALASKA HAS THEIR PODS  
[01:29:18] FOR THEIR TWO STEP SYSTEM. IT'S GOING TO  
[01:29:21] BE OPENED UP AND BE MUCH MORE  
[01:29:26] OPEN AND BRIGHTER.  
[01:29:30] THIS IS COMING DOWN THE NEW CENTRAL  
[01:29:33] THOROUGHFARE, WHERE ZONE SIX, AS WE  
[01:29:37] CALL IT, WHERE THAT MEZZANINE AREA IS  
[01:29:39] BEING REMOVED TO CREATE THIS HIGHER  
[01:29:43] HALL. AND PERHAPS  
[01:29:47] MOST IMPORTANTLY ARE THE UPDATES TO  
[01:29:50] SECURITY SCREENING CHECKPOINT NUMBER  
[01:29:52] FIVE, WHICH IS REGULARLY A  
[01:29:57] CHOKE POINT FOR PEOPLE TRYING TO GET  
[01:30:00] THROUGH SECURITY SCREENING, WE'RE GOING  
[01:30:03] TO BE INCREASING THE SIZE AND  
[01:30:06] RATIONALIZING THE LAYOUT OF THE  
[01:30:08] SCREENING LANES AND PROVIDING A FAIRLY  
[01:30:12] SPACIOUS RECOMPOSE AREA POST SECURITY.  
[01:30:36] AND THOSE ARE THE ESCALATORS HEADING  
[01:30:38] DOWN TO THE ST LEVEL,  
[01:30:42] AND THAT'S THE END OF THE ANIMATION.  
[01:30:43] NEXT SLIDE, PLEASE. THANKS, ALAN. WELL,  
[01:30:47] BETWEEN LANCE AND ALAN AND THAT REALLY  
[01:30:49] COOL VIDEO MONTAGE THERE. IT ACTUALLY  
[01:30:51] SPEAKS TO MY NEXT SEVERAL SLIDES, SO  
[01:30:53] I'LL JUST BE BRIEF. BUT NONETHELESS,  
[01:30:55] THE PROGRAM BACKGROUND, AS WE'VE  
[01:30:57] ARTICULATED SEVERAL OTHER TIMES  
[01:30:58] PREVIOUSLY, IS A COORDINATION BETWEEN  
[01:31:01] ALASKA AND THE PORT ON THIS  
[01:31:03] REDEVELOPMENT PROGRAM. STARTING IN 2019,  
[01:31:06] ALASKA IS DESIGNING AND CONSTRUCTING THE  
[01:31:08] VARIOUS UPDATES USING THE PROGRESSIVE  
[01:31:10] DESIGN BUILD PDB DELIVERY METHOD UNDER  
[01:31:12] THE TRA, AS I PREVIOUSLY MENTIONED, AND

[01:31:15] THE PORT IS PLANNING TO DESIGN AND  
[01:31:16] CONSTRUCT SIMILAR IMPROVEMENTS IN THE  
[01:31:18] REMAINING AREAS OF THE MAIN TERMINAL IN  
[01:31:20] THE FUTURE. MAIN TERMINAL IMPROVEMENT  
[01:31:22] PROGRAMS, OTHERWISE KNOWN AS MTIP. NEXT  
[01:31:24] SLIDE, PLEASE. THE PROGRAM  
[01:31:28] DRIVERS BACK IN 1968, THE AIRPORT WAS  
[01:31:31] DESIGNED FOR 25 MILLION ANNUAL  
[01:31:33] PASSENGERS, OR WHAT WE ARE COMMONLY  
[01:31:35] REFERRED TO AS 25 M MAP.  
[01:31:38] HOWEVER, IN PRESENT TENSE, WE'RE PRETTY  
[01:31:40] MUCH SITTING AT A 50 MAP, SO YOU CAN SEE  
[01:31:42] AS A TWO X IN OUR BUSINESS, IT IS  
[01:31:44] DRIVING SIGNIFICANT DELAYS IN THE TICK  
[01:31:46] AND LOBBY AS WELL AS CONGESTION IN THE  
[01:31:48] SECURITY CHECKPOINTS, AND HAS CERTAINLY  
[01:31:50] EXACERBATED DURING PEAK HOLIDAY SEASONS  
[01:31:52] AND PEAK PERIODS OF THE DAY OR  
[01:31:54] THROUGHOUT THE WEEK. THE FCA GATEWAY  
[01:31:57] PROJECT ADDRESSES THIS CONGESTION IN  
[01:31:59] ADDITION TO COMPLIANCE WITH EXISTING  
[01:32:01] BUILDING AND FIRE CODE, AS LANCE  
[01:32:03] ARTICULATED, AND PRESENT AND NEAR TERM  
[01:32:05] PROJECTED PASSENGER GROWTH, AS WELL AS  
[01:32:07] KEEPS PACE WITH ADVANCES IN TECHNOLOGY  
[01:32:09] AND ULTIMATELY IMPROVES THE OVERALL  
[01:32:11] PASSENGER EXPERIENCE AT SCA. NEXT SLIDE,  
[01:32:14] PLEASE. THE PROJECT DOES ADDRESS THREE  
[01:32:17] LEVELS OF OUR AIRPORT THE MEZZANINE,  
[01:32:19] THE PROMENADE AND BAGGAGE CLAIM LEVEL,  
[01:32:21] AND ALL THESE POINTS OVER HERE. THE  
[01:32:23] WORK, AS I MENTIONED, WILL INCREASE THE  
[01:32:25] CAPACITY OF TICKETING AND SECURITY  
[01:32:27] SCREENING UPDATES TO FIRE COMPRESSION,  
[01:32:29] ADDS ADA VERY IMPORTANT COMPLIANT RAMPS,  
[01:32:32] IMPROVES OUR HVAC LIGHTING AND BAGGAGE  
[01:32:34] REVIEWS AND REFRESHES ARCHITECTURAL  
[01:32:36] FINISHES, INCORPORATES NEW PASSENGER  
[01:32:39] PROCESSING TECHNOLOGY AND REMOVES  
[01:32:41] ASBESTOS FROM WORK AREAS. MOST  
[01:32:43] IMPORTANTLY, PHASE A WORK WHICH YOU'VE  
[01:32:46] HEARD FROM US PREVIOUSLY, IS CURRENTLY  
[01:32:48] UNDERWAY. CREATES 24,000 TENANT AND  
[01:32:51] OPERATIONAL SPACES ON THE BRIDGE AND  
[01:32:53] PROMENADE LEVEL. PROVIDES NEW ADA  
[01:32:55] COMPLIANT RAMPS ON THE BAGGAGE CLAIM  
[01:32:57] EXITS, RELOCATES THE ENTRY DOORS, AS WE  
[01:32:59] SAW IN THE VIDEO ON THE DEPARTURE DRIVE,  
[01:33:01] TO IMPROVE PASSENGER FLOW AND CONSTRUCTS  
[01:33:03] THOSE BUMP OUTS AT THE EXISTING  
[01:33:05] TICKETING WINDOW, WHICH WILL ALLOW US TO  
[01:33:07] ADD MORE CAPACITY, WHICH WILL THEREFORE  
[01:33:09] ALLOW MORE CUSTOMERS A CONVENIENT  
[01:33:11] THOROUGHFARE AS THEY TRANSITION FROM THE  
[01:33:13] ESCALATORS TO THE ACTUAL CHECK IN AREA.  
[01:33:16] PHASE B WORK, WHICH IS SCHEDULED TO  
[01:33:18] BEGIN IN JUST A COUPLE OF MONTHS.  
[01:33:19] ACTUALLY, Q THREE ACTUALLY REMOVES THE  
[01:33:22] MEZZANINE FROM ALASKA'S EXISTING  
[01:33:24] TICKETING PODS AND RECONFIGURES THE  
[01:33:25] NORTHERNMOST PORTION OF THE MEZZANINE  
[01:33:27] RECONFIGURES ALASKA'S TICKETING AREA AS  
[01:33:30] WELL AS REALIGNS THE SCREENING LANES AND

[01:33:32] EXPANDS THE RECOMPOSE AREA AT SECURITY  
[01:33:34] SCREENING CHECKPOINT. FIVE IMPROVE  
[01:33:36] PASSENGER PROCESSING, AS YOU JUST AGAIN  
[01:33:38] SAW IN THE VIDEO. NEXT SLIDE, PLEASE.  
[01:33:42] ALAN, BACK TO YOU. AND HERE WE ARE AT  
[01:33:45] THE CONE OF CERTAINTY, WHICH I'M SURE  
[01:33:47] YOU'VE ALL SEEN BEFORE. AND GIVEN THAT  
[01:33:49] THIS IS A PROGRESSIVE DESIGN BUILD,  
[01:33:52] WE ARE FURTHER AHEAD WITH THE PHASE A  
[01:33:54] WORK. WE'RE CURRENTLY AT 100% DESIGN FOR  
[01:33:58] PHASE A AND RIGHT NOW WE JUST PASSED THE  
[01:34:02] 60% DESIGN FOR THE PHASE B WORK AND  
[01:34:08] WE ARE MOVING AHEAD.  
[01:34:13] NEXT SLIDE, PLEASE.  
[01:34:16] HERE'S AN OVERALL COST BREAKDOWN  
[01:34:19] EXPLAINING WHAT OUR PREVIOUS REQUESTS  
[01:34:22] HAVE BEEN, THIS REQUEST AND THE  
[01:34:26] PROGRAM TOTAL. AND AT THIS POINT WE'RE  
[01:34:29] ESTIMATING THAT WE WILL  
[01:34:32] REQUIRE PERHAPS UP TO \$50 MILLION TO  
[01:34:36] COMPLETE THE REST OF THE CODE RELATED  
[01:34:41] UPGRADE WORK THAT WE NEED TO DO FOR THIS  
[01:34:43] PROGRAM. AND WE PLAN TO COME BACK TO SEE  
[01:34:47] THE COMMISSION WITH OUR FINAL GUARANTEED  
[01:34:49] MAXIMUM PRICE AND WHATEVER ADDITIONAL  
[01:34:52] CONSTRUCTION FUNDING WE'RE GOING TO NEED  
[01:34:55] FOR THAT CODE RELATED WORK ON THE 27  
[01:34:58] JUNE THIS YEAR. NEXT SLIDE.  
[01:35:04] WE'RE CURRENTLY ON SCHEDULE. AS YOU  
[01:35:07] CAN SEE, WE'VE ALREADY MADE A GREAT DEAL  
[01:35:11] OF HEADWAY ON THE PHASE A WORK AND  
[01:35:17] WE PRESENTED THE SUSTAINABLE DESIGN  
[01:35:20] APPROACH TO THE SEA ACT COMMITTEE ON THE  
[01:35:22] 21 FEBRUARY AND WE  
[01:35:26] ARE ON TRACK TO ACHIEVE LEAD SILVER FOR  
[01:35:30] COMMERCIAL INTERIORS AT  
[01:35:34] THE END OF THE PROGRAM. AND YOU CAN  
[01:35:37] SEE THAT WE ARE LOOKING TO ARRIVE AT OUR  
[01:35:40] FINAL GUARANTEED MAXIMUM PRICE IN EARLY  
[01:35:43] MAY, WHICH AGAIN WILL ALLOW US TO COME  
[01:35:47] BACK AT THE END OF JUNE WITH THAT  
[01:35:50] FINAL GUARANTEED MAXIMUM PRICE AND  
[01:35:53] WHATEVER REQUEST FOR WHATEVER  
[01:35:55] SUPPLEMENTAL FUNDING WE'LL NEED. THE  
[01:35:58] WORK IS SCHEDULED RIGHT NOW TO BE  
[01:36:00] SUBSTANTIALLY COMPLETE IN THE MIDDLE  
[01:36:03] OF THE SECOND QUARTER OF 2026 AND  
[01:36:08] WE BELIEVE THAT WE ARE ON TRACK TO DO  
[01:36:10] THAT AND WORKING VERY DILIGENTLY WITH  
[01:36:13] THE DESIGN BUILD TEAM TO SHORTEN THAT  
[01:36:15] CONSTRUCTION DURATION. NEXT SLIDE,  
[01:36:19] PLEASE.  
[01:36:23] HERE ARE SOME OF THE KEY PROGRAM RISKS  
[01:36:26] AND MITIGATION EFFORTS THAT WE HAVE BEEN  
[01:36:28] PURSUING. NUMBER ONE, ON TOP OF  
[01:36:31] MAKING SURE THAT EVERYONE STAYS SAFE  
[01:36:34] DURING THIS WORK ARE THE OPERATIONAL  
[01:36:37] IMPACTS. THERE IS NO WAY THAT THIS WORK  
[01:36:39] CAN TAKE PLACE IN A FUNCTIONING TERMINAL  
[01:36:42] WITHOUT THERE BEING OPERATIONAL IMPACT.  
[01:36:45] SO WE PUT QUITE A LOT OF EFFORT INTO  
[01:36:47] PLANNING FOR THESE AND WORKING WITH A  
[01:36:51] VARIETY OF INTERNAL AND EXTERNAL

[01:36:53] STAKEHOLDERS TO ENSURE THAT WE A PROVIDE  
[01:36:56] THE SAFEST ENVIRONMENT POSSIBLE DURING  
[01:36:58] THIS WORK AND B THAT WE MINIMIZE THE  
[01:37:01] AMOUNT OF DISRUPTION THAT PASSENGERS AND  
[01:37:04] OTHER GUESTS USING THE TERMINAL ARE  
[01:37:06] GOING TO EXPERIENCE. AND AS YOU CAN SEE,  
[01:37:10] WE HAVE BEEN WORKING AND WILL CONTINUE  
[01:37:13] TO BE WORKING WITH QUITE A NUMBER OF  
[01:37:18] GROUPS WITHIN THE PORT AND AGAIN WITH  
[01:37:20] OUR TENANTS AND OTHER STAKEHOLDERS TO  
[01:37:23] MAKE SURE THAT WE ANNOUNCE WHAT IT IS  
[01:37:26] WE'RE GOING TO BE DOING WELL IN ADVANCE  
[01:37:28] AND THAT WE DO EVERYTHING WE CAN TO  
[01:37:31] MINIMIZE THE AMOUNT OF PAIN AND  
[01:37:33] DISRUPTION. THE OTHER KEY ITEM THAT  
[01:37:36] WE'RE LOOKING AT IS THAT THERE IS A LOT  
[01:37:38] OF WORK GOING ON THROUGHOUT THE PORT,  
[01:37:42] AND WE HAVE OVERLAPS WITH THE WORK THAT  
[01:37:45] WE ARE DOING WITH OTHER KEY PROJECTS  
[01:37:48] THAT ARE CURRENTLY UNDERWAY. AND SO WE  
[01:37:51] HAVE BEEN COORDINATING WITH ALL OF THESE  
[01:37:54] DIFFERENT PROJECTS. IN FACT, PART OF  
[01:37:56] THIS ACTION TODAY IS TO DO A  
[01:38:00] BUDGET TRANSFER FROM THE MAIN TERMINAL  
[01:38:02] LOW VOLTAGE PROGRAM TO THIS PROGRAM  
[01:38:04] BECAUSE IT MADE MORE SENSE FOR THIS  
[01:38:08] PROJECT TO DO THE WORK WE'VE TAKEN  
[01:38:12] THAT ON FROM MAIN TERMINAL LOW VOLTAGE.  
[01:38:15] BUT WE'RE WORKING VERY CLOSELY WITH  
[01:38:17] TERMINAL SECURITY ENHANCEMENTS, THE WIDE  
[01:38:20] ARRIVALS DRIVE AND OTHER PROJECTS TO  
[01:38:23] MAKE SURE THAT WE ARE WORKING IN HARMONY  
[01:38:26] AND NOT AGAINST EACH OTHER. NEXT SLIDE,  
[01:38:29] PLEASE. HERE ARE SOME PICTURES  
[01:38:33] OF THE WORK THAT'S ALREADY TAKING PLACE  
[01:38:35] IN THE BAGGAGE CLAIM. THAT AREA WHERE  
[01:38:38] THE SLOPED GLAZING IS ON THE EXTERIOR OF  
[01:38:41] THAT IS THE BRIDGE PROMENADE LEVEL, AND  
[01:38:44] THAT IS THE AREA THAT IS CURRENTLY BEING  
[01:38:47] BUILT OUT INTO NEW OPERATIONAL AND  
[01:38:50] OFFICE SPACE. NEXT SLIDE.  
[01:38:55] HERE'S ANOTHER VIEW OF ONE OF THE EXIT  
[01:38:58] PORTALS IN THE BAGGAGE CLAIM THAT'S  
[01:39:00] GOING OUT TO THE ARRIVALS DRIVE. AND YOU  
[01:39:03] CAN SEE WE PUT A LOT OF ATTENTION INTO  
[01:39:07] THE ENHANCED WAYFINDING  
[01:39:10] DURING THIS PERIOD OF TIME TO MAKE SURE  
[01:39:12] THAT WHILE WE HAVE OUR CONSTRUCTION  
[01:39:15] BARRICADES UP, THAT PEOPLE KNOW WHERE TO  
[01:39:18] GO TO GET WHAT THEY NEED TO DO. NEXT  
[01:39:20] SLIDE, PLEASE. AND HERE'S JUST  
[01:39:24] A WIDER VIEW OF WHAT IT LOOKS LIKE UP  
[01:39:28] AT THE NORTH END OF THE BAGGAGE CLAIM  
[01:39:31] AREA WHERE WE ALREADY HAVE THOSE  
[01:39:32] CONSTRUCTION BARRICADES FULLY IN PLACE.  
[01:39:37] NEXT SLIDE.  
[01:39:41] ANY QUESTIONS? ALL RIGHT. THANK YOU VERY  
[01:39:44] MUCH, JEFF AND ALAN. I'LL OPEN IT UP.  
[01:39:46] ARE THERE ANY QUESTIONS FOR STAFF AT  
[01:39:48] THIS TIME FROM COMMISSIONER? IF YOU  
[01:39:49] WOULD LIKE TO SPEAK, LET ME KNOW. WE'LL  
[01:39:52] GO WITH FRED FIRST. COMMISSIONER  
[01:39:53] FELLEMAN. WELL, THANKS FOR THAT

[01:39:57] PRESENTATION AND THANKS FOR THIS  
[01:39:58] PROJECT. I THINK THIS IS GOING TO BE ONE  
[01:39:59] OF THE MOST SIGNIFICANT TRANSFORMATIONS  
[01:40:02] OF THE USER EXPERIENCE. I MEAN, IF ANY  
[01:40:04] OTHER AIRPORT I GO TO, IT'S THAT INITIAL  
[01:40:06] IMPRESSION YOU GET OF THE SPACE WHERE  
[01:40:08] YOU CAN SELECT THE GATE YOU GO TO.  
[01:40:10] WE'RE STILL VERY CONSTRAINED, BUT THIS  
[01:40:12] IS LIKE THE BEST STEP TOWARDS THAT  
[01:40:14] EXPERIENCE. SO THRILLED BY THAT. AND I  
[01:40:16] DON'T ENVY AND I'M TRYING TO DO IT WHILE  
[01:40:18] WE'RE OPERATING. BUT I'M JUST WONDERING,  
[01:40:20] IN TERMS OF OUR INFLUENCE ON THE DESIGN  
[01:40:22] ITSELF AS A TENANT REIMBURSEMENT  
[01:40:24] PROJECT, IS THERE A CHALLENGE OR IS IT  
[01:40:27] JUST THE SAME THAT IT'S A JOINTLY AGREED  
[01:40:30] UPON DESIGN OR IS THERE LESS INFLUENCED  
[01:40:34] BY THE PORT? I CAN  
[01:40:38] TAKE THAT QUESTION. ALL OF THIS WORK  
[01:40:41] IS BEING DONE TO PORT STANDARDS AND  
[01:40:43] SPECIFICATIONS. AND WE'VE ALSO BECAUSE  
[01:40:47] OF THE MAIN TERMINAL IMPROVEMENTS  
[01:40:49] PROGRAM WHICH IS FOLLOWING BEHIND US,  
[01:40:52] WE'RE ALSO BEING VERY MINDFUL ABOUT THE  
[01:40:54] TYPES OF FINISHES THAT ARE BEING USED  
[01:40:56] BECAUSE WE DON'T WANT THERE TO BE THAT  
[01:40:59] MUCH OF A DIFFERENCE BETWEEN WHAT YOU'RE  
[01:41:01] SEEING IN THE ALASKA AREA AS OPPOSED TO  
[01:41:04] WHAT'S GOING TO BE HAPPENING IN THE REST  
[01:41:06] OF THE MAIN TERMINAL. SO I WOULD SAY  
[01:41:08] THAT WE EXERCISE A GREAT DEAL OF  
[01:41:10] CONTROL, PERHAPS AS MUCH AS WE WOULD  
[01:41:12] HAVE IF THIS WAS A PROJECT THAT WE WERE  
[01:41:14] BUILDING OURSELVES. THANK YOU.  
[01:41:18] AND MY NEXT QUESTION COMES TO THE  
[01:41:19] QUESTION ABOUT THE APPLICATION OF THE  
[01:41:21] SUSTAINABILITY FRAMEWORK. I KNOW WE GOT  
[01:41:24] BRIEFED ON IT, AND MY IMPRESSION ALWAYS  
[01:41:25] WAS GOING TO BE THAT THIS WOULD COME TO  
[01:41:27] THE FULL COMMISSIONER AND THAT WE WOULD  
[01:41:30] SEE THESE DIFFERENT ALTERNATIVES. AND  
[01:41:33] HOW MUCH DOLLARS PER CARBON AVERTED  
[01:41:37] WOULD THESE DIFFERENT ALTERNATIVES BE  
[01:41:39] AND WOULD WE GO FOR THE MORE EXPENSIVE  
[01:41:41] HVAC SYSTEM OR LESS SO? AND I KIND OF  
[01:41:44] THINK THAT WE GAVE YOU FEEDBACK ON WHAT  
[01:41:47] WAS RECOMMENDED, BUT I THINK THE  
[01:41:49] ALTERNATIVE ANALYSIS WAS SOMETHING THAT  
[01:41:52] THE FINAL DECISION WAS GOING TO BE OF  
[01:41:54] THE COMMISSIONER AND NOT JUST TWO PEOPLE  
[01:41:57] OF A COMMITTEE. AND YOU DIDN'T REALLY  
[01:42:00] PRESENT AT ALL WHAT THE  
[01:42:04] DECISION WAS OTHER THAN YOU'RE SAYING  
[01:42:05] THAT WE ARE STRIVING FOR LEADS. SILVER I  
[01:42:07] THINK FOR THE INTERIOR FINISHES,  
[01:42:11] IT WAS KIND OF AN UNDERSTATED ASPECT  
[01:42:15] OF THIS PROJECT. I'M JUST WONDERING, IS  
[01:42:17] THERE MORE TO SHARE WITH THE  
[01:42:19] COMMISSIONERS? WELL,  
[01:42:23] ALEX POTASHAVER FROM AVIATION  
[01:42:25] ENVIRONMENTAL IS HERE, AND PERHAPS SHE  
[01:42:30] CAN SPEAK TO YOUR QUESTION MORE OR YOUR  
[01:42:34] STATEMENTS BETTER THAN I COULD.

[01:42:42] HELLO, COMMISSIONERS. MY NAME IS ALEX  
[01:42:44] PORTERCHARVER. I'M PART OF THE  
[01:42:45] SUSTAINABILITY TEAM. HAPPY TO ANSWER ANY  
[01:42:49] QUESTIONS ABOUT THE FRAMEWORK. I THINK  
[01:42:51] IN GENERAL, COMMISSIONER FELLEMAN,  
[01:42:53] YOU'RE CORRECT THAT WE USE THE SCAC  
[01:42:55] COMMITTEE AS AN OPPORTUNITY TO PRESENT  
[01:42:58] ALL OF THE DIFFERENT SUSTAINABILITY  
[01:42:59] STRATEGIES THAT WE'RE CONSIDERING AND TO  
[01:43:01] GET INPUT ON WHAT STRATEGIES ULTIMATELY  
[01:43:04] END UP IN THE DESIGN. THIS PROJECT WAS A  
[01:43:07] LITTLE BIT DIFFERENT IN THAT IT CAME TO  
[01:43:09] THAT COMMITTEE QUITE LATE IN DESIGN.  
[01:43:10] AND SO THAT'S A LESSON LEARNED FOR US.  
[01:43:13] AND I HEAR THE FEEDBACK ABOUT BRINGING  
[01:43:16] THE OPTIONS TO THE FULL COMMISSION, AND  
[01:43:18] THAT'S SOMETHING WE CAN DISCUSS AND  
[01:43:20] CONSIDER. I'M NEW. I JUST STARTED LAST  
[01:43:22] AUGUST. AND SO IT WAS MY UNDERSTANDING  
[01:43:24] THAT WE ONLY BROUGHT THOSE OPTIONS TO  
[01:43:26] THE COMMITTEE, AND THE COMMITTEE SERVED  
[01:43:28] AS SORT OF A FILTER FOR THE REST OF THE  
[01:43:30] COMMISSION. BUT WE CAN TALK ABOUT  
[01:43:32] WHETHER THAT CONTINUES TO MAKE SENSE OR  
[01:43:34] WE NEED TO INSTEAD BRING ALL OF THOSE  
[01:43:35] OPTIONS TO THE FULL COMMISSIONER WHEN  
[01:43:37] THESE ITEMS COME. THANK YOU.  
[01:43:41] I HAD A GREAT DISCUSSION, AND WE RAN  
[01:43:44] THROUGH A LOT OF THIS STUFF THAT HELPED  
[01:43:46] ME UNDERSTAND IT. BUT I KIND OF THINK  
[01:43:48] THIS IS A VERY IMPORTANT THING FOR WE  
[01:43:50] HAVE THESE AMBITIOUS CLIMATE CHANGE  
[01:43:52] GOALS, AND I DON'T WANT YOU TO MISS THE  
[01:43:54] OPPORTUNITY TO SHARE THESE THINGS.  
[01:43:58] WAS THERE SOMETHING THANK YOU. I  
[01:43:59] APPRECIATE THAT. OKAY, GREAT.  
[01:44:02] COMMISSIONER, THIS FINAL THING IS YOU  
[01:44:04] SHOWED THIS GREAT PICTURE OF ALL THE  
[01:44:06] PARDON OUR DUST CONSTRUCTION BOXES.  
[01:44:09] I'VE BEEN SAYING FOR A WHILE THAT AREN'T  
[01:44:10] THESE GREAT OPPORTUNITIES TO HAVE  
[01:44:11] TEMPORARY ART THAT SOME OF THAT,  
[01:44:16] INSTEAD OF JUST HAVING THESE GRAY WALLS.  
[01:44:18] I THINK IT'S LIKE THE SECOND TO LAST  
[01:44:20] SLIDE. I JUST SEE AS A WAY TO MITIGATE  
[01:44:24] SOME OF THE MESS THAT I JUST THOUGHT  
[01:44:27] LIKE VINYL, EVEN, THAT YOU COULD WRAP  
[01:44:29] THESE THINGS WITH. BUT HAVE WE THOUGHT  
[01:44:31] ABOUT ART IN THE COURSE? BECAUSE  
[01:44:34] OBVIOUSLY THIS IS GOING TO GENERATE A  
[01:44:36] LOT OF 1% ANYWAY. LIKE THAT. ISN'T THAT  
[01:44:40] COMMISSIONER, ARE YOU REFERENCING THE  
[01:44:41] CONSTRUCTION? YEAH, LIKE THIS BEAUTIFUL  
[01:44:43] PICTURE. YES. SO THE TEAM ACTUALLY HAS A  
[01:44:46] PLAN FOR EACH OF THE ZONES. ONE OF THE  
[01:44:48] ZONES ACTUALLY IS GOING TO BE DEDICATED  
[01:44:50] TO ART. SO IT WILL JUST HAVE ARTWORK.  
[01:44:52] AND I THINK WE'RE CONSIDERING FEATURING  
[01:44:54] THE LOCAL ART COMMUNITY. AND THE OTHER  
[01:44:57] SECTIONS WILL HAVE DIFFERENT THEMES. SO  
[01:44:58] YOU'LL SEE A WHOLE LOT MORE THAN JUST  
[01:45:01] WHITE WALL OR A GRAY WALL AS THE  
[01:45:02] PROJECT. I'M JUST TALKING ABOUT



[01:45:04] CONTEMPORARY ART INSTALLATION. NO,  
[01:45:05] THAT'S WHAT WE'RE TALKING ABOUT.  
[01:45:06] TEMPORARY. YEAH. FOR THE CONSTRUCTION  
[01:45:08] WALLS. YES. THANK YOU. ALL RIGHT. I SAW  
[01:45:11] SANDY POP UP. SANDY, DID YOU WANT TO  
[01:45:12] CHIME IN OR ARE YOU GOOD?  
[01:45:17] I'M GOOD. ALEX, I THINK, ANSWERED THE  
[01:45:20] QUESTION, SO I HAVE NOTHING MORE CAT.  
[01:45:23] THANK YOU. OKAY, GOOD. THANK YOU.  
[01:45:24] COMMISSIONER CALKINS WANTED TO ASK  
[01:45:28] ABOUT WE CAN GO TO SLIDE SEVEN.  
[01:45:33] SO UNDER PHASE A WORK, WE CREATE 24,000  
[01:45:36] TENANT OPERATIONAL SPACES AT THE BRIDGE  
[01:45:38] AND PROMENADE. HOWEVER, ON THE MEZZANINE  
[01:45:41] LEVEL, AREN'T WE LOSING QUITE A BIT OF  
[01:45:43] SQUARE FOOTAGE OF TENANT SPACE? AND  
[01:45:45] ROUGHLY HOW MUCH SQUARE FOOTAGE IS THAT,  
[01:45:52] JEFF? I GUESS I WOULD HAVE TO DEFER TO  
[01:45:55] PROPERTIES ON THAT. I'M NOT SURE OF THE  
[01:45:57] EXACT SQUARE FOOTAGE THAT IS. MAYBE I  
[01:46:01] DON'T MEAN TO PUT YOU ON THE SPOT THERE,  
[01:46:02] BUT I GUESS I'M JUST SORT OF WONDERING  
[01:46:04] FROM THE STANDPOINT OF REVENUE IMPACTS  
[01:46:07] FOR US, BASED ON THE GREAT  
[01:46:10] ANIMATION THAT WE GOT TO SEE ON THE  
[01:46:12] MEZZANINE LEVEL, IT DOES APPEAR AS IF  
[01:46:14] WE'RE CARVING OUT A VERY LARGE SECTION  
[01:46:17] OF THAT TICKETING FOR SECURITY. I DON'T  
[01:46:20] BELIEVE WE GET TO COLLECT RENT ON TSA.  
[01:46:24] AND SO PRESUMABLY WE'RE LOSING SOME RENT  
[01:46:28] REVENUE ASSOCIATED WITH THAT SPACE AND  
[01:46:30] THE MEZZANINE ABOVE IT. WE'RE REPLACING  
[01:46:33] SOME OF THAT AT LEAST WITH THE PHASE A  
[01:46:36] WORK ON THE BRIDGE AND PROMENADE LEVEL.  
[01:46:38] BUT MAYBE MANAGING DIRECTOR LITTLE, YOU  
[01:46:41] COULD SPEAK TO IS THIS GOING TO SORT OF  
[01:46:43] NET OUT OR? WE HOPE. BUT I'M GOING TO  
[01:46:44] ASK ALAN TO MAYBE SPEAK ABOUT ALL THE  
[01:46:46] ADDITIONAL SPACE THAT WE'RE GOING TO  
[01:46:48] GAIN IN THE MEZZANINE AREA. NOT JUST IN  
[01:46:49] ZONE SIX, ZONE SEVEN, BUT ALL THE OTHER  
[01:46:51] ZONES GOING ON. YOU WANT TO JUST SPEAK  
[01:46:53] TO THAT? THAT MIGHT EXPLAIN OR ANSWER  
[01:46:55] COMMISSIONER COLLEAGUES QUESTION. SO I  
[01:46:59] DID A REAL QUICK LOOK  
[01:47:03] HERE. I THINK WITH THE 24,000  
[01:47:06] THAT'S BEING BUILT OUT ON THE BRIDGE  
[01:47:08] PROMENADE LEVEL AND THE LOSS  
[01:47:11] OF THE ZONE SIX MEZZANINE, WE'RE  
[01:47:14] LOOKING@A.NET GAIN OF JUST OVER  
[01:47:18] 10,000 SQFT. WOW,  
[01:47:21] THAT'S GREAT. AND THAT BRIDGE PROMENADE,  
[01:47:25] IS THAT JUST THINKING OF SORT OF  
[01:47:28] COMMERCIAL REAL ESTATE? IS THIS LIKE  
[01:47:29] OFFICE SPACE, RETAIL? WHAT DO WE  
[01:47:32] ANTICIPATE THAT BEING LEASED FOR ZONE  
[01:47:36] SIX AND. SEVEN ARE GOING TO BE ALASKA  
[01:47:38] LEASE SPACE FOR CHECK IN AND BACKDROP.  
[01:47:41] AND THE REMAINDER OF TO THE SOUTH IS  
[01:47:45] GOING TO ALL BE TENANT SPACE.  
[01:47:48] THERE'S NO DINING AND RETAIL ON  
[01:47:52] THE BRIDGE PROMENADE LEVEL. IT'S ALL  
[01:47:54] GOING TO BE TENANT LEASE SPACE.

[01:47:58] OKAY, I THINK THAT'S IT. GREAT.  
[01:48:01] THANK YOU. ANY OTHER QUESTIONS OR  
[01:48:03] COMMENTS FROM COMMISSIONER COMMISSIONER  
[01:48:04] HASEGAWA? THANK YOU,  
[01:48:10] LANCE, OR ANY OF THE PRESENTERS.  
[01:48:14] CAN YOU EXPLAIN TO ME WHY THIS  
[01:48:15] IMPROVEMENT PROJECT IS IMPORTANT?  
[01:48:21] IF YOU LOOK AT THE FORECASTED GROWTH  
[01:48:24] THAT WE HAVE THAT'S GOING TO BE TAKING  
[01:48:26] PLACE, AND IF YOU LOOK AT HOW THE  
[01:48:28] EXISTING FACILITY OPERATE NOW, THERE'S  
[01:48:31] JUST NO WAY WE'LL BE ABLE TO MEET THE  
[01:48:34] GROWTH, THE DEMAND, THE EXPECTATION OF  
[01:48:37] OUR AIRLINES AND OUR PASSENGERS. THE  
[01:48:40] LEVEL OF SERVICE THAT'S BEING  
[01:48:42] EXPERIENCED AT THAT SECTION OF THE  
[01:48:45] TERMINAL IS NOWHERE NEAR OUR LONG TERM  
[01:48:47] VISION. THAT LEVEL OF SERVICE, OPTIMAL  
[01:48:49] FIVE STAR RATING THAT WE ARE TRYING TO  
[01:48:51] GET TO, ET CETERA. AND IT ALSO DOESN'T  
[01:48:54] UTILIZE THE TECHNOLOGIES THAT THE  
[01:48:57] AIRLINES NOW HAVE IN TERMS OF HOW TO  
[01:48:59] PROCESS PASSENGERS, HOW TO GET BAGS,  
[01:49:01] BAG, DROP, ET CETERA. ALL THESE NEW  
[01:49:03] TECHNOLOGIES ARE JUST NOT ACCOMMODATOR  
[01:49:05] FACILITATED IN THE EXISTING FACILITY.  
[01:49:08] IN ADDITION TO ALL OF THAT CODE, WE NEED  
[01:49:11] TO UPGRADE THE FACILITY ITSELF AS WELL  
[01:49:14] JUST TO GET OPTICAL AND JUST  
[01:49:15] AESTHETICALLY. IT'S HORRIBLE.  
[01:49:21] THIS DOESN'T LOOKS LIKE THE BEST AIRPORT  
[01:49:24] IN NORTH AMERICA, BUT APART FROM THAT,  
[01:49:27] IT WILL BE A WHOLE LOT MORE EFFICIENT.  
[01:49:28] ALSO, AS WAS MENTIONED, THE ADDITIONAL  
[01:49:31] EFFICIENCIES THAT WE'LL GAIN WITH THE  
[01:49:33] SECURITY CHECKPOINT AS WELL AS JEFF AND  
[01:49:36] ALAN MENTIONED, THAT'S USUALLY A  
[01:49:38] BOTTLENECK FOR US AT THE AIRPORT AND  
[01:49:40] THIS WILL IMPROVE THE CHECKPOINT  
[01:49:42] FACILITY IN THE NORTH AREA AS WELL.  
[01:49:44] DOES THIS PROJECT DO ANYTHING TO  
[01:49:46] INCREASE THE NUMBER OF TRAVELERS OR IS  
[01:49:49] IT KEEPING STEP WITH AUTHENTIC GROWTH  
[01:49:53] TRAVELERS? ONE OF THE THINGS I ALWAYS  
[01:49:55] POINT OUT, PEOPLE DON'T TRAVEL BECAUSE  
[01:49:57] OF AN AIRPORT. PEOPLE TRAVEL FOR  
[01:49:59] LEISURE, FOR BUSINESS, FOR MEDICAL, FOR  
[01:50:01] EDUCATION. THEY'RE GOING TO TRAVEL  
[01:50:02] WHETHER WE HAVE THE FACILITIES OR NOT.  
[01:50:04] THE ONLY THING THAT'S GOING TO DIFFER IS  
[01:50:05] THE LEVEL OF SERVICE THAT THEY WILL GET  
[01:50:08] HERE AT THIS YEAR. BUT IF YOU SAW WHAT  
[01:50:09] HAPPENED IN THE NEW YORK AIRPORTS BEFORE  
[01:50:12] THEY WERE UPGRADED, THEY WERE ALWAYS ON  
[01:50:13] THE WORST AIRPORT IN NORTH AMERICA OR IN  
[01:50:17] THE WORLD. BUT IT DIDN'T STOP PEOPLE  
[01:50:18] FROM TRAVELING. PEOPLE TRAVELED  
[01:50:20] NONETHELESS. NOW THEY'VE UPGRADED.  
[01:50:21] THEY'VE WON SEVERAL AWARDS AT THE RECENT  
[01:50:24] SKYTRACKS AWARD AS WELL. SO PEOPLE DON'T  
[01:50:27] TRAVEL BECAUSE OF AIRPORT. THEY TRAVEL  
[01:50:28] FOR OTHER REASONS. WE JUST NEED TO MAKE  
[01:50:30] SURE WE HAVE THE FACILITY AND DETERMINE

[01:50:32] WHAT LEVEL OF SERVICE WE'RE WILLING TO  
[01:50:33] PROVIDE TO THE FOLKS THAT TRAVEL.  
[01:50:37] THANK YOU. I APPRECIATE THE CONTEXT AND  
[01:50:39] THE IMPORTANCE OF EFFICIENCY IN ORDER TO  
[01:50:41] BE ABLE TO OPTIMIZE THE CUSTOMER  
[01:50:42] EXPERIENCE AND THAT FOLKS ARE TRAVELING  
[01:50:45] AND THAT THERE'S PROJECTED GROWTH.  
[01:50:49] AND WE'RE GOING TO DO EVERYTHING THAT WE  
[01:50:50] CAN, PARTICULARLY SINCE SAMP HAS BEEN  
[01:50:53] DELAYED TO MAKE SURE THAT WE CAN MEET  
[01:50:55] THE PROJECTED NEEDS OF THE TRAVELERS  
[01:50:58] THAT ARE GOING TO BE TRAVELING ANYWAY.  
[01:51:00] WHEN PUSH REALLY COMES TO SHOVE DURING  
[01:51:02] PEAK SEASON AND FOLKS ARE LINED UP  
[01:51:05] AROUND THE CORNER AND THROUGH THE  
[01:51:06] GARAGE,  
[01:51:09] WE'RE REALLY SENSITIVE TO THEIR  
[01:51:13] EXPERIENCE. SO I APPRECIATE YOU'RE  
[01:51:15] LIFTING UP THAT CONTEXT. I'M WONDERING,  
[01:51:20] SPEAKING OF EFFICIENCIES, IS THAT NEW  
[01:51:22] CHECK IN EQUIPMENT THAT ALASKA IS  
[01:51:24] DEPLOYING FOR SELF SERVICE GOING  
[01:51:29] TO DO ANYTHING TO IMPACT THE NUMBER OF  
[01:51:31] ALASKA JOBS? IN TERMS OF,  
[01:51:35] IS IT A FORM OF AUTOMATION THAT'S GOING  
[01:51:38] TO SUPPLANT THE ROLE OF DIRECT SERVICE  
[01:51:41] WORKERS? I DON'T THINK SO. I MIGHT ASK  
[01:51:44] JEFF OR ALAN TO SPEAK MORE TO THAT, BUT  
[01:51:46] THAT'S NOT SOMETHING I WOULD ANTICIPATE  
[01:51:48] ANYONE CHANGE THE WAY WE OPERATE, BUT I  
[01:51:51] DON'T THINK YOU'LL LOSE ANY JOBS. WE CAN  
[01:51:55] GET AN OFFICIAL STATEMENT FROM ALASKA IF  
[01:51:56] YOU WISH, COMMISSIONER, BUT COMING FROM  
[01:51:59] AN AIRLINE BACKGROUND, I CAN TELL YOU  
[01:52:00] THIS IS ABOUT APPROVING EFFICIENCY.  
[01:52:02] IT'S ABOUT APPROVING HOW WELL THOSE  
[01:52:04] EMPLOYEES CAN PROCESS THOSE CUSTOMERS.  
[01:52:06] AND SO BY VIRTUE OF THAT, I THINK AT THE  
[01:52:08] END STATE, THOSE CUSTOMERS ARE GOING TO  
[01:52:10] BE HIGH FIVING THIS PROJECT BECAUSE IT'S  
[01:52:11] GOING TO MAKE THEIR JOB A BIT EASIER,  
[01:52:13] FRANKLY, TO NOT ONLY ENGAGE THE  
[01:52:15] CUSTOMER, BUT ALSO TO MOVE THEM THROUGH  
[01:52:17] THE PROCESS. AND AGAIN, IF YOU LOOK AT  
[01:52:20] FORWARD LOOKING GROWTH HERE AT AIR  
[01:52:23] TRAVEL, NOT JUST AT SEA, BUT THERE'S  
[01:52:25] GOING TO BE PROGRESSIVE GROWTH. AND SO  
[01:52:27] THE MORE EFFICIENT THEY CAN BE, THE MORE  
[01:52:29] CUSTOMERS THEY CAN PROCESS, NOT JUST  
[01:52:31] ONLY IN THE MAIN TERMINAL, BUT  
[01:52:32] POTENTIALLY IN OTHER SATELLITE AREAS  
[01:52:34] THAT WE'RE EXPLORING AS WELL. OH, I  
[01:52:36] COMPLETELY AGREE THAT CUSTOMERS WILL  
[01:52:37] HIGH FIVE US OVER THIS. I'M BALANCING  
[01:52:40] EFFICIENCIES, OPERATIONAL EFFICIENCIES,  
[01:52:44] WITH PROTECTIONS FOR JOBS. AND SO I'M  
[01:52:49] AN OFFICIAL STATEMENT FROM ALASKA ABOUT  
[01:52:51] THEIR COMMITMENT TO BE ABLE TO PROTECT  
[01:52:54] THE EXISTING JOBS AND MAKING SURE THAT  
[01:52:56] NOBODY'S BEING REPLACED BY AUTOMATION,  
[01:52:59] I THINK, WOULD BE TRULY A WIN WIN. I  
[01:53:01] THINK THAT'D BE REALLY WONDERFUL. AND  
[01:53:04] THEN MY LAST QUESTION IS

[01:53:13] NOT A QUESTION, IT'S A  
[01:53:19] THOUGHT. YOU KNOW US  
[01:53:22] BY NOW, AND I JUST WANT TO BACK UP  
[01:53:25] COMMISSIONER FELLEMAN'S LINE OF  
[01:53:27] QUESTIONING AND ASKING ABOUT THE  
[01:53:29] SUSTAINABILITY FRAMEWORK AND WHERE THAT  
[01:53:31] FITS IN HERE FOR TRANSPORTATION BEING  
[01:53:35] THE CORE AT WHAT WE DO AT THE PORT OF  
[01:53:37] SEATTLE. WE ALSO UNDERSTAND THAT THAT  
[01:53:38] GOES HAND IN HAND WITH A HOLISTIC  
[01:53:41] UNDERSTANDING OF HOW THAT IMPACTS OUR  
[01:53:44] CARBON OUTPUT AND CLIMATE CHANGE AND THE  
[01:53:48] LIVABILITY OF OUR COMMUNITIES. AND SO IT  
[01:53:50] SHOULD BE A PART OF EVERY SINGLE  
[01:53:52] PRESENTATION THAT YOU MAKE. THE  
[01:53:54] SUSTAINABILITY COMPONENT, NOT JUST FOR  
[01:53:58] OUR KNOWLEDGEABILITY AS COMMISSIONERS,  
[01:54:00] BUT FOR THE KNOWLEDGEABILITY OF THE  
[01:54:02] PUBLIC AT LARGE. THAT'S THE POINT OF  
[01:54:05] PUBLIC COMMISSION MEETINGS. THAT IS OUR  
[01:54:07] INTEREST, AND THEY ARE CONNECTED. AND SO  
[01:54:09] PLEASE MAKE EVERY EFFORT TO MAKE SURE  
[01:54:11] THAT THAT IS PROACTIVELY INTEGRATED TO  
[01:54:12] YOUR PRESENTATIONS IN THE FUTURE. AND  
[01:54:15] THAT CONCLUDES MY QUESTIONS. WE'LL MAKE  
[01:54:18] SURE THAT HAPPENED, COMMISSIONER, THE  
[01:54:20] CHART THAT I NORMALLY SHOW IT HAS THAT  
[01:54:23] IN ADDITION TO THE FIVE STAR AND ALL THE  
[01:54:25] OTHER GOALS THAT WE HAVE, ANOTHER GOAL  
[01:54:27] IS TO BECOME THE GREENEST  
[01:54:31] AIRPORT AS WELL AS THE MOST ACCESSIBLE  
[01:54:33] AIRPORT. SO THANKS FOR REMINDING US.  
[01:54:34] WE'LL MAKE SURE WE INCLUDE THAT IN  
[01:54:36] FUTURE PRESENTATION. DIRECTOR GREAT.  
[01:54:38] THANK YOU SO MUCH, COMMISSIONER  
[01:54:40] MOHAMMED. THANK YOU,  
[01:54:43] PRESIDENT CHO. FIRST, I JUST WANT TO SAY  
[01:54:45] CONGRATULATIONS TO DIRECTOR LITTLE ON  
[01:54:47] WINNING THE BEST AIRPORT IN NORTH  
[01:54:50] AMERICA. THAT IS A HUGE ACCOMPLISHMENT.  
[01:54:53] IT'S A WEE THING. YES, I WAS GETTING  
[01:54:54] THERE. AND TO YOUR WHOLE ENTIRE AVIATION  
[01:54:58] TEAM. I KNOW IT TAKES A TEAM EFFORT TO  
[01:55:00] DO THAT. AND IT'S A WELL DESERVED  
[01:55:03] RECOGNITION FOR THE EXCEPTIONAL WORK  
[01:55:05] THAT YOU AND YOUR TEAM DO EVERY SINGLE  
[01:55:07] DAY. AND SO TO YOUR TEAM, KEEP UP  
[01:55:11] THE EXCELLENT WORK. MY QUESTIONS,  
[01:55:14] I THINK COMMISSIONER HASAGAWA GOT AT IT  
[01:55:17] JUST A LITTLE BIT.  
[01:55:20] WHEN I SEE THESE UPGRADES AND THESE  
[01:55:22] DEVELOPMENTS THAT YOU ALL DO AS A POINT  
[01:55:25] TO MEET SOME OF OUR SUSTAINABILITY  
[01:55:27] GOALS. WHEN THESE UPGRADES HAPPEN, WE  
[01:55:30] ARE ABLE TO MAKE BETTER DECISIONS AND  
[01:55:33] CHANGE OUR COURSE TO BE MORE SUSTAINABLE  
[01:55:36] AND REACH THAT GOAL OF BEING THE  
[01:55:37] GREENEST AIRPORT IN NORTH AMERICA.  
[01:55:41] I THINK AT TIMES WHEN THESE TYPES OF  
[01:55:43] PROJECTS HAPPEN, THERE ARE A LOT OF  
[01:55:45] PEOPLE WHO HAVE CONCERNS ABOUT THIS  
[01:55:48] BEING THE AIRPORT EXPANDING. AND WHILE  
[01:55:51] MY UNDERSTANDING IS THAT WE ARE MAKING

[01:55:53] THESE CHANGES AND OPERATING WITHIN OUR  
[01:55:55] FOOTPRINT, I JUST WANT YOU TO BE CRYSTAL  
[01:55:58] CLEAR AROUND THAT AND PROVIDE JUST  
[01:56:01] ANY SORT OF THOUGHTS AROUND THAT.  
[01:56:06] I WISH WE HAD SPACE TO EXPAND.  
[01:56:09] I WAS DOING AN INTERVIEW WITH WASHINGTON  
[01:56:11] STATE UNIVERSITY YESTERDAY, AND I WAS  
[01:56:13] EXPLAINING TO THEM, WE GO IN AND UP,  
[01:56:17] OR WE GO IN AND DOWN, WE DON'T HAVE ANY  
[01:56:20] ADDITIONAL FOOTPRINT. ALL THE PROJECTS  
[01:56:23] THAT WE'RE DOING RIGHT NOW, THE MAJOR  
[01:56:25] PROJECT AS PART OF OUR CIP, IS ACTUALLY  
[01:56:27] TO ACCOMMODATE THE GROWTH THAT HAS  
[01:56:28] ALREADY TAKEN PLACE. RIGHT. THE PROJECTS  
[01:56:32] THAT WILL BE FOR EXPANSION WOULD BE THE  
[01:56:36] PROJECTS THAT WOULD BE INCLUDED IN THE  
[01:56:37] SAN SUSTAINABLE AVIATION AIRPORT MASTER  
[01:56:40] PLAN. AND THAT'S GOING THROUGH THE  
[01:56:41] ENVIRONMENTAL REVIEW PHASE RIGHT NOW.  
[01:56:43] BUT ALL THE PROJECTS THAT WE HAVE DONE,  
[01:56:44] WHETHER IT'S INTERNATIONAL ARRIVAL  
[01:56:46] FACILITY, THE PORT SATELLITE, THE  
[01:56:49] CENTRAL TERMINAL, THIS PROJECT, THEY'RE  
[01:56:52] REALLY JUST TO ACCOMMODATE THE GROWTH  
[01:56:53] THAT HAS ALREADY TAKEN PLACE. WE'RE  
[01:56:55] REALLY PLAYING CATCH UP WITH THOSE  
[01:56:57] PROJECTS. THE CAPACITY EXPANSION  
[01:57:00] PROJECTS WILL BE PART OF THE MASTER  
[01:57:02] PLAN. GREAT. THAT'S REALLY HELPFUL, I  
[01:57:05] THINK, ESPECIALLY FOR THE PUBLIC TO  
[01:57:06] UNDERSTAND THAT WE ARE MAKING THESE  
[01:57:08] CHANGES WITHIN OUR EXISTING FOOTPRINT.  
[01:57:11] AND COMMISSIONER, I THINK IT'S ALSO  
[01:57:13] IMPORTANT TO POINT THAT EVEN THE MASTER  
[01:57:14] PLAN WILL BE BUILT WITHIN THE EXISTING  
[01:57:18] FOOTPRINT. WE'RE NOT ACQUIRING ANY  
[01:57:19] ADDITIONAL LAND AS PART OF THE MASTER  
[01:57:22] PLAN. IT WILL BE BUILT WITHIN THE  
[01:57:23] EXISTING 2500 ACRES THAT WE HAVE.  
[01:57:26] GREAT, THANK YOU FOR THAT. MY OTHER  
[01:57:29] QUESTION IS JUST CONSIDERING THE  
[01:57:30] OPERATIONAL IMPACTS WHEN I'M LOOKING AT  
[01:57:33] THE DOLLARS, I KNOW YOU MENTIONED THAT  
[01:57:36] BOTH THE AIRLINES AND THE PORT WILL  
[01:57:38] PRIORITIZE COMMUNICATING CLEARLY TO THE  
[01:57:40] PUBLIC AROUND THESE CONSTRUCTION  
[01:57:43] IMPACTS. IS THERE AN EXACT DOLLAR  
[01:57:45] AMOUNT? HOW DO YOU GUYS INTEND TO BUDGET  
[01:57:47] FOR THAT? DOES THAT COME BACK TO THE  
[01:57:48] COMMISSION? ARE YOU WORKING WITHIN WHAT  
[01:57:50] IS ON HERE? WE HAVE THE UPGRADE SCA.  
[01:57:55] CATHY, YOU WANT TO TALK TO THAT REAL  
[01:57:57] QUICKLY? I'LL PUT KATHY ON THE SPOT.  
[01:58:00] THE ANSWER IS, IN A NUTSHELL, YES, BUT  
[01:58:03] SHE'LL EXPLAIN MORE TO THE YES. AND  
[01:58:05] WHILE KATHY ARRIVES, FOR ME, IT'S  
[01:58:07] CONSIDERING SOME OF THE LABOR SHORTAGES  
[01:58:09] THAT THE AVIATION INDUSTRY IS  
[01:58:10] EXPERIENCING RIGHT NOW WITHIN OUR  
[01:58:12] AIRPORT, I THINK THAT COMMUNICATION  
[01:58:14] PIECE WILL BE REALLY IMPORTANT IN  
[01:58:16] ENSURING APPROPRIATE INVESTMENT IN THAT.  
[01:58:19] THANK YOU FOR INVITING ME TO RESPOND TO

[01:58:21] YOUR QUESTION. KATHY RODER, DIRECTOR OF  
[01:58:23] COMMUNICATIONS SO WE ALREADY BUDGETED  
[01:58:25] FOR ADVERTISING IN LAST YEAR'S BUDGET,  
[01:58:28] AND WE HAD SET ASIDE \$300,000  
[01:58:31] FOR UPGRADE SEA. AND THAT'S A  
[01:58:33] COMBINATION OF ADVERTISEMENTS THAT  
[01:58:36] YOU'LL SEE ON SOCIAL MEDIA AND DIGITAL  
[01:58:38] AND ALL KINDS OF PLACES. WE'RE  
[01:58:40] FINALIZING THOSE RIGHT NOW, IN ADDITION  
[01:58:42] TO PURCHASING SOME GIVEAWAYS SO THAT WE  
[01:58:45] CAN BE A LITTLE BIT TOP OF MIND. AND WE  
[01:58:46] HAVE A NUMBER OF SPONSORSHIPS, SO WE'LL  
[01:58:48] BE DOING SOME SUMMER TABLING, SHOWING UP  
[01:58:50] AT SOME OUTDOOR FESTIVALS AND  
[01:58:52] EXPERIENCES LIKE THAT. SO WE'RE TRYING  
[01:58:53] TO MEET THE COMMUNITY IN A LOT OF  
[01:58:55] DIFFERENT PLACES IN DIFFERENT WAYS, BUT  
[01:58:57] IT'S ALREADY BUDGETED AND FUNDED IN OUR  
[01:59:00] ANNUAL BUDGET PROCESS. KATHY, THANK YOU.  
[01:59:03] THAT'S A HELPFUL ANSWER. AND THEN I  
[01:59:04] GUESS MY LAST QUESTION SIMILAR TO THAT  
[01:59:06] IS, IS THERE STRATEGIES IN PLACE THAT  
[01:59:09] WILL BE IN COORDINATION WITH BOTH THE  
[01:59:12] AIRLINES AND EVEN TSA TO ENSURE THAT  
[01:59:15] THESE IMPACTS ARE NOT GREAT FOR OUR  
[01:59:17] CUSTOMERS COMING THROUGH THE AIRPORT AND  
[01:59:19] THE COMMUNITY AT LARGE? YEAH, AND THAT'S  
[01:59:20] ONE OF THE PRIMARY REASON WHY WE DID THE  
[01:59:23] TENANT REIMBURSEMENT AGREEMENT  
[01:59:25] METHODOLOGY, BECAUSE IT ALLOWS THE  
[01:59:27] AIRLINE ITSELF TO CONTROL TO A  
[01:59:31] MORE EXTENT. I DON'T  
[01:59:34] WANT TO SAY PAIN, BUT THE PAIN THAT OUR  
[01:59:36] JOINT PASSENGERS WILL  
[01:59:40] FEEL. WE HAVE GONE THROUGH EXTENSIVE  
[01:59:42] PLANNING TO MITIGATE THE IMPACT ON THE  
[01:59:44] PASSENGERS AS MUCH AS POSSIBLE, AND  
[01:59:46] THAT'S WHY IT'S SO IMPORTANT THAT WE  
[01:59:48] REALLY WORK CLOSELY, WORK  
[01:59:49] COLLABORATIVELY WITH OUR PARTNER AT  
[01:59:52] ALASKA AIRLINES, BUT WE HAVE SPENT  
[01:59:55] NUMEROUS HOURS JUST TALKING ABOUT ALL  
[01:59:57] THE DIFFERENT WAYS TO MITIGATE. THERE  
[01:59:59] ARE GOING TO BE SOME REALLY TOUGH TIMES  
[02:00:01] THROUGHOUT THE NEXT COUPLE OF YEARS,  
[02:00:03] BUT WE'RE DOING EVERYTHING WITHIN OUR  
[02:00:04] PART TO MAKE THAT AS PAINLESS AS  
[02:00:06] POSSIBLE. THANK YOU. DIRECTOR LITTLE.  
[02:00:08] THE LAST QUESTION THAT I HAVE IS AROUND  
[02:00:11] THE COMMUNITIES NEAR THE AIRPORT, HOW  
[02:00:13] DOES THESE CONSTRUCTION IMPACT THOSE  
[02:00:16] COMMUNITIES AND HOW DO WE COMMUNICATE TO  
[02:00:18] THEM? ALAN, YOU WANT  
[02:00:21] TO TALK ABOUT THE WMBE GOALS OR THE  
[02:00:24] OTHER GOALS THAT WE HAVE, BUT BEFORE YOU  
[02:00:27] GO, THAT ONE OF THE THINGS WE HAVE ALSO  
[02:00:30] ASKED. AS YOU SAID, I THINK COMMISSIONER  
[02:00:32] FELLEMAN MENTIONED THIS, THE BLANK  
[02:00:34] WALLS, ET CETERA. SO ONE OF THE THINGS  
[02:00:36] WE ARE DOING IS TO TRY TO INCORPORATE  
[02:00:39] THE ART COMMUNITY TO HAVE ART DISPLAYS  
[02:00:42] ON THOSE WALLS. THEY'RE TEMPORARY, SO  
[02:00:44] THEY'LL BE THERE FOR A FEW YEARS. BUT,



[02:00:46] ALAN, IF YOU COULD MAYBE TALK ABOUT SOME  
[02:00:48] OF THE WIMPY GOALS THAT WE HAVE FOR THIS  
[02:00:49] PROJECT AS WELL, AND HOW THE LOCAL  
[02:00:52] COMMUNITIES WOULD BENEFIT FROM THAT.  
[02:00:55] SO ON THE PORT SIDE OF THIS  
[02:00:59] ARRANGEMENT, THIS TENANT REIMBURSEMENT  
[02:01:02] AGREEMENT, WE HAVE A CONSULTANT SUPPORT  
[02:01:05] CONTRACT THAT HAS SET A GOAL OF  
[02:01:09] 15% WMBE PARTICIPATION,  
[02:01:13] WHICH IS NOW IN EXCESS  
[02:01:17] OF 20%, AND THAT, AGAIN,  
[02:01:20] IS ON THE PORT SIDE OF THE  
[02:01:24] AGREEMENT. FOR THE DESIGN BUILD TEAM,  
[02:01:27] THEY HAVE SET A 15%  
[02:01:32] WMBE AND SMALL BUSINESS PARTICIPATION  
[02:01:35] GOAL, AND THEY'RE STILL IN THE PROCESS  
[02:01:38] OF DOING THE BUYOUT FOR THE REMAINDER OF  
[02:01:42] PHASE A AND PHASE B, BUT WE ARE  
[02:01:45] CONFIDENT THAT THEY'RE GOING TO BE ABLE  
[02:01:47] TO ACHIEVE THOSE GOALS.  
[02:01:50] THAT CONCLUDES MY QUESTIONS. THANK YOU  
[02:01:52] SO MUCH FOR THE TIME. OKAY, GREAT. I HAD  
[02:01:56] ONE QUICK QUESTION. I KNOW I THINK RYAN  
[02:01:59] MENTIONED THE MEZZANINE, BUT WHERE ARE  
[02:02:02] WE PUTTING THOSE TENANTS? ARE WE PUTTING  
[02:02:03] THEM IN THE WHERE IS IT THE  
[02:02:07] PROMENADE LEVEL, OR HAVE WE ALREADY  
[02:02:09] DETERMINED WHAT WE'RE DOING? THE TENANTS  
[02:02:11] THAT ARE BEING REMOVED FROM THE EXISTING  
[02:02:13] ZONES? YEAH, ALAN, YOU WANT TO JUST  
[02:02:15] STATE WHERE ALASKA IS GOING TO BE AND  
[02:02:18] THEN WHERE THE OTHER TENANTS ARE GOING  
[02:02:19] TO BE? SOME OF THE TENANTS ARE GOING TO  
[02:02:22] BE RELOCATED TO THE MEZZANINE  
[02:02:26] LEVEL. AIRPORT JOBS AND AIRPORT  
[02:02:29] UNIVERSITY ARE NOT ON THE MEZZANINE ON  
[02:02:31] THE BRIDGE PROMENADE LEVEL, WHICH IS  
[02:02:34] ACTUALLY GOING TO BE A BETTER LOCATION  
[02:02:35] FOR THEM IN TERMS OF BEING ACCESSIBLE TO  
[02:02:39] THE PUBLIC THAN THEIR CURRENT LOCATIONS.  
[02:02:43] ALASKA. A LOT OF ALASKA'S CURRENT  
[02:02:47] BACK OF HOUSE FUNCTIONS ARE IMPACTED BY  
[02:02:50] THIS, AND THEY HAVE RELOCATED THEM TO  
[02:02:53] A VARIETY OF OTHER AREAS. SOME OF THEM  
[02:02:56] POST SECURITY, SOME OF THEM PRESECURITY.  
[02:03:01] AND ALSO, WE ARE GOING TO BE UTILIZING  
[02:03:04] SOME SPACE IN THE OLD 1949 ADMIN  
[02:03:08] BUILDING FOR SOME OF THESE TENANTS  
[02:03:11] THAT ARE BEING DISPLACED. IS THE USO  
[02:03:14] LOUNGE AFFECTED BY THIS PROJECT? NO.  
[02:03:18] OKAY. ALL RIGHT.  
[02:03:22] THEY'RE GETTING SOME NEW NEIGHBORS, BUT  
[02:03:24] NO. GREAT.  
[02:03:28] ALL RIGHT. ANY OTHER QUESTIONS FOR STAFF  
[02:03:30] AT THIS TIME FROM COMMISSIONERS HEARING?  
[02:03:32] NO FURTHER QUESTIONS FOR THIS ITEM. IS  
[02:03:34] THERE A MOTION? IN A SECOND. SO MOVED.  
[02:03:38] SECOND. GREAT. MOTION WAS MADE AND  
[02:03:40] SECONDED. CLERK HART, PLEASE CALL THE  
[02:03:41] ROLL. THANK YOU. BEGINNING WITH  
[02:03:45] COMMISSIONER CALKINS? AYE. THANK YOU.  
[02:03:48] COMMISSIONER FELLEMAN AYE. THANK YOU.  
[02:03:51] COMMISSIONER HASEGAWA. AYE. THANK YOU.

[02:03:53] COMMISSIONER MOHAMMED AYE. THANK YOU.  
[02:03:56] AND COMMISSIONER CHO AYE. THANK YOU.  
[02:03:58] FIVE AYES AND ZERO NAYS FOR THIS ITEM.  
[02:04:00] GREAT. THE MOTION PASSES. THANK YOU VERY  
[02:04:02] MUCH, TEAM, FOR THE PRESENTATION AND FOR  
[02:04:04] ANSWERING ALL THE QUESTIONS. WE WILL NOW  
[02:04:05] MOVE ON TO ITEM TEN D.  
[02:04:08] CLERK HART, PLEASE INTRODUCE THE ITEM,  
[02:04:10] AND STEVE CAN SPEAK TO IT AFTERWARDS.  
[02:04:15] THANK YOU. THIS IS AGENDA ITEM TEN D  
[02:04:18] INTRODUCTION OF RESOLUTION NUMBER 30  
[02:04:20] 812, A RESOLUTION ESTABLISHING AN EQUITY  
[02:04:23] DIRECTIVE TO GUIDE THE INTEGRATION OF  
[02:04:25] EQUITY, DIVERSITY, INCLUSION, AND  
[02:04:26] BELONGING INTO THE PORT'S PRACTICES AND  
[02:04:28] POLICIES AND TO MOVE OUR WORK BEYOND  
[02:04:31] COMPLIANCE AND MANDATES TOWARD LONG TERM  
[02:04:33] COMMITMENT AND SUSTAINABLE SYSTEMS  
[02:04:34] CHANGE.  
[02:04:38] COMMISSIONER, FOUR YEARS AGO, THE PORT  
[02:04:40] CREATED THE OFFICE OF EQUITY, DIVERSITY  
[02:04:42] AND INCLUSION, MAKING US ONE OF THE  
[02:04:44] FIRST PORT AUTHORITIES IN THE COUNTRY TO  
[02:04:46] RECEIVE OR TO CREATE SUCH AN OFFICE.  
[02:04:49] SINCE THAT TIME, OEDI'S IMPACT HAS BEEN  
[02:04:52] CRITICAL IN OUR EFFORTS TO ADVANCE  
[02:04:54] EQUITY. UNDER THE COMMISSION'S  
[02:04:56] LEADERSHIP, WE HAVE HAD MANY  
[02:04:58] ACHIEVEMENTS, AND WE CONTINUE TO CENTER  
[02:05:00] ANTIRACISM AND EQUITY AS A CORE VALUE TO  
[02:05:03] GUIDE OUR WORK AND CULTURE. THE EQUITY  
[02:05:07] POLICY DIRECTIVE WILL CODIFY MUCH OF  
[02:05:09] THIS WORK AND PROVIDE CLARITY ON OUR  
[02:05:11] EFFORTS MOVING FORWARD. TO ACHIEVE OUR  
[02:05:13] GOAL OF BECOMING A MODEL OF EQUITY,  
[02:05:15] DIVERSITY AND INCLUSION, WE MUST COMMIT  
[02:05:17] TO WORK EVERY DAY TO COMBAT SYSTEMIC  
[02:05:20] RACISM IN ALL ITS FORMS. A HUGE THANK  
[02:05:22] YOU TO THE ENTIRE OEDI TEAM AND THE  
[02:05:25] CHANGE TEAM MEMBERS ACROSS THE BOARD FOR  
[02:05:26] THEIR FANTASTIC EFFORTS EVERY DAY TO  
[02:05:28] HELP US GET CLOSER TO THAT AVIATION AND  
[02:05:32] THEN CONTRIBUTING TO THIS WORK AS WELL.  
[02:05:34] SO, WE HAVE A NUMBER OF PRESENTERS  
[02:05:36] TODAY. WE'LL BEGIN WITH BOOKDA GHEISAR, OUR  
[02:05:39] SENIOR DIRECTOR OF THE OFFICE OF EQUITY.  
[02:05:41] DIVERSITY INCLUSION. TARA MINSKI FROM THE  
[02:05:44] COMMISSION OFFICE STRATEGIC ADVISOR.  
[02:05:47] WE HAVE BETH BRITS, SENIOR MANAGER FOR  
[02:05:49] CONSTRUCTION SERVICES, CONSTRUCTION  
[02:05:51] OPERATIONS. KENNETH LYLES, A DIRECTOR  
[02:05:54] OF MARITIME OPERATIONS AND SECURITY.  
[02:05:57] ELISE AIDAN, INTERIM SENIOR PROGRAM  
[02:06:00] MANAGER OF ENVIRONMENTAL ENGAGEMENT.  
[02:06:02] AND WE ALSO HAVE FROM CPO,  
[02:06:06] FROM CONTRACTING SOPHIA MALE SENIOR  
[02:06:09] MANAGING SERVICE AGREEMENTS. AND ALSO  
[02:06:11] CAROL HASARD CONTRACT ADMINISTRATOR  
[02:06:15] FROM THE CENTRAL PROCUREMENT OFFICE TO  
[02:06:18] ANSWER QUESTIONS AS WELL. SO, BOOKED AT  
[02:06:20] THIS POINT, I THINK. I BELIEVE I'M  
[02:06:21] TURNING IT OVER TO YOU. THANK YOU.  
[02:06:23] THANK YOU, EXECUTIVE DIRECTOR OF METRUCK.

[02:06:25] AND GOOD AFTERNOON, COMMISSIONER. FOR  
[02:06:27] THE RECORD, MY NAME IS BOOKDA GHEISAR. I USE SHE  
[02:06:30] HER PRONOUNS, AND I'M THE SENIOR  
[02:06:32] DIRECTOR OF OFFICE OF EQUITY, DIVERSITY  
[02:06:34] AND INCLUSION. JUST A LITTLE CORRECTION.  
[02:06:36] I'M SORRY, STEVE, IN YOUR INTRODUCTIONS  
[02:06:39] IS THAT ONLY FOUR OF US PRESENTING  
[02:06:42] ADDITIONAL STAFF ARE AVAILABLE TO ANSWER  
[02:06:45] ANY QUESTIONS THAT MIGHT COME UP ABOUT  
[02:06:47] ELEMENTS OF THE DIRECTIVE.  
[02:06:50] ALL RIGHT, SO I AM REALLY EXCITED  
[02:06:53] FOR THIS DAY. THIS IS ABSOLUTELY A  
[02:06:56] HISTORIC DAY AT THE PORT OF SEATTLE THAT  
[02:06:59] MANY OF US HAVE BEEN WORKING TOWARDS FOR  
[02:07:01] YEARS. AS YOU REMEMBER, THE OFFICE OF  
[02:07:04] EQUITY WAS FIRST ESTABLISHED IN JUNE OF  
[02:07:07] 2019. IN JANUARY OF 2020.  
[02:07:10] OUR WORK WAS INCREDIBLY ACCELERATED  
[02:07:14] BECAUSE OF THE COVID CRISIS, THE  
[02:07:16] ECONOMIC CRISIS THAT OUR COMMUNITIES  
[02:07:18] FACED IN KING COUNTY, THE MURDER OF  
[02:07:21] GEORGE FLOYD, AND THE UPRISINGS AROUND  
[02:07:25] THE COUNTRY DEMANDING FOR RACIAL  
[02:07:26] JUSTICE. COMMISSIONER CHO, THANK YOU FOR  
[02:07:29] YOUR LEADERSHIP. YOU PROPOSED THE EQUITY  
[02:07:32] MOTION THAT WAS SUPPORTED BY THE FULL  
[02:07:34] COMMISSIONER. THAT MOTION REALLY ALLOWED  
[02:07:37] US TO DO MUCH OF WHAT WE HAVE  
[02:07:39] ACCOMPLISHED OVER THE LAST FOUR YEARS.  
[02:07:42] WE'VE DONE A LOT OF WORK, AND NOW THIS  
[02:07:45] DIRECTIVE REALLY PICKS UP FROM WHERE THE  
[02:07:48] EQUITY MOTION STARTED AND HAS PLACED FOR  
[02:07:50] US. THE DIRECTIVE, IN MULTIPLE WAYS,  
[02:07:52] ALLOWS US TO REALLY CEMENT AND  
[02:07:55] INSTITUTIONALIZE EQUITY INTO THE LIFE OF  
[02:07:58] THIS ORGANIZATION SO THAT THE  
[02:08:01] GENERATIONS AFTER US, MANY PEOPLE WHO  
[02:08:04] WILL COME INTO THE ORGANIZATION CAN  
[02:08:06] BENEFIT AND KNOW THAT EQUITY IS INFUSED  
[02:08:09] IN EVERY ASPECT OF THE PORT OF SEATTLE.  
[02:08:13] THE POLICY DIRECTIVE ACCOMPLISHES A  
[02:08:16] NUMBER OF THINGS. ONE IS THAT IT  
[02:08:19] ACTUALLY CENTERS ACCOUNTABILITY AND  
[02:08:23] TRANSPARENCY IN MULTIPLE ASPECTS OF THE  
[02:08:26] DIRECTIVE. WHERE WE ARE MANDATED TO DO  
[02:08:29] PUBLIC REPORTING WITHIN THE PORT OR TO  
[02:08:31] OUR COMMUNITIES, WE'LL BE HIGHLIGHTING  
[02:08:32] SOME OF THAT. IT'S ALSO REALLY A  
[02:08:35] SIGNIFICANT WAY TO PUT OUR VALUES INTO  
[02:08:37] ACTION. THERE ARE MULTIPLE ELEMENTS  
[02:08:40] OF THE DIRECTIVE ALSO, THAT TYLER AND I  
[02:08:43] WILL BE SPEAKING ABOUT THAT ARE BASED ON  
[02:08:45] BEST PRACTICES OF GOVERNMENTS THAT WE  
[02:08:47] HAVE WORKED WITH AROUND THE COUNTRY.  
[02:08:49] AND SOME ARE ABSOLUTELY UNCHARTED  
[02:08:52] TERRITORY AND ARE INNOVATIVE, LIKE THE  
[02:08:54] EQUITY SPENDING ELEMENT THAT WE HAVE SO  
[02:08:57] FAR NOT FOUND A SINGLE OTHER GOVERNMENT  
[02:08:59] THAT'S TACKLED THIS. SO IT'S REALLY  
[02:09:01] EXCITING WORK AND TRULY REVOLUTIONARY,  
[02:09:03] IN MY OPINION, FOR US TO BE TACKLING  
[02:09:05] SUCH DIRECTIVES. AND AS YOU'VE HEARD,  
[02:09:09] MANY PEOPLE SPEAK TODAY ABOUT US BEING

[02:09:11] THE FIRST PORT IN THE COUNTRY THAT  
[02:09:13] ESTABLISHED THE OFFICE OF EQUITY, AND WE  
[02:09:16] CONTINUE TO BE A LEADER IN PORTS,  
[02:09:18] REACHING OUT TO US AND ASKING ABOUT OUR  
[02:09:20] WORK AND ASKING US TO PARTNER WITH THEM.  
[02:09:23] SO TYLER IS GOING TO WALK US THROUGH  
[02:09:26] THE HISTORY OF THE LAST FEW YEARS AND  
[02:09:29] WHAT'S BROUGHT US TO HERE. KENNY AND  
[02:09:32] BETH AND I ARE GOING TO TALK ABOUT THE  
[02:09:34] ELEMENTS OF THE DIRECTIVE, AND THEN  
[02:09:37] TYLER IS GOING TO AGAIN TACKLE SOME OF  
[02:09:39] THE PIECES OF THE DIRECTIVE, AND THEN  
[02:09:41] WE'LL BE OPEN FOR SOME OF YOUR  
[02:09:43] QUESTIONS. I JUST WANT TO ACKNOWLEDGE  
[02:09:45] THAT, THOUGH I SAY THE OFFICE OF EQUITY  
[02:09:47] STARTED IN JUNE OF 2019, A LOT OF  
[02:09:50] CHAMPIONS IN THIS ORGANIZATION HAVE  
[02:09:53] WORKED FOR EQUITY FOR DECADES. AND TODAY  
[02:09:56] I AM HONORED TO BE SITTING NEXT TO TWO  
[02:09:58] OF THEM WHO WILL BE SPEAKING ABOUT THE  
[02:10:00] WORK THAT THEY'VE DONE FOR YEARS TO GET  
[02:10:02] US TO THIS POINT. SO I'LL TURN IT OVER  
[02:10:04] TO TYLER. THANK YOU  
[02:10:08] SO MUCH. BOOKDA. AND GOOD AFTERNOON,  
[02:10:10] COMMISSIONERS. MY NAME IS TYLER EMSKY,  
[02:10:12] AND I AM A STRATEGIC ADVISOR IN YOUR  
[02:10:14] COMMISSION OFFICE. THIS POLICY DIRECTIVE  
[02:10:17] REPRESENTS THE CULMINATION OF NEARLY  
[02:10:18] FIVE YEARS OF WORK. I'D LIKE TO TAKE A  
[02:10:21] QUICK MOMENT TO THANK EACH AND EVERY ONE  
[02:10:22] OF THE COMMISSIONERS FOR YOUR LEADERSHIP  
[02:10:24] AND INPUT ON THIS DIRECTIVE OVER THE  
[02:10:26] YEAR, PLUS THAT I PERSONALLY HAVE BEEN  
[02:10:28] WORKING ON IT. COMMISSIONER PRESIDENT  
[02:10:30] CHO AND COMMISSIONER MOHAMMED IN THE  
[02:10:31] EQUITY AND WORKFORCE DEVELOPMENT  
[02:10:33] COMMITTEE LAST YEAR AND COMMISSIONERS  
[02:10:35] HASAGAWA AND CALKINS OF THE COMMITTEE  
[02:10:36] THIS YEAR HAVE PRIORITIZED THE  
[02:10:39] DEVELOPMENT OF THIS POLICY. I WOULD ALSO  
[02:10:41] LIKE TO THANK COMMISSIONER FELLEMAN FOR  
[02:10:43] AYE. ENGAGEMENT ON THE DIRECTIVE AND AYE.  
[02:10:44] VALUABLE INPUT GIVEN DURING MULTIPLE  
[02:10:46] BRIEFINGS AND UPDATES. I'M PROUD TO WORK  
[02:10:48] FOR AN ORGANIZATION WHERE LEADERSHIP  
[02:10:50] TAKES EQUITY AS SERIOUSLY AS ALL OF YOU  
[02:10:52] DO. SO HERE'S A RECAP OF  
[02:10:55] THAT FIVE YEARS OF WORK. LET'S GET THE  
[02:10:57] NEXT SLIDE, PLEASE.  
[02:11:00] COMMISSIONER AVIATION STARTED IN 2018  
[02:11:02] WITH AN ORDER TO IMPLEMENT AN EQUITY  
[02:11:04] PILOT PROGRAM WHICH LED TO THE CREATION  
[02:11:06] OF OEDI IN 2019 AND INITIATED THE  
[02:11:09] DEVELOPMENT OF THIS POLICY DIRECTIVE.  
[02:11:11] NEXT. COMMISSIONER CHO'S MOTION IN 2020  
[02:11:14] REQUIRED RACIAL EQUITY TRAININGS FOR ALL  
[02:11:16] PORT EMPLOYEES AND ESTABLISHED THE  
[02:11:18] CHANGE TEAMS WHOSE REPRESENTATIVES  
[02:11:20] YOU'LL HEAR FROM IN A MINUTE. THEN WE  
[02:11:23] WENT AHEAD AND DRAFTED THE DIRECTIVE  
[02:11:25] WITH SEVERAL CYCLES OF EQUITY AND  
[02:11:26] WORKFORCE DEVELOPMENT COMMITTEE FEEDBACK  
[02:11:28] AND DIALOGUE WITH EXECUTIVE STAFF. WE

[02:11:30] ALSO HELD MULTIPLE LISTENING SESSIONS  
[02:11:32] WITH COMMUNITY STAKEHOLDERS AND PORT  
[02:11:34] STAFF, ENGAGING SEVERAL HUNDRED  
[02:11:36] PARTICIPANTS. WE WERE HAPPY FOR THIS  
[02:11:39] ENGAGEMENT AS IT WAS CRUCIAL FOR US TO  
[02:11:40] REACH OUT PROACTIVELY TO COMMUNITY AND  
[02:11:42] STAFF TO GET THEIR INPUT ON THE FUTURE  
[02:11:44] OF EQUITY AT THE PORT. FINALLY, WE MADE  
[02:11:47] THE LAST FEW EDITS TO THIS DIRECTIVE TO  
[02:11:49] RESPOND TO THE FEEDBACK WE RECEIVED IN  
[02:11:51] THOSE LISTENING SESSIONS AND NOW WE'RE  
[02:11:54] HERE TODAY. I'LL GO AHEAD AND HAND IT  
[02:11:56] OVER TO BOOKDA, KENNETH AND BETH. THANK  
[02:11:58] YOU. NEXT SLIDE, PLEASE.  
[02:12:03] ALL RIGHT, SO JUST THREE SIGNIFICANT  
[02:12:07] ELEMENTS OF THE POLICY DIRECTIVE IS  
[02:12:10] THAT STRUCTURALLY, REALLY,  
[02:12:13] THE OFFICE OF EQUITY WILL BE IS  
[02:12:17] PROPOSED TO BE IN CENTRAL SERVICES.  
[02:12:20] AND AS YOU'VE SEEN, I KNOW THAT VISUAL  
[02:12:23] IMAGE OF CUTTING HORIZONTALLY ACROSS  
[02:12:26] LINES OF BUSINESS AND DIVISIONS IN THE  
[02:12:28] ORGANIZATION AND THAT THE SENIOR  
[02:12:32] DIRECTOR OF OFFICE OF EQUITY IS AT THIS  
[02:12:34] EXECUTIVE LEADERSHIP TEAM AND REPORTS  
[02:12:37] DIRECTLY TO THE EXECUTIVE DIRECTOR.  
[02:12:39] THESE ARE REALLY ABSOLUTELY BASED ON  
[02:12:41] BEST PRACTICES THAT WE'VE SEEN AROUND  
[02:12:43] THE COUNTRY FOR THE OFFICES OF EQUITY TO  
[02:12:45] NOT BE MARGINALIZED AND HAVE VOICE AND  
[02:12:48] BE AT THE TABLE FOR SIGNIFICANT  
[02:12:50] DECISIONS AND ISSUES FOR THE  
[02:12:54] ORGANIZATION AND TO ESTABLISH A CHANGE  
[02:12:56] TEAM. OF COURSE, YOU KNOW THAT WE HAVE A  
[02:12:58] CHANGE TEAM IN PLACE THAT WE PUT IN  
[02:13:00] PLACE ABOUT THREE AND A HALF YEARS AGO.  
[02:13:03] BUT THE POLICY DIRECTIVE PROPOSES THAT  
[02:13:06] THE CHANGE TEAM ARE REALLY SIGNIFICANT  
[02:13:09] AMBASSADORS OF THIS WORK BY DOING THE  
[02:13:12] BUDGETING AND EQUITY WORK BY SUPPORTING  
[02:13:16] THE ANNUAL GOAL SETTING IN EVERY  
[02:13:19] DEPARTMENT SO THAT EVERY DEPARTMENT DOES  
[02:13:21] HAVE EQUITY GOALS. AND THAT WE ADD THEM  
[02:13:23] TO A DASHBOARD AND THEY ARE ACTUALLY  
[02:13:26] SHARED AND WE HOLD ALL LEADERS  
[02:13:28] ACCOUNTABLE IN THE ORGANIZATION AND THEN  
[02:13:31] OPERATIONALLY, THESE GOALS ARE REALLY A  
[02:13:34] PART OF OUR BUSINESS PRACTICES ALONG  
[02:13:36] WITH THE EXECUTIVE DIRECTOR PRIORITIES.  
[02:13:40] AND ALL DEPARTMENTS USE THE EQUITY AND  
[02:13:43] BUDGETING TOOL. AND THAT WE  
[02:13:48] I KNOW YOU'RE AWARE THAT WE ARE WORKING  
[02:13:50] ON MULTIPLE HR POLICIES TO UPDATE SO  
[02:13:53] THAT WE ARE REALLY CREATING A CULTURAL  
[02:13:56] BELONGING FOR NEW PEOPLE JOINING THE  
[02:13:58] ORGANIZATION, AS WELL AS EFFORTS LIKE  
[02:14:00] ANTIRACISM TRAINING TO CONTINUE TO BUILD  
[02:14:04] AN ANTIRACIST ORGANIZATION. AND  
[02:14:07] EXTERNALLY, WE HAVE SEVERAL ELEMENTS IN  
[02:14:11] THE DIRECTIVE, INCLUDING ENVIRONMENTAL  
[02:14:15] JUSTICE ADVISORY BOARD. I THINK YOU  
[02:14:18] MIGHT REMEMBER THAT ORIGINALLY WE  
[02:14:20] PROPOSED THAT THERE WOULD BE ONE

[02:14:21] ADVISORY BOARD, BUT WITH TIME WE CHANGED  
[02:14:24] THAT AND IT'S NOW KIND OF AN ISSUE  
[02:14:26] SPECIFIC AND TIME LIMITED ADVISORY  
[02:14:30] BOARD, STARTING WITH AN IMPORTANT ISSUE  
[02:14:32] OF ENVIRONMENTAL JUSTICE. HIRING  
[02:14:34] ENVIRONMENTAL JUSTICE LEADER FOR THE  
[02:14:37] ORGANIZATION AND THEN THE EQUITY  
[02:14:39] SPENDING SEGMENT OF THE POLICY DIRECTIVE  
[02:14:42] THAT I KNOW WE BRIEFED ALL OF YOU ABOUT  
[02:14:43] IN THE LAST WEEK. SO I  
[02:14:47] JUST WANTED TO PAUSE HERE FOR A MOMENT  
[02:14:49] AND ASK BETH BRITS AND KENNY LYLES TO  
[02:14:52] SPEAK ABOUT THEIR EXPERIENCE IN  
[02:14:54] OPERATIONALIZING EQUITY IN THE  
[02:14:56] ORGANIZATION AND BEING MEMBERS OF THE  
[02:14:58] CHANGE TEAM.  
[02:15:00] KENNY.  
[02:15:05] GOOD AFTERNOON, PRESIDENT CHO AND  
[02:15:08] COMMISSIONER AND EXECUTIVE DIRECTOR  
[02:15:11] METRUCK. I WAS HONORED WHEN ASKED TO JOIN  
[02:15:14] BOOKDA FOR THIS PRESENTATION, AS WELL AS  
[02:15:17] THE TEAM FOR THE FIRST READING OF THE  
[02:15:19] PORT OF SEATTLE EQUITY POLICY DIRECTIVE.  
[02:15:23] MY APPRECIATION IS A RESULT OF OVER 30  
[02:15:25] YEARS OF SERVICE AT THE PORT  
[02:15:27] PARTICIPATING IN AND PROMOTING THE  
[02:15:29] VIRTUES OF DIVERSITY AND INCLUSION. IN  
[02:15:33] 1990, I SERVED ON THE FIRST EVER AT THE  
[02:15:36] PORT OF SEATTLE ETHNIC AWARENESS  
[02:15:38] COMMITTEE. AND IN 1993 I SERVED  
[02:15:41] ON THE FIRST AT THE PORT STRATEGIC  
[02:15:44] DIVERSITY COMMITTEE. I AM AN ORIGINAL  
[02:15:47] MEMBER OF THE PORT OF SEATTLE'S CHAPTER  
[02:15:49] OF BLACKS AND GOVERNMENT AND A FORMER  
[02:15:50] TWO TERM PRESIDENT. I'M A FORMER  
[02:15:54] RECIPIENT OF THE CHARLES BLOOD CHAMPION  
[02:15:56] OF DIVERSITY AWARD IN 2006, AND I  
[02:15:59] CURRENTLY SERVE AS A SPONSOR ON THE  
[02:16:01] CHANGE TEAM. AS I MENTIONED, MY  
[02:16:03] INVOLVEMENT PROMOTING DIVERSITY AND  
[02:16:05] INCLUSION AT THE PORT BEGAN IN 1990,  
[02:16:08] WHEN AS A MEMBER OF THE NEWLY CREATED  
[02:16:10] ETHNIC AWARENESS COMMITTEE WAS CREATED.  
[02:16:12] THE GOAL OF THAT COMMITTEE WAS TO  
[02:16:14] EDUCATE, UPLIFT AND CELEBRATE THE  
[02:16:16] CONTRIBUTIONS OF AFRICAN, ASIAN,  
[02:16:19] HISPANIC AND NATIVE EMPLOYEES. THE GOAL  
[02:16:22] WAS TO CREATE GATEWAYS FOR EMPLOYEES OF  
[02:16:24] COLOR FOR ADVANCEMENT AT THE PORT OF  
[02:16:27] SEATTLE. ONLY BLACK HISTORY MONTH WAS  
[02:16:30] RECOGNIZED THAT YEAR. UNFORTUNATELY,  
[02:16:36] 13 YEARS LATER, IN 2003, I WAS ASKED TO  
[02:16:39] PARTICIPATE ON A COMMITTEE TO CREATE THE  
[02:16:42] PORT OF SEATTLE STRATEGIC DIVERSITY  
[02:16:44] PLAN. THE FOCUS OF THE TEAM WAS TO  
[02:16:48] DESIGN GOALS AND BRINGING DIVERSITY TO  
[02:16:51] THE PORT. A FEW OF THE GOALS OF THAT  
[02:16:55] PLAN CONSISTED OF PROMOTING AN  
[02:16:57] ENVIRONMENT THAT ACKNOWLEDGED AND  
[02:16:58] RESPECTED A DIVERSE WORKPLACE OR  
[02:17:01] WORKFORCE RECRUITMENT, HIRING,  
[02:17:04] PROMOTING AND PROMOTING DIVERSE  
[02:17:06] EMPLOYEES IN LEADERSHIP POSITIONS AT THE



[02:17:08] PORT ENSURING ALL EMPLOYEES ACHIEVE  
[02:17:11] DIVERSITY, GOALS TO IDENTIFY AND  
[02:17:14] CELEBRATE A CHAMPION OF DIVERSITY AT THE  
[02:17:16] PORT. AND THOSE ARE JUST TO NAME A FEW  
[02:17:19] FROM THAT PLAN. ONLY THE CHAMPION OF  
[02:17:22] DIVERSITY CHARLES BLOOD CHAMPION OF  
[02:17:25] DIVERSITY AWARD PROVED TO BE  
[02:17:27] SUSTAINABLE. THE SIGNIFICANCE OF THE  
[02:17:32] DIRECTIVE TODAY? AS YOU CAN SEE,  
[02:17:34] ATTEMPTS AT CREATING AND ACHIEVING  
[02:17:36] EQUITY DIVERSITY INCLUSION HAS NOT BEEN  
[02:17:38] SUSTAINABLE AT THE PORT OF SEATTLE.  
[02:17:41] SINCE THE CREATION OF THE OFFICE OF  
[02:17:43] EQUITY DIVERSITY INCLUSION FOUR YEARS  
[02:17:45] AGO, THE PORT HAS TAKEN POSITIVE STEPS  
[02:17:48] TO ESTABLISH AN INCLUSIVE CULTURE  
[02:17:51] AND EMBED IN A SUSTAINABLE WAY ITS  
[02:17:54] COMMITMENT TO THE VIRTUES OF EDI.  
[02:17:57] UNDER THE LEADERSHIP OF EXECUTIVE  
[02:17:59] DIRECTOR METRUCK, THE DIRECTOR OF  
[02:18:02] DIRECTOR GHEISAR, AND THE DIRECTOR OF  
[02:18:04] HUMAN RESOURCES, KATIE GERARD, THE PORT  
[02:18:06] BECAME THE FIRST PUBLIC AGENCY IN THE  
[02:18:09] STATE TO OBSERVE JUNETEENTH AS A DAY OF  
[02:18:12] REFLECTION WITH A PORT HOLIDAY  
[02:18:16] THE COMPLETION OF THE PORT OF SEATTLE  
[02:18:18] POLICE USE OF FORCE REVIEW EQUITY,  
[02:18:22] DIVERSITY AND INCLUSION TRAINING FOR ALL  
[02:18:24] SUPERVISORS AND MANAGERS AND EMPLOYEES  
[02:18:26] AS BOOKED. HAMDY MENTIONED PAY EQUITY  
[02:18:29] FOR WOMEN OF COLOR, CONVENING THE SECOND  
[02:18:32] COHORT OF THE CHANGE TEAM AND ADOPTING  
[02:18:35] PORT WIDE THE MARITIME  
[02:18:39] MODEL OF EMPLOYEE DIVERSE HIRING PANELS  
[02:18:43] AND THE TOWN HALLS THAT BOOK THE  
[02:18:46] CHAIRS WHERE UP TO 200 EMPLOYEES  
[02:18:50] PARTICIPATE ELECTRONICALLY FOR  
[02:18:54] THE PRESENTATIONS. OEDI HAS  
[02:18:58] ALSO LAUNCHED PERFORMANCE GOALS FOR  
[02:19:00] EMPLOYEES AND PARTNERS WITH THE NOW 13  
[02:19:03] EMPLOYEE RESOURCE GROUPS. RECALL THAT  
[02:19:05] WHEN WE STARTED THIS EMPLOYEE RESOURCE  
[02:19:07] GROUP PROGRAM, THERE WAS ONLY FOUR, NOW  
[02:19:10] WE HAVE 13. SO I HAVE SHARED WITH  
[02:19:14] COMMISSIONER HASEGAWA, I'M SURE YOU  
[02:19:16] REMEMBER ON A FEW OCCASIONS THAT THE  
[02:19:19] PORT IS IN A BETTER PLACE THAN IT HAS  
[02:19:21] BEEN IN MY CAREER AS IT RELATES  
[02:19:25] TO EQUITY, DIVERSITY AND INCLUSION. THE  
[02:19:28] WORK THAT IS UNDERWAY AFFIRMS THAT THE  
[02:19:30] WORK THAT I HAVE COMMITTED TO OVER THE  
[02:19:33] YEARS WILL BE EMBEDDED AND SUSTAINABLE  
[02:19:36] AS PART OF THE BUSINESS CULTURE HERE AT  
[02:19:38] THE PORT OF SEATTLE. THAT IS MY  
[02:19:40] PERSPECTIVE ON THE STATE OF AFFAIRS IN  
[02:19:44] THIS CONVERSATION, IN THIS SPACE. SO  
[02:19:45] THANK YOU FOR THE OPPORTUNITY TO SPEAK  
[02:19:47] AND BETH, THANK YOU.  
[02:19:52] GOOD AFTERNOON, COMMISSIONERS AND  
[02:19:53] EXECUTIVE DIRECTOR OF METRUCK. MY NAME IS  
[02:19:56] BETH BRITS AND MY PREFERRED PRONOUNS ARE  
[02:20:00] SHE, HER, THEY, THEM. I ECHO THE  
[02:20:03] SENTIMENTS THAT FROM KENNY AND I'M

[02:20:04] HUMBLD TO HAVE A SEAT HERE AT THE TABLE  
[02:20:08] FOR THIS MOMENTOUS OCCASION. TO BE PART  
[02:20:11] OF AN ACTUAL POLICY CODIFYING EQUITY  
[02:20:14] INTO THE PORT OF SEATTLE GOALS CULTURE  
[02:20:15] IS AN HONOR. SO I'VE BEEN AT THE PORT  
[02:20:19] NOW A LITTLE OVER 17 YEARS. I STARTED AT  
[02:20:22] THE PORT AS A CONTRACTOR, COMMERCIAL  
[02:20:24] ELECTRICIAN AND THEN TOOK A JOB AT  
[02:20:28] MARINE MAINTENANCE WORKING IN THE  
[02:20:29] MAINTENANCE SHOP THERE AS AN ELECTRICIAN  
[02:20:31] WORKING UNDER COLLECTIVE BARGAINING  
[02:20:32] AGREEMENT. ADVANCED MY CAREER THROUGH  
[02:20:34] THE PORT. HAD A WONDERFUL LEADER, WHICH  
[02:20:36] SOME OF YOU HAD AN OPPORTUNITY TO WORK  
[02:20:38] WITH AND LINDSAY PAULSAVER, WHO WAS AT  
[02:20:41] THE FOREFRONT ALONGSIDE WITH KENNY ON  
[02:20:44] MANY OF THE ISSUES THAT KENNY JUST  
[02:20:46] MENTIONED, IF NOT ALL OF THEM. BUT SHE  
[02:20:48] WAS A LEADER THAT BELIEVED IN  
[02:20:51] OPPORTUNITIES AND EQUITY AND UNDER HER  
[02:20:53] LEADERSHIP, I HAD THE OPPORTUNITY TO GET  
[02:20:56] DEVELOPMENT, TRANSITIONED INTO A STAFF  
[02:20:58] POSITION, EVENTUALLY LEFT PRE-MAINENANCE  
[02:21:00] AND CAME TO THE AVIATION DIVISION AND  
[02:21:02] WORKED FOR AVIATION MAINTENANCE IN A  
[02:21:03] MANAGEMENT ROLE. I NOW WORK FOR PCS  
[02:21:07] PORT CONSTRUCTION SERVICES. SO NOW PART  
[02:21:09] OF CENTRAL SERVICES. SO I'VE WORKED MY  
[02:21:11] WAY AROUND IN THREE DIFFERENT MAJOR  
[02:21:13] DEPARTMENTS HERE AT THE PORT OF SEATTLE,  
[02:21:14] AND IN EACH ONE I'VE BEEN ABLE TO GROW  
[02:21:17] MYSELF AND MY CAREER. AND ALL BECAUSE OF  
[02:21:20] OPPORTUNITIES THAT HAVE BEEN OFFERED,  
[02:21:21] BUT NOT WITHOUT A LOT OF EFFORT ON MY  
[02:21:24] OWN PART, BUT BECAUSE OF THE LEADERSHIP  
[02:21:26] THAT I HAMDI. LIKE I SAID, I CAME TO  
[02:21:29] WORK UNDER THE CBA, A COLLECTIVE  
[02:21:31] BARGAINING AGREEMENT, AND HAD THE GOOD  
[02:21:33] FORTUNE TO WORK FOR LINDSAY. BECAUSE OF  
[02:21:36] THE OPPORTUNITIES THAT SHE PROVIDED FOR  
[02:21:38] ME, I WAS ABLE TO PARTICIPATE, I THINK  
[02:21:40] IT WAS IN THE THIRD COHORT OF THE PORT  
[02:21:42] DEVELOPMENT AND DIVERSITY COUNCIL.  
[02:21:43] WHICH NOW WE'VE EXPANDED TO INCLUDE  
[02:21:45] INCLUSIVITY IN THAT LEADERSHIP ROLE,  
[02:21:49] WAS ABLE TO ACTUALLY AFFECT POLICIES AND  
[02:21:51] HAVE CONVERSATIONS AT THE EXECUTIVE  
[02:21:53] LEVEL FROM A BOOTS ON THE GROUND  
[02:21:55] PERSPECTIVE I'VE BEEN ABLE TO  
[02:21:57] PARTICIPATE IN FROM THAT  
[02:22:01] PLATFORM FOR INCLUSION, HAVE BEEN ABLE  
[02:22:04] TO PARTICIPATE IN OTHER OF WHAT WE USED  
[02:22:05] TO CALL THE AFFINITY GROUPS AND NOW  
[02:22:07] EMPLOYEE RESOURCE GROUPS.  
[02:22:11] BECAME ONE OF THE FIRST COHORTS OF THE  
[02:22:13] CPI LEAN INITIATIVES. LEAN SPECIALIST,  
[02:22:16] PROGRAM AND PORT WIDE PRIDE. BACK IN THE  
[02:22:19] DAY WHEN WE HAD THREE MEMBERS MARCHING  
[02:22:21] IN THE PARADE WHEN OUR POSTERS WOULD GET  
[02:22:23] TORN DOWN OUT OF THE ELEVATORS AND OFF  
[02:22:25] THE WALLS, BUT WE STILL WEATHERED  
[02:22:28] THROUGH AND WE GOT GREATER AND GREATER  
[02:22:29] PARTICIPATION AND VISIBILITY.

[02:22:33] I'M PART OF THE TRANS INCLUSIVE NETWORK  
[02:22:37] WHERE WE'VE LOOKED AT THE ORIGINAL FOCUS  
[02:22:40] WAS TO LOOK AT ALL THE PORT POLICIES AND  
[02:22:42] GO THROUGH THEM. AND AGAIN, I WAS JUST A  
[02:22:43] VERY SMALL PART OF A LARGER TEAM THAT  
[02:22:46] WENT THROUGH AND LOOKED THROUGH EVERY  
[02:22:47] PORT POLICY TO TRY TO FIGURE OUT WHAT  
[02:22:49] THERE WERE GENDER BIASES IN THOSE  
[02:22:51] POLICIES, TO BASICALLY DEGENENDER THOSE  
[02:22:53] POLICIES. SO THERE'S BEEN OPPORTUNITIES  
[02:22:56] TO PARTICIPATE THERE.  
[02:22:59] I WAS FORTUNATE ENOUGH TO BE ONE OF THE  
[02:23:01] ORIGINAL CORE CHANGE TEAM MEMBERS  
[02:23:02] REPRESENTING THE AVIATION DIVISION AND  
[02:23:05] NOW HAVE MOVED INTO THE NEXT ROUND  
[02:23:08] REPRESENTING THE CENTRAL SERVICE  
[02:23:10] DIVISION WITH PORT CONSTRUCTION SERVICES  
[02:23:12] ON THE CHANGE TEAM. I'M A PREVIOUS  
[02:23:15] WINNER OF THE WOMEN'S OUTSTANDING  
[02:23:17] ACHIEVEMENT AWARD, WHICH IS A VERY HIGH  
[02:23:19] HONOR FOR ME, AND I'M THE DRIVING FORCE  
[02:23:22] BEHIND THE ALL GENDER RESTROOMS  
[02:23:23] INITIATIVE, WHICH I'VE TALKED TO SEVERAL  
[02:23:25] OF YOU ABOUT. AND IN THAT EFFORT TO TRY  
[02:23:28] TO MOVE FORWARD IN A MORE OF A UNIVERSAL  
[02:23:30] DESIGN APPROACH THAT WOULD ACTUALLY  
[02:23:31] PROVIDE AN EQUITABLE SOLUTION FOR MANY  
[02:23:33] PEOPLE AND ALL USERS. WHEN I  
[02:23:37] FIRST JOINED THE PORT OF SEATTLE, I MADE  
[02:23:39] A CONSCIOUS DECISION TO PROMISE MY TRUE  
[02:23:41] AUTHENTIC SELF THIS IS WHO I AM, THIS IS  
[02:23:43] THE WAY I LOOK, THIS IS HOW I PRESENT.  
[02:23:45] I'VE ALWAYS BEEN ONE TO STAND UP, STEP  
[02:23:48] UP AND SPEAK UP. IT'S NOT ALWAYS BEEN  
[02:23:50] EASY AND I HAVEN'T ALWAYS HAD PEOPLE  
[02:23:52] WILLING TO LISTEN. THE CULTURE AND  
[02:23:56] SENTIMENT AROUND CHANGE FRIGHTENS  
[02:23:57] PEOPLE. THERE SEEMS TO BE THIS NOTION  
[02:24:00] THAT PROVIDING EQUITY, WE'RE GOING TO BE  
[02:24:02] TAKING THINGS AWAY FROM OTHER PEOPLE.  
[02:24:03] BUT TO COVID A VARIABLE USE STATEMENT,  
[02:24:07] IT'S NOT PIE. THERE ARE PLENTY OF PIECES  
[02:24:09] TO GO AROUND. WE'RE NOT TAKING AWAY,  
[02:24:11] WE'RE JUST BRINGING MORE EQUITY, GIVING  
[02:24:14] EVERYBODY OPPORTUNITIES. SO NOW IN  
[02:24:17] MY ROLE AT PARK CONSTRUCTION SERVICES,  
[02:24:19] I HAVE THE OPPORTUNITY TO ACTUALLY THE  
[02:24:22] PLEASURE TO LEAD A GROUP OF CONSTRUCTION  
[02:24:24] WORKERS REPRESENT SEVEN DIFFERENT  
[02:24:26] COLLECTIVE BARGAINING UNITS. THESE ARE A  
[02:24:28] GROUP OF PEOPLE THAT, UP UNTIL VERY  
[02:24:29] RECENTLY, AND WITH THE EFFORTS THAT WAS  
[02:24:32] VERY MUCH SUPPORTED WITH CPI PROCESS  
[02:24:34] IMPROVEMENT AND THE OFFICE OF EQUITY  
[02:24:36] DIVERSITY INCLUSION, HELPED PORT  
[02:24:38] CONSTRUCTION SERVICE TRANSITION ALL OF  
[02:24:40] THEIR TEMPORARY EMERGENCY HIRES, OF  
[02:24:43] WHICH SOME HAVE WORKED HERE FOR 22 YEARS  
[02:24:45] INTO FULL EMPLOYEE, FULL REGULAR  
[02:24:47] EMPLOYEES AT THE PORT OF SEATTLE.  
[02:24:49] THEY'VE CONVERTED THEIR CONTRACTS AS  
[02:24:51] REGULAR EMPLOYEES. THEY'RE STILL WORKING  
[02:24:52] UNDER THE COLLECTIVE BARGAINING

[02:24:53] AGREEMENT, BUT IN AN EFFORT TO BRING  
[02:24:55] EQUITY, THEY NOW FOR THE FIRST TIME,  
[02:24:57] GET PAID FOR HOLIDAYS, THINGS THAT WE  
[02:24:59] JUST TAKE FOR GRANTED. PRESIDENT'S DAY  
[02:25:01] WAS THE FIRST TIME THAT IN MY ENTIRE  
[02:25:03] CREW PER ALL THAT HAVE THE CBAS THAT  
[02:25:06] ALIGN, GOT PAID TO NOT COME TO WORK.  
[02:25:09] AND THAT'S A HUGE THING. AND FOR A LOT  
[02:25:12] OF PEOPLE, LIKE I SAID, WE TAKE IT FOR  
[02:25:14] GRANTED. BUT THESE ARE HUGE STEPS IN  
[02:25:16] TERMS OF BRINGING EQUITY, BRINGING  
[02:25:19] TECHNOLOGY TO THE REPRESENTED WORKERS.  
[02:25:22] THESE ARE AREAS THAT, AGAIN, ARE  
[02:25:24] BRINGING EQUITY. NOW THAT THEY ARE  
[02:25:26] REGULAR EMPLOYEES, THEY ARE ABLE TO TAKE  
[02:25:28] PART IN THINGS LIKE, I HAVE A  
[02:25:29] REPRESENTATIVE NOW THAT SITS ON THE DND  
[02:25:31] COUNCIL. WE HAVE THREE CORE CHANGE TEAM  
[02:25:33] MEMBERS THIS YEAR. LAST YEAR, WHEN WE  
[02:25:36] WERE DOING THE SUBCOMMITTEE FOR  
[02:25:38] REPRESENTED WORKERS AND OFFSHIFT AS A  
[02:25:40] SUBCOMMITTEE FOR THE CHANGE TEAM, I  
[02:25:42] LOOKED AROUND THE ROOM AND I WENT,  
[02:25:43] THERE IS NOBODY HERE THAT IS CURRENTLY  
[02:25:45] WORKING UNDER A COLLECTIVE BARGAINING  
[02:25:47] AGREEMENT. SO WE WENT BACK TO OUR  
[02:25:49] RESPECTIVE GROUPS AND MARINE MAINTENANCE  
[02:25:51] AND DELMAS BROUGHT FORTH WORKERS.  
[02:25:53] AVIATION RATES MAINTENANCE BROUGHT ONE  
[02:25:55] WORKER. PCS BROUGHT FORTH THREE WORKERS  
[02:25:57] TO BE ON THE SUBCOMMITTEE. THOSE THREE  
[02:25:59] WORKERS NOW ARE PART OF THE CORE CHANGE  
[02:26:01] TEAMWORK. SO THESE ARE THE THINGS THAT  
[02:26:03] WE'RE ABLE TO DO. BECAUSE OF THIS,  
[02:26:08] ALMOST HALF OF THE PORT OF SEATTLE  
[02:26:09] WORKFORCE IS REPRESENTED UNDER SOME KIND  
[02:26:12] OF COLLECTIVE BARGAINING UNIT WORKING  
[02:26:13] OFF SHIFT, ALSO WORKING OFF SHIFT. THEY  
[02:26:16] DON'T HAVE THE OPPORTUNITIES TO TAKE  
[02:26:18] PART IN SOME OF THE TRAININGS AND  
[02:26:19] DEVELOPMENT THAT THE NORMAL NINE TO FIVE  
[02:26:21] DAY SHIFT WORKERS DO. THROUGH THIS, AND  
[02:26:24] WITH THE SUPPORT OF THE BUDGET SUPPORT,  
[02:26:26] WE NOW HAVE BUDGET RESOURCES DEDICATED  
[02:26:29] SO THAT WE CAN MAKE OPPORTUNITIES. SO WE  
[02:26:31] MIGHT HAVE TO INCREASE STAFF TO OFFSET  
[02:26:33] THAT BUDGET, BUT TO MAKE OPPORTUNITIES  
[02:26:34] SO THAT WE CAN ALLOW OUR FRONTLINE  
[02:26:37] WORKERS TO PARTICIPATE IN AN EQUITABLE  
[02:26:39] WAY, PARTICIPATE IN DEVELOPMENT, GROW  
[02:26:41] THEIR CAREERS, TAKE THE OPPORTUNITIES  
[02:26:43] AND HAVE A VOICE THAT'S VERY IMPORTANT.  
[02:26:45] AGAIN, IT'S ALMOST HALF THE PORT OF  
[02:26:46] SEATTLE WORKFORCE. I WANT TO MAKE  
[02:26:50] SURE THAT THIS JUST ISN'T A BOX THAT WE  
[02:26:52] CHECK. KENNY TALKED ABOUT THE HISTORY  
[02:26:54] AND HOW ONE THING THAT WAS SUSTAINABLE  
[02:26:56] TO CHARLES BLOOD AWARD, WHICH IS A VERY  
[02:26:58] HONORED AWARD. THIS CANNOT BE. THIS  
[02:27:01] POLICY CANNOT BE. WE'VE CHECKED A BOX  
[02:27:03] AND NOW WE'VE DONE. EDI, WE HAVE TO  
[02:27:06] EMBED IT. WE HAVE TO LIVE IT. WE HAVE TO  
[02:27:07] BREATHE IT. IT HAS TO BE HOW WE

[02:27:08] COMMUNICATE. IT HAS TO BE THE FILTER  
[02:27:10] WITH WHICH WE LOOK AT EVERY DECISION WE  
[02:27:13] MAKE. DESIGN DECISIONS. ARE WE DESIGNING  
[02:27:16] IN A UNIVERSAL DESIGN SO THAT IT WILL  
[02:27:17] PROVIDE EQUITY FOR ALL USERS, ALL  
[02:27:20] ABLEISMS, ALL PEOPLE IN ALL WALKS OF  
[02:27:23] LIFE? THESE ARE ALL THINGS THAT WE HAVE  
[02:27:25] TO KEEP IN MIND IN EVERY DECISION WE  
[02:27:27] MAKE IN OUR HIRING PRACTICES. THESE ARE  
[02:27:30] REAL LIFE THINGS THAT I'M LIVING AND  
[02:27:32] BREATHING EVERY DAY WITH MY AMAZING  
[02:27:33] GROUP OF WORKERS THAT FOR THE FIRST TIME  
[02:27:35] REALIZE THAT THEY ACTUALLY ARE PART OF  
[02:27:37] THE PORT OF SEATTLE. AND WE CAN'T JUST  
[02:27:40] SAY IT, WE HAVE TO SHOW IT AND WE HAVE  
[02:27:41] TO DO IT.  
[02:27:44] THE COALITION BETWEEN EDI AND CPI  
[02:27:48] PROCESS IMPROVEMENT AND HOW THIS WHOLE  
[02:27:51] EFFORT IN BRINGING EQUITY DIVERSITY  
[02:27:53] INCLUSION TO THE COURT IS A PROCESS  
[02:27:55] IMPROVEMENT EFFORT AND EMBEDDING THOSE  
[02:27:57] AND WORKING TOGETHER WITH THAT IS SO  
[02:27:59] ESSENTIAL. AND I JUST THANK YOU SO MUCH  
[02:28:01] FOR CONSIDERING THIS AND ALLOWING ME A  
[02:28:04] SEAT AT THE TABLE. AND THANK YOU.  
[02:28:10] THANK YOU SO MUCH, KENNETH AND BETH,  
[02:28:11] FOR YOUR DECADES OF WORK ON EQUITY. WE  
[02:28:15] HOPE THAT THIS DIRECTIVE WILL MAKE  
[02:28:16] PERMANENT PATHS FOR FOLKS TO FOLLOW IN  
[02:28:18] YOUR FOOTSTEPS AS PART OF CHANGE TEAMS  
[02:28:21] AND ANOTHER INITIATIVES TO HELP BRING  
[02:28:23] THAT CHANGE TO THE PORT GOING FORWARD  
[02:28:24] HERE. SO, AS BETH WAS SAYING, TWO OF OUR  
[02:28:27] GUIDING PRINCIPLES THAT WE USED IN THE  
[02:28:29] DEVELOPMENT I CAN ACTUALLY GET NEXT  
[02:28:30] SLIDE, PLEASE.  
[02:28:34] THANK YOU. OKAY, SO TWO OF THE GUIDING  
[02:28:36] PRINCIPLES WE USED IN THE DEVELOPMENT OF  
[02:28:37] THIS POLICY DIRECTIVE ARE CONTINUOUS  
[02:28:39] GROWTH AND ACCOUNTABILITY. EVERYTHING IN  
[02:28:42] THIS DIRECTIVE IS INTENDED TO STEADILY  
[02:28:44] AND INEXORABLY MOVE THE PORT TOWARDS A  
[02:28:46] MORE EQUITABLE FUTURE WITH TRANSPARENCY  
[02:28:49] AND HOW WE ARE DOING SO. THIS DIRECTIVE  
[02:28:52] CALLS FOR PORT DEPARTMENTS TO SET ANNUAL  
[02:28:54] EQUITY GOALS IN ALIGNMENT WITH THEIR  
[02:28:55] BUDGET PLANNING PROCESS. WE DID THIS IN  
[02:28:58] ORDER TO MAXIMIZE EACH DEPARTMENT'S  
[02:28:59] CHANCE OF SUCCESS IN ACHIEVING THEIR  
[02:29:01] GOALS. THESE ANNUAL GOALS AND  
[02:29:04] OUR PROGRESS TOWARDS ACHIEVING THESE  
[02:29:06] GOALS WILL BE REPORTED TO THE COMMISSION  
[02:29:08] EVERY YEAR AND MADE PUBLICLY AVAILABLE.  
[02:29:10] PROGRESS TOWARDS SETTING AND ACHIEVING  
[02:29:12] EQUITY GOALS WILL BE CONSIDERED AS PART  
[02:29:14] OF THE PERFORMANCE REVIEWS OF PORT  
[02:29:16] EXECUTIVE LEADERSHIP. AND FINALLY, THE  
[02:29:18] AUDIT TEAM WILL EXAMINE HOW WELL THE  
[02:29:20] PORT IS MEETING THE REQUIREMENTS OF THIS  
[02:29:22] POLICY DIRECTIVE ON A PERIODIC BASIS.  
[02:29:24] NEXT SLIDE, PLEASE.  
[02:29:30] THIS POLICY DIRECTIVE WILL ALSO HELP  
[02:29:32] MOVE THE PORT TOWARDS BETTER ENGAGEMENT

[02:29:33] WITH OUR COMMUNITY BY BUILDING ON AND  
[02:29:35] EXPANDING SOME OF THE MOST SIGNIFICANT  
[02:29:37] COMMUNITY INITIATIVES IN THE PORT'S  
[02:29:39] HISTORY, SUCH AS THE SOUTH KING COUNTY  
[02:29:42] COMMUNITY IMPACT FUND AND THE DUWAMISH  
[02:29:44] VALLEY PORT COMMUNITY AVIATION TEAM.  
[02:29:46] THIS POLICY DIRECTIVE IS A JUMPING OFF  
[02:29:48] POINT FOR SOME SIGNIFICANT BODIES OF NEW  
[02:29:50] WORK, INCLUDING A DEEP DIVE INTO THE  
[02:29:52] PORT'S PAST EQUITY RELATED SPENDING AND  
[02:29:55] A PROPOSAL OF A FORMALIZED STRUCTURE FOR  
[02:29:57] THIS SPENDING IN THE FUTURE. THIS  
[02:29:59] DIRECTIVE ALSO CALLS FOR ENGAGEMENT WITH  
[02:30:01] NEARPORT COMMUNITIES TO DEVELOP A SET OF  
[02:30:03] ENVIRONMENTAL JUSTICE PRINCIPLES. NEXT  
[02:30:06] SLIDE, PLEASE.  
[02:30:10] SO IT WAS CRITICAL FOR US TO USE  
[02:30:12] COMMUNITY FEEDBACK TO GUIDE THE  
[02:30:13] DEVELOPMENT OF THIS DIRECTIVE.  
[02:30:15] PARTICIPANTS IN THE COMMUNITY LISTENING  
[02:30:17] SESSIONS WE CONDUCTED WERE APPRECIATIVE  
[02:30:19] OF THE FACT THAT THE PORT WAS  
[02:30:20] PROACTIVELY REACHING OUT TO THEM TO  
[02:30:24] GET THEIR INPUT REGARDING OUR EQUITY  
[02:30:25] POLICY. THE NUMBER ONE AREA FOR  
[02:30:28] IMPROVEMENT WE HEARD IN THESE SESSIONS  
[02:30:30] WAS REGARDING OUR CONTRACTING PROCESSES  
[02:30:32] WITH COMMUNITY BASED ORGANIZATIONS.  
[02:30:35] THEREFORE, WE ADDED A REPORTING ELEMENT  
[02:30:37] TO THE EQUITY POLICY DIRECTIVE THAT  
[02:30:39] REQUIRES THE PORT TO ENGAGE WITH  
[02:30:40] COMMUNITY BASED ORGANIZATIONS ON AN  
[02:30:42] ANNUAL BASIS TO DETERMINE CONTINUOUS  
[02:30:44] PROCESS IMPROVEMENT OPPORTUNITIES IN OUR  
[02:30:46] CONTRACTING WITH THESE CBOS. BEFORE WE  
[02:30:50] GET TO THE FINAL SLIDE, I LIKE TO THANK  
[02:30:52] BOOKDA AND SOME OF THE STAFF WHO ARE NOT  
[02:30:54] UP HERE TODAY FOR THEIR BRILLIANT  
[02:30:55] COLLABORATION WITH THE COMMISSION OFFICE  
[02:30:57] IN THE DRAFTING OF THIS DIRECTIVE. IN  
[02:30:59] PARTICULAR, I'D LIKE TO HIGHLIGHT THE  
[02:31:01] CONTRIBUTIONS OF J. DORAN OF OEDI AND V.  
[02:31:04] WEN, NOW OF THE COMMISSION OFFICE, TO  
[02:31:06] THIS DIRECTIVE. AND FINALLY, I LIKE TO  
[02:31:08] THANK EXECUTIVE DIRECTOR METRUCK AND THE  
[02:31:10] MEMBERS OF THE ELT FOR THEIR ATTENTION  
[02:31:12] TO THE DEVELOPMENT OF THIS DIRECTIVE.  
[02:31:13] IT IS MUCH STRONGER THANKS TO THEIR  
[02:31:15] INPUT. NEXT SLIDE, PLEASE.  
[02:31:19] SO THANKS AGAIN, COMMISSIONERS. THIS IS  
[02:31:21] THE FIRST READING OF THIS DIRECTIVE. WE  
[02:31:23] WILL BE BACK FOR A SECOND READING ON  
[02:31:24] APRIL 11. WE WILL BE AVAILABLE BETWEEN  
[02:31:27] NOW AND THEN TO RECEIVE YOUR INPUT.  
[02:31:36] YEAH. THANK YOU FOR  
[02:31:40] ALL OF YOUR LEADERSHIP. I THINK THAT  
[02:31:43] NONE OF THIS WOULD BE POSSIBLE IF IT  
[02:31:45] WASN'T FOR THE COMMISSION'S LEADING WITH  
[02:31:48] EQUITY AND COMMITMENT TO CENSORING  
[02:31:51] EQUITY EVERY DAY. AND THANK YOU,  
[02:31:53] EXECUTIVE DIRECTOR METRUCK, FOR ALL OF  
[02:31:55] YOUR SUPPORT. I THINK WE'RE NOW  
[02:31:58] CONCLUDING OUR PRESENTATION AND OPEN FOR



[02:32:00] YOUR QUESTIONS AND COMMENTS, PLEASE.  
[02:32:02] GREAT. THANK YOU SO MUCH TO BUDDHA, TO  
[02:32:05] TYLER, TO KENNY AND EVERYONE ELSE WHO'S  
[02:32:08] WORKED ON THIS. I REALLY APPRECIATE THE  
[02:32:10] INPUT THAT YOU PROVIDED. ARE THERE ANY  
[02:32:12] QUESTIONS FROM COMMISSIONERS?  
[02:32:20] I'LL GO FIRST. ALL RIGHT. COMMISSIONER  
[02:32:22] HASEGAWA.  
[02:32:24] WOW.  
[02:32:31] IT IS SUCH AN HONOR TO BE HERE AND  
[02:32:34] WITNESS THIS MOMENT AND TO BE A PART OF  
[02:32:37] IT.  
[02:32:40] I NEED TO OPEN BY ACKNOWLEDGING THAT THE  
[02:32:46] LEGWORK TO CREATE  
[02:32:51] A CULTURE OF INCLUSION AND  
[02:32:55] AN INSTITUTION OF FAIRNESS AND  
[02:32:57] OPPORTUNITIES BEGAN BY SO MANY  
[02:33:01] OF YOU WHILE I WAS STILL IN GRADE SCHOOL  
[02:33:04] 17 YEARS IS A TREMENDOUS CAREER.  
[02:33:09] FOLKS LIKE DIRECTOR LYLE DELMAS,  
[02:33:11] WHITTAKER. RUDY KALUZA, LUIS NAVARRO,  
[02:33:15] SO MANY PEOPLE WHO HAVE BEEN CHAMPIONING  
[02:33:19] THIS SO THAT WE COULD BE HERE TODAY.  
[02:33:25] IT'S LIKE A RELAY RACE. AND AS THE  
[02:33:28] CURRENT MEMBER OF THE EQUITY WORKFORCE  
[02:33:29] DEVELOPMENT COMMITTEE THAT GETS TO CARRY  
[02:33:31] A LITTLE BIT THROUGH THE VERY LAST LEG  
[02:33:34] OF THIS RACE, I AM SO HONORED TO BE A  
[02:33:37] PART OF YOUR TEAM. DIRECTOR GHEISAR,  
[02:33:41] YOUR LEADERSHIP HAS BEEN PHENOMENAL.  
[02:33:45] AND THE WORK THAT YOU HAVE DONE OVER THE  
[02:33:48] PAST MANY YEARS LEADING  
[02:33:52] THE OFFICE OF EQUITY WITH YOUR  
[02:33:54] PHENOMENAL TEAM, WITH INPUT AND  
[02:33:57] COLLABORATION FROM MANY PEOPLE  
[02:33:59] THROUGHOUT THE PORT, INCLUDING THE  
[02:34:01] CHANGE TEAM AND MEMBERS OF THE  
[02:34:03] COMMISSION OFFICE, IS MONUMENTAL.  
[02:34:09] PAY EQUITY, INCLUSIVE FACILITIES,  
[02:34:14] USING QUANTITATIVE DATA TO IMPROVE  
[02:34:17] OUTCOMES, CREATING A CULTURE OF  
[02:34:20] INCLUSION, USING THE BUDGET AS A  
[02:34:23] VALUE STATEMENT AND A TRANSPARENCY TOOL,  
[02:34:27] AND BEING A BETTER STEWARD BY THE PUBLIC  
[02:34:31] AT LARGE.  
[02:34:34] THIS IS AN AMAZING NEXT  
[02:34:38] STEP THAT'S BUILT UPON SO MUCH WORK  
[02:34:42] LED BY MY COLLEAGUES HERE. IF I COULD  
[02:34:46] TAKE IT ONE STEP FURTHER, AND I KNOW WE  
[02:34:48] HAVE MORE TO BUILD UPON, IT WOULD JUST  
[02:34:51] TO ALSO MAKE SURE THAT WE HAD A WAY  
[02:34:55] TO COMPENSATE COMMUNITY MEMBERS THAT  
[02:34:58] HAVE TO BE INCLUDED IN THIS WORK FOR  
[02:35:03] THEIR LIVED EXPERIENCE AND THEIR TIME.  
[02:35:09] I AM SO PROUD AND I AM SO GRATEFUL  
[02:35:13] FOR THIS BODY OF WORK AND I THANK  
[02:35:16] YOU VERY MUCH FOR COMING TO SHARE IT  
[02:35:18] WITH US TODAY. IN JAPANESE CULTURE, WE  
[02:35:21] HAVE A PHRASE, IT MEANS I AM WHO I AM  
[02:35:25] BECAUSE OF YOU. IT'S A RECOGNITION THAT  
[02:35:27] WE ARE ALL A PART OF SOMETHING MUCH  
[02:35:30] GREATER THAN OURSELVES. AND THIS IS  
[02:35:33] GOING TO LIFT THE BAR FOR EVERYONE.

[02:35:38] THAT PHRASES. OK, SAMADE.  
[02:35:41] THANK YOU ALL. THANK YOU, COMMISSIONER.  
[02:35:44] THANK YOU, COMMISSIONER HASEGAWA.  
[02:35:45] COMMISSIONER MOHAMED.  
[02:35:50] THANK YOU, PRESIDENT CHO AND  
[02:35:51] COMMISSIONER HASEGAWA FOR YOUR WORDS.  
[02:35:53] THAT'S VERY HARD TO FOLLOW.  
[02:35:58] FIRST, I ALSO WANT TO EXPRESS MY  
[02:36:01] GRATITUDE FOR THE MANY PORT STAFF  
[02:36:03] MEMBERS WHO PROVIDED THEIR FEEDBACK  
[02:36:07] AND CONTRIBUTED TO THIS WORK AND ALSO  
[02:36:10] WANT TO HOLD SPACE TO RECOGNIZE THAT  
[02:36:13] MANY OF YOU HAVE PAVED THE WAY FOR US TO  
[02:36:15] BE SITTING HERE TODAY IN THESE SEATS.  
[02:36:16] AND JUST LOTS OF GRATITUDE AND  
[02:36:19] APPRECIATION THERE. MR. KENNY, LYLES AND  
[02:36:22] BETH, THANK YOU FOR PRESENTING TODAY.  
[02:36:24] DIRECTOR GHEISAR, THANK YOU FOR PRESENTING  
[02:36:26] AS WELL AS TYLER, THANK YOU FOR  
[02:36:29] PRESENTING AN EXECUTIVE DIRECTOR METRUCK  
[02:36:31] FOR YOUR SUPPORT. I'VE BEEN, FOR THE  
[02:36:34] LAST YEAR, BEEN WORKING VERY CLOSELY  
[02:36:36] WITH COMMISSIONER CHO ON THIS DIRECTIVE  
[02:36:38] THAT I ALMOST SOMETIMES FORGET WHEN  
[02:36:40] YOU'RE IN THE WORK, THE IMPACT AND HOW  
[02:36:43] PEOPLE REACT TO IT, BECAUSE YOU ARE  
[02:36:45] THINKING, HOW DO YOU IMPROVE IT, HOW DO  
[02:36:47] YOU MAKE IT BETTER? THAT I HAVEN'T  
[02:36:49] REALLY HAD THE OPPORTUNITY TO SIT WITH  
[02:36:52] IT. AND I THINK THE WAY COMMISSIONER  
[02:36:53] HASEGAWA DESCRIBED IT WAS REALLY  
[02:36:55] POWERFUL. AND I WAS LOOKING AT  
[02:36:57] COMMISSIONER CHO, YOU WERE SPEAKING,  
[02:36:58] I'M LIKE, WOW, THIS IS HUGE.  
[02:37:02] AND ALL THE PUBLIC COMMENTS THAT WAS  
[02:37:04] PROVIDED TODAY WAS VERY MOVING. I FEEL  
[02:37:06] LIKE THERE'S A LOT OF PROGRESS WE HAVE  
[02:37:08] MADE AS A COUNTRY, AS A PORT, AND I ALSO  
[02:37:11] A LOT OF THE TIME, SIT WITH WHERE WE  
[02:37:14] NEED TO GO. AND WHEN I THINK ABOUT  
[02:37:17] ENVIRONMENTAL ISSUES AS EQUITY ISSUES,  
[02:37:20] I'M OFTEN THINKING ABOUT HOW WE'RE  
[02:37:22] RUNNING OUT OF TIME AS WE DO THIS  
[02:37:25] WORK. WHILE I WANT TO CELEBRATE AND FEEL  
[02:37:27] LIKE WE'RE MAKING VICTORY AND MOVING  
[02:37:30] FORWARD, I DEFINITELY DO FEEL LIKE AT  
[02:37:32] TIMES WE ARE RUNNING OUT OF TIME AND IT  
[02:37:34] IS INITIATIVES LIKE THIS THAT I THINK  
[02:37:37] MOVE US IN THE RIGHT SORT OF DIRECTION.  
[02:37:40] COMMISSIONER CHILL, THANK YOU FOR  
[02:37:43] SERVING WITH ME ON THAT COMMITTEE AND  
[02:37:44] FOR THE GROUNDWORK THAT YOU'VE DONE AND  
[02:37:47] ALL THE OTHER COMMISSIONERS THAT CAME  
[02:37:48] BEFORE US WHO HAVE SUPPORTED THIS  
[02:37:51] INITIATIVE AS WELL. I JUST WANTED TO  
[02:37:54] JUST TAKE A MINUTE TO POINT  
[02:37:58] OUT BEING ABLE  
[02:38:01] TO MEASURE OUR EQUITY INVESTMENTS AND  
[02:38:05] HOW IMPORTANT THAT IS. WE MEASURE THE  
[02:38:08] THINGS THAT WE VALUE AND IT ALLOWS US TO  
[02:38:11] SHOW A COMMITMENT TO EQUITY, BUT ALSO IT  
[02:38:15] ALLOWS US TO IDENTIFY DISPARITIES RIGHT,  
[02:38:17] TO IDENTIFY WHERE THE GAPS ARE AND

[02:38:21] THEN DECIDE WHERE DO WE WANT TO MAKE  
[02:38:23] IMPACT. AND I THINK EXECUTIVE DIRECTOR  
[02:38:26] METRUCK HAS SAID OFTEN THAT WE NEED TO  
[02:38:29] BE THINKING ABOUT WHAT OUR INVESTMENTS  
[02:38:32] ARE ACTUALLY DOING AND WHAT THAT IMPACT  
[02:38:35] LOOKS LIKE. AND I THINK BEING ABLE TO  
[02:38:37] MAKE THE INVESTMENTS FIRST, THEN BEING  
[02:38:39] ABLE TO SAY, OKAY, SO WE'VE MADE THE  
[02:38:40] INVESTMENTS, NOW WHAT ARE THE OUTCOMES?  
[02:38:43] WHO ARE WE IMPACTING AND HOW DO WE  
[02:38:44] MEASURE THAT? AND THOSE ARE THE PORT  
[02:38:47] THAT I FEEL VERY CLOSELY TO IN  
[02:38:51] THIS POLICY DIRECTIVE. AND I JUST WANT  
[02:38:54] TO GIVE A HUGE SHOUT OUT TO OUR FINANCE  
[02:38:57] TEAM DIRECTOR, DAN THOMAS. THEY SPENT SO  
[02:39:00] MUCH TIME IN FIGURING OUT DEVELOPING AN  
[02:39:03] ACTUAL DASHBOARD THAT DEFINES OUR EQUITY  
[02:39:06] INVESTMENTS AND WHAT THAT LOOKS LIKE,  
[02:39:08] BECAUSE WE CAN THROW SO MUCH MONEY  
[02:39:12] AT SO MANY ISSUES. BUT IF WE'RE NOT  
[02:39:14] REALLY ABLE TO MEASURE THAT STUFF AND  
[02:39:16] ASSESS IT, IT COULD JUST BE THAT  
[02:39:18] THROWING MONEY AT PROBLEMS AND THINKING  
[02:39:20] IT'S RESOLVING IT. I THINK SOME OF THE  
[02:39:23] PIECES IN THIS EQUITY DIRECTIVE GETS  
[02:39:27] TO THE BOTTOM OF THAT. AND I JUST WANT  
[02:39:29] TO EXPRESS MY GRATITUDE AROUND THAT. I  
[02:39:32] DID HAVE A QUESTION THAT IS NOT CHANGING  
[02:39:35] THE POLICY DIRECTIVE. I DID MENTION THIS  
[02:39:37] EARLY ON YESTERDAY TO SOME  
[02:39:40] OF THE COMMISSION STAFF MEMBERS AROUND  
[02:39:44] OUR CONTRACTING PIECES, THE COMMUNITY.  
[02:39:47] SO WHEN WE DID THE LISTENING SESSIONS,  
[02:39:49] WE HEARD A LOT FROM COMMUNITY MEMBERS.  
[02:39:51] AND ONE OF THE THINGS THAT I OFTEN HEAR  
[02:39:54] OVER AND OVER AGAIN FROM OUR GRASSROOTS  
[02:39:57] COMMUNITY ORGANIZATION IS THE STRUGGLE  
[02:40:00] WITH BEING ABLE TO PARTNER WITH THE PORT  
[02:40:03] AND THAT THERE'S LIKE A LOT OF  
[02:40:04] LIMITATIONS. AND WHEN THEY CONTRACT WITH  
[02:40:07] THE PORT, THERE IS JUST  
[02:40:11] SO MANY HURDLES THAT THEY HAVE TO GET  
[02:40:13] OVER IN ORDER TO CONTRACT WITH THE PORT.  
[02:40:16] AND THAT GRASSROOTS ORGANIZATIONS,  
[02:40:18] MAYBE FROM THE PROCUREMENT OFFICE, ARE  
[02:40:21] BEING SEEN SIMILAR TO CONTRACTS THAT  
[02:40:24] WE DO WITH CONSTRUCTION AND BIG  
[02:40:25] BUSINESSES. AND ONE OF THE THINGS THAT I  
[02:40:28] HAMDI SAID IS, IS THERE SOMETHING THAT  
[02:40:30] WE COULD PUT IN THIS POLICY DIRECTIVE TO  
[02:40:32] HELP ADDRESS SOME OF THAT? AND THAT  
[02:40:34] WASN'T CLEAR. SO I WAS WONDERING IF  
[02:40:36] SOMEONE COULD SPEAK TO THAT TODAY.  
[02:40:39] YEAH. THANK YOU, COMMISSIONER.  
[02:40:42] EXECUTIVE DIRECTOR METRUCK, DID YOU WANT  
[02:40:43] TO COMMENT ON THIS OR DO YOU WANT ME TO  
[02:40:46] START? SURE, I COULD JUST START  
[02:40:49] BY SAYING THAT THANK YOU, COMMISSIONER  
[02:40:52] MOHAMMED, FOR THOSE THOUGHTS AND  
[02:40:56] TALKING ABOUT THAT. I THINK FOR US,  
[02:40:58] THAT IS A FOCUS.  
[02:41:01] OF COURSE, FOR US, IT BEGINS WITH THE  
[02:41:04] DIFFERENCE BETWEEN FOR US, OUR ROLE AS A

[02:41:07] SPECIAL PURPOSE GOVERNMENT AND THEN  
[02:41:09] LOOKING AT, WELL, HOW CAN WE DO THIS  
[02:41:11] WITHIN THAT CONSTRUCT OF OUR STANDARD  
[02:41:15] SPECIAL PURPOSE GOVERNMENT. BUT I THINK  
[02:41:17] THE TEAM HAS BEEN WORKING A LOT ON THIS.  
[02:41:19] I THINK THE TEAM HAS BEEN WORKING ON  
[02:41:21] IMPROVING HOW TO  
[02:41:24] RIGHT SIZE THIS, IF THAT'S NOT THE RIGHT  
[02:41:26] WORD, BUT HOW TO RIGHT SIZE THIS  
[02:41:28] ACCORDING TO THAT INTERACTION. AND I'LL  
[02:41:30] BE GLAD I DIDN'T KNOW IF YOU WANT TO ADD  
[02:41:32] MORE TO THAT, BUT I KNOW WE HAVE BEEN  
[02:41:34] LOOKING AT THIS OF MAKING THOSE  
[02:41:36] IMPROVEMENTS. AND I KNOW WITHIN OUR  
[02:41:39] CENTRAL PROCUREMENT OFFICE HAS BEEN  
[02:41:41] LOOKING AT IMPROVING THOSE AS WELL. SO  
[02:41:43] BOOKDA I DIDN'T KNOW IF YOU WANTED TO  
[02:41:45] ADD ANYTHING, BUT I KNOW SOPHIA MAYO IS  
[02:41:47] ON THE LINE AS WELL, I BELIEVE, TO TALK  
[02:41:50] ABOUT THAT IF WE WANT TO TALK ABOUT  
[02:41:51] THOSE SPECIFICALLY. BUT COMMISSIONER,  
[02:41:53] OR WE CAN BRIEF YOU SEPARATELY ON THOSE  
[02:41:56] SEEKING AND DO THOSE IMPROVEMENTS AND  
[02:41:58] CONTINUE LOOKING FOR OTHER WAYS THAT WE  
[02:42:00] CAN MAKE THAT EASIER TO ENGAGE WITH  
[02:42:02] THOSE CBOS. YEAH. I WOULD JUST ADD THAT,  
[02:42:07] AS YOU SAID, COMMISSIONER, DURING THE  
[02:42:09] LISTENING SESSIONS, WE HEARD FROM A  
[02:42:11] NUMBER OF NONPROFITS ABOUT THE  
[02:42:13] CHALLENGES THAT THEY'VE HAD IN THEIR  
[02:42:15] CONTRACTING PROCUREMENT INVOICING WITH  
[02:42:18] THE PORT AND HOW VERY COMPLICATED THAT  
[02:42:21] PROCESS IS, AND THAT THE AMOUNT OF  
[02:42:25] WORK FOR CONTRACTING FOR A GIGANTIC  
[02:42:28] BUSINESS OR A SMALL NONPROFIT IS ABOUT  
[02:42:30] THE SAME. AND THEY WOULD REALLY LIKE TO  
[02:42:32] SEE SOME IMPROVEMENT IN THAT WORK.  
[02:42:36] AND I KNOW THAT THE CPO TEAM, I THINK,  
[02:42:39] ARE ONLINE, AND I WOULD LIKE THEM TO  
[02:42:41] SPEAK ABOUT THIS, BUT A LOT OF  
[02:42:43] IMPROVEMENT HAS BEEN MADE IN  
[02:42:46] THE PROCESS OF SOUTH KING COUNTY FUND  
[02:42:48] FOR THE ORGANIZATIONS THAT HAVE APPLIED.  
[02:42:51] AND I KNOW THAT THE TEAM IS COMMITTED TO  
[02:42:53] FURTHER IMPROVEMENTS. BUT SOFIA, WOULD  
[02:42:55] YOU LIKE TO TALK ABOUT SOME SPECIFIC  
[02:42:57] MEASURES THAT YOUR OFFICE IS PLANNING TO  
[02:42:59] TAKE? HI. GOOD AFTERNOON,  
[02:43:03] COMMISSIONERS. I'M SOPHIA MEDIO, SENIOR  
[02:43:05] MANAGER OF THE CENTRAL PROCUREMENT  
[02:43:06] OFFICE. I ALSO WOULD LIKE TO SEE IF  
[02:43:08] CAROL HAZARD IS ON THE LINE IN CASE IF  
[02:43:10] SHE IS ABLE TO SPEAK, SINCE SHE IS  
[02:43:12] ACTUALLY ONE OF OUR SHE HELPS CONTRIBUTE  
[02:43:15] TO AND LEAD THE FORCE IN THIS. AS STEVE  
[02:43:18] MENTIONED, WE HAVE HAD IMPROVEMENTS. WE  
[02:43:21] HAVE HEARD FROM OUR COMMUNITY CBOS, AND  
[02:43:24] WE UNDERSTAND THAT THE COMMENT THAT WAS  
[02:43:27] MADE THAT SOME OF OUR PROCESSES ARE VERY  
[02:43:29] MUCH RELATED, THE PORT OF CONSTRUCTION  
[02:43:30] AND DESIGN, AND WE HAVE MADE SEVERAL  
[02:43:33] IMPROVEMENTS UP TO THERE. IT'S NOT TO  
[02:43:35] SAY THAT THERE'S NOT MORE THAT WE'RE

[02:43:37] LOOKING AT AFTER EACH CYCLE THAT WE  
[02:43:39] HAVE, EITHER FOR THE ENVIRONMENTAL  
[02:43:40] GRANTS OR FOR ECONOMIC RECOVERY. WE MAKE  
[02:43:44] IMPROVEMENTS AND WE LOOK TO SEE WHERE  
[02:43:46] ELSE WE CAN FURTHER MAKE OTHER CHANGES,  
[02:43:49] MEANINGFUL CHANGES. NOT JUST CHECKING  
[02:43:52] OFF CERTAIN BOXES. BUT WITH THAT,  
[02:43:56] SHOULD WE GO INTO SOME OF THOSE DETAILS  
[02:43:58] OR SHOULD WE RESERVE THAT FOR LATER?  
[02:43:59] BECAUSE I WOULD NEED CAROL TO SPEAK FOR  
[02:44:00] THAT. YEAH, I DON'T KNOW.  
[02:44:02] COMMISSIONERS, WOULD YOU LIKE TO HEAR  
[02:44:03] SOME OF THOSE IMPROVEMENTS? I'M SORRY,  
[02:44:05] I'M NOT IN A ROOM, SO I CAN'T SEE MAKE  
[02:44:07] EYE CONTACT WITH YOU TO SEE IF THAT'S  
[02:44:11] COMMISSIONERS, WOULD YOU LIKE TO HEAR  
[02:44:12] THAT NOW? OR WE CAN TALK MORE ABOUT  
[02:44:15] THAT. I CAN RESPOND TO THAT. WE CAN  
[02:44:18] HOLD. AND I THINK MAYBE IT'S  
[02:44:22] A DEEPER CONVERSATION THAT WE NEED TO  
[02:44:24] HAVE AROUND THIS. I KNOW, LIKE  
[02:44:26] ORGANIZATIONS LIKE THE ASIAN COUNCIL AND  
[02:44:28] REFERRING SERVICES, ACRS IN PARTICULAR,  
[02:44:32] HAD A BIG GRANT WITH THE PORT OF SEATTLE  
[02:44:34] AND HAS REALLY STRUGGLED I'VE TALKED TO  
[02:44:37] THE EXECUTIVE DIRECTOR THERE, MICHAEL,  
[02:44:39] AROUND THESE ISSUES. AND SO IF THERE ARE  
[02:44:41] IMPROVEMENTS BEING MADE AND WE'RE MAKING  
[02:44:44] PROCEDURAL CHANGES, I JUST WOULD WANT  
[02:44:47] THAT TO BE COMMUNICATED TO ORGANIZATIONS  
[02:44:49] LIKE THAT. AND WHEN THE POLICY  
[02:44:52] DIRECTIVE COMES BACK TO US, IF THERE IS  
[02:44:55] SPECIFIC LANGUAGE AROUND SOME OF THOSE  
[02:44:56] CHANGES THAT WE CAN EMBED IN THIS  
[02:44:58] DIRECTIVE, I'D LIKE TO SEE THAT AS WELL.  
[02:45:02] SO COMMISSIONER, I THOUGHT I'D JUST  
[02:45:04] REALLY QUICKLY DESCRIBE THE  
[02:45:08] WAY THAT THE POLICY DIRECTIVE IS  
[02:45:09] CURRENTLY ADDRESSING THIS ISSUE AND  
[02:45:11] BASICALLY WE BECAME AWARE OF THE EFFORTS  
[02:45:15] BY CBO TO MAKE THESE IMPROVEMENTS. THE  
[02:45:18] POLICY DIRECTIVE BASICALLY CALLS FOR US  
[02:45:21] TO DOUBLE CHECK ON THIS AND TO CHECK IN  
[02:45:22] ON THIS GOING FORWARD WITH THE CBOS. SO  
[02:45:25] GOING OUT EVERY YEAR DOING A LISTING  
[02:45:27] SESSION, HOW ARE WE DOING, HOW CAN WE  
[02:45:29] IMPROVE AND BRINGING THAT UP TO THE  
[02:45:31] COMMISSION LEVEL EVERY YEAR. SO  
[02:45:34] BASICALLY DOUBLE CHECKING OUR WORK AND  
[02:45:37] WE'VE GOT THESE IMPROVEMENTS IN PLACE  
[02:45:38] BUT JUST IDENTIFYING THIS GOING FORWARD  
[02:45:40] ALL OUT INTO THE FUTURE, FAR OUT INTO  
[02:45:42] THE FUTURE OF MAKING SURE WE'RE STILL  
[02:45:45] MAKING THOSE IMPROVEMENTS. THANK YOU FOR  
[02:45:48] SHARING THAT INTENT AND I APPRECIATE THE  
[02:45:50] TIME. THAT CONCLUDES MY QUESTION.  
[02:45:51] GREAT. ANYONE ELSE? COMMISSIONER  
[02:45:54] CALKINS? SO HAVING  
[02:45:58] PARTICIPATED BOTH ON THE EQUITY AND  
[02:46:02] WORKFORCE DEVELOPMENT COMMITTEE THIS  
[02:46:05] YEAR AND IN PREVIOUS ITERATIONS OF THE  
[02:46:07] DRAFT AND INITIALLY WORKING WITH BOOKDA  
[02:46:09] AS SHE CAME ON BOARD AS THE DIRECTOR, I

[02:46:12] THINK THE REASON WHY I'M SO SUPPORTIVE  
[02:46:15] OF THIS PARTICULAR POLICY DIRECTIVE IS  
[02:46:17] BECAUSE OF HOW LONG IT TOOK TO GET TO  
[02:46:19] WHERE WE ARE. THAT PART OF WHY I THINK  
[02:46:22] IT'S, TO BORROW LANCE'S PHRASE FROM  
[02:46:25] EARLIER, IT MAY  
[02:46:28] NOT BE THE PERFECT POLICY, BUT I THINK  
[02:46:30] IT'S THE BEST ONE AROUND, WHICH MEANS  
[02:46:33] THAT WE STILL HAVE ROOM FOR IMPROVEMENT.  
[02:46:34] WE'RE GOING TO WORK THIS THING FOR A  
[02:46:36] WHILE ONCE IT PASSES AND WE'RE GOING TO  
[02:46:38] LEARN WHERE WE NEED TO TWEAK IT. BUT I  
[02:46:40] THINK WE AVOIDED TWO OF THE SERIOUS  
[02:46:43] PITFALLS THAT COME IN THIS KIND OF WORK  
[02:46:44] AND ONE IS THAT WE PUT OUT SOMETHING  
[02:46:46] THAT WAS ESSENTIALLY VIRTUE SIGNALING.  
[02:46:49] WE'RE GOING TO BE THE MOST EQUITABLE  
[02:46:51] ORGANIZATION AND WE DON'T PUT ANY MEAT  
[02:46:52] BEHIND IT. IT'S REALLY JUST WAVING THE  
[02:46:54] FLAG AND THEN THERE'S NOTHING THAT  
[02:46:57] ACTUALLY INTERNALLY CHANGES IN OUR  
[02:46:59] ORGANIZATION. THE OTHER IS THAT WE FAIL  
[02:47:03] TO DO AN OUTCOMES BASED APPROACH AND  
[02:47:07] WE PUT A HUGE BURDEN ON STAFF AND  
[02:47:09] EXTERNAL PARTNERS AND WE DO ALL SORTS  
[02:47:13] OF FLASHY SHOWY THINGS IN TERMS OF  
[02:47:15] EQUITY, BUT THEY DON'T ACTUALLY RESULT  
[02:47:17] IN OUTCOMES THAT BENEFIT THOSE WHO  
[02:47:19] HISTORICALLY HAVE BEEN UNDERSERVED. AND  
[02:47:21] I THINK THE FOLKS, THE REAL ARCHITECTS  
[02:47:25] BEHIND THIS AND ALL OF THE LEGACY WORK  
[02:47:27] THAT WAS DONE TO GET HERE DEMONSTRATES  
[02:47:29] THAT WE'RE VERY SERIOUS ABOUT THIS.  
[02:47:31] NOW, WE ALSO GET SOME CRITICISM FROM  
[02:47:34] OUTSIDE THAT WHY ARE YOU GUYS WASTING SO  
[02:47:36] MUCH ORGANIZATIONAL RESOURCES OR  
[02:47:39] TAXPAYER DOLLARS AS A PUBLIC AGENCY ON  
[02:47:42] THIS KIND OF WORK? AND I WOULD SAY THAT  
[02:47:45] WE CAN MAKE A STRONG CASE FOR,  
[02:47:48] AND I'LL BORROW COMMISSIONER FELLEMAN'S  
[02:47:50] TERM HERE, ENLIGHTENED SELF INTEREST  
[02:47:51] HERE THAT WE ARE REALLY ATTEMPTING TO  
[02:47:55] ACHIEVE NOT JUST THE EQUITY GOAL IN OUR  
[02:47:57] CENTURY AGENDA GOALS, BUT ALSO THE  
[02:48:00] EXECUTING ON THE GOAL OF BEING AN  
[02:48:02] EFFECTIVE PUBLIC AGENCY. AND A BIG PART  
[02:48:05] OF THAT IS TO CREATE AN ORGANIZATION  
[02:48:07] WHERE EVERYONE WHO ENGAGES WITH US  
[02:48:09] STAFF, OUTSIDE CONTRACTORS, PASSENGERS  
[02:48:12] COMING THROUGH THE AIRPORT, HAS THE KIND  
[02:48:15] OF EXPERIENCE THAT MEANS THAT THEY WANT  
[02:48:17] TO STAY. AND THAT MEANS THAT WE GET TO  
[02:48:20] ATTRACT THE VERY BEST TALENT REGARDLESS  
[02:48:22] OF SKIN COLOR OR ABLEISM OR PERSONAL  
[02:48:26] HISTORY WITH TRAUMA OR WHATEVER IT MIGHT  
[02:48:29] BE. SO THAT WE ARE DRAWING FROM THE  
[02:48:31] LARGEST POOL OF APPLICANTS WE POSSIBLY  
[02:48:33] CAN AND SAYING WE WANT TALENT FROM  
[02:48:36] EVERYWHERE. AND THEN THE BENEFIT OF THAT  
[02:48:38] NOT ONLY HAVING THE MOST TALENTED, BUT  
[02:48:40] THEN ALSO HAVING A DIVERSE SET OF  
[02:48:42] PERSPECTIVES WITHIN OUR EMPLOYEE BASE  
[02:48:44] AND CONTRACTOR BASE AND EVERYTHING ELSE



[02:48:46] IS THAT WE CAN SEE AROUND CORNERS BETTER  
[02:48:48] THAN ANYONE ELSE BECAUSE WE AREN'T JUST  
[02:48:50] ONE SMALL DEMOGRAPHIC GROUP TRYING TO  
[02:48:53] UNDERSTAND OUR DIVERSE COMMUNITY FROM  
[02:48:55] OUR LIMITED PERSPECTIVE, BUT INSTEAD  
[02:48:57] THAT WE HAVE WITHIN OUR ORGANIZATION  
[02:48:59] BAKED INTO WHO WE ARE, THE KIND OF  
[02:49:01] DIVERSE REPRESENTATION THAT IS OUR  
[02:49:03] COMMUNITY. AND I THINK THAT MAKES US  
[02:49:05] MORE EFFECTIVE AS A PUBLIC AGENCY IN A  
[02:49:08] SENSE OF ENLIGHTENED SELF INTEREST. WE  
[02:49:09] WANT TO DO THIS TOO. SO I'M STRONGLY  
[02:49:11] SUPPORTING THIS. THANK YOU,  
[02:49:13] COMMISSIONER CALKINS, COMMISSIONER  
[02:49:15] FELLEMAN, I WOULD LIKE TO ALSO EXPRESS  
[02:49:19] MY APPRECIATION FOR ALL THE WORK THAT  
[02:49:21] WENT INTO THIS AND THE HISTORY THAT WAS  
[02:49:23] BEING RETOLD. AND THANK YOU SO MUCH FOR  
[02:49:27] ALLOWING US TO RECOGNIZE THAT THIS  
[02:49:29] DIDN'T HAPPEN OVERNIGHT AND THE  
[02:49:31] SUSTAINED EFFORT IS WHAT MAKES IT  
[02:49:33] HAPPEN. BUT I ALSO REALLY APPRECIATE THE  
[02:49:36] NEED TO FEEL LIKE IT'S DURABLE, THAT YOU  
[02:49:38] CAN LEAVE AND YOU KNOW, IT LASTS BEYOND  
[02:49:41] YOU. AND I FIND IT IN EVERYTHING THAT I  
[02:49:43] TRY TO DO. IT'S LIKE EVERYTHING IS  
[02:49:45] HAMD, BUT YOU WANT TO MAKE SURE THAT IT  
[02:49:47] LASTS. IF IT'S GOING TO GET IT DONE,  
[02:49:50] LET'S JUST REALLY GET IT DONE. SO I  
[02:49:52] REALLY APPRECIATE HEARING YOUR STORIES  
[02:49:54] TO MAKE THAT REMIND US OF THAT.  
[02:49:58] I THINK ULTIMATELY THE MOST IMPORTANT  
[02:49:59] ASSESSMENT OF HOW WE'RE DOING IS THE  
[02:50:01] PRIDE WITH WHICH YOU ARTICULATE THIS AND  
[02:50:05] THAT WE HEAR THROUGHOUT THE  
[02:50:06] ORGANIZATION. THIS IS SOMETHING THAT  
[02:50:08] PEOPLE WANT TO TELL THAT STORY AND IF  
[02:50:11] THAT'S NOT THE CASE, THEN IT'S NOT REAL.  
[02:50:13] SO IT REALLY IS IMPORTANT TO FEEL THAT.  
[02:50:17] SO THANK YOU FOR TAKING THE TIME TO LET  
[02:50:20] US KNOW IT'S WORKING RIGHT. AND SO THAT  
[02:50:22] TO ME IS THE THAT MEANS WE'RE ON THE  
[02:50:26] RIGHT TRACK. NOW, I ALSO APPRECIATE  
[02:50:30] IN THE IMPORTANCE OF RETELLING HISTORY  
[02:50:32] THAT I LOOK AT THIS  
[02:50:36] CURRENT MOTION AND WE HAVE THE  
[02:50:37] SIGNATURES OF ALL THE COMMISSIONERS THAT  
[02:50:40] ARE GOING TO PARTICIPATE. BUT I WENT  
[02:50:43] BACK AND LOOKED AT I THINK THE FIRST  
[02:50:46] ORDER WAS WHAT WAS IT?  
[02:50:49] AND I DON'T SEE ANY SIGNATURES  
[02:50:52] ON THE SIGNATURE PAGE. BUT THAT WAS TWO  
[02:50:56] COMMISSIONER AGO OR SOMETHING LIKE THAT.  
[02:50:59] I THINK WE'RE HERE BECAUSE PEOPLE LIKE  
[02:51:02] YOU GOT US HERE, BUT THE ORGANIZATION  
[02:51:06] HAS A MOMENTUM THAT WE KEEP ON BUILDING  
[02:51:08] ON. AND SO I THINK THE TRAJECTORY  
[02:51:12] IS GOOD. WE'RE NEVER GOING TO GET THERE.  
[02:51:14] BUT I THINK IT'S ALSO IMPORTANT TO  
[02:51:16] RECOGNIZE OUR HISTORY HAS BEEN A LONG  
[02:51:19] TERM COMMITMENT. SO THANK YOU FOR  
[02:51:20] REMINDING US. THANK YOU, COMMISSIONER  
[02:51:23] FELLEMAN. NOW I GET THE LAST WORD.

[02:51:27] FIRST OF ALL, I APOLOGIZE WHEN I THANK  
[02:51:29] THE STAFF FOR THE PRESENTATION, I  
[02:51:31] ACCIDENTALLY ADMITTED BETH. SO, BETH, I  
[02:51:33] THANK YOU AS WELL FOR BEING HERE TODAY.  
[02:51:36] I SO MUCH APPRECIATE THE HISTORICAL  
[02:51:39] CONTEXT THAT WAS PROVIDED HERE TODAY.  
[02:51:42] AND COMMISSIONER CALKINS IS RIGHT, THIS  
[02:51:44] HAS BEEN A LONG TIME COMING.  
[02:51:47] DEPENDING ON YOUR PERSPECTIVE, IT IS  
[02:51:49] OVERDUE IN TERMS OF WHEN THIS HAS BEEN  
[02:51:51] PRESENTED TO US. BUT I THINK IT'S I'LL  
[02:51:54] SPEAK FOR MYSELF, I ACTUALLY HAVE NO  
[02:51:56] PROBLEMS WITH THAT BECAUSE NOT ONLY WAS  
[02:51:58] THIS A LABOR OF LOVE FOR MANY OF US,  
[02:52:01] BUT ALSO BECAUSE I TEND TO THINK THAT  
[02:52:03] THERE'S A DIRECT CORRELATION BETWEEN HOW  
[02:52:05] LONG SOMETHING TAKES AND HOW LONG IT  
[02:52:08] STICKS AROUND AS WELL. IF YOU DO  
[02:52:10] SOMETHING QUICKLY AND FAST, IT TENDS TO  
[02:52:13] ALSO DROP OFF QUICKLY AND FAST. AND THE  
[02:52:16] FACT THAT IT TOOK SO LONG IS NOT AN  
[02:52:19] INDICATION THAT WE SLOW ROLLED THIS OR  
[02:52:22] WERE LAZY ABOUT IT. WHAT IT TELLS ME IS  
[02:52:24] THAT WE WERE VERY THOROUGH, RIGHT? WE  
[02:52:26] HAD LISTENING SESSIONS, WE HAD THE  
[02:52:28] ENGAGEMENT OF COMMUNITY EXTERNAL  
[02:52:30] STAKEHOLDERS. WE HAD THE INPUT OF  
[02:52:32] COMMISSIONERS AS WELL AS ELT. AND SO  
[02:52:34] THIS HAS BEEN, LIKE I SAID, A TRUE LABOR  
[02:52:37] OF LOVE. I DO WANT TO THANK EVERYONE WHO  
[02:52:39] HAS CONTRIBUTED TO THIS. IN PARTICULAR,  
[02:52:42] I WANT TO THANK THE ELT AND ALL THOSE  
[02:52:45] WHO HAVE COMMITTED TO PROVIDING THE  
[02:52:47] FEEDBACK, BUT ALSO ARE OKAY WITH SOME OF  
[02:52:50] THE THINGS THAT ARE IN HERE. AND I WANT  
[02:52:52] TO ACKNOWLEDGE THAT HAVING PERFORMANCE  
[02:52:55] GOALS AND SETTING METRICS OF THE LT  
[02:52:59] ON EDI CAN MAKE PEOPLE  
[02:53:03] A LITTLE UNCOMFORTABLE. AND I KNOW WHEN  
[02:53:05] WE FIRST PROPOSED IT, WE GOT A LITTLE  
[02:53:06] PUSHBACK, RIGHT? AND WE'RE LIKE, WAIT,  
[02:53:08] DOES THIS MEAN THE COMMISSION IS GOING  
[02:53:10] TO START REVIEWING US ON EDI STUFF? HOW  
[02:53:12] DOES THIS PLAY INTO OUR ANNUAL  
[02:53:14] PERFORMANCE REVIEWS AND WHATNOT? BUT THE  
[02:53:18] FACT THAT WE'VE COME TO THE PORT NOW  
[02:53:20] WHERE THE LANGUAGE IS NOT JUST  
[02:53:22] PERFORMATIVE, IT'S NOT VIRTUAL  
[02:53:23] SIGNALING, BUT THERE'S TRUE  
[02:53:25] ACCOUNTABILITY IN THIS, AND THAT'S  
[02:53:27] ULTIMATELY WHAT I THINK WILL GET US TO A  
[02:53:30] POINT OF BEING AN ORGANIZATION THAT  
[02:53:31] TRULY PROMOTES EQUITY, DIVERSITY,  
[02:53:33] INCLUSION, RIGHT. IT'S THE  
[02:53:34] ACCOUNTABILITY PIECE, RIGHT? IT'S THE  
[02:53:36] BUY IN FROM EXECUTIVE LEADERS. AND SO  
[02:53:40] THAT'S WHY IT TOOK SO LONG. I'M GLAD IT  
[02:53:42] TOOK THIS LONG. I'M GLAD WE'RE HERE  
[02:53:46] WHERE IT IS. AND TODAY IS JUST THE FIRST  
[02:53:49] READING, AND WE WILL BE CONSIDERING THIS  
[02:53:51] AT OUR NEXT COMMISSION MEETING FOR FULL  
[02:53:53] PASSAGE. AND WHO KNOWS WHAT WILL HAPPEN  
[02:53:56] BETWEEN NOW AND THE NEXT PASSAGE.

[02:53:58] THERE. COULD BE SOME TWEAKS IMPROVEMENTS  
[02:54:00] BASED ON THE PRESENTATION. AND SO WE  
[02:54:03] WILL TAKE THOSE IN STRIDE AND MAKE SURE  
[02:54:05] THAT WE COME UP WITH THE BEST PRODUCT  
[02:54:07] BETWEEN NOW AND THE NEXT MEETING. BUT  
[02:54:09] AGAIN, THANK YOU SO MUCH. TO BOOKDA, TO  
[02:54:11] TYLER, MY SPECIALIST WHO HAS BEEN  
[02:54:13] WORKING SO HARD ON THIS, AND AN EQUITY  
[02:54:16] COMMITTEE, TO KENNY, TO BETH, AND ALL  
[02:54:18] THOSE WHO ARE INTIMATELY INVOLVED IN  
[02:54:22] THIS. I HOPE YOU ALL ARE PROUD OF THE  
[02:54:24] PRODUCT THAT IS BEFORE US AND THE  
[02:54:26] PRODUCT THAT WE WILL ULTIMATELY END UP  
[02:54:28] PASSING. SO, WITH THAT, IF THERE ARE NO  
[02:54:31] FURTHER QUESTIONS OF STAFF, IS THERE A  
[02:54:35] MOTION AND A SECOND TO INTRODUCE  
[02:54:36] RESOLUTION 38? ONE, TWO. SO MOVED.  
[02:54:40] SECOND. ALL RIGHT, THE MOTION HAS BEEN  
[02:54:43] MADE AND SECONDED. CLERK HART, PLEASE  
[02:54:45] CALL THE ROLL FOR THE VOTE.  
[02:54:46] COMMISSIONERS, PLEASE SAY AYE OR NAY  
[02:54:48] WHEN YOUR NAME IS CALLED. THANK YOU.  
[02:54:50] WE'LL BEGIN WITH COMMISSIONER CHO.  
[02:54:51] AYE. THANK YOU, COMMISSIONER CALKINS.  
[02:54:54] AYE. THANK YOU. COMMISSIONER FELLEMAN.  
[02:54:58] AYE. THANK YOU. COMMISSIONER HASAGAWA.  
[02:55:00] AYE. THANK YOU. COMMISSIONER MOHAMMED.  
[02:55:03] AYE. THANK YOU. FIVE AYES, ZERO NAYS FOR  
[02:55:05] THIS ITEM. EXCELLENT. THE MOTION PASSES.  
[02:55:08] THANK YOU, COMMISSIONER. THANK YOU ALL.  
[02:55:16] GREAT. WE ARE NOW MOVING ON TO THE LAST  
[02:55:18] ITEM ON THE AGENDA ITEM ELEVEN,  
[02:55:20] PRESENTATIONS AND STAFF REPORTS. CLERK  
[02:55:22] HART, PLEASE READ THE NEXT ITEM INTO THE  
[02:55:24] RECORD. EXECUTIVE DIRECTOR WILL THEN  
[02:55:26] INTRODUCE THE ITEM. BEFORE YOU DO THAT,  
[02:55:28] THOUGH, I JUST WANT TO MAKE A QUICK  
[02:55:30] ANNOUNCEMENT. WE HAVE SOME COLLEAGUES  
[02:55:31] WHO NEED TO EXIT THE MEETING DUE TO SOME  
[02:55:34] FAMILY AND CHILDCARE MATTERS. SO I JUST  
[02:55:35] WANT THE PUBLIC TO UNDERSTAND THAT WE  
[02:55:37] HAVE TWO COMMISSIONERS WHO MAY NEED TO  
[02:55:40] LEAVE IN THE MIDDLE OF THIS  
[02:55:41] PRESENTATION. THANK YOU. THANK YOU FOR  
[02:55:44] THAT. THIS IS AGENDA ITEM ELEVEN A. THE  
[02:55:47] SEA STAKEHOLDER ADVISORY ROUNDTABLE.  
[02:55:49] THIS IS START 2022 ANNUAL REPORT AND  
[02:55:53] I WILL NOTE THAT IF WE FOR SOME REASON  
[02:55:55] LOSE A THIRD, THEN WE'LL BE UNDER  
[02:55:57] QUORUM.  
[02:56:02] COMMISSIONERS, I'M PLEASED TO PRESENT TO  
[02:56:03] YOU THE ANNUAL REPORT ON THE SCA  
[02:56:05] STAKEHOLDER ADVISORY ROUNDTABLE, OR  
[02:56:08] START. STARTCONTINUES TO PLAY AN  
[02:56:10] ESSENTIAL ROLE TO ENHANCE COOPERATION  
[02:56:11] BETWEEN THE PORT, THE HIGHLINE FORUM  
[02:56:13] MEMBER CITIES OF SEATAC, BURIEN, DES  
[02:56:16] MOINES, NORMANDY PARK, TUKWILLA AND  
[02:56:18] FEDERAL WAY. ALASKA AIRLINES AND DELTA  
[02:56:20] AIRLINES ALSO SERVE ON START AND THE  
[02:56:23] FEDERAL AVIATION ADMINISTRATION PROVIDES  
[02:56:25] AGENCY EXPERIENCE, EXPERTISE AND  
[02:56:28] EXPERIENCE. OVER THE LAST YEAR, START

[02:56:30] HAS BEEN FULLY FOCUSED ON IMPLEMENTING  
[02:56:32] TANGIBLE SOLUTIONS THAT ADDRESS  
[02:56:33] AIRCRAFT, NOISE AND EMISSIONS ISSUES.  
[02:56:35] TODAY'S PRESENTATION WILL COVER SOME OF  
[02:56:37] THE ACCOMPLISHMENTS IN 2022 AND OFFER  
[02:56:40] SOME COMMUNITY PERSPECTIVES. THE  
[02:56:41] PRESENTERS ARE TODAY INCLUDE LANCE  
[02:56:44] LITTLE, MANAGING DIRECTOR OF AVIATION,  
[02:56:46] JEFF HARBAUGH, START, COMMUNITY  
[02:56:48] REPRESENTATIVE ERIC SCHINFELD, SENIOR  
[02:56:51] MANAGER, FEDERAL AND INTERNATIONAL  
[02:56:53] GOVERNMENT RELATIONS, MARCO MILANESE,  
[02:56:55] SENIOR PROGRAM MANAGER, COMMUNITY  
[02:56:57] ENGAGEMENT, AND BRIAN SCOTT. START  
[02:56:59] FACILITATOR. SO WITH THAT,  
[02:57:02] I'LL TURN IT OVER TO LANCE, I BELIEVE.  
[02:57:04] THANK YOU, EXECUTIVE DIRECTOR METRUCK.  
[02:57:06] GOOD AFTERNOON AGAIN, COMMISSIONERS,  
[02:57:08] AND THANK YOU FOR HAVING ME HERE TODAY  
[02:57:10] TO PRESENT THE 2022 ANNUAL START REPORT.  
[02:57:14] AS STEVE SAID, START IS THE STAKEHOLDER  
[02:57:18] ADVISORY ROUNDTABLE.  
[02:57:23] ERIC SCHINFELD. MARCO MELANIE JEFF  
[02:57:26] HARBOR. BRIAN WILL JOIN ME TODAY. ERIC,  
[02:57:29] MARCO AND BRIAN ARE HERE TO ASSIST WITH  
[02:57:31] ANY QUESTIONS THAT YOU MAY HAVE AT THE  
[02:57:33] END. NEXT SLIDE, PLEASE.  
[02:57:39] SO I'LL BEGIN THE PRESENTATION WITH A  
[02:57:42] QUICK REFRESHER AND START ITS ORIGINS,  
[02:57:44] PURPOSE AND STRUCTURE. I THEN WILL OFFER  
[02:57:47] SOME HIGHLIGHTS FROM THE EFFORTS,  
[02:57:49] PROGRAMS AND INITIATIVES THAT THE  
[02:57:51] AVIATION NOISE WORKING GROUP AND THE  
[02:57:52] FEDERAL POLICY WORKING GROUP WERE  
[02:57:55] ENGAGED IN 2022 AND ALSO IN 2023. AFTER  
[02:57:58] MY REMARKS, JEFF HARBOR WILL SHARE AYE.  
[02:58:01] PERSPECTIVE AS ONE OF BURIE'S COMMUNITY  
[02:58:03] REPRESENTATIVES SERVING ON START. SO I  
[02:58:06] WANT TO THANK JEFF FOR TAKING THE TIME  
[02:58:08] TO BE WITH US TODAY. NEXT SLIDE.  
[02:58:12] SO HOW DID THIS ALL BEGAN? BACK IN 2016  
[02:58:16] WHEN I STARTED, ONE OF THE THINGS THAT  
[02:58:17] WAS VERY NOTICEABLE, WE HAD MANY  
[02:58:19] COMMUNITY MEMBERS THAT WOULD COME TO THE  
[02:58:22] COMMISSIONER MEETING AND THEY WOULD  
[02:58:23] VOICE THEIR CONCERNS, COMPLAINTS ABOUT  
[02:58:26] NOISE AND EMISSIONS TAKING PLACE IN AND  
[02:58:29] AROUND THE AIRPORT. HOWEVER, THERE  
[02:58:32] WASN'T ANYTHING THAT WAS BEING DONE AND  
[02:58:34] IT WAS JUST LIKE A REPETITIVE CYCLE. SO  
[02:58:36] WE GOT TOGETHER AT THE PORT AND WE'RE  
[02:58:38] LIKE, HOW CAN WE ACTUALLY ADDRESS THIS  
[02:58:41] ISSUE? HOW CAN WE COME UP WITH PRACTICAL  
[02:58:43] SOLUTIONS TO ADDRESS THE COMMUNITY  
[02:58:44] COMPLAINT? IRONIC, AT THE SAME TIME, WE  
[02:58:47] GOT A CALL FROM ONE OF THE CITY MANAGERS  
[02:58:50] AND WITHIN THE SAME TIME FRAME, WE GOT A  
[02:58:52] CALL FROM THE FAA WHICH SAYS, HEY,  
[02:58:55] WE REALLY NEED TO PUT A GROUP TOGETHER  
[02:58:56] TO ADDRESS THIS. AND THAT WAS THE  
[02:58:58] GENESIS. THAT'S HOW START ACTUALLY  
[02:59:01] BEGAN. NEXT SLIDE,  
[02:59:04] PLEASE. SO, WORKING IN

[02:59:07] REALLY CLOSE COORDINATION WITH THE  
[02:59:09] LEADERSHIP FROM THE HIGHLINE FORUM  
[02:59:11] MEMBER CITIES OF SEATAC, BURIEEN, DES  
[02:59:13] MOINES, NORMANDY PARK, YAKIMA AND  
[02:59:16] FEDERAL WAY AND OTHER REPRESENTATIONAL  
[02:59:18] ENTITIES, THE PORT OF SEATTLE AND ITS  
[02:59:20] PARTNERS DEVELOP START TO ENHANCE  
[02:59:22] COOPERATION BETWEEN THE PORT AND THE SIX  
[02:59:24] CITIES. START PROVIDES THE PORT OF  
[02:59:27] SEATTLE WITH A DEDICATED FORUM INTENDED  
[02:59:29] SPECIFICALLY FOR DISCUSSING AND TACKLING  
[02:59:32] AIRPORT AND AVIATION INDUSTRIAL IMPACTS  
[02:59:34] ON THE NEIGHBORING HIGHLINE FORUM MEMBER  
[02:59:37] CITIES. WITH THE PORT, THE FAA,  
[02:59:41] THE PRIMARY AIR CARRIERS, AND THE  
[02:59:43] AIRPORT'S NEIGHBORING CITIES ALL  
[02:59:44] REPRESENTED AROUND THE TABLE, START  
[02:59:46] BRINGS TOGETHER ALL THE RELEVANT PARTIES  
[02:59:49] WITH A COMMON PURPOSE TO SHARE  
[02:59:51] INFORMATION, COLLABORATE, AND ACHIEVE  
[02:59:54] RESULTS. ONE OF THE CHALLENGES WE HAD IN  
[02:59:55] THE PAST WAS THAT WE NEVER HAD ALL THE  
[02:59:57] KEY STAKEHOLDERS AT THE TABLE. AT THE  
[02:59:59] SAME TIME, THERE WOULD BE A MEETING  
[03:00:00] BETWEEN THE PORT AND THE FAA, THE PORT  
[03:00:02] AND THE CITY, THE FAA AND THE CITY. BUT  
[03:00:04] WE NEVER HAD THE ENTIRE STAKEHOLDERS  
[03:00:07] TOGETHER. AND THAT'S ONE OF THE  
[03:00:08] SIGNIFICANT DIFFERENCE. WE'LL START  
[03:00:09] BECAUSE WE HAVE ALL THE KEY STAKEHOLDERS  
[03:00:11] AT THE TABLE. SO WHY ARE THEY HIGHLAND  
[03:00:14] FOUR MEMBER CITIES OF SEATAC, BUREAU AND  
[03:00:18] DES MOINES, NORMANDY, PARTICLE AND  
[03:00:19] FEDERAL WAY APART OF START, WHILE OTHER  
[03:00:22] CITIES ARE NOT? WE HAVE BEEN ASKED THAT  
[03:00:23] QUESTION ON SEVERAL OCCASIONS. SO IT IS  
[03:00:26] TRUE THAT NUMEROUS CITIES THROUGHOUT THE  
[03:00:28] PUGET ZONE EXPERIENCE OVERFLIGHT.  
[03:00:30] HOWEVER, THE SIX HIGHLINE FORUM MEMBER  
[03:00:33] CITIES THAT ENCIRCLE SCA EXPERIENCE  
[03:00:36] IMPACT ON MULTIPLE FRONTS IN ADDITION TO  
[03:00:39] AIRCRAFT OVERFLIGHT. THEY EXPERIENCE  
[03:00:41] IMPACT ON SORRY TO THEIR CITIES FROM THE  
[03:00:44] NOISE AND EMISSION GENERATED BY AIRFIELD  
[03:00:47] OPERATION, FROM THE TRAFFIC CONGESTION,  
[03:00:49] NOISE AND EMISSION GENERATED BY  
[03:00:51] VEHICULAR TRAFFIC COMING TO AND FROM THE  
[03:00:54] AIRPORT, AND FROM THE NOISE AND EMISSION  
[03:00:56] GENERATED BY ARRIVING AND DEPARTING  
[03:00:58] AIRCRAFT THAT ARE AT THEIR LOWEST  
[03:01:00] ALTITUDES OVER THE CITY. SO THESE CITIES  
[03:01:04] ALSO HAVE THE BIGGEST OPPORTUNITY TO  
[03:01:06] BENEFIT FROM THE AIRPORT'S OPERATIONS,  
[03:01:08] SUCH AS ECONOMIC DEVELOPMENT, WORKFORCE  
[03:01:10] DEVELOPMENT, TOURISM PROMOTION, THE  
[03:01:12] SOUTH KING COUNTY IMPACT FUND, AND SOME  
[03:01:15] OF THE AIRPORT'S OTHER ENVIRONMENTAL  
[03:01:17] INITIATIVES. AND SO START IS PURPOSELY  
[03:01:20] DESIGNATED OR SORRY, DESIGNED TO ADDRESS  
[03:01:24] THESE IMPACTS AND POTENTIAL BENEFITS  
[03:01:26] THAT ARE UNIQUELY EXPERIENCED BY THE SIX  
[03:01:28] HIGHLAND FORUM MEMBER CITIES. NEXT  
[03:01:31] SLIDE, PLEASE. SO EACH CITY

[03:01:35] JUST A QUICK OVERVIEW OF HOW WE'RE  
[03:01:37] STRUCTURED. EACH CITY DESIGNATES THREE  
[03:01:39] MEMBERS TO START WHO ARE JOINED  
[03:01:43] BY REPRESENTATIVE FROM ALASKA AIRLINES,  
[03:01:45] DELTA AIRLINES AND PORT STAFF. THE FAA  
[03:01:48] OR THE FEDERAL AVIATION ADMINISTRATOR  
[03:01:50] ADMINISTRATION PROVIDES AGENCY  
[03:01:52] EXPERTISE. AS THE AIRPORT MANAGING  
[03:01:55] DIRECTOR, I SERVE AS A CHAIR, AND I  
[03:01:56] DEDICATE THE NECESSARY STAFF,  
[03:01:59] CONSULTANT, SUPPORT AND TECHNICAL  
[03:02:01] EXPERTISE TO ASSIST IN THE WORK.  
[03:02:03] MEETINGS WHICH ARE EVERY OTHER  
[03:02:07] MONTH ARE FACILITATED BY A BRAND,  
[03:02:09] SCOTT, WHICH WAS INTRODUCED EARLIER.  
[03:02:10] BRANDED WITH BDS. URBAN PLANNING AND  
[03:02:13] DESIGN START ALSO CREATED TWO WORKING  
[03:02:16] GROUP. OUR THOUGHT WAS, BECAUSE OF THE  
[03:02:19] TIME FRAME BETWEEN THE MEETINGS, WE  
[03:02:20] REALLY NEED TO GET MORE WORK DONE IN  
[03:02:23] BETWEEN MEETINGS. SO WE CREATED THE  
[03:02:26] NOISE WORKING GROUP AND THE POLICY  
[03:02:28] WORKING GROUP THAT MEET ON A FREQUENT  
[03:02:30] BASIS, AND I'LL SPEAK A LITTLE BIT MORE  
[03:02:31] ABOUT THAT. THE NOISE WORKING GROUP WERE  
[03:02:34] CREATED BACK IN 2018 AND THE POLICY  
[03:02:36] WORKING GROUP IN 2019. NEXT SLIDE,  
[03:02:39] PLEASE. SO AT START  
[03:02:43] MEETING, THE FULL MEETING THAT WE HAVE  
[03:02:44] EVERY OTHER MONTH, WE HAVE HAD THE  
[03:02:48] PLEASURE OF HEARING FROM SEVERAL OUTSIDE  
[03:02:50] SPEAKERS, EACH OF WHICH HAS HELPED  
[03:02:53] EXPAND OR SHARED UNDERSTANDING OF  
[03:02:56] SEVERAL AVIATION TOPICS. IN 2022,  
[03:02:59] WE HEARD FROM CONGRESSWOMAN JAYA PAUL,  
[03:03:01] WHO PROVIDED AN UPDATE ON AVIATION  
[03:03:03] RELATED LEGISLATION UNDER CONSIDERATION.  
[03:03:05] WE HEARD FROM CHRIS RYLES WITH THE  
[03:03:08] AIRLINE PILOT ASSOCIATION, WHO SPOKE  
[03:03:10] ABOUT FUEL JETTISONING. THAT'S DUMPING  
[03:03:13] FUEL COMMUNITY HAD CONCERNS OVER THAT.  
[03:03:15] SO WE HAD A PRESENTATION ON THAT. WE HAD  
[03:03:17] ERIC SAGANISH WITH THE PUGET ZONE CLEAR  
[03:03:20] AIR AGENCY ON REGIONAL AIR QUALITY  
[03:03:24] EFFORTS. WE ALSO HAD DAVID FLECKENSTEIN  
[03:03:26] WITH WSDOT ON THE PROCESS TO  
[03:03:29] RECOMMEND THE NEXT COMMERCIAL AIRPORT  
[03:03:32] LOCATION IN THE PUGET ZONE. I HAD A LOT  
[03:03:34] OF INTEREST IN THAT AS WELL. AND WE HAD  
[03:03:37] CAROL SIM WITH WASHINGTON STATE  
[03:03:39] UNIVERSITY, DR. JIM HALIMAN WITH THE  
[03:03:42] FAA, AND REPRESENTATIVES FROM DELTA AND  
[03:03:44] ALASKA ON WHAT'S NEXT FOR SUSTAINABLE  
[03:03:47] AVIATION FUEL. WE ALSO HAD A LOT OF OUR  
[03:03:51] STAFF MEMBERS PRESENT AS WELL. AND IN  
[03:03:54] 2023, IT REALLY STARTED OFF STRONG WITH  
[03:03:56] DON SCOTTA, THE HEAD OF THE FAA NOISE  
[03:04:00] DIVISION, JOINING US ON FEBRUARY 22 FROM  
[03:04:02] WASHINGTON DC. AND I'M SURE WE'LL  
[03:04:05] CONTINUE TO HAVE SUCCESS BRINGING MANY  
[03:04:08] MORE EXCEPTIONAL SPEAKERS TO START IN  
[03:04:10] 2023. IN 2022, THE START AVIATION  
[03:04:14] NOISE WORKING GROUP, WITH A MISSION TO



[03:04:16] PRIORITIZE AND EXPLORE POTENTIAL NEAR  
[03:04:18] TERM ACTIONS TO REDUCE AND PREVENT  
[03:04:20] AVIATION NOISE, CONTINUE TO FOCUS ON  
[03:04:23] EFFORTS ON ITS AVIATION NEAR TERM NOISE  
[03:04:26] ACTION AGENDA. THIS INCLUDES REVIEWING  
[03:04:28] AND REFINING WORK ASSOCIATED WITH  
[03:04:31] SEVERAL OF THE AGENCY'S INITIATIVES AND  
[03:04:34] EXPLORING NEW POTENTIAL INITIATIVES  
[03:04:37] TO INCLUDE WITHIN THE AGENDA. IN THE  
[03:04:40] INTEREST OF TIME, I'LL FOCUS SOLELY ON  
[03:04:41] THE 2022 EFFORTS AND NOT THE  
[03:04:43] ACHIEVEMENTS FROM THE PAST WHICH I'VE  
[03:04:45] SPOKEN ABOUT PREVIOUSLY. NEXT SLIDE,  
[03:04:47] PLEASE. SO FIRST, THE GROUND NOISE  
[03:04:49] STUDY, WHICH STUDIED AIRFIELD NOISE,  
[03:04:52] GROUND NOISE SOURCES AND IDENTIFIED  
[03:04:54] POTENTIAL MITIGATION MEASURES, WAS  
[03:04:57] COMPLETED IN MID 2022. THE GROUND NOISE  
[03:05:00] STUDY WAS THE DIRECT RESULT OF A REQUEST  
[03:05:03] FROM THE WORKING GROUP MEMBERS THAT WE  
[03:05:05] ADDRESS THE NOISE SOURCES THAT ARE  
[03:05:07] PARTICULARLY FELT AND HEARD IN THE  
[03:05:10] NEIGHBORHOOD WEST AND EAST OF THE  
[03:05:11] AIRPORT. THE STUDY INCLUDED SEVERAL  
[03:05:14] RECOMMENDATIONS THAT HAVE BEEN  
[03:05:18] EXPLORED SINCE THE STUDY'S COMPLETION OR  
[03:05:20] WILL BE IN THE FOLLOWING MONTH. REVERSE  
[03:05:23] THRUST, A METHOD USED TO DECELERATE  
[03:05:27] AIRCRAFT, WAS IDENTIFIED AS A SOURCE OF  
[03:05:30] NOISE IN THE GROUND NOISE STUDY AND  
[03:05:33] REPRESENTS THE WORKING GROUP'S SECOND  
[03:05:35] MAJOR ACHIEVEMENT IN 2022. WITH THE  
[03:05:38] ASSISTANCE OF ALASKA DELTA AND THE FAA,  
[03:05:41] THE AIRPORT'S VOLUNTARY LANGUAGE  
[03:05:43] DISCOURAGING THE USE OF REVERSE THRUST  
[03:05:45] BEYOND WHAT IS NECESSARY, WAS  
[03:05:47] STRENGTHENED AND IS NOW A 24-7 ASK OF  
[03:05:51] THE AIR CARRIERS, AS OPPOSED TO ONLY A  
[03:05:53] ASK DURING THE LATE NIGHT HOURS AS  
[03:05:55] PREVIOUSLY. ROLLING TAKEOFF, THE THIRD  
[03:05:59] NEARLY COMPLETE ACHIEVEMENT, WAS ALSO  
[03:06:01] IDENTIFIED IN THE GROUND NOISE STUDY AS  
[03:06:04] RESULTING IN LESS NOISE EXPERIENCED BY  
[03:06:06] THE SURROUNDING COMMUNITY. ROLLING  
[03:06:08] TAKEOFFS ARE TYPICALLY QUIETER WITH  
[03:06:10] TRADITIONAL THAN TRADITIONAL TAKEOFFS,  
[03:06:15] WHICH REQUIRE THE AIRCRAFT TO COME TO A  
[03:06:17] COMPLETE STOP BEFORE POWERING UP.  
[03:06:20] VOLUNTARY SEA LANGUAGE ENCOURAGING  
[03:06:22] ROLLING TAKEOFF IS CURRENTLY IN  
[03:06:24] DEVELOPMENT AND WE HOPE TO HAVE IT  
[03:06:26] FINALIZED VERY SOON. AND I HAVE A NEWS  
[03:06:29] FLASH HERE THAT WE PLAN TO MOVE AWAY  
[03:06:31] FROM REFERRING TO THE OPERATION AS  
[03:06:34] ROLLING TAKEOFF. A NEW, MORE DESCRIPTIVE  
[03:06:37] TERM IS BEING DEVELOPED, MARCO, AS WE  
[03:06:39] SPEAK. SO WE WON'T USE ROLLING TAKEOFFS  
[03:06:41] ANYMORE. SORRY. NEXT SLIDE, PLEASE.  
[03:06:45] IN 2023, EXPECT THE NOISE WORKING GROUP  
[03:06:48] TO CONTINUE TO PRIORITIZE AND EXPLORE  
[03:06:50] POTENTIAL NEAR TERM ACTIONS TO REDUCE  
[03:06:53] AND PREVENT AVIATION NOISE. AND AS  
[03:06:56] ALWAYS, BASED ON MEMBER AND STAFF INPUT,

[03:06:58] EXPECT ADDITIONAL TOPICS AND EFFORTS  
[03:07:01] CONNECTED TO AVIATION NOISE TO BE ADDED  
[03:07:03] TO THE MEETING AGENDAS THROUGHOUT THE  
[03:07:05] YEAR. NEXT SLIDE.  
[03:07:11] SO THE WE'RE  
[03:07:16] SUPPOSED TO BE AT FEDERAL NEXT  
[03:07:20] SLIDE. NEXT.  
[03:07:28] LET'S BE IN THE FEDERAL POLICY ONE,  
[03:07:31] I THINK ONE SLIDE FORWARD. THANK YOU.  
[03:07:35] SO THE START FEDERAL POLICY WORKING  
[03:07:38] GROUP IS FOCUSED ON CHANGING FEDERAL  
[03:07:40] POLICIES AND REGULATION THAT CAN GIVE  
[03:07:42] THE FAA, THE PORT AND THE COMMUNITIES  
[03:07:45] MORE TOOLS, RESOURCES, FLEXIBILITY TO  
[03:07:48] ADDRESS AIRCRAFT NOISE AND EMISSION.  
[03:07:51] COMMISSIONER. THE AIRPORT IS EXTREMELY  
[03:07:54] REGULATED AND THERE IS JUST SO  
[03:07:58] MUCH THAT WE CAN DO AND THERE ARE JUST A  
[03:08:01] LOT OF THINGS THAT WE CAN DO. SO THE  
[03:08:02] NOISE WORKING GROUP THAT I SPOKE ABOUT  
[03:08:03] EARLIER REALLY FOCUSED ON THE SHORT TERM  
[03:08:05] THINGS THAT WE CAN GET DONE, MORE OR  
[03:08:06] LESS LIKE LOW HANGING FRUIT. THE FEDERAL  
[03:08:10] POLICY WORKING GROUP REALLY LOOK AT THE  
[03:08:11] LONG TERM CHANGE IN LEGISLATION, ET  
[03:08:13] CETERA, THE LONGER TERM THINGS THAT WE  
[03:08:15] CAN GET DONE. SO OVER THE LAST FEW YEARS  
[03:08:18] WE HAVE FOCUSED ON DOING SO THROUGH  
[03:08:21] IMPLEMENTATION OF A SHARED PORT CITY  
[03:08:24] FEDERAL POLICY PRIOR TO THE AGENDA. AS  
[03:08:27] FAR AS WE KNOW, SEA IS ONE OF THE ONLY  
[03:08:30] AIRPORTS IN THE COUNTRY THAT HAS  
[03:08:32] COLLABORATED WITH ITS OWN  
[03:08:33] JURISDICTION AND ASSURED FEDERAL  
[03:08:36] ADVOCACY AGENDA. AND SO WHAT MAKES THIS  
[03:08:39] JOINT EFFORT PARTICULARLY POWERFUL IS  
[03:08:41] THAT IT ALLOWS US TO BRING FOCUS ASKED  
[03:08:45] OF OUR CONGRESSIONAL DELEGATION, WHICH  
[03:08:47] MAKES IT EASIER FOR OUR FEDERAL ELECTED  
[03:08:50] OFFICIALS TO PRIORITIZE THEIR ENGAGEMENT  
[03:08:52] ON THESE ISSUES. NEXT SLIDE.  
[03:08:55] SO, AT THE END OF LAST YEAR, THE PORT  
[03:08:58] AND THE AIRPORT CITIES SENT A JOINT  
[03:09:00] LETTER TO THE WASHINGTON CONGRESSIONAL  
[03:09:02] DELEGATION HIGHLIGHTING SEVEN KEY  
[03:09:05] AIRPORT NOISE AND EMISSION POLICY  
[03:09:07] PRIORITIES FOR PROPOSED INCLUSION IN THE  
[03:09:10] 2023 FAA REAUTHORIZATION ACT. WE BELIEVE  
[03:09:14] THAT THE FAA REAUTHORIZATION ACT  
[03:09:16] REPRESENTS THE BEST NEAR TERM  
[03:09:19] OPPORTUNITY TO PASS THESE PRIORITIES  
[03:09:23] INTO LAW, PARTICULARLY BECAUSE OF HOW  
[03:09:26] WELL POSITIONED OUR CONGRESSIONAL  
[03:09:27] DELEGATION IS IN TERMS OF CRAFTING THE  
[03:09:30] LEGISLATION. AS YOU CAN SEE ON THE  
[03:09:32] SCREEN, THOSE SEVEN PRIORITIES FALL INTO  
[03:09:34] THREE MAIN CATEGORIES. ONE, REDUCING THE  
[03:09:37] IMPACT OF OVERFLIGHT NOISE ON NEAR  
[03:09:40] AIRPORT COMMUNITIES, TWO, REDUCING  
[03:09:43] AIRCRAFT EMISSIONS AND THREE,  
[03:09:45] ADDRESSING REGIONAL AIR CAPACITY NEEDS  
[03:09:47] BY ENSURING FAA SUPPORT. NEXT SLIDE.  
[03:09:51] SO, ONE OF THE EXCITING WAYS THAT WE ARE

[03:09:54] GOING TO WORK TOWARDS THE GOAL OF  
[03:09:56] INCLUDING THESE POLICIES IN THE 2023 FAA  
[03:09:58] REAUTHORIZATION IS THROUGH THE JOINT  
[03:10:00] PORT CITIES DC FLYING AT THE END OF  
[03:10:03] APRIL. AND I'M PLEASED TO SHARE THAT THE  
[03:10:06] RESPONSE TO THIS OPPORTUNITY HAS BEEN  
[03:10:08] SIGNIFICANT IN AVIATION. TO COMMISSIONER  
[03:10:11] MOHAMMED AND MYSELF, WE HAVE RIGHT NOW  
[03:10:14] NINE CITY COUNCIL MEMBERS AND TWO STATE  
[03:10:16] REPRESENTATIVES SIGNED UP TO JOIN US,  
[03:10:19] PLUS ADDITIONAL PORT STAFF. SO WE'RE  
[03:10:21] REALLY LOOKING FORWARD TO THAT. SO I  
[03:10:23] BELIEVE THAT THIS SHOW OF SOLIDARITY AND  
[03:10:26] COMMITMENT WILL GO A LONG WAY TO  
[03:10:29] ENCOURAGE OUR CONGRESSIONAL DELEGATION  
[03:10:31] TO PRIORITIZE OUR PROPOSED NOISE AND  
[03:10:34] EMISSION POLICIES. AND I'M LOOKING  
[03:10:35] FORWARD TO REPORTING BACK TO YOU AFTER  
[03:10:37] THIS FLYING. NEXT SLIDE PLEASE. SO, I  
[03:10:41] WANT TO THANK EVERYONE WHO PLAYED A ROLE  
[03:10:44] ON START IN 2022 AND MADE WHAT I  
[03:10:48] JUST SUMMARIZED POSSIBLE. I WOULD LIKE  
[03:10:50] TO PARTICULARLY CALL OUT THE COMMUNITY  
[03:10:52] AND CITY REPRESENTATIVES WHO REPRESENTED  
[03:10:54] THEIR CITIES AND THEIR FELLOW RESIDENTS  
[03:10:57] INTEREST AND START. THEY SERVE AND START  
[03:10:59] BECAUSE OF THEIR DEEP COMMITMENT TO  
[03:11:01] PUBLIC SERVICE AND BECAUSE THEY  
[03:11:03] GENUINELY WANT TO TACKLE THE ISSUES  
[03:11:05] FACING THEIR CITIES. SO TODAY WE ARE  
[03:11:08] FORTUNATE TO HAVE ONE OF STAR'S  
[03:11:10] COMMUNITY REPRESENTATIVE WITH US TO  
[03:11:12] SHARE HIS PERSPECTIVE. SO LET ME WELCOME  
[03:11:14] JEFF HARBOR FROM BURIEN TO SAY A FEW  
[03:11:18] WORDS. JEFF? THANK YOU LANCE, FOR THE  
[03:11:20] INTRODUCTION. I'M A FIVE YEAR RESIDENT  
[03:11:22] OF BURIEN. I FINISHED MY SECOND TERM ON  
[03:11:25] THE AIRPORT COMMITTEE, OR I'M ABOUT TO.  
[03:11:27] AND I'M IN MY FIRST START TERM. MY  
[03:11:30] PROFESSIONAL TRAINING IS IN FINANCE AND  
[03:11:32] INTERNATIONAL BUSINESS. I'VE LIVED IN A  
[03:11:34] COUPLE OF COUNTRIES, LEARNED ANOTHER  
[03:11:36] LANGUAGE, WORKED IN INTERNATIONAL  
[03:11:37] BANKING, CORPORATE DEVELOPMENT, AND DONE  
[03:11:39] A BUNCH OF TURNAROUND WORK. THE FIRST  
[03:11:42] AMENDMENT GIVES THE AMERICAN PEOPLE THE  
[03:11:44] RIGHT TO PETITION THE GOVERNMENT FOR A  
[03:11:46] REDRESS OF GRIEVANCES. EVEN IN LINCOLN'S  
[03:11:49] TIME, YOU COULD WALK IN AND SEE THE  
[03:11:50] PRESIDENT. HE WAS KIND OF BUSY. AND THAT  
[03:11:53] ENDED SOMETIME AROUND THEN WHEN THE FAA  
[03:11:56] IMPLEMENTED THE BURIEN TURN. THE CITY  
[03:12:00] OF BURIEN TRIED TO PETITION THE  
[03:12:02] GOVERNMENT BY TALKING TO THE FAA. THEY  
[03:12:05] DIDN'T HAVE TIME FOR THAT. AND THE ONLY  
[03:12:07] WAY THE CITY OF BURIEN COULD GET THEIR  
[03:12:08] ATTENTION WAS BY SUING THEM. THE CITY  
[03:12:12] WON, SO THAT'S A GOOD THING, RIGHT?  
[03:12:14] THINGS SHOULD CHANGE. BUT NOTHING  
[03:12:16] CHANGED. WE DIDN'T SUE BECAUSE OF THE  
[03:12:18] BURY IN TURN. WE SUED BECAUSE OF THE WAY  
[03:12:21] THEY HAD IMPLEMENTED IT, VIOLATING, WE  
[03:12:23] THOUGHT, THE NEPA REGULATIONS.

[03:12:27] BUT NOTHING CHANGED AND IT WAS OVER.  
[03:12:29] AND OUR ONLY CHOICE WAS TO SUE THEM  
[03:12:31] AGAIN. I WONDER WHAT MIGHT HAVE HAPPENED  
[03:12:34] IF REPRESENTATIVES OF THE FAA IN THE  
[03:12:36] CITY OF BURIEEN HAD SAT DOWN IN A ROOM  
[03:12:38] SOMEWHERE AND TALKED ABOUT THE PROCESS  
[03:12:40] BY WHICH THE CHANGE HAD OCCURRED? MAYBE  
[03:12:43] NOTHING. BUT I'M PRETTY SURE THAT  
[03:12:45] CONVERSATIONS ARE BETTER THAN LAWSUITS.  
[03:12:47] AND EVEN WHEN THERE'S NO AGREEMENT TO  
[03:12:50] HAVE, AND MAYBE A LOT OF TIME, MONEY AND  
[03:12:52] EFFORT COULD HAVE BEEN SAVED, BURIEEN IS  
[03:12:55] NOT A RICH CITY. IT DIDN'T HAVE THE  
[03:12:57] MONEY TO SUE, AND IT CERTAINLY DIDN'T  
[03:12:59] HAVE THE MONEY TO SUE AGAIN, WHICH WAS  
[03:13:00] ITS ONLY CHOICE. THE START COMMITTEE IS  
[03:13:03] A PLACE WHERE THOSE KINDS OF  
[03:13:05] CONVERSATIONS HAPPEN, WHERE CITIZENS,  
[03:13:08] IN A SMALL WAY, CAN TRY AND PETITION  
[03:13:10] THEIR GOVERNMENT. WE DON'T ALWAYS AGREE  
[03:13:12] AND THE PROBLEM DOESN'T ALWAYS GET  
[03:13:14] SOLVED, BUT AT LEAST THE CONVERSATION  
[03:13:17] GIVES US A BASIS FOR SOME COMMON  
[03:13:19] KNOWLEDGE, AND WE KNOW WHAT WE AGREE ON  
[03:13:21] AND WHAT WE DON'T AGREE ON. I KNOW THE  
[03:13:24] AIRPORT AND THE ASSOCIATED NOISE AND  
[03:13:26] POLLUTION ISN'T GOING AWAY AND IT'S  
[03:13:27] LIKELY TO GROW. AND JUST TO BE CLEAR,  
[03:13:29] NONE OF US WANT TO GET RID OF THE  
[03:13:31] AIRPORT. WE KNOW IT'S IMPORTANT. I KNOW  
[03:13:35] THE PORT'S INFLUENCE ON THE FAA IS  
[03:13:37] LIMITED, AND I'M PRETTY SURE AS MUCH  
[03:13:41] TRAFFIC AS THE AIRSPACE CAN CONTAIN IS  
[03:13:43] GOING TO BE ENCOURAGED. I DON'T KNOW  
[03:13:47] WHAT THAT LIMIT IS, BUT IT WORRIES ME.  
[03:13:50] THERE ARE A LOT OF GENERALLY  
[03:13:52] DISADVANTAGED PEOPLE WHO LIVE TOO CLOSE  
[03:13:55] TO OR RIGHT UNDER THE FLIGHT PATHS.  
[03:13:58] THEY'RE NEGATIVE IMPACTED BY THE NOISE  
[03:14:00] AND THE PARTICLE POLLUTIONS IN TERMS OF  
[03:14:02] BOTH HEALTH AND LIFESTYLE. THE IMPACTS  
[03:14:05] ARE GETTING WORSE. WE DON'T NEED ANY  
[03:14:07] MORE STUDIES. WE KNOW WHAT'S GOING ON.  
[03:14:10] I DON'T KNOW WHAT THE LIMIT IS.  
[03:14:13] THOSE PEOPLE ARE MY FOCUS AS  
[03:14:17] A MEMBER OF START. I WANT TO DO WHAT WE  
[03:14:19] CAN TO HELP THEM, AND THAT'S WHY I'M ON  
[03:14:21] THE START COMMITTEE. A NEW AIRPORT MAY  
[03:14:24] HELP, BUT THAT'S DECADES AWAY.  
[03:14:29] SUSTAINABLE AVIATION FUEL MAY HELP, BUT  
[03:14:32] THAT'S A LONG TERM PROGRESS PROCESS AS  
[03:14:35] WELL. WE HAVE SOME IMPROVEMENTS FROM THE  
[03:14:38] ELIMINATION OF OLDER AIRCRAFT AND SOME  
[03:14:41] TECHNICAL IMPROVEMENTS, BUT THAT'S NOT  
[03:14:43] UNDER ANY OF OUR CONTROL. AND AGAIN,  
[03:14:46] IT'S A LONG TERM THING. SO WE TRY  
[03:14:50] AND WORK AROUND THE EDGES OVER THE NEXT  
[03:14:53] COUPLE OF YEARS. THE SOUND INSULATION  
[03:14:55] PROGRAM IS GOING TO REACH EVERYBODY IT  
[03:14:56] CAN REACH AND WHO IS WILLING TO BE  
[03:14:58] REACHED. BUT THERE'S NO PROVISION TO  
[03:15:01] ADDRESS THE PEOPLE WHOSE INSULATION HAS  
[03:15:03] FAILED. THOUGH, AS YOU'VE SEEN IN THE

[03:15:06] START ANNUAL REPORT AND ADDITIONAL  
[03:15:07] MATERIALS, THERE ARE ATTEMPTS BEING MADE  
[03:15:09] TO ADDRESS THAT. BUT IT REQUIRES  
[03:15:11] LEGISLATION AND FAA ACTION, AND THE  
[03:15:15] CALCULATION OF WHO IS ELIGIBLE BASED ON  
[03:15:18] THE 65 DECIBEL LIMIT MISSES PEOPLE  
[03:15:21] WHO SHOULD BE ELIGIBLE. IF YOU WANT TO  
[03:15:23] DO SOMETHING INTERESTING, GO TO THE  
[03:15:25] PORT'S WEBSITE AND SPEND A LITTLE TIME  
[03:15:27] ON THE DISCUSSION OF HOW THEY CALCULATE  
[03:15:30] NOISE, WHAT THE MEASURES OF NOISE ARE,  
[03:15:33] HOW THEY'RE RELATED AND HOW THEY USE  
[03:15:34] THEM. AND IF YOU DON'T WALK AWAY FROM  
[03:15:36] THAT CONFUSED, DISMAYED, AND A LITTLE  
[03:15:39] WORRIED, THEN YOU DON'T UNDERSTAND THE  
[03:15:41] SITUATION.  
[03:15:44] DIRECTOR LITTLE'S REPORT OUTLINES ALL  
[03:15:46] THE OTHER WAYS WE'RE NIBBLING AROUND THE  
[03:15:48] EDGES. THOSE INITIATIVES ARE WORTHWHILE  
[03:15:50] AND WE'RE MAKING SOME GRADUAL PROGRESS,  
[03:15:52] BUT NONE OF IT IS GOING TO CHANGE THE  
[03:15:54] FUNDAMENTAL SITUATION. ONE OF THE THINGS  
[03:15:57] THAT HAPPENED IS LAST MEETING, THE  
[03:16:00] MEETING BEFORE, I DON'T KNOW WHICH ONE.  
[03:16:01] WE WERE LOOKING AT THE EXCEEDANCES OF  
[03:16:04] NOISE LEVELS AS WE TRY AND KEEP THE  
[03:16:07] SPACE QUIETER AT NIGHT WHILE PEOPLE ARE  
[03:16:10] SLEEPING. AND I SAW THAT BASICALLY TWO  
[03:16:14] AIRLINES AND A COUPLE OF PLANES ARE  
[03:16:17] CAUSING ALL THE NOISE, OR MOST OF IT.  
[03:16:20] SO WE HAD A PLACE TO FOCUS. THAT'S THE  
[03:16:22] KIND OF THING WE CAN TRY AND DO. NOW,  
[03:16:24] THE PORT CAN'T MAKE THOSE AIRLINES  
[03:16:27] CHANGE, BUT THEY CAN AT LEAST TALK TO  
[03:16:29] THEM. WE SIT AND WE TALK AND WE DEVELOP  
[03:16:32] AN UNDERSTANDING OF CAPABILITIES,  
[03:16:34] POSSIBILITIES AND PERSPECTIVES. WE DON'T  
[03:16:37] ALWAYS AGREE. I GET FRUSTRATED, ANNOYED  
[03:16:40] AND SOMETIMES UNHAPPY, AND I THINK MOST  
[03:16:42] OF THE MEMBERS KNOW WHEN THAT IS. BUT WE  
[03:16:44] KEEP TALKING AND LISTENING AND  
[03:16:46] OCCASIONALLY GOOD IDEA COMES OUT OF  
[03:16:48] THAT. THE PORT IS A BUREAUCRACY WITH ITS  
[03:16:51] OWN STAKEHOLDERS AND AGENDA, AND THAT'S  
[03:16:54] JUST A FACT. IT'S NOT A CRITICISM. IF I,  
[03:16:57] FROM TIME TO TIME, CAN ASK A QUESTION  
[03:16:59] THAT'S A LITTLE UNCOMFORTABLE OR CAN  
[03:17:01] MAKE THEM THINK IN A WAY THEY DIDN'T  
[03:17:02] THINK BEFORE, GREAT.  
[03:17:05] THAT'S HOW WE DEVELOP THIS COMMON  
[03:17:07] KNOWLEDGE, AND IT'S A GOOD THING.  
[03:17:11] SO AN IMPORTANT ROLE FOR THE COMMUNITY  
[03:17:13] REPRESENTATIVES IS TO RAISE  
[03:17:15] UNCOMFORTABLE ISSUES AND PROVIDE A  
[03:17:17] DIFFERENT PERSPECTIVE AND NOT HAVE TO BE  
[03:17:20] CAUTIOUS IN ANY WAY ABOUT WHAT WE SAY OR  
[03:17:22] HOW WE SAY IT. IF WE'RE GOING TO BE ABLE  
[03:17:24] TO PETITION THE GOVERNMENT AS WE USED  
[03:17:26] TO, THAT'S WHAT HAS TO HAPPEN. I LEARNED  
[03:17:28] THE MOST FROM TALKING TO PEOPLE I  
[03:17:30] DISAGREE WITH, AND I THINK WE NEED MORE  
[03:17:32] ORGANIZATIONS LIKE START. THANK YOU FOR  
[03:17:35] YOUR ATTENTION. IF I CAN ANSWER ANY

[03:17:37] QUESTIONS, I'D BE HAPPY TO.  
[03:17:42] THANK YOU SO MUCH FOR JOINING US TODAY.  
[03:17:44] THANK YOU FOR BEING CANDID. THANK YOU  
[03:17:46] FOR THE FEEDBACK. I APPRECIATE IT.  
[03:17:48] COMMISSIONER AND EXECUTIVE DIRECTOR  
[03:17:51] METRUCK, THANK YOU FOR THE OPPORTUNITY TO  
[03:17:53] SHARE OUR THOUGHTS AND WHAT WE HAVE DONE  
[03:17:56] TODAY. WE ARE AVAILABLE FOR ANY  
[03:17:58] QUESTIONS THAT YOU MAY HAVE. GREAT.  
[03:18:00] THANK YOU SO MUCH, LANCE AND JEFF, FOR  
[03:18:02] THAT PRESENTATION. I'LL OPEN UP COMMENTS  
[03:18:04] AND QUESTIONS FOR COMMISSIONERS AT THIS  
[03:18:05] TIME. ANY QUESTIONS OR COMMENTS,  
[03:18:08] COMMISSIONER MOHAMMED?  
[03:18:13] FIRST, THANK YOU, DIRECTOR LYTTLE, FOR  
[03:18:15] LEADING THE PRESENTATION AND FOR CALL  
[03:18:18] THE ROLL THAT YOU'VE DONE AND YOUR TEAM  
[03:18:20] HAS DONE TO ESTABLISH START AS A  
[03:18:23] SOUTH KING COUNTY RESIDENT. THIS GROUP  
[03:18:26] IS REALLY IMPORTANT TO ME FROM A  
[03:18:28] PERSONAL STANDPOINT AND FROM A  
[03:18:30] PROFESSIONAL STANDPOINT AS A  
[03:18:32] COMMISSIONER. AND I AM LOOKING FORWARD  
[03:18:35] TO JOINING THE START MEMBERS IN THE DC  
[03:18:37] TRIP TO ADVOCATE ON BEHALF OF SOUTH KING  
[03:18:41] COUNTY RESIDENTS AND JOINING OTHER  
[03:18:42] ELECTED OFFICIALS TO HELP ELEVATE THE  
[03:18:45] CONCERNS THAT WE SHARE.  
[03:18:48] THAT SAID, I HAD A COUPLE OF QUESTIONS.  
[03:18:53] ONE, I REMEMBER DIRECTOR LITTLE, WE  
[03:18:56] HEARD FROM MEMBERS WHO ARE NOT PART  
[03:19:00] OF THE SIX CITIES WHO ARE PART OF THE  
[03:19:02] START COMMITTEE, WHO RAISED SOME  
[03:19:05] CONCERNS AROUND THE PLATFORM THAT START  
[03:19:08] IS USING AS FAR AS MOVING AWAY FROM ZOOM  
[03:19:11] TO A DIFFERENT WEB CONFERENCE PLATFORM.  
[03:19:15] DID THAT CHANGE?  
[03:19:21] I HAVE MARCO ADDRESS. MARCO MILLINE  
[03:19:24] IS A COMMUNITY ENGAGEMENT MANAGER AT  
[03:19:26] SEATAC AIRPORT. SCA AND I CAN ADDRESS  
[03:19:28] THAT. AND MAYBE BRIAN SCOTT, WHO IS OUR  
[03:19:32] START FACILITATOR, CAN ASSIST AS WELL  
[03:19:34] TOO. WE DID DO A FORMAT CHANGE USING  
[03:19:37] ZOOM AT THOSE START MEETINGS. WE WENT  
[03:19:40] FROM KIND OF A REGULAR, KIND OF  
[03:19:44] FULLY, KIND OF EVERYONE'S ENGAGED TYPE  
[03:19:47] ZOOM MEETING FORMAT TO A. AND BRIAN WILL  
[03:19:50] REMIND ME OF THE NAME. I THINK IT'S  
[03:19:51] CALLED A. BRIAN, DO YOU REMEMBER THE  
[03:19:53] NAME OF THE ACTUAL FORMAT? ZOOM WEBINAR  
[03:19:57] FORMAT. SO IT'S A WEBINAR FORMAT. SO THE  
[03:20:00] START MEMBERS ARE THE ONES WHO YOU SEE  
[03:20:02] ON THE SCREEN. ANYONE ELSE WHO WANTS TO  
[03:20:05] AND BE IN THE AUDIENCE CAN LISTEN IN AND  
[03:20:09] FOLLOW WHAT'S GOING ON AT THE START  
[03:20:11] MEETINGS. BUT WHO YOU SEE ON THE SCREEN  
[03:20:13] AND WHO'S ABLE TO TALK ARE THE ACTUAL  
[03:20:15] MEMBERS OF START THEMSELVES. AND THEN AT  
[03:20:17] THE END OF THE MEETING, WE DO OPEN IT UP  
[03:20:19] TO A PUBLIC COMMENT, AND THEN WE DO  
[03:20:21] ALLOW ANYONE WHO WANTS TO PROVIDE  
[03:20:23] ANYTHING VERBALLY, THEIR SCREEN IS  
[03:20:26] TURNED ON, AND THEY CAN PROVIDE THAT



[03:20:27] COMMENT AT THAT MEETING. BURIEN,  
[03:20:30] ANYTHING ELSE TO ADD TO THAT FORMAT  
[03:20:31] PROCESS? WELL, BEFORE BRIAN MISS THAT,  
[03:20:33] THERE WAS ONE PARTICULAR MEETING THAT WE  
[03:20:35] HAD A TECHNICAL ISSUE WHERE IT DID NOT  
[03:20:38] WORK THE WAY IT WAS SUPPOSED TO WORK.  
[03:20:40] WE HAVE SUBSEQUENTLY ADDRESSED THAT.  
[03:20:42] BRIAN, SORRY, GO AHEAD. THE FORM THAT  
[03:20:46] WE USE, ZOOM AS OPPOSED TO MICROSOFT  
[03:20:50] TEAMS, BUT THE EFFECT FOR THE PRESENTER  
[03:20:52] IS VERY MUCH LIKE THE MEETING I'M IN  
[03:20:54] RIGHT NOW WITH ALL OF YOU IS I CAN SEE  
[03:20:58] THE PRESENTER AND I CAN SEE MR.  
[03:21:02] METRUCK AND I COULD SEE THE SLIDES, BUT I  
[03:21:04] CAN'T SEE THE PORT COMMISSIONER,  
[03:21:07] AND I CAN'T SEE EVERYBODY ELSE AT THE  
[03:21:09] MEETING. SO IT'S VERY MUCH LIKE THIS  
[03:21:12] FORMAT, THE FORMAT WE HAD BEFORE,  
[03:21:15] WHICH WAS JUST A PLAIN OLD ZOOM MEETING,  
[03:21:17] HAD EVERYBODY THAT WERE BOTH START  
[03:21:19] MEMBERS AND ANY MEMBERS OF THE PUBLIC  
[03:21:22] WERE BASICALLY IN THE SAME PLACE ON THE  
[03:21:25] SCREEN. AND THERE ISN'T A WAY TO  
[03:21:27] ORGANIZE THE FOLKS THAT ARE THE FORMAL  
[03:21:28] PART OF THE MEETING TO THE TOP OF THE  
[03:21:30] SCREEN OR ANYTHING. SO AS THE  
[03:21:32] FACILITATOR, IT WAS VERY DIFFICULT TO  
[03:21:35] FIGURE OUT WHO THE START MEMBERS WERE.  
[03:21:37] SO WE MADE IT MORE LIKE THE PUBLIC  
[03:21:41] MEETINGS THAT MOST OF THE CITY COUNCILS  
[03:21:44] IN THE START SERVICE AREA USE AND AS  
[03:21:48] THE PORT USES. I'M SORRY, I DON'T  
[03:21:50] UNDERSTAND WHAT YOU'RE SAYING. YOU CAN'T  
[03:21:51] SEE US RIGHT NOW? YOU DON'T KNOW WHO THE  
[03:21:53] PARTICIPANTS ARE? BRIAN,  
[03:21:56] I CAN SEE A LIST. I CAN SEE A LIST.  
[03:21:58] OKAY, SO YOU SEE THE PERSON ON MY  
[03:22:00] SCREEN. I SEE A LIST OF WHO'S THERE.  
[03:22:03] I'M IN GALLERY VIEW, AND RIGHT NOW  
[03:22:06] ON MY SCREEN, I CAN SEE MR. LITTLE  
[03:22:10] SITTING IN THE AUDIENCE, AND I CAN SEE  
[03:22:11] MR. METRUCK, AND I CAN SEE A BUNCH OF  
[03:22:14] LITTLE CIRCLES WITH INITIAL  
[03:22:17] ZIP. I WANT TO MAKE SURE THE PUBLIC IS  
[03:22:18] VERY CLEAR ABOUT AND NOT CONFLATE HOW  
[03:22:22] OUR PUBLIC MEETINGS ARE RIGHT NOW AND  
[03:22:24] HOW YOU'RE RUNNING START. WHAT YOU'RE  
[03:22:26] SEEING RIGHT NOW ON THE SCREEN IS  
[03:22:27] BECAUSE YOU HAVEN'T PINNED SOMEONE SO  
[03:22:29] THAT YOU CAN SEE THEM. YOU CAN SEE THE  
[03:22:31] PARTICIPANTS OF THIS MEETING RIGHT NOW.  
[03:22:33] AND THE BIGGEST DIFFERENCE IS THAT  
[03:22:35] YOU'RE TALKING TO US RIGHT NOW.  
[03:22:38] SO IT'S NOT THE SAME, FIRST OF ALL, AND  
[03:22:41] I DON'T THINK THAT'S AN ACCURATE  
[03:22:42] COMPARISON. I WANT TO MAKE SURE THAT'S  
[03:22:44] CLEAR FOR THE RECORD. THAT'S RIGHT,  
[03:22:47] BECAUSE IF EVERYONE WHO'S PARTICIPATING  
[03:22:50] CHOSE TO TURN THEIR CAMERAS ON, WE WOULD  
[03:22:52] GET A WHOLE BUNCH OF OTHER PEOPLE WHO  
[03:22:54] ALSO BE VISIBLE. THAT'S CORRECT. I THINK  
[03:22:56] THAT THE DISTINCTION IS THAT HE'S A  
[03:22:59] PRESENTER RIGHT NOW. YES,

[03:23:02] THAT'S RIGHT. WELL, ANYWAYS, THAT IS  
[03:23:05] HELPFUL INFORMATION TO HEAR WHERE THAT  
[03:23:08] HAS ENDED. THAT MAKES ME WONDER.  
[03:23:13] SO AFTER THE START MEETING IS OVER, YOU  
[03:23:16] THEN OPEN IT UP FOR OTHER PEOPLE WHO  
[03:23:19] MIGHT BE IN THE ROOM TO PROVIDE PUBLIC  
[03:23:21] COMMENT, WHICH I IMAGINE AT THAT POINT,  
[03:23:23] THEIR CAMERA IS TURNED ON AND YOU CAN  
[03:23:24] SEE WHO'S TALKING TO YOU. SO WHEN THEY  
[03:23:26] PROVIDE THOSE PUBLIC COMMENTS, IS THERE  
[03:23:29] AN OPPORTUNITY TO RESPOND? OR IS IT  
[03:23:32] JUST SIMILAR TO THE COMMISSION MEETING  
[03:23:33] WHERE YOU NOTE THE PUBLIC COMMENT AND  
[03:23:36] YOU GO ON WITH THE AGENDA? WE'VE MODELED  
[03:23:39] THAT AFTER THE COMMISSION MEETING SO  
[03:23:41] THEY HAVE THE ABILITY TO TURN THEIR  
[03:23:44] CAMERA ON, PROVIDE PUBLIC COMMENT, AND  
[03:23:46] THEN THAT IS CAPTURED IN THE MEETING  
[03:23:48] NOTES. OKAY, THAT'S HELPFUL TO KNOW.  
[03:23:52] THE OTHER QUESTION THAT I HAD IS, DO YOU  
[03:23:54] GUYS SEE A DISTINCTION BETWEEN THE  
[03:23:56] COMPLAINTS OR CONCERNS THAT INDIVIDUALS  
[03:23:59] AROUND THE REGION IS SUBMITTING TO  
[03:24:03] THE PORT OF SEATTLE. AND WHAT YOU'RE  
[03:24:05] HEARING FROM START COMMITTEE MEMBERS,  
[03:24:08] ARE THEY SOMEWHAT ALIGNED? ARE THERE ANY  
[03:24:12] COMPARISONS THAT ARE DONE THERE? MARCO  
[03:24:15] SO SOME OF THEM ARE THE SAME, LIKE  
[03:24:16] OVERFLIGHT NOISE. BUT WHEN THE  
[03:24:19] COMPLAINTS FROM THE NEIGHBORING  
[03:24:21] COMMUNITY, THERE'S SOME UNIQUE  
[03:24:24] COMPLAINTS AND CONCERNS, FOR EXAMPLE,  
[03:24:25] GROUND NOISE. AND THAT'S WHY WE DID THE  
[03:24:28] GROUND NOISE STUDY THAT I JUST SPOKE  
[03:24:30] ABOUT, BECAUSE THE NEIGHBORING COMMUNITY  
[03:24:32] EXPERIENCED THAT IF YOU ARE FURTHER AWAY  
[03:24:34] FROM THE AIRPORT, YOU'RE NOT GOING TO  
[03:24:36] EXPERIENCE THAT TRAFFIC. AS AN EXAMPLE,  
[03:24:39] PARKING ISSUES EVEN BEFORE WHEN WE JUST  
[03:24:42] STARTED THE TNCS, AND THERE'S VARIOUS  
[03:24:45] OTHER ISSUES THAT'S REALLY UNIQUE TO THE  
[03:24:47] NEIGHBORING COMMUNITIES THAT COMMUNITIES  
[03:24:49] FAR AWAY WOULD NOT EXPERIENCE. SO THE  
[03:24:52] ANSWER TO YOUR QUESTION IS YES, AND JUST  
[03:24:54] LET ME JUST GO BACK TO THE QUESTION  
[03:24:55] FIRST. IN TERMS OF THE FORMAT AND HOW  
[03:24:57] THE MEETINGS ARE CONDUCTED, THE PORT  
[03:24:59] DOESN'T MAKE THAT DECISION BY  
[03:25:01] THEMSELVES. WE HAVE A STEERING COMMITTEE  
[03:25:02] WHICH CONSISTS OF THE SIX CITIES THAT  
[03:25:04] DETERMINE HOW OUR MEETINGS ARE  
[03:25:06] FORMATTED. SO THE STEERING COMMITTEE  
[03:25:08] MAKES THAT DECISION. SO THE STEERING  
[03:25:10] COMMITTEE WAS THE ONE THAT DECIDED TO GO  
[03:25:12] TOWARDS WEBEX AND NOT ZOOM? YEAH, WE HAD  
[03:25:15] THAT DISCUSSION AS PART OF THE STEERING  
[03:25:16] COMMITTEE, AND WE DECIDED THAT'S THE  
[03:25:19] FORMAT THAT WE'RE GOING TO BE USING,  
[03:25:23] WE ARE USING ZOOM. WE'RE JUST USING THE  
[03:25:27] ZOOM WEBINAR FORMAT, WHICH LIMITS WHO  
[03:25:31] CAN SPEAK, EVEN THE AGENDAS,  
[03:25:34] ET CETERA, ALL OF THOSE THINGS. WE HAVE  
[03:25:36] THE DISCUSSION THAT THE STEERING

[03:25:38] COMMITTEE DECIDES. WE DON'T DECIDE  
[03:25:39] ANYMORE BY OURSELVES. AND WE WENT WITH  
[03:25:42] ZOOM BECAUSE THE PUBLIC'S MORE FAMILIAR  
[03:25:44] WITH ZOOM. AND SO IT SEEMED LIKE AN  
[03:25:45] EASIER TYPE FORMAT THAT PEOPLE CAN USE  
[03:25:48] ON THEIR COMPUTERS. OKAY, I THOUGHT I  
[03:25:50] HEARD WEBEX EARLIER, BUT IT'S HELPFUL TO  
[03:25:52] KNOW THAT YOU GUYS ARE USING ZOOM,  
[03:25:56] THE WEBINAR SORT OF VERSION OF THAT. SO  
[03:26:00] EARLIER IT WAS MENTIONED THAT TWO  
[03:26:02] AIRLINES SEEM TO BE RESPONSIBLE FOR THE  
[03:26:06] MAJORITY OF THE NOISE THAT COMMUNITY  
[03:26:09] MEMBERS ARE HEARING, OR START MEMBERS  
[03:26:12] SEEM TO BE ELEVATING. I WANTED TO KNOW.  
[03:26:14] SO WHEN THAT COMPLAINT COMES IN, OR YOU  
[03:26:16] GUYS MAKE THAT CONNECTION AND THEY'RE  
[03:26:18] SAYING IT'S ABOUT TWO AIRLINES, WHAT'S  
[03:26:20] THE PROTOCOL THAT'S IN PLACE FOR THE  
[03:26:23] PORT STAFF TO REACH OUT TO THOSE  
[03:26:25] AIRLINES? WHERE DOES IT END? IF I CAN  
[03:26:28] CLARIFY THAT, THAT WAS ONLY REFERRING TO  
[03:26:31] NIGHTTIME NOISE BETWEEN, I THINK  
[03:26:33] MIDNIGHT AND 05:00 A.M.. SO NOT NOISE IN  
[03:26:35] A GENERAL WAY IN THE AIRPORT. THANKS FOR  
[03:26:38] THAT CLARIFICATION, BUT EVEN IN THAT  
[03:26:39] CASE, WHAT HAPPENS? WHAT'S THE PROTOCOL  
[03:26:41] WHEN THAT NIGHTTIME NOISE THERE'S  
[03:26:44] AIRLINES IDENTIFIED? HOW DO WE THEN  
[03:26:46] REACH OUT TO THOSE AIRLINES WHILE WE  
[03:26:48] DON'T HAVE DIRECT CONTROL OVER WHAT  
[03:26:52] THEY'RE DOING? BUT WHAT'S THE PROTOCOL?  
[03:26:55] YES, WE HAVE START DEVELOPED WHAT'S  
[03:26:57] CALLED THE LATE NIGHT NOISE LIMITATION  
[03:26:58] PROGRAM. SO WE DO TRACK ALL FLIGHTS,  
[03:27:01] THE LATE NIGHT HOURS BETWEEN TWELVE AND  
[03:27:03] FIVE, AS JEFF MENTIONED, AND WE  
[03:27:07] PROVIDE THOSE RESULTS ON A QUARTERLY  
[03:27:09] BASIS. AND SO TYPICALLY THERE'S TWO  
[03:27:11] CARRIERS. THAT HAVE THE MOST NOISE  
[03:27:13] COMPLAINTS, WELL, NOT THE MOST NOISE  
[03:27:15] EXCEEDANCES DURING THOSE HOURS. SO WE  
[03:27:17] HAVE NOISE MONITORING THAT'S DONE AND IT  
[03:27:19] CAPTURES THE NOISE LEVELS AND WE'VE SET  
[03:27:21] SOME THRESHOLDS. AND SO TYPICALLY TWO  
[03:27:22] FERRIES ARE THE NUMBER ONE AND NUMBER  
[03:27:25] TWO WHEN IT COMES TO NOISE. SO WE REPORT  
[03:27:28] OUT THOSE RESULTS ON A QUARTERLY BASIS  
[03:27:29] TO START ON OUR WEBSITE AND THAT'S  
[03:27:32] EXTERNALLY FACING. AND THEN WE DO SET UP  
[03:27:35] MEETINGS ON A REGULAR BASIS WITH SOME OF  
[03:27:37] THESE CARRIERS THAT ARE HAVING REGULAR  
[03:27:40] HIGH LEVELS OF EXCEEDANCES EACH QUARTER  
[03:27:42] WE MEET WITH THEM, WE TALK ABOUT THEIR  
[03:27:44] LATE NIGHT NOISE EXCEEDANCES, RUN  
[03:27:46] THROUGH THE NUMBERS WITH THEM AND WE  
[03:27:49] TALK AND SUGGEST POSSIBLE SCHEDULE  
[03:27:51] CHANGES OR CHANGES TO AIRCRAFT. AGAIN,  
[03:27:54] IT'S A VOLUNTARY PROGRAM, SO IT'S A  
[03:27:56] DISCUSSION AT THAT LEVEL. AND WE'VE HAD  
[03:27:59] ONE BIG SUCCESS SO FAR. EVA AIRLINES,  
[03:28:03] WHICH WAS FLEW TYPICALLY  
[03:28:07] AT THE LATE NIGHT HOURS, WAS ONE OF OUR  
[03:28:09] TOP FERRIES WHEN IT CAME TO LATE NIGHT

[03:28:12] NOISE EXCEEDANCES. AND BASED ON THE  
[03:28:14] DISCUSSIONS THAT WE HAD WITH THEM, THEY  
[03:28:16] MADE A CHOICE AND UP GAUGE TO A MUCH  
[03:28:19] MORE MODERN, QUIETER AIRCRAFT. SO WE'RE  
[03:28:21] HOPING OTHER CARRIERS FOLLOW THAT  
[03:28:23] PATTERN AND TAKE THAT ADVICE AND WHEN  
[03:28:26] THEY BRING NEW AIRCRAFT INTO THEIR  
[03:28:28] FLEET, THAT THEY THINK ABOUT SEA. JUST  
[03:28:31] TELL THE COMMISSIONER ABOUT THE  
[03:28:32] DISCUSSIONS WE'RE HAVING WITH THE OTHER  
[03:28:33] CARRIERS AS WELL. WE'RE HOPING TO GET  
[03:28:36] SIMILAR RESULTS, BUT WE CAN'T MANDATE  
[03:28:38] THAT THEY FLY A CERTAIN TYPE OF AIRPLANE  
[03:28:41] OR FLY A CERTAIN TIME, WE JUST CAN'T DO  
[03:28:43] THAT. SO WE TRY TO INFLUENCE AS MUCH AS  
[03:28:45] POSSIBLE AND WE'RE HOPING TO HAVE  
[03:28:47] ADDITIONAL SUCCESS LIKE WE HAD WITH  
[03:28:49] KUDOS TO EVA AIR. THEY DIDN'T HAVE TO DO  
[03:28:51] IT, THEY'VE DONE IT. AND WE'VE SEEN  
[03:28:53] SIGNIFICANT DIFFERENCE IN THE NOISE WITH  
[03:28:55] THE NEWER AIRPLANES THAT THEY HAVE. AND  
[03:28:57] WE'RE HOPING THE OTHER AIRLINES AS  
[03:28:58] MARCUS NAYS WILL FOLLOW SUIT. IS THAT  
[03:29:01] INFORMATION PUBLIC TO PEOPLE, THE  
[03:29:03] AIRLINES THAT ARE YES,  
[03:29:06] ALL THOSE RESULTS ARE ON THE PORT'S  
[03:29:09] WEBSITE WHEN YOU GO TO THE NOISE  
[03:29:10] PROGRAMS ON A QUARTERLY BASIS. SO YOU  
[03:29:13] CAN SEE THAT AIRLINES AND THE AIRLINES  
[03:29:14] THAT ARE, AND I THINK IT EVEN BREAKS IT  
[03:29:16] DOWN BY INDIVIDUAL FLIGHTS AS WELL TOO.  
[03:29:18] SO WHAT KIND OF AIRCRAFT AND AT WHAT  
[03:29:21] TIME OF NIGHT? SO IT'S ALL AVAILABLE.  
[03:29:24] GREAT, THAT'S HELPFUL. THE LAST QUESTION  
[03:29:25] THAT I HAVE IS JUST AROUND THE MAKEUP OF  
[03:29:28] THE START COMMITTEE MEMBERS. IF SOMEONE  
[03:29:31] ENDS UP BEING DECIDING TO GET OFF START  
[03:29:34] OR THEY CHOOSE TO DEPART,  
[03:29:39] IS THERE SORT OF A FORM THAT THEY FILL  
[03:29:41] OUT? DO WE DO AN EXIT SORT  
[03:29:45] OF DISCUSSION WITH THEM?  
[03:29:50] GREAT ADVICE. WE DON'T DO AN EXIT  
[03:29:52] INTERVIEW WITH MEMBERS, BUT IT'S  
[03:29:54] SOMETHING THAT WE SHOULD TALK ABOUT AT  
[03:29:55] THE STEERING COMMITTEE LEVEL. AND  
[03:29:57] COMMISSIONER, JUST TO CLARIFY, WHEN YOU  
[03:29:58] SAY SOMEONE REPRESENTING LIKE A CITY OR  
[03:30:02] THE CITY ITSELF WANTS TO SOMEONE  
[03:30:04] REPRESENTING THE CITY ACTUALLY IS WHAT I  
[03:30:08] WAS IMPLYING. WE HAVE NEVER DONE  
[03:30:11] AN EXIT INTERVIEW AS FAR AS I KNOW, THE  
[03:30:13] CITIES APPOINT THE REPRESENTATIVES, SO  
[03:30:16] I'M NOT SURE IF THEY DO AN EXIT  
[03:30:18] INTERVIEW WITH A REPRESENTATIVE WHEN  
[03:30:19] THEIR TERM IS. AND THE REASON WHY I  
[03:30:22] ASKED THAT QUESTION IS BECAUSE I'VE  
[03:30:24] HEARD FROM INDIVIDUALS WHO HAVE SERVED  
[03:30:26] ON START WHO'VE SHARED THEIR CONCERNS,  
[03:30:29] AND THEY SHARE THOSE CONCERNS WITH ME,  
[03:30:32] MAYBE AT A GROCERY STORE OR SOMEWHERE  
[03:30:34] ALONG THOSE LINES. AND I THINK IT WOULD  
[03:30:36] BE HELPFUL TO BE ABLE TO CHECK IN AND  
[03:30:39] HEAR FROM THEM DIRECTLY AND IF THERE WAS

[03:30:41] A PROCESS FOR THEM TO SHARE ANY MAYBE  
[03:30:44] GRIEVANCES THAT THEY MAY HAVE HAD IF  
[03:30:47] THEY WERE ON START. THEY'RE USUALLY NOT  
[03:30:49] SHY, SO WE TYPICALLY KNOW EXACTLY WHAT  
[03:30:51] AS YOU SAW FROM JEFF YEAH, WE TYPICALLY  
[03:30:55] KNOW EXACTLY HOW THEY FEEL. THEY DON'T  
[03:30:57] TYPICALLY HIDE IT FROM US.  
[03:31:01] WELL, THAT CONCLUDES MY QUESTION. THANK  
[03:31:02] YOU. AND I'M LOOKING FORWARD TO JOINING  
[03:31:04] THE START MEMBERS ON THAT DC TRIP AND  
[03:31:07] HOPE TO ELEVATE OUR JOINT CONCERNS.  
[03:31:09] THANK YOU. COMMISSIONER FELLEMAN.  
[03:31:14] WELL, THANK YOU FOR SHARING YOUR  
[03:31:16] INSIGHTS AND FOR YOUR ONGOING COMMITMENT  
[03:31:19] TO THIS COMMUNITY PROCESS. I THINK THIS  
[03:31:23] ZOOM THING MIGHT HAVE BEEN, LIKE, ONE OF  
[03:31:25] THE GREAT IMPROVEMENTS TO THE SYSTEM,  
[03:31:28] BECAUSE I KNOW ONE OF THE COMPLAINTS  
[03:31:30] I'VE HEARD MOST OF THE COMMUNITY WAS THE  
[03:31:32] OPAQUENESS OF WHAT WAS GOING ON WITH  
[03:31:34] START. SO THIS IS LIKE THE FIRST TIME  
[03:31:36] FOLKS CAN EVEN WATCH. IS THAT TRUE?  
[03:31:42] NO. START HAS BEEN OPEN TO THE PUBLIC  
[03:31:45] FROM DAY ONE. EVEN WHEN WE WERE ACTUALLY  
[03:31:48] IN PERSON, WE ALWAYS ADVERTISED A WEEK  
[03:31:51] OUT, AND ANYONE WHO WANTED TO COME COULD  
[03:31:53] COME AND SIT AND LISTEN AND ALWAYS HAD  
[03:31:55] THE ABILITY TO PROVIDE PUBLIC COMMENT AS  
[03:31:57] WELL, TOO.  
[03:32:00] SOME PEOPLE MIGHT BE REFERRING TO THE  
[03:32:02] WORKING GROUPS, THE NOISE WORKING GROUP,  
[03:32:04] AND THE POLICY WORKING GROUP, WHICH IS  
[03:32:06] NOT AN OPEN WORKING GROUP. SO THAT MAY  
[03:32:08] BE WHY YOU'RE GETTING THANK YOU FOR THAT  
[03:32:10] CLARIFICATION. RIGHT. SO WE HAD OUR  
[03:32:12] COLLEAGUES ON WSDOT ISLAND WERE  
[03:32:14] CONTINUING CONCERNED ABOUT NOT BEING  
[03:32:16] ABLE TO BRING THEIR EXPERTISE TO THIS  
[03:32:18] SPECIFIC WORKING GROUP. BUT THE FACT  
[03:32:20] THAT THE OVERALL DELIBERATIONS WERE  
[03:32:22] OPEN, I MEAN, THAT'S REALLY KIND OF ONE  
[03:32:24] OF THE UPSIDES OF COVID HAS BEEN THE  
[03:32:27] ABILITY FOR PEOPLE TO MONITOR WHETHER OR  
[03:32:30] NOT THEY'RE PHYSICALLY THERE OR NOT.  
[03:32:33] BUT THANK YOU FOR THAT CLARIFICATION.  
[03:32:35] ONE OF THE THINGS I JUST NOTICED ABOUT  
[03:32:37] THIS REPORT, AND IN CONTRAST TO WHAT YOU  
[03:32:39] PRESENTED, IS THE LACK OF DATA.  
[03:32:43] HERE'S AN ANNUAL SUMMARY REPORT. WE KNOW  
[03:32:46] WHAT IS IT? AIR CHINA AND FEDEX ARE THE  
[03:32:49] OTHER TWO FOLKS THAT FLY AIR CARGO AT  
[03:32:52] NIGHT CHINA AIR OR AIR CHINA. I NEVER  
[03:32:55] GET THAT RIGHT.  
[03:32:59] AND THE FACT THAT THE EVA AIR I MEAN,  
[03:33:01] YOU HAVE THESE DATA. I MEAN, IF YOU'RE  
[03:33:03] PROUD OF THE FACT THAT YOU'VE DONE THIS  
[03:33:06] ACCOMPLISHMENT. AND ONE OF THE THINGS WE  
[03:33:08] TALKED ABOUT BACK IN THE DAY WAS, LIKE,  
[03:33:10] FEDEX IS WHAT IN TENNESSEE, WHEN WE WERE  
[03:33:13] TALKING ABOUT GOING TO TENNESSEE AND  
[03:33:15] MEETING WITH THE EXECS INSTEAD OF  
[03:33:17] TALKING TO SOME LOCAL REPS I  
[03:33:21] KNOW THE SAME THING WE DID WITH BNSF. I

[03:33:23] MEAN, WE'RE TRYING TO DO BIKE PATHS IN T  
[03:33:26] 91, BUT UNTIL WE BECAUSE WE DEAL WITH  
[03:33:29] THIS AT THE SEAPORT ALLIANCE, WE FOUND  
[03:33:32] THE BOSS AT BNSF, AND ALL OF A SUDDEN  
[03:33:35] SOMETHING CHANGES. SO I JUST THINK WHEN  
[03:33:38] YOU HAVE THE DATA AND GETTING IT TO THE  
[03:33:41] RIGHT PEOPLE IS PART OF IT, AND THEN I  
[03:33:43] HAVE TO COMPLIMENT YOU SO MUCH ABOUT  
[03:33:45] ALIGNING. YOU HAVE FIVE CITIES AND THE  
[03:33:48] PORT ALL BEING ON THE SAME PIECE OF  
[03:33:50] PAPER, NO LESS, GOING TO DC. TOGETHER,  
[03:33:52] IT'S A TREMENDOUS ACCOMPLISHMENT. AND  
[03:33:54] WHILE THERE'S ONLY SO MUCH YOU CAN DO  
[03:33:55] WITH THE FAA, PERHAPS HAVING CONGRESS  
[03:33:58] HELPING WITH THAT IS A HUGE THING. AND I  
[03:34:00] THINK, QUITE FRANKLY, THAT'S ONE OF THE  
[03:34:02] GREAT ACCOMPLISHMENTS OF START IS  
[03:34:05] FINDING THOSE PLACES OF COMMONALITY.  
[03:34:07] BUT WHEN YOU DO IDENTIFY SOMETHING LIKE  
[03:34:11] REVERSE THRUST,  
[03:34:14] ARE THERE METRICS IN TERMS OF GETTING  
[03:34:16] LIKE, WHAT IS VOLUNTARY COMPLIANCE LOOK  
[03:34:18] LIKE? HOW WOULD YOU MONITOR THAT? WHAT  
[03:34:21] IS THE METRUCK? DO YOU MONITOR IT? ARE WE  
[03:34:24] MAKING PROGRESS? I MEAN, I'M GLAD TO SEE  
[03:34:26] THIS PARAGRAPH, BUT THERE'S NO WAY TO  
[03:34:29] KNOW HOW WE'RE DOING.  
[03:34:35] SOME OF THE PROGRAMS, WE DO HAVE METRICS  
[03:34:37] ATTACHED TO THEM. SO THE LATE NIGHT  
[03:34:39] NOISE LIMITATION PROGRAM IS A GOOD  
[03:34:41] EXAMPLE, BUT OTHERS, LIKE REVERSE  
[03:34:42] THRUST, ARE REALLY TRICKY, AND WE  
[03:34:46] HAVEN'T FIGURED OUT A GREAT WAY TO  
[03:34:49] REALLY TRACK PROGRESS ON THAT. AND SO  
[03:34:52] WE'VE KIND OF TAKEN A DIFFERENT APPROACH  
[03:34:53] WITH THEM. AND SO WE SEE SUCCESS COMING  
[03:34:56] THROUGH THE AWARENESS CAMPAIGN TIED TO  
[03:34:59] THAT WORK. SO THERE'S  
[03:35:02] SOME OTHER LANGUAGE WE'RE WORKING ON  
[03:35:03] RIGHT NOW CONNECTED TO ROLLING TAKEOFF.  
[03:35:06] SO WE'RE GOING TO CHANGE THE NAME. AND  
[03:35:08] ONCE WE HAVE THAT LANGUAGE DONE, WITH  
[03:35:10] THE LANGUAGE ATTACHED TO REVERSE THRUST,  
[03:35:12] I THINK WHAT WILL BE KEY IS GOING TO THE  
[03:35:14] AIRLINES AND REALLY TALKING ABOUT THE  
[03:35:15] LANGUAGE THAT WE HAVE IN PLACE AND JUST  
[03:35:17] TRYING TO BUILD AWARENESS AND AN  
[03:35:18] APPRECIATION. THAT THE HOPE  
[03:35:21] THAT SOMETHING CAN CHANGE HERE. AND SO  
[03:35:24] WE'RE GOING TO START WITH A CAMPAIGN AND  
[03:35:25] SEE HOW THAT GOES, AND THEN MAYBE IN THE  
[03:35:27] FUTURE, WE CAN LOOK AT MORE CREATIVE  
[03:35:29] WAYS TO POTENTIALLY MONITOR WHETHER  
[03:35:34] THEY'RE BEING ABIDED BY OR NOT. MARCO,  
[03:35:36] COULD YOU TALK ABOUT THEN MAYBE THE  
[03:35:37] RUNWAY USE? BECAUSE THAT'S VOLUNTARY,  
[03:35:39] BUT THAT'S VERY MEASURABLE. RUNWAY USE,  
[03:35:41] PLEASE. SO, YEAH, THERE ARE A NUMBER OF  
[03:35:43] INITIATIVES I MENTIONED THAT ARE  
[03:35:44] MEASURABLE. SO THE RUNWAY USE PLAN,  
[03:35:46] WHERE WE TRACK HOW RUNWAYS ARE USED  
[03:35:48] DURING THE LATE NIGHT HOURS, WE CAN  
[03:35:50] TRACK THAT, AND WE GO TO THE FAA AND WE



[03:35:52] REPORT ON THOSE RESULTS AND ASK IF  
[03:35:54] THERE'S CHANGES AND DISCREPANCIES. AND  
[03:35:56] THE LATE NIGHT NOISE LIMITATION PROGRAM,  
[03:35:58] SAME THING ON A QUARTERLY BASIS, WE KNOW  
[03:36:02] WHO'S CREATING HIGHER LEVELS OF NOISE,  
[03:36:04] THE LATE NIGHT HOURS. SO THERE ARE SOME  
[03:36:05] INITIATIVES WHERE YOU CAN TRACK, AND WE  
[03:36:07] CONTINUE TO TRACK AND REPORT OUT AT  
[03:36:10] START MEETINGS ON THE RESULTS, BUT  
[03:36:12] OTHERS ARE KIND OF IN A DIFFERENT  
[03:36:14] CATEGORY. WELL, I MEAN, AS A  
[03:36:17] COMMISSIONER WHO WANTS TO BE ABLE TO  
[03:36:19] HELP FURTHER THE RESULTS, AND YOU  
[03:36:22] PROVIDE US A VERY GLOSSY, PRETTY PICTURE  
[03:36:24] BOOK, BUT YOU'RE NOT SHARING THE DATA  
[03:36:26] THAT YOU'RE COLLECTING FOR THOSE  
[03:36:30] METRICS. YOU HAVE THIS IS YOUR CHANCE TO  
[03:36:33] BRING THEM FORWARD. WELL, AND AS MARKHAM  
[03:36:35] POINTED OUT, WE ACTUALLY HAVE THAT  
[03:36:37] INFORMATION DISPLAYED ON OUR WEBSITE,  
[03:36:39] AND WE UPDATE IT EVERY QUARTER. I  
[03:36:42] UNDERSTAND, BUT THEN I'M OR THE  
[03:36:44] COMMUNITY IS SUPPOSED TO GO AND DO  
[03:36:46] TABULATIONS ANYWAY, I JUST THOUGHT THAT  
[03:36:48] THIS WAS WHAT AN ANNUAL REPORT WOULD  
[03:36:50] ENTAIL. THAT'S ALL I WOULD ASK. IN  
[03:36:52] FUTURE ANNUAL REPORTS, YOU PROVIDE DATA  
[03:36:54] SUMMARIES AND NOT JUST PARAGRAPHS.  
[03:36:56] THANKS FOR THAT FEEDBACK. THAT WOULD BE,  
[03:36:58] I THINK, MAKE IT MUCH MORE VALUABLE AND  
[03:37:00] ALSO GIVE US TOOLS TO HELP YOU WITH TO  
[03:37:04] FURTHER YOUR GOALS. THANKS FOR THAT  
[03:37:06] FEEDBACK. YEAH. AND NOW I KNOW THAT THIS  
[03:37:09] FAA IS DOING THIS ANNOYANCE STUDY. I  
[03:37:12] HEAR MYSELF TALKING, IT'S GETTING LATE.  
[03:37:14] ANNOYANCE STUDY? SO THOSE  
[03:37:18] ARE DATA, RIGHT? AND DIDN'T THEY JUST  
[03:37:20] EXTEND THE  
[03:37:23] COMMENT PERIOD ON THAT? DO WE HAVE AN  
[03:37:25] IDEA? BECAUSE I THINK THAT'S A DATABASE  
[03:37:27] THAT WE MIGHT BE ABLE TO MAKE USE OF,  
[03:37:31] THE PUBLIC CAN STILL PARTICIPATE. I  
[03:37:32] GUESS THAT'S ONE OF THE REASONS I'M  
[03:37:33] BRINGING IT UP. ISN'T THAT THE CASE NOW?  
[03:37:35] THAT STUDY WAS COMPLETED ALREADY. THEY  
[03:37:38] DID EXTEND THE COMMENT PERIOD, I THINK,  
[03:37:40] FOR ACCEPTING PUBLIC PUT ON. BUT ERIC  
[03:37:43] SCHINFIELD IS ON AS WELL, TOO. HE MIGHT  
[03:37:46] KNOW A LITTLE BIT MORE ABOUT THAT.  
[03:37:48] YEAH, SO I SAW THAT IN A NOTE THAT  
[03:37:52] WENT TO COMMISSION, BUT NO, IT WAS  
[03:37:53] EXTENDED LAST YEAR, BUT IT HAS BEEN  
[03:37:55] CLOSED FOR ABOUT A YEAR AND A HALF,  
[03:37:57] DONE A LONG TIME AGO. OH, THAT'S REALLY  
[03:37:59] GOOD. I LIKE THEIR MEMOS. THAT WAS A  
[03:38:01] FRIDAY MEMO. ALL RIGHT. I THOUGHT I WAS  
[03:38:02] BEING CLEVER. FINALLY,  
[03:38:06] WE CLEARLY HAVE LIMITED IMPACT ON THE  
[03:38:09] FAA, BUT WHEN IT COMES TO ALTHOUGH  
[03:38:13] THE POLITICS IS A GOOD THING,  
[03:38:16] WE DO HAVE MORE CONTROL OVER LAND USE.  
[03:38:20] AND I'M WONDERING, GIVEN THAT ONE OF THE  
[03:38:23] WAYS TO MITIGATE SOME OF THESE NOISES,

[03:38:25] IF WE CAN'T STOP THEM, ARE WITH BUFFERS  
[03:38:28] AND SO TREE PLANTING,  
[03:38:31] MITIGATE NOISE, AND POLLUTION. THIS IS  
[03:38:34] SOMETHING THAT COMMUNITIES WOULD HAVE  
[03:38:37] GREAT SAY ABOUT. WHERE MIGHT BE THE GOOD  
[03:38:39] PLACES FOR THINGS LIKE THIS. IF THERE  
[03:38:41] WERE START MEMBERS THAT WOULD LIKE TO  
[03:38:43] HAVE LAND USE AS BEING A  
[03:38:46] SUBJECT FOR START, WOULD THAT BE WITHIN  
[03:38:51] THE BALLPARK, OR IS IT REALLY PLAIN  
[03:38:53] OPERATIONS ONLY? SO WE TYPICALLY SUGGEST  
[03:38:57] ITEMS TO GO ON THE AGENDA FOR WHETHER  
[03:39:00] IT'S A WORKING GROUP OR POLICY GROUP.  
[03:39:02] AND THEN THE STEERING COMMITTEE, WHICH  
[03:39:05] CONSISTS OF THE SIX CITIES, DECIDE IF  
[03:39:07] THAT'S A TOPIC THAT THEY WANT TO  
[03:39:11] HAVE FURTHER STUDY ON. SO WE CAN PUT  
[03:39:13] THAT AS A SUGGESTION IN OUR NEXT MEETING  
[03:39:15] AND SEE WHAT THEY SAY. IT WOULDN'T BE,  
[03:39:17] LIKE, CATEGORICALLY EXCLUDED. IT WOULD  
[03:39:19] BE IF THE STEERING COMMITTEE WAS  
[03:39:20] INTERESTED, IT WOULD BE SOMETHING YOU  
[03:39:22] COULD ENTERTAIN. YEAH, WHATEVER THE  
[03:39:23] STEERING GROUP DECIDES THAT WE SHOULD  
[03:39:25] PRIORITIZE, THAT'S WHAT WE END UP  
[03:39:27] PRIORITIZING AND FOCUSING ON. THANK YOU  
[03:39:30] VERY MUCH. GREAT. I HAVE JUST TWO  
[03:39:33] QUESTIONS HERE AND I HATE TO BEAT A DEAD  
[03:39:35] HORSE, BUT I WANT TO GO BACK TO THIS  
[03:39:37] WEBINAR FORMAT THING, AND THE REASON IS  
[03:39:39] BECAUSE CLEARLY WE'VE BEEN CONTACTED AS  
[03:39:42] COMMISSIONERS ABOUT THIS. I NEED TO  
[03:39:44] UNDERSTAND WHY THE STEERING COMMITTEE  
[03:39:45] MADE A DECISION TO CHANGE THE FORMAT OF  
[03:39:47] THE MEETING.  
[03:39:50] I COULD JUMP IN AND BURIEN YOU COULD  
[03:39:53] CERTAINLY PROVIDE SOME ADDITIONAL  
[03:39:54] COMMENTS. SO, AS BRIAN MENTIONED  
[03:39:57] EARLIER, IT WAS DIFFICULT AS A  
[03:40:00] FACILITATOR OF A MEETING TO MANAGE WHEN  
[03:40:03] YOU HAD SO MANY HEADS ON THE SCREEN AND  
[03:40:05] SO MANY KIND OF PEOPLE IN AN EQUAL  
[03:40:06] POSITION. AND SO WE WANTED TO CREATE A  
[03:40:09] SYSTEM THAT REALLY ELEVATED THE START  
[03:40:11] MEMBERSHIP ON THE SCREEN AND THEN HAD AN  
[03:40:13] AUDIENCE THAT WAS ACTUALLY WATCHING IT.  
[03:40:15] AND SO WE GOT SOME ADVICE THAT THE  
[03:40:19] WEBINAR FORMAT WOULD BE A MORE  
[03:40:21] APPROPRIATE WAY TO MANAGE A MEETING AND  
[03:40:23] WE GAVE IT A TRY. THERE WERE SOME  
[03:40:25] HICCUPS WITH IT AND SO WE WENT BACK,  
[03:40:27] EXPLORED IT, BUT WE DID TALK WITH THE  
[03:40:29] STEERING COMMITTEE AND THEY CONFIRMED  
[03:40:30] THAT IT WAS A MORE APPROPRIATE WAY TO  
[03:40:32] RUN A START MEETING. AS LANCE MENTIONED,  
[03:40:36] THE PORT DOESN'T MAKE UNILATERAL  
[03:40:38] DECISIONS ABOUT ANYTHING THAT START  
[03:40:40] DOES. AND SO WE ALWAYS TAKE IT BACK TO  
[03:40:42] OUR STEERING COMMITTEE, WHICH HAS  
[03:40:43] REPRESENTATION FROM THE SIX CITIES TO  
[03:40:46] MAKE ANY DECISIONS. ALSO, IF WE COULD  
[03:40:48] ADD TO THAT, THE CHAT WAS ALSO A PART OF  
[03:40:50] IT BECAUSE EVERYBODY WHO WAS ON THE CALL

[03:40:52] COULD BE IN THE CHAT, NOT JUST THE START  
[03:40:54] MEMBERS. AND PRIOR TO US GOING ONLINE,  
[03:40:58] WHERE THE MEETING WAS SET UP, THE START  
[03:41:00] COMMITTEE MEMBERS WOULD BE AT A TABLE,  
[03:41:01] ALL THE PARTICIPANTS WOULD BE IN THE  
[03:41:04] AUDIENCE, THEY WOULDN'T BE ABLE TO SPEAK  
[03:41:06] OR ANSWER QUESTIONS OR PARTICIPATE IN  
[03:41:08] THE CHAT. ONCE WE WENT ONLINE, THAT  
[03:41:10] REALLY CHANGED. EVERYBODY WAS A PART OF  
[03:41:12] THE GROUP, EVERYBODY COULD CHAT, ET  
[03:41:14] CETERA. AND AS MARCUS SAID, WE TOOK THIS  
[03:41:17] BACK TO THE STERN COMMITTEE AND THE  
[03:41:18] STERN COMMITTEE SAID THIS IS WHAT THEY  
[03:41:20] WANTED. THIS IS WHAT THEY WANTED.  
[03:41:21] BRIAN, IF YOU WANT TO ADD ANYTHING TO  
[03:41:23] THAT. NO, I THINK YOU AYE. THE MAIN  
[03:41:26] POINTS. I'LL JUST REITERATE THAT  
[03:41:31] USING THE SIMPLEST ZOOM FORMAT,  
[03:41:36] YOU'RE EITHER IN THE MEETING OR YOU'RE  
[03:41:37] NOT IN THE MEETING. AND THERE ISN'T A  
[03:41:39] WAY TO GIVE SOME PEOPLE A DIFFERENT KIND  
[03:41:43] OF STATUS THAN OTHERS.  
[03:41:46] AND YOU CAN'T EVEN PIN THERE'S LIKE 25,  
[03:41:51] 30 MEMBERS OF START AND WE WERE GETTING  
[03:41:53] 30 OR 40 MEMBERS OF THE PUBLIC AND I  
[03:41:57] COULDN'T FIGURE OUT A WAY TO GET THE  
[03:41:59] START MEMBERS TO BE ON THE PRIMARY  
[03:42:01] SCREEN. AND IT WAS JUST  
[03:42:05] VERY HARD TO MANAGE. AND THERE'S THIS  
[03:42:07] CHAT STREAM GOING LIKE MAD AND THEN  
[03:42:11] YOU GET START MEMBERS SOMETIMES  
[03:42:13] UNPREDICTABLY RESPONDING TO THINGS AND  
[03:42:17] PEOPLE CHOOSING. IT WAS VERY HARD TO  
[03:42:20] MANAGE. AND START MEMBERS WERE KIND OF  
[03:42:24] TUNING OUT. SO WE MADE  
[03:42:28] A MODIFICATION IN WHICH ALL THE START  
[03:42:31] MEMBERS AND THE KEY PORT STAFF AND THE  
[03:42:34] FACILITATORS COULD BE IN WHAT WAS  
[03:42:37] BASICALLY WHAT WOULD APPEAR TO ALL OF  
[03:42:39] YOU AS A REGULAR ZOOM MEETING. AND THEN  
[03:42:42] MEMBERS OF THE PUBLIC COULD WATCH THAT.  
[03:42:45] AND THE BIGGEST DIFFERENCE WAS THAT WE  
[03:42:49] COULD ONLY SEE THE AUDIENCE MEMBERS  
[03:42:52] NAMES IN A LIST, AND WE COULD NOT SEE  
[03:42:56] THEIR FACES ON THEIR CAMERAS.  
[03:42:59] THAT IS ESSENTIALLY THE CHANGE.  
[03:43:02] AND AS FAR AS I UNDERSTAND IT, A  
[03:43:05] COMMUNITY MEMBER, ANY MEMBER OF THE  
[03:43:07] PUBLIC, CAN SEE ALL THE START MEMBERS IF  
[03:43:10] THEY HAVE A SCREEN THAT IS BIG ENOUGH TO  
[03:43:12] SHOW ALL OF THOSE PAGES. SO IT  
[03:43:16] SEEMED TO ME THAT IT WAS A MORE  
[03:43:18] FUNCTIONAL MEETING WITHOUT LIMITING THE  
[03:43:22] INTENDED PUBLIC INPUT. OKAY.  
[03:43:25] YEAH. AGAIN, WE'VE BEEN CONTACTED ABOUT  
[03:43:28] THIS, AND THE REASON I'M TRYING TO BRING  
[03:43:31] IT HOME IS BECAUSE THE PUBLIC WANTED AN  
[03:43:33] EXPLANATION. SO I APPRECIATE THE  
[03:43:35] EXPLANATION. YES, YOU'RE RIGHT,  
[03:43:38] COMMISSIONER. THERE ARE A NUMBER OF  
[03:43:39] FOLKS WHO ARE VERY UNHAPPY WITH THIS.  
[03:43:42] YEAH. SO I'M JUST TRYING TO GET TO THE  
[03:43:45] BOTTOM OF THE PUBLIC QUESTION HERE. AND

[03:43:47] THEN LASTLY, I'LL JUST ASK,  
[03:43:50] AND I APOLOGIZE IF YOU'VE ALREADY  
[03:43:51] COVERED THIS WHO DETERMINES MEMBERS OF  
[03:43:53] START AND HOW DOES THE MEMBERSHIP BECOME  
[03:43:57] WHAT IT IS? THE STEERING  
[03:44:01] COMMITTEE WOULD DETERMINE THE MEMBERSHIP  
[03:44:03] OF START. LIKE ALL INSTANCES RELATED TO  
[03:44:06] HOW START IS MANAGED, IT IS DETERMINED  
[03:44:09] BY THE STEERING COMMITTEE. AND IS THERE  
[03:44:10] A PROCESS BY WHICH A NEIGHBORING CITY  
[03:44:12] WHO HAS AN INTEREST IN BEING A START CAN  
[03:44:15] APPLY FORMALLY TO BE A MEMBER?  
[03:44:21] I DON'T BELIEVE THERE'S A FORMAL  
[03:44:22] PROCESS, BUT MEMBERSHIP, IF YOU LOOK  
[03:44:25] AT OUR BYLAWS, MEMBERSHIP IS RESERVED  
[03:44:29] FOR THE STEERING COMMITTEE. AND SO THEY  
[03:44:31] WOULD HAVE A DISCUSSION AS A STEERING  
[03:44:33] COMMITTEE ABOUT ANY CHANGES TO  
[03:44:34] MEMBERSHIP. OKAY. AND SINCE THE  
[03:44:37] INCEPTION OF START, HAS THE STEERING  
[03:44:39] COMMITTEE MADE DETERMINATIONS ON WHETHER  
[03:44:42] OR NOT THEY WOULD LIKE TO INCLUDE MORE  
[03:44:43] OR NOT INCLUDE MORE? WE HAVE HAMD!  
[03:44:45] NUMEROUS DISCUSSIONS WITH THE STEERING  
[03:44:47] COMMITTEE ON THAT. OKAY. OH, YEAH.  
[03:44:50] COMMISSIONER MOHAMMED, PLEASE JUST  
[03:44:53] PIGGYBACKING OFF OF WHAT COMMISSIONER  
[03:44:55] CHO SAID.  
[03:44:58] SPECIFICALLY FOR VASHON ISLAND FOLKS WHO  
[03:45:02] HAVE RAISED SIGNIFICANT CONCERNS. I AM  
[03:45:05] WONDERING, IS THERE A SOLUTION TO  
[03:45:10] MAKE THEIR CONCERNS FOR START,  
[03:45:15] LIKE THIS MODEL THAT YOU GUYS HAVE BUILT  
[03:45:17] WHERE FAA IS ANSWERING QUESTIONS, THE  
[03:45:19] PORT IS ANSWERING QUESTIONS IN  
[03:45:21] PARTNERSHIP WITH THE COMMUNITY, IS THERE  
[03:45:23] ANY WAY TO COME UP WITH SOME SORT OF  
[03:45:25] SOLUTION THAT ALLOWS SPACE FOR FOLKS WHO  
[03:45:28] LIVE ON WSDOT ISLAND, FOR INSTANCE,  
[03:45:30] TO ASK THESE QUESTIONS? IF THERE TO BE A  
[03:45:33] SPACE, I DON'T KNOW IF THAT'S LIKE  
[03:45:35] SOMETHING THAT HAPPENS ON A QUARTERLY  
[03:45:37] BASIS OR IF THEY SUBMIT QUESTIONS DURING  
[03:45:40] THE START COMMITTEE MEETINGS, IS THERE A  
[03:45:42] WAY TO SUBMIT ANSWERS TO THE QUESTIONS  
[03:45:46] THAT THEY'VE ASKED? I UNDERSTAND THAT  
[03:45:48] INDIVIDUALLY, PEOPLE CAN SUBMIT  
[03:45:50] QUESTIONS TO THE PORT ALL THE TIME.  
[03:45:51] THEY COULD FOIA US, THEY COULD DO ALL  
[03:45:53] SORTS OF THINGS. BUT IF THEY ARE AN  
[03:45:55] ORGANIZED COLLECTIVE WHO HAVE SOME  
[03:45:58] SHARED CONCERNS, AND THEY'RE ELEVATING  
[03:46:00] THOSE CONCERNS. WHAT IS AN ACTUAL  
[03:46:03] PATHWAY FOR THEM TO ENGAGE WITH US AND  
[03:46:06] ESPECIALLY ENGAGE AROUND THIS MODEL?  
[03:46:08] THAT THEY'RE THE START MODEL THAT THEY  
[03:46:10] FEEL LIKE IS THE APPROPRIATE PLACE TO  
[03:46:12] HELP ADDRESS THEIR CONCERNS IS THAT WE  
[03:46:17] HAVE HAD DISCUSSIONS WITH VASHON ISLAND.  
[03:46:20] THE CHALLENGES THAT  
[03:46:24] VASHON ISLAND IS EXPERIENCING RIGHT NOW,  
[03:46:26] AND THE QUESTIONS THAT THEY HAVE. THE  
[03:46:27] PORT CANNOT PROVIDE THE ANSWERS TO THOSE

[03:46:30] QUESTIONS. IT'S THE FAA THAT HAS TO  
[03:46:32] PROVIDE THE ANSWER. SO WE MET WITH  
[03:46:35] VASHON ISLAND RECENTLY. WE HAD INVITED  
[03:46:38] THE FAA TO PARTICIPATE IN THAT MEETING.  
[03:46:41] UNFORTUNATELY, THEY WERE NOT ABLE TO  
[03:46:43] PARTICIPATE IN THE MEETING. WE WENT  
[03:46:45] AHEAD AND WE HAD THE MEETING WITH VASHON  
[03:46:46] ISLAND ANYWAY. BUT THERE'S A CERTAIN  
[03:46:49] QUESTIONS THAT WE THE PORT, WE JUST  
[03:46:51] DON'T HAVE THE ANSWERS TO THOSE  
[03:46:52] QUESTIONS. THAT'S REALLY HELPFUL. BUT  
[03:46:55] THE FAA SHOWS UP TO THE START MEETINGS,  
[03:46:57] RIGHT? SO IF THE FAA IS SHOWING UP TO  
[03:47:00] THE START MEETINGS, IS THAT THE TIME  
[03:47:03] WHERE IT DOESN'T HAVE TO BE DURING  
[03:47:04] START? MAYBE IT'S AFTER START, MAYBE  
[03:47:06] IT'S EVERY SIX MONTHS OR QUARTERLY OR  
[03:47:08] WHATEVER MAKES SENSE TO BE ABLE TO GIVE  
[03:47:11] WSDOT ISLAND RESIDENTS AN OPPORTUNITY  
[03:47:14] TO DIRECTLY HEAR FROM THE FAA? BECAUSE  
[03:47:17] IT SOUNDS LIKE WHEN IT'S HAPPENING ON  
[03:47:19] JUST A RANDOM CALENDAR DAY, THE FAA IS  
[03:47:22] NOT SHOWING UP. WELL, IT WASN'T A  
[03:47:25] RANDOM CALENDAR DAY. WE SET SEVERAL  
[03:47:29] DAYS. WE TRIED FOR A WHILE TO GET THAT  
[03:47:32] MEETING. MARCO TRIED FOR WEEKS AND  
[03:47:36] WEEKS, MONTHS AND MONTHS, BUT LEFE WAS  
[03:47:38] JUST NOT ABLE TO PARTICIPATE IN ANY OF  
[03:47:41] THE DATES THAT WE WERE ABLE TO GET.  
[03:47:44] SO WE'LL CONTINUE TRYING. I HAVE THE  
[03:47:48] OPPORTUNITY TO WITNESS THIS FIRSTHAND.  
[03:47:51] I'M LIVING ON VASHON ISLAND AND HAVE BEEN  
[03:47:52] FOR A FEW MONTHS BECAUSE WE'RE HAVING  
[03:47:55] SOME REMODELING DONE. I'VE BEEN GOING  
[03:47:58] OVER THERE FOR A LONG TIME. WE HAVE  
[03:47:59] FRIENDS THERE, AND I THINK THERE'S A  
[03:48:00] LITTLE MORE NOISE. BUT WHEN  
[03:48:05] YOU WATCH THE FAA AT THE START MEETINGS,  
[03:48:08] THEY DON'T HAVE MUCH TO SAY UNLESS  
[03:48:11] THEY'RE A FEATURED PRESENTER. AND MAYBE  
[03:48:14] I'M A LITTLE TOO SUSPICIOUS, BUT I THINK  
[03:48:16] IF WE SAID, WELL, WHAT ARE YOU GOING TO  
[03:48:18] DO ABOUT THE NOISE ON VASHON? THAT WE  
[03:48:22] WOULDN'T GET MUCH OF AN ANSWER. AND  
[03:48:24] BURIEN TRIED THAT, AND YOU SAW WHAT THEY  
[03:48:27] HAD TO DO TO GET ANY KIND OF ATTENTION,  
[03:48:29] AND NOTHING CHANGED ANYWAY,  
[03:48:33] I DON'T UNDERSTAND THE FAA'S MOTIVATIONS  
[03:48:37] AND WAY THEY WORK, BUT THEY ARE A  
[03:48:40] LITTLE OBTUSE IN TERMS OF GETTING TO  
[03:48:44] THEM AND TALKING TO THEM. I WOULD LOVE  
[03:48:47] TO BE ABLE TO HAVE MORE CONVERSATIONS OR  
[03:48:49] ANY CONVERSATIONS WITH THEM, BUT IT  
[03:48:50] REALLY DOESN'T HAPPEN VERY MUCH. I  
[03:48:52] APPRECIATE THOSE THOUGHTS AND COMMENTS.  
[03:48:54] SO THEN THE THING I WILL SAY, DIRECTOR  
[03:48:57] LITTLE, AND THIS MIGHT BE SOMETHING FOR  
[03:48:59] MY COLLEAGUES TO CONSIDER AS WELL, IS  
[03:49:01] THAT I'D LIKE TO SEE THE COMMISSION  
[03:49:03] WRITE A LETTER TO THE FAA ASKING THAT  
[03:49:05] THEY MEET WITH THE VASHON COMMUNITY.  
[03:49:08] AND THAT CONCLUDES MY THOUGHTS. AND  
[03:49:14] MARGARET, I DID WANT

[03:49:17] TO MENTION, THOUGH, THAT YES, THE FAA IS  
[03:49:21] NOT A REGULAR CONTRIBUTOR AT MEETINGS,  
[03:49:24] BUT BEHIND THE SCENES THEY'VE REALLY  
[03:49:26] BEEN OF HELP WITH US IN TERMS OF WORKING  
[03:49:28] ON SOME OF THAT LANGUAGE I'VE TALKED  
[03:49:29] ABOUT WHEN IT COMES TO REVERSE THRUST,  
[03:49:31] WHEN IT COMES TO ROLLING TAKEOFFS, THAT  
[03:49:33] WE'RE GOING TO RENAME IT. WE HAVE GOTTEN  
[03:49:35] GREAT INPUT FROM THEM AND INVOLVEMENT TO  
[03:49:38] PUT LANGUAGE IN PLACE THAT WE THINK  
[03:49:40] WOULD MAKE A DIFFERENCE IN TERMS OF  
[03:49:41] REDUCING NOISE IN THE SURROUNDING  
[03:49:42] COMMUNITIES AND TO ADD SOME BALANCE TO  
[03:49:44] WHAT MARCUS SAID. ONE OF THE BIGGEST  
[03:49:46] SUCCESS THAT WE HAVE HAD IS ACTUALLY THE  
[03:49:49] THIRD RUNWAY LATE NIGHT USE, AND THAT'S  
[03:49:52] ALL DUE TO THE FAA. SO WE  
[03:49:56] HAVE HAD SOME GREAT SUCCESSES WITH THEM  
[03:49:58] AS WELL. ABSOLUTELY. AND I DON'T TAKE  
[03:50:00] AWAY ANY CREDIT FROM THEM AND THE WORK,  
[03:50:01] THE GOOD WORK THAT THEY'VE DONE. AND  
[03:50:04] THEY SHOULD ALSO CONSIDER MEETING WITH  
[03:50:06] THE VASHON ISLAND RESIDENTS WHO HAVE  
[03:50:09] CONSISTENTLY ELEVATED CONCERNS TO US.  
[03:50:11] AND AN OPPORTUNITY FOR THEM TO HEAR  
[03:50:14] DIRECTLY FROM THEM IS IMPORTANT AS WELL.  
[03:50:16] AND DON'T TAKE ANY CREDIT AWAY FROM THE  
[03:50:19] GOOD WORK THAT THEY'VE DONE AND THE  
[03:50:20] PARTNERSHIP THAT WE HAVE WITH THEM AND  
[03:50:22] HOW THEY PARTNER WITH THE AVIATION TEAM.  
[03:50:26] GREAT. I'D LIKE  
[03:50:29] TO APPLAUD THE VASHON FOLKS FOR THEIR  
[03:50:32] CONSISTENT TURNING UP AT THE START  
[03:50:35] MEETINGS AND MAKING VERY CLEAR WHAT  
[03:50:38] THEIR FRUSTRATIONS ARE. AND I'M SURE  
[03:50:40] JEFF WILL ATTEST TO THIS. THERE'S NOBODY  
[03:50:45] ON START, INCLUDING THE FAA, THAT ISN'T  
[03:50:48] CLEAR THAT THE WSDOT FOLKS AREN'T  
[03:50:51] HAPPY ABOUT AIRPLANE NOISE  
[03:50:54] ON BASH ON ISLAND. AND THEY'VE BEEN VERY  
[03:50:57] CLEAR ABOUT IT, VERY CONSISTENT. AND THE  
[03:50:59] FAA HAS BEEN IN THE ROOM WHEN THAT WAS  
[03:51:01] HAPPENING. YEAH,  
[03:51:04] COMMISSIONER FELLEMAN,  
[03:51:08] THE DIFFERENCE BETWEEN THE WSDOT  
[03:51:10] ISLANDERS, THOUGH, IS THEY'RE NOT JUST  
[03:51:12] COMPLAINING, THEY ARE DOCUMENTING. THEY  
[03:51:15] ARE THE MOST COMPUTATIVE GROUP OF  
[03:51:18] COMPLAINERS WE'VE GOT. AND SO I'M GLAD  
[03:51:22] THE FAA IS IN THE ROOM, BUT MY  
[03:51:23] EXPERIENCE IS IN THE MARITIME REALM,  
[03:51:25] THE COAST GUARD ATTENDS A LOT OF  
[03:51:28] MEETINGS IN AN EX OFFICIO CAPACITY.  
[03:51:30] THEY ARE NOT HERE TO PARTICIPATE. I  
[03:51:33] MEAN, THE FACT THAT YOU HAVE THE FAA IN  
[03:51:35] THE ROOM, BIG ACCOMPLISHMENT. THANK YOU  
[03:51:37] FOR THAT. AND YOU HAD THEM MAKE A  
[03:51:39] PRESENTATION, SO IT'S NOT A TRIVIAL  
[03:51:42] UNDERTAKING. THE ISSUE HERE IS OFFLINE.  
[03:51:47] YOU DON'T WANT THEM TO BE PONTIFICATING  
[03:51:49] IN PUBLIC, BUT JUST TO HEAR EACH OTHER  
[03:51:51] OUT IS REALLY, I THINK, WHAT AND IF WE  
[03:51:54] COULD FACILITATE THAT, MAYBE PUTTING IT



[03:51:58] IN WRITING MAY NOT BE THE WAY TO DO IT,  
[03:51:59] BUT, I MEAN, THOSE GUYS BRING THE DATA  
[03:52:03] TO THE TABLE. THEIR CONCERNS ARE  
[03:52:06] NOT UNFOUNDED. YOU NOW HAVE A GOOD  
[03:52:10] COMPARISON DIRECTLY. LIVING SO FAR  
[03:52:13] AFIELD NOW, AND STILL YOU'RE HEARING THE  
[03:52:15] IMPACT. SO I GUESS IT'S  
[03:52:19] A UNIQUE SITUATION IN DEALING WITH A  
[03:52:20] FEDERAL REGULATORY AGENCY WHO IS  
[03:52:24] SOMEBODY WE WORK WITH ALL THE TIME. SO I  
[03:52:27] EMPATHIZE WITH THAT. AND TO THE POINT  
[03:52:29] THAT VASHON IS CONSISTENT AND  
[03:52:32] QUANTITATIVE, THEY DESERVE A LITTLE BIT  
[03:52:34] MORE ATTENTION. YEAH, I AGREE WITH THOSE  
[03:52:37] SENTIMENTS. AND LET ME JUST ALSO MAKE  
[03:52:40] SURE THAT IT'S CLEAR THAT THE EXISTENCE  
[03:52:42] OF START IS A NET POSITIVE AND THE WORK  
[03:52:44] THAT YOU'VE OUTLINED HERE IS TREMENDOUS.  
[03:52:47] I DON'T WANT TO TAKE AWAY FROM THAT AND  
[03:52:48] WANT TO MAKE SURE THAT THE MEMBERS OF  
[03:52:51] START, AS WELL AS OUR STAFF, AND  
[03:52:53] INCLUDING YOU, BRIAN, YOU ALL ARE DOING  
[03:52:55] GREAT WORK THAT DIDN'T PREVIOUSLY EXIST.  
[03:52:57] AND WE'RE MAKING PROGRESS. BUT AS THE  
[03:53:00] OLD SAYING GOES, BEYOND MOUNTAINS,  
[03:53:01] THERE ARE MOUNTAINS, AND THERE'S ALWAYS  
[03:53:03] WAYS TO IMPROVE. AND SO WE JUST WANT TO  
[03:53:04] MAKE SURE AS COMMISSIONERS THAT THERE  
[03:53:06] ARE CONSTITUENCY GROUPS OUT THERE WHO  
[03:53:08] FEEL LIKE THEY'RE NOT BEING HEARD AS  
[03:53:10] MUCH, AND EVEN THOUGH THEY HEAR MORE IN  
[03:53:13] THEIR NEIGHBORHOODS. AND SO WE'RE JUST  
[03:53:15] TRYING TO SHED LIGHT AND MAKE SURE YOU  
[03:53:18] ALL KNOW WHAT WE'RE HEARING FROM THE  
[03:53:20] COMMUNITIES AS COMMISSIONERS. SO I  
[03:53:22] APPRECIATE YOU TAKING THE TIME TO ANSWER  
[03:53:25] OUR QUESTIONS AND PROVIDE CLARITY IN HOW  
[03:53:28] MEETINGS ARE BEING CONDUCTED, WHY  
[03:53:29] THEY'RE BEING CONDUCTED THAT WAY, AND  
[03:53:31] HOPEFULLY THOSE. I'M SURE THERE ARE SOME  
[03:53:32] VASHON ISLAND PEOPLE LISTENING RIGHT  
[03:53:34] NOW. AND THEY HAVE A BETTER  
[03:53:36] UNDERSTANDING OF WHY YOU ALL SWITCHED TO  
[03:53:38] THE WEBINAR MODE. TO MAKE SURE THAT  
[03:53:40] THOSE MEETINGS ARE RUN MORE SMOOTHLY.  
[03:53:43] SO THANK YOU SO MUCH. I APPRECIATE IT.  
[03:53:44] AND GREAT WORK ON ALL THIS STUFF. THANK  
[03:53:46] YOU. ALL RIGHT, HEARING NO FURTHER,  
[03:53:51] I THINK THAT CONCLUDES OUR MEETING  
[03:53:53] AGENDA, BUSINESS MEETING AGENDA FOR THE  
[03:53:55] DAY. ARE THERE ANY CLOSING COMMENTS AT  
[03:53:57] THIS TIME OR MOTIONS RELATING TO  
[03:53:58] COMMUNITY REFERRALS FROM COMMISSIONER?  
[03:54:02] YEAH, COMMISSIONER MOHAMMED, JUST A  
[03:54:04] QUICK CLOSING COMMENT. I JUST WANT TO  
[03:54:06] EXPRESS MY SINCERE WISHES  
[03:54:09] TO THOSE WHO ARE OBSERVING RAMADAN  
[03:54:12] PASSOVER, LINT, EASTER, AND HOPE  
[03:54:15] THAT THIS IS A GREAT TIME OF REFLECTION  
[03:54:18] AND GRATITUDE. A LOT OF PEOPLE THINK  
[03:54:20] THAT WHEN IT'S LENT OR RAMADAN THAT  
[03:54:23] YOU'RE FASTING AND YOU'RE DISCIPLINING  
[03:54:25] YOUR BODY AND TRYING TO NOT EAT, BUT

[03:54:28] IT'S REALLY AN OPPORTUNITY TO  
[03:54:32] FEED YOUR SOUL AND TO BE GROUNDED  
[03:54:36] IN GRATITUDE AND FORGIVENESS, IN PEACE  
[03:54:39] AND HOPE. AND SO I JUST WANT TO SAY TO  
[03:54:43] THOSE WHO ARE OBSERVING CELEBRATIONS AND  
[03:54:46] RAMADAN PASSOVER AND EASTER INLAND,  
[03:54:49] BUT MAY THIS BE A BEAUTIFUL TIME FOR YOU  
[03:54:52] AND YOUR FAMILY. GREAT. THANK YOU SO  
[03:54:54] MUCH. COMMISSIONER MOHAMMED. ANYTHING  
[03:54:56] ELSE, COMMISSIONER? I HAVE NOTHING  
[03:54:58] NEARLY THAT POETIC, BUT I GUESS IN  
[03:55:00] SPEAKING TO OUR CRITICS ON THE  
[03:55:04] MARITIME SIDE, THE ONLY FOLKS THAT SPEAK  
[03:55:07] AS CONSISTENTLY AS THE AVIATION FOLKS  
[03:55:09] ARE THE CRUISE SHIP FOLKS. AND TO THEIR  
[03:55:12] CREDIT, IT REMINDS ME OF ME AND WHEN I  
[03:55:13] WAS ON THE OUTSIDE. SO I WANT TO  
[03:55:15] ACKNOWLEDGE BEING HEARD. AND I ALSO WANT  
[03:55:17] TO ACKNOWLEDGE THAT WE'RE PROBABLY NEVER  
[03:55:18] GOING TO MAKE ALL OUR CONSTITUENTS  
[03:55:20] HAPPY, BUT THERE ARE OPPORTUNITIES FOR  
[03:55:23] PUBLIC ENGAGEMENT THAT I WANT TO MAKE  
[03:55:24] SURE PEOPLE KNOW ABOUT. ON THE 5 APRIL,  
[03:55:27] THERE IS THE CRUISE MOU MEETING THAT  
[03:55:30] DEPARTMENT OF ECOLOGY HOSTS ON THE 6TH.  
[03:55:33] WE'RE DOING THE WEBINAR ON A GREEN  
[03:55:35] CORRIDOR. AND TO THE FACT  
[03:55:39] THAT PEOPLE THINK THAT WE'RE EXPANDING  
[03:55:41] CRUISE. OBVIOUSLY, THIS COMMISSION DID  
[03:55:42] NOT EXPAND CRUISE ONTO 46. SO WE'RE  
[03:55:46] NEVER GOING TO MAKE PEOPLE HAPPY, BUT WE  
[03:55:48] ARE NOT IGNORING THEM. AND IT'S NOT LIKE  
[03:55:50] WE'RE OBLIVIOUS TO THE ISSUES.  
[03:55:54] AND THEN FINALLY, MY ENTHUSIASM FOR  
[03:55:56] KNOCKING DOWN THAT BUILDING OVER AT  
[03:56:00] FISHERMAN'S TERMINAL, THE GATEWAY  
[03:56:01] BUILDING. IT WOULD BE A GREAT PLACE FOR  
[03:56:03] A PROPELLER ANYWAY. THANK YOU VERY MUCH.  
[03:56:06] THANK YOU, COMMISSIONER FELLEMAN. AND IN  
[03:56:09] CLOSING, I WANT TO GIVE ONE LAST SHOUT  
[03:56:11] OUT TO LANCE LITTLE AND THE AVIATION  
[03:56:12] TEAM. CONGRATULATIONS ON BACK TO BACK,  
[03:56:15] TWO YEARS IN A ROW, BEST AIRPORT IN  
[03:56:17] NORTH AMERICA. EXTREMELY PROUD OF YOU  
[03:56:20] AND EVERYONE THAT MADE THAT POSSIBLE. I  
[03:56:22] THINK I'M FEELING A THREE PEAT HERE, SO  
[03:56:24] LET'S MAKE IT HAPPEN. EXECUTIVE DIRECTOR  
[03:56:28] METRUCK, ANY CLOSING COMMENTS FOR US  
[03:56:29] TODAY? EXECUTIVE METRUCK  
[03:56:33] HAD DELETED. OKAY. THERE'S NO ADDITIONAL  
[03:56:35] COMMENTS. NO NEW BUSINESS THAT I KNOW.  
[03:56:37] GREAT. HEARING. NO FURTHER COMMENTS AND  
[03:56:39] HAVING NO FURTHER BUSINESS, IF THERE'S  
[03:56:41] NO OBJECTION, WE ARE ADJOURNED AT 04:00  
[03:56:44] ON THE DOT. THANK YOU,

END OF TRANSCRIPT