

START OF TRANSCRIPT

[00:00:27] YOU. THIS IS COMMISSION PRESIDENT SAM  
[00:00:31] CHO CONVENING THE REGULAR MEETING OF  
[00:00:32] NOVEMBER 14, 2023. THE TIME IS NINE.  
[00:00:36] EXCUSE ME. TWELVE 09:00 P.M. WE'RE  
[00:00:39] MEETING IN PERSON DAY AT THE PORT OF  
[00:00:41] SEATTLE HEADQUARTERS BUILDING,  
[00:00:42] COMMISSION CHAMBERS, AND VIRTUALLY VIA  
[00:00:44] MICROSOFT TEAMS. CLERK HART, PLEASE CALL  
[00:00:46] THE ROLL OF ALL COMMISSIONERS IN  
[00:00:47] ATTENDANCE. THANK YOU. BEGINNING WITH  
[00:00:50] COMMISSIONER CALKINS HERE. THANK YOU.  
[00:00:53] COMMISSIONER CHO. PRESENT. THANK YOU.  
[00:00:55] COMMISSIONER FELLEMAN. PRESENT. THANK  
[00:00:58] YOU. COMMISSIONER HASEGAWA. PRESENT.  
[00:01:00] THANK YOU. AND COMMISSIONER MOHAMMED.  
[00:01:02] PRESENT. THANK YOU. WE DO HAVE A FULL  
[00:01:05] COMMISSION HERE TODAY. EXCELLENT. A FEW  
[00:01:07] HOUSEKEEPING ITEMS BEFORE WE BEGIN. FOR  
[00:01:09] EVERYONE IN THE MEETING ROOM, PLEASE  
[00:01:11] TURN YOUR CELL PHONE TO SILENT. FOR  
[00:01:13] ANYONE PARTICIPATING ON MICROSOFT TEAMS,  
[00:01:15] PLEASE MUTE YOUR SPEAKERS WHEN NOT  
[00:01:17] ACTIVELY SPEAKING OR PRESENTING. PLEASE  
[00:01:19] KEEP YOUR CAMERAS OFF UNLESS YOU ARE A  
[00:01:20] MEMBER OF THE COMMISSION OR EXECUTIVE  
[00:01:22] DIRECTOR PARTICIPATING VIRTUALLY, OR YOU  
[00:01:24] ARE A MEMBER OF STAFF IN A PRESENTATION  
[00:01:26] AND ARE ACTIVELY ADDRESSING THE  
[00:01:27] COMMISSION. MEMBERS OF THE PUBLIC  
[00:01:30] ADDRESSING THE COMMISSION DURING PUBLIC  
[00:01:31] COMMENT MAY TURN ON THEIR CAMERAS WHEN

[00:01:33] THEIR NAME IS CALLED TO SPEAK AND WILL  
[00:01:34] TURN THEM BACK OFF AGAIN AT THE  
[00:01:36] CONCLUSION OF THEIR REMARKS. FOR ANYONE  
[00:01:38] HERE AT THE DAIS, PLEASE TURN OFF THE  
[00:01:40] SPEAKERS ON ANY OF YOUR COMPUTERS OR IN  
[00:01:42] SILENCE YOUR DEVICES. PLEASE ALSO  
[00:01:45] REMEMBER TO ADDRESS YOUR QUESTIONS, TO  
[00:01:46] BE RECOGNIZED, TO SPEAK THROUGH THE  
[00:01:47] CHAIR, AND TO WAIT TO SPEAK UNTIL YOU'VE  
[00:01:50] BEEN RECOGNIZED. YOU'LL TURN YOUR  
[00:01:51] MICROPHONES ON AND OFF AS NEEDED. ALL  
[00:01:54] THE ITEMS NOTED HERE WILL ENSURE A  
[00:01:55] SMOOTHER MEETING, SO I THANK YOU IN  
[00:01:56] ADVANCE. ALL VOTES TODAY WILL BE TAKEN  
[00:01:59] BY THE ROLL CALL METHOD SO IT'S CLEAR  
[00:02:01] FOR ANYONE PARTICIPATING, VIRTUALLY HOW  
[00:02:03] THE VOTES ARE CAST. COMMISSIONERS WILL  
[00:02:06] SAY I OR NAYS WHEN THEIR NAME IS CALLED.  
[00:02:08] WE ARE MEETING ON THE ANCESTRAL LANDS  
[00:02:10] AND WATERS OF THE COAST SALISH PEOPLE WITH  
[00:02:12] WHOM WE SHARE A COMMITMENT TO STEWARD  
[00:02:13] THESE NATURAL RESOURCES FOR FUTURE  
[00:02:15] GENERATIONS. THIS MEETING IS BEING  
[00:02:17] DIGITALLY RECORDED AND MAY BE VIEWED OR  
[00:02:19] HEARD AT ANY TIME ON THE PORT'S WEBSITE  
[00:02:21] AND MAY BE REBROADCAST BY KING COUNTY  
[00:02:24] TELEVISION. PLEASE NOW STAND AND JOIN ME  
[00:02:26] IN THE PLEDGE OF ALLEGIANCE  
[00:02:32] TO THE FLAG OF THE UNITED STATES OF  
[00:02:34] AMERICA AND TO THE REPUBLIC FOR WHICH IT  
[00:02:37] STANDS, ONE AVIATION UNDER GOD,  
[00:02:40] INDIVISIBLE.  
[00:02:46]

[00:02:50] ALL RIGHT, FIRST ITEM OF BUSINESS TODAY  
[00:02:53] IS THE APPROVAL OF THE AGENDA. AS A  
[00:02:56] REMINDER TO MY FELLOW COMMISSIONERS,  
[00:02:59] IF A COMMISSIONER WISHES TO COMMENT FOR  
[00:03:00] OR AGAINST AN ITEM ON THE CONSENT  
[00:03:02] AGENDA, IT IS NOT NECESSARY TO PULL THE  
[00:03:05] ITEM FROM THE CONSENT AGENDA. YOU CAN  
[00:03:07] INSTEAD OFFER SUPPORTING OR OPPOSING  
[00:03:09] COMMENTS LATER IN THIS MEETING. ONCE WE  
[00:03:10] GET TO THE CONSENT AGENDA PORTION OF THE  
[00:03:12] AGENDA, PLEASE WAIT UNTIL THE MOTION TO  
[00:03:14] APPROVE THE CONSENT AGENDA IS ON THE  
[00:03:16] FLOOR. FOR THESE COMMENTS IF ANY.  
[00:03:18] HOWEVER, IT IS APPROPRIATE AT THIS TIME  
[00:03:20] IF A COMMISSIONER WANTS TO ASK QUESTIONS  
[00:03:22] OF STAFF OR WISHES TO HAVE A DIALOGUE ON  
[00:03:23] A CONSENT AGENDA ITEM TO REQUEST THE  
[00:03:25] ITEM TO BE PULLED FOR SEPARATE  
[00:03:27] DISCUSSION. ARE THERE ANY ITEMS TO BE  
[00:03:28] PULLED FROM THE CONSENT AGENDA OR ANY  
[00:03:30] MOTIONS TO REARRANGE THE ORDERS OF THE  
[00:03:33] DAY? SEEING NONE, COMMISSIONER, THE  
[00:03:34] QUESTION IS NOW ON THE APPROVAL OF THE  
[00:03:36] AGENDA. IS THERE A MOTION TO APPROVE THE  
[00:03:39] AGENDA AS PRESENTED? SO MOVED. SECOND  
[00:03:41] GREAT. THE MOTION HAS BEEN MADE AND  
[00:03:42] SECONDED. ARE THERE ANY OBJECTIONS TO  
[00:03:45] THE APPROVAL AGENDA AS PRESENTED? ALL  
[00:03:47] RIGHT, HEARING NONE. THE AGENDA IS  
[00:03:50] APPROVED AS PRESENTED. THANK YOU. WE  
[00:03:52] HAVE NO SPECIAL ORDER SCHEDULED FOR  
[00:03:55] TODAY, SO WE'LL MOVE ON NEXT ON THE  
AGENDA, WHICH IS OUR EXECUTIVE

[00:03:57] DIRECTOR'S REPORT. EXECUTIVE DIRECTOR  
[00:03:59] METRUCK, YOU HAVE THE FLOOR.  
[00:04:04] GOOD AFTERNOON COMMISSIONERS. I'D LIKE  
[00:04:06] TO BEGIN MY REMARKS BY WISHING EVERYONE  
[00:04:08] A BELATED VETERANS DAY DEWALI IN NATIVE  
[00:04:12] AMERICAN HERITAGE MONTH. AS PART OF OUR  
[00:04:14] EFFORT TO BECOME A MODEL FOR DIVERSITY,  
[00:04:16] EQUITY AND INCLUSION, IT'S IMPORTANT TO  
[00:04:18] ACKNOWLEDGE THESE HOLIDAYS AND EVENTS TO  
[00:04:20] BUILD A CULTURE OF BELONGING HERE AT THE  
[00:04:21] PORT. LOOKING AHEAD TO LATER THIS WEEK,  
[00:04:24] WE HAVE THE TRANSGENDER GENDER DAY OF  
[00:04:26] REMEMBRANCE EVENT HOSTED BY OUR  
[00:04:28] TRANSGENDER INCLUSIVITY WORKGROUP THIS  
[00:04:31] THURSDAY. MUCH OF OUR PROGRESS IN EQUITY  
[00:04:34] OVER THE LAST FEW YEARS CAN BE  
[00:04:35] ATTRIBUTED TO THE LEADERSHIP OF OUR  
[00:04:36] SENIOR DIRECTOR OF THE OFFICE OF EQUITY  
[00:04:38] DIVERSITY INCLUSION, BOOKDA GHEISAR.  
[00:04:41] AND SPEAKING OF LEARN, WE WERE THRILLED  
[00:04:44] TO LEARN THAT BOOKDA RECEIVED THE GIRL  
[00:04:46] SCOUTS OF WESTERN WASHINGTON LEADER OF  
[00:04:49] DISTINCTION AWARD FOR HER SUCCESS IN  
[00:04:51] ADVOCATING FOR SYSTEMIC  
[00:04:57] CHANGE ROOTED IN RACIAL EQUITY AND  
[00:04:59] SOCIAL JUSTICE. COMMISSIONER MOHAMMED  
[00:05:02] WAS AT THE EVENT, I UNDERSTAND, A FEW  
[00:05:04] WEEKS AGO TO PRESENT THE AWARD AND MANY  
[00:05:05] PORT COLLEAGUES JOINED IN THE  
[00:05:07] CELEBRATION. CONGRATULATIONS TO BOOKDA  
[00:05:10] FOR BEING RECOGNIZED FOR HER ROLE AS A  
[00:05:12] LEADER, CHANGEMAKER AND A MENTOR, A WELL  
[00:05:14]

[00:05:18] DESERVED HONOR IN LESS POSITIVE NEWS  
[00:05:20] I WANT TO ASSURE COMMISSIONERS THAT WE  
[00:05:25] ARE CLOSELY TRACKING THE FEDERAL FUNDING  
[00:05:26] DISCUSSIONS IN WASHINGTON, DC THIS WEEK.  
[00:05:28] WITHOUT AN EXTENSION, THE FEDERAL  
[00:05:30] GOVERNMENT WILL SHUT DOWN, OR PERHAPS  
[00:05:32] PART OF IT WILL SHUT DOWN ON FRIDAY AND  
[00:05:35] AS BEFORE, WE'RE MAKING CONTINGENCY  
[00:05:37] PLANS IN THAT UNFORTUNATE POSSIBILITY.  
[00:05:38] I WANT TO ASSURE THE TRAVELING PUBLIC,  
[00:05:40] HOWEVER, THAT THE SEATTLE TACOMA  
[00:05:43] INTERNATIONAL AIRPORT WILL REMAIN FULLY  
[00:05:45] OPEN. IF SUCH A SITUATION DOES OCCUR,  
[00:05:48] OUR FEDERAL PARTNERS AT TSA AND CBP WILL  
[00:05:50] CONTINUE TO WORK, ALTHOUGH WITHOUT PAY,  
[00:05:53] AND SO WE DO NOT ANTICIPATE SIGNIFICANT  
[00:05:55] IMPACTS. AS ALWAYS, WE DO ENCOURAGE  
[00:05:59] EVERYONE TO GET TO THE AIRPORT EARLY AND  
[00:06:02] TO CHECK YOUR AIRLINE FOR UPDATES.  
[00:06:04] I KNOW THAT COMMISSIONERS AND PORT  
[00:06:06] EXECUTIVE LEADERSHIP HAVE BEEN RECEIVING  
[00:06:08] NUMEROUS COMMUNICATIONS FROM PORT  
[00:06:11] EMPLOYEES ABOUT THE ONGOING CONFLICT IN  
[00:06:13] ISRAEL AND PALESTINE. THIS IS A  
[00:06:15] DIFFICULT TIME FOR MANY OF US AND IT IS  
[00:06:18] INCREDIBLY HARD TO PROCESS WHAT HAS  
[00:06:20] HAPPENED AND CONTINUES TO HAPPEN. AS  
[00:06:22] EXECUTIVE DIRECTOR, I WANT TO REITERATE  
[00:06:25] THAT ONE OF MY TOP CONCERNS IS FOR THE  
[00:06:28] SAFETY AND WELL BEING OF OUR EMPLOYEES.  
[00:06:30] ACTS OF ANTISEMITISM AND ISLAMOPHOBIA  
WILL NOT BE TOLERATED IN ANY WAY AND  
WE'RE DOING EVERYTHING WE CAN TO MAKE



[00:06:32] SURE THAT OUR WORKPLACE IS SECURE,  
[00:06:34] RESPECTFUL AND ALIGNED WITH OUR RAISED  
[00:06:36] VALUES. THESE ARE STRESSFUL AND  
[00:06:38] IMPACTFUL TIMES AND I WANT TO ENCOURAGE  
[00:06:40] ALL OF OUR EMPLOYEES TO TAKE CARE OF  
[00:06:42] THEMSELVES AND TO LOOK OUT FOR OTHERS  
[00:06:43] THAT MAY BE STRUGGLING. I URGE EMPLOYEES  
[00:06:46] TO TAKE ADVANTAGE OF THEIR BENEFITS,  
[00:06:47] INCLUDING OUR EMPLOYEE ASSISTANCE  
[00:06:49] PROGRAM. I LOOK FORWARD TO WORKING WITH  
[00:06:52] YOU COMMISSIONER CHO ENSURE THAT THIS  
[00:06:53] MESSAGE IS CLEARLY RECEIVED BY EVERYONE  
[00:06:56] AT THE PORT. MOVING TO TODAY'S  
[00:06:59] COMMISSION MEETING I'D LIKE TO HIGHLIGHT  
[00:07:01] A FEW ITEMS. THE MARQUEE ITEM FOR  
[00:07:04] TODAY'S COMMISSION MEETING WILL BE THE  
[00:07:05] INTRODUCTION OF THE 2024 BUDGET AND  
[00:07:07] PROPOSED TAX LEVY. I WILL HAVE MORE IN  
[00:07:10] DEPTH COMMENTS DURING THE FORMAL  
[00:07:12] INTRODUCTION OF THIS ITEM, BUT I WANT TO  
[00:07:14] START TODAY BY EXPRESSING MY DEEPEST  
[00:07:16] APPRECIATION FOR ALL THE STAFF WHO SPENT  
[00:07:18] COUNTLESS HOURS OVER THE LAST SIX MONTHS  
[00:07:20] DOING ANALYSIS, CRUNCHING NUMBERS,  
[00:07:23] CREATING PRESENTATIONS, UPDATING  
[00:07:25] MATERIALS AND RESPONDING TO COMMISSIONER  
[00:07:27] FEEDBACK, ALL TO HELP TO GET US TO  
[00:07:29] TODAY'S FORMAL INTRODUCTION OF THE  
[00:07:31] BUDGET. DESPITE GLOBAL UNCERTAINTY AND  
[00:07:34] SIGNIFICANT PRESSURES ON COSTS,  
[00:07:37] I AM PROUD THAT THIS BUDGET REFLECTS  
[00:07:39] MAJOR INVESTMENTS IN OUR CORE  
[00:07:40]

[00:07:44] PRIORITIES, FROM INFRASTRUCTURE AND  
[00:07:47] DEVELOPMENT TO COMMUNITY SUPPORT TO  
[00:07:48] SUPPORTING THE COMMUNITY TO  
[00:07:51] ENVIRONMENTAL SUSTAINABILITY. EQUALLY  
[00:07:52] IMPORTANT ARE THE INVESTMENTS THAT WE  
[00:07:54] PROPOSE TO MAKE IN OUR PORT WORKFORCE,  
[00:07:56] WHO ARE TRULY OUR GREATEST ASSET. I LOOK  
[00:07:58] FORWARD TO HEARING YOUR FEEDBACK ON OUR  
[00:08:01] PROPOSED BUDGET ON OUR CONSENT AGENDA.  
[00:08:02] THERE ARE A NUMBER OF ITEMS THAT  
[00:08:04] DEMONSTRATE OUR CONTINUED COMMITMENT TO  
[00:08:06] MAINTAINING SAFE AND SECURE OPERATIONS  
[00:08:09] AND BEING A GOOD STEWARD OF OUR CRITICAL  
[00:08:12] ASSETS AND RESOURCES. ITEM 8D IS AN  
[00:08:14] ACTION RELATED TO IMPROVING SECURITY  
[00:08:15] THROUGH OUR PERIMETER ACCESS GATE  
[00:08:18] ENHANCEMENTS AND DETECTION SYSTEM,  
[00:08:20] WHILE ITEM EIGHT K IS AN ACTION RELATED  
[00:08:22] TO UPGRADING THE MARITIME INDUSTRIAL  
[00:08:24] CENTER OFFICE BUILDING INFRASTRUCTURE AT  
[00:08:27] FISHERMAN'S TERMINAL. FINALLY, IN TWO  
[00:08:29] VERY IMPORTANT ORDERS, YOU WILL HEAR A  
[00:08:31] BRIEFING ON THE STATUS OF OUR AIRPORT  
[00:08:33] DINING AND RETAIL MASTER PLAN, THE STEPS  
[00:08:35] WE'RE TAKING TO IMPROVE OUR  
[00:08:38] CONCESSIONAIRE RFP PROCESS, AND  
[00:08:40] IMPORTANT DISCUSSION OF BARRIERS TO  
[00:08:41] SMALL BUSINESSES THAT ARE COMMITTED TO  
[00:08:43] ADDRESSING THAT WE'RE COMMITTED TO  
[00:08:45] ADDRESSING. I WANT TO THANK THE GREAT  
[00:08:47] WORK OF SO MANY EMPLOYEES WHO WILL HELP  
[00:08:48] MAKE US THINK THROUGH THIS POLICY  
[00:08:48] CHANGES AND PROCESS IMPROVEMENTS TO MOVE

[00:08:50] US CLOSER TO OUR DIVERSITY AND  
[00:08:52] CONTRACTING GOALS, AND I LOOK FORWARD TO  
[00:08:54] ROBUST DISCUSSION OF THAT ITEM WITH YOU  
[00:08:56] COMMISSIONERS. THIS CONCLUDES MY  
[00:08:57] REMARKS. THANK YOU VERY  
[00:09:01] MUCH FOR THAT REPORT OUT. WE ARE NOW  
[00:09:03] MOVING ON TO COMMITTEE REPORTS. ERICA  
[00:09:05] CHUNG, THE COMMISSION'S STRATEGIC  
[00:09:06] ADVISOR, WILL PROVIDE THE REPORT. GOOD  
[00:09:08] AFTERNOON, PRESIDENT CHO, COMMISSIONERS  
[00:09:10] AND EXECUTIVE DIRECTOR, METRUCK I HAVE  
[00:09:12] ONE COMMITTEE REPORT FOR YOU TODAY. ON  
[00:09:14] NOVEMBER 14, COMMISSIONERS HASEGAWA  
[00:09:16] FELLEMAN CONVENED THE SUSTAINABILITY,  
[00:09:18] ENVIRONMENTAL AND CLIMATE COMMITTEE  
[00:09:20] WHERE THEY WERE BRIEFED ON TWO TOPICS.  
[00:09:22] FIRST IS THE AI WASTE PILOT PROJECT.  
[00:09:25] STAFF HOPES TO INSTALL SIX AI ENABLED  
[00:09:28] WEST WASTE SORTING STATION WITH FOUR AT  
[00:09:31] FOOD COURSE AT THE SEA TERMINALS BEFORE  
[00:09:34] THANKSGIVING FOR THE HEAVY TRAVEL  
[00:09:35] SEASON. THEIR INTERACTIVE AI RECOGNIZES  
[00:09:38] WASTE AND CAN EDUCATE CUSTOMERS ON  
[00:09:41] PROPER WASTE SORTING. THE PROJECT IS  
[00:09:43] BEING IMPLEMENTED TO SUPPORT OPERATIONAL  
[00:09:45] EFFICIENCIES AND TO HELP REDUCE WASTE.  
[00:09:48] THE SECOND IS THE SEA LAND STEWARDSHIP  
[00:09:50] PLAN AND SEA TREE REPLACEMENT  
[00:09:52] STANDARDS, WHERE STAFF SHARE THAT THE  
[00:09:55] PLAN AND STANDARDS WERE DEVELOPED IN  
[00:09:57] ACCORDANCE WITH THE ENVIRONMENTAL LAND  
[00:09:58] STEWARDSHIP PRINCIPLES THAT WAS APPROVED  
[00:10:01]



[00:10:05] BY THE COMMISSION ON JULY 11, 2023  
[00:10:07] THAT IS COMPREHENSIVE, INTEGRATES  
[00:10:09] CAPITAL PROGRAMS, APPLIES AN EQUITY  
[00:10:11] LENS, BUILDS ON COMMUNITY PARTNERSHIP,  
[00:10:13] AND TAKES A HOLISTIC ECOLOGICAL  
[00:10:16] APPROACH. STAFF SHARED LAND STEWARDSHIP  
[00:10:18] PLAN OBJECTIVES AND MANAGEMENT APPROACH  
[00:10:20] TREE REPLACEMENT STANDARDS RECOMMEND A  
[00:10:23] FOUR TO ONE REPLACEMENT RATIO USING A  
[00:10:25] HOLISTIC ECOLOGICAL APPROACH WHERE  
[00:10:28] PLANTING NEW TREES, PROTECTING EXISTING  
[00:10:30] TREES FROM INVASIVE THREATS, AND  
[00:10:32] CONVERTING INVASIVE AREAS TO NATIVE  
[00:10:35] VEGETATION CAN ALL BE COUNTED AS CREDIT  
[00:10:38] TOWARDS REPLACEMENT. THIS APPROACH IS  
[00:10:39] CONSISTENT WITH THE INTENT TO CONDUCT  
[00:10:42] LARGE SCALE REPLACEMENT ACTIONS IN THE  
[00:10:44] AIRPORT'S ECOLOGICAL AREAS, WHICH  
[00:10:46] REQUIRE HOLISTIC MANAGEMENT TO ENSURE  
[00:10:49] REPLACEMENT ACTIONS ARE SUCCESSFUL OVER  
[00:10:51] THE LONG TERM. THIS CONCLUDES MY REPORT.  
[00:10:53] THANK YOU. EXCELLENT. ARE THERE ANY  
[00:10:55] QUESTIONS FOR ERICA OR EXECUTIVE  
[00:10:59] DIRECTOR METRUCK? ALL RIGHT,  
[00:11:01] SEEING NOW NONE, WE ARE NOW ONTO THE  
[00:11:03] PUBLIC COMMENT SECTION OF OUR AGENDA.  
[00:11:05] THE PORT COMMISSION WELCOMES PUBLIC  
[00:11:06] COMMENT AS AN IMPORTANT PART OF THE  
[00:11:08] PUBLIC PROCESS. COMMENTS ARE RECEIVED  
[00:11:09] AND CONSIDERED BY THE COMMISSIONER IN  
[00:11:13] ALL ITS DELIBERATIONS. BEFORE WE TAKE  
[00:11:14] PUBLIC COMMENT, LET'S REVIEW OUR RULES  
FOR IN PERSON AND VIRTUAL PUBLIC

[00:11:16] COMMENT. CLERK HART, PLEASE PLAY THE  
[00:11:18] RECORDED RULES.  
[00:11:23] THE PORT OF SEATTLE COMMISSION WELCOMES  
[00:11:25] YOU TO OUR MEETING TODAY. AS NOTED,  
[00:11:28] PUBLIC COMMENT IS AN IMPORTANT PART OF  
[00:11:30] THE PUBLIC PROCESS, AND THE PORT OF  
[00:11:31] SEATTLE COMMISSIONER THANKS YOU FOR  
[00:11:33] JOINING US. THE COMMISSION ACCEPTS IN  
[00:11:36] PERSON, VIRTUAL, AND WRITTEN PUBLIC  
[00:11:39] COMMENT REGARDING MATTERS RELATED TO THE  
[00:11:41] CONDUCT OF PORT BUSINESS. BEFORE WE  
[00:11:43] PROCEED, HERE ARE THE COMMISSION'S  
[00:11:46] PUBLIC COMMENT RULES OF PROCEDURE. FOR  
[00:11:48] YOUR INFORMATION, EACH COMMENTER WILL  
[00:11:51] HAVE TWO MINUTES TO SPEAK AND SHOULD  
[00:11:53] STAY WITHIN THE ALLOTTED TIME. A TIMER  
[00:11:55] WILL APPEAR ON THE SCREEN AND A BUZZER  
[00:11:57] WILL SOUND AT THE END OF THE TWO MINUTE  
[00:11:59] PERIOD FOR EACH SPEAKER. THE COMMISSION  
[00:12:02] RESERVES THE RIGHT TO RECEIVE COMMENTS  
[00:12:04] SPECIFICALLY RELATED TO THE CONDUCT OF  
[00:12:06] PORT BUSINESS. IF COMMENTS ARE NOT  
[00:12:09] RELATED TO THE CONDUCT OF PORT BUSINESS.  
[00:12:11] THE PRESIDING OFFICER WILL STOP THE  
[00:12:13] SPEAKER AND ASK THAT COMMENTS BE KEPT TO  
[00:12:15] MATTERS RELATED TO THE CONDUCT OF PORT  
[00:12:17] BUSINESS. THIS RULE APPLIES TO BOTH  
[00:12:20] INTRODUCTORY AND CONCLUDING REMARKS.  
[00:12:23] ALL REMARKS SHOULD BE ADDRESSED TO THE  
[00:12:25] COMMISSION AS A BODY AND NOT TO  
[00:12:27] INDIVIDUAL COMMISSIONER. DISRUPTIONS OF  
[00:12:31] COMMISSION PUBLIC MEETINGS ARE  
[00:12:32]

[00:12:35] PROHIBITED DISRUPTIONS INCLUDE BUT ARE  
[00:12:38] NOT LIMITED TO, THE FOLLOWING REFUSAL OF  
[00:12:40] A SPEAKER TO LIMIT REMARKS TO TOPICS  
[00:12:43] RELATED TO THE CONDUCT OF PORT BUSINESS  
[00:12:45] THREATS AND ABUSIVE OR HARASSING  
[00:12:49] BEHAVIOR AND LANGUAGE, OBSCENE LANGUAGE  
[00:12:52] AND GESTURES. REFUSAL OF A SPEAKER TO  
[00:12:54] COMPLY WITH THE ALLOTTED TIME SET FOR  
[00:12:57] THE INDIVIDUAL SPEAKER'S PUBLIC COMMENT  
[00:13:00] LEAVING THE PODIUM OR TESTIMONY TABLE TO  
[00:13:02] PHYSICALLY APPROACH COMMISSIONERS OR  
[00:13:05] STAFF DURING ONE'S PUBLIC COMMENT  
[00:13:07] PROVIDED SPEAKERS MAY AUTHOR WRITTEN  
[00:13:10] MATERIALS TO THE COMMISSION CLERK AND  
[00:13:13] ANY BEHAVIOR THAT DISRUPTS, DISTURBS,  
[00:13:16] OR OTHERWISE IMPEDES THE MEETING.  
[00:13:18] ANY DISRUPTION WILL RESULT IN THE  
[00:13:20] SPEAKER'S MICROPHONE BEING IMMEDIATELY  
[00:13:23] SHUT OFF BY THE PRESIDING OFFICER AND A  
[00:13:25] WARNING OR LOSS OF SPEAKING PRIVILEGES  
[00:13:27] OR REMOVAL FROM THE MEETING ROOM MAY  
[00:13:30] OCCUR AS PROVIDED IN THE COMMISSION'S  
[00:13:33] BYLAWS. WRITTEN MATERIALS PROVIDED TO  
[00:13:35] THE CLERK WILL BE INCLUDED IN TODAY'S  
[00:13:37] MEETING RECORD. THE CLERK HAS A LIST OF  
[00:13:40] THOSE PREPARED TO SPEAK. WE ARE TAKING  
[00:13:42] COMMENTS FROM ANYONE WHO HAS SIGNED UP  
[00:13:44] TO SPEAK VIRTUALLY, AS WELL AS FROM  
[00:13:46] ANYONE WHO HAS JOINED US TODAY HERE IN  
[00:13:49] THE MEETING ROOM. WHEN YOUR NAME IS  
[00:13:51] CALLED, IF YOU ARE JOINING VIRTUALLY,  
[00:13:54] PLEASE UNMUTE YOURSELF. THEN PLEASE  
REPEAT YOUR NAME FOR THE RECORD AND

[00:13:55] STATE YOUR TOPIC RELATED TO THE CONDUCT  
[00:13:58] OF PORT BUSINESS. YOU MAY TURN ON YOUR  
[00:14:00] CAMERA AT THIS TIME. THE TWO MINUTE  
[00:14:03] TIMER WILL THEN BEGIN. IF YOU'RE ON THE  
[00:14:06] TEAM'S MEETING AND AT THE SAME TIME  
[00:14:08] STREAMING THE MEETING ON THE WEBSITE,  
[00:14:10] PLEASE MUTE THE WEBSITE STREAM TO AVOID  
[00:14:12] FEEDBACK. WHEN YOU HAVE CONCLUDED YOUR  
[00:14:14] REMARKS, YOU MAY AGAIN TURN OFF YOUR  
[00:14:16] CAMERA AND MUTE YOUR SPEAKER. IF YOU ARE  
[00:14:20] SPEAKING FROM THE MEETING ROOM, PLEASE  
[00:14:21] COME TO THE TESTIMONY TABLE, REPEAT YOUR  
[00:14:24] NAME FOR THE RECORD AND STATE YOUR TOPIC  
[00:14:26] RELATED TO THE CONDUCT OF PORT BUSINESS.  
[00:14:29] OUR PUBLIC COMMENT PERIOD WILL NOW  
[00:14:30] COMMENCE. THANK YOU AGAIN FOR JOINING US  
[00:14:33] TODAY. ALL RIGHT, OUR FIRST SPEAKER IS  
[00:14:36] ALEX ZIMMERMAN. THANK YOU.  
[00:14:57] HELLO. MY NAME ALEX ZIMMERMAN, AND I  
[00:15:00] LIVE IN BELLEVUE FOR 35 YEARS.  
[00:15:03] YEAH, IT'LL START WHEN YOU'RE DONE  
[00:15:07] INTRODUCING YOURSELF. COULD YOU PLEASE  
[00:15:08] STATE YOUR TOPIC RELATED TO POOR  
[00:15:09] BUSINESS? I DON'T UNDERSTAND  
[00:15:13] HOW I CAN TALK ABOUT A TOPIC WHEN YOU  
[00:15:15] DON'T HAVE TIME AND NOBODY LISTENED TO  
[00:15:17] THIS. ALEX, PLEASE RESTATE YOUR TOPIC.  
[00:15:19] OKAY, THANK YOU VERY MUCH. YEAH. TOPIC  
[00:15:21] IS IMPEACHMENT OF COMMISSIONER CHO. I  
[00:15:24] TALKED ABOUT THIS MANY TIMES BEFORE.  
[00:15:26] RIGHT NOW, MORE INFORMATION COME. WHAT  
[00:15:28] IS ABSOLUTELY CRITICAL. THIS IS EXACTLY  
[00:15:30]

[00:15:32] WHAT IS I WANT DELIVERY TIME RIGHT NOW.  
[00:15:32] VERY GOOD. COUPLE POINTS. DIFFERENT  
[00:15:35] POINT. NUMBER ONE, YOU ALWAYS INTERRUPT  
[00:15:37] ME BECAUSE I'M JEW. YOU SUPPORT IRANIAN  
[00:15:39] MUSLIM BY DEFINITION. EVERYBODY WHO  
[00:15:41] SUPPORT IRANIAN MUSLIM, WE WAR RIGHT NOW  
[00:15:44] WITH IRAN. AMERICAN AND JEWISH PEOPLE  
[00:15:46] WAR WITH IRAN RIGHT NOW. I MEAN,  
[00:15:49] ISRAEL IN USA. SO IF YOU SUPPORT US  
[00:15:52] ENEMY IN ALL COUNTRY IN THIS PLANET,  
[00:15:54] YOU'RE SUPPOSED TO BE QUALIFIED LIKE A  
[00:15:56] CRIMINAL. YOU'RE SUPPOSED TO BE GOING  
[00:15:57] JAIL OR YOU POST TO BE EXECUTED IS LAW.  
[00:16:00] WHAT EXISTS IN ALL COUNTRIES IN THIS  
[00:16:03] PLANET. IT'S NUMBER ONE. NUMBER TWO,  
[00:16:06] ELECTION. WHAT IS YOU IN RIGHT NOW IS  
[00:16:08] ABSOLUTELY NOT LEGAL. I WILL EXPLAIN TO  
[00:16:10] YOU DETAIL BY POINT. FIRST, YOU GO TO  
[00:16:13] ELECTION ALONE, BY DEFINITION, IS  
[00:16:16] ABSOLUTELY NOT. ALEX. ELECTIONS ARE NOT  
[00:16:19] PERTINENT TO PORT. SO IF YOU COULD  
[00:16:21] PLEASE GO AND TALK ABOUT PORT RELATED  
[00:16:24] BUSINESS RIGHT NOW. DON'T INTERRUPT ME,  
[00:16:27] PLEASE.  
[00:16:31] SO HE TALK ABOUT WINNING FIRST.  
[00:16:34] IT'S VERY IMPORTANT 200,000 PEOPLE KNOW  
[00:16:37] VOTE FOR AYE. IS PEOPLE WHO INVOLVED IN  
[00:16:41] VOTING PROCESS. SO IT CANNOT BE 100  
[00:16:44] PERCENTAGE. WHAT IS SHOW AND INFORMATION  
[00:16:47] ABOUT. SO HE WIN 100 PERCENTAGE. THAT'S  
[00:16:50] NUMBER ONE. WHEN WE GO TO TOTAL PEOPLE  
[00:16:52] WHO IN KING COUNTRY, FOR EXAMPLE, YOU  
[00:16:55] KNOW WHAT THIS MEANS, WHO CAN HAVE BOTH.



[00:16:57] HE'S ONLY HALF 15 PERCENTAGE. IT'S  
[00:17:00] ABSOLUTELY CRITICAL. AND HE POST TO BE  
[00:17:02] RECOGNIZED AND THE PORT TO BE DOING  
[00:17:05] SOMETHING ABOUT THIS BECAUSE BY  
[00:17:07] DEFINITION IS A FRAUD AT A FEDERAL  
[00:17:10] CRIME. HE CANNOT WIN BY 100 PERCENTAGE.  
[00:17:15] THANK YOU VERY MUCH. STOP INTERRUPT ME.  
[00:17:17] I SEE YOU IN COURT. THANK YOU, ALEX.  
[00:17:20] AND ALEX, IT'S PRESIDENT SHOW TO YOU.  
[00:17:23] OUR NEXT SPEAKER IS GOING TO BE KATHY  
[00:17:26] KENNEDY. SHE'S ONLINE. KATHY, CAN YOU  
[00:17:29] HEAR ME? I SURE CAN.  
[00:17:32] THANK YOU. AND THANK YOU VERY MUCH FOR  
[00:17:35] HAVING ME. I AM GOING TO BE TALKING  
[00:17:38] TODAY IN SUPPORT OF THE ACCESSIBILITY  
[00:17:41] EFFORTS THAT THE PORT HAS UNDERTAKEN.  
[00:17:46] I WANTED TO LET YOU KNOW THAT THERE HAVE  
[00:17:48] BEEN SUCH SIGNIFICANT IMPROVEMENTS IN  
[00:17:52] REMOVING BARRIERS FOR ALL TRAVELERS WITH  
[00:17:54] DISABILITIES. AND THE AIRPORT HAS REALLY  
[00:17:57] WORKED VERY DILIGENTLY WITH THE  
[00:18:00] DISABILITY COMMUNITY TO ENSURE THAT  
[00:18:02] THEY'RE LEARNING WHAT'S MOST EFFECTIVE,  
[00:18:05] WHAT'S NEEDED, AND WHAT THEY REALLY  
[00:18:07] WANT. AND DONE THIS BY DOING REALLY  
[00:18:11] EXTENSIVE OUTREACH WITH MANY OF THE  
[00:18:14] COMMUNITY GROUPS. IT REALLY ALL STARTS  
[00:18:17] WITH RECOGNIZING THAT ACCESSIBILITY  
[00:18:20] NEEDS TO BE UNIVERSAL FOR ALL PEOPLE,  
[00:18:23] ALL AGES AND ALL NEEDS. IT RECOGNIZES  
[00:18:26] THE DIFFERENCE BETWEEN EQUITY AND  
[00:18:29] EQUALITY, AND IT CERTAINLY WORKS TO  
[00:18:32]

[00:18:35] LEVEL THAT PLAYING FIELD. I WANTED  
[00:18:35] TO ALSO SPEAK A LITTLE BIT ABOUT WHAT  
[00:18:39] THE PORT HAS DONE FOR THOSE GROUPS  
[00:18:44] WITH NON APPARENT DISABILITIES AND  
[00:18:47] CERTAINLY OUR OLDER TRAVELERS, WHICH IS  
[00:18:49] A GROWING CONCERN AS THE POPULATION OF  
[00:18:52] THE DEMOGRAPHIC, INCLUDING OUR SENIORS,  
[00:18:55] ARE TRAVELING MORE AND MORE AND USING  
[00:18:58] THE AIRPORT FACILITIES. THE SUNFLOWER  
[00:19:01] LANYARD PROGRAM, WHICH IS EXTREMELY  
[00:19:04] POPULAR IN EUROPE, IS A VOLUNTARY  
[00:19:07] PROGRAM, ALSO A NONVERBAL WAY TO  
[00:19:11] COMMUNICATE THAT SOMEONE HAS A NON  
[00:19:14] APPARENT DISABILITY.  
[00:19:18] THE SEA VISITOR PASS PROGRAM AS ANOTHER  
[00:19:21] JUST EXCELLENT PROGRAM, THE FORT OFFERS  
[00:19:24] PASSES BETWEEN THE HOURS OF EIGHT AND  
[00:19:27] TEN, SEVEN DAYS A WEEK. IT ALLOWS FAMILY  
[00:19:30] AND FRIENDS TO SIT WITH A PERSON WHO MAY  
[00:19:32] BECOME CONFUSED, EVEN IF THAT ASSISTANT  
[00:19:36] OR FAMILY MEMBER IS NOT TRAVELING.  
[00:19:39] THERE'S A BRAND NEW SENSORY ROOM  
[00:19:41] DESIGNED SPECIFICALLY FOR THE  
[00:19:43] NEURODIVERSE COMMUNITY AS A PLACE TO  
[00:19:46] HELP EASE TRAVEL IN THE HECTIC AIRPORT  
[00:19:48] ENVIRONMENT. AND I ALSO WANT TO MENTION  
[00:19:51] THAT THIS IS ABOVE AND BEYOND WHAT ANY  
[00:19:54] REGULATION WOULD REQUIRE. THANK YOU,  
[00:19:57] KATHY. THANK YOU SO MUCH. THANK YOU.  
[00:20:01] OUR NEXT SPEAKER IS RENEE GOOD  
[00:20:09] AFTERNOON. MY NAME IS RENEE LAMOGEE REEVE  
[00:20:11] AND I'M HERE TO SPEAK ABOUT THE CRUISE  
[00:20:12] INDUSTRY. I SERVE AS VICE PRESIDENT OF

[00:20:16] GOVERNMENT AND COMMUNITY RELATIONS FOR  
[00:20:17] CRUISE LINES INTERNATIONAL ASSOCIATION,  
[00:20:19] OR CLIA, AND I OVERSEE OUR WORK IN THE  
[00:20:21] GREATER PACIFIC NORTHWEST REGION, WHICH  
[00:20:24] INCLUDES, OBVIOUSLY, SEATTLE, ALASKA,  
[00:20:26] VICTORIA, VANCOUVER AND CALIFORNIA. AS  
[00:20:29] YOU KNOW, CLEA IS THE LARGEST MEMBER  
[00:20:34] BASED TRADE ASSOCIATION. WE REPRESENT  
[00:20:36] 95% OF THE OCEAN GOING CAPACITY, WHICH  
[00:20:39] IS OVER 50 CRUISE LINES, OVER 250 SHIPS,  
[00:20:42] AND WE TRANSPORT 30 MILLION CRUISE  
[00:20:45] PASSENGERS EACH YEAR TO WORLDWIDE  
[00:20:47] DESTINATIONS LIKE SEATTLE. IT'S A  
[00:20:49] PLEASURE TO BE WITH YOU AGAIN TODAY. I  
[00:20:51] WANT TO START BY THANKING THE PORT  
[00:20:52] COMMISSIONERS AND THE PORT STAFF FOR  
[00:20:54] YOUR CONTINUED SUPPORT OF THE INDUSTRY  
[00:20:56] HERE IN SEATTLE. WE VALUE OUR LONG  
[00:20:58] STANDING PARTNERSHIP, ESPECIALLY WHEN IT  
[00:20:59] COMES TO OUR SHARED COMMITMENT TO  
[00:21:01] ENVIRONMENTAL STEWARDSHIP AND  
[00:21:02] INNOVATION. AS COMMISSIONER CALKINS  
[00:21:04] SHARED A FEW WEEKS AGO AT OUR SEASON  
[00:21:06] WRAP UP EVENT, THE 2023 CRUISE SEASON  
[00:21:09] WAS A RECORD BREAKING YEAR, BRINGING 1.7  
[00:21:11] MILLION CRUISE VISITORS TO SEATTLE AND  
[00:21:14] CONTRIBUTING OVER 900 MILLION TO THE  
[00:21:16] ECONOMY. WITH THIS LEVEL OF ACTIVITY,  
[00:21:19] THE CRUISE INDUSTRY CONTINUES TO FIND  
[00:21:20] EVERY WAY POSSIBLE TO MAKE OUR  
[00:21:22] OPERATIONS MORE SUSTAINABLE AND MITIGATE  
[00:21:24] OUR IMPACTS ON THE ENVIRONMENT. TO BE  
[00:21:27]

[00:21:29] CLEAR, CRUISE SHIPS DO NOT DISCHARGE ANY  
[00:21:33] WASTEWATER IN THE PUGET SOUND. 120 CLIA  
[00:21:35] MEMBER SHIPS WORLDWIDE ARE CURRENTLY  
[00:21:36] EQUIPPED TO CONNECT TO SHORESIDE  
[00:21:39] ELECTRICITY, AND BETWEEN NOW AND 2028,  
[00:21:42] 88% OF OUR GLOBAL FLEET WILL BE PLUG IN  
[00:21:45] READY ON SEPTEMBER 6 OF THIS YEAR. I  
[00:21:47] SHARED WITH YOU VIA EMAIL, A PRESS  
[00:21:49] RELEASE AND A LINK TO CLEA'S GLOBAL  
[00:21:51] CRUISE INDUSTRY ENVIRONMENTAL  
[00:21:54] TECHNOLOGIES AND PRACTICES REPORT. WE  
[00:21:56] RECENTLY EXPANDED ON THIS DATA IN OUR  
[00:21:58] CHARTING THE FUTURE OF SUSTAINABLE  
[00:22:00] TRAVEL PAPER, WHICH WE WILL SHARE WITH  
[00:22:02] YOU AS WELL. THIS SHOWS SIGNIFICANT  
[00:22:04] ADVANCEMENTS IN THE CRUISE INDUSTRY'S  
[00:22:06] EFFORTS TO PURSUE NET ZERO CARBON  
[00:22:09] CRUISING BY 2050. THE PORT OF SEATTLE  
[00:22:10] HAS BEEN A LEADER IN SHORE POWER  
[00:22:12] CAPABILITY AS THE FIRST PORT IN THE  
[00:22:14] CONTIGUOUS UNITED STATES TO OFFER SHORE  
[00:22:18] POWER PLUGIN AT PIER 91. OH.  
[00:22:20] WE'RE PROUD TO BE YOUR PARTNER AND YOUR  
[00:22:23] COLLABORATOR. THANK YOU. THANKS, RENEE.  
[00:22:26] ALL RIGHT, NEXT IS LAUREN VAN HORN  
[00:22:31] ONLINE.  
[00:22:33] LAUREN, CAN YOU HEAR ME?  
[00:22:36] YES. OH, SORRY. IT'S LAUREL. I'M SORRY.  
[00:22:40] EXCUSE ME. I MISREAD YOUR NAME. LAUREL?  
[00:22:41] YEAH, I'M LAUREL VAN HORN. I'M SPEAKING  
[00:22:43] ON THE TOPIC OF ACCESSIBILITY AT THE  
[00:22:45] PORT OF SEATTLE. SO THANK YOU FOR THIS  
[00:22:45] OPPORTUNITY. I'M THE DIRECTOR OF

[00:22:47] PROGRAMS AT OPEN DOORS ORGANIZATION,  
[00:22:49] WHICH IS A DISABILITY NONPROFIT BASED IN  
[00:22:52] ROSEMONT, ILLINOIS. I'M ALSO A PROUD  
[00:22:54] MEMBER OF THE SEATTLE INTERNATIONAL  
[00:22:56] AIRPORT ACCESSIBILITY ADVISORY  
[00:22:57] COMMITTEE, HAVING RECENTLY REPLACED OUR  
[00:23:00] EXECUTIVE DIRECTOR, ERIC LIPP, ON WHOSE  
[00:23:02] BEHALF I'M SPEAKING TODAY AT OPEN DOORS  
[00:23:06] ORGANIZATION. WE HAVE WORKED CLOSELY  
[00:23:07] WITH THE PORT OF SEATTLE FOR MANY YEARS  
[00:23:09] TO HELP THE AIRPORT BECOME ONE OF THE  
[00:23:11] MOST ACCESSIBLE IN THE NATION, AND  
[00:23:13] INDEED, IN THE WORLD. WE HOPE THAT THE  
[00:23:15] COMMISSION WILL VOTE IN FAVOR OF MAKING  
[00:23:17] ACCESSIBILITY AN ONGOING COMMITMENT AND  
[00:23:20] AN INTEGRAL PART OF THE PORT OF SEATTLE  
[00:23:22] BRAND. CONGRATULATIONS TO EVERYONE AT  
[00:23:25] THE PORT, LEADERSHIP AND STAFF WHO HAVE  
[00:23:27] SUPPORTED ALL THE IMPROVEMENTS TO  
[00:23:29] ACCESSIBILITY THUS FAR. AND KATHY  
[00:23:31] KENNEDY, OF COURSE, JUST MENTIONED A  
[00:23:33] NUMBER OF THOSE WHICH ARE IMPORTANT AT  
[00:23:36] OPEN DOORS ORGANIZATION. WE PLEDGE OUR  
[00:23:38] CONTINUED SUPPORT OF YOUR IMPORTANT WORK  
[00:23:40] AND LOOK FORWARD TO HELPING YOU ACHIEVE  
[00:23:42] AN EVEN GREATER LEVEL OF INCLUSION AND  
[00:23:44] ACCESS SO THAT ALL TRAVELERS, WHATEVER  
[00:23:46] THEIR AGE, SIZE, OR ABILITY, CAN ENJOY A  
[00:23:50] TRULY BARRIER FREE AND EQUITABLE  
[00:23:52] EXPERIENCE IN YOUR FACILITIES. SO THANK  
[00:23:55] YOU VERY MUCH AGAIN. THANK YOU VERY  
[00:23:58] MUCH, LAUREL. AND LAST BUT CERTAINLY NOT  
[00:24:01]



[00:24:12] LEAST, PUBLIC COMMENTATOR HAROLD EUGLES.  
HELLO, MY NAME IS HAROLD DOUGLAS. I'M  
[00:24:15] CURRENT PRESIDENT OF ILW LOCAL 19. I  
[00:24:18] WANT TO THANK CHIEF EXECUTIVE DIRECTOR  
[00:24:21] OF METRUCK AND COMMISSIONER. ALLOW ME TO  
[00:24:22] SPEAK, AND I'M GOING TO BE SPEAKING  
[00:24:24] ABOUT THE CRUISE SHIP INDUSTRY. WE JUST  
[00:24:27] AS YOU HEARD FROM THE PREVIOUS SPEAKER,  
[00:24:29] WE HAD A VERY SUCCESSFUL CRUISE SEASON.  
[00:24:32] WE WANT TO THANK THE PORT FOR THEIR  
[00:24:34] FORESIGHT AND PUSHING  
[00:24:38] FOR COLD IRONING FOR NEXT YEAR AND  
[00:24:41] INCREASING THE NUMBER OF RAMPS AVAILABLE  
[00:24:43] SO THAT WE CAN AYE. THE 100% COLD IRONING  
[00:24:46] BY 2030. IT'S A GOAL THAT I THINK WE CAN  
[00:24:49] ACHIEVE, HOPEFULLY EVEN SOONER. THE BIG  
[00:24:52] THING THAT I'D LIKE TO ALSO STRESS IS  
[00:24:54] THE IMPORTANCE OF THE AMOUNT OF JOBS  
[00:24:56] THAT THIS DIRECT JOBS THAT ILW MEMBERS  
[00:25:00] RECEIVE OFF THIS ONE OF THE LARGEST  
[00:25:02] VESSELS THIS YEAR, CALLING UP PIER 91,  
[00:25:05] WE HAD 169 MEMBERS DISPATCHED  
[00:25:09] TO WORK ON THAT SHIP ON ONE VESSEL AT  
[00:25:13] PIER 91. GENERALLY DURING THE WEEKENDS,  
[00:25:16] THEY HAVE TWO SHIPS AT A TIME. IT'S AN  
[00:25:18] AVERAGE AROUND 282 MEMBERS THAT ARE  
[00:25:21] DISPATCHED TO WORK THOSE. AND THEN ALONG  
[00:25:24] WITH PIER 66, EXAMPLE OF THE NORWEGIAN  
[00:25:27] BLISS, WE HAVE 138 MEMBERS WORKING ON  
[00:25:31] THAT SHIP. SO YOU CAN SEE THAT WE VARY  
[00:25:34] SOMETIMES ALL THE WAY, ALMOST UP TO 450  
[00:25:38] JOBS ON THOSE VESSELS. AND TALKING WITH  
[00:25:41] THE CRUISE INDUSTRY, IT LOOKS LIKE WE'RE

[00:25:43] GOING TO HAVE BIGGER VESSELS, MORE  
[00:25:45] MANPOWER, AND AS YOU ALL KNOW,  
[00:25:49] THE WAGES THAT IT BRINGS IN IS  
[00:25:51] TREMENDOUS. AND THEN ALL THE OTHER JOBS,  
[00:25:55] AS FAR AS FROM THE TUGBOAT OPERATORS TO  
[00:25:58] THE SHIP HANDLERS TO THE PEOPLE  
[00:26:01] WHO SUPPLY IT, IS VERY IMPORTANT TO OUR  
[00:26:03] REGION. SO AGAIN, I APPLAUD THAT WE PUSH  
[00:26:07] THE CRUISE INDUSTRY TO BE A GREEN  
[00:26:09] INDUSTRY, AND I THINK THEY RESPOND VERY  
[00:26:11] WELL. COLD IRONING IS ONE OF THEM.  
[00:26:13] DISCHARGING WASTEWATER AND ALSO BEING  
[00:26:16] GOOD CITIZENS UP IN ALASKA, WE THINK  
[00:26:19] THAT'S VERY IMPORTANT AND WE WANT TO  
[00:26:21] MAKE SURE THAT THEY REMAIN SO. THANK YOU  
[00:26:24] FOR YOUR TIME. HAVE A NICE DAY. THANK  
[00:26:26] YOU, ERROL. ALL RIGHT, THAT CONCLUDES  
[00:26:29] OUR SIGNUPS FOR TODAY. IS THERE ANYONE  
[00:26:31] ELSE PRESENT OR ON THE TEAM'S CALL OR  
[00:26:34] PRESENT IN THE ROOM TODAY WHO DIDN'T  
[00:26:35] SIGN UP BUT WISHES TO SPEAK AND ADDRESS  
[00:26:37] THE COMMISSION? IF SO, PLEASE STATE AND  
[00:26:39] SPELL YOUR NAME AND STATE THE TOPIC  
[00:26:41] RELATED TO THE CONDUCT REPORT BUSINESS  
[00:26:43] YOU WISH TO SPEAK OUT ABOUT FOR THE  
[00:26:44] RECORD. ALL RIGHT,  
[00:26:48] IN THAT CASE, AT THIS TIME, I'LL ASK THE  
[00:26:49] CLERK TO PLEASE GIVE A SYNOPSIS OF THE  
[00:26:51] WRITTEN COMMENTS RECEIVED.  
[00:26:55] THANK YOU, MR. COMMISSIONER, PRESIDENT,  
[00:26:57] MEMBERS OF THE COMMISSION, EXECUTIVE  
[00:26:58] DIRECTOR METRUCK WE'VE RECEIVED THREE  
[00:27:00]

WRITTEN COMMENTS FOR TODAY'S MEETING  
[00:27:02] THESE HAVE BEEN PREVIOUSLY DISTRIBUTED  
[00:27:04] TO YOU AND WILL BECOME A PART OF THE  
[00:27:05] PUBLIC RECORD. KIM BRIAN'S RIGHTS AND  
[00:27:08] SUPPORTIVE AGENDA ITEM TEN D THE SEA  
[00:27:10] ACCESSIBILITY ORDERS STATING THAT THE  
[00:27:12] WORK THAT SEA HAS BEEN DOING TO BECOME  
[00:27:14] THE MOST ACCESSIBLE AND INCLUSIVE  
[00:27:16] AIRPORT HAS MADE A POSITIVE IMPACT IN  
[00:27:18] THE COMMUNITY AND HAS HELPED TO MAKE  
[00:27:20] PEOPLE FEEL MORE COMFORTABLE TRAVELING  
[00:27:21] THROUGH SEATTLE. RYAN FOX, MEMBER OF THE  
[00:27:24] ACCESSIBILITY ADVISORY COMMITTEE FOR  
[00:27:26] SEA, ALSO WRITES IN SUPPORT OF AGENDA  
[00:27:28] ITEM TEN D AND ALSO IN SUPPORT OF THE  
[00:27:31] SEA ACCESS PROGRAM, NOTING HOW TRAVEL  
[00:27:33] CAN IMPACT PEOPLE IN DIFFERENT WAYS WHEN  
[00:27:35] THEY HAVE DISABILITIES, RYAN STATES THE  
[00:27:37] IMPORTANCE OF PROVIDING A SPACE THAT  
[00:27:39] WORKS FOR A WIDE VARIETY OF TRAVELERS TO  
[00:27:41] MAKE THEIR WAY THROUGH THE AIRPORT  
[00:27:42] EFFICIENTLY AND IN COMFORT. AND THEN  
[00:27:45] CONCLUDING WITH GEORGE ABBOTT,  
[00:27:46] PRESIDENT AND CEO OF THE LIGHTHOUSE FOR  
[00:27:48] THE BLIND AND MEMBER OF THE  
[00:27:50] ACCESSIBILITY ADVISORY COUNCIL, WHO  
[00:27:52] WRITES AS WELL TO SUPPORT AGENDA ITEM  
[00:27:54] TEN D, NOTING THE THOUGHTFUL EFFORTS OF  
[00:27:57] THE PORT AND SEA STAFF TO EMBRACE EQUITY  
[00:27:59] AND INCLUSION OF VISITORS AND RESIDENTS  
[00:28:02] WITH DISABILITIES WHO USE THE AIRPORT  
[00:28:04] AND ALL PORT FACILITIES. AND THAT  
[00:28:05] CONCLUDES OUR WRITTEN COMMENTS TODAY.

[00:28:07] EXCELLENT. THANK YOU VERY MUCH. HEARING  
[00:28:09] NO FURTHER PUBLIC TESTIMONY, WE'LL NOW  
[00:28:10] MOVE ON TO THE CONSENT AGENDA. ITEMS ON  
[00:28:13] THE CONSENT AGENDA ARE CONSIDERED  
[00:28:14] ROUTINE AND WILL BE ADOPTED BY ONE  
[00:28:15] MOTION. ITEMS REMOVED FROM THE CONSENT  
[00:28:17] AGENDA WILL BE CONSIDERED SEPARATELY  
[00:28:18] IMMEDIATELY AFTER ADOPTION OF THE  
[00:28:20] REMAINING CONSENT AGENDA. ITEMS. AT THIS  
[00:28:22] TIME, THE CHAIR WILL ENTERTAIN A MOTION  
[00:28:24] TO APPROVE THE CONSENT AGENDA. ITEMS  
[00:28:26] RECOVERING ITEMS EIGHT A, EIGHT B,  
[00:28:28] EIGHT C.  
[00:28:39] IS THERE A MOTION SO MOVED? SECOND.  
[00:28:43] EXCELLENT. COMMISSIONER,  
[00:28:46] WE HAVE A MOTION AND A SECOND. PLEASE  
[00:28:49] SAY IRON A WHEN YOUR NAME IS CALLED FOR  
[00:28:51] THE APPROVAL OF THE CONSENT AGENDA,  
[00:28:53] BEGINNING WITH COMMISSIONER CALKINS.  
[00:28:57] AYE. THANK YOU. COMMISSIONER FELLEMAN.  
[00:29:00] AYE. THANK YOU. COMMISSIONER HASEGAWA.  
[00:29:03] AYE. THANK YOU. COMMISSIONER MOHAMED.  
[00:29:06] AYE. THANK YOU. AND COMMISSIONER CHO.  
[00:29:08] AYE. THANK YOU. FIVE AYES, ZERO NAYS FOR  
[00:29:11] THIS ITEM. EXCELLENT. THE MOTION PASSES.  
[00:29:13] THANK YOU VERY MUCH. MOVING ON IN THE  
[00:29:15] AGENDA, WE HAVE FOUR NEW ITEMS OF  
[00:29:17] BUSINESS TODAY. NEW BUSINESS ITEMS  
[00:29:19] TODAY. CLERK HART, PLEASE READ THE FIRST  
[00:29:20] ITEM INTO THE RECORD, AND THEN EXECUTIVE  
[00:29:22] DIRECTOR METRUCK WILL THEN INTRODUCE THE  
[00:29:24] ITEM. THANK YOU. OUR FIRST ITEM IS  
[00:29:27]

[00:29:29] ACTUALLY TEN A AND TEN B CONSOLIDATED  
[00:29:31] FOR ONE PUBLIC HEARING, AND I WILL READ  
[00:29:33] THAT INTO THE RECORD. TEN A. PUBLIC  
[00:29:35] HEARING AND INTRODUCTION OF RESOLUTION  
[00:29:37] NUMBER THREE 8114, A. RESOLUTION  
[00:29:39] ADOPTING THE FINAL BUDGET OF THE PORT OF  
[00:29:42] SEATTLE FOR THE YEAR 2024. MAKING,  
[00:29:44] DETERMINING, AND DECIDING THE AMOUNT OF  
[00:29:45] TAXES TO BE LEVIED UPON THE CURRENT  
[00:29:47] ASSESSMENT ROLE, PROVIDING PAYMENT OF  
[00:29:50] BOND REDEMPTIONS AND INTEREST COST OF  
[00:29:51] FUTURE CAPITAL IMPROVEMENTS AND  
[00:29:53] ACQUISITIONS, AND FOR SUCH GENERAL  
[00:29:55] PURPOSES ALLOWED BY LAW, WHICH THE PORT  
[00:29:57] DEEMS NECESSARY, AND DIRECTING THE KING  
[00:30:00] COUNTY COUNCIL AS TO THE SPECIFIC SUMS  
[00:30:01] TO BE LEVIED ON ALL OF THE ASSESSED  
[00:30:03] PROPERTIES OF THE PORT OF SEATTLE  
[00:30:07] DISTRICT IN THE YEAR 2024 AND TEN B.  
[00:30:09] ALSO, PUBLIC HEARING, INTRODUCTION OF  
[00:30:12] RESOLUTION NUMBER 3815. A RESOLUTION  
[00:30:13] SPECIFYING THE DOLLAR AND PERCENTAGE  
[00:30:16] CHANGE IN THE REGULAR PROPERTY LEVY FROM  
[00:30:20] THE PREVIOUS YEAR PER RCW 84 55 120,  
[00:30:23] PROVIDING FOR A 4.8% INCREASE OF THE  
[00:30:25] LEVY FROM EIGHTY TWO MILLION, SIX  
[00:30:26] HUNDRED AND FIFTY SEVEN THOUSAND, THREE  
[00:30:28] HUNDRED AND SIXTY SEVEN DOLLARS TO  
[00:30:30] EIGHTY SIX MILLION, SIX HUNDRED AND  
[00:30:31] SIXTY FOUR THOUSAND, FIVE HUNDRED AND  
[00:30:35] EIGHTY DOLLARS.  
[00:30:37] COMMISSIONERS, AS YOU KNOW, TODAY'S  
PRESENTATION IS THE CULMINATION OF OUR



[00:30:39] SIX MONTHS OF HARD WORK BY YOU AND OUR  
[00:30:41] STAFF ACROSS THE PORT. I'D LIKE TO BEGIN  
[00:30:43] MY INTRODUCTION OF TODAY'S BUDGET BY  
[00:30:45] HIGHLIGHTING OUR FINANCIAL PERFORMANCE  
[00:30:47] FOR THE FIRST THREE QUARTERS OF 2023.  
[00:30:51] PASSENGER VOLUME AT SEA CONTINUES TO  
[00:30:53] REBOUND AND IS TRENDING HIGHER THAN  
[00:30:56] 2022, AND WE EXPECT TO COME VERY CLOSE  
[00:30:58] TO PRE PANDEMIC VOLUMES BY THE END OF  
[00:31:00] THE YEAR. ON THE MARITIME SIDE, AS  
[00:31:02] YOU'VE HEARD TODAY IN THE PUBLIC  
[00:31:04] TESTIMONY, THE 2023 CRUISE SEASON BROKE  
[00:31:06] RECORDS WITH 291 SAILINGS AND WELL OVER  
[00:31:09] 1.7 MILLION REVENUE PASSENGERS.  
[00:31:13] AIRPORT NON AERONAUTICAL REVENUES ARE  
[00:31:16] ANTICIPATED TO EXCEED THE BUDGET DUE TO  
[00:31:18] HIGHER REVENUES IN MOST LINES OF  
[00:31:19] BUSINESS, CRUISE FISHING, COMMERCIAL  
[00:31:22] MARINAS AND MARITIME PORTFOLIO  
[00:31:24] MANAGEMENT ARE EXPECTED TO EXCEED  
[00:31:26] REVENUE TARGETS AS WELL. HOWEVER,  
[00:31:28] CONFERENCE CENTER VOLUME IS ESTIMATED TO  
[00:31:30] BE DOWN BY 28% DUE TO EVENTS AND  
[00:31:33] CONFERENCE CANCELLATIONS THIS YEAR.  
[00:31:36] WHILE OUR OVERALL PERFORMANCE IS STRONG,  
[00:31:38] WE ARE IN AN ERA DEFINED BY ECONOMIC  
[00:31:41] PARADOX AND GEOPOLITICAL UNCERTAINTY.  
[00:31:44] WITHIN THIS CONTEXT OF GLOBAL AND LOCAL  
[00:31:47] CHANGES, IT IS MORE IMPORTANT THAN EVER  
[00:31:49] THAT WE MAKE INVESTMENTS TO BUILD A PORT  
[00:31:51] OF THE FUTURE. STRONG DEMAND  
[00:31:54] DEMONSTRATES THEIR ENDURED NEED FOR THE  
[00:31:55]

[00:31:58] PORT SERVICES. FORECASTS INDICATE THAT  
[00:32:01] 2024 SHOULD BE THE STRONGEST YEAR EVER  
[00:32:03] IN THE HISTORY OF THE AIRPORT AND CRUISE  
[00:32:05] PASSENGER VOLUMES. IN FACT, THE PORT  
[00:32:07] PROJECTS \$1 BILLION IN REVENUES FOR THE  
[00:32:11] FIRST TIME EVER IN 2024. DESPITE THIS  
[00:32:13] FAVORABLE OUTLOOK FOR THE PORT,  
[00:32:15] ECONOMIC FACTORS OUTSIDE OF OUR CONTROL,  
[00:32:17] ESPECIALLY PERSISTENT INFLATION AND  
[00:32:19] GLOBAL TENSIONS, POSE RISKS TO OUR  
[00:32:23] PROJECTIONS IN OUR PLANS. IN RESPONSE,  
[00:32:27] THE PORT IS TAKING A STRATEGIC APPROACH.  
[00:32:29] WE INVEST BOLDLY WHERE WE CAN MAKE THE  
[00:32:31] GREATEST IMPACT TODAY WHILE ENSURING  
[00:32:33] THAT WE HAVE THE FINANCIAL RESOURCES FOR  
[00:32:36] OUR LONGER TERM NEEDS. WE CONTINUE OUR  
[00:32:38] GLOBAL LEADING EFFORTS ON SUSTAINABILITY  
[00:32:40] AND EQUITY IN A WAY THAT SUPPORTS THE  
[00:32:42] COMMUNITY AND THE ENVIRONMENT, WHILE  
[00:32:43] MAKING OUR BUSINESS LINES MORE  
[00:32:46] COMPETITIVE AND RESILIENT. WE ARE ALSO  
[00:32:48] SUPPORTING OUR WORKFORCE TO ENSURE THE  
[00:32:49] RECRUITMENT AND RETENTION OF THE PEOPLE  
[00:32:51] WE NEED TO OPERATE OUR GATEWAYS  
[00:32:54] SUCCESSFULLY. THE 2024 BUDGET MAKES  
[00:32:56] SIGNIFICANT INVESTMENTS IN COST OF  
[00:32:58] LIVING AND PAY FOR PERFORMANCE  
[00:33:00] INCREASES, WITH A PLACEHOLDER OF  
[00:33:02] APPROXIMATELY 7% ON AVERAGE FOR  
[00:33:05] NONREPRESENTED EMPLOYEES. AND WE'RE ALSO  
[00:33:06] PLANNING TO FULLY IMPLEMENT OUR  
[00:33:08] COMPENSATION PROJECT TO ENSURE THAT  
EVERYONE AT THE PORT IS BEING PAID

[00:33:09] APPROPRIATELY FOR THEIR ROLE AND  
[00:33:11] EXPERIENCE. OUR BUDGET STRATEGY HAS BEEN  
[00:33:15] DRIVEN IN PART BY OUR CAPITAL  
[00:33:16] IMPROVEMENT PLAN, WHICH WE BRIEFED YOU  
[00:33:18] ON LATER THIS YEAR. WE'RE PROPOSING THE  
[00:33:21] LARGEST FIVE YEAR CAPITAL PLAN IN OUR  
[00:33:23] HISTORY, INTENDING TO SPEND 5.6 BILLION  
[00:33:26] ACROSS OUR AVIATION, MARITIME AND  
[00:33:28] ECONOMIC DEVELOPMENT FACILITIES AND  
[00:33:30] INVEST 210.4 MILLION WITH THE NORTHWEST  
[00:33:34] SEAPORT ALLIANCE TO ENSURE THAT OUR  
[00:33:36] GATEWAYS MEET THE OPERATIONAL AND  
[00:33:38] SUSTAINABILITY DEMANDS FOR TODAY AND  
[00:33:40] INTO THE FUTURE. AS PART OF OUR  
[00:33:43] PRESENTATION, WE WILL GO OVER CHANGES  
[00:33:46] SINCE OUR LAST BRIEFING, HAVE A SUMMARY  
[00:33:48] OF THE PROPOSED OPERATING BUDGET IN THE  
[00:33:50] CAPITAL PLAN, PRESENT KEY BUDGET  
[00:33:52] DRIVERS, SOURCES AND USES OF FUNDS OUR  
[00:33:55] PROPOSED TAX LEVY FOR 2024, A 4.8%  
[00:33:59] INCREASE FOR 6.7 MILLION AND  
[00:34:04] WE WILL FINISH WITH A SUMMARY OF OUR  
[00:34:07] BUDGETING AND EQUITY INITIATIVE.  
[00:34:10] FINALLY, I WANT TO MAKE SURE TO SHARE MY  
[00:34:13] GRATITUDE FOR EVERYONE WHO HAS WORKED SO  
[00:34:15] HARD SO LONG TO BRING US TO TODAY'S  
[00:34:18] BUDGET INTRODUCTION. COMMISSIONER, YOU  
[00:34:20] HAVE GIVEN HOURS AND HOURS OF YOUR TIME  
[00:34:22] DURING RETREATS, BRIEFINGS AND  
[00:34:24] INDIVIDUAL MEETINGS TO SHARE YOUR  
[00:34:25] PRIORITIES INPUT AND PROBING QUESTIONS  
[00:34:28] ABOUT HOW WE STRATEGICALLY INVEST IN OUR  
[00:34:30]

[00:34:32] MISSION AND VISION, THE PORT'S FINANCE  
[00:34:32] STAFF WORKED FOR MONTHS WITH EACH  
[00:34:34] DEPARTMENT AND DIVISION AT A GRANULAR  
[00:34:37] LEVEL TO UNDERSTAND EVERY NEW REQUEST  
[00:34:39] FOR AN FTE OR PROGRAM AND BALANCE IT  
[00:34:42] AGAINST AVAILABLE RESOURCES AND OTHER  
[00:34:43] NEEDS. SO HERE WE ARE.  
[00:34:46] SO WITHOUT FURTHER ADO, I'D LIKE TO TURN  
[00:34:48] OVER TO CHIEF FINANCIAL OFFICER DAN  
[00:34:50] THOMAS, ALONG WITH MICHAEL TONG,  
[00:34:54] DIRECTOR OF CORPORATE BUDGET HEIDI  
[00:34:56] POPCHAK, DIRECTOR OF AVIATION FINANCE  
[00:34:58] AND BUDGET, AND BOOKDA GHEISAR, SENIOR  
[00:35:00] DIRECTOR OF OFFICE EQUITY, DIVERSITY AND  
[00:35:02] INCLUSION. SO WITH THAT, DAN,  
[00:35:06] I'LL TURN IT OVER TO AYE. TO BEGIN, AND  
[00:35:08] THEN WE'LL LOOK FORWARD TO ANSWERING ANY  
[00:35:10] QUESTIONS THAT YOU MAY HAVE. THANK YOU.  
[00:35:12] THANK YOU, STEVE. AND GOOD AFTERNOON.  
[00:35:14] COMMISSIONER. IF WE COULD MOVE TO THE  
[00:35:15] FIRST. NEXT SLIDE, PLEASE.  
[00:35:20] THIS IS JUST AN OVERVIEW OF THE ITEMS  
[00:35:23] WE'RE GOING TO COVER TODAY. AGAIN,  
[00:35:25] YOU'VE SEEN MUCH OF THIS IN THE PAST,  
[00:35:26] SO WE ARE GOING TO FLY AT A FAIRLY HIGH  
[00:35:29] LEVEL. NEXT SLIDE, PLEASE. SO AS  
[00:35:32] STEVE MENTIONED, WE HAVE STARTED THIS  
[00:35:34] PROCESS ABOUT SIX MONTHS AGO IN THE  
[00:35:36] EARLY SUMMER. SO LOTS OF BRIEFINGS AND  
[00:35:38] DISCUSSIONS, INCLUDING SEVERAL  
[00:35:39] COMMISSION RETREATS. WE PROVIDED  
[00:35:41] DETAILED PRESENTATIONS OF THE DIVISION  
[00:35:44] BUDGETS IN OCTOBER AS

[00:35:48] WELL AS THE CENTRAL SERVICES BUDGET IN  
[00:35:50] LATE SEPTEMBER. AND THEN WE DISCUSSED  
[00:35:52] THE TAX LEVY AND PLAN OF FINANCE IN LATE  
[00:35:55] OCTOBER. SO THAT'S WHEN YOU RECEIVE SOME  
[00:35:57] PRETTY DETAILED BRIEFINGS. SO TODAY  
[00:36:00] WE'RE REALLY GOING TO FOCUS JUST ON SOME  
[00:36:01] OF THE CHANGES THAT HAVE OCCURRED SINCE  
[00:36:03] YOU LAST REVIEWED THE BUDGETS IN THE  
[00:36:05] INTEREST OF TIME. AND ALSO THERE ARE  
[00:36:08] PLENTY OF ADDITIONAL MATERIALS IN THE  
[00:36:10] APPENDIX IF YOU WANT MORE DETAILS. NEXT  
[00:36:13] SLIDE, PLEASE. SO I'M GOING TO TURN IT  
[00:36:16] OVER TO HEIDI POPPACHUK, WHO'S OUR  
[00:36:18] AVIATION FINANCE AND BUDGET DIRECTOR,  
[00:36:19] TO TALK ABOUT SOME OF THE CHANGES THAT  
[00:36:21] OCCURRED WITHIN THE AVIATION DIVISION  
[00:36:23] SINCE YOU LAST REVIEWED THEIR BUDGET.  
[00:36:25] HEIDI? THANK YOU, DAN. AND GOOD  
[00:36:29] AFTERNOON, PRESIDENT CHO AND  
[00:36:30] COMMISSIONERS AND EXECUTIVE METRUCK AND  
[00:36:33] PORT STAFF. SO AS DAN ALLUDED  
[00:36:36] TO BACK IN OCTOBER, THE AVIATION  
[00:36:39] DIVISION, WE MENTIONED THAT WE WERE  
[00:36:42] GOING TO LOOK AT SOME OF OUR EXPENSES IN  
[00:36:45] THE PRELIMINARY BUDGET AND PARTNER WITH  
[00:36:48] OUR PORT OF SEATTLE ACCOUNTING,  
[00:36:51] FINANCIAL AND REPORTING GROUP TO ASSESS  
[00:36:54] WHETHER SOME OF THOSE COSTS COULD BE  
[00:36:56] CAPITALIZED. AND THAT HAD THE COMMITMENT  
[00:36:59] THAT WE'LL COME BACK TO THE COMMISSION  
[00:37:01] TODAY TO REPORT BACK ON THAT WORK.  
[00:37:05] AND AS A RESULT, AS YOU CAN SEE THERE,  
[00:37:09]



[00:37:12] OUR TOTAL REVENUES DECREASED BY \$7.6  
[00:37:17] MILLION, WITH A SUBSTANTIVE AMOUNT  
[00:37:19] ASSOCIATED WITH OUR AERONAUTICAL  
[00:37:22] REVENUES, AND THAT DECREASED BY A NET OF  
[00:37:25] \$7.4 MILLION. SO WHEN  
[00:37:27] WE DID THE WORK WITH OUR ACCOUNTING,  
[00:37:30] FINANCIAL AND REPORTING GROUP, WE HAD  
[00:37:34] A TOTAL AMOUNT OF \$11.4 MILLION  
[00:37:38] THAT COULD BE RECLASSIFIED FOR  
[00:37:41] CAPITALIZATION AND THE AERONAUTICAL  
[00:37:45] REVENUE PORTION THAT WAS ACCOUNTED  
[00:37:49] FOR IN THAT \$11.4 MILLION. ALSO THE  
[00:37:51] SECOND BULLET THERE, IT WAS PARTIALLY  
[00:37:55] OFFSET BY THE AERONAUTICAL SHARE OF \$5  
[00:37:59] MILLION ADDED OF BUDGET CONTINGENCY FOR  
[00:38:02] ONM EXPENSES. AND I'LL TALK MORE ABOUT  
[00:38:04] THAT ON THE NEXT SLIDE. BUT I DEFINITELY  
[00:38:06] WANT TO GET TO THE NON AERONAUTICAL  
[00:38:09] REVENUE DECREASE AS WELL. SO THE NEXT  
[00:38:11] PART WITH OUR NON AERONAUTICAL REVENUE  
[00:38:16] DECREASE IS WE HAD SOME REDUCTIONS  
[00:38:18] IN OUR GROUND TRANSPORTATION COST  
[00:38:21] RECOVERY AS WELL AS REDUCTIONS IN OUR  
[00:38:24] UTILITY COST RECOVERY DUE TO LOWER  
[00:38:27] ALLOCATED COSTS AND THEN A MODEST  
[00:38:30] INCREASE IN OUR NON AERONAUTICAL SPACE  
[00:38:33] RENT DUE TO HIGHER TERMINAL LEASE RATES.  
[00:38:37] NEXT SLIDE, PLEASE.  
[00:38:40] SO NOW MOVING ON TO THE AVIATION  
[00:38:42] OPERATING EXPENSES. SO THERE IS A  
[00:38:46] CORRESPONDING ADJUSTMENT TO THAT  
[00:38:49] CAPITALIZATION RECLASSIFICATION THAT I  
MENTIONED MOMENTS AGO. SO THE TOTAL

[00:38:52] OPERATING EXPENSES DECREASED BY 6.3  
[00:38:55] MILLION. AND SO WITH THAT 11.4 MILLION  
[00:38:59] REDUCTION THAT'S ASSOCIATED WITH  
[00:39:01] CAPITALIZATION, WE OVERALL SAW A  
[00:39:05] REDUCTION IN OUR OPERATING EXPENSES,  
[00:39:07] WHICH IS GOOD NEWS. AND THAT ALSO  
[00:39:10] INCLUDES, AS I MENTIONED MOMENTS AGO,  
[00:39:13] THAT WE HAD \$5 MILLION  
[00:39:17] OF OPERATING EXPENSES ADDED TO THE  
[00:39:19] BUDGET. AND THESE ARE ONE TIME REQUESTS  
[00:39:23] THAT WERE INITIALLY SUBMITTED AS  
[00:39:27] WE WENT THROUGH THE BUDGET PROCESS UP TO  
[00:39:30] OCTOBER AND RECOGNIZED THAT WE HAD SOME  
[00:39:33] REALLY GOOD REQUESTS, BUT WE COULDN'T  
[00:39:35] APPROVE ALL THE BUDGET REQUESTS. AND  
[00:39:37] THEN WE WENT BACK TO WORK ON THIS  
[00:39:40] CAPITALIZATION TOPIC AND FOUND  
[00:39:43] THAT WE HAD THE \$11.4 MILLION THAT WAS  
[00:39:46] ELIGIBLE. AND SO WE WANTED TO APPROVE  
[00:39:51] SOME OF THOSE BUDGET REQUESTS THAT  
[00:39:53] WEREN'T APPROVED EARLIER. BUT  
[00:39:55] RECOGNIZING THERE ARE ONE TIME REQUESTS  
[00:39:58] THAT WILL ASSIST THE AVIATION DIVISION  
[00:40:00] TO ADVANCE IN ITS NUMEROUS STRATEGIC  
[00:40:03] FOCUS AREAS. AND SO WE'VE INCLUDED IN  
[00:40:06] THE APPENDIX A POTENTIAL LISTING OF  
[00:40:10] BUDGET REQUESTS THAT WE WOULD LIKE TO  
[00:40:12] UTILIZE. THE \$5 MILLION BUDGET  
[00:40:15] CONTINGENCY ON THE NEXT PIECE  
[00:40:19] IS THAT WE ESSENTIALLY TRUED UP  
[00:40:22] THE PAYROLL EXPENSES RELATED TO A  
[00:40:26] LABOR GROUP RELATING TO THE CPI  
[00:40:30]

[00:40:33] THAT WAS PUBLISHED VERSUS THE ASSUMPTION  
[00:40:35] THAT WE HAD IN THE BUDGET PROCESS. SO  
[00:40:35] THAT EQUATED TO \$72,000.  
[00:40:39] AND THEN WE HAVE SOME SMALL ADJUSTMENTS  
[00:40:41] ASSOCIATED WITH BNO TAX AND  
[00:40:44] CREDIT CARD FEES. SO OVERALL,  
[00:40:48] IT'S A GOOD NEWS STORY. ALSO,  
[00:40:52] TO MOVING FORWARD IN OUR PROCESS OF  
[00:40:55] CLASSIFYING CAPITAL COSTS, WE ARE  
[00:40:59] GOING TO CONTINUE TO WORK VERY CLOSELY  
[00:41:01] WITH OUR ACCOUNTING, FINANCIAL AND  
[00:41:02] REPORTING GROUP AS CAPITAL PROJECT SCOPE  
[00:41:06] GETS FURTHER DEFINED, AND SO WE CAN  
[00:41:08] CONTINUE TO ENSURE THOSE COSTS ARE IN  
[00:41:12] THE CORRECT FUND. SO WITH THAT,  
[00:41:16] THAT CONCLUDES MY REMARKS ON THE TWO  
[00:41:18] SLIDES, AND I'LL PASS IT BACK TO YOU,  
[00:41:20] DAN. THANK YOU. THANK YOU, HEIDI.  
[00:41:24] SO LOOKING AT THE NON AVIATION SIDE VERY  
[00:41:27] FEW CHANGES SINCE WE LAST DISCUSSED WITH  
[00:41:29] YOU. THE ONE HIGHLIGHTED HERE IS JUST A  
[00:41:31] VERY MINOR AMOUNT OF SALARY WITHIN PCS  
[00:41:35] THAT WAS RECLASSIFIED FROM CAPITAL TO  
[00:41:37] OPERATING EXPENSE \$33,000. HOWEVER,  
[00:41:40] THERE WERE TWO NEW ITEMS THAT WERE ADDED  
[00:41:42] TO THE BUDGET AND APPROVED THIS WEEK  
[00:41:44] THAT HAVE NOT YET MADE IT INTO THIS  
[00:41:45] SLIDE AND WILL BE REFLECTED IN THE FINAL  
[00:41:48] NUMBERS WHEN WE BRING THEM BACK TO YOU  
[00:41:50] NEXT TUESDAY. SO JUST TO HIGHLIGHT  
[00:41:52] THESE, WE DID ADD \$50,000 OF CONSULTING  
[00:41:55] SERVICES TO THE OEDI PUGET RELATED TO  
[00:41:58] HUMAN TRAFFICKING AND THE LANGUAGE

[00:42:00] ACCESS INITIATIVE. SO THAT'S A NEW ITEM  
[00:42:03] THAT JUST GOT ADDED. AND THEN WE ALSO  
[00:42:05] DECIDED, AND STEVE AND OTHERS ON THE ELT  
[00:42:08] HAVE DECIDED TO ADD \$300,000 FOR NEXT  
[00:42:11] YEAR TO COMPLETE THE ECONOMIC IMPACT  
[00:42:13] STUDY UPDATE. IT'S BEEN A NUMBER OF  
[00:42:15] YEARS SINCE WE'VE CONDUCTED THAT AND I  
[00:42:17] THINK THERE'S A STRONG FEELING THAT IT'S  
[00:42:19] TIME TO REFRESH THOSE NUMBERS AND  
[00:42:21] POSSIBLY EVEN LOOK AT LOOKING AT AN  
[00:42:24] EQUITY LENS AS WE DO THAT WORK. SO  
[00:42:26] THAT'S AN ADDITIONAL 300,000 THAT WAS  
[00:42:29] NOT INCLUDED IN THIS PRESENTATION, BUT  
[00:42:30] WILL BE IN THE NUMBERS WE REVIEW WITH  
[00:42:32] YOU NEXT WEEK. NEXT SLIDE, PLEASE.  
[00:42:37] SO LOOKING AT THE OVERALL BUDGET  
[00:42:39] HIGHLIGHTS, STEVE COVERED SOME OF THIS  
[00:42:41] IN AYE. OPENING REMARKS. SO JUST TO  
[00:42:44] HIGHLIGHT AGAIN THAT OUR OPERATING  
[00:42:46] REVENUES HAVE INCREASED 7.3% TO JUST  
[00:42:49] A LITTLE OVER \$1 BILLION. THAT DOES  
[00:42:52] REFLECT A NEW RECORD. FIRST TIME PORT  
[00:42:55] OPERATING REVENUES HAVE EXCEEDED \$1  
[00:42:56] BILLION. SO THAT IS A SIGNIFICANT  
[00:42:59] MILESTONE. OPERATING EXPENSES UP 7.6%  
[00:43:03] TO \$617,000,000 AND THEN NOI  
[00:43:07] BEFORE DEPRECIATION IS UP 6.8% TO  
[00:43:11] \$406,000,000. SO JUST A SNAPSHOT OF THE  
[00:43:15] OPERATING BUDGET NEXT SLIDE.  
[00:43:20] LOOKING AT SOME OF THE DRIVERS, I'M NOT  
[00:43:22] GOING TO WALK THROUGH THIS IN DETAIL.  
[00:43:23] STEVE DID MENTION A NUMBER OF THESE ON  
[00:43:25]

[00:43:27] THE PAYROLL SIDE FOR NON REPRESENTED  
[00:43:31] STAFF, WE'RE LOOKING AT AN OVERALL 7%  
[00:43:33] THAT WAS BUDGETED FOR NEXT YEAR, BROKEN  
[00:43:36] OUT AS ABOUT A 5% COST OF LIVING  
[00:43:39] INCREASE, AS WELL AS 2% AVERAGE PAY FOR  
[00:43:43] PERFORMANCE. EACH REPRESENTATIVE GROUP  
[00:43:46] HAVE BUDGET ASSUMPTIONS RELATED TO WAGE  
[00:43:47] INCREASES BASED ON THEIR INDIVIDUAL  
[00:43:51] CONTRACTS. ON FTES, ON STAFF FULL  
[00:43:55] TIME EQUIVALENTS, WE ADDED 16.7  
[00:43:57] POSITIONS THIS YEAR, SO THEY ROLL OVER  
[00:44:00] INTO NEXT YEAR AND ARE THEN ANNUALIZED  
[00:44:02] FOR THE FULL YEAR. AND THEN AS PART OF  
[00:44:04] THE BUDGET REVIEW PROCESS THIS YEAR, A  
[00:44:07] TOTAL OF 60 ADDITIONAL FDES WERE ADDED  
[00:44:10] FOR 2024 TO SUPPORT THE VARIOUS  
[00:44:13] OBJECTIVES AND PLANNING FACTORS. AND  
[00:44:16] OVERALL, WE'RE LOOKING AT A 5% VACANCY  
[00:44:18] FACTOR THAT WE PUT IN THE BUDGET. I  
[00:44:20] WON'T GO THROUGH ALL THE OTHER DRIVERS.  
[00:44:21] I THINK WE DISCUSSED THESE IN DETAIL  
[00:44:24] WITH YOU WHEN EACH OF THE DIVISIONS  
[00:44:26] PRESENTED THEIR BUDGETS, BUT A NUMBER OF  
[00:44:28] DIFFERENT DRIVERS ARE LEADING TO  
[00:44:32] INCREASED COSTS FOR NEXT YEAR.  
[00:44:36] NEXT SLIDE, PLEASE.  
[00:44:37] WE WANTED TO HIGHLIGHT COMMUNITY  
[00:44:40] PROGRAMS. WE DO THIS EVERY YEAR. WE'RE  
[00:44:43] AT JUST A LITTLE UNDER \$20 MILLION  
[00:44:46] INVESTED IN A VARIETY IN 17 PROGRAMS  
[00:44:48] THAT, AS YOU CAN SEE, SUPPORT THINGS  
[00:44:50] LIKE EQUITABLE ECONOMIC OPPORTUNITIES  
THROUGHOUT THE REGION, HEALTHY



[00:44:52] COMMUNITIES AND THE ENVIRONMENT. WE JUST  
[00:44:55] HIGHLIGHT A NUMBER OF THEM HERE. YOU'RE  
[00:44:57] VERY FAMILIAR WITH OUR COMMUNITY  
[00:44:59] PROGRAMS. WE HAVE A FEW MORE SLIDES  
[00:45:02] AFTER THIS. SO THIS IS JUST AS A  
[00:45:04] REMINDER OF ALL THE GREAT WORK THAT'S  
[00:45:07] GOING ON IN THE COMMUNITY, SUPPORTED BY  
[00:45:09] THE COMMISSION AND OUR RESOURCES.  
[00:45:12] NEXT SLIDE, PLEASE.  
[00:45:15] THIS TAKES A LOOK AT THAT \$19 MILLION OF  
[00:45:18] COMMUNITY PROGRAMS AND IT JUST BREAKS IT  
[00:45:20] OUT INTO THE LARGE BUCKETS OR CATEGORIES  
[00:45:23] OF SPENDING. AS YOU CAN SEE, THE LARGEST  
[00:45:25] THREE ARE IN THE EQUITY DIVERSITY  
[00:45:27] INCLUSION CATEGORY AS WELL AS ECONOMIC  
[00:45:30] DEVELOPMENT AND THEN WORKFORCE  
[00:45:32] DEVELOPMENT. THAT'S WHERE THE LARGEST  
[00:45:34] PROPORTION OF OUR DOLLARS ARE BEING  
[00:45:36] SPENT. THERE'S A LOT MORE DETAIL  
[00:45:39] REGARDING THESE PROGRAMS INCLUDED IN THE  
[00:45:42] APPENDIX. AND AGAIN ON THE RIGHT, JUST  
[00:45:44] HIGHLIGHTS AND DOLLAR AMOUNTS ASSOCIATED  
[00:45:47] WITH THE MAJOR PROGRAMS. AND AGAIN, I  
[00:45:49] BELIEVE THE COMMISSIONER IS QUITE  
[00:45:50] FAMILIAR WITH THESE. NEXT SLIDE,  
[00:45:53] PLEASE. THIS JUST TAKES A DIFFERENT  
[00:45:56] LOOK AT THE COMMUNITY PROGRAMS AND  
[00:45:59] SUMMARIZES THOSE THAT ARE FUNDED BY THE  
[00:46:01] TAX LEVY. SO SOME, BUT NOT ALL OF THE  
[00:46:03] PROGRAMS ARE FUNDED BY THE TAX LEVY.  
[00:46:05] ABOUT \$12 MILLION ARE FUNDED BY THE  
[00:46:08] LEVY. AND THIS TABLE AND SLIDE AND GRAPH  
[00:46:11]

[00:46:13] JUST HIGHLIGHT THOSE THAT ARE FUNDED BY  
[00:46:15] THE TAX LEVY. SO PUTTING THOSE TAX  
[00:46:16] DOLLARS TO WORK TO SUPPORT THE  
[00:46:20] COMMUNITY.  
[00:46:24] NEXT SLIDE, PLEASE. STEVE ALSO  
[00:46:26] REFERENCED THE CAPITAL IMPROVEMENT  
[00:46:29] PROGRAM. THIS TABLE SUMMARIZES THAT BOTH  
[00:46:32] FOR THE 2024 BUDGET AS WELL AS THE FIVE  
[00:46:34] YEAR LOOK. AS YOU CAN SEE, AS STEVE  
[00:46:36] MENTIONED, IN 2024 WE'RE PLANNING TO  
[00:46:39] SPEND \$842,000,000 AND OVER THE  
[00:46:44] NEXT FIVE YEARS, ABOUT \$5.6 BILLION.  
[00:46:46] PROBABLY THE LARGEST FIVE YEAR CAPITAL  
[00:46:48] PLAN IN THE HISTORY OF THE PORT. THIS  
[00:46:51] DOES EXCLUDE THE NORTHWEST SEAPORT  
[00:46:53] ALLIANCE CONTRIBUTION THAT THE PORT WILL  
[00:46:57] BE MAKING TOWARDS THAT PROGRAM. STEVE  
[00:46:59] DID MENTION TO THAT IN 2024, WE'LL BE  
[00:47:01] FUNDING \$72 MILLION TOWARDS THE SEAPORT  
[00:47:03] ALLIANCE CAPITAL PROGRAM AND  
[00:47:06] \$210,000,000 OVER THE NEXT FIVE YEARS TO  
[00:47:09] SUPPORT ACTIVITIES RELATED TO THE  
[00:47:12] SEAPORT ALLIANCE.  
[00:47:14] AND WITH THAT, I'LL TURN IT OVER TO  
[00:47:16] MICHAEL TONG. THANK YOU,  
[00:47:18] DAN. GOOD AFTERNOON, COMMISSIONERS, AND  
[00:47:21] ACCEPT DIRECTOR METRUCK. NEXT SLIDE,  
[00:47:24] PLEASE. SO HERE'S THE SOURCES  
[00:47:28] OF FUND FOR 2024. WE EXPECT ABOUT  
[00:47:31] 2 BILLION SOURCES.  
[00:47:33] FUNDS SOMEWHAT LIKE CASH. YOU CAN THINK  
[00:47:36] OF IT THAT WAY. SO ABOUT HALF OF THAT,  
[00:47:36] A LITTLE BIT OVER 48% OF THE FUND

[00:47:39] CAME FROM THE OPERATING REVENUES  
[00:47:43] AND THEN EXPECT ABOUT 30% FROM  
[00:47:47] THE PROCEED FOR THE BOND SALES.  
[00:47:50] AND THEN THE REMAINING,  
[00:47:54] YOU CAN SEE THE DETAIL. I WON'T GO INTO  
[00:47:56] THE DETAIL, BUT THE OTHER ITEM I DO WANT  
[00:47:58] TO POINT OUT IS THE TEST LEVY. IT MAKE  
[00:48:01] UP ABOUT 4.3% OF THE EXPECTED TOTAL  
[00:48:04] SOURCES OF FUND FOR 2024.  
[00:48:09] NEXT SLIDE PLEASE. IN TERMS OF  
[00:48:12] THE EXPENDITURE SIDE USERS FUND,  
[00:48:16] WE ALSO EXPECT ABOUT 2 BILLION AND THEN  
[00:48:19] THE BIGGEST PORTION OBVIOUSLY GO TO THE  
[00:48:22] CAPITAL SPENDING A LITTLE BIT OVER 41%  
[00:48:27] AND THEN THE OPERATING EXPENSES WILL  
[00:48:29] TAKE UP ABOUT 30% AND THEN YOU  
[00:48:33] CAN SEE THE REST. ONE THING I DO WANT TO  
[00:48:36] MENTION IS THAT WHEN YOU LOOK AT THE  
[00:48:38] SOURCES OF FUND AND USERS OF FUND,  
[00:48:39] ABOUT 2 BILLION AND ACTUALLY  
[00:48:43] YOU CAN SEE THE USERS IS A LITTLE BIT  
[00:48:45] MORE THAN THE SOURCES OF FUND. WE DO  
[00:48:49] HAVE AN EXPECTED BALANCE OF ABOUT 1.7  
[00:48:51] BILLION AT THE END OF THE YEAR. SO WE  
[00:48:54] STILL WILL HAVE PRETTY GOOD CASH BALANCE  
[00:48:57] AT THE BEGINNING AND EXPECT AT THE END  
[00:48:59] OF THE YEAR FOR 2024 AS WELL. NEXT SLIDE  
[00:49:03] PLEASE.  
[00:49:06] AND SO ELIZABETH MORRISON AND SCOTT  
[00:49:10] BERTRAM, SORRY BEEFED YOU ON THE JOB  
[00:49:13] PLAN, FINANCE AND TAX LEVY IN THE LAST  
[00:49:15] COMMISSION MEETING. SO I WILL BE REALLY  
[00:49:17]

[00:49:21] BEEFED TO HIGHLIGHT A FEW KEY  
[00:49:24] POINTS HERE. AGAIN, THE TAX LEVY AMOUNTS  
[00:49:27] APPROVED ANNUALLY BY US BODY OF THE  
[00:49:31] COMMISSIONER AND THEN THE LEVY CAN BE  
[00:49:34] LEVERAGED BY ISRAEL  
[00:49:36] GEOBORN. SO THAT'S REALLY USEFUL TOOL  
[00:49:40] FOR US TO USE THE TAX LEVY TO  
[00:49:42] LEVERAGE THAT. AND THEN CURRENTLY THE  
[00:49:46] PORT USE THE TEST LEVY FOR GEOBORNE  
[00:49:49] DEBT SERVICES, ENVIRONMENTALS,  
[00:49:53] IMMEDIATION, REGIONAL TRANSPORTATION AND  
[00:49:54] ALSO INVEST IN THE MARITIME  
[00:49:56] INFRASTRUCTURE. AND ALSO SOME OF THE  
[00:49:59] COMPANY PROGRAM THAT DAN PILOTED A  
[00:50:03] LITTLE EARLIER. YOU CAN APPROVE THE  
[00:50:08] TESLA FEE AMOUNT UP TO MAXIMUM AMOUNT,  
[00:50:11] WHICH IS ABOUT 115,000,000 IN  
[00:50:15] 2024. AND STOP PROPOSING  
[00:50:20] 86.7 MILLION FOR 2024.  
[00:50:22] NEXT SLIDE PLEASE.  
[00:50:24] AND HERE'S THE KIND OF HIGHLIGHT OF THE  
[00:50:27] OVERALL IMPACT. AGAIN, THE INCREASE WILL  
[00:50:31] BE 4.8% TO 86.7 MILLION  
[00:50:35] FOR 2024. FOR A MEDIUM HOUSEHOLD,  
[00:50:40] WE EXPECT TO PAY ABOUT \$90  
[00:50:44] PIER MEDIUM HOUSEHOLD IN  
[00:50:48] 2024. AND THEN OVERALL THE POST  
[00:50:52] LEVY IS ONLY ABOUT 1.2% OF THE TOTAL  
[00:50:55] PROPERTY TAX LEFT IN KING COUNTY IN  
[00:50:58] THIS YEAR. WE DON'T HAVE THE 2024 NUMBER  
[00:51:00] YET, BUT FOR THIS YEAR, THE ESTIMATES OF  
[00:51:04] 1.2 MILLION FOR THE PORTFOLIO PORTION.  
NEXT SLIDE PLEASE.

[00:51:08] AND THEN HERE'S THE FOUR HISTORICAL KIND  
[00:51:10] OF INFORMATION. PROVIDE YOU A LITTLE BIT  
[00:51:12] MORE PERSPECTIVE IF YOU LOOK AT THE  
[00:51:15] LIGHT BULL BAR. WE LOWERED THE TAX  
[00:51:18] THE LAFFY IN 2010 AND KEPT IT THAT WAY  
[00:51:22] FOR ABOUT SIX YEARS AND THEN LOWERED IT  
[00:51:24] AGAIN IN 2016 FOR ABOUT AND KEPT IT  
[00:51:28] THE SAME WEIGHT, ABOUT SAME AMOUNT FOR  
[00:51:32] THREE YEARS AND THEN GRADUALLY INCREASED  
[00:51:34] THAT STARTING FROM 2019. AND PART OF  
[00:51:38] THAT IS BECAUSE WE HAVE LOST OF THE  
[00:51:39] SUPPORT THAT I MENTIONED A LITTLE BIT  
[00:51:41] EARLIER FOR THE COMPLETE PROGRAM.  
[00:51:42] AROUND THAT PERIOD WE INCREASED  
[00:51:46] QUITE A LOT OF THOSE COMMITTEE PROGRAMS.  
[00:51:48] SO YOU CAN SEE THE TREND AND OBVIOUSLY  
[00:51:50] FOR OTHER USE THAT I MENTIONED EARLIER  
[00:51:52] AS WELL. AND THEN IN TERMS OF THE  
[00:51:56] DARK BOARD LINE THERE YOU CAN SEE  
[00:51:58] ACTUALLY FOR THE MOST PART IT'S BEEN  
[00:52:00] GOING DOWN AND THEN ESPECIALLY COMPARED  
[00:52:03] TO THE HIGH IN 2012 OR  
[00:52:06] 2011 2012. SO BEEN GOING TRENDING DOWN  
[00:52:10] PARTLY BECAUSE OF THE ASSESSED VALUE OF  
[00:52:12] THE PROPERTY IN THE COUNTY, BEEN GOING  
[00:52:14] UP IN GENERAL. WITH THAT, I'LL TURN  
[00:52:18] IT OVER TO NEXT SLIDE, PLEASE. THANK  
[00:52:21] YOU, MICHAEL. OH, HERE, SORRY, ONE LAST  
[00:52:24] SLIDE. I DO WANT TO APOLOGIZE. THE  
[00:52:27] ADOPTION OF BUDGET IS NOT TODAY, IT'S  
[00:52:28] NEXT TUESDAY. BUT OUR PLAN IS TO FILE  
[00:52:31] THE STATUTORY BUDGET WITH THE COUNTY BY  
[00:52:33]



[00:52:37] THE END OF THIS MONTH ON NOVEMBER  
[00:52:40] 30, AND THEN WE'LL FINALIZE THE FINAL  
[00:52:42] BUDGET DOCUMENT AND PUBLISH IT ON THE  
[00:52:46] POP WEBSITE BY DECEMBER EIGHTH WITH THAT  
[00:52:50] TURNOVER TO BOOK. THANK YOU.  
[00:52:53] DO I NEED TO TURN THIS ON? IT IS. GOOD  
[00:52:56] AFTERNOON COMMISSIONERS. BOOKDA GHEISAR,  
[00:52:57] SENIOR DIRECTOR OF OFFICE OF EQUITY,  
[00:53:00] DIVERSITY AND INCLUSION. I'M HERE TO  
[00:53:03] PRESENT THE EQUITY SPENDING PORTION OF  
[00:53:06] THE BUDGET THAT YOU'VE JUST HEARD.  
[00:53:08] YOU'LL BE REALLY FAMILIAR WITH ALL OF  
[00:53:10] THESE SLIDES AND THE AMOUNTS BECAUSE  
[00:53:12] WE'VE ALREADY PRESENTED THEM TO YOU.  
[00:53:16] BUT IT'S AMAZING NOW THAT WE'RE MOVING  
[00:53:18] FORWARD WITH A COMMITMENT TO EVERY TIME  
[00:53:20] WE TALK ABOUT OUR BUDGET, WE ALSO TALK  
[00:53:22] ABOUT OUR EQUITY SPENDING WITHIN OUR  
[00:53:25] BUDGET AND THIS WORK JUST AS AN  
[00:53:27] INTRODUCTION, JUST SO YOU KNOW, HAS  
[00:53:30] ALREADY RECEIVED A LOT OF ATTENTION.  
[00:53:33] AND JUST THIS MORNING I RECEIVED AN  
[00:53:36] EMAIL FROM AIRPORT COOPERATIVE RESEARCH  
[00:53:38] PROGRAM, WHICH IS A PROGRAM ESTABLISHED  
[00:53:41] BY THE FAA, THAT THEY WILL BE DOING A  
[00:53:45] CASE STUDY OF THE ESAP TOOL THAT WE'VE  
[00:53:48] COME UP WITH AND SHARING IT AS A BEST  
[00:53:50] PRACTICE OF HOW TO INCORPORATE EQUITY  
[00:53:53] PRINCIPLES IN DECISION MAKING IN  
[00:53:54] AIRPORTS WITH ALL OTHER AIRPORTS  
[00:53:56] NATIONALLY. SO THANK YOU, COMMISSIONER  
[00:53:58] MOHAMMED, FOR YOUR VISION FOR THIS WORK.  
THANK YOU EXECUTIVE DIRECTOR METRUCK,

[00:54:00] FOR YOUR LEADERSHIP AND ALL  
[00:54:02] COMMISSIONERS FOR YOUR SUPPORT OF THIS  
[00:54:04] NEXT SLIDE, PLEASE. SO WE  
[00:54:08] STARTED THIS WORK IN 2023 WITH  
[00:54:13] YOUR DIRECTION TO LOOK BACK FOR THE LAST  
[00:54:16] FOUR YEARS TO IDENTIFY OUR EQUITY  
[00:54:19] SPENDING. AND BECAUSE WE WERE LOOKING  
[00:54:21] BACK FOR FOUR YEARS, WE WANTED TO REALLY  
[00:54:24] HAVE A WAY TO LOOK AT DOLLARS THAT WERE  
[00:54:28] EASILY IDENTIFIABLE AND MEASURABLE AND  
[00:54:31] ALSO DEFENSIBLE. SO THERE ARE WAYS  
[00:54:35] THAT I CAN SEE OUR DEFINITION AND OUR  
[00:54:37] CRITERIA GROWING IN THE COMING YEARS.  
[00:54:39] BUT WE STARTED WITH THESE THREE  
[00:54:41] DEFINITIONS OF DOLLARS THAT WERE  
[00:54:44] DIRECTLY INVESTED IN COMMUNITIES,  
[00:54:47] DOLLARS THAT WE INVEST IN BUSINESSES AND  
[00:54:50] INDIVIDUALS TO ENHANCE  
[00:54:54] OUR OWN EQUITY WORK INTERNALLY OR  
[00:54:56] EXTERNALLY, AND ALSO THE STAFF WHOSE  
[00:54:59] WORK ARE PRIMARILY EQUITY FOCUSED. THIS  
[00:55:02] IS THE AREA WHERE I THINK WE CAN REALLY  
[00:55:04] GROW THE NUMBERS IN THE COMING YEARS  
[00:55:06] BECAUSE MORE AND MORE PORT STAFF ARE  
[00:55:10] SPENDING TIME DOING EQUITY PROJECTS.  
[00:55:12] BUT AGAIN, BECAUSE THIS WAS LOOKING AT  
[00:55:14] THE LAST FOUR YEARS, WE LOOKED AT STAFF  
[00:55:17] WHO IN THE OFFICE OF EQUITY, WORKFORCE  
[00:55:20] DEVELOPMENT AND DIVERSITY IN CONTRACTING  
[00:55:24] GROW AGAIN. NEXT SLIDE, PLEASE.  
[00:55:27] SO AS THE SECOND FILTER, IF THE  
[00:55:32] DOLLARS MET ONE OF THE DEFINITIONS ON  
[00:55:35]

[00:55:38] THE FIRST SLIDE, THEN IT HAD TO MEET ONE  
[00:55:42] OF THESE CRITERIAS. THESE SIX CRITERIAS  
[00:55:45] ARE WAYS THAT WE ARE ACTUALLY REPORTING  
[00:55:48] OUT OUR SPENDING. THEY HAVE TO BE  
[00:55:50] ADVANCING DIVERSITY, REMOVING SYSTEMIC  
[00:55:54] BARRIERS. PROGRAMS THAT ARE AGAIN  
[00:55:58] INVESTED DIRECTLY IN COMMUNITIES HAS A  
[00:56:00] DEMONSTRABLE IMPACT IN QUALITY OF LIFE  
[00:56:03] FOR BIPOC COMMUNITIES, INTENTIONALLY  
[00:56:05] DESIGNED TO HAVE AN IMPACT IN BIPOC  
[00:56:07] COMMUNITIES AND ACHIEVES OUR  
[00:56:10] ENVIRONMENTAL JUSTICE GOALS. SO ONE OR  
[00:56:13] MORE OF THESE CRITERIA IS WHAT WE LOOKED  
[00:56:16] TO BE ABLE TO CODE THE SPENDING SO THAT  
[00:56:18] WE COULD REPORT OUT. NEXT SLIDE,  
[00:56:22] PLEASE. SO THIS  
[00:56:25] IS THE WAY THAT WE ARE SEEING OUR  
[00:56:27] EQUITY SPENDING GROWING OVER THE LAST  
[00:56:31] FIVE YEARS. WE CONDUCTED THIS STUDY  
[00:56:35] IN 2023, SO WE LOOKED BACK AT THE FOUR  
[00:56:37] YEARS BEFORE AND NOW MOVING FORWARD,  
[00:56:40] EVERY YEAR WE'LL BE MEASURING OUR EQUITY  
[00:56:43] SPENDING AND ADDING TO THESE NUMBERS.  
[00:56:45] AND THIS DASHBOARD IS ACTUALLY ALREADY  
[00:56:48] AVAILABLE ON OUR WEBSITE AND HAS BEEN  
[00:56:50] SHARED THROUGH PRESS RELEASES AND  
[00:56:51] AVAILABLE FOR EVERYONE TO BE ABLE TO  
[00:56:56] VIEW. NEXT SLIDE, PLEASE.  
[00:57:00] AS A REMINDER, YOUR DIRECTION WAS FOR US  
[00:57:03] TO LOOK AT EQUITY SPENDING ONLY IN OUR  
[00:57:06] OPERATING EXPENSES. SO NONE OF THESE  
[00:57:12] EXPENSES INCLUDES OUR CAPITAL SPENDING.  
[00:57:12] ONE MORE ACTUALLY IMPORTANT INFORMATION

[00:57:14] IS THAT OUR WMBE SPENDING IS NOT  
[00:57:17] INCLUDED IN THIS. THE REASON FOR THAT IS  
[00:57:20] BECAUSE THOSE NUMBERS ARE ALREADY BEING  
[00:57:22] REPORTED OUT TO YOU AND AVAILABLE.  
[00:57:25] WE DIDN'T WANT TO DOUBLE COUNT THOSE  
[00:57:27] NUMBERS. SO THE DOLLARS THAT YOU SEE  
[00:57:30] HERE ARE TO ADVANCE OUR CAPACITY TO  
[00:57:34] SUPPORT WMBE'S BUT ACTUALLY NOT OUR  
[00:57:36] WMBE SPENDING.  
[00:57:40] THIS IS OUR CRITERIA AND OUR SPENDING.  
[00:57:42] AND AGAIN, THIS DASHBOARD IS AVAILABLE  
[00:57:44] ON OUR WEBSITE AND WE'LL BE EVERY YEAR  
[00:57:47] TRACKING THIS. YOU'LL SEE HOW OUR  
[00:57:49] COMMUNITY INVESTMENTS ARE GROWING OR  
[00:57:51] ADVANCING DIVERSITY. I WANT TO NOTE THAT  
[00:57:55] REMOVING SYSTEMIC BARRIERS, I THINK  
[00:57:57] THAT'S CERTAINLY REALLY INTERESTING TO  
[00:57:59] SEE THAT NUMBER GROWING PRETTY  
[00:58:00] DRAMATICALLY FROM IN THE LAST FEW YEARS.  
[00:58:03] AND THAT'S BECAUSE SOME OF THE EXAMPLES  
[00:58:06] OF WHAT IS IN THAT CATEGORY IS  
[00:58:10] OUR POLICING ASSESSMENT, OUR DIVERSITY  
[00:58:13] AND CONTRACTING STAFF, OUR EDI STAFF AND  
[00:58:19] ALL OF OUR ACCESSIBILITY PROGRAM THAT  
[00:58:21] YOU'LL BE BRIEFED ABOUT TODAY. SO  
[00:58:24] THERE'S A LOT OF DOLLARS THAT ARE INSIDE  
[00:58:27] THAT CRITERIA THAT IS ACTUALLY WE  
[00:58:31] HAVE SEEN GROW A LOT OVER THE LAST FEW  
[00:58:33] YEARS. NEXT SLIDE,  
[00:58:37] PLEASE. THIS IS SPECIFICALLY THE AMOUNT  
[00:58:40] OF TAX LEVY THAT IS COMMITTED TOWARDS  
[00:58:42] OUR EQUITY SPENDING. YOU CAN SEE THAT IN  
[00:58:46]

[00:58:49] 2000 AND 22,021 WE SUPPORTED A NUMBER OF  
PROGRAMS THAT WERE AIMED AT ADDRESSING  
[00:58:53] UNEMPLOYMENT ISSUES THAT WAS DIRECTLY  
[00:58:57] CAUSED BY COVID, AND THOSE NUMBERS  
[00:58:59] REALLY SAW A JUMP IN OUR TAX LEVY  
[00:59:02] SPENDING IN THOSE TWO YEARS. SO AGAIN,  
[00:59:04] WE'LL CONTINUE TO TRACK THIS AND REPORT  
[00:59:06] OUT SO THAT WE SPECIFICALLY KNOW HOW  
[00:59:08] MUCH OF OUR TAX LEVY IS DEFINED AS  
[00:59:11] EQUITY SPENDING. AND NEXT SLIDE IS THAT.  
[00:59:14] I THINK THAT MIGHT BE THE LAST SLIDE,  
[00:59:16] YES. THANK YOU AGAIN FOR THIS  
[00:59:18] COMMITMENT. I'M REALLY EXCITED TO  
[00:59:20] CONTINUE DOING THIS WORK AND TO BE  
[00:59:22] SHARING THIS INFORMATION NATIONALLY WITH  
[00:59:25] ALL OTHER GOVERNMENTS.  
[00:59:29] SO THANK YOU. WE'RE HAPPY TO ANSWER ANY  
[00:59:31] QUESTIONS. EXCELLENT. THANK YOU, DAN  
[00:59:34] BOOKDA AND HEIDI AND MICHAEL HAMDI. I  
[00:59:36] HOPE THE PORT IS NOT PAYING FOR YOUR  
[00:59:38] PRIVATE JET FLIGHT RIGHT NOW.  
[00:59:41] ANY QUESTIONS FROM COMMISSIONER AND  
[00:59:43] STAFF ON THIS ITEM? AND THEN WE'LL OPEN  
[00:59:45] UP THE PUBLIC HEARING. COMMISSIONER  
[00:59:48] HASEGAWA,  
[00:59:53] ACCESSIBILITY THANK  
[00:59:57] YOU SO MUCH FOR THAT WONDERFUL  
[00:59:59] PRESENTATION. WE'VE HEARD MOST OF THIS  
[01:00:02] BEFORE, SO JUST A COUPLE OF FOLLOW UP  
[01:00:04] QUESTIONS. I'M REALLY EXCITED ABOUT THE  
[01:00:06] UPDATE. \$50,000 MIGHT SOUND LIKE A DROP  
[01:00:09] IN THE BUCKET, BUT A LITTLE BIT CAN GO A  
[01:00:11] LONG WAY. AND I'M REALLY PLEASED TO HEAR



[01:00:14] THAT \$50,000 HAS BEEN DEDICATED FOR  
[01:00:17] LANGUAGE ACCESS. CAN YOU TALK ABOUT THAT  
[01:00:20] INVESTMENT? AND WAS IT A STUDY?  
[01:00:24] AND I HAVE REQUESTED MONEY FOR LANGUAGE  
[01:00:27] ACCESS IN THE BUDGET THAT ORIGINALLY WAS  
[01:00:29] NOT INCORPORATED AS AN OUTCOME OF  
[01:00:33] THE STUDY THAT WE'VE ALREADY DONE. AN  
[01:00:35] ASSESSMENT THAT WE'VE ALREADY DONE SO  
[01:00:37] THAT WE COULD ACTUALLY PAY FOR THE TOP  
[01:00:40] SPOKEN LANGUAGES FOR SOME OF OUR  
[01:00:42] RESOURCES. SO ANY INSIGHT YOU CAN  
[01:00:44] PROVIDE AROUND THAT WOULD BE REALLY  
[01:00:46] HELPFUL. YEAH. SO YOUR QUESTION IS HOW  
[01:00:48] WE PLAN TO SPEND THAT 50,000. SO WE ARE  
[01:00:52] CURRENTLY CONDUCTING AN ASSESSMENT  
[01:00:56] ORGANIZATION WIDE,  
[01:00:58] AND THE LANGUAGE ACCESS MOTION THAT WE  
[01:01:01] PASSED THIS YEAR DIRECTS OUR OFFICE TO  
[01:01:04] COME BACK TO YOU IN FEBRUARY OF NEXT  
[01:01:06] YEAR WITH THE FINDINGS OF THAT  
[01:01:08] ASSESSMENT. A COUPLE OF DEPARTMENTS,  
[01:01:12] SPECIFICALLY EXTERNAL RELATIONS,  
[01:01:14] THEY DID SOME SCANNING OF  
[01:01:18] THEIR LANGUAGE SERVICES SPENDING AND  
[01:01:21] THEY ALREADY INCREASED THEIR SPENDING  
[01:01:23] FOR 2024. BUT OUR PLAN IS TO  
[01:01:27] BEGIN TO DEVELOP A MANUAL THAT COULD BE  
[01:01:30] USED FOR ALL PORT STAFF TO UNDERSTAND  
[01:01:33] HOW TO GET INTERPRETERS, HOW TO DO  
[01:01:36] TRANSLATIONS,  
[01:01:39] WHAT ARE THE LANGUAGES, WHAT ARE THE  
[01:01:40] VITAL DOCUMENTS? SO OUR OFFICE REALLY  
[01:01:43]

[01:01:47] PLANS TO USE CONSULTANT TO DO THAT WORK AS QUICKLY AS POSSIBLE. VERY GOOD.

[01:01:49] OKAY. THANK YOU FOR THAT CLARIFICATION.

[01:01:51] THAT'S AN EXCITING PIECE OF WHERE THE

[01:01:53] RUBBER MEETS THE ROAD. AND THEN MY LAST

[01:01:56] QUESTION IS, IN THE LAST PRESENTATION,

[01:01:59] I HAD ASKED IF IT WOULD MENTION

[01:02:04] THAT I CONSIDER US AS ONE OF THE PRIMARY

[01:02:07] AUDIENCES FOR THIS BUDGET DOCUMENT THAT

[01:02:10] YOU PRESENT TO US AND HOW IMPORTANT IT

[01:02:13] IS FOR US AS COMMISSIONERS WHO REPRESENT

[01:02:16] COMMUNITY MEMBERS WITH PRIORITIES TO BE

[01:02:18] ABLE TO SEE HOW OUR ASKS ARE

[01:02:21] REPRESENTED. WILL ONE OF THOSE NEW

[01:02:23] SECTIONS THAT ARE NOT YET REPRESENTED

[01:02:25] INTO THIS INCLUDE A COMMISSIONER ASK

[01:02:28] SECTION? I BELIEVE OUR PLAN RIGHT AT

[01:02:30] THIS POINT IS TO PUT SOME MORE

[01:02:32] INFORMATION IN THE FINAL BUDGET

[01:02:33] DOCUMENT. SO THE DOCUMENT YOU HAVE NOW

[01:02:35] THAT WAS RELEASED A FEW WEEKS AGO IS OUR

[01:02:36] PRELIMINARY DOCUMENT, AND ONCE WE

[01:02:38] FINALIZE THE BUDGET, WE WILL UPDATE ALL

[01:02:40] THE NUMBERS FOR ALL THE CHANGES, AND THE

[01:02:43] PLAN IS TO PUT IN SOME INFORMATION THERE

[01:02:45] THAT DOES REFLECT THE COMMISSIONER ASKS.

[01:02:47] THANK YOU VERY MUCH. PERHAPS MORE IN A

[01:02:49] NARRATIVE FORM, COMMISSIONER, AS WE LOOK

[01:02:50] AT IT, BUT IT WILL TELL WE'RE LOOKING

[01:02:53] FOR THAT INCLUSION IN THERE.

[01:03:01] ALL RIGHT, WHOEVER'S ONLINE NEEDS TO

[01:03:02] MUTE BECAUSE WE CAN HEAR THE FEEDBACK

[01:03:04] FROM THE COMMISSION MEETING.

[01:03:05] COMMISSIONER FELLEMAN,  
[01:03:11] THANK YOU VERY MUCH FOR THAT HIGH LEVEL  
[01:03:14] SUMMARY OF WHAT IS A VERY DETAILED  
[01:03:16] DOCUMENT AND ALL THE WORK YOU'VE DONE TO  
[01:03:18] MAKE THAT POSSIBLE. ONE OF THE WAYS IN  
[01:03:21] WHICH WE CAN SHARE WITH THE PUBLIC ABOUT  
[01:03:24] WHAT'S IN THERE IS THE BUDGET AND BRIEF.  
[01:03:27] AND I KNOW WE'VE WORKED VERY HARD  
[01:03:28] TOGETHER OVER THE YEARS TO GET IT BRIEF.  
[01:03:31] AND I'M JUST WONDERING, IS OUR DRAFT  
[01:03:33] BUDGET AND BURIEN OUT ON THE STREETS FOR  
[01:03:37] THE PUBLIC'S DISTILLATION? YES, IT HAS  
[01:03:39] BEEN PUBLISHED ON OUR WEBSITE. I BELIEVE  
[01:03:41] THAT'S TRUE. I SAW SOMETHING TO THAT  
[01:03:42] EFFECT. AND AGAIN, JUST KUDOS TO ALL THE  
[01:03:45] FOLKS WHO WORKED ON IT, FROM THE PUBLIC  
[01:03:46] AFFAIRS STAFF TO FINANCE STAFF. I KNOW  
[01:03:49] COMMISSIONERS HAD SOME INPUT, EXECUTIVE  
[01:03:51] TEAM. SO I THINK THAT IT'S A QUALITY  
[01:03:54] PRODUCT BASED ON ALL THAT INPUT. I THINK  
[01:03:56] THOSE ARE REALLY VALUABLE, ALTHOUGH I'VE  
[01:03:58] MISSED THIS ONE. AND PERHAPS WE CAN MAKE  
[01:04:00] SURE THAT EVERY PUBLIC COMMISSIONER GET  
[01:04:02] IT, MAYBE AS A SEPARATE FILE SO IT  
[01:04:05] DOESN'T GET LOST IN THE SAUCE. THE ONLY  
[01:04:07] OTHER SPECIFIC COMMENT I HAVE WAS WHEN  
[01:04:09] YOU LOOK AT THE RELATIVE SPENDING ON  
[01:04:11] ENVIRONMENTAL PROGRAMMING, THAT IT IS  
[01:04:14] REMARKABLY SMALL COMPARED TO THE OTHER  
[01:04:17] PROGRAMS, AND GIVEN THE PRIORITIES  
[01:04:20] WE PUT ON SUSTAINABILITY, AND CERTAINLY  
[01:04:23] TOUT IT, I'M JUST WONDERING IF YOU CAN  
[01:04:25]

[01:04:27] GO BACK TO THAT SLIDE AND MAYBE HELP ME  
[01:04:29] UNDERSTAND WHAT'S MAYBE NOT INCLUDED  
[01:04:32] PROGRAM SLIDE. NO, THE MORE EQUITY  
[01:04:36] CRITERIA. BACK FURTHER.  
[01:04:39] BEFORE YOUR PRESENTATION, THERE WAS,  
[01:04:41] I'M SORRY. IT MAY BE THE COMMUNITY  
[01:04:44] PROGRAM SLIDES. I THINK IT  
[01:04:48] WAS IN THE CLERK HART. BUT I  
[01:04:50] THINK THAT WAS NOT JUST LIMITED TO IT  
[01:04:52] WAS ENVIRONMENT RELATIVE TO ALL THE  
[01:04:54] PROGRAMS, NOT JUST THE COMMUNITY  
[01:04:57] PROGRAMS YOU'RE TALKING ABOUT SLIDE. IT  
[01:05:01] WAS EARLIER ON. I TRIED NOT TO  
[01:05:05] INTERRUPT. THE ONLY PIE CHART WAS ON  
[01:05:06] SLIDE TEN. THIS IS IT HERE. I'M PRETTY  
[01:05:09] SURE THERE'S ANOTHER ONE. I THINK IT WAS  
[01:05:11] WITH GREEN. THERE WE GO. THIS IS JUST  
[01:05:15] THOSE THAT ARE FUNDED BY THE LEVY. I GOT  
[01:05:21] IT RIGHT. SO FORTY  
[01:05:23] K OF THAT IS FROM THE LEVEE.  
[01:05:26] I WOULD SAY THIS IS JUST A SUBSET OF ALL  
[01:05:28] THE PORT ENVIRONMENTAL PROGRAMS. AND I  
[01:05:30] DON'T KNOW IF ANYONE FROM ENVIRONMENTAL  
[01:05:32] IS HERE, BUT THERE'S A LOT OF OTHER  
[01:05:35] THINGS THAT ARE DOING THAT ARE BEING  
[01:05:37] FUNDED BY THE OPERATING DIVISIONS THAT  
[01:05:40] ARE ENVIRONMENTALLY RELATED. SANDY  
[01:05:41] KILROY'S WHOLE TEAM, ALL THE WORK THAT  
[01:05:43] THEY'RE DOING, SOME OF THAT IS CAPTURED  
[01:05:46] HERE. BUT THEY HAVE A LOT OF OTHER  
[01:05:48] PROGRAMS LIKE THE GREEN CORRIDOR AS AN  
EXAMPLE, IS NOT REFLECTED HERE. RIGHT.  
WELL, THE ONLY OTHER THING WE'RE GOING

[01:05:49] TO HAVE THAT COME UP RIGHT AFTER THIS IS  
[01:05:52] THE DISCUSSION OF OUR ENVIRONMENTAL  
[01:05:53] LIABILITIES, WHICH IS AN ENORMOUS  
[01:05:56] NUMBER. AND WE ARE SPECIFICALLY CALLING  
[01:05:58] FOR IT TO COME OUT OF THE LEVY. SO HOW  
[01:06:00] IS THAT KIND OF REFLECTED THERE?  
[01:06:02] BECAUSE THIS IS OUR OPERATING EXPENSE.  
[01:06:04] SO WE REALLY FOCUS ON THE OPERATING  
[01:06:07] BUDGET IN THESE CONVERSATIONS. THE  
[01:06:10] ENVIRONMENTAL MITIGATION, THE  
[01:06:12] REMEDIATION LIABILITY IS TECHNICALLY A  
[01:06:14] NON OPERATING EXPENSE. SO IT DOESN'T GET  
[01:06:16] THE SAME VISIBILITY IN THESE  
[01:06:20] PRESENTATIONS. BUT YOU'RE RIGHT, IT'S A  
[01:06:23] BIG COMPONENT. IT'S MORE LIKE CAPITAL.  
[01:06:25] IT'S MORE OF A DEEPER DIVE. IT'S NOT  
[01:06:27] CAPITAL. I APPRECIATE THAT DISTINCTION.  
[01:06:29] IT WOULD BE KIND OF GOOD JUST TO SEE  
[01:06:30] MAYBE ANOTHER PIE CHART. BUY CAPITAL.  
[01:06:34] YEAH, WE COULD PROVIDE MORE INFORMATION  
[01:06:36] LIKE THAT. IT'S TECHNICALLY A NON  
[01:06:38] OPERATING EXPENSE. SO IT'S A LITTLE BIT  
[01:06:41] OF A UNIQUE CATEGORY, BUT WE CAN  
[01:06:43] CERTAINLY BREAK THAT OUT. IT'S NOT  
[01:06:46] SHARED BY ANY OTHER PROGRAMS. THAT WOULD  
[01:06:48] BE JUST A STANDALONE TYPE BREAKOUT.  
[01:06:50] WELL, IT'S A DIFFERENT SECTION OF OUR  
[01:06:51] BUDGET. IT'S A NON OPERATING PIECE. WE  
[01:06:53] DO HAVE A SLIDE IN THE APPENDIX, I'M NOT  
[01:06:55] SURE WHICH. AND IF I MAY ALSO I DO WANT  
[01:06:58] TO POINT OUT FOR THE OPERATING EXPENSES  
[01:07:00] AGAIN, THE 40,000 THERE IS JUST FUNDED  
[01:07:03]



[01:07:05] THE PORTION FUNDED BY TAX LEVY THE  
[01:07:07] OVERALL OPERATING EXPENSES FOR THE  
[01:07:11] ENVIRONMENTAL STARSHIP IS 20.1  
[01:07:15] MILLION FOR 2024. SO THE OVERALL  
[01:07:17] IS MUCH BIGGER. AND THEN ON TOP THAT WE  
[01:07:19] ALSO HAVE THE LONG OPERATING EXPENSES  
[01:07:21] THAT SUPPORT IT. AND JUST FOR REFERENCE  
[01:07:23] OF THE NON OPERATING, THE ENVIRONMENTAL  
[01:07:25] REMEDIATION LIABILITY EXPENDITURES PLAN  
[01:07:28] FOR NEXT YEAR ABOUT \$10.4 MILLION.  
[01:07:30] AND YOU'RE GOING TO HEAR MORE ABOUT  
[01:07:31] THAT. WE'RE GOING TO TALK ABOUT SETTING  
[01:07:33] ASIDE \$30 MILLION. I JUST REALIZED  
[01:07:35] THAT'S JUST FOR 2024. YEAH. I JUST  
[01:07:37] APPRECIATE THAT THIS IS JUST A SMALL  
[01:07:40] SLICE. YOU'RE RIGHT. AND I JUST THOUGHT  
[01:07:43] THE LEVY WAS COVERING THIS ENVIRONMENTAL  
[01:07:46] LIABILITY, AND IT DOES. SO I APOLOGIZE.  
[01:07:48] PERHAPS IN FUTURE PRESENTATIONS WE'LL  
[01:07:50] MAYBE SPOTLIGHT THAT COMPONENT, BECAUSE  
[01:07:51] I THINK IT'S ONE OF THE GREAT THINGS.  
[01:07:55] IMPORTANT THING. NOBODY WOULD AMORTIZE  
[01:07:57] THE KIND OF EXPENSES WE INCUR TO GET  
[01:08:00] POLLUTION OUT OF THE ENVIRONMENT. AND SO  
[01:08:02] WHEN YOU THINK ABOUT WHERE YOUR TAX  
[01:08:05] DOLLARS GO, THIS IS A HUGE BENEFIT THE  
[01:08:08] PORT BRINGS. VERY GOOD POINT. AND WE  
[01:08:09] WILL FACTOR THAT IN THE FUTURE  
[01:08:12] PRESENTATION.  
[01:08:15] YES, JUST THAT, COMMISSIONER, I TAKE  
[01:08:17] COMMISSIONER FELLEMAN'S POINT ON THAT,  
[01:08:20] IS THAT PERHAPS, AND I'M NOT SURE, I GOT  
TO LOOK TO SEE HOW WE REFLECT THAT, THE

[01:08:22] ROLL UP OF ALL THOSE DIFFERENT  
[01:08:23] ENVIRONMENTAL PROGRAMS. AND THAT'S WHAT  
[01:08:25] I HEAR YOU DESCRIBING, HOW THAT COULD  
[01:08:27] TELL A BIGGER, DIFFERENT STORY. I MEAN,  
[01:08:30] THAT'S ALWAYS THE THING WITH THE BUDGET  
[01:08:31] OF HOW YOU SLICE IT AND ASSEMBLE IT.  
[01:08:34] RIGHT. I HEAR WHAT YOU'RE SAYING ABOUT  
[01:08:35] THAT. EVERYBODY SAYS IN ENVIRONMENT,  
[01:08:38] THE BUDGET REFLECTS YOUR PRIORITIES,  
[01:08:40] AND THAT LOOKS KIND OF DIFFERENT. LOWER  
[01:08:42] PRIORITY. RIGHT. IF YOU LOOK AT THAT. I  
[01:08:45] KNOW THAT I'M TRYING TO SEE AS A  
[01:08:46] COMMUNICATION DOCUMENT. I SAW SANDY HAD  
[01:08:49] HER HAND UP, BUT MAYBE THAT WAS ALREADY  
[01:08:50] COVERED.  
[01:08:53] YEAH, I THINK DAN ANSWERED  
[01:08:56] IT. WHAT WAS PRESENTED DOES NOT REFLECT  
[01:09:00] OUR TOTAL ENVIRONMENTAL INVESTMENTS. IT  
[01:09:02] WAS REALLY JUST A CROSS CUT OF THE  
[01:09:05] COMMUNITY AND OEDI OVERLAY.  
[01:09:10] SO WE'D BE HAPPY TO SHOW  
[01:09:15] THE TOTAL ENVIRONMENTAL EXPENSES TO YOU.  
[01:09:21] THANKS. GREAT. ALL RIGHT. WELL, IF THERE  
[01:09:24] ARE NO FURTHER QUESTIONS FROM  
[01:09:25] COMMISSIONERS AT THIS TIME, I'LL GO  
[01:09:27] AHEAD AND OPEN THE PUBLIC HEARING ON  
[01:09:28] RESOLUTIONS NUMBER 3814 AND 3815. EACH  
[01:09:32] SPEAKER HAS TWO MINUTES TO ADDRESS THE  
[01:09:33] COMMISSION. CLERK HART, DO WE HAVE  
[01:09:35] ANYONE SIGNED UP TO GIVE TESTIMONY ON  
[01:09:37] THIS ITEM? WHO'S STILL HERE? MR.  
[01:09:39] COMMISSION PRESIDENT? WE DID HAVE ONE  
[01:09:41]

[01:09:42] PERSON SIGN UP, HOWEVER, I BELIEVE  
[01:09:44] THEY'VE EXITED THE ROOM, IF YOU WANT TO  
[01:09:46] CALL THEIR NAME, JUST IN CASE THEY ARE  
[01:09:48] IN EARSHOT OR JOINED US VIRTUALLY.  
[01:09:54] SURE. ALEX ZIMMERMAN.  
[01:09:57] NOPE. ALL RIGHT. YOU'RE LOST. ALL RIGHT.  
[01:09:59] HAVING NO ADDITIONAL SPEAKERS, I'LL GO  
[01:10:00] AHEAD AND CLOSE THIS PUBLIC HEARING AND  
[01:10:02] MOVE DISCUSSION TO THE COMMISSION. IS  
[01:10:05] THERE A MOTION TO INTRODUCE RESOLUTIONS  
[01:10:09] NUMBER THREE ONE FOUR AND THREE ONE FIVE  
[01:10:11] SECOND? THE MOTION WAS MADE AND  
[01:10:12] SECONDED. COMMISSIONER, ARE THERE ANY  
[01:10:17] ADDITIONAL QUESTIONS AT THIS TIME?  
[01:10:19] GREAT. SEEING NO FURTHER DISCUSSION,  
[01:10:21] CLERK HART, PLEASE CALL THE ROLL FOR THE  
[01:10:22] VOTE. COMMISSIONERS, PLEASE SAY I OR  
[01:10:24] NAME WHEN YOUR NAME IS. AND LET ME JUST  
[01:10:26] CLARIFY FOR THE RECORD THIS IS FIRST  
[01:10:27] READING AND WE WILL BE PASSING THE  
[01:10:29] BUDGET OFFICIALLY ON THE NEXT TUESDAY OR  
[01:10:31] NEXT TUESDAY MEETING. THAT'S CORRECT.  
[01:10:33] CORRECT. YEAH. FOR THE VOTE ON  
[01:10:36] INTRODUCTION OF THESE TWO RESOLUTIONS,  
[01:10:37] BEGINNING WITH COMMISSIONER CALKINS.  
[01:10:40] AYE. THANK YOU. COMMISSIONER FELLEMAN.  
[01:10:43] AYE. THANK YOU. COMMISSIONER HASEGAWA.  
[01:10:45] AYE. THANK YOU. COMMISSIONER MOHAMMED.  
[01:10:48] AYE. THANK YOU. AND COMMISSIONER CHO.  
[01:10:50] AYE. THANK YOU. FIVE AYES, ZERO AND NAYS  
[01:10:52] FOR THIS ITEM. EXCELLENT. MOTION TO  
[01:10:54] INTRODUCE RESOLUTION NUMBER 3814 AND  
3815 PASSES. THIS ITEM WILL BE BACK

[01:10:58] AGAIN BEFORE COMMISSION FOR FULL  
[01:11:00] CONSIDERATION AND PASSAGE ON NOVEMBER  
[01:11:01] 21. ALL RIGHT, CLERK HART, PLEASE READ  
[01:11:05] THE NEXT ITEM INTO THE RECORD AND  
[01:11:08] SPECIAL ADVISOR VIEW NGUYEN WILL THEN  
[01:11:10] INTRODUCE IT. THANK YOU. THIS IS AGENDA  
[01:11:13] ITEM TEN C, ORDER NUMBER 2020 315, AN  
[01:11:17] ORDER OF THE PORT OF SEATTLE COMMISSION  
[01:11:18] TO ESTABLISH AN ENVIRONMENTAL LEGACY  
[01:11:20] FUND WITHIN THE PORT PUGET AND PLAN OF  
[01:11:22] FINANCE.  
[01:11:27] GOOD AFTERNOON, COMMISSIONERS. FOR THE  
[01:11:29] RECORD, MY NAME IS V. NGUYEN,  
[01:11:30] COMMISSION OFFICE STRATEGIC ADVISOR.  
[01:11:32] I'M HERE WITH TYLER EMSKY, ALSO OF THE  
[01:11:34] COMMISSION OFFICE, AND DAN THOMAS,  
[01:11:35] CHIEF FINANCIAL OFFICER HERE AT THE  
[01:11:36] PORT. WE'RE HERE TODAY TO BRIEF YOU ON  
[01:11:38] THIS ITEM OF NEW BUSINESS, THE  
[01:11:41] ENVIRONMENTAL LEGACY FUND ORDER. I'D  
[01:11:43] LIKE TO START WITH GROUNDSETTING ON THIS  
[01:11:45] ITEM. THANK YOU.  
[01:11:49] THE PORT CENTURY AGENDA. GOALS FOUR AND  
[01:11:51] SIX DETAIL OUR VISION TO BE THE GREENEST  
[01:11:53] AND MOST ENERGY EFFICIENT PORT IN NORTH  
[01:11:55] AMERICA, AS WELL AS BEING A HIGHLY  
[01:11:57] EFFECTIVE PUBLIC AGENCY TO ADVANCE OUR  
[01:11:59] GOAL OF BEING THE GREENEST PORT IN NORTH  
[01:12:00] AMERICA. WE HAVE OBJECTIVES TO REDUCE  
[01:12:02] POLLUTANTS RELATED TO PORT OPERATIONS OR  
[01:12:05] OPERATIONS OF OUR TENANTS, PAST AND  
[01:12:06] PRESENT. WE ALSO HAVE OBJECTIVES TO WORK  
[01:12:09]

[01:12:11] TO RESTORE THOSE HABITATS TO ACHIEVE OUR  
[01:12:13] GOAL OF BEING A HIGHLY EFFECTIVE PUBLIC  
[01:12:15] AGENCY. FINANCIAL STEWARDSHIP IS A VALUE  
[01:12:17] THAT WILL ENABLE US TO AYE. OTHER  
[01:12:18] OBJECTIVES, SUCH AS PARTNERING AND  
[01:12:20] ENGAGING WITH EXTERNAL STAKEHOLDERS TO  
[01:12:22] BUILD HEALTHY, SAFE, AND EQUITABLE  
[01:12:26] COMMUNITIES. NEXT SLIDE, PLEASE.  
[01:12:29] THE ENVIRONMENTAL LEGACY FUND ORDER  
[01:12:30] BEFORE YOU TODAY SETS OUT TO ADVANCE  
[01:12:32] THESE GOALS AND OBJECTIVES SET IN THE  
[01:12:34] CENTURY AGENDA. THE PORT, ALONG WITH  
[01:12:36] OTHER POTENTIAL RESPONSIBLE PARTIES,  
[01:12:37] PARTICIPATES IN THE CLEANUP OF  
[01:12:39] CONTAMINATION FROM HISTORIC PRACTICES  
[01:12:41] AND OPERATIONS. THE PORT ANTICIPATES  
[01:12:43] SPENDING AROUND 100 MILLION ON CLEANUP  
[01:12:46] PROJECTS IN THE COMING YEARS. THIS ORDER  
[01:12:47] CREATES A FINANCIAL PLANNING TOOL FOR  
[01:12:49] ENVIRONMENTAL CLEANUP SO THAT WE MAY  
[01:12:52] BUILD UP RESOURCES IN A PREDICTABLE WAY.  
[01:12:56] ALL RIGHT, NEXT SLIDE, PLEASE.  
[01:12:58] OKAY, SO WE JUST WENT THROUGH A GLOBAL  
[01:13:00] CRISIS THAT SHOWED THE INCREDIBLE VALUE  
[01:13:02] OF HAVING STRONG FINANCIAL RESERVES.  
[01:13:04] THE PORT MAINTAINED ITS ECONOMIC  
[01:13:05] ACTIVITY DURING THE PANDEMIC BECAUSE WE  
[01:13:07] WERE PREPARED. WE WANT TO BRING THAT  
[01:13:08] APPROACH TO THE ENVIRONMENTAL CLEANUP  
[01:13:11] PLANNING. ESTABLISHING THE ENVIRONMENTAL  
[01:13:12] LEGACY FUND WILL ALLOW US TO RAISE  
[01:13:14] REVENUE FOR THESE CLEANUPS OVER TIME  
[01:13:14] THROUGH THE PORT PROPERTY TAX LEVY



[01:13:16] INSTEAD OF TRYING TO COLLECT ALL THE  
[01:13:18] MONEY IN A SHORT PERIOD THROUGH HIGH  
[01:13:20] LEVY INCREASES. SETTING ASIDE FUNDS FOR  
[01:13:22] CLEANUP ALSO GIVES THE PORT INCREASED  
[01:13:24] FLEXIBILITY TO CONTINUE WORK ON OTHER  
[01:13:26] IMPORTANT TAX LEVY FUNDED PROJECTS LIKE  
[01:13:28] MARITIME CAPITAL IMPROVEMENT AND  
[01:13:30] ECONOMIC DEVELOPMENT PROGRAMS. THIS IS A  
[01:13:32] PRUDENT PLANNING APPROACH. WE WILL START  
[01:13:35] THE FUND WITH 30 MILLION IN PROPERTY TAX  
[01:13:38] LEVY PREVIOUSLY COLLECTED BY THE PORT.

[01:13:40] NEXT SLIDE, PLEASE.

[01:13:46] OKAY, SO NOW WE'RE GOING TO GO AHEAD AND  
[01:13:47] READ THROUGH THE TEXT OF THE ORDER AND  
[01:13:50] READ THAT INTO THE RECORD. THE PORT  
[01:13:52] COMMISSION HEREBY DIRECTS THE EXECUTIVE  
[01:13:54] DIRECTOR TO CREATE A DEDICATED  
[01:13:55] ENVIRONMENTAL LEGACY FUND WITH THE  
[01:13:57] FOLLOWING PROPERTIES.

[01:14:01] THE ENVIRONMENTAL LEGACY FUND SHALL BE  
[01:14:03] ESTABLISHED WITHIN THE PORT'S OVERALL  
[01:14:04] FINANCIAL STRUCTURE. FUNDS WITHIN THIS  
[01:14:07] ACCOUNT SHALL ONLY BE USED FOR THE  
[01:14:09] PURPOSES OUTLINED BELOW. ASSETS IN THE  
[01:14:11] FUND SHALL BE USED EXCLUSIVELY FOR COSTS  
[01:14:13] RELATED TO ENVIRONMENTAL CLEANUP OF  
[01:14:15] CONTAMINATION FROM HISTORICAL INDUSTRIAL  
[01:14:17] OPERATIONS ON PROPERTIES ACQUIRED BY THE  
[01:14:19] PORT AND OR PRIOR PORT OR PORT TENANT  
[01:14:22] OPERATIONS. ELIGIBLE ACTIVITIES SHALL  
[01:14:25] INCLUDE ENVIRONMENTAL INVESTIGATIONS,  
[01:14:27] TESTING, ANALYSIS, DESIGN,  
[01:14:29]

[01:14:32] CLEANUP AND MONITORING FOR ACTIVE SITES,  
[01:14:35] AS WELL AS INITIATION OF SIMILAR  
[01:14:39] ACTIVITIES FOR NEW SITES. THIS FUND  
[01:14:41] WILL ONLY INCLUDE DEPOSITS OF PORT  
[01:14:43] PROPERTY TAX LEVY FUNDS. ADDITIONAL  
[01:14:44] FUNDS USED TOWARD THE PORT'S  
[01:14:46] ENVIRONMENTAL CLEANUP EFFORTS,  
[01:14:47] INCLUDING, BUT NOT LIMITED TO, THE  
[01:14:49] PORT'S GENERAL FUND. CONTRIBUTIONS FROM  
[01:14:50] THIRD PARTIES OR LEGAL SETTLEMENTS WITH  
[01:14:52] THOSE PARTIES. INSURANCE RECOVERIES AND  
[01:14:55] WASHINGTON STATE DEPARTMENT OF ECOLOGY  
[01:14:57] GRANTS WILL BE MANAGED SEPARATELY, BUT  
[01:14:58] IN COORDINATION WITH EXPENDITURES FROM  
[01:15:01] THE NEW ENVIRONMENTAL LEGACY FUND. FOUR  
[01:15:03] THE EXECUTIVE DIRECTOR SHALL RECOMMEND A  
[01:15:05] DEPOSIT OF 30 MILLION IN PROPERTY TAX  
[01:15:07] LEVY REVENUES INTO THE FUND TO CEDE THE  
[01:15:10] CREATION OF THIS ACCOUNT AND FIVE IN  
[01:15:11] SUBSEQUENT YEARS. THE EXECUTIVE DIRECTOR  
[01:15:14] SHALL MAKE AN ANNUAL RECOMMENDATION  
[01:15:15] THROUGH THE BUDGET PROCESS ABOUT  
[01:15:18] DESIGNATION, ABOUT DESIGNATING  
[01:15:20] ADDITIONAL INCREMENTS OF PROPERTY TAX  
[01:15:22] LEVY DOLLARS TO BE DEPOSITED INTO THE  
[01:15:24] FUND. WITH THAT, WE ARE THANKFUL FOR DAN  
[01:15:25] THOMAS TO JOIN US FOR ANY QUESTIONS YOU  
[01:15:28] MAY HAVE ABOUT THIS ORDER AND TURN THIS  
[01:15:31] BACK OVER TO COMMISSIONER PRESIDENT CHO  
[01:15:33] EXCELLENT. THANK YOU SO MUCH BOTH TO V  
[01:15:34] AND TYLER FOR THAT EXCELLENT  
[01:15:36] PRESENTATION AND YOUR TERRIFIC WORK ON  
THIS. I'M GLAD BOTH OF YOU WERE ABLE TO

[01:15:37] PRESENT TO US ON THIS. ANY QUESTIONS  
[01:15:40] FROM COMMISSIONERS OF STAFF AND OR DAN  
[01:15:43] THOMAS REGARDING THE ENVIRONMENTAL  
[01:15:44] LEGACY FUND? COMMISSIONER CALKINS,  
[01:15:49] MINE IS JUST TO SAY THANK YOU FOR A LOT  
[01:15:52] OF WORK ON WHAT, YOU KNOW, SORT OF  
[01:15:56] GESTATED BACK SIX MONTHS AGO AT THE  
[01:15:59] OUTSET OF OUR PUGET PROCESS IS SORT OF  
[01:16:01] AN IDEA FOR FISCAL RESPONSIBILITY  
[01:16:05] AND ENSURING THAT THERE WOULD BE NO  
[01:16:08] FINANCIAL IMPEDIMENT TO OUR ABILITY TO  
[01:16:10] FULFILL OUR RESPONSIBILITIES. AND I KNOW  
[01:16:13] YOUR TEAM WAS KIND OF LEAD ON THAT. I  
[01:16:16] KNOW LEGAL HAD A LOT TO SAY ABOUT HOW WE  
[01:16:18] CRAFTED IT TO MAKE SURE THAT WE WERE  
[01:16:20] GOOD STEWARDS OF PUBLIC RESOURCES AND  
[01:16:24] ALSO JUST FROM WHAT WAS KIND OF A  
[01:16:27] VERY RAW DRAFT IDEA TO WHAT I THINK IS A  
[01:16:31] VERY SOLID EXAMPLE THAT HONESTLY OTHER  
[01:16:34] PUBLIC AGENCIES SHOULD FOLLOW AS WE MOVE  
[01:16:36] FORWARD. THANK YOU, COMMISSIONER  
[01:16:39] CALKINS. ANYONE ELSE? COMMISSIONER  
[01:16:41] HASEGAWA, THANK YOU.  
[01:16:45] SO I'M WONDERING, TO CLARIFY, WE WILL  
[01:16:49] MAKE AN INITIAL \$30 MILLION DEPOSIT INTO  
[01:16:51] THIS ACCOUNT TO ESTABLISH THE FUND,  
[01:16:54] AND THEN HOW FREQUENTLY WILL SUBSEQUENT  
[01:16:58] DEPOSITS BE MADE?  
[01:17:01] OUR PLAN, COMMISSIONER, IS TO ACTUALLY  
[01:17:03] BRING THIS TO THE COMMISSION EVERY YEAR  
[01:17:04] AS PART OF OUR PLAN OF FINANCE AND TAX  
[01:17:06] LEVY DISCUSSION. SO AS STAFF ANALYZES  
[01:17:10]

[01:17:12] OUR FORECASTED NEEDS AND RESOURCES,  
[01:17:15] THEY WILL TRY TO IDENTIFY IF THERE ARE  
[01:17:16] SOME ADDITIONAL FUNDS THAT CAN BE  
[01:17:17] DEPOSITED, AND IT WOULD BE A  
[01:17:19] RECOMMENDATION TO THE PORT COMMISSION AS  
[01:17:22] PART OF THAT PROCESS IN THE FALL. DOES  
[01:17:24] THIS FUND PRECLUDE CONTRIBUTIONS FROM  
[01:17:26] ANY OTHER SOURCES BESIDES THE TAX LEVY?  
[01:17:28] OUR RECOMMENDATION IS TO KEEP IT LIMITED  
[01:17:30] TO THE TAX LEVY BECAUSE THAT IS THE  
[01:17:32] PRIMARY SOURCE OF FUNDS THAT WE USE FOR  
[01:17:35] ENVIRONMENTAL MITIGATION AND REMEDIATION  
[01:17:38] LIABILITIES. THE TAX LEVY DOES HAVE SOME  
[01:17:39] ADDITIONAL RESTRICTIONS ON IT THAT OTHER  
[01:17:42] FUNDS DON'T, AND OUR PREFERENCE IS TO  
[01:17:45] KEEP THOSE OTHER FUNDS UNRESTRICTED FOR  
[01:17:48] OTHER PURPOSES. VERY GOOD. THANK YOU.  
[01:17:50] THANK YOU, COMMISSIONER. ANY OTHER  
[01:17:51] QUESTIONS FOR THE COMMISSIONER?  
[01:17:55] COMMISSIONER FOR COMMISSIONER FOR  
[01:17:58] DAN, GO AHEAD. THANK YOU.  
[01:18:01] I HAVE TWO QUESTIONS. ONE IS THE SORT OF  
[01:18:03] FOLLOWING UP ON COMMISSIONER HASEGAWA'S  
[01:18:07] QUESTION. IT STRIKES ME THAT THE  
[01:18:11] FUNDS COLLECTED FROM EITHER INSURANCE  
[01:18:13] RECOVERIES, FROM CLEANUPS THAT WE'VE  
[01:18:16] INCURRED, OR LEGAL SETTLEMENTS THAT ARE  
[01:18:20] SPECIFIC TO THE PROJECT AT HAND,  
[01:18:22] THAT THOSE FUNDS, CLEANUPS SHOULD PAY  
[01:18:23] FOR CLEANUP. RIGHT. SO IF WE'RE GOING TO  
[01:18:25] GET A REFUND, SHALL WE SAY, ON  
[01:18:28] EXPENDITURES THAT INCURRED ASSOCIATED  
WITH THAT, SHOULDN'T THOSE MONIES BE

[01:18:30] PRIORITIZED TO BE PUT BACK IN RATHER  
[01:18:32] THAN THE LEVY? WELL, OUR PRACTICE HAS  
[01:18:35] BEEN TO PUT THOSE RECOVERIES BACK INTO  
[01:18:37] THE GENERAL FUND AGAIN, BECAUSE THAT IS  
[01:18:39] A TOTALLY UNRESTRICTED SOURCE OF FUNDING  
[01:18:42] THAT IT COULD BE USED FOR ANY PURPOSES.  
[01:18:45] AND THE USES THAT POTENTIALLY SURFACED  
[01:18:48] BACK DURING THE PANDEMIC WAS WHEN WE  
[01:18:50] WERE EXPERIENCING SIGNIFICANTLY REDUCED  
[01:18:53] REVENUES. IN A PINCH,  
[01:18:57] WE MIGHT HAVE HAD TO USE SOME OF THOSE  
[01:18:58] FUNDS TO PAY DEBT SERVICE, AS AN  
[01:19:00] EXAMPLE, REVENUE BOND DEBT SERVICE. WE  
[01:19:01] CAN'T USE THE TAX LEVY FOR THAT. SO OUR  
[01:19:03] PREFERENCE IS NOT TO COMMINGLE THOSE  
[01:19:05] FUNDS BECAUSE THEN WE WOULDN'T BE ABLE  
[01:19:07] TO ACCESS THEM FOR EMERGENCY PURPOSES.  
[01:19:10] IT DOESN'T SAY WE CAN'T USE THEM FOR  
[01:19:11] ENVIRONMENTAL CLEANUP ACTIVITIES, BUT  
[01:19:14] FOR THIS FUND, OUR PREFERENCE IS TO JUST  
[01:19:17] PUT TAX LEVY DOLLARS IN AND NOT  
[01:19:19] COMMINGLE THEM WITH THOSE OTHER DOLLARS.  
[01:19:21] BUT IT'S TAX LEVY FUNDS THAT WERE USED  
[01:19:23] TO INITIATE THE CLEANUP AND THEN TO  
[01:19:27] DO RECOVERY IN SOME CASES. SOME OF THESE  
[01:19:30] GO BACK A LONG TIME, SO IT DEPENDS ON  
[01:19:33] THE TIME PERIOD. BUT MORE RECENTLY,  
[01:19:35] YOU'RE CORRECT, BUT SOME MAY HAVE  
[01:19:37] PRECLUDED THE TIME WHEN WE WERE USING  
[01:19:38] TAX LEVY FUNDS FOR CLEANUPS. SO  
[01:19:40] ACTUALLY, MY POINT IS, I THINK, NOT TO  
[01:19:43] COMMINGLE THE FUNDS IS THE POINT YOU'RE  
[01:19:45]



[01:19:48] MAKING. AND I'M SUGGESTING THAT FUNDS  
[01:19:49] THAT WERE USED TO INITIATE CLEANUP  
[01:19:52] SHOULD BE USED TO PUT IT IN THE PIGGY  
[01:19:54] BANK. AND SO THAT, I THINK IS MORE TO  
[01:19:57] YOUR POINT ABOUT NOT COMMINGLING.  
[01:19:59] BUT THE FLEXIBILITY IS ONE THING. IT  
[01:20:02] SEEMS TO ME THAT THE AMOUNT THAT YOU  
[01:20:04] WOULD PUT IN IN ANY GIVEN YEAR, YOUR  
[01:20:06] GOAL IS 30 MILLION OR WHATEVER, BUT IT  
[01:20:08] DOESN'T MEAN YOU HAVE TO. BUT I  
[01:20:10] CERTAINLY WOULDN'T WANT TO PRECLUDE IT.  
[01:20:11] I MEAN, I GUESS IT'S NOT PRECLUDED IN  
[01:20:16] THE, IT SAYS THAT ARE LIMITED BUT NOT  
[01:20:18] LIMITED TO THE PORT'S GENERAL FUND  
[01:20:19] CONTRIBUTION TO THIRD PARTIES, LEGAL  
[01:20:24] SETTLEMENTS OR OTHER PARTIES. SO THE  
[01:20:26] ADDITIONAL FUNDS USED TOWARDS THE PORT'S  
[01:20:28] ENVIRONMENTAL CLEANUPS INCLUDE, BUT ARE  
[01:20:32] NOT LIMITED TO. SO THIS WOULD BE ALLOWED  
[01:20:34] FOR. BUT YOUR PREFERENCES FOR THE LEVY,  
[01:20:36] RIGHT? YEAH. AND AGAIN, THAT CAN BE PART  
[01:20:37] OF THE ANNUAL RECOMMENDATION THAT WE  
[01:20:39] MAKE TO THE COMMISSION WE'RE  
[01:20:41] RECOMMENDING WE PUT THESE DOLLARS IN,  
[01:20:43] BUT NOT BECAUSE SOME YEARS WE'LL HAVE  
[01:20:45] LIKE A WINDFALL, SOME YEARS WE'LL HAVE A  
[01:20:47] GREAT SETTLEMENT. AND IT JUST SEEMS TO  
[01:20:50] ME IF WE CAN NOT BURDEN THE TAX LEVY AND  
[01:20:54] DO OTHER SOCIETAL GOOD DEEDS WITH THE  
[01:20:56] FLEXIBILITY OF THE LEVY RATHER THAN IT  
[01:20:58] JUST BEING THE BUFFER. ANYWAY, THAT'S  
[01:20:59] WHAT I WOULD LIKE TO SEE THAT  
CONVERSATION. AND THEN FINALLY, I DON'T

[01:21:01] UNDERSTAND. I GUESS IT'S LIKE THE LAST  
[01:21:04] SENTENCE. HOW IS IT THAT SETTING ASIDE  
[01:21:08] THIS MONEY NOW, WHICH IS I SUPPORT,  
[01:21:14] PROVIDES MORE ABILITY TO CONTINUE  
[01:21:16] PURSUING OTHER IMPORTANT TAX LEVY FUNDED  
[01:21:19] PROJECTS? IT SEEMS TO ME YOU ARE SETTING  
[01:21:21] ASIDE THIS MONEY AND THEREFORE HAVING  
[01:21:24] LESS FLEXIBILITY.  
[01:21:28] I'M NOT SURE ABOUT THAT PARTICULAR  
[01:21:30] FEATURE. CAN I TAKE A SHOT AT THAT?  
[01:21:32] YEAH, SURE. I THINK IT'S SOMETHING WE  
[01:21:34] TALKED ABOUT QUITE A BIT, WHICH IS  
[01:21:35] BECAUSE THE LEVY ON ANY GIVEN YEAR  
[01:21:39] IS A TAKE IT OR LEAVE IT KIND OF THING,  
[01:21:41] WE CAN'T RETROACTIVELY GO BACK AND GRAB  
[01:21:43] THOSE FUNDS. ONE CAN IMAGINE A SCENARIO  
[01:21:45] WHEN A LIABILITY BILL COMES DUE IN WHICH  
[01:21:48] WE NEED TO TAP INTO THE LEVY THAT YEAR,  
[01:21:51] BUT FOR THE FACT THAT WE'VE SAVED THESE  
[01:21:53] FUNDS THAT WE CAN USE IN LIEU OF USING  
[01:21:57] LEVY FUNDS IN THAT GIVEN YEAR FOR THE  
[01:21:59] ENVIRONMENTAL REMEDIATION SO IT  
[01:22:04] PROVIDES US WITH FLEXIBILITY IN FUTURE  
[01:22:05] YEARS TO DETERMINE WHETHER WE'RE GOING  
[01:22:06] TO USE LEVY FUNDS OR THIS ENVIRONMENTAL  
[01:22:09] LEGACY FUND TO PAY THE BILLS THAT ARE  
[01:22:12] DUE IN THAT MOMENT. RIGHT. WHAT I WOULD  
[01:22:13] SAY IS THAT IT PROVIDES US  
[01:22:15] PREDICTABILITY AND IT DOESN'T CREATE  
[01:22:18] LUMPINESS IN OUR SPENDING OF THE TAX  
[01:22:20] LEVY BECAUSE WE'RE BANKING MONEY.  
[01:22:23] IF ONE YEAR WE NEED TO SPEND \$50  
[01:22:25]

[01:22:27] MILLION THAT WOULD BE \$50 MILLION TAKEN  
[01:22:29] AWAY FROM WHAT WE NORMALLY WOULD TAKE ON  
[01:22:31] AN ANNUAL BASIS. BUT BECAUSE WE'RE  
[01:22:31] BANKING IT GRADUALLY, WE DON'T HAVE TO  
[01:22:33] TAKE AWAY FROM AN ANNUAL TAX LEVY  
[01:22:36] FUNDING. DOES THAT MAKE SENSE? I THINK  
[01:22:38] YOUR POINT ABOUT PREDICTABILITY IS THE  
[01:22:40] PUNCHLINE. SO THAT WAY YOU CAN BUDGET  
[01:22:44] FOR NOT HAVING THAT MONEY BECAUSE  
[01:22:47] IT'S A LESSER AMOUNT THAT YOU ULTIMATELY  
[01:22:50] HAVE TO SPEND ON LEVY, EXCEPT FOR IN THE  
[01:22:52] FUTURE, YOU THEN MIGHT HAVE SOME  
[01:22:54] UNEXPECTED LARGER EXPENSE. SO IT IS  
[01:22:56] HEDGING THE FUTURE, BUT IN THE MEANTIME,  
[01:23:00] YOU CAN BUDGET ON \$30 MILLION LESS PER  
[01:23:03] YEAR. AND SO I THINK THE PREDICTABILITY  
[01:23:06] VALUE IS REALLY HOW YOU CAN BUDGET  
[01:23:09] AROUND THAT, WHICH IS, I JUST DON'T  
[01:23:11] THINK THAT IS REFLECTED AS CLEARLY AS IT  
[01:23:14] MIGHT BE. IS THAT THE ACTUAL STATEMENT?  
[01:23:18] IT'S, I THINK, JUST A STATEMENT IN  
[01:23:20] SUPPORT OF THE ORDER SO IT DOESN'T  
[01:23:21] CHANGE THE ORDER AT ALL. AND MY PREVIOUS  
[01:23:25] STATEMENT THAT IT DOESN'T PRECLUDE US  
[01:23:26] FROM USING SETTLEMENT MONIES. SO I FULLY  
[01:23:29] SUPPORT THIS. GREAT. THANK YOU SO MUCH.  
[01:23:31] ANY OTHER COMMISSIONER. MOHAMED,  
[01:23:35] I ALSO WANT TO SAY THANK YOU FOR THE  
[01:23:37] PROACTIVE THINKING AROUND THIS. MAYBE  
[01:23:40] THIS QUESTION IS FOR PETE RAMOS FOR THE  
[01:23:44] BENEFIT OF THE PUBLIC. SINCE WE'RE  
[01:23:45] TALKING ABOUT TAX LEVY DOLLARS AND  
[01:23:47] PUTTING THESE DOLLARS ASIDE, THE

[01:23:50] ENVIRONMENTAL LIABILITY CASES,  
[01:23:53] HOW DOES THAT COME TO THE PUBLIC? WHEN  
[01:23:56] DOES THE PUBLIC GET DAYLIGHTED ON THAT?  
[01:23:58] CONSIDERING THE DOLLARS THAT WE ARE  
[01:24:00] USING ARE PUBLIC DOLLARS AND THOSE CASES  
[01:24:03] ARE ENVIRONMENTAL LIABILITY CASES THAT  
[01:24:05] THE PUBLIC WOULD BE INTERESTED IN.  
[01:24:08] YEAH. THERE IS A WHOLE WORLD OF  
[01:24:11] LITIGATION AND NEGOTIATION THAT GOES ON  
[01:24:13] BEHIND THE SCENES FOR THESE LEGALLY  
[01:24:15] MANDATED CLEANUP PROCESSES, AND THERE'S  
[01:24:18] MANY POTENTIAL CONTRIBUTORS TO IT. AND  
[01:24:20] OVER TIME, OFTEN THEY NEGOTIATE A  
[01:24:22] RESOLUTION WHERE THEY ALLOCATE COSTS.  
[01:24:24] AND ULTIMATELY THE EPA MAY ISSUE A  
[01:24:26] CONSENT ORDER OR THE WASHINGTON STATE  
[01:24:29] DEPARTMENT OF ECOLOGY MAY ISSUE A  
[01:24:31] CLEANUP ORDER, AND THAT OUTLINES FOR THE  
[01:24:32] PUBLIC WHO'S DOING THE CLEANUP, AND THAT  
[01:24:36] WILL COME IN FRONT OF THE COMMISSION FOR  
[01:24:37] US TO BE ABLE TO TAKE A VOTE ON IT  
[01:24:39] BEFORE THOSE DOLLARS ARE USED FOR ANY OF  
[01:24:41] THOSE ENVIRONMENTAL LIABILITY CLEANUPS.  
[01:24:44] THAT IS A GOOD QUESTION.  
[01:24:49] I'M NOT SURE HOW YOU VOTE BUDGET WISE  
[01:24:50] FOR EACH OF THOSE CLEANUPS. I'M NOT SURE  
[01:24:52] HOW THAT SHOWS UP IN THE BUDGET? WELL,  
[01:24:55] I THINK NEXT WEEK, ACTUALLY, THERE'S  
[01:24:56] GOING TO BE AN ACTION ITEM ON  
[01:24:58] AUTHORIZING THE EXPENDITURES FOR 2024 ON  
[01:25:01] THE ENVIRONMENTAL CLEANUPS. I THINK THE  
[01:25:03] SPECIFIC PROJECTS ARE OFTEN KEPT  
[01:25:05]

[01:25:07] CONFIDENTIAL BECAUSE OFTEN TIMES, THEY'RE  
[01:25:11] STILL NEGOTIATING WITH ERPS AND OTHER.  
[01:25:12] RIGHT. THE ENVIRONMENTAL REMEDIATION  
[01:25:16] LIABILITY FUND YOU'LL VOTE ON NEXT WEEK.  
[01:25:17] AND IT'S A WHOLE PICTURE OF THE AMOUNT  
[01:25:20] OF FUNDING FOR THE YEAR, BUT NOT SAYING  
[01:25:22] WE'RE DOING THIS AMOUNT FOR X CLEANUP  
[01:25:24] SITE. SO ONCE THE NEGOTIATIONS ARE  
[01:25:26] COMPLETED AND A SETTLEMENT HAS BEEN  
[01:25:29] REACHED, WE CAN ASSUME THAT IT WILL COME  
[01:25:30] IN FRONT OF THE COMMISSIONER. SO THE  
[01:25:33] PUBLIC COULD ALSO HEAR. THAT'S A GOOD  
[01:25:34] QUESTION. I SEE SANDY KILROY'S ON.  
[01:25:37] MAYBE SHE HAS SOME INSIGHT ONTO WILL  
[01:25:40] JUST. HELLO. SANDY KILROY, SENIOR  
[01:25:43] DIRECTOR, ENVIRONMENT SUSTAINABILITY.  
[01:25:46] SO YES, ON AN ANNUAL BASIS, THE  
[01:25:49] COMMISSION APPROVES THE ENVIRONMENTAL  
[01:25:52] REMEDIATION LIABILITIES FUND.  
[01:25:55] THEN AS MENTIONED, AS WE ENTER INTO  
[01:25:59] ANY AGREED ORDER WHICH DICTATES OUR  
[01:26:02] RESPONSIBILITY TO WORK ON A PROJECT,  
[01:26:05] THE COMMISSIONER APPROVES THOSE. AND  
[01:26:09] THEN IF WE CONTRACT OUT AND CONSULT FOR  
[01:26:14] WORK ON THESE PROJECTS, AS WE OFTEN DO,  
[01:26:17] THOSE BUDGETS COME IN FRONT OF  
[01:26:19] COMMISSION FOR PROCUREMENT. SO THOSE ARE  
[01:26:21] KIND OF THE THREE TOUCH POINTS THAT  
[01:26:25] COMMISSIONER APPROVES OUR ACTIVITIES  
[01:26:28] FOR THE CLEANUP WORK. WONDERFUL. THANK  
[01:26:30] YOU. WE'RE ALWAYS TRYING TO BE GOOD  
[01:26:32] STEWARDS OF PUBLIC DOLLARS, AND  
[01:26:32] ESPECIALLY WHEN IT COMES TO THE TAX LEVY



[01:26:33] DOLLARS IN PARTICULAR, SO THAT  
[01:26:36] TRANSPARENCY AND ACCOUNTABILITY IS  
[01:26:38] IMPORTANT IN THIS PROCESS. THANK YOU ALL  
[01:26:40] FOR BRINGING THIS FORWARD. THANK YOU.  
[01:26:42] YEAH. COMMISSIONER FELLEMAN,  
[01:26:46] I'D LIKE TO SEEK A LITTLE BIT MORE  
[01:26:48] CLARITY AND FOLLOWING UP WITH MY  
[01:26:49] PREVIOUS QUESTION. SO AT EVENTUAL TIME,  
[01:26:53] WE HAVE TO APPROVE SPENDING WHATEVER  
[01:26:55] LIABILITY WE HAVE SO THAT'S TRANSPARENT.  
[01:26:58] AND THEN WE GET RECOVERIES OF FUNDS  
[01:27:01] THROUGH INSURANCE AND OTHER THINGS LIKE  
[01:27:02] THAT. I DON'T KNOW. WE DON'T HAVE TO  
[01:27:06] VOTE ON RECEIVING MONEY. RIGHT.  
[01:27:09] SO AT THE END OF THE YEAR, I'M JUST  
[01:27:12] WONDERING WHAT IS OUR NET EXPENDITURE ON  
[01:27:16] CLEANUPS? AND THEN WE  
[01:27:19] CAN MAKE THE DECISION, HOW MUCH OF THAT  
[01:27:21] MONEY DO YOU WANT TO PUT IN THE KITTY  
[01:27:24] FOR THE ENVIRONMENTAL FUND OR NOT? SO WE  
[01:27:26] CAN SEE SOME YEARS WE COULD BE FLUSH  
[01:27:29] FROM A RECOVERY AND SOME YEARS WE WON'T.  
[01:27:31] SO THE CHOICE ABOUT WHETHER TO PUT IT,  
[01:27:33] TAKE IT FROM THE LEVY OR NOT WOULD BE  
[01:27:36] BEST APPROVED IF WE KNEW WHAT OUR COSTS  
[01:27:40] AND RECOVERIES WERE FOR ANY GIVEN YEAR.  
[01:27:43] SO WE CAN CERTAINLY PROVIDE MORE  
[01:27:44] TRANSPARENCY AROUND THAT AS PART OF THAT  
[01:27:47] BUDGET CONVERSATION, WE CAN BRING THAT  
[01:27:49] INFORMATION FORWARD AS WELL. YEAH. AND I  
[01:27:51] WAS GOING TO SAY I THINK IT IS POSSIBLE  
[01:27:53] TO HAVE A ROLL UP LIKE THAT THERE IS A  
[01:27:55]

[01:27:58] LOT OF LEGAL RISK ASPECTS AND LITIGATION  
[01:28:00] ASPECTS. AND SO THAT'S WHY WE ALSO BRIEF  
[01:28:02] YOU, AN EXECUTIVE SESSION ABOUT THE  
[01:28:04] ONGOING LIABILITIES AND DISPUTES THAT WE  
[01:28:06] HAVE. AND THAT'S NOT AS TRANSPARENT.  
[01:28:08] BUT I THINK WHAT YOU'RE SAYING IS A WAY  
[01:28:10] TO MAKE IT MORE TRANSPARENT BUT STILL  
[01:28:13] PROTECTING KIND OF AS A ROLL UP. AND  
[01:28:14] THEN, OF COURSE, IN THE NEXT YEAR,  
[01:28:16] THERE WILL STILL BE EXPOSURES THAT WE'LL  
[01:28:17] HAVE TO DEAL WITH. BUT AT THE CONCLUSION  
[01:28:19] OF THIS YEAR, HOW MUCH MONEY WE PUT IN  
[01:28:21] THE ENVIRONMENTAL FUND AND FROM WHICH  
[01:28:24] FUND SEEMS TO BE THAT WOULD BE BECAUSE  
[01:28:25] ACTUALLY, IN TERMS OF STEWARDS OF THE  
[01:28:27] PUBLIC FUND, WE GET SOME GOOD  
[01:28:30] RECOVERIES. RIGHT. AND I THINK WE SHOULD  
[01:28:33] TOUT THOSE THINGS. BUT THANK YOU FOR ALL  
[01:28:35] THE WORK. SARAH, YOUR HAND IS UP.  
[01:28:38] SARAH. HI, SARAH J.  
[01:28:40] DIRECTOR OF MARITIME ENVIRONMENT AND  
[01:28:41] SUSTAINABILITY. AND FOR THE COMMISSION'S  
[01:28:43] BENEFIT, I MIGHT PROVIDE THE EXAMPLE OF  
[01:28:46] T 91, WHERE I BELIEVE THIS YEAR,  
[01:28:48] THROUGH A NUMBER OF DIFFERENT ACTIONS  
[01:28:51] THAT HAVE BEEN BEFORE YOU. YOU'VE SEEN  
[01:28:54] COMMISSIONERS, YOU'VE SEEN SETTLEMENTS  
[01:28:56] THAT WE'VE ACCEPTED. AND SO YOU'VE GOT  
[01:28:59] TO SEE WHEN WE SETTLED WITH PARTIES WHAT  
[01:29:01] THOSE DOLLARS AMOUNTS WERE. YOU'VE ALSO  
[01:29:03] SEEN US COME TO YOU FOR REQUESTS FOR  
[01:29:05] CONTRACTING, TO DO STUDIES AND  
FEASIBILITY FOR CLEANUP FOR THE 91 AREA.

[01:29:07] SO IN THOSE WAYS, YOU START TO SEE, AND  
[01:29:09] THE PUBLIC DOES AS WELL, WHAT WE'RE  
[01:29:12] ENDEAVORING TO TAKE ON AT A SPECIFIC  
[01:29:14] CLEANUP SITE. JUST THOUGHT I'D BRING TO  
[01:29:16] LIGHT THAT AS AN EXAMPLE. THANKS,  
[01:29:18] SARAH. ALL RIGHT,  
[01:29:22] WELL, I'LL JUST MAKE SOME FINAL COMMENTS  
[01:29:24] HERE BEFORE WE GO ON TO EXECUTIVE  
[01:29:26] DIRECTOR METRUCK, BUT I ALSO WANT TO ECHO  
[01:29:29] THE SENTIMENTS OF THE COMMISSIONERS.  
[01:29:31] THANK YOU SO MUCH FOR ALL THE GREAT WORK  
[01:29:32] TO BOTH V AND TYLER, BUT ALSO TO DAN  
[01:29:35] AND, OF COURSE, ELIZABETH MORRISON, WHO  
[01:29:38] I FEEL LIKE IS A TOTAL WIZARD AT THIS  
[01:29:40] KIND OF STUFF. AND THE FACT THAT WE WERE  
[01:29:41] ABLE TO CONJURE UP \$30 MILLION THROUGH  
[01:29:43] REFINANCING OUR BONDS WAS JUST BRILLIANT  
[01:29:46] AND WAS VERY PLEASED TO BE ABLE  
[01:29:50] TO DO THAT. ONE THING I WANT TO  
[01:29:51] EMPHASIZE AND MAKE CLEAR FOR THE RECORD  
[01:29:53] IS THAT DEPORTED OF SEATTLE IS ALREADY A  
[01:29:55] LEADER IN CLEANUP. LET'S NOT MAKE ANY  
[01:29:58] MISTAKES ABOUT IT. AND I THINK IT'S  
[01:30:01] IMPORTANT FOR US TO ACKNOWLEDGE THAT  
[01:30:02] THIS WORK IS ALREADY BEING DONE. RIGHT,  
[01:30:04] THE CLEANUP THAT WE'RE DOING ALONG THE  
[01:30:05] DUWAMISH, THE EAST WATERWAY, ET CETERA.  
[01:30:08] AND THE OTHER THING THAT I WANT TO  
[01:30:09] EMPHASIZE IS THAT THE ESTABLISHMENT OF  
[01:30:12] THIS FUND DOES NOT PRECLUDE ANY OF THAT  
[01:30:13] WORK THAT'S ALREADY BEING DONE.  
[01:30:17] IT DOESN'T MEAN THAT IT CHANGES ANYTHING  
[01:30:20]

[01:30:22] THAT WE'RE DOING, THE PRESENT, BUT WE  
[01:30:25] ALSO KNOW THAT AS LONG AS THE PORT OF  
[01:30:27] SEATTLE, AS AN ENTITY, CONTINUES TO  
[01:30:30] EXIST, THAT OUR ACTIVITY WILL CONTINUE  
[01:30:32] TO IMPACT THE COMMUNITIES AROUND US.  
[01:30:35] AND I THINK THIS YEAR, DURING MY  
[01:30:37] PRESIDENCY, I'VE REALLY EMPHASIZED THE  
[01:30:39] IDEA OF BUILDING THE PORT OF THE FUTURE.  
[01:30:42] RIGHT. AND A BIG PART OF BUILDING A PORT  
[01:30:45] OF THE FUTURE IS MAKING SURE THAT WE ARE  
[01:30:47] PLANNING TODAY FOR THE CLEANUPS OF  
[01:30:50] TOMORROW, WHICH IS WHY I'M SO  
[01:30:53] PROUD TO BE ABLE TO INTRODUCE THIS AND  
[01:30:56] ESTABLISH THIS FUND. I WANT TO THANK  
[01:31:00] COMMISSIONER CALKINS FOR BEING THE  
[01:31:03] BRAINCHILD BEHIND IT. YOU'RE RIGHT. IT  
[01:31:05] WAS REALLY JUST A PASSING THOUGHT  
[01:31:08] INITIALLY. BUT OBVIOUSLY, YOU AND I HAD  
[01:31:11] SOME REALLY GREAT CONVERSATIONS AND HOW  
[01:31:14] WE CAN MAKE THIS A REALITY. AND I REALLY  
[01:31:17] DO THINK WE ARE ESTABLISHING THIS FUND  
[01:31:20] FOR THE FUTURE, FOR FUTURE GENERATIONS,  
[01:31:24] FOR YOUR FUTURE KIDS, HOPEFULLY MY  
[01:31:26] FUTURE KIDS THAT I DON'T HAVE YET.  
[01:31:28] BUT I THINK THAT 10, 20, 30 YEARS  
[01:31:30] DOWN THE LINE, WHEN WE'RE ALL RETIRED  
[01:31:32] FROM THE PORT OF SEATTLE, WE'LL LOOK  
[01:31:33] TOWARDS THIS ENVIRONMENTAL LEGACY FUND  
[01:31:36] AND FIND IT AS ONE OF THE MOST  
[01:31:37] MEANINGFUL AND CONSEQUENTIAL THINGS THAT  
[01:31:37] WE WERE ABLE TO DO. BECAUSE, AS I LIKE  
[01:31:37] TO SAY, WE WERE SKATING TO WHERE THE  
[01:31:37] PUCK IS GOING. AND THIS IS EXACTLY IN

[01:31:39] THE SPIRIT OF MY PRESIDENCY  
[01:31:43] THIS YEAR. AND I'M REALLY, REALLY  
[01:31:45] GRATEFUL THAT EVERYONE WAS ON BOARD FOR  
[01:31:48] THIS. SO THANK YOU ALL. THANK YOU,  
[01:31:49] COMMISSIONER CALKINS, FOR BEING A SECOND  
[01:31:51] ON IT. AND WITH THAT, I WILL KICK  
[01:31:55] IT OVER TO EXECUTIVE DIRECTOR METRUCK FOR  
[01:31:56] ANY COMMENTS OR THOUGHTS. THANKS,  
[01:31:59] COMMISSIONER. I WANT TO THANK  
[01:32:01] COMMISSIONER CHO, COMMISSIONER CALKINS,  
[01:32:03] AND ALL THE COMMISSIONERS FOR THEIR  
[01:32:04] SUPPORT OF THIS OR BRINGING THIS  
[01:32:06] INITIATIVE FORWARD AND DOING THIS. AND I  
[01:32:08] WANT TO SHARE MY SUPPORT FOR THE ORDER  
[01:32:09] AS WELL. LIKE YOU'VE ALREADY SAID,  
[01:32:13] FISCAL RESPONSIBILITY IN THAT  
[01:32:17] PLANNING IS CORE TO HOW WE APPROACH OUR  
[01:32:19] MAJOR COSTS, WHETHER IT'S A LARGE  
[01:32:21] CAPITAL PROJECT OR ENVIRONMENTAL CLEANUP  
[01:32:23] PROJECTS. AND A LOT OF THOSE, OF COURSE,  
[01:32:25] ARE LEGACY PROJECTS BY THEMSELVES,  
[01:32:27] BECAUSE WE'VE INHERITED THAT POLLUTION.  
[01:32:29] WE DIDN'T CREATE THAT POLLUTION, AND  
[01:32:30] THAT POLLUTION WAS THERE WHEN WE  
[01:32:31] INHERITED THOSE PROPERTIES. AND WE HAVE  
[01:32:34] MANY FINANCIAL TOOLS THAT MAKE IT ABLE  
[01:32:37] TO MEET OUR OBLIGATIONS. BUT IT DOES  
[01:32:38] SEND A STRONG MESSAGE OF COMMITMENT THAT  
[01:32:40] WE'RE MAKING THIS UPFRONT INVESTMENT OF  
[01:32:42] \$30 MILLION TOWARDS OUR KNOWN COSTS. I  
[01:32:45] LOOK FORWARD TO THAT ANNUAL CONVERSATION  
[01:32:47] THAT WE WERE JUST DISCUSSING ABOUT WHAT  
[01:32:49]



[01:32:51] ADDITIONAL DEPOSITS MAKE SENSE EACH YEAR  
[01:32:54] BASED ON THE NEEDED EXPENDITURES AND  
[01:32:55] AVAILABLE FUNDS AT THAT TIME, ALL OF  
[01:32:58] WHICH WE WERE JUST DISCUSSING. I WANT TO  
[01:32:59] MAKE SURE TO GIVE SPECIAL THANKS, AS  
[01:33:01] PRESIDENT CHO HAS ALREADY DONE, TO OUR  
[01:33:03] AMAZING FINANCE TEAM, INCLUDING DAN  
[01:33:05] THOMAS, ELIZABETH MORRISON, AND SCOTT  
[01:33:06] BERTRAM, AND FOR THEIR THOUGHTFUL,  
[01:33:08] STRATEGIC APPROACH TO MANAGING OUR  
[01:33:10] EXPENDITURES AND MATCHING THEM WITH THE  
[01:33:12] RIGHT REVENUE SOURCES. I ALSO WANT TO  
[01:33:13] THANK OUR LEGAL TEAM, ESPECIALLY  
[01:33:15] ELIZABETH BLACK, FOR THEIR INCREDIBLE  
[01:33:17] WORK AT COST RECOVERY. THAT'S ALREADY  
[01:33:20] BEEN MENTIONED AS WELL, AND FROM OTHER  
[01:33:21] RESPONSIBLE PARTIES, AND OF COURSE, THE  
[01:33:23] MARITIME AND ENVIRONMENTAL TEAMS, FOR  
[01:33:25] EVERYTHING THEY DO ON THESE PROJECTS TO  
[01:33:28] BRING THEM TO FRUITION. THIS IS TRULY A  
[01:33:29] TEAM EFFORT THAT WE CAN ALL BE PROUD OF.  
[01:33:31] AND THANK YOU, COMMISSIONER, FOR YOUR  
[01:33:32] LEADERSHIP IN CREATING THIS FUND AND  
[01:33:34] LOOK FORWARD TO ITS CONSIDERATION AND  
[01:33:36] PASSAGE. THANK YOU. EXCELLENT. THANK  
[01:33:38] YOU. HEARING NO FURTHER QUESTIONS FOR  
[01:33:40] THIS ITEM. IS THERE A MOTION? AND A  
[01:33:44] SECOND. SO MOVED.  
[01:33:47] SECOND. ALL RIGHT. THE MOTION WAS MADE  
[01:33:48] AND SECONDED. CLERK HART, PLEASE CALL  
[01:33:51] THE ROLL FOR THE VOTE. THANK YOU.  
[01:33:54] BEGINNING WITH COMMISSIONER CHO. AYE.  
THANK YOU. COMMISSIONER CALKINS. AYE.

[01:33:57] THANK YOU. COMMISSIONER FELLEMAN. AYE.  
[01:34:00] THANK YOU. COMMISSIONER HASEGAWA. AYE.  
[01:34:02] THANK YOU. AND COMMISSIONER MOHAMMED.  
[01:34:04] AYE. THANK YOU. FIVE AYES, ZERO NAYS FOR  
[01:34:06] THIS ITEM. EXCELLENT. THE MOTION PASSES.  
[01:34:08] CONGRATULATIONS, EVERYONE. THANK YOU  
[01:34:10] VERY MUCH. ALL RIGHT, MOVING ON IN  
[01:34:13] THE AGENDA FOR OUR LAST ITEM OF THE DAY  
[01:34:16] ON NEW BUSINESS. CLERK HART, PLEASE  
[01:34:18] INTRODUCE THE ITEM AND THEN IT'LL BE  
[01:34:21] INTRODUCED. THANK YOU. THIS IS AGENDA  
[01:34:24] ITEM TEN D, SEA ACCESS PROGRAM 2023.  
[01:34:28] UPDATE AND ORDER 2020 314,  
[01:34:31] AN ORDER OF THE PORT OF SEATTLE  
[01:34:33] COMMISSION TO AFFIRM THE PORT OF  
[01:34:35] SEATTLE'S LONG STANDING COMMITMENT TO  
[01:34:37] DEVELOPING SEATTLE TACOMA INTERNATIONAL  
[01:34:38] AIRPORT AS ONE OF THE MOST ACCESSIBLE  
[01:34:41] AIRPORTS IN THE NATION AND CONSIDER  
[01:34:43] ACCESSIBILITY AS A PRIORITY IN AVIATION  
[01:34:46] DIVISION STRATEGY, FACILITY DESIGN,  
[01:34:48] CONSTRUCTION AND OPERATIONS.  
[01:34:50] COMMISSIONERS, OUR EVOLVING  
[01:34:51] UNDERSTANDING OF WHAT ACCESSIBILITY  
[01:34:53] MEANS HAS INSPIRED US TO GO ABOVE AND  
[01:34:55] BEYOND TO ACCOMMODATE THE VARIOUS NEEDS  
[01:34:57] OF OUR TRAVELERS AND VISITORS, FROM  
[01:34:59] PHYSICAL CHALLENGES LIKE HEARING AND  
[01:35:01] SIGHT TO LESS VISIBLE ISSUES RELATED TO  
[01:35:03] NEURODIVERSITY. THE OPEN DOORS  
[01:35:05] ORGANIZATION ASSESSMENTS OF SEA'S  
[01:35:08] ACCESSIBILITY WAS COMPLETED IN MARCH  
[01:35:10]

2018 AND IT LISTS 108 RECOMMENDATIONS TO IMPROVE ACCESSIBILITY AT THE PORT. SINCE THAT ASSESSMENT, WE HAVE MADE SIGNIFICANT PROGRESS AND HAVE COMPLETED MANY OF THE RECOMMENDATIONS. THIS BRIEFING WILL OUTLINE OUR PROGRESS AND COMMITMENT TO ADVANCING THE RECOMMENDATIONS, AS WELL AS PROVIDING NEXT STEPS TO MAKING SEA THE MOST ACCESSIBLE AIRPORT IN THE COUNTRY. IN ADDITION, YOU'LL ALSO HEAR AN ORDER REAFFIRMING OUR EFFORTS ON THIS FRONT. AND SO THE PRESENTERS ARE PETE MILLS, COMMISSION STRATEGIC ADVISOR CHELSEA RODRIGUEZ, AIRPORT VOLUNTEER AND ACCESS PROGRAM MANAGER, AND HEATHER KARCH, ARCHITECTURE MANAGER, AVIATION FACILITIES AND INFRASTRUCTURE. SO I BEGIN WITH YOU, PETE. YES. GOOD AFTERNOON. THIS IS PETE MILLS, STRATEGIC ADVISOR TO THE COMMISSION OFFICE AND STAFF TO COMMISSIONER MOHAMMED, EXECUTIVE METRUCK PRESIDENT CHO AND COMMISSIONERS. THIS PRESENTATION WILL BEGIN WITH THE ANNUAL ACCESSIBILITY BRIEFING BY HEATHER KARCH, WHO'S THE ARCHITECTURE MANAGER AT SEA, AND CHELSEA RODRIGUEZ, WHO IS THE AIRPORT VOLUNTEER AND ACCESS PROGRAM MANAGER. FOLLOWING THEIR BRIEFING, I WILL RETURN TO INTRODUCE ORDER 2020 314 FOR YOUR CONSIDERATION. THIS ORDER AFFIRMS THE PORT'S COMMITMENT TO BE ONE OF THE

[01:36:28] MOST ACCESSIBLE AIRPORTS IN THE NATION.  
[01:36:31] BUT FIRST, I'LL PASS IT OFF TO HEATHER  
[01:36:34] FOR THE BRIEFING.  
[01:36:43] SORRY, ROOKIE MISTAKE.  
[01:36:46] THANK YOU PETE. EXECUTIVE DIRECTOR,  
[01:36:48] METRUCK AND COMMISSIONERS MY NAME IS  
[01:36:50] HEATHER KARCH AND I AM THE FACILITIES  
[01:36:51] AND INFRASTRUCTURE ARCHITECTURE MANAGER  
[01:36:54] AS MENTIONED AND CURRENT ADA  
[01:36:55] COORDINATOR. AND WITH ME TODAY IS  
[01:36:57] CHELSEA RODRIGUEZ, THE AIRPORT  
[01:36:59] VOLUNTEERS AND CUSTOMER ACCESSIBILITY  
[01:37:01] MANAGER. NEXT SLIDE PLEASE.  
[01:37:06] THIS AFTERNOON WE ARE GOING TO PROVIDE  
[01:37:08] AN UPDATE ON THE EFFORTS OF OUR  
[01:37:09] INTERDISCIPLINARY ACCESSIBILITY PROGRAM.  
[01:37:12] TRAVEL NUMBERS HAVE BEEN REBOUNDED  
[01:37:14] TOWARDS PRE COVID LEVELS AND WE ARE IN  
[01:37:16] THE MIDST OF EXTENSIVE CONSTRUCTION, SO  
[01:37:18] OUR FOCUS ON ACCESSIBILITY IS ESPECIALLY  
[01:37:20] IMPORTANT AS THE AIRPORT BECOMES MORE  
[01:37:22] CHALLENGING TO NAVIGATE AND OUR AGING  
[01:37:24] POPULATION CONTINUES TO TRAVEL. TODAY,  
[01:37:27] WE WILL PROVIDE A QUICK OVERVIEW OF OUR  
[01:37:29] GUIDING PRINCIPLES ALONG WITH UPDATES ON  
[01:37:31] OUR THREE AREAS OF FOCUS, FACILITIES,  
[01:37:33] CUSTOMER SERVICE AND ENGAGEMENT, AND  
[01:37:35] DISCUSS NEXT STEPS FOR 2024. NEXT SLIDE  
[01:37:39] PLEASE.  
[01:37:42] IT IS IMPORTANT TO REITERATE OUR GUIDING  
[01:37:44] PRINCIPLES TO ENSURE THAT OUR ACTIONS  
[01:37:46] ALIGN WITH THESE GOALS. WE CONTINUE TO  
[01:37:48]

[01:37:50] STRIVE TO BE THE MOST ACCESSIBLE AIRPORT  
[01:37:52] IN THE UNITED STATES BY EXCEEDING CODE  
[01:37:54] DRIVEN ACCESSIBILITY REQUIREMENTS AND  
[01:37:56] HAVE A PROVEN TRACK RECORD OF BEING AN  
[01:37:58] INNOVATIVE LEADER WITHIN THE AVIATION  
[01:38:01] INDUSTRY. WE CONTINUE TO EDUCATE  
[01:38:02] OURSELVES TO ENSURE THAT WE ARE FORWARD  
[01:38:05] LOOKING IN ALL OF OUR ACTIONS. THESE  
[01:38:07] EFFORTS ALIGN WITH OUR SEA BRAND PROMISE  
[01:38:09] OF AN ELEVATED TRAVEL EXPERIENCE FOR  
[01:38:12] ALL. OUR ACCESSIBILITY PROGRAM IS  
[01:38:15] ORGANIZED AROUND THREE AREAS OF FOCUS,  
[01:38:17] FACILITIES, CUSTOMER SERVICE AND  
[01:38:20] ENGAGEMENT. WHILE CHELSEA AND I ARE  
[01:38:22] PRESENTING TODAY, OUR SUCCESS DEPENDS ON  
[01:38:24] THE WORK OF MANY. INTERDEPARTMENTAL  
[01:38:26] COLLABORATION IS CRITICAL TO ENSURING WE  
[01:38:28] MEET THE FULL RANGE OF OUR PASSENGER  
[01:38:30] NEEDS, BUT JUST AS IMPORTANT IS THE  
[01:38:33] SUPPORT OF OUR COMMUNITY STAKEHOLDERS.  
[01:38:34] IT IS WORTH NOTING THAT PAST COMMUNITY  
[01:38:36] FEEDBACK WAS INSTRUMENTAL IN GUIDING OUR  
[01:38:38] LEADERSHIP'S COMMITMENT TO BEING THE  
[01:38:40] MOST ACCESSIBLE AIRPORT AND ALIGNS WITH  
[01:38:42] THE ADDITIONAL SUPPORT WE ARE REQUESTING  
[01:38:46] TODAY. NEXT SLIDE PLEASE WE WILL START  
[01:38:48] WITH THE REVIEW OF FACILITY UPDATES.  
[01:38:52] NEXT SLIDE PLEASE. SEA HAS  
[01:38:54] A VERY ACTIVE CAPITAL PROGRAM AND IT  
[01:38:56] CONTINUES TO GROW WITH UPGRADE SEA.  
[01:38:58] DURING THIS TIME, WE HAVE THE  
[01:38:59] OPPORTUNITY TO INTEGRATE ACCESSIBILITY  
RELATED FEATURES AND AMENITIES INTO NEW



[01:39:02] CONSTRUCTION AND RENOVATIONS. IN THE  
[01:39:05] PAST YEAR, SEA OPENED A MULTI USER, ALL  
[01:39:08] GENDER RESTROOM THAT PROVIDES ADDITIONAL  
[01:39:10] CONVENIENCE FOR PASSENGERS WITH  
[01:39:11] DISABILITIES, ADDED A NEW SERVICE ANIMAL  
[01:39:15] RELIEF AREA OUTSIDE OF GML HALL, AND  
[01:39:18] ADDITIONAL BABY CHANGING TABLES TO  
[01:39:20] INTERNATIONAL ARRIVAL FACILITY. SOME  
[01:39:22] UPDATES ARE AT A SMALLER SCALE, SUCH AS  
[01:39:25] ADDING CANE RAILS TO WATER FOUNTAINS  
[01:39:27] THAT ALLOW US TO UPDATE PARTS OF OUR  
[01:39:29] OLDER FACILITY TO MEET CURRENT  
[01:39:31] STANDARDS. UNTIL THOSE AREAS ARE  
[01:39:33] INCLUDED IN LARGER SCALE REMODELS IN THE  
[01:39:36] NEXT FEW YEARS. AS RESTROOM RENOVATIONS,  
[01:39:38] SEA CONCOURSE EXPANSION AND SEA GATEWAY  
[01:39:41] PROJECTS ARE CONSTRUCTED, WE WILL BE  
[01:39:43] INCREASING THE NUMBER OF SARAS, THE  
[01:39:45] SERVICE TO ANIMAL RELIEF AREAS, SENSORY  
[01:39:47] ROOMS, NURSING ROOMS AND ADULT CHANGING  
[01:39:50] TABLES. NEXT SLIDE PLEASE ONE  
[01:39:55] OF OUR LARGEST ACCESSIBILITY RELATED  
[01:39:57] UPDATES IS THE IMPROVED CURBSIDE THAT  
[01:40:00] HAS BEEN IN PROGRESS FOR MULTIPLE YEARS.  
[01:40:02] THE UPPER OR DEPARTURES DRIVE NOW HAS 17  
[01:40:06] PASSENGER LOADING ZONES COMPARED TO THE  
[01:40:08] HANDFUL THAT PREVIOUSLY EXISTED. THESE  
[01:40:11] LOADING ZONES ARE SPACED NO MORE THAN  
[01:40:12] 100FT APART AND WERE PURPOSELY LOCATED  
[01:40:14] ADJACENT TO ENTRY POINTS FOR THE  
[01:40:16] CONVENIENCE OF PASSENGERS WITH LIMITED  
[01:40:19] MOBILITY. THE LOWER OR ARRIVALS DRIVE IS  
[01:40:22]

[01:40:24] DESIGNED WITH ZERO CURB WHICH ALIGNS  
[01:40:27] WITH UNIVERSAL DESIGN PRINCIPLES. SEA  
[01:40:29] GATEWAY WILL BE UPDATING THE RAMPS  
[01:40:30] BETWEEN THE BAGGAGE CLAIM LEVEL AND  
[01:40:34] LOWER CURBSIDE WITH RAMPS THAT ARE LESS  
[01:40:37] STEEP AND LANDINGS AT THE DOORS. THE  
[01:40:39] DESIGN INCLUDES AN UPDATED ENTRY PORTAL  
[01:40:42] AND SIGNAGE TO CREATE MORE INTUITIVE  
[01:40:44] WAYFINDING INTO THE BUILDING. AS YOU SEE  
[01:40:47] ON THE SLIDE, SIGNAGE IS A CRITICAL  
[01:40:49] BRIDGE BETWEEN OUR OPERATIONAL NEEDS AND  
[01:40:51] CUSTOMER SERVICE EXPECTATIONS THAT  
[01:40:53] INFORMS THE PASSENGER JOURNEY. IT IS  
[01:40:55] EVEN MORE IMPORTANT AS WE CONTINUE TO  
[01:40:57] GROW WITH UPGRADE SEA AND DEAL WITH THE  
[01:41:00] IMPACTS OF CONSTRUCTION. THE SIGNAGE  
[01:41:02] TEAM PROVIDES IN HOUSE DESIGN AND  
[01:41:04] INSTALLATION RESOURCES FOR BOTH STATIC  
[01:41:06] AND DIGITAL SIGNAGE AND CONTINUES TO  
[01:41:09] FIND INNOVATIVE SOLUTIONS TO ADDRESS OUR  
[01:41:12] ACCESSIBILITY NEEDS HERE AT SEA. ONE  
[01:41:13] EXAMPLE RELATES TO ADULT CHANGING  
[01:41:18] TABLES. THERE ISN'T AN INDUSTRY STANDARD  
[01:41:22] YET FOR THE SYMBOLOGY FOR THIS TYPE OF  
[01:41:24] EQUIPMENT AND OUR TEAM PROVIDED A CUSTOM  
[01:41:26] DESIGN SOLUTION SIMILAR TO WHAT WAS DONE  
[01:41:29] FOR THE SENSORY ROOM. THE TEAM HELPED  
[01:41:31] IMPROVE DIGITAL PARKING GUIDANCE SIGNAGE  
[01:41:33] TO DIRECT PASSENGERS TO ACCESSIBLE  
[01:41:35] PARKING STALLS AND THEY RESPOND QUICKLY  
[01:41:36] TO CHANGES DURING CONSTRUCTION TO  
[01:41:39] PROVIDE TEMPORARY WAYFINDING SOLUTIONS  
[01:41:39] WHILE PUSHING TOWARDS A MORE DIGITALLY

[01:41:41] INTEGRATED SOLUTION FOR THE FUTURE.  
[01:41:43] NEXT SLIDE PLEASE.  
[01:41:46] CHELSEA WILL NOW SHARE CUSTOMER SERVICE  
[01:41:49] UPDATES. GREAT. THANK YOU HEATHER MY  
[01:41:51] NAME IS CHELSEA RODRIGUEZ AND I AM SEA'S  
[01:41:54] AIRPORT VOLUNTEERS AND CUSTOMER  
[01:41:56] ACCESSIBILITY MANAGER AND I'M HAPPY TO  
[01:41:58] BE HERE TO SHARE MORE ACCESSIBILITY  
[01:42:01] PROGRAM UPDATES. AS NOTED EARLIER, THE  
[01:42:04] SECOND PILLAR IN OUR ACCESSIBILITY  
[01:42:05] PROGRAM IS CUSTOMER SERVICE. WE  
[01:42:08] RECOGNIZE THAT THE PASSENGER JOURNEY HAS  
[01:42:10] MANY STEPS AND WE MUST FOCUS ON PROGRAMS  
[01:42:13] AND AMENITIES THROUGHOUT THAT JOURNEY AS  
[01:42:15] WELL AS INVEST IN OUR FRONTLINE STAFF.  
[01:42:18] RECENT PROGRAM AND AMENITY HIGHLIGHTS  
[01:42:20] THAT BENEFIT TRAVELERS WITH DISABILITIES  
[01:42:22] AND SUPPORT OUR BRAND PROMISE INCLUDE WE  
[01:42:25] CREATED AN ACCESSIBILITY BROCHURE WHICH  
[01:42:28] DETAILS ACCESSIBILITY RESOURCES FOR  
[01:42:30] TRAVELERS. WE FOUND THAT NOT ALL  
[01:42:32] TRAVELERS WANT TO DOWNLOAD AN APP, SO  
[01:42:34] HAVING A PHYSICAL RESOURCE CAN BE  
[01:42:36] INCREDIBLY BENEFICIAL. WE ALSO HAVE A  
[01:42:39] BRAILLE VERSION WITH A TACTILE MAP. THE  
[01:42:41] BROCHURE HAS BEEN WELL RECEIVED BY  
[01:42:43] TRAVELERS AND BY STAFF ALIKE. ANOTHER  
[01:42:46] HIGHLIGHT IS OUR EMBRACE OF THE  
[01:42:48] SUNFLOWER LANYARD PROGRAM, WHICH IS A  
[01:42:50] RESOURCE FOR TRAVELERS WITH NONVISIBLE  
[01:42:52] DISABILITIES WHERE THEY CAN CHOOSE TO  
[01:42:54] OPTIONALLY WEAR A LANYARD. THAT'S  
[01:42:56]

[01:42:58] COMPLIMENTARY, AND IT LETS OUR FRONTLINE  
[01:43:00] STAFF KNOW THAT THE WEARER MAY NEED  
[01:43:02] ADDITIONAL SUPPORT OR PATIENCE OR  
[01:43:06] FLEXIBILITY. IT IS A GROWING INITIATIVE  
[01:43:08] AT A NUMBER OF AIRPORTS, BOTH NATIONALLY  
[01:43:11] AND ACROSS THE GLOBE. AT SEA, WE HAVE  
[01:43:14] EXPANDED WHERE LANYARDS ARE RECOGNIZED  
[01:43:16] AS WELL AS FINE TUNED THE DISTRIBUTION  
[01:43:19] MODEL, WHERE TRAVELERS NOW RECEIVE MORE  
[01:43:21] OF A POLISHED PACKAGE. WE CALL IT A  
[01:43:23] SUNFLOWER LANYARD KIT, WHICH BETTER  
[01:43:26] INFORMS ON THE BREADTH OF RESOURCES THAT  
[01:43:28] WE HAVE FOR TRAVELERS WITH DISABILITIES.  
[01:43:31] AND THEN A FINAL HIGHLIGHT TO NOTE IS  
[01:43:34] OUR INVESTMENT IN OUR AIRPORT VOLUNTEER  
[01:43:37] AND SEA PUPS PROGRAM, AND THE SEA PUPS ARE OUR  
[01:43:39] ANIMAL THERAPY TEAMS WHO FOCUS ON  
[01:43:41] RELIEVING STRESS AND ANXIETY FOR OUR  
[01:43:43] TRAVELERS. ALONG WITH OUR GENERAL  
[01:43:45] VOLUNTEERS. THE SEA PUPS HELP ALL  
[01:43:47] TRAVELERS, BUT WE HAVE FOUND THAT  
[01:43:50] TRAVELERS WITH DISABILITIES, FOR EXAMPLE  
[01:43:53] ANXIETY OR PTSD, HAVE ESPECIALLY  
[01:43:56] APPRECIATED OUR FURRY VOLUNTEERS. NEXT  
[01:44:00] SLIDE, PLEASE. AS PREVIOUSLY NOTED,  
[01:44:02] WE RECOGNIZE THAT THE TRAVEL JOURNEY HAS  
[01:44:04] MANY STEPS. FOR MANY, THAT JOURNEY  
[01:44:06] BEGINS PRIOR TO STEPPING INSIDE THE  
[01:44:09] AIRPORT. THE WEBSITE IS A VERY IMPORTANT  
[01:44:11] PRETRAVEL RESOURCE THAT CAN HELP  
[01:44:13] TRAVELERS PREPARE FOR AN UPCOMING TRIP.  
[01:44:16] OUR FRIENDS IN EXTERNAL RELATIONS HAVE  
[01:44:16] SYSTEMATICALLY TAKEN STEPS TO ENSURE

[01:44:18] THAT THE WEBSITE IS UPDATED AND ADHERES  
[01:44:20] TO DIGITAL ACCESSIBILITY STANDARDS.  
[01:44:22] THIS WORK IS ONGOING AND WITHIN THE  
[01:44:25] AIRPORT TERMINAL ITSELF. THE CUSTOMER  
[01:44:27] SERVICE TEAM IS CLOSE TO LAUNCHING A NEW  
[01:44:29] INITIATIVE CALLED CUSTOMER CARE CONNECT,  
[01:44:32] AND THIS IS WHERE, USING A QR CODE,  
[01:44:35] TRAVELERS CAN CONNECT WITH A LIVE  
[01:44:37] CUSTOMER CARE AGENT VIA THEIR PHONE.  
[01:44:39] SIMILAR TO FACETIME, THERE'S ALSO A  
[01:44:42] TEXTING FEATURE THAT WOULD BE BENEFICIAL  
[01:44:44] TO DEAF TRAVELERS AND TO BETTER INFORM  
[01:44:47] THE DISABILITY COMMUNITY AND COMMUNITY  
[01:44:49] AT LARGE. AGAIN, OUR FRIENDS IN EXTERNAL  
[01:44:51] RELATIONS HAVE MADE ACCESSIBILITY A  
[01:44:53] FOCUS. HIGHLIGHTS OF THEIR WORK TO  
[01:44:55] BETTER INFORM INCLUDE ACCESSIBILITY  
[01:44:58] FOCUSED BLOGS, A CHECKING IN VIDEO WITH  
[01:45:00] ASL CAPTIONING AND PAID ADVERTISING ON  
[01:45:03] LOCAL TELEVISION AND ON SOCIAL MEDIA.  
[01:45:06] AND THE IMAGE ON THIS SLIDE IS AN  
[01:45:07] EXAMPLE OF ONE OF THE SOCIAL MEDIA ADS.  
[01:45:10] AND THIS IS ALL TO BETTER INFORM ON THE  
[01:45:13] BREADTH OF SEA'S ACCESSIBILITY  
[01:45:15] RESOURCES. NEXT SLIDE, PLEASE.  
[01:45:19] INVESTING IN OUR PROGRAMS, AMENITIES AND  
[01:45:22] COMMUNICATION IS IMPORTANT, AND SO IS  
[01:45:24] INVESTING IN OUR FRONTLINE EMPLOYEES AND  
[01:45:26] VOLUNTEERS WHO PROVIDE CRITICAL CUSTOMER  
[01:45:28] SERVICE. THIS YEAR, WE HAVE FOCUSED ON  
[01:45:31] PARTNERING WITH DISABILITY EXPERTS.  
[01:45:33] EXAMPLES INCLUDE DEAF FRIENDLY CUSTOMER  
[01:45:35]



[01:45:38] SERVICE WORKSHOPS LED BY DEAF OWNED  
[01:45:38] BUSINESS DEAF FRIENDLY CONSULTING.  
[01:45:40] ANOTHER WORKSHOP TITLED SUPPORT  
[01:45:42] STRATEGIES FOR PEOPLE WITH DEVELOPMENTAL  
[01:45:44] DISABILITIES, WHICH WAS LED BY ARK OF  
[01:45:46] KING COUNTY, A LOCAL NONPROFIT,  
[01:45:48] ACTUALLY A NATIONAL NONPROFIT, BUT THE  
[01:45:50] LOCAL CHAPTER IS LEADING THAT WORKSHOP,  
[01:45:53] AND BOTH OF THESE WORKSHOPS ARE LED BY  
[01:45:55] TRAINERS WITH DISABILITIES THEMSELVES,  
[01:45:57] AND THEY PROVIDE ACTIONABLE STEPS FOR  
[01:46:00] STAFF TO THEN APPLY ON THE FLOOR WITH  
[01:46:02] TRAVELERS. WE'RE ALSO UPDATING OUR  
[01:46:05] EXCELLENT CUSTOMER SERVICE FOR TRAVELERS  
[01:46:07] WITH DISABILITIES ELEARNING, WHICH IS  
[01:46:09] AVAILABLE TO THE ENTIRE AIRPORT BADGE  
[01:46:11] HOLDER COMMUNITY. FINALLY, TAKING A  
[01:46:14] HOLISTIC PERSPECTIVE, WE RECOGNIZE THAT  
[01:46:17] JUST AS WE NEED TO FOCUS ON TRAINING TO  
[01:46:19] OUR FRONTLINE STAFF, WE ALSO NEED TO  
[01:46:21] ENSURE THAT EXCELLENT CUSTOMER SERVICE  
[01:46:23] IS RECOGNIZED. OUR HIGH FIVE CUSTOMER  
[01:46:26] SERVICE RECOGNITION PROGRAM IS THIS  
[01:46:28] VEHICLE. THESE IN PERSON CELEBRATION  
[01:46:30] EVENTS HAVE CONSISTENTLY HIGHLIGHTED  
[01:46:32] STAFF WHO ALREADY PROVIDE EXCELLENT  
[01:46:34] CUSTOMER SERVICE TO TRAVELERS WITH  
[01:46:36] DISABILITIES AND IN TURN, DESERVE  
[01:46:39] RECOGNITION. NOW NEXT SLIDE PLEASE,  
[01:46:42] AND I WILL PASS IT BACK TO HEATHER WHO  
[01:46:44] WILL SHARE MORE ABOUT OUR THIRD PILLAR  
[01:46:46] ENGAGEMENT. THANK YOU CHELSEA. AS WE  
[01:46:50] PREVIOUSLY MENTIONED, OUR ACCESSIBILITY

[01:46:52] PROGRAM IS ORGANIZED AROUND THREE AREAS  
[01:46:54] OF FOCUS AND WHILE ALL ARE IMPORTANT,  
[01:46:57] ENGAGEMENT IS WHERE THEORY MEETS  
[01:46:59] REALITY. NEXT SLIDE ENGAGEMENT  
[01:47:06] IS HOW WE LEARN FIRSHTHAND FROM PEOPLE  
[01:47:08] LIVING WITH DISABILITIES HOW OUR  
[01:47:09] DECISIONS CAN IMPACT THEIR TRAVEL  
[01:47:11] EXPERIENCE. WE SUPPORT THE IDEA OF  
[01:47:13] NOTHING ABOUT US WITHOUT US AND REFLECT  
[01:47:16] THAT WITH OUR SEA ACCESSIBILITY ADVISORY  
[01:47:19] COMMITTEE AND ADDITIONAL ONE ON ONE  
[01:47:20] OUTREACH. THE COMMITTEE MEETS QUARTERLY  
[01:47:23] WITH ADDITIONAL MEETINGS AS NEEDED, AND  
[01:47:25] CONTINUES TO BE A VALUABLE OPPORTUNITY  
[01:47:27] FOR ENGAGEMENT WITH COMMUNITY  
[01:47:28] STAKEHOLDERS. FOR EXAMPLE, LAST SUMMER  
[01:47:31] WE CONDUCTED FACILITY AUDITS OF  
[01:47:33] CONCOURSES A-B-C-D MAIN  
[01:47:37] TERMINAL, BAGGAGE CLAIM, AND LEVELS  
[01:47:39] THREE AND FOUR OF THE PARKING GARAGE.  
[01:47:41] WHILE OUR QUARTERLY MEETINGS ARE  
[01:47:43] VIRTUAL, THE AUDIT WAS IN PERSON AND WE  
[01:47:45] PHYSICALLY MOVED THROUGH THE SPACE TO  
[01:47:47] OBSERVE CONDITIONS. THE FEEDBACK FROM  
[01:47:49] THE AUDIT DIRECTLY LED TO CHANGES BEING  
[01:47:51] IMPLEMENTED IN THE FACILITY AND IN OUR  
[01:47:53] DESIGN STANDARDS. WHILE OUR COMMITTEE  
[01:47:56] MEMBERS COMMIT TO A SPECIFIC TERM LIMIT,  
[01:47:58] THEIR IMPACT CAN BE FELT FOR MULTIPLE  
[01:48:00] YEARS WHILE THE TERM LIMIT PROVIDES  
[01:48:03] OPPORTUNITIES FOR NEW VOICES TO BE HEARD  
[01:48:06] AS WE RECOGNIZE A NEED FOR A WIDE RANGE  
[01:48:08]

[01:48:10] OF VOICES THAT REPRESENT THE DISABILITY  
[01:48:12] COMMUNITY. AS I MENTIONED BEFORE, OUR  
[01:48:14] SUCCESS IS BUILT ON THE COLLABORATION  
[01:48:16] WITH OTHERS AND I WANT TO TAKE A MOMENT  
[01:48:18] TO RECOGNIZE OUR PAST AND PRESENT  
[01:48:20] COMMITTEE MEMBERS FOR THE TIME AND  
[01:48:21] WISDOM THEY HAVE SHARED AND THE VALUE  
[01:48:23] THEY BRING TO OUR ORGANIZATION,  
[01:48:26] SPECIFICALLY CINDY LAWS AND ERIC LIPP,  
[01:48:28] WHO HAVE PLAYED KEY ROLES IN OUR  
[01:48:31] DEVELOPMENT OVER MANY YEARS. LOOKING  
[01:48:32] FORWARD, I'M HAPPY TO NOTE THAT THE PORT  
[01:48:34] OF SEATTLE IS A COSPONSOR OF THE  
[01:48:37] UNIVERSAL ACCESS AND AVIATION CONFERENCE  
[01:48:40] IN SEPTEMBER OF 2024. THIS CONFERENCE IS  
[01:48:42] ORGANIZED BY OPENDOORS ORGANIZATION AND  
[01:48:44] IS AN OPPORTUNITY TO MEET AND LEARN FROM  
[01:48:46] ACCESSIBILITY ADVOCATES AND DISABILITY  
[01:48:49] GROUPS FROM AROUND THE WORLD. WE ARE  
[01:48:51] EXCITED TO BE A PART OF THIS EVENT.  
[01:48:55] NEXT SLIDE PLEASE.  
[01:48:57] IN ADDITION TO ENGAGING WITH DISABILITY  
[01:48:59] STAKEHOLDERS, WE HAVE BEEN FORTUNATE TO  
[01:49:01] REPRESENT SEA THROUGH PARTICIPATION IN  
[01:49:03] PANELS AND PRESENTATION AT MULTIPLE  
[01:49:05] NATIONAL AND INTERNATIONAL AVIATION  
[01:49:08] INDUSTRY EVENTS, INCLUDING THE FAA  
[01:49:09] NATIONAL CIVIL RIGHTS TRAINING  
[01:49:11] CONFERENCE, AIRPORT MARKETING AND  
[01:49:14] COMMUNICATIONS CONFERENCE, PASSENGER  
[01:49:17] TERMINAL EXPO, AIRPORT CUSTOMER SERVICE  
[01:49:19] EXPERIENCE SYMPOSIUM AND IATA WORLD  
PASSENGER SYMPOSIUM. WE ARE FORTUNATE TO

[01:49:22] ALSO BE INVITED TO PARTICIPATE IN  
[01:49:24] INDUSTRY WORKING GROUPS, INCLUDING TSA  
[01:49:26] WORKING GROUP AND UPCOMING ACR PANEL  
[01:49:29] REVIEWS. NOW CHELSEA WILL CONCLUDE AND  
[01:49:32] SHARE NEXT STEPS. GREAT. THANK YOU,  
[01:49:35] HEATHER. AS WE LOOK TOWARDS 2024,  
[01:49:38] WE KNOW THE WORK CONTINUES. NEXT SLIDE,  
[01:49:40] PLEASE. AND ONE SUCH EXCITING  
[01:49:43] DEVELOPMENT IS THE LAUNCH OF SEA ACCESS,  
[01:49:47] WHICH IS THE NEW NAME FOR SEA'S  
[01:49:49] ACCESSIBILITY PROGRAM TO BETTER INFORM  
[01:49:52] ON THE BREADTH OF OUR ACCESSIBILITY  
[01:49:54] AMENITIES AND RESOURCES. WE HAVE WORKED  
[01:49:56] THIS PAST YEAR TO DEVELOP THIS PROGRAM  
[01:49:59] NAME AND THE LOGO THAT YOU SEE HERE. WE  
[01:50:02] WANT TO ACKNOWLEDGE OUR ACCESSIBILITY  
[01:50:03] ADVISORY COMMITTEE AS THEY HAVE BEEN  
[01:50:06] INVOLVED EVERY STEP OF THE WAY TO ENSURE  
[01:50:08] THAT THE PROGRAM NAME AND LOGO WILL  
[01:50:10] RESONATE WITH THE DISABILITY COMMUNITY  
[01:50:12] IN THE COMING MONTHS AND BEYOND. IN  
[01:50:15] PARTNERSHIP WITH EXTERNAL RELATIONS, WE  
[01:50:17] WILL INCREASE OUR FOCUS ON OUTREACH AND  
[01:50:19] ENGAGEMENT TO WIDELY PROMOTE SEA ACCESS.  
[01:50:22] OUR AIM IS TO BUILD UPON THE IMPORTANT  
[01:50:25] WORK THAT HAS ALREADY OCCURRED TO BETTER  
[01:50:27] INFORM TRAVELERS WITH DISABILITIES WITH  
[01:50:29] THE ULTIMATE GOAL OF SUPPORTING OUR  
[01:50:31] BRAND PROMISE OF AN ELEVATED TRAVEL  
[01:50:33] EXPERIENCE FOR ALL. NEXT SLIDE, PLEASE.  
[01:50:37] NOW I WILL OPEN IT UP TO QUESTIONS, AND  
[01:50:39] AFTER THE QUESTIONS, PETE WILL INTRODUCE  
[01:50:41]

[01:50:44] THE ACCESSIBILITY ORDER, WHICH WE FEEL  
[01:50:47] FURTHER REINFORCES SEA'S ACCESSIBILITY  
[01:50:49] COMMITMENT AND WILL AID OUR WORK. THANK  
[01:50:52] YOU. EXCELLENT. THANK YOU  
[01:50:54] SO MUCH FOR THOSE PRESENTATION. FOR THE  
[01:50:56] PRESENTATION, CHELSEA, AND HOW THERE ARE  
[01:51:00] ANY QUESTIONS.  
[01:51:03] YEAH, COMMISSIONER FELLEMAN, THANK YOU  
[01:51:04] FOR THAT. AND IT'S A REALLY GREAT THING  
[01:51:06] TO BE ABLE TO BE A NATIONAL LEADER IN  
[01:51:09] THIS EFFORT. SO I WAS JUST WONDERING,  
[01:51:12] IS THERE A NUMBER OF HOW MANY PEOPLE  
[01:51:16] ARE ON THIS ACCESSIBILITY COMMITTEE?  
[01:51:19] I BELIEVE AT THE MOMENT IT'S 20. YEAH,  
[01:51:21] I WOULD NEED TO CONFIRM, BUT IT'S AROUND  
[01:51:24] IN THE EARLY 20 RANGE. AND ARE THEIR  
[01:51:28] MEETINGS OPEN TO THE PUBLIC? AS OF NOW  
[01:51:30] THEY'RE NOT. WE DO THEM QUARTERLY AND  
[01:51:35] IT'S BEEN VIRTUAL.  
[01:51:37] AND IS THERE A CHARTER ON THE TERM  
[01:51:40] LIMITS? THERE IS, BUT THERE  
[01:51:44] IS NO WAY FOR THE PUBLIC TO MONITOR IT?  
[01:51:47] TO MONITOR. YEAH. TO BE ABLE TO OBSERVE  
[01:51:50] THE DELIBERATIONS OF THE GROUP.  
[01:51:52] PRESENTLY WE HAVEN'T DONE IT THAT WAY.  
[01:51:56] YEAH. WE'VE HAD QUARTERLY MEETINGS THAT  
[01:51:59] TYPICALLY HAVE BEEN VIRTUAL AND THEY'VE  
[01:52:01] JUST BEEN FOR THE PEOPLE ON THE  
[01:52:05] COMMITTEE. YOU SAID YOU'RE GOING TO  
[01:52:08] DO MORE WORK IN PUBLIC OUTREACH.  
[01:52:12] PERHAPS THAT'S AN OPPORTUNITY TO DO  
[01:52:13] MORE, TO SHARE WITH THE BROADER  
[01:52:13] COMMUNITY. NOT JUST NECESSARILY THE



[01:52:15] TARGET AUDIENCE, OF COURSE, WOULD BE THE  
[01:52:17] DISABILITY COMMUNITY, BUT OBVIOUSLY WE  
[01:52:19] HAVE FOLKS IN THE COMMUNITY THAT ARE  
[01:52:20] VERY MUCH INTERESTED IN ADVANCING THE  
[01:52:22] CAUSE. I WOULD LIKE TO HEAR HOW YOU  
[01:52:26] MIGHT HELP ADDRESS THOSE INTERESTS.  
[01:52:30] THANKS.  
[01:52:34] WHAT WE'VE ESTABLISHED SO FAR,  
[01:52:37] THIS COMMITTEE HAS HAD MULTIPLE  
[01:52:39] ITERATIONS. I'VE BEEN WITH THE PORT FOR  
[01:52:41] SEVEN YEARS, BUT I KNOW THE COMMITTEE  
[01:52:44] HAS EXISTED PRIOR TO THAT. AND IT  
[01:52:47] WAS DURING COVID THAT WE RESTARTED THE  
[01:52:49] COMMITTEE AND WE ACTUALLY DID OUTREACH  
[01:52:53] TO MULTIPLE OTHER AIRPORTS THAT HAD  
[01:52:54] COMMITTEES TO DO RESEARCH INTO  
[01:52:57] PRECEDENTS OF WHAT WERE BEST PRACTICES  
[01:53:00] AND LESSONS LEARNED. DIFFERENT AIRPORTS  
[01:53:02] HAVE DIFFERENT STRATEGIES FOR THE TIME  
[01:53:05] LIMITS, DURATION, HOW OPEN THEY ARE. SO  
[01:53:09] WE CHOSE TO GO WITH AN INVITED ONLY  
[01:53:12] METHOD. BUT I THINK THAT'S SOMETHING WE  
[01:53:14] CAN REEVALUATE IF OPENING UP ACCESS  
[01:53:17] TO THE MEETINGS IS SOMETHING THAT THE  
[01:53:20] COMMISSION FEELS IS IMPORTANT. OUTSIDE  
[01:53:23] OF OUR QUARTERLY COMMITTEE MEETINGS, WE  
[01:53:25] DO HAVE ONE ON ONE OUTREACH WITH  
[01:53:28] ADDITIONAL DISABILITY GROUPS, WHETHER  
[01:53:30] IT'S SELF LED  
[01:53:34] OR JUST THE OUT OF PEOPLE APPROACHING  
[01:53:36] US. WE JUST MET WITH MIAMI'S AIRPORT  
[01:53:41] THIS WEEK, ACTUALLY. THEY REACHED OUT TO  
[01:53:43]

[01:53:46] US TO GET SOME LESSONS LEARNED ON THINGS  
[01:53:48] THEY CAN DO TO IMPROVE OR ASKING FOR  
[01:53:51] GUIDANCE. WE'VE HAD A LOT OF OUTREACH  
[01:53:55] JUST TO INDIVIDUAL GROUPS. WHEN WE HEAR  
[01:53:56] SOMETHING NEW THAT WE WANT TO LEARN FROM  
[01:53:58] THEM, OR IF THEY REACH OUT ASKING TO  
[01:54:00] TALK TO US, I THINK WE HAVE A LOT OF  
[01:54:03] OPTIONS AND WHAT WE'VE DONE TO DATE HAS  
[01:54:05] JUST BEEN BASED ON THE RESEARCH AND WHAT  
[01:54:08] WE FEEL COMFORTABLE KNOW. THIS TEAM,  
[01:54:11] IT IS INTERDEPARTMENTAL IN THE SENSE  
[01:54:13] THAT WE RELY. CHELSEA AND I LEAD THE  
[01:54:16] EFFORT, AND MY FUTURE ADA COORDINATOR  
[01:54:19] WILL REPLACE THAT ROLE FOR ME.  
[01:54:21] BUT REALLY, RIGHT NOW IT'S A TEAM OF  
[01:54:24] TWO. WE WORK WITH OTHER DEPARTMENTS TO  
[01:54:28] IMPLEMENT ALL THESE INITIATIVES, SO IT'S  
[01:54:30] ALSO WHAT WE CAN HANDLE IN TERMS OF  
[01:54:35] BEING SUCCESSFUL IN THAT ROLE.  
[01:54:36] DO YOU HAVE ANYTHING TO ADD, CHELSEA?  
[01:54:39] NO, IT'S A SUGGESTION THAT WE CAN LOOK  
[01:54:42] INTO EXPLORING.  
[01:54:44] IT'S A BIG GROUP LIKE THAT. IT'S  
[01:54:46] OBVIOUSLY HARD TO MANAGE, AND I  
[01:54:49] APPRECIATE THAT. I SEE THE ANALOGY WITH  
[01:54:52] THE PSRC GROWTH MANAGEMENT BOARD. IT'S A  
[01:54:55] CAST OF DOZENS, BUT IT DOES PROVIDE AN  
[01:54:57] OPPORTUNITY FOR PUBLIC COMMENT AND  
[01:55:01] OBSERVATION. AND SO THERE'S BROAD  
[01:55:03] INTEREST IN GROWTH MANAGEMENT AS THERE  
[01:55:06] IS BROAD INTEREST IN ADR RELATED, I  
[01:55:10] MEAN, ACCESS ISSUES. SO I  
URGE YOU TO THINK ABOUT WAYS IN WHICH,

[01:55:12] ESPECIALLY IF YOU'RE DOING IT REMOTELY,  
[01:55:13] IT SEEMS LIKE IT MAKES IT MORE  
[01:55:16] ACCESSIBLE, SO TO SPEAK. GREAT. THANK  
[01:55:19] YOU. THANK YOU. COMMISSIONER HASEGAWA.  
[01:55:22] YEAH, I GUESS I'M WONDERING WHY THERE'S  
[01:55:25] NO DOLLAR AMOUNT ASSOCIATED WITH THE  
[01:55:26] ASK. YOU THINK THAT THERE'D BE SOMETHING  
[01:55:32] ASSOCIATED WITH PROGRAM MANAGEMENT OR  
[01:55:35] SUPPORTING THE COMMITTEE OR  
[01:55:37] IMPLEMENTATION? WHY NO FUNDING  
[01:55:40] REQUEST? COMMISSIONER, I CAN STEP IN.  
[01:55:44] THERE'S TWO ITEMS, AND ONE IS AN ACTION  
[01:55:47] ITEM. THIS IS JUST A BRIEFING ABOUT THE  
[01:55:50] ACTIVITIES OF THE, AND IT'S AN ANNUAL  
[01:55:53] BRIEFING THAT HEATHER PROVIDES AND  
[01:55:56] CHELSEA, THE ORDER WILL BE  
[01:56:00] FOLLOWING AND IT ALSO DOES NOT HAVE A  
[01:56:02] DOLLAR FIGURE ATTACHED TO IT, BUT IT IS  
[01:56:06] JUST MORE OF A POLICY STATEMENT.  
[01:56:09] OKAY, AND THEN HOW ACCESSIBLE ARE THESE  
[01:56:13] ACCESSIBILITY PROGRAMS?  
[01:56:17] I'M THINKING ABOUT THE CUSTOMER  
[01:56:19] EXPERIENCE RIBBON. SO SOMEBODY WHO IS  
[01:56:23] DIFFERENTLY ABLED SHOWS UP AND I'M  
[01:56:25] LOOKING AT YOUR EXAMPLES OF THE  
[01:56:26] SUNFLOWER PROGRAM OR THE SEA PUPS.  
[01:56:30] THE SEA PUPS, DO THEY HAVE TO ARRANGE  
[01:56:32] FOR THAT AHEAD OF TIME? DO THEY SHOW UP  
[01:56:34] ON SITE AND REALIZE IT'S A SERVICE TO  
[01:56:36] THEM? I MEAN, ANECDOTALLY, I'VE NEVER,  
[01:56:39] PERHAPS BECAUSE I DON'T HAVE AN EYE FOR  
[01:56:41] IT, BUT KNOW NEVER SEEN SOME  
[01:56:46]

[01:56:49] OF KNOW WELL, I THINK THAT'S A BIG  
[01:56:52] REASON WHY WE ARE GOING TO BE LAUNCHING  
[01:56:55] THE SEA ACCESS INITIATIVE AS FAR AS  
[01:56:57] BRANDING THE PROGRAM SO WE CAN BETTER  
[01:56:59] COMMUNICATE ON THE INITIATIVES AND  
[01:57:02] RESOURCES THAT WE HAVE. AND AS FAR AS  
[01:57:05] THE SEA PUPS GOES, THAT IS SOMETHING THAT  
[01:57:09] WE'RE INVESTING IN MORE. PART OF MY ROLE  
[01:57:11] IS OUR VOLUNTEER PROGRAM AND SO WE'RE  
[01:57:14] VERY EAGER TO GROW THE SEA PUPS PROGRAM SO  
[01:57:15] WE CAN ENSURE THAT THERE IS SOME  
[01:57:19] CONSISTENCY TO WHEN THE DOGS ARE  
[01:57:21] AVAILABLE. BUT WE HAVE BRANDED MATERIALS  
[01:57:24] THAT WE DIDN'T HAVE A YEAR AGO AND EVEN  
[01:57:26] A NAME. THEY DIDN'T HAVE A PROGRAM NAME.  
[01:57:28] NOW IT'S THE SEA PUPS, WHICH EVERYONE  
[01:57:30] SEEMS TO LOVE. AND WE HAVE BANNERS AND  
[01:57:32] WE HAVE TRADING CARDS AND WE HAVE  
[01:57:35] BEAUTIFUL MATS. SO IT IS MORE VISIBLE TO  
[01:57:38] THE PUBLIC. AND PRESENTLY A BIG WAY WE  
[01:57:40] PROMOTE IS THROUGH OUR WEBSITE AND  
[01:57:42] THROUGH THE BROCHURE THAT I MENTIONED AS  
[01:57:44] WELL, AND THEN THROUGH WORKING WITH  
[01:57:46] EXTERNAL RELATIONS. AND CERTAINLY MORE  
[01:57:48] WORK CAN BE DONE TO ENSURE THAT WE'RE  
[01:57:50] GETTING THE WORD OUT TO THE COMMUNITY.  
[01:57:53] AND AS FAR AS THE SUNFLOWER LANYARDS,  
[01:57:54] THOSE ARE ACCESSIBLE AT OUR INFORMATION  
[01:57:58] DESKS. AND THEN IF AN INFORMATION DESK  
[01:58:00] IS UNSTAFFED, FOR WHATEVER REASON,  
[01:58:02] WE'VE ALSO PARTNERED WITH THE STAFF THAT  
[01:58:03] MANAGE OUR CHECKPOINTS, SO THEY'RE  
AVAILABLE THERE AS WELL. OKAY, JUST TO

[01:58:07] GO BACK, I UNDERSTAND THERE'S TWO  
[01:58:10] PIECES, THERE'S A PROGRAM AND THERE'S AN  
[01:58:12] ORDER, BUT I'M JUST REALLY SURPRISED  
[01:58:14] THAT WE'RE ACTING ON  
[01:58:17] A PROGRAM WITHOUT FUNDING IT. I STILL  
[01:58:21] DON'T UNDERSTAND FULLY WHY THAT'S  
[01:58:23] HAPPENED, WHY THERE'S NO FUNDING  
[01:58:25] ASSOCIATED WITH IT.  
[01:58:29] SOMEBODY HELPED ME MAKE THIS MAKE SENSE  
[01:58:31] AGAIN.  
[01:58:34] THERE'S TWO BUDGETS, ONE'S CAPITAL AND  
[01:58:36] ONE'S OPERATIONAL. AND THE OPERATIONS  
[01:58:38] BUDGETS FUNDS MUCH OF THEIR PROGRAMS.  
[01:58:41] WITH HEATHER BEING THE ARCHITECT. THE  
[01:58:43] CAPITAL BUDGETS DICTATE SOME  
[01:58:47] OF THE SPENDING THAT SHE DOES. SO THOSE  
[01:58:49] ARE THE PRIMARY CATEGORIES THAT ARE  
[01:58:51] DEVOTED TOWARDS THESE AREAS. PERHAPS  
[01:58:53] HEATHER HAS MORE I CAN ADD TO  
[01:58:57] THAT EXECUTIVE DIRECTOR METRUCK,  
[01:59:00] IF I CAN JUST ANSWER. I BELIEVE IT'S  
[01:59:02] FUNDED THROUGH THE BUDGET BECAUSE THE  
[01:59:05] PROGRAM IS FUNDED THROUGH THE BUDGET  
[01:59:06] REQUEST. THERE YOU HAVE IT. THAT'S WHERE  
[01:59:10] THE FUNDING IS. SO YOU DON'T NEED US TO  
[01:59:11] TAKE ADDITIONAL. DON'T NEED A SEPARATE  
[01:59:13] ACTION ON THE BUDGET FOR THAT. UNLESS  
[01:59:15] THERE WAS SOMETHING THAT GROWS UP TO  
[01:59:17] THEN APPROVAL, IT'S FUNDED THROUGH THE  
[01:59:19] BUDGET, AND THEN IT COMES UP IF THERE  
[01:59:20] WAS AN ACTION THAT ROLLS TO THE LEVEL  
[01:59:22] FOR THE COMMISSION.  
[01:59:27]



[01:59:28] COMMISSIONER, ANY OTHER QUESTIONS? OH,  
[01:59:32] COMMISSIONER? YEAH, WELL, TO ADD  
[01:59:33] TO THAT A LITTLE BIT, I THINK THE GOAL  
[01:59:35] OF TODAY WAS JUST TO BRING THIS AS A  
[01:59:38] COMMISSION ORDER TO SET POLICY, BECAUSE  
[01:59:40] THERE HASN'T BEEN AN ACCESSIBILITY  
[01:59:42] POLICY FROM THE COMMISSIONER OFFICE.  
[01:59:44] AND SETTING THIS POLICY WILL ACTUALLY  
[01:59:46] HELP THIS TEAM WHEN THEY'RE GOING AFTER  
[01:59:49] FEDERAL GRANTS, STATE GRANTS, AND ARE  
[01:59:50] LOOKING FOR ADDITIONAL DOLLARS. SO IT  
[01:59:52] SHOWS A FULL COMMITMENT FROM THE  
[01:59:54] COMMISSIONER THAT WE SUPPORT  
[01:59:56] ACCESSIBILITY. AND I JUST WANT TO SAY  
[01:59:59] THANK YOU TO CHELSEA AND HEATHER AND THE  
[02:00:01] ENTIRE PORT STAFF THAT'S BEEN WORKING ON  
[02:00:04] THIS. ALSO, DIRECTOR LANCE LITTLE. I  
[02:00:06] KNOW HE'S A HUGE SUPPORTER OF THIS BODY  
[02:00:10] OF WORK, AND IT'S GREAT THAT WE'RE ABLE  
[02:00:12] TO MOVE THIS FORWARD FROM THE COMMISSION  
[02:00:14] SIDE AND CONTINUE TO SUPPORT THE GREAT  
[02:00:16] WORK THAT YOU ALL ARE DOING. I ALSO HAD  
[02:00:19] AN OPPORTUNITY TO MEET WITH THE MEMBERS  
[02:00:22] OF THE PORT DISABILITY ADVISORY  
[02:00:26] COMMITTEE, AND THEY'RE A GREAT GROUP.  
[02:00:30] AND ONE OF THE TAKEAWAYS FOR ME WAS  
[02:00:33] ONE THEY'RE FRAMING AROUND NOTHING ABOUT  
[02:00:36] US WITHOUT US. THEY TRULY BELIEVE THAT  
[02:00:39] AND ARE PUSHING THAT ON THROUGH THE WORK  
[02:00:42] THAT'S HAPPENING AT THE PORT. AND ALSO  
[02:00:44] ONE OF THE THINGS THAT I WANTED TO SUSS  
[02:00:46] OUT AS WE WERE BRINGING THIS COMMISSION  
ORDER IS, WHAT MORE COULD THE PORT OF

[02:00:48] SEATTLE BE DOING? AND IT WAS VERY CLEAR  
[02:00:51] THAT THEY WERE ALL SAYING THAT WE ARE A  
[02:00:53] NATIONAL LEADER, YOU ALL ARE A NATIONAL  
[02:00:55] LEADER, AND THE WORK THAT IS HAPPENING  
[02:00:57] AT THE PORT AND THAT THEY FEEL LIKE THEY  
[02:01:00] OFTEN USE US AS AN EXAMPLE WHEN THEY'RE  
[02:01:02] TALKING TO OTHER AIRPORTS. AND SO THAT'S  
[02:01:05] EXCELLENT WORK. I LOOK FORWARD TO THE  
[02:01:09] ORDER BEING INTRODUCED, AND ALSO WE'RE  
[02:01:11] MAKING INVESTMENTS ON THE LANGUAGE  
[02:01:13] ACCESS SIDE. SO AS WE'RE DOING THESE  
[02:01:15] TALKING ABOUT SIGNAGES, HOW DO YOU  
[02:01:17] INCORPORATE THAT FOR SOMEONE WHO IS  
[02:01:21] DISABLED AND MAYBE ENGLISH IS NOT THEIR  
[02:01:23] FIRST LANGUAGE, WHAT DOES THAT  
[02:01:24] RELATIONSHIP LOOK LIKE, AND HOW DO WE  
[02:01:26] ALSO PROMOTE THAT? SO I LOOK FORWARD TO  
[02:01:29] THE GOOD WORK THAT YOU ALL ARE DOING AND  
[02:01:31] WILL CONTINUE TO DO. THANK YOU,  
[02:01:34] COMMISSIONER MOHAMMED. ANY OTHERS?  
[02:01:37] OKAY, PETE, I THINK IT'S YOUR TURN.  
[02:01:40] THANK YOU, COMMISSIONERS. AND HEATHER  
[02:01:42] AND CHELSEA. AGAIN, THIS IS PETE MILLS,  
[02:01:44] STRATEGIC ADVISOR FOR THE COMMISSION. I  
[02:01:47] WOULD LIKE TO INTRODUCE ORDER 2020 314,  
[02:01:50] AFFIRMING THE PORT'S LONG STANDING  
[02:01:52] COMMITMENT TO BE ONE OF THE BEST WHEN  
[02:01:56] MOST ACCESSIBLE AIRPORTS IN THE NATION.  
[02:01:58] THE TEXT OF THE ORDER IS AS FOLLOWS.  
[02:02:00] THE COMMISSION AFFIRMS PORT OF SEATTLE'S  
[02:02:02] ONGOING COMMITMENT TO CONSTRUCT AND  
[02:02:04] OPERATE SEATAC INTERNATIONAL AIRPORT SEA  
[02:02:06]

[02:02:08] AS ONE OF THE MOST ACCESSIBLE AIRPORTS  
[02:02:12] IN THE NATION AND THAT FACILITY MEET OR  
[02:02:14] EXCEED DESIGNS AND CONSIDERATIONS  
[02:02:18] OUTLINED IN THE AMERICAN DISABILITY ACT.  
[02:02:20] THE PORT HEREBY DIRECTS THE EXECUTIVE  
[02:02:22] DIRECTOR EXPAND AYE. INTERPRETATION OF  
[02:02:25] THE PORT OF SEATTLE CENTURY AGENDA.  
[02:02:27] GOALS AND OBJECTIVES, INCLUDING, BUT NOT  
[02:02:30] LIMITED TO GOAL FIVE, BECOME A MODEL OF  
[02:02:32] EQUITY, DIVERSITY AND INCLUSION AND GOAL  
[02:02:35] TWO, ADVANCE THIS REGION AS A LEADING  
[02:02:37] TOURISM DESTINATION AND BUSINESS  
[02:02:40] GATEWAY. TO REFLECT THIS FORMAL  
[02:02:43] COMMITMENT TO PROVIDE PRIORITIZED  
[02:02:46] ACCESSIBILITY CONSIDERATIONS IN AREAS  
[02:02:48] INCLUDING SEA FACILITY DESIGN,  
[02:02:50] OPERATIONS AND ONGOING COMMUNITY  
[02:02:53] ENGAGEMENT, INCLUDING IN THIS COMMITMENT  
[02:02:56] IS TO ENSURE ACCESSIBILITY OF OUR  
[02:02:58] CONFERENCES, EVENTS AND SPONSORED EVENTS  
[02:03:01] BY UTILIZING REMOTELY AVAILABLE DIGITAL  
[02:03:04] CONFERENCE OR MEETING OPTIONS WHEN  
[02:03:08] AVAILABLE. AS YOU'VE HEARD FROM HEATHER  
[02:03:10] AND CHELSEA, THE PORT HAS A LONG HISTORY  
[02:03:12] OF INCORPORATING ACCESSIBILITY  
[02:03:14] IMPROVEMENTS INTO OUR FACILITIES AND  
[02:03:16] OPERATIONS, FROM IMPLEMENTATIONS  
[02:03:18] IMPLEMENTING REQUIREMENTS OF THE  
[02:03:21] AMERICANS DISABILITIES ACTS OF 1990 TO  
[02:03:24] THE OPEN DOORS REPORT THAT COMMISSIONER  
[02:03:28] MENTIONED IN 2018 TO THE LANGUAGE ACCESS  
[02:03:29] ORDER THAT COMMISSIONER MOHAMED  
[02:03:29] INTRODUCED THIS PAST SPRING AND

[02:03:31] COMMISSION PASSED.  
[02:03:34] AND AS YOU'VE HEARD FROM HEATHER AND  
[02:03:36] CHELSEA, WE CONTINUE TO IMPROVE ON OUR  
[02:03:39] ACCESSIBILITY WORK. THIS ORDER WAS  
[02:03:42] DISCUSSED AT THE COMMISSION'S AVIATION  
[02:03:44] COMMITTEE, AND JUST LAST MONTH, AS YOU  
[02:03:46] HEARD, COMMISSIONER MOHAMED MET WITH THE  
[02:03:47] PORT'S DISABILITY ADVISORY COMMITTEE TO  
[02:03:49] HEAR THEIR PERSPECTIVE. THE INTENT OF  
[02:03:51] THE ORDER IS TO MAKE OFFICIAL POLICY  
[02:03:54] THAT MANY HAVE ASSUMED IS ALREADY LONG  
[02:03:56] STANDING POLICY. THANK YOU VERY MUCH.  
[02:03:59] THIS CONCLUDES MY INTRODUCTION OF THE  
[02:04:03] ORDER. THEN THE THREE OF US WILL BE  
[02:04:04] AVAILABLE FOR ANY ADDITIONAL QUESTIONS  
[02:04:06] SHOULD THERE BE ANY. GREAT. THANK YOU,  
[02:04:08] PETE. ANY QUESTIONS FOR STAFF AT THIS  
[02:04:10] TIME? WE'LL START WITH COMMISSIONER  
[02:04:11] MOHAMED. NO QUESTIONS.  
[02:04:15] JUST AGAIN, THANK YOU SO MUCH FOR THE  
[02:04:16] WORK THAT YOU ALL ARE DOING. EXCELLENT.  
[02:04:18] COMMISSIONER. NO. ALL RIGHT.  
[02:04:22] STRAIGHTFORWARD. THANK YOU SO MUCH FOR  
[02:04:23] THIS GREAT WORK. WE REALLY APPRECIATE  
[02:04:25] IT. AND WITH THAT, I WILL OPEN AND  
[02:04:29] ENTERTAIN THE MOTION IN A SECOND. SO  
[02:04:32] MOVED. SECOND. ALL RIGHT, THE MOTION WAS  
[02:04:34] MADE AND SECONDED. CLERK HART, PLEASE  
[02:04:36] CALL THE ROLL FOR THE VOTE. THANK YOU  
[02:04:38] FOR ADOPTION OF ORDER NUMBER 2020 314,  
[02:04:41] BEGINNING WITH COMMISSIONER MOHAMED.  
[02:04:44] AYE. THANK YOU. COMMISSIONER CALKINS.  
[02:04:47]

[02:04:49] AYE. THANK YOU. COMMISSIONER FELLEMAN.  
[02:04:52] AYE. THANK YOU. AND COMMISSIONER CHO.  
[02:04:55] AYE. THANK YOU. FIVE AYES, ZERO NAYS FOR  
[02:04:57] THIS ITEM. EXCELLENT. THE MOTION PASSES.  
[02:04:59] CONGRATULATIONS AND THANK YOU,  
[02:05:00] COMMISSIONER MOHAMMED, FOR YOUR WORK ON  
[02:05:02] THIS ACCESSIBILITY ORDER. ALL RIGHT,  
[02:05:05] THANK YOU. THANK YOU ALL. MOVING ON TO  
[02:05:09] ITEM ELEVEN, PRESENTATIONS AND STAFF  
[02:05:11] REPORTS. CLERK CARTER, PLEASE READ THE  
[02:05:13] NEXT ITEM INTO THE RECORD AND EXECUTIVE  
[02:05:15] DIRECTOR METRUCK WILL THEN INTRODUCE IT.  
[02:05:17] PRETTY SURE THIS IS THE SHORTEST READING  
[02:05:19] ALL DAY. ELEVEN A ADR PROGRAM BRIEFING  
[02:05:25] TWELVE COMMISSIONERS  
[02:05:30] OUR AIRPORT DINING AND RETAIL PROGRAM,  
[02:05:32] OTHERWISE KNOWN AS ADR, IS NOT ONLY A  
[02:05:35] KEY DRIVER OF NON AERONAUTICAL REVENUE  
[02:05:37] AT OUR AIRPORT, BUT IS ALSO THE FIRST  
[02:05:39] AND LAST IMPRESSION WE GET TO MAKE ON  
[02:05:41] OUR CUSTOMERS TRAVELING THROUGH OUR  
[02:05:42] GATEWAY AT SEA. THE ATTENTION TO  
[02:05:44] CUSTOMER SERVICE AND THE QUALITY OF  
[02:05:46] OFFERINGS PROVIDED THROUGH THIS PROGRAM  
[02:05:47] ARE CRITICAL TO ELEVATING THE CUSTOMER  
[02:05:49] EXPERIENCE. THE ADR MASTER PLANNING  
[02:05:52] EFFORT THAT THE STAFF HAS RECENTLY  
[02:05:54] COMPLETED REFLECTS OUR COMMITMENT TO  
[02:05:56] CREATING A PACIFIC NORTHWEST SENSE OF  
[02:05:58] PLACE AT SEA AND HOLDS TRUE TO OUR  
[02:06:00] VALUES OF EQUITY AND INCLUSION,  
[02:06:04] AS WELL AS OUR FOCUS ON PROVIDING



[02:06:06] OPPORTUNITIES FOR SMALL AND DIVERSE  
[02:06:07] BUSINESSES. THIS PRESENTATION WILL  
[02:06:09] PROVIDE INSIGHT INTO WHAT IS NEXT FOR  
[02:06:12] OUR ADR PROGRAM, AS WELL AS KEY CHANGES  
[02:06:14] WE HAVE ALREADY MADE TO IMPROVE THE  
[02:06:16] APPLICATION EXPERIENCE FOR THOSE  
[02:06:18] BUSINESSES. AND AT THE END OF THE  
[02:06:20] PRESENTATION, I'LL PROVIDE MY  
[02:06:21] RECOMMENDATION FOR POLICY CHANGES THAT  
[02:06:23] BRING US CLOSER TO OUR GOALS. BEFORE I  
[02:06:25] TURN IT OVER TO STAFF FOR THE  
[02:06:27] PRESENTATION, I'D LIKE TO ACKNOWLEDGE  
[02:06:28] THE INCREDIBLE WORK OF OUR DIVERSITY  
[02:06:31] AND CONTRACTING TEAM, LED BY ME AND  
[02:06:33] RICE, TO INCREASE OPPORTUNITIES FOR  
[02:06:35] SMALL BUSINESSES IN 2020. THE COMMISSION  
[02:06:38] ADOPTED ORDER 20 2019,  
[02:06:41] WHICH DIRECTED THE STUDY ON BARRIERS  
[02:06:43] FACING BIPOC AND WMBE BUSINESSES AT THE  
[02:06:46] PORT. THE DIVERSITY AND CONTRACTING TEAM  
[02:06:48] PROCURED THE SERVICES OF AN OUTSIDE FIRM  
[02:06:50] TO CONDUCT THIS STUDY. THE STUDY WAS  
[02:06:52] RELEASED IN 2023 AND IDENTIFIED NINE  
[02:06:55] GENERAL BARRIERS. HOWEVER, UPON RELEASE  
[02:06:57] OF THE STUDY, CRITICAL FEEDBACK WAS  
[02:06:59] RECEIVED REGARDING HOW VARIOUS  
[02:07:01] PERSPECTIVES WERE REPRESENTED,  
[02:07:03] PARTICULARLY ADR TENANTS. THE  
[02:07:05] RECOMMENDATION THAT I'LL MAKE TOWARDS  
[02:07:07] THE END, AT THE END OF THE PRESENTATION  
[02:07:08] TODAY REFLECTS ADDITIONAL OUTREACH  
[02:07:10] CONDUCTED BY PORT STAFF TO CAPTURE THE  
[02:07:12]

[02:07:15] VOICES AND PERSPECTIVE OF ADDITIONAL  
[02:07:16] SMALL BUSINESSES, TENANTS AND  
[02:07:18] APPLICANTS. MUCH OF THE CREDIT FOR THE  
[02:07:21] SUCCESS OF OUR ADR PROGRAM GOES TO OUR  
[02:07:24] NEXT TWO PRESENTERS TODAY, AND THAT IS  
[02:07:26] JEFF WOLFE, DIRECTOR OF AVIATION  
[02:07:28] COMMERCIAL MANAGEMENT, AND KALIA MOORE,  
[02:07:31] SENIOR MANAGER OF ADR AT THE AIRPORT.  
[02:07:34] SO WITH THAT, I'LL TURN IT OVER TO JEFF  
[02:07:37] WOLF. JEFF, GREAT. THANK YOU  
[02:07:39] VERY MUCH. GOOD AFTERNOON,  
[02:07:40] COMMISSIONER, PRESIDENT JOE  
[02:07:43] COMMISSIONERS EXECUTIVE DIRECTOR METRUCK  
[02:07:45] AS WAS MENTIONED. I'M JEFF WOLF,  
[02:07:46] DIRECTOR OF AVIATION COMMERCIAL  
[02:07:49] MANAGEMENT. I'M JOINED TODAY BY OUR  
[02:07:50] SENIOR MANAGER OF AIRPORT DINING AND  
[02:07:52] RETAIL, OR AS REFERENCED, ADR, AS WE  
[02:07:56] CALL IT, KALIA MOORE, WHO WILL BE  
[02:07:57] TALKING TO US AND GIVING US THE MAJORITY  
[02:08:01] OF THIS BRIEFING TODAY. I ALSO WANT TO  
[02:08:04] ACKNOWLEDGE OUR ADR TEAM. WE HAVE  
[02:08:06] ACTUALLY A MEMBER HERE AS WELL, SCOTT  
[02:08:09] VAN HORN IN THE AUDIENCE AND OTHERS THAT  
[02:08:11] ARE JOINING ON THE CALL, HOPEFULLY. I  
[02:08:12] JUST WANT TO SAY THANK YOU TO ALL THE  
[02:08:14] HARD WORK THAT GOES INTO THIS PROGRAM.  
[02:08:16] IT'S VERY COMPLEX. AS YOU KNOW, WE HAVE  
[02:08:18] MANY RELATIONSHIPS AT THE AIRPORT WITH  
[02:08:19] BUSINESS PARTNERS, AND IT TAKES A LOT OF  
[02:08:21] OVERSIGHT. SO I REALLY WANT TO SAY THANK  
[02:08:25] YOU TO THE ADR TEAM. THERE'S GOING TO BE  
TWO MAIN COMPONENTS TO THIS BRIEFING

[02:08:27] TODAY, AS EXECUTIVE DIRECTOR METRUCK  
[02:08:29] TOUCHED ON. THE FIRST IS WHAT WE CALL  
[02:08:32] THE MASTER PLANNING PROCESS. WE REALLY  
[02:08:35] LOOK BACK TO 2014 AS KIND OF THE START  
[02:08:39] OF THAT MASTER PLANNING. IT'S REALLY  
[02:08:41] WHEN WE HAD A REDEVELOPMENT PROGRAM IN  
[02:08:43] PLACE, AND IT INCORPORATES THE VARIOUS  
[02:08:45] LEASE GROUPS THAT WE'VE HAD SINCE THEN.  
[02:08:48] SO WE'LL TOUCH ON THOSE AND THE  
[02:08:50] PROCESSES WE WENT THROUGH, BUT ALSO  
[02:08:52] ALMOST MORE IMPORTANTLY, IS THE  
[02:08:53] LEARNINGS THAT WE HAD FROM THOSE LEASE  
[02:08:55] GROUPS TO HELP INFORM US FOR THE SECOND  
[02:08:58] MAIN COMPONENT OF THIS BRIEFING, WHICH  
[02:09:00] IS SPECIFICALLY RELATED TO THE CONCOURSE  
[02:09:02] SEA EXPANSION PROJECT, WHICH IS  
[02:09:03] EXTREMELY EXCITING. BUT WE WANT TO GET  
[02:09:05] IT RIGHT BECAUSE IT'S ONE OF THE LAST  
[02:09:07] MAIN OPPORTUNITIES THAT WE HAVE FOR NEW  
[02:09:09] SPACE AT THE AIRPORT FOR A LITTLE WHILE  
[02:09:11] UNTIL WE HAVE FUTURE OPPORTUNITIES COME  
[02:09:13] ONLINE. SO, AS I MENTIONED,  
[02:09:17] WE'RE VERY EXCITED FOR THIS PROJECT.  
[02:09:19] YOU MAY RECALL THAT BACK ON SEPTEMBER  
[02:09:22] 26, YOU AUTHORIZED THE FINAL  
[02:09:25] CONSTRUCTION COST OF \$399,000,000 FOR  
[02:09:28] THE PROJECT. AND SO WE EXPECT TO BE  
[02:09:32] BACK IN FRONT OF YOU, DEPENDING ON THIS  
[02:09:34] DISCUSSION TODAY. OUR INTENTION IS TO BE  
[02:09:36] BACK IN FRONT OF YOU IN ABOUT A MONTH,  
[02:09:38] ON DECEMBER TWELVETH, FOR AUTHORIZATION  
[02:09:41] TO MOVE FORWARD WITH THE RFP, TO  
[02:09:43]

[02:09:45] ACTUALLY PROCEED WITH THE DINING AND  
[02:09:48] RETAIL COMPONENTS OF THE CONCOURSE SEA  
[02:09:51] EXPANSION. ON A PERSONAL NOTE,  
[02:09:52] I'VE BEEN WITH THE AIRPORT FOR JUST  
[02:09:55] ABOUT 20 YEARS, AND THERE'S BEEN SOME  
[02:09:57] EXTREMELY EXCITING PROJECTS THAT WE'VE  
[02:10:00] HAD. WE HAVE OUR CONCOURSE AA EXPANSION,  
[02:10:03] YOU KNOW, OUR CENTRAL TERMINAL PROJECT,  
[02:10:06] MORE RECENTLY, JUST IN 2021, THE NORTH  
[02:10:09] CONCOURSE ALL PROVIDED SOME JUST  
[02:10:11] FANTASTIC NEW DINING AND RETAIL  
[02:10:15] OPPORTUNITIES FOR OUR PASSENGERS. BUT IN  
[02:10:17] MY TIME, I THINK I HAVE TO SAY THAT THIS  
[02:10:18] CONCOURSE SEA EXPANSION IS PROBABLY THE  
[02:10:21] MOST EXCITING. WE LOOK AT THE LAYOUT OF  
[02:10:22] THE NEW BUILDING, WE LOOK AT THE  
[02:10:24] AMENITIES THAT ARE GOING TO BE PART OF  
[02:10:26] IT, AND I JUST THINK IT'S AN INCREDIBLE  
[02:10:28] OPPORTUNITY THAT WE HAVE IN FRONT OF US.  
[02:10:30] SO I WANT TO THANK YOU FOR YOUR SUPPORT  
[02:10:32] FOR THE PROJECT. AND I ALSO AM EXCITED  
[02:10:35] FOR PROCEEDING WITH OUR RFP PROCESS AS  
[02:10:39] WELL. AS YOU KNOW, SEA IS A SKYTRACK'S  
[02:10:41] FOUR STAR RATED AIRPORT, AND WE'RE VERY  
[02:10:43] PROUD OF THAT. WE SHOULD ALL BE VERY  
[02:10:44] PROUD OF THAT. BUT IT DOESN'T STOP  
[02:10:47] THERE. WE WANT TO MOVE TO A FIVE STAR  
[02:10:49] AND CONCOURSE SEA. EXPANSION IS ONE OF  
[02:10:50] THOSE PROJECTS THAT I BELIEVE, AND I  
[02:10:53] THINK AVIATION STAFF IN GENERAL BELIEVES  
[02:10:56] IT CAN HELP GET US THERE. SO AS  
[02:10:58] PART OF THIS BRIEFING, AGAIN, YOU'LL BE  
HEARING ABOUT THE LEARNINGS THAT WE'VE

[02:10:59] HAD OVER THE PAST LEASE GROUPS. THERE'S  
[02:11:02] BEEN A VARIETY OF INPUTS THAT WE'VE HAD,  
[02:11:05] INCLUDING TENANT FEEDBACK DIRECTLY,  
[02:11:08] LEAN PROCESS IMPROVEMENT THAT WE WENT  
[02:11:10] THROUGH, LEARNINGS OBVIOUSLY FROM  
[02:11:13] PREVIOUS LEASE GROUPS AND RFPS. AND  
[02:11:16] THEN, AS WAS MENTIONED IN THE  
[02:11:18] INTRODUCTION MORE RECENTLY, THE BARRIERS  
[02:11:21] TO ENTRY STUDY, WHICH HELPED INFORM US  
[02:11:23] OF WHERE CAN WE IMPROVE TO MAKE THIS  
[02:11:25] PROCESS BETTER, ESPECIALLY ON THE SMALL  
[02:11:27] BUSINESS SIDE. SO ON THAT, WHAT WE'RE  
[02:11:30] LOOKING TO DISCUSS TODAY IS WHAT CAN WE  
[02:11:32] DO IN TERMS OF THE STRUCTURE OF THE RFP  
[02:11:35] TO ENSURE THAT WE'RE ENCOURAGING SMALL  
[02:11:37] BUSINESS PARTICIPATION. YOU'LL HEAR SOME  
[02:11:40] OPTIONS FOR YOUR CONSIDERATION TODAY,  
[02:11:43] ESPECIALLY IN LIGHT OF WHAT WE'VE SEEN  
[02:11:46] WITH THE MOST RECENT LEASE GROUPS,  
[02:11:48] LEASE GROUPS FOUR AND FIVE, WE'VE SEEN A  
[02:11:50] PRETTY SUBSTANTIAL DROP IN PARTICIPATION  
[02:11:53] AND INTEREST BY SMALL BUSINESS. SO WE  
[02:11:55] WANT TO DO WHAT WE CAN TO TRY TO MAKE  
[02:11:57] SURE THAT WE GET THAT INTEREST WITH THIS  
[02:11:59] JUST INCREDIBLE OPPORTUNITY THAT WE HAVE  
[02:12:01] IN FRONT OF US. AND FINALLY, AS I  
[02:12:04] MENTIONED, WE'LL BE BACK IN FRONT OF YOU  
[02:12:06] IN ABOUT A MONTH, ASSUMING ALL GOES WELL  
[02:12:08] TODAY, SEEKING AUTHORIZATION FOR  
[02:12:11] PROCEEDING WITH THE RFP AND THEN BLESS  
[02:12:13] YOU. AND THEN FUTURE CONTRACT SIGNINGS  
[02:12:16] AS WELL. SO WITH THAT, I WANT TO SAY  
[02:12:19]



[02:12:20] THANK YOU VERY MUCH FOR THE OPPORTUNITY  
[02:12:22] TO BE HERE TODAY. I WANT TO SAY THANK  
[02:12:25] YOU AGAIN TO THE ADR STAFF AND I WILL  
[02:12:29] HAND IT OVER TO KALIA. THANK YOU, JEFF.  
[02:12:30] ONCE AGAIN, MY NAME IS KALIA MOORE. I'M  
[02:12:32] SENIOR MANAGER OF AIRPORT DINING AND  
[02:12:34] RETAIL. GOOD AFTERNOON, COMMISSIONERS,  
[02:12:36] AND WE WILL JUMP RIGHT ON IN. NEXT  
[02:12:39] SLIDE, PLEASE. SO I WILL START WITH  
[02:12:45] AN ADR MASTER PLAN UPDATE. NEXT SLIDE.  
[02:12:47] OVERALL, THE ADR MASTER PLANNING EFFORT  
[02:12:50] IS COMPLETE. THE ADR MASTER PLANNING  
[02:12:53] EFFORT BEGAN IN 2014 IN WHICH WE  
[02:12:55] PROCURED A CONSULTANT TO HELP US  
[02:12:58] IDENTIFY THE DEFICIENCIES IN THE OVERALL  
[02:13:00] PROGRAM AND TO HELP US FURTHER OUR  
[02:13:03] EFFORTS IN ACHIEVING THE GOAL OF  
[02:13:06] BECOMING A FIVE STAR RATED AIRPORT.  
[02:13:08] THIS EFFORT INCLUDED REVIEWING THE  
[02:13:10] CATEGORIES WITHIN EACH CONCOURSE AND  
[02:13:12] ADJUSTING THE CONCEPT CATEGORIES WITHIN  
[02:13:14] EACH CONCOURSE FOR A BETTER MIX OF  
[02:13:17] OFFERINGS THROUGHOUT THE AIRPORT. THIS  
[02:13:19] RESULTED IN LOCATION SWAPPING OF  
[02:13:22] CATEGORIES IN WHICH SPACES ALLOCATED FOR  
[02:13:24] FOOD AND BEVERAGE CHANGED TO RETAIL AND  
[02:13:26] RETAIL SPACES CHANGED TO FOOD AND  
[02:13:31] BEVERAGE. NEXT SLIDE, PLEASE.  
[02:13:34] THE MAP THAT YOU SEE BEFORE YOU SHOWS  
[02:13:35] THE IMPLEMENTATION OF OUR MASTER  
[02:13:38] PLANNING EFFORT, AND IT CAN BE SEEN IN  
[02:13:40] THE CATEGORY COLORS THROUGHOUT THE BLUE  
REPRESENTING FOOD AND BEVERAGE, GREEN,

[02:13:43] CONVENIENCE, RETAIL RED SPECIALTY RETAIL  
[02:13:47] AND YELLOW AND PASSENGER SERVICES.  
[02:13:49] ORANGE REPRESENTS THE CURRENT DUTY FREE  
[02:13:52] OPERATIONS. HOWEVER, OUR DUTY FREE IS  
[02:13:55] CURRENTLY OUT FOR BID AND THE LOCATIONS  
[02:13:57] THAT ARE REPRESENTED ON THE MAP DETAILED  
[02:14:01] AS CONCOURSE A DUTY FREE AND SECTIONS  
[02:14:05] WITHIN THE CONCOURSE IN THE SOUTH  
[02:14:07] CONCOURSE ARE THE NEW DUTY FREE  
[02:14:09] LOCATIONS. THE AREAS THAT ARE  
[02:14:12] STILL PART OF THE MASTER PLANNING EFFORT  
[02:14:14] THAT ARE GOING TO BE GOING OUT FOR RFP  
[02:14:16] ARE THE CONCOURSE SEA EXPANSION AND THE  
[02:14:18] SOUTH CONCOURSE EVOLUTION PROJECT. NEXT  
[02:14:22] SLIDE PLEASE. THE IMPLEMENTATION  
[02:14:26] OF THE MASTER PLANNING EFFORT HAS TAKEN  
[02:14:28] PLACE SO FAR THROUGH LEASE GROUPS TWO  
[02:14:30] THROUGH FIVE, IN WHICH WE STILL HAVE A  
[02:14:33] REMAINING OF EIGHT LOCATIONS TO COMPLETE  
[02:14:36] AND THEY ARE IN VARIOUS STAGES OF DESIGN  
[02:14:38] AND CONSTRUCTION. THE REMAINDER OF THE  
[02:14:41] MASTER PLANNING IMPLEMENTATION WILL TAKE  
[02:14:44] PLACE WITH THE RELEASES. AS OF  
[02:14:46] CURRENTLY, THE DUTY FREE THAT'S OUT FOR  
[02:14:47] BID. THE CONCOURSE SEA EXPANSION AND THE  
[02:14:50] SOUTH CONCOURSE EVOLUTION PROJECT THE  
[02:14:54] NEXT PHASE OF MASTER PLANNING WILL TAKE  
[02:14:57] PLACE WITH THE SAMP PROJECT.  
[02:15:00] NEXT SLIDE PLEASE.  
[02:15:02] PRIOR TO SAMP, THE CONCOURSE SEA  
[02:15:05] EXPANSION IS THE LAST OPPORTUNITY FOR  
[02:15:07] NEW SPACE WITHIN THE AIRPORT OUTSIDE OF  
[02:15:10]

[02:15:13] THE SOUTH CONCOURSE EVOLUTION'S RETAIL OFFERINGS. ALL FUTURE RFPS BETWEEN  
[02:15:18] SAMP AND THE SOUTH CONCOURSE RETAIL  
[02:15:20] OFFERINGS WILL BE NATURALLY EXPIRED  
[02:15:22] LOCATIONS THAT ARE CURRENTLY ESTABLISHED  
[02:15:24] WITHIN THE PROGRAM. NEXT SLIDE PLEASE.  
[02:15:29] NOW I'LL JUMP INTO THE CONCOURSE C  
[02:15:32] EXPANSION RFP NEXT SLIDE PLEASE.  
[02:15:37] THE TIMING OF THE RELEASE FOR THE  
[02:15:38] CONCOURSE C EXPANSION IS ALIGNED WITH  
[02:15:41] THE TIMING OF THE COMPLETION OF THE  
[02:15:43] CONCOURSE SEA EXPANSION AS PRESENTED TO  
[02:15:45] COMMISSION BACK ON SEPTEMBER 26 BY THE  
[02:15:48] PROJECT TEAM. OVER THE LAST TWO YEARS,  
[02:15:51] WE'VE CONSTRUCTED A FEW MEZZANINE LEVEL  
[02:15:54] CONCEPTS WITHIN THE ADR PROGRAM AND HAVE  
[02:15:56] LEARNED THAT THE INFRASTRUCTURE FOR  
[02:15:58] MEZZANINE CONCESSIONS NEED TO HAVE  
[02:16:01] ESTABLISHED INFRASTRUCTURE PRIOR TO  
[02:16:03] CONCOURSE LEVEL CONCESSIONS BEING BUILT.  
[02:16:06] THEREFORE, THE RFP RELEASE MUST TAKE  
[02:16:08] PLACE IN ENOUGH TIME TO ENSURE THAT THE  
[02:16:10] CONSTRUCTION SCHEDULES CAN BE STAGGERED  
[02:16:12] FOR MEZZANINE CONCEPTS TO BEGIN  
[02:16:13] CONSTRUCTION IN ADVANCE OF THE CONCOURSE  
[02:16:15] LEVEL SPACES. THE DESIGN AND  
[02:16:18] CONSTRUCTION TIMELINES IN APPROXIMATELY  
[02:16:20] TWO YEARS FOR ADR SPACES AND AS YOU'VE  
[02:16:23] SEEN IN THE PREVIOUSLY PRESENTED FLY  
[02:16:26] THROUGH OF THE CONCOURSE C EXPANSION,  
[02:16:29] THE PASSENGER FACING EXPERIENCES FOR THE  
[02:16:31] MOST PART, ARE ALL THE ADR PROGRAM. SO  
[02:16:34] TO ENSURE THAT WE MEET THAT WORLD CUP

[02:16:36] DEADLINE, WE HAVE TO RELEASE THE RFP BY  
[02:16:38] Q ONE OF 2024.  
[02:16:41] NEXT SLIDE PLEASE.  
[02:16:44] NOW TO THE CONCOURSE CRFP DETAILS AS  
[02:16:47] PART OF OUR CONCOURSE CRFP, WE PLAN TO  
[02:16:50] RELEASE A TOTAL OF 13 SPACES. SEVEN WILL  
[02:16:53] BE FOOD AND BEVERAGE LOCATIONS AND THREE  
[02:16:56] WILL BE RETAIL LOCATIONS, ALL LOCATED  
[02:16:58] WITHIN THE CONCOURSE C EXPANSION. WE  
[02:17:01] HAVE ONE FOOD AND BEVERAGE LOCATION THAT  
[02:17:03] WILL BE LOCATED PRE SECURITY IN THE  
[02:17:05] TICKETING AREA. WE HAVE TWO LOCATIONS  
[02:17:08] THAT ARE RETAIL IN THE CONCOURSE AREA  
[02:17:10] SURROUNDING CONCOURSE C. OF THOSE  
[02:17:14] LOCATIONS, THERE ARE TWO LOCATIONS, ONE  
[02:17:16] FOOD AND BEVERAGE AND ONE RETAIL, THAT  
[02:17:18] WE INTEND TO ALLOCATE FOR SMALL BUSINESS  
[02:17:20] PARTICIPATION ONLY.  
[02:17:24] NEXT SLIDE PLEASE.  
[02:17:27] THERE WILL BE A TOTAL OF TWO PACKAGES  
[02:17:29] THAT ARE MULTI UNIT AVAILABLE IN THIS  
[02:17:32] RFP. ONE WILL BE A RETAIL PACKAGE AND  
[02:17:35] ONE WILL BE A FOOD AND BEVERAGE PACKAGE.  
[02:17:38] ALL OTHER UNITS WILL BE RELEASED AS  
[02:17:40] SINGLE UNIT OPPORTUNITIES. A KEY  
[02:17:43] COMPONENT OF THIS RFP IS THAT NO  
[02:17:45] COMPANY, LARGE OR SMALL, CAN BE AWARDED  
[02:17:48] MORE THAN THREE SPACES. THIS IS AN  
[02:17:51] EFFORT TO ENSURE THAT OPPORTUNITIES ARE  
[02:17:53] NOT CANNIBALIZED BY ANY ONE COMPANY AND  
[02:17:55] IT ALSO PROVIDES MORE OPPORTUNITY FOR  
[02:17:57] SMALL BUSINESSES TO PARTICIPATE. ANY  
[02:18:00]

[02:18:02] COMPANY THAT BIDS ON MULTIPLE CONCEPTS  
[02:18:05] IS REQUIRED TO PROVIDE THEIR PRIORITY OF  
[02:18:08] AWARD IN THE RFP SUBMISSION AND CAN ONLY  
[02:18:10] PROVIDE ONE CONCEPT PER SPACE, SO WE  
[02:18:12] WILL NOT BE ALLOWING PEOPLE TO PROVIDE  
[02:18:14] ALTERNATIVES FOR CONCEPTS OR BID  
[02:18:17] MULTIPLE TIMES FOR THE SAME LOCATION.  
[02:18:20] THERE ARE A FEW EXCEPTIONS OF SPACES  
[02:18:21] THAT WILL NOT BE A PART OF THIS RFP  
[02:18:23] PROCESS THAT ARE A PART OF THE CONCOURSE  
[02:18:26] C EXPANSION, THE FIRST BEING THE SIX  
[02:18:27] INTRODUCTORY KIOSKS THAT ARE BEING BUILT  
[02:18:30] OUT AS PART OF THE EXPANSION. THOSE SIX  
[02:18:32] LOCATIONS ARE PART OF OUR INTRODUCTORY  
[02:18:33] KIOSK PROGRAM AND THEY ARE SHORT TERM  
[02:18:35] LEASES AND THEY DON'T GO THROUGH THE RFP  
[02:18:37] PROCESS, BUT A MUCH MORE ABBREVIATED  
[02:18:41] PROCESS AND THE LAST IS SPACE CC 29,  
[02:18:43] WHICH IS A REPLACEMENT SPACE FOR A  
[02:18:45] TENANT THAT'S IMPACTED BY THE DUTY FREE  
[02:18:47] EXPANSION AND THAT WAS APPROVED BY  
[02:18:51] COMMISSION ON OCTOBER 24 NEXT SLIDE  
[02:18:57] PLEASE THIS  
[02:19:00] IS THE MAP OF THE CONCOURSE LEVEL.  
[02:19:02] THE CONCOURSE LEVEL CONSISTS OF THREE  
[02:19:05] DINING LOCATIONS AND THREE RETAIL  
[02:19:07] LOCATIONS WITHIN THE CONCOURSE SEA  
[02:19:10] EXPANSION. ADDITIONALLY, ON THIS LEVEL,  
[02:19:12] YOU CAN ALSO SEE THAT THERE ARE TWO  
[02:19:14] RETAIL LOCATIONS IN THE SURROUNDING  
[02:19:16] AREAS NEXT TO CONCOURSE EXPANSION AND  
[02:19:19] YOU CAN ALSO SEE THE PRE SECURITY DINING  
[02:19:19] LOCATION. NEXT SLIDE



[02:19:23] PLEASE. ON THE MEZZANINE LEVEL, IT  
[02:19:26] CONSISTS OF FOUR FOOD AND BEVERAGE  
[02:19:28] LOCATIONS, INCLUDING TWO DEDICATED  
[02:19:31] ANCILLARY SEATING LOCATIONS WHICH ARE  
[02:19:33] ALLOCATED TO TWO OF THE LOCATIONS ON THE  
[02:19:35] MEZZANINE. ALL REMAINING SEATING IS OPEN  
[02:19:37] SEATING FOR ALL OTHER CONCEPTS.  
[02:19:41] NEXT SLIDE PLEASE THE PROPOSED  
[02:19:45] BUSINESS TERMS ARE TO EXPAND FROM THE  
[02:19:47] CURRENT LEASE TERMS OF TEN YEARS TO  
[02:19:49] TWELVE YEARS FOR FOOD AND BEVERAGE AND  
[02:19:51] FROM EIGHT YEARS TO TEN FOR RETAIL.  
[02:19:54] THIS IS A DIRECT RESPONSE TO THE ADR  
[02:19:56] LIEN PROCESS IMPROVEMENT FINDINGS  
[02:19:59] RELATED TO THE INCREASED COST TO DESIGN  
[02:20:01] AND CONSTRUCTION AT THE AIRPORT, THE  
[02:20:03] AMOUNT OF TIME NEEDED TO SEE A RETURN ON  
[02:20:05] THE INVESTMENT, AND INCREASED  
[02:20:07] OPERATIONAL AND COSTS ASSOCIATED WITH  
[02:20:09] PORT INITIATIVES AND CITY REQUIREMENTS.  
[02:20:13] STAFF HAS IDENTIFIED THAT THE PROPOSED  
[02:20:15] TERMS ADDRESS THOSE FACTORS, AS WELL AS  
[02:20:17] MAINTAIN AN APPROPRIATE AMOUNT OF TIME  
[02:20:19] BETWEEN ACHIEVING A RETURN ON INVESTMENT  
[02:20:21] FOR THE AWARDED TENANT, AS WELL AS  
[02:20:23] OPENING UP OPPORTUNITIES FOR NEW  
[02:20:25] BUSINESSES TO BID. NEXT SLIDE  
[02:20:28] PLEASE AT THIS TIME, I'D LIKE TO SHIFT  
[02:20:32] FOCUS TO SOME OF THE LESSONS LEARNED  
[02:20:34] THAT WE HAVE HAD OVER THE COURSE OF THE  
[02:20:36] IMPLEMENTATION OF OUR MASTER PLAN AS  
[02:20:38] WELL AS VARIOUS FEEDBACK THAT HAS BEEN  
[02:20:40]

[02:20:41] RECEIVED FROM THE ADR LIEN PROCESS  
[02:20:44] IMPROVEMENT AND BARRIERS TO ENTRY STUDY  
[02:20:46] AS WELL AS ACTIONS THAT HAVE BEEN TAKEN  
[02:20:48] OR THAT ARE IN PROCESS AND A FEW  
[02:20:51] CONSIDERATIONS REMAINING TO BE EXAMINED  
[02:20:55] TO START. NEXT SLIDE PLEASE SOME OF  
[02:20:57] THE FEEDBACK THAT HAS BEEN RECEIVED IS  
[02:20:58] THAT AS PART OF OUR MASTER PLANNING  
[02:21:01] EFFORT, WHEN CONCEPTS CATEGORIES WERE  
[02:21:03] CHANGED FROM RETAIL TO FOOD AND  
[02:21:05] BEVERAGE, THE ADR SPACES WERE NOT  
[02:21:06] OUTFITTED APPROPRIATELY FOR THE  
[02:21:09] ADJUSTMENTS. ADDITIONALLY, THE RFP  
[02:21:11] PROCESS CAN BE VERY CONFUSING AND COSTLY  
[02:21:13] FOR THOSE WHO ARE NEW TO DOING BUSINESS  
[02:21:15] AT THE PORT OR INTERESTED TO ENTER INTO  
[02:21:18] THE INDUSTRY. ADDITIONALLY, THERE ARE  
[02:21:20] OTHER VARIOUS UNIQUE BARRIERS TO BOTH  
[02:21:23] ENTRY AND BUSINESS GROWTH FOR SMALL  
[02:21:24] BUSINESS THAT WE WILL CONTINUE TO  
[02:21:26] IDENTIFY AND DISCUSS LATER IN THIS  
[02:21:31] PRESENTATION. NEXT SLIDE PLEASE SOME  
[02:21:34] OF THE ACTIONS THAT WE'VE TAKEN SO FAR  
[02:21:36] ADR CONDUCTED A LEAN PROCESS IMPROVEMENT  
[02:21:39] IN 2019 AND PRESENTED THE FINDINGS ON  
[02:21:42] MARCH EIGHTH 2022. THE TEAM WILL BE  
[02:21:43] COMING BACK TO COMMISSION IN Q ONE OF  
[02:21:46] 2024 FOR PHASE ONE OF A SHELL AND CORE  
[02:21:48] PROJECT IN WHICH THE PORT WILL BE TAKING  
[02:21:50] ON DEMOLITION OF ALL ADR SPACES PRIOR TO  
[02:21:53] TURNOVER TO TENANTS IT. THIS ADDRESSES  
[02:21:54] THE FINDING FROM THE BARRIERS TO ENTRY  
[02:21:54] STUDY AS WELL AS WELL REGARDING THE HIGH

[02:21:58] BUILDOUT COSTS AT THE AIRPORT AS THIS  
[02:22:00] WORK WILL IN RESULT DECREASE IN  
[02:22:03] CONSTRUCTION COSTS APPROXIMATELY TEN TO  
[02:22:05] 15% TO INCOME TENANTS IN  
[02:22:09] RESPONSE TO THE FEEDBACK PREVIOUSLY  
[02:22:11] RECEIVED. MOVING FORWARD, ADR WILL BE  
[02:22:14] REMOVING ALL BID BOND REQUIREMENTS FROM  
[02:22:16] RFP SUBMITTALS WHICH WAS AN UPFRONT COST  
[02:22:20] INITIALLY. WE'LL BE REMOVING CAPITAL  
[02:22:22] INVESTMENT SCORING FROM RFPS AS THE COST  
[02:22:25] OF BUILDOUT WILL CHANGE FROM TIME OF BID  
[02:22:27] TO THE ACTUAL CONSTRUCTION DUE TO  
[02:22:29] INFLATION AND HAVE REMOVED THE ABILITY  
[02:22:31] FROM COMPANIES TO BID MAGS WHICH IS THE  
[02:22:34] MINIMUM ANNUAL GUARANTEE AND HAVE  
[02:22:37] INSTITUTED A MINIMUM PERCENTAGE RENT FOR  
[02:22:38] ALL BIDDERS. THE REMOVAL OF MAD BIDDING  
[02:22:42] REMOVES THE ABILITY FOR BUSINESSES TO  
[02:22:44] BUY CONTRACTS OR EDGE OUT COMPETITORS  
[02:22:46] SOLELY BASED ON A FINANCIAL OFFERING,  
[02:22:48] WHICH IS AN ISSUE THAT HAS BEEN  
[02:22:50] DISCUSSED CONSISTENTLY THROUGHOUT THE  
[02:22:51] AVIATION INDUSTRY. NEXT SLIDE PLEASE  
[02:22:57] ADDITIONAL FEEDBACK RECEIVED HAS  
[02:23:00] IDENTIFIED THAT THE FOLLOWING ARE  
[02:23:01] CONSIDERED BARRIERS TO BOTH SMALL  
[02:23:03] BUSINESS ENTRY AND BUSINESS GROWTH IN  
[02:23:05] THE PORT. THE CAPABILITY OF NEW SMALL  
[02:23:08] BUSINESSES TO COMPETE AGAINST LARGER,  
[02:23:10] MORE ESTABLISHED BUSINESSES FOR THE SAME  
[02:23:12] SPACES WITHIN AN RFP. THERE WAS FEEDBACK  
[02:23:15] THAT THE ADR RFP PROCESS CAN BE  
[02:23:17]

[02:23:18] CONFUSING FOR THOSE WHO ARE NEW TO THE  
[02:23:21] PROCESS AND MANDATORY LABOR PROCESSES  
[02:23:23] AND POLICIES IMPACTED SMALL BUSINESS  
[02:23:25] INTEREST IN DOING BUSINESS WITH THE  
[02:23:29] PORT. NEXT SLIDE PLEASE.  
[02:23:31] IN AN EFFORT TO MAKE THE RFP PROCESS  
[02:23:34] MORE ACCESSIBLE, ADR WILL BE HOSTING  
[02:23:36] FIRST TIME BIDDERS CLASSES IN Q ONE OF  
[02:23:39] 2024. THESE CLASSES WILL BE OFFERED  
[02:23:41] ON MULTIPLE OCCASIONS AND WILL GO  
[02:23:43] SECTION BY SECTION OF THE RFP TO  
[02:23:47] DEMYSTIFY THE RFP PROCESS. AS MENTIONED  
[02:23:49] PREVIOUSLY, THERE IS AN INTENTION TO  
[02:23:51] ALLOCATE TWO LOCATIONS, ONE FOOD AND  
[02:23:54] BEVERAGE AND ONE RETAIL, AS PART OF THE  
[02:23:55] CONCOURSE C EXPANSION FOR SMALL BUSINESS  
[02:23:58] PARTICIPATION ONLY. WHILE SMALL  
[02:24:00] BUSINESSES CAN COMPETE FOR ALL  
[02:24:02] OPPORTUNITIES, THESE OPPORTUNITIES ARE A  
[02:24:04] DIRECT RESPONSE TO THE IDENTIFIED  
[02:24:06] BARRIER TO ENTRY. FOR THOSE PROSPECTIVE  
[02:24:08] BUSINESS PARTNERS WHO HAVE YET TO GAIN  
[02:24:10] ENTRY AND HAVE VOICED THEIR CONCERNS  
[02:24:11] THAT THEY CAN'T COMPETE AGAINST LARGER,  
[02:24:14] MORE ESTABLISHED FIRMS, THIS IS A FIRST  
[02:24:15] TIME OFFERING FOR SMALL BUSINESSES  
[02:24:19] WITHIN THE ADR PROGRAM. LASTLY, THE  
[02:24:20] LABOR HARMONY REQUIREMENT WAS INTRODUCED  
[02:24:22] AS PART OF THE RFP PROCESS IN LEASE  
[02:24:25] GROUP FOUR, THE BARRIERS TO ENTRY STUDY  
[02:24:26] IDENTIFIES. THIS IS ONE OF THE REASONS  
[02:24:28] THAT SMALL BUSINESSES WITHIN THE  
COMMUNITY ARE NOT PARTICIPATING IN RFPs

[02:24:30] AND CURRENT TENANTS DID NOT CONTINUE TO  
[02:24:32] BID WITH THE PORT AFTER ITS INCEPTION.  
[02:24:35] THE LAST SLIDE ARE OPTIONS FOR  
[02:24:37] CONSIDERATION TO ADJUST THE SMALL  
[02:24:39] BUSINESS EXEMPTION FOR A LABOR HARMONY  
[02:24:40] AGREEMENT. I'LL GO OVER THE OPTIONS AND  
[02:24:43] THEN TURN IT OVER TO EXECUTIVE DIRECTOR  
[02:24:45] METRUCK FOR FURTHER COMMENTS. NEXT SLIDE  
[02:24:48] PLEASE. OPTION ONE IS TO  
[02:24:52] MAINTAIN THE CURRENT SMALL BUSINESS  
[02:24:53] EXEMPTION FOR LABOR ENGAGEMENT FOR  
[02:24:55] BIDDERS WHO MEET THE FEDERAL  
[02:24:56] STIPULATIONS AND HAVE 35 OR LESS  
[02:24:59] EMPLOYEES. OPTION TWO IS TO CHANGE THE  
[02:25:02] SMALL BUSINESS EXEMPTION FOR LABOR  
[02:25:04] ENGAGEMENT REQUIREMENT FOR BIDDERS WHO  
[02:25:06] MEET THE FEDERAL STIPULATIONS AS WELL AS  
[02:25:08] HAVE THREE SPACES AT THE AIRPORT OR  
[02:25:11] MORE. OPTION THREE IS TO CHANGE THE  
[02:25:15] SMALL BUSINESS EXEMPTION FOR LABOR  
[02:25:16] ENGAGEMENT REQUIREMENT FOR BIDDERS WHO  
[02:25:18] MEET THE FEDERAL STIPULATIONS FOR SMALL  
[02:25:20] BUSINESS AND WITH THAT, I'LL TURN IT  
[02:25:22] BACK OVER TO ED METRUCK.  
[02:25:26] THANK YOU, CLAIRE KALIA COMMISSIONERS AS  
[02:25:30] KALIA SAID, THERE ARE MANY CHALLENGES  
[02:25:33] THAT SMALL BUSINESSES FACE TO GAIN  
[02:25:35] ACCESS TO ADR OPPORTUNITIES AS WELL AS  
[02:25:37] IN GROWING ONCE THEY'VE ESTABLISHED A  
[02:25:39] Foothold. AS I LOOK AT THE VARIOUS GOALS  
[02:25:42] WE HAVE FOR JOBS AND EMPLOYMENT AT THE  
[02:25:44] AIRPORT, IT IS MY BELIEF THAT REDUCING  
[02:25:46]



[02:25:48] BARRIERS FOR SMALL BUSINESS IS A KEY  
[02:25:50] PRIORITY BECAUSE IT NOT ONLY HELPS WITH  
[02:25:52] OUR DIVERSITY AND CONTRACTING GOALS,  
[02:25:54] BUT ALSO INTRODUCES UNIQUE NEW OFFERINGS  
[02:25:58] TO OUR TRAVELERS. THERE WERE  
[02:26:00] VARIOUS IDENTIFIED BARRIERS TO ENTRY FOR  
[02:26:02] SMALL BUSINESSES AS PART OF THE BARRIERS  
[02:26:04] TO ENTRY STUDY AND CLE HAS MENTIONED  
[02:26:06] NUMEROUS ACTIONS THAT ARE UNDERWAY TO  
[02:26:08] ADDRESS MANY OF THOSE AND FUTURE RFP AND  
[02:26:11] ADR PROCESSES WITH REGARD TO THE  
[02:26:12] REQUIREMENTS FOR LABOR HARMONY  
[02:26:14] AGREEMENTS. WHILE MANDATORY LABOR  
[02:26:16] HARMONY AGREEMENTS ARE NOT THE SOLE  
[02:26:18] DRIVER OF SMALL BUSINESS ADR CHALLENGES,  
[02:26:20] WE'VE HEARD LOUD AND CLEAR THAT THEY DO  
[02:26:24] SERVE AS A BARRIER. THIS WAS REPORTED IN  
[02:26:26] INITIAL STUDY, WHICH RECOMMENDED A SMALL  
[02:26:28] BUSINESS EXEMPTION FOR TENANTS WHO HAMDI  
[02:26:31] UP TO FIVE UNITS, AND IN THE REPORTED  
[02:26:34] SUPPLEMENTAL IN THE SUPPLEMENTAL  
[02:26:35] INTERVIEWS AND SURVEYS THAT PORT STAFF  
[02:26:39] CONDUCTED MORE RECENTLY. INITIAL REVIEW  
[02:26:40] OF THE DATA ALSO SUPPORTS THIS  
[02:26:43] CONCLUSION, GIVEN THE SIGNIFICANT  
[02:26:44] DECREASE IN SMALL BUSINESS APPLICANTS  
[02:26:47] FOR ADR OPPORTUNITIES BETWEEN LEASE  
[02:26:49] GROUPS THREE AND FOUR SINCE WE PUT THIS  
[02:26:52] REQUIREMENT IN PLACE, THAT HAVING BEEN  
[02:26:54] SAID, WE DEEPLY VALUE OUR RELATIONSHIP  
[02:26:56] WITH LABOR AND RECOGNIZE THE VALUE THAT  
[02:26:57] THEY PROVIDE TO EMPLOYEES OF LARGER  
CONCESSIONNAIRES IN TERMS OF ENSURING

[02:26:59] QUALITY JOBS AND WORKPLACES. AS KALIA  
[02:27:03] SAID, THERE ARE THREE OPTIONS DEVELOPED  
[02:27:05] BY STAFF WHICH WE HAVE CONSIDERED. MY  
[02:27:07] RECOMMENDATION FOR THE COMMISSION TO  
[02:27:09] CONSIDER IS OPTION TWO, WHICH WILL  
[02:27:11] CHANGE THE SMALL BUSINESS EXEMPTION TO  
[02:27:13] THREE UNITS INSTEAD OF FIVE RECOMMENDED  
[02:27:15] BY THE BARRIER STUDY. THE PROPOSED  
[02:27:18] NUMBER IS A COMPROMISE BETWEEN WHAT WAS  
[02:27:19] ORIGINALLY RECOMMENDED AND WHAT IS  
[02:27:21] EQUITABLE FOR SMALL BUSINESSES TO SECURE  
[02:27:24] OPPORTUNITIES THROUGHOUT MULTIPLE  
[02:27:26] CONCOURSES TO ALLOW FOR A BETTER BALANCE  
[02:27:28] OF OPERATIONAL COSTS AND VALUE BASED ON  
[02:27:30] VARYING PASSENGER DEMOGRAPHICS BY  
[02:27:33] PROVIDING THE TENANT WITH ECONOMIES OF  
[02:27:35] SCALE THROUGHOUT THE AIRPORT. OF THE 23  
[02:27:38] SMALL BUSINESSES CURRENTLY OPERATING AT  
[02:27:40] SEA, INITIAL REVIEW OF THE DATA SUGGESTS  
[02:27:42] THAT THREE WOULD NOT BE ELIGIBLE BASED  
[02:27:44] ON THIS EXEMPTION AS THESE TENANTS  
[02:27:47] ALREADY HAVE ECONOMIES OF SCALE WITHIN  
[02:27:49] MULTIPLE TERMINALS WITHIN THE AIRPORT  
[02:27:50] AND HAVE THREE OR MORE LOCATIONS, THE  
[02:27:53] REMAINING 20 SMALL BUSINESS TENANTS  
[02:27:55] WOULD BE ELIGIBLE FOR THIS EXEMPTION.  
[02:27:58] THIS IS A RELATIVELY MODEST CHANGE, BUT  
[02:28:01] ONE WITH POTENTIAL TO MAKE A LARGE  
[02:28:02] DIFFERENCE FOR SOME OF OUR  
[02:28:03] CONCESSIONNAIRES. AND SO I LOOK FORWARD  
[02:28:06] FOR YOUR FEEDBACK ON THIS  
[02:28:07] RECOMMENDATION. THANK YOU,  
[02:28:11]

[02:28:13] JEFF. I DON'T KNOW IF JEFF WOLF OR YOU  
[02:28:16] HAD SOME CONCLUDING COMMENTS. YEAH,  
[02:28:17] THANK YOU. WELL, WE JUST HAVE ONE MORE  
[02:28:18] SLIDE TO GO THROUGH, SO IF WE WANT TO GO  
[02:28:20] TO THE NEXT SLIDE, I'LL JUST COVER THIS  
[02:28:23] LAST ONE. SO REALLY IT'S JUST NEXT  
[02:28:27] STEPS. SO, AS I MENTIONED WITH THE  
[02:28:30] INTRODUCTORY COMMENTS, OUR PLAN AT THIS  
[02:28:32] POINT IS TO BE BACK IN FRONT OF YOU ON  
[02:28:33] DECEMBER TWELVETH FOR THE ACTUAL  
[02:28:36] AUTHORIZATION REQUEST TO MOVE FORWARD  
[02:28:38] WITH THE RFP AND THEN ULTIMATELY  
[02:28:42] CONTRACT SIGNING. AND THEN BASED ON  
[02:28:44] RECEIVING THAT AUTHORIZATION, WE WOULD  
[02:28:46] MOVE FORWARD WITH RELEASING THE RFP IN Q  
[02:28:49] ONE OF NEXT YEAR. ALL OF THIS IS MOVING  
[02:28:51] TOWARDS, OF COURSE, STAYING IN ALIGNMENT  
[02:28:54] WITH THE PROJECT ITSELF, WHICH IS AT  
[02:28:56] THIS POINT SCHEDULED TO OPEN IN ADVANCE  
[02:29:00] OF THE 2026 WORLD CUP. SO Q TWO OF 2026.  
[02:29:01] SO AGAIN, THAT'S WHY THIS SCHEDULE HERE,  
[02:29:05] NEXT STEPS. SO THAT CONCLUDES THE  
[02:29:07] COMMENTS THAT WE HAVE FOR THIS BRIEFING  
[02:29:09] AT THIS POINT. AGAIN, WANT TO SAY THANK  
[02:29:12] YOU TO YOU ALL. THANKS TO THE TEAM AND  
[02:29:15] BE HAPPY TO TAKE ANY QUESTIONS.  
[02:29:17] THANK YOU GUYS. ANY QUESTIONS FROM  
[02:29:20] COMMISSIONERS?  
[02:29:23] IF NOT. I HAVE SOME. COMMISSIONER  
[02:29:27] MOHAMED WELL,  
[02:29:28] FIRST OF ALL, I JUST WANT TO SAY THANK  
[02:29:30] YOU FOR THE PRESENTATION. I KNOW WE'VE  
[02:29:30] BEEN BRIEFED ON THIS. AS A MEMBER OF

[02:29:34] THE AVIATION COMMITTEE, I APPRECIATE  
[02:29:38] THE RECOMMENDATIONS AND THE THOROUGHNESS  
[02:29:40] AND THINKING BEHIND THOSE  
[02:29:41] RECOMMENDATIONS THAT HAVE BEEN PROVIDED.  
[02:29:42] I THINK THEY'RE IMPORTANT. NOW MORE THAN  
[02:29:45] EVER, WE NEED TO ENSURE THAT WE ARE  
[02:29:46] SUPPORTING OUR SMALL BUSINESSES AND  
[02:29:49] LOOKING INTERNALLY TO MAKE CHANGE AND  
[02:29:51] ALSO MAKING SOME CHANGES EXTERNALLY. SO  
[02:29:54] I LOOK FORWARD TO ENGAGING MORE ON THIS  
[02:29:57] AND LOOK FORWARD TO YOU GUYS BRINGING  
[02:29:59] THIS BACK TO US FOR A COMMISSION VOTE.  
[02:30:02] I DID HAVE A QUESTION AROUND THE  
[02:30:06] FIRST TIME BIDDERS CLASS, SO SLIDE 18.  
[02:30:11] I'VE HAD PEOPLE REACH OUT AND ARE REALLY  
[02:30:14] EXCITED ABOUT THE CCON COURSE AND ARE  
[02:30:16] INTERESTED IN DOING BUSINESS WITH THE  
[02:30:18] PORT. WHEN WILL A CALENDAR BE  
[02:30:22] PROVIDED FOR THAT? SO WE PLAN TO HAVE  
[02:30:25] THE CLASSES A MONTH BEFORE THE RFP  
[02:30:28] RELEASE SO THAT IT'S A LITTLE BIT FRESH  
[02:30:30] FOR EVERYONE'S MIND. SO IT'LL BE RIGHT  
[02:30:33] BEFORE WE GET READY TO RELEASE. IS THERE  
[02:30:35] A PLACE WHERE WE AS COMMISSIONERS CAN  
[02:30:38] SEND PEOPLE TO FOR THEM TO SIGN UP TO  
[02:30:40] GET NEWS? IS IT JUST THE ADR BLOG?  
[02:30:43] NO, THERE'S ACTUALLY A WEBSITE. THERE  
[02:30:45] ACTUALLY IS AN EMAIL ADDRESS. SO IT'S  
[02:30:47] THE ADRFP EMAIL ADDRESS AND WE CAN  
[02:30:50] MAKE SURE TO SEND THAT TO CLERK HART AND  
[02:30:52] PUT THAT IN THE NOTES FOR YOU DIRECTLY  
[02:30:54] AS WELL. SO IF THEY SIGN UP FOR THAT,  
[02:30:56]

[02:30:57] THEY'LL BE ABLE TO RECEIVE INFORMATION  
[02:30:59] ABOUT THE CLASSES AS WELL? YES. OKAY.  
[02:31:01] THEY'LL RECEIVE ALL UPDATES REGARDING  
[02:31:03] ALL RFPS THAT WE HAVE AND RFIS. GREAT.  
[02:31:06] WONDERFUL. YEAH. I LOOK FORWARD TO  
[02:31:08] SITTING WITH THE RECOMMENDATIONS THAT  
[02:31:11] YOU ALL PROVIDED AND HOPEFULLY COME TO A  
[02:31:14] PLACE WHERE IT CAN SUPPORT OUR SMALL  
[02:31:15] BUSINESSES AT THE AIRPORT. WE'VE BEEN  
[02:31:17] ENGAGING THEM IN CONVERSATION AS WELL  
[02:31:21] AND EXCITED TO SEE US  
[02:31:24] MAKE A DECISION THAT ALLOWS THEM TO HAVE  
[02:31:26] MORE OPPORTUNITY AND ALLOWS  
[02:31:29] ENTREPRENEURS IN OUR REGION TO FEEL LIKE  
[02:31:31] THAT THEY CAN COME TO THE PORT OF  
[02:31:34] SEATTLE FOR OPPORTUNITIES.  
[02:31:38] THAT CONCLUDES MY THOUGHTS AND COMMENTS.  
[02:31:42] COMMISSIONER CALKINS,  
[02:31:45] I'M REALLY GRATEFUL TO THE STAFF FOR ALL  
[02:31:47] THE WORK YOU GUYS PUT IN ON THIS  
[02:31:49] PARTICULAR TOPIC. A COUPLE OF POINTS I  
[02:31:53] WANT TO MAKE. ONE IS HOW VALUABLE DATA  
[02:31:58] ARE TO US MAKING A GOOD DECISION. AND WE  
[02:32:01] ARE NOW LEANING ON YEARS OF DATA, BOTH  
[02:32:05] ON LABOR AND EMPLOYMENT AT THE AIRPORT  
[02:32:07] AND ALSO ON THE SUCCESS OF OUR  
[02:32:09] CONTRACTORS AND SMALL BUSINESS PARTNERS  
[02:32:12] AT THE AIRPORT. AND SO THE FORESIGHT OF  
[02:32:15] PREVIOUS COMMISSIONS AND OUR LEADERSHIP  
[02:32:18] HERE WITHIN STAFF TO REALLY UNDERSTAND  
[02:32:19] THAT, BEFORE WE CAN FIGURE OUT A  
[02:32:20] SOLUTION TO THIS, WE REALLY NEED TO  
[02:32:20] UNDERSTAND AT A GRANULAR LEVEL WHAT'S



[02:32:22] GOING ON, BECAUSE QUITE HONESTLY, THERE  
[02:32:25] ARE A LOT OF COUNTERINTUITIVE ELEMENTS  
[02:32:27] OF THIS KIND OF WORK WHERE YOU THINK IF  
[02:32:29] WE PURSUE THIS, IT'LL RESULT IN THE KIND  
[02:32:32] OF OUTCOME WE WANT AND INSTEAD CAN MAKE  
[02:32:35] THINGS WORSE OR JUST BE A DEAD END IN  
[02:32:38] TERMS OF OUTCOMES. AND SO I FEEL LIKE IN  
[02:32:40] THIS VERY HARD CONVERSATION IN WHICH WE  
[02:32:43] ARE REALLY TRYING TO ELEVATE TWO VERY  
[02:32:44] IMPORTANT VALUES FOR US, WHICH IS THE  
[02:32:46] ABILITY OF SMALL BUSINESSES AND WMBE  
[02:32:48] BUSINESSES TO SUCCEED IN A REALLY  
[02:32:50] INCREDIBLE COMMERCIAL ENVIRONMENT, AND  
[02:32:52] FOR THE WORKERS AT THE AIRPORT TO HAVE  
[02:32:56] REALLY QUALITY JOBS, QUALITY CAREERS,  
[02:33:00] I'M NOT CONTENT TO BELIEVE THAT IT'S A  
[02:33:02] ZERO SUM GAME. I REALLY DO THINK THAT  
[02:33:05] THERE IS A PATH FORWARD. IT'S HARD AND  
[02:33:08] IT'S GOING TO TAKE, I THINK, SOME  
[02:33:10] ITERATIONS. WE'RE NOT GOING TO GET 100%  
[02:33:11] RIGHT ANY TIME, BUT I THINK THE  
[02:33:14] WILLINGNESS OF STAFF TO CONTINUE TO  
[02:33:16] DRILL DOWN, TO CONTINUE TO WORK WITH THE  
[02:33:20] FOLKS WHO'VE COME FORWARD AS LEADERS FOR  
[02:33:22] EACH ELEMENT OF THIS. AND ALSO  
[02:33:25] REALLY, I THINK COMMISSION HAS BEEN  
[02:33:27] REALLY ENGAGED ON THIS IN A POSITIVE  
[02:33:29] WAY, COMING IN WITHOUT FOREGONE  
[02:33:31] CONCLUSIONS, INSTEAD JUST SAYING HOW CAN  
[02:33:34] WE BE SUPPORTIVE OF OUTCOMES THAT  
[02:33:37] BENEFIT EVERYONE HERE AND THEN  
[02:33:40] ULTIMATELY DOING IT IN SUCH A WAY THAT  
[02:33:43]

[02:33:45] WE CAN JUST TAKE AS MUCH MONEY FROM  
[02:33:46] TRAVELERS COMING THROUGH THE AIRPORT AND  
[02:33:46] NOW I'M KIDDING. BUT GENUINELY, WE WANT  
[02:33:49] PEOPLE TO THINK, I WANT TO GET TO THE  
[02:33:50] AIRPORT EARLY BECAUSE IT'S MY FAVORITE  
[02:33:52] PLACE TO SHOP OR IT'S MY FAVORITE PLACE  
[02:33:54] TO GET A GREAT MEAL. AND THAT MEANS  
[02:33:56] HAVING WORKERS WHO LOVE THEIR JOBS AND  
[02:33:59] HAVING TENANTS WHO ARE THRILLED TO BE A  
[02:34:02] PART OF OUR ECOSYSTEM. AND SO ULTIMATELY  
[02:34:05] THAT'S, I THINK THE GOAL IS PEOPLE  
[02:34:07] SHOWING UP 4 HOURS BEFORE THE FLIGHT  
[02:34:08] BECAUSE SEATAC IS JUST SUCH A GREAT PLACE  
[02:34:10] TO BE. SO OVER THE COURSE OF THE NEXT  
[02:34:13] MONTH, I KNOW THAT WE'RE GOING TO  
[02:34:15] CONTINUE TO HAVE CONVERSATIONS WITH  
[02:34:17] STAKEHOLDERS. I GENUINELY LEARN  
[02:34:20] EACH TIME, AND EVERY TIME I SIT DOWN, I  
[02:34:22] COME AWAY FEELING LIKE THERE IS A SHARED  
[02:34:24] DESIRE FROM EVERYONE I MEET WITH TO MAKE  
[02:34:27] THINGS BETTER. AND SO I  
[02:34:32] REALLY LOOK FORWARD TO THOSE MEETINGS.  
[02:34:33] SO I KNOW I'VE GOT A COUPLE ON THE  
[02:34:35] CALENDAR AND I THINK I WILL CONTINUE TO  
[02:34:37] MEET INDIVIDUALLY WITH COMMISSIONER CHO  
[02:34:39] JUST KIND OF HASH THROUGH SOME OF THE  
[02:34:41] STUFF. BUT, YEAH, I THINK WE'RE GETTING  
[02:34:44] TOWARD AN OUTCOME THAT'S A WIN WIN.  
[02:34:47] SO THANK YOU ALL.  
[02:34:53] ANYONE ELSE? COMMISSIONER HASEGAWA,  
[02:34:58] I REALLY APPRECIATE THE THOUGHT AND THE  
[02:35:01] TIME THAT STAFF HAS PUT INTO THIS AND  
[02:35:02] MAKING SURE THAT COMMISSIONERS

[02:35:04] UNDERSTAND THE OPTIONS BEFORE KNOW THE  
[02:35:07] TRUTH OF THE MATTER IS THAT WE'RE NOT  
[02:35:09] MEETING OUR ADR GOALS RIGHT.  
[02:35:12] AND SOMETHING HAS TO BE DONE IN ORDER TO  
[02:35:14] MAKE SURE THAT WE'RE SUPPORTING ACDBE.  
[02:35:16] WE KNOW THAT. I REALLY APPRECIATED  
[02:35:19] DIRECTOR LITTLE COMING TO US DIRECTLY  
[02:35:21] AND SAYING, LET'S START FROM A PLACE OF  
[02:35:23] VALUES. RIGHT? WE HAVE GOALS. WHAT'S THE  
[02:35:27] RIGHT THING TO DO WHEN WE'RE TRYING TO  
[02:35:28] BALANCE BETWEEN VALUES AND RISK? AND  
[02:35:31] SOME OF THE THINGS THAT HE LIFTED UP,  
[02:35:33] AND I COULD NOT AGREE MORE, IS WE VALUE  
[02:35:35] ANTIRACISM, WE VALUE EQUITY, AND WE  
[02:35:38] COMMIT OURSELVES TO DISMANTLING  
[02:35:40] INSTITUTIONAL RACISM TO ENSURE EQUITABLE  
[02:35:43] OPPORTUNITIES FOR ALL PEOPLE.  
[02:35:46] AND ONE  
[02:35:49] OF THE THINGS THAT I BRING AS A  
[02:35:53] COMMISSIONER, AND I KNOW THAT I SHARE  
[02:35:54] THIS AS A CORE VALUE WITH ALL OF MY  
[02:35:56] COLLEAGUES, IS THAT WE REALLY VALUE  
[02:36:01] THE PEOPLE WHO ARE AT THE CENTER OF  
[02:36:03] THESE DECISIONS. THAT'S THE WORKERS  
[02:36:05] THEMSELVES, THE BUSINESS OWNERS  
[02:36:07] THEMSELVES. AND PART OF WHAT WE'RE  
[02:36:10] TRYING TO BALANCE HERE IS WHAT IS OUR  
[02:36:12] GOAL IN TERMS OF ENSURING THAT WE ARE  
[02:36:14] ALSO PROMOTING NOT ONLY BUSINESS  
[02:36:16] OPPORTUNITIES, BUT QUALITY.  
[02:36:20] SO THAT'S PART OF WHAT I  
[02:36:24] ASK OF YOU. I JUST WANT TO REITERATE  
[02:36:28]

[02:36:30] WHAT COMMISSIONER CALKINS SAID IS THAT  
[02:36:32] THE DATA HAS BEEN ABSOLUTELY CRITICAL IN  
[02:36:34] THIS PROCESS. AS A MEMBER OF THE EQUITY  
[02:36:34] WORKFORCE DEVELOPMENT COMMITTEE, WE WERE  
[02:36:35] ABLE TO UNDERSTAND THE FERRIES STUDY.  
[02:36:37] WE IDENTIFIED AREAS WHERE WE COULD MAKE  
[02:36:40] SOME OTHER IMPROVEMENTS, BUT THIS IS  
[02:36:42] WHERE THE RUBBER MEETS THE ROAD. AND SO  
[02:36:45] YOU'VE PRESENTED US WITH THREE OPTIONS.  
[02:36:47] YOU MADE A RECOMMENDATION ON OPTION TWO  
[02:36:52] THAT WOULD REDUCE  
[02:36:57] US TO STIPULATIONS, WHO MEET FEDERAL  
[02:37:00] STIPULATIONS AND HAVE THREE SPACES AT  
[02:37:02] THE AIRPORT. CAN YOU TELL ME ABOUT THE  
[02:37:05] NUMBER THREE, WHY THE NUMBER THREE IS  
[02:37:07] SIGNIFICANT AND WHY WE'VE LANDED THERE  
[02:37:10] AS OPPOSED TO THE FIVE THAT WAS  
[02:37:11] RECOMMENDED IN THE PORT? ABSOLUTELY. SO  
[02:37:14] THE NUMBER FIVE WAS, AS YOU MENTIONED,  
[02:37:16] IT WAS A PART OF THE PORT. AND SO WHEN  
[02:37:19] YOU HAVE ONE, ONE DOESN'T ALLOW YOU THE  
[02:37:22] OPPORTUNITY TO BE ABLE TO TRULY FEEL THE  
[02:37:24] VALUE OF BALANCING OUT THE EBBS  
[02:37:28] AND FLOWS OF THE AIRPORT. AND SO TWO  
[02:37:30] ALSO WOULDN'T NECESSARILY DO THAT. WHEN  
[02:37:33] YOU FEEL THE EBBS AND FLOWS OF THE  
[02:37:36] AIRPORT AND A REBOUND OF AN AIRPORT  
[02:37:37] TERMINAL, WHEN YOU DEAL WITH AIRPORT  
[02:37:39] AIRLINE REALIGNMENT AND THINGS OF THAT  
[02:37:41] NATURE, IT'S NOT GOING TO BE THE SAME ON  
[02:37:43] EVERY CONCOURSE. AND SO THREE DOES GIVE  
[02:37:45] YOU THE BREADTH OF BEING ABLE TO BALANCE  
[02:37:47] OUT OPERATIONAL COSTS. WE DO HAVE A

[02:37:50] VARIETY OF DIFFERENT INITIATIVES THAT WE  
[02:37:51] PUSH, WHETHER IT BE PORT INITIATIVES,  
[02:37:53] WE HAVE CITY MANDATES AND THINGS OF THAT  
[02:37:55] NATURE. SO BEING ABLE TO FIND THAT  
[02:37:57] BALANCE IN THE ECONOMIES OF SCALE REALLY  
[02:37:59] NEEDS TO BE FELT OVER MULTIPLE SPACES TO  
[02:38:01] DO THAT, AS WELL AS THE INCREASED COST.  
[02:38:04] AS YOU KNOW, THE CITY OF SEATAC DOES  
[02:38:06] IDENTIFY WHAT THE MINIMUM WAGE IS AT OUR  
[02:38:09] AIRPORT. SPECIFICALLY, IT SPECIFICALLY  
[02:38:12] SPEAKS TO TRANSPORTATION AND  
[02:38:13] HOSPITALITY. HOSPITALITY DOES FALL  
[02:38:15] WITHIN ADR. SO WHILE THAT MAY NOT FALL  
[02:38:18] FOR EVERY OTHER BRANCH, IT DOES FALL  
[02:38:20] WITHIN ADR, ESPECIALLY FROM A FOOD AND  
[02:38:22] BEVERAGE PERSPECTIVE. SO AT BARE  
[02:38:24] MINIMUM, THEY CONTINUE TO HAVE THAT COME  
[02:38:26] JANUARY 1, THEY WILL MOVE UP TO 1976,  
[02:38:29] AN HOUR, WHICH IS THE HIGHEST IN THE  
[02:38:31] STATE OF WASHINGTON AS FAR AS THE  
[02:38:33] MINIMUM WAGE, AND QUITE HONESTLY,  
[02:38:35] PROBABLY CLOSE TO THE HIGHEST IN THE  
[02:38:36] COUNTRY. AND THEN SUBSEQUENTLY, THEY PAY  
[02:38:39] HIGHER THAN THAT. AND SO TO BE ABLE TO  
[02:38:42] BALANCE OUT ALL OF THOSE ADDITIONAL  
[02:38:43] COSTS, WE DO FIND THAT THREE, AT THAT  
[02:38:45] POINT, YOU ARE OPERATING AS A PRIME  
[02:38:48] WITHIN AN AIRPORT. YOU DO HAVE MULTIPLE  
[02:38:50] SPACES. YOU DO HAVE ECONOMIES OF SCALE  
[02:38:52] WITHIN THE AIRPORT. FIVE IS A  
[02:38:55] PRETTY HIGH AMOUNT OF SPACE. AND SO THAT  
[02:38:58] WOULD GIVE YOU AN OPPORTUNITY TO HAVE  
[02:39:00]



[02:39:03] COVERAGE IN A LOT OF LOCATIONS, A  
[02:39:06] HEADCOUNT BALANCE IS NOT A REALISTIC  
[02:39:09] BALANCE. AT AN AIRPORT LIKE THIS, FOR  
[02:39:11] INSTANCE, WE HAVE A LOCATION, A VERY  
[02:39:13] SMALL LOCATION, A SINGLE LOCATION, A  
[02:39:15] WOMAN OWNED BUSINESS THAT OWNS A COFFEE  
[02:39:19] SHOP AND HAS 36 EMPLOYEES. SO TO RUN A  
[02:39:21] 24 HOURS COFFEE SHOP, SHE WOULD BE  
[02:39:23] OBLIGATED TO BE ABLE TO HAVE A LABOR  
[02:39:25] HARMONY AGREEMENT TO BID FOR ANOTHER  
[02:39:28] SPACE HERE. SO FOR HER, THE OPPORTUNITY  
[02:39:31] IS VERY STIFLING FOR HER TO BE ABLE TO  
[02:39:34] MOVE TO THE NEXT STEP. BUT IF SHE WERE  
[02:39:35] TO HAVE MULTIPLE LOCATIONS THROUGHOUT  
[02:39:37] THE AIRPORT, IT DOES ALLOW HER THAT  
[02:39:40] ECONOMIES OF SCALE BASED ON WHATEVER  
[02:39:42] THAT PASSENGER DEMOGRAPHIC IS,  
[02:39:43] SPECIFICALLY THROUGHOUT. AND SO THREE IS  
[02:39:46] A BALANCE THAT FEELS RIGHT, AND THAT WE  
[02:39:48] DO BELIEVE IS THE RIGHT AMOUNT THAT  
[02:39:50] ALLOWS YOU TO COVER MULTIPLE  
[02:39:52] DEMOGRAPHICS WITH PASSENGERS. OKAY. AND  
[02:39:54] I APPRECIATE THAT ANSWER BECAUSE IT  
[02:39:56] ANTICIPATED MY NEXT QUESTION, WHICH WAS  
[02:39:58] OPTION TWO, AS COMPARED TO OPTION ONE,  
[02:40:01] WHICH IS MAINTAINING STATUS QUO,  
[02:40:04] WHERE YOUR EXEMPTION FOR LABOR  
[02:40:05] ENGAGEMENT, FOR BIDDERS WHO MEET FEDERAL  
[02:40:08] STIPULATIONS AND HAVE 35 OR LESS  
[02:40:10] EMPLOYEES THAT HEADCOUNT THAT YOU'RE  
[02:40:12] TALKING ABOUT. SO CAN YOU TALK TO ME  
[02:40:16] ABOUT PROJECTIONS ABOUT JUST WORKFORCE?  
I MEAN, HAVE WE TAKEN THAT INTO

[02:40:17] CONSIDERATION? IF WE WERE TO GO WITH  
[02:40:20] OPTION TWO, DOES THAT MEAN LESS JOBS?  
[02:40:22] NOT NECESSARILY. I THINK WHAT YOU MIGHT  
[02:40:25] FIND IS YOU FIND THAT SOME COMPANIES  
[02:40:27] WILL MOVE TOWARDS INTEGRATING MORE  
[02:40:30] TECHNOLOGY SO THAT THEY CAN OPERATE WITH  
[02:40:32] LESS WORKFORCE. WE DON'T FIND THAT FROM  
[02:40:34] A LOT OF SMALL BUSINESSES. THEY TEND TO  
[02:40:36] MOVE TOWARDS MORE WORKFORCE BECAUSE THEY  
[02:40:39] WANT TO HAVE BETTER CONTROL OF QUALITY  
[02:40:41] AND THEY WANT TO BE ABLE TO HAVE MORE  
[02:40:43] PEOPLE, QUALITY OF THE JOB OR QUALITY OF  
[02:40:44] THE PRODUCT? QUALITY OF THE PRODUCT AND  
[02:40:46] THE SERVICE. AND SO THEY HAVE A TENDENCY  
[02:40:48] TO HIRE EVEN MORE STAFF TO BE ABLE TO  
[02:40:50] ACCOMMODATE THAT. SO THEY HAVE LESS  
[02:40:53] INTEGRATION OF TECHNOLOGY TO BE ABLE TO  
[02:40:55] DO THAT. IS IT A FALSE DICHOTOMY TO SAY  
[02:40:58] THAT WE'RE TALKING ABOUT CREATING  
[02:40:59] POTENTIALLY MORE JOBS BUT ARE OF LESS  
[02:41:03] QUALITY?  
[02:41:06] NO, I WOULDN'T NECESSARILY SAY THAT. I  
[02:41:09] THINK THE QUALITIES ARE STILL THERE. I  
[02:41:10] THINK THE QUALITY IS STILL THERE. IT'S  
[02:41:11] STILL A QUALITY JOB REGARDLESS. BUT I DO  
[02:41:14] THINK THAT HEADCOUNT IS A VERY  
[02:41:17] CHALLENGING THING WHEN IT COMES TO WHAT  
[02:41:19] WORKS FOR ONE BUSINESS MAY NOT WORK FOR  
[02:41:21] ANOTHER. YOU MAY HAVE NATIONAL BRANDS  
[02:41:24] THAT DICTATE HOW MANY PEOPLE YOU NEED TO  
[02:41:26] HAVE, AND THEY MAY HAVE DIFFERENT CALL  
[02:41:27] OUTS SPECIFICALLY FOR CERTAIN TYPES OF  
[02:41:29]

[02:41:31] THINGS THAT THEY WANT TO HAVE AS WELL AS  
[02:41:33] THINGS THAT THEY WANT TO INTEGRATE.  
[02:41:35] PROPRIETARY CONCEPTS, YOU CAN KIND OF  
[02:41:38] DICTATE THAT SPECIFICALLY.  
[02:41:38] BUT WHEN YOU REQUIRE A  
[02:41:41] HEADCOUNT ONLY, IT DOES KIND OF STATE  
[02:41:44] THAT YOU'RE TRYING TO WORK WITHIN THAT  
[02:41:46] WINDOW SO YOU CAN AVOID THAT AS OPPOSED  
[02:41:49] TO BEING ABLE TO JUST CONTINUE TO HIRE  
[02:41:51] AS MANY PEOPLE AS POSSIBLE. WE'VE  
[02:41:53] RECEIVED THE BARRIERS TO ENTRY STUDY IN  
[02:41:56] A PRESENTATION IN PUBLIC FORUM BEFORE,  
[02:41:59] SO I WON'T ASK QUESTIONS ABOUT THAT,  
[02:42:01] ABOUT THE STAKEHOLDERING AND FOLKS WHO  
[02:42:03] HAD VOICE IN THAT. BUT WHAT I AM  
[02:42:05] WONDERING IS IF YOU COULD TALK A LITTLE  
[02:42:07] BIT ABOUT STAKEHOLDERING IN RELATION TO  
[02:42:12] THIS PROPOSAL AS FAR  
[02:42:15] AS ENGAGEMENT  
[02:42:20] OF ACDBE, OF LABOR STAKEHOLDERS, ANY  
[02:42:23] STAKEHOLDERING THAT'S GONE ON AROUND  
[02:42:25] THIS CONVERSATION.  
[02:42:31] SO THE OUTREACH SPECIFIC TO THIS?  
[02:42:34] WELL, OBVIOUSLY WE DID A SERIES, WE DID  
[02:42:37] THE STUDY WITH THE STAKEHOLDERS, AND  
[02:42:38] THEN WE ALSO DID ADDITIONAL INTERVIEWS  
[02:42:42] WITH THE BUSINESSES ON THAT SIDE AS  
[02:42:45] WELL. ON THAT SIDE. AND WE  
[02:42:49] HAVE HAD CONVERSATIONS WITH LABOR.  
[02:42:53] VERY GOOD. THANK YOU.  
[02:42:57] ANY OTHER QUESTIONS OR COMMENTS, MR.  
[02:42:59] FELLEMAN? WELL, THANK YOU FOR TRYING TO  
[02:43:03] BALANCE SOMETHING THAT HAS ALWAYS BEEN

[02:43:05] ONE OF THOSE CONFOUNDING ISSUES SINCE  
[02:43:07] I'VE BEEN HERE ALL OF MY YEARS. IT SEEMS  
[02:43:09] THE PENDULUM KEEPS ON SWINGING ONE WAY  
[02:43:11] OR THE OTHER, AND YOU'VE TRIED TO FIND A  
[02:43:13] MIDDLE GROUND HERE. AND BASED ON  
[02:43:15] CONVERSATIONS I'VE HAD SO FAR, PEOPLE  
[02:43:17] ARE STILL AT THE TABLE. SO IT SEEMS LIKE  
[02:43:19] YOU ARE HONING IN, BUT IT ALWAYS TAKES  
[02:43:22] THE DEVILS AND THE DETAILS. ALWAYS. ONE  
[02:43:25] OF THE TWO THINGS THAT I WAS THINKING  
[02:43:28] ABOUT WAS IN THE DATA PRESENTATION  
[02:43:33] WERE THE SMALL BUSINESSES THAT WERE NOT  
[02:43:36] PRIMES INCLUDED IN THE NUMBER OF ACBDES  
[02:43:41] EMPLOYED AT THE AIRPORT THAT THEY WERE  
[02:43:44] WORKING UNDER THE PRIMES. I KEEP ON  
[02:43:46] FORGETTING WHAT THE TERM FOR THAT IS.  
[02:43:50] MAYBE IT'S ME AND AYE. QUESTION. SO WHEN  
[02:43:51] YOU'RE COUNTING ABOUT HOW MANY SMALL  
[02:43:53] BUSINESSES ARE AT THE AIRPORT CURRENTLY,  
[02:43:55] IF YOU'RE WORKING UNDER A PRIME, ARE YOU  
[02:43:58] STILL COUNTED AS A SMALL BUSINESS? YOU  
[02:44:01] MEAN AS FAR AS LIKE A JOINT VENTURE OR  
[02:44:02] SOMETHING OF THAT NATURE. YES, JOINT  
[02:44:03] VENTURE, AND THANK YOU. NO, YOU'RE NOT,  
[02:44:05] BECAUSE YOU'RE NOT DIRECTLY LEASED. SO  
[02:44:08] THE PRIME HOLDS THE MAJORITY OF THAT  
[02:44:10] CONTRACT. SO YOU'RE NOT COUNTED AS A  
[02:44:12] SMALL BUSINESS WHO HAS A DIRECT LEASE  
[02:44:14] WITH THE PORT. WELL, THAT'S KIND OF AN  
[02:44:17] INTERESTING QUESTION, THOUGH.  
[02:44:20] THE CONCEPT, ALTHOUGH I DON'T KNOW THAT  
[02:44:22] IT'S FULLY ACCOMPLISHED, IS OBVIOUSLY TO  
[02:44:26]

[02:44:29] BE ABLE TO FLEDGE FROM BEING A JOINT  
[02:44:32] VENTURE TO BEING A PRIME. BUT IN  
[02:44:35] THE MEANTIME, YOU ARE REALLY WORKING AS  
[02:44:39] A SMALL BUSINESS. YOU'RE OPERATING AS A  
[02:44:40] SMALL BUSINESS. SO A JOINT VENTURE  
[02:44:42] AGREEMENT DEPENDS ON HOW YOUR JOINT  
[02:44:43] VENTURE IS STRUCTURED. SO A JOINT  
[02:44:45] VENTURE IS STRUCTURED DIFFERENTLY FOR  
[02:44:47] EACH COMPANY. YOU COULD BE A JOINT  
[02:44:49] VENTURE WHOSE RESPONSIBILITY IS TO  
[02:44:52] HANDLE HR OR TO HANDLE PURCHASING AND DO  
[02:44:54] NOTHING FROM AN OPERATIONAL STANDPOINT.  
[02:44:56] SO IT REALLY DEPENDS ON THE STRUCTURE OF  
[02:44:59] THE JOINT VENTURE AGREEMENT, BUT IT  
[02:45:01] DOESN'T NECESSARILY SPEAK TO YOU BEING  
[02:45:03] IN THE OPERATING STRUCTURE OF THE  
[02:45:05] CONTRACT ITSELF. SO THEY EACH DEPEND.  
[02:45:08] BUT YES, WE DO HAVE NUMBERS SPECIFIC,  
[02:45:09] AND WE CAN'T GET YOU DATA SPECIFICALLY  
[02:45:11] TO THE JOINT VENTURE STRUCTURES. I WOULD  
[02:45:13] AGREE, UNLESS YOU'RE DOING THE  
[02:45:15] OPERATIONS, YOU REALLY SHOULDN'T BE  
[02:45:17] COUNTED. BUT IT WOULD BE GOOD TO  
[02:45:21] UNDERSTAND OF THE POPULATION OF ACDBE  
[02:45:24] BUSINESSES, WHAT OF THEM ARE IN THE  
[02:45:26] JOINT VENTURE. ABSOLUTELY. FOR THE  
[02:45:28] OPERATIONAL SIDE, JUST SO WE UNDERSTAND,  
[02:45:29] THE DATA ARE VERY IMPORTANT, BUT WE HAVE  
[02:45:31] TO KNOW WHAT THE DATA REFLECT.  
[02:45:34] ABSOLUTELY. THAT'D BE REALLY GOOD.  
[02:45:37] AND LIKE I SAID, I GUESS THE ONLY OTHER  
[02:45:39] QUESTION WAS IN TERMS OF THE NUMBER,  
[02:45:39] THE MAGIC NUMBER. RIGHT. WHETHER IT'S 35



[02:45:42] OR WHATEVER. I THINK THE CONCERN MIGHT  
[02:45:45] BE NOT JUST THE BASE THRESHOLD, BUT THE  
[02:45:48] MAXIMUM AT A CERTAIN POINT IN TIME.  
[02:45:51] WHAT'S A SMALL BUSINESS. RIGHT. AND THIS  
[02:45:54] EXEMPTION, DOES IT APPLY TO. IT'S THE  
[02:45:56] FEDERAL DEFINITION. RIGHT. WHICH,  
[02:45:59] PLEASE REMIND ME, IS HOW MANY. SO IT  
[02:46:01] DEPENDS. SO FROM AN AIRPORT DINING AND  
[02:46:04] RETAIL STANDPOINT, IT DOESN'T HAVE A  
[02:46:06] HEADCOUNT. IT'S ABOUT GROSS ANNUAL  
[02:46:07] SALES. SO IT WOULD JUST DEPEND ON WHERE  
[02:46:11] A BUSINESS FALLS WHEN IT COMES TO YOUR  
[02:46:13] LARGER BUSINESSES. THEY DON'T FALL IN  
[02:46:16] THAT CATEGORY ALTOGETHER. SO THEY'RE FAR  
[02:46:19] SURPASSED WHERE THEY COULD BE FROM A  
[02:46:21] DOLLAR STANDPOINT. BUT THERE ARE THREE  
[02:46:23] PARTICULAR THERE'S A LIMITED SERVICE  
[02:46:25] RESTAURANT, THERE'S A FULL SERVICE  
[02:46:26] RESTAURANT, THERE'S GIFTS AND NOVELTIES  
[02:46:30] AND CONVENIENCE RETAIL KIND OF THINGS.  
[02:46:32] AND SO THEY HAVE DIFFERENT THRESHOLDS,  
[02:46:35] SPECIFIC. AND THOSE RANGE, FOR ALL OF  
[02:46:36] THOSE, SOMEWHERE BETWEEN 10 MILLION TO  
[02:46:40] \$13 MILLION. AND I CAN GET YOU THE EXACT  
[02:46:43] NUMBERS BACK. I CERTAINLY DON'T NEED THE  
[02:46:45] EXACT NUMBERS, BUT SOME SORT OF SENSE  
[02:46:47] FOR THE NON RETAIL,  
[02:46:51] THE IDEA THAT HOW MUCH OF AN EQUIVALENCY  
[02:46:54] CAN THERE BE BETWEEN GROSS REVENUE AND  
[02:46:57] EMPLOYEES? IS THERE LIKE SOME BALLPARK  
[02:47:00] THING WHERE YOU CAN ACTUALLY JUST USE  
[02:47:02] THE DATA, YOU KNOW, EXIST? BECAUSE I  
[02:47:05]

[02:47:08] JUST SEE THAT AS ANOTHER PLACE WHERE,  
[02:47:10] WELL, A SMALL NUMBER OF THESE  
[02:47:12] EXEMPTIONS, SHALL WE SAY, ARE  
[02:47:14] ACCEPTABLE. BUT IF THEY'RE RELATIVELY  
[02:47:16] BIG BUSINESSES, WE'RE GOING TO RUN INTO  
[02:47:19] PROBABLY MORE PUSHBACK THAN IF THEY'RE A  
[02:47:22] MODERATE SIZED BUSINESS. AND THEN ALSO  
[02:47:25] JUST THAT FOUNDATIONAL DATA.  
[02:47:27] I THINK ONE OF THE IMPORTANT PIECES OF  
[02:47:29] DATA THAT DID BRING UP IS THAT THE  
[02:47:32] REDUCTION IN APPLICATIONS TO  
[02:47:35] APPLY FOR A SMALL BUSINESS, AN ADR  
[02:47:38] FACILITY. SO THAT IS REALLY A REFLECTION  
[02:47:39] OF THE FUTURE. BUT I MEAN, JUST TO  
[02:47:41] CREATE AN ACCURATE BASELINE, I THINK IT  
[02:47:43] WOULD BE HELPFUL TO KNOW THAT. JOINT  
[02:47:46] VENTURE QUESTION. ABSOLUTELY. THANK YOU.  
[02:47:50] ANYONE ELSE? KALIA, WHAT'S THE  
[02:47:53] AVERAGE GROSS REVENUE OF ONE OF OUR ADR  
[02:47:55] TENANTS, A FOOD AND BEVERAGE OR A  
[02:47:58] RETAILER? FOOD AND BEVERAGE.  
[02:48:00] I DON'T KNOW, OFF THE TOP OF MY HEAD,  
[02:48:02] BUT I COULD. FOR A FULL SERVICE  
[02:48:05] RESTAURANT,  
[02:48:08] PROBABLY. YEAH, MAYBE SOMEWHERE AROUND  
[02:48:11] THREE OR 4 MILLION. AND THE FEDERAL  
[02:48:13] STIPULATION FOR A SMALL BUSINESS FOR  
[02:48:15] FOOD AND BEVERAGE IS WHAT LIMITED  
[02:48:19] SERVICE WOULD BE? SOMEWHERE AROUND 1010.  
[02:48:22] SO, THEORETICALLY, AND I'M SURE YOU'VE  
[02:48:24] DONE THIS MATH, BUT EVEN WITH THREE  
[02:48:26] SPACES, YOU COULD EXCEED A \$10 MILLION  
GROSS REVENUE. CORRECT? YOU COULD. IN

[02:48:28] WHICH CASE, THEY WOULD NOT BE EXEMPT  
[02:48:30] FROM AN LHA AFTER THEY GOT TO THAT  
[02:48:32] POINT. YEAH, THEY WOULDN'T. SO WE DO  
[02:48:36] HAVE, AS DIRECTOR METRUCK MENTIONED,  
[02:48:38] THERE ARE A FEW THAT WOULD NOT BE  
[02:48:40] EXEMPT. AND DO WE KNOW WHO WOULD NOT BE  
[02:48:43] EXEMPT? WE DO. OKAY. COULD YOU PLEASE  
[02:48:45] PROVIDE THAT TO ME? ABSOLUTELY.  
[02:48:47] SECONDLY,  
[02:48:50] ONE THING THAT TO GOING BACK TO  
[02:48:53] COMMISSIONER HASEGAWA'S QUESTIONS ABOUT  
[02:48:55] ENGAGEMENT, I KNOW THAT COMMISSIONERS  
[02:48:57] HAVE HAD CONVERSATIONS. COMMISSIONER  
[02:49:00] CALKINS AND I MET WITH THE SMALL  
[02:49:03] BUSINESS ADVISORY COUNCIL. I THINK  
[02:49:06] THAT'S WHAT THEY CALL THEMSELVES.  
[02:49:08] SBAAC. YES.  
[02:49:11] TELL ME A LITTLE BIT ABOUT AT WHAT POINT  
[02:49:13] THESE SMALL BUSINESSES NEED TO NEGOTIATE  
[02:49:16] LHA IN THE PROCESS AFTER  
[02:49:22] AWARD. THEY WOULD NEED TO ENGAGE WITH  
[02:49:25] LABOR AND NEGOTIATE PRIOR TO CONTRACT  
[02:49:29] NEGOTIATION. CONTRACT NEGOTIATION  
[02:49:33] WITH US? YES, PRIOR TO CONTRACT  
[02:49:35] NEGOTIATION. SO THEY DON'T HAVE TO  
[02:49:37] NEGOTIATE AN LSA PRIOR TO APPLYING? NO,  
[02:49:40] BUT IT'S PRIOR TO. SO ONCE WE HAVE  
[02:49:42] AWARDED THEM BEFORE, WE CAN NEGOTIATE  
[02:49:44] CONTRACT WITH THEM. SO I GUESS ONE OF  
[02:49:47] THE THINGS THAT CAME UP WAS AT WHAT  
[02:49:49] POINT IN THE PROCESS AN LHA NEEDS TO BE  
[02:49:51] NEGOTIATED. THERE'S NO QUESTION ABOUT  
[02:49:53]

[02:49:54] WHETHER OR NOT AN LHA NEEDS TO BE  
[02:49:57] NEGOTIATED. BUT WHY ISN'T OUR POLICY  
[02:49:58] SUCH THAT IT'S AFTER OUR CONTRACT  
[02:50:03] NEGOTIATION.  
[02:50:06] THAT IS THE CURRENT PROCESS. YEAH. YOU  
[02:50:07] JUST TOLD ME THAT THEY NEGOTIATE BEFORE  
[02:50:11] CONTRACTING. IF I CAN JUMP IN. SO YOU'RE  
[02:50:15] ASKING, COULD WE DELAY IT? YES, IT'S  
[02:50:17] CERTAINLY AN OPTION AS ANOTHER WAY TO  
[02:50:20] ASSIST. THESE ARE WHAT WE'RE TRYING TO  
[02:50:22] BALANCE IN TERMS OF WHAT'S THE RIGHT  
[02:50:24] ACTION TO TAKE HERE. IT'S CERTAINLY,  
[02:50:28] COMMISSIONER, ANOTHER FORM OF WHAT ROUTE  
[02:50:31] DO WE WANT TO GO? IS IT JUST ON CRITERIA  
[02:50:33] FOR HOW YOU'RE DEFINED AS A SMALL  
[02:50:35] BUSINESS, OR IS IT AT WHAT POINT IN THE  
[02:50:37] PROCESS? SO WE'RE COMPLETELY OPEN TO  
[02:50:38] THAT AS WELL, BECAUSE I THINK ONE OF THE  
[02:50:40] THINGS THAT I HEARD FROM SPEAKING WITH  
[02:50:42] THESE SMALL BUSINESS OWNERS IS NOT THE  
[02:50:43] FACT THAT THEY ARE AGAINST, IN  
[02:50:46] PRINCIPLE, A LABOR HARMONY AGREEMENT.  
[02:50:49] IT IS THE FACT THAT IT'S COSTLY, IT  
[02:50:52] TAKES TIME. IT IS A BARRIER TO MORE  
[02:50:55] APPLICANTS. RIGHT. AND SO IT WOULD  
[02:50:59] BE HELPFUL IF WE GAVE OUR SMALL BUSINESS  
[02:51:02] AWARDEES ABSOLUTE CERTAINTY ON THE TERMS  
[02:51:03] AND CONDITIONS OF THEIR LEASE WITH THE  
[02:51:05] PORT OF SEATTLE BEFORE THEY GO INTO  
[02:51:07] THAT. I'M NOT SAYING WE SHOULD GET RID  
[02:51:09] OF LHAS. I'M SAYING THAT WE SHOULD GIVE  
[02:51:11] THEM ALL THE CERTAINTY IN THE WORLD THAT  
WE POSSIBLY CAN BEFORE THEY GO AND

[02:51:13] EXPEND ALL THIS MONEY ON AN LHA.  
[02:51:16] BECAUSE LET'S SAY WE AWARD SOMETHING TO  
[02:51:19] A SMALL BUSINESS OWNER, WE MAKE THEM  
[02:51:23] NEGOTIATE AN LHA, WE GO INTO CONTRACTING  
[02:51:26] WITH THE PORT, AND THEY DECIDE, YOU KNOW  
[02:51:27] WHAT? I DON'T WANT TO DO THIS. THEN  
[02:51:29] THEY'RE OUT ALL THE MONEY THEY JUST  
[02:51:30] NEGOTIATED WITH THE LHA, CORRECT?  
[02:51:31] THAT'S CORRECT. SO I WOULD LIKE US TO  
[02:51:33] CONSIDER AT WHAT POINT IN THE PROCESS,  
[02:51:35] AS FAR AS DOWN THE LINE IN THE PIPELINE  
[02:51:37] AS WE CAN. I'M NOT SUGGESTING WE GET RID  
[02:51:40] OF THE REQUIREMENT FOR LHAS, BUT I AM  
[02:51:42] SUGGESTING THAT MAYBE WE SHOULD LOOK AT.  
[02:51:44] AT WHAT POINT IN THE PROCESS WE REQUIRE  
[02:51:46] THIS TO BE DONE. I'M OKAY POTENTIALLY  
[02:51:48] WITH A 90 DAY WINDOW AFTER A CONTRACT IS  
[02:51:51] SIGNED WITH THE PORT. RIGHT. I'M JUST  
[02:51:53] THROWING THAT OUT THERE. I'M NOT SAYING  
[02:51:54] THAT'S WHAT WE'RE GOING TO DO, BUT I  
[02:51:56] THINK WE NEED TO GET CREATIVE AND REALLY  
[02:51:58] MAKE SURE THAT WE REDUCE THE REAL  
[02:52:00] BARRIERS. RIGHT. WHAT I HEARD AGAIN AT  
[02:52:04] THE SBAAC WAS NOT THAT THEY'RE ALL  
[02:52:06] AGAINST THE LHAS. IT IS THAT THE LHA  
[02:52:09] BECOMES A DISINCENTIVE TO APPLY AND TO  
[02:52:12] BECOME A TENANT BECAUSE THERE'S STILL  
[02:52:14] UNCERTAINTY AROUND WHAT THEIR BUSINESS  
[02:52:16] IS GOING TO LOOK LIKE. AT THE END OF THE  
[02:52:17] DAY, A BUSINESS IS ABOUT MANAGING RISK.  
[02:52:19] RIGHT. AND AT THE END OF THE DAY, IF YOU  
[02:52:22] DON'T KNOW WHAT RISK YOU'RE WALKING  
[02:52:23]



[02:52:25] INTO. YOU DON'T WANT TO TAKE ANY  
[02:52:27] RIGHT. AND SO THERE ARE PROBABLY MANY  
[02:52:28] SMALL BUSINESS OWNERS WHO ARE IN A  
[02:52:30] SITUATION WHERE THEY HAD TO NEGOTIATE AN  
[02:52:32] LHA BEFORE THEY EVEN HAD A CONTRACT WITH  
[02:52:35] THE PORT. THAT IS A FUNDAMENTAL PROBLEM  
[02:52:37] IN THIS PROCESS. SO IF YOU COULD PLEASE  
[02:52:39] COME BACK TO US IN THE NEXT MONTH WITH  
[02:52:40] SOME POTENTIAL SOLUTIONS ON HOW TO  
[02:52:41] ADDRESS THAT PROBLEM, I THINK IT WOULD  
[02:52:43] GO A LONG WAY IN ADDRESSING THE ISSUES  
[02:52:45] THAT SMALL BUSINESSES HAVE. IS THAT  
[02:52:48] CLEAR? YES. OKAY, PERFECT.  
[02:52:50] THANK YOU. ANY OTHER QUESTIONS OR  
[02:52:53] COMMENTS?  
[02:52:55] COMMISSIONER, CAN I ASK YOU A CLARIFYING  
[02:52:59] QUESTION ABOUT THAT, WHICH IS IT'S  
[02:53:01] NOT LIKE AN OR SO WHEN WE'RE TALKING  
[02:53:07] ABOUT THE NUMBER OF UNITS,  
[02:53:09] WHEN A LABOR HARMONY AGREEMENT DOES  
[02:53:10] APPLY, THAT THAT'S WHAT YOU'RE TALKING  
[02:53:17] ABOUT. THE PROCESS IN THAT CASE.  
[02:53:20] BUT YOU WANT TO LOOK AT THAT. THESE ARE  
[02:53:21] TWO SEPARATE ISSUES. I'M NOT REFERRING  
[02:53:24] TO THE QUOTA. I'M REFERRING TO JUST AT  
[02:53:27] WHAT POINT IN THE PROCESS WHEN IT  
[02:53:29] ASSUMING. OKAY, LET ME JUST CLARIFY TO  
[02:53:31] MAKE SURE THAT NO ONE'S CONFUSED.  
[02:53:35] ASSUMING YOU NEED TO NEGOTIATE AN LHA,  
[02:53:37] WHAT POINT IN THE PROCESS DO WE REQUIRE  
[02:53:39] TO BE DONE? IS IT BEFORE CONTRACTING  
[02:53:41] WITH THE PORT OF SEATTLE? IS IT AFTER  
[02:53:41] WE'VE NEGOTIATED THE TERMS WITH THE PORT

[02:53:42] OF SEATTLE? ARE WE ALL ON THE SAME PAGE?  
[02:53:46] OKAY. THANK YOU, COMMISSIONER MOHAMED.  
[02:53:49] COMMISSIONER CHO. PRESIDENT CHO.  
[02:53:53] YOU CAN CALL ME SAM. I HEARD YOU CORRECT  
[02:53:56] SOMEONE TODAY. THE DATA  
[02:54:00] AND ALSO THE REPORTING THAT WE HEARD  
[02:54:02] FROM THE BARRIERS REPORT MAY  
[02:54:08] POINT TO THE FACT THAT THE LHA, LIKE,  
[02:54:11] WHEN IT'S INTRODUCED, IS A PROBLEM. BUT  
[02:54:14] I FEEL LIKE WE'RE HEARING LOUD AND  
[02:54:15] CLEAR, THOUGH, FROM THE SMALL BUSINESSES  
[02:54:17] THAT THE REALLY SMALL BUSINESSES THAT  
[02:54:20] MAYBE HAVEN'T AYE. THAT \$10 MILLION  
[02:54:23] THRESHOLD, THAT SIGNING OR  
[02:54:27] NEGOTIATING AN LHA THAT DOESN'T HAVE A  
[02:54:29] TEMPLATE OR THAT THEY HAVEN'T SEEN IS  
[02:54:32] THE BIGGEST BARRIER FOR THEM. AM I  
[02:54:35] UNDERSTANDING THAT CORRECTLY? THAT IS  
[02:54:37] ALSO AN IDENTIFIED BARRIER? YES. AND TO  
[02:54:41] ME, IT'S ONE OF THE BIGGEST.  
[02:54:45] I THINK, AND I APOLOGIZE. I GOT THIS  
[02:54:47] WRONG. I DIDN'T MEET WITH THEM WITH  
[02:54:49] COMMISSIONER CALKINS. I MET WITH YOU.  
[02:54:51] I'M SO SORRY.  
[02:54:54] I'M STILL JET LAGGED. GIVE ME SOME  
[02:54:56] GRACE. I JUST WANT TO MAKE SURE. NO,  
[02:54:59] BUT I THINK YOU'RE ABSOLUTELY RIGHT.  
[02:55:01] PART OF IT IS AT WHAT POINT DO WE  
[02:55:02] NEGOTIATE THE SIGN, THE LHA, BUT ALSO  
[02:55:05] THE OTHER PART IS WHAT'S IN. RIGHT. AND  
[02:55:08] IS THERE A POTENTIAL TO STANDARDIZE IT  
[02:55:11] SUCH THAT THE LEGAL FEES AND OR  
[02:55:14]

[02:55:16] NEGOTIATIONS AREN'T AS ONEROUS, RIGHT.  
[02:55:16] AND SO I AGREE WITH YOU. THAT WAS  
[02:55:18] SOMETHING THAT WAS BROUGHT UP DURING OUR  
[02:55:19] MEETING. THAT. I DON'T  
[02:55:23] KNOW WHAT THE LEGALITY OF THAT IS, BUT  
[02:55:26] IT IS SOMETHING THAT COULD REDUCE SOME  
[02:55:28] OF THE FRICTION AS WELL. AGAIN, IT'S NOT  
[02:55:30] ON PRINCIPLE THAT THEY'RE AGAINST IT.  
[02:55:32] IT'S JUST THAT IT'S A HUGE BARRIER.  
[02:55:35] WE'RE NOT ADOPTING ANY RECOMMENDATION,  
[02:55:37] BUT I JUST WANT TO MAKE SURE THAT I'M  
[02:55:39] HEARING WHERE THE BIGGEST BARRIER LIES  
[02:55:43] FOR THOSE SMALL BUSINESSES, FOR US TO  
[02:55:45] MAKE THE BEST DECISION IN THE FUTURE.  
[02:55:46] YEAH. I THINK IT'S ALSO IMPORTANT TO  
[02:55:49] REMIND FOLKS THAT WE HAVE NOTHING TO DO  
[02:55:51] WITH THE CONTENTS OF THE LA. THAT IS  
[02:55:54] BETWEEN THE TWO PARTIES TO THE CONTRACT.  
[02:55:57] WE ARE NOT PARTY TO THE CONTRACT. I ALSO  
[02:56:00] APPRECIATE AND HEARD IN CONVERSATIONS  
[02:56:03] THAT LACK  
[02:56:09] OF AWARENESS OF WHAT AN LHA WOULD LOOK  
[02:56:11] LIKE FOR A FIRST TIME SMALL BUSINESS,  
[02:56:14] COMPETING FOR ONE OF THESE BIDS COULD BE  
[02:56:17] TOO HIGH A BARRIER TO OVERCOME. AND I  
[02:56:23] THINK THERE'S A WILLINGNESS TO CONSIDER  
[02:56:26] HOW THAT PARTICULAR PART OF IT COULD BE  
[02:56:28] OVERCOME BY OUR PARTNERS IN THIS. SO I  
[02:56:31] THINK WE SHOULD KEEP PUSHING ON THAT TO  
[02:56:33] MAKE SURE THAT WHEREVER TRANSPARENCY IS  
[02:56:36] POSSIBLE WITHOUT CREATING AN UNDUE  
[02:56:38] BURDEN ON ONE SIDE OR THE OTHER, I WOULD  
[02:56:41] ENCOURAGE THEM TO PURSUE THAT, AS IT

[02:56:44] MAKES IT EASIER FOR BOTH SIDES. AND THE  
[02:56:46] ONLY FOLKS WHO WIN IN A SITUATION IN  
[02:56:49] WHICH A LOT OF NEGOTIATION IS REQUIRED  
[02:56:51] ARE THE ATTORNEYS WHO ARE PAID BY BOTH  
[02:56:52] PARTIES TO DO THAT. AND SO IF  
[02:56:56] WE CAN ENCOURAGE THEM TO KEEP THEIR  
[02:56:58] PROCESS AS STREAMLINED AS POSSIBLE. AND  
[02:57:00] AS YOU SAID, THE LATER IT  
[02:57:03] IS IN THE PROCESS, THE FEWER THAT HAVE  
[02:57:04] TO GO THROUGH IT UNNECESSARILY, I THINK  
[02:57:06] THAT'S BETTER.  
[02:57:09] DOES OUR LEGAL COUNSEL HAVE ANY COMMENTS  
[02:57:11] OR QUESTIONS? I HAVE A LOT OF. YOU'RE ON  
[02:57:14] THE EDGE OF YOUR SEAT HERE. NO, I'M JUST  
[02:57:16] WORKING WITH A TEAM AND UNDERSTANDING  
[02:57:18] THE OPTIONS YOU WANT TO LOOK AT. AND  
[02:57:20] LABOR HARMONY AGREEMENTS ARE IMPORTANT  
[02:57:22] FOR PREVENTING DISRUPTION AT THE  
[02:57:23] AIRPORT, AND THERE'S CERTAIN TENANTS  
[02:57:25] ABOUT THE APPROPRIATE WAY TO ENTER INTO  
[02:57:27] THEM. SO WE'LL JUST BRING OUR ADVICE TO  
[02:57:29] THE QUESTIONS AND COME BACK TO YOU.  
[02:57:31] EXCELLENT. ANY FINAL THOUGHTS OR  
[02:57:33] COMMENTS FROM THE TEAM? SORRY, WE'RE  
[02:57:35] GRILLING YOU, BUT THIS IS IMPORTANT  
[02:57:36] STUFF. YOU'RE OKAY. ALL RIGHT,  
[02:57:39] GREAT. WELL, WITH THAT, THAT CONCLUDES  
[02:57:42] OUR BUSINESS MEETING AGENDA FOR THE DAY.  
[02:57:44] ANY CLOSING COMMENTS AT THIS TIME OR  
[02:57:46] MOTIONS RELATING TO COMMITTEE REFERRALS  
[02:57:48] FROM COMMISSIONERS? YEAH. COMMISSIONER  
[02:57:51] FELLEMAN?  
[02:57:57]

[02:57:59] WELL, I'D LIKE TO START BY THANKING THE  
[02:58:00] RESIDENTS OF KING COUNTY FOR THEIR  
[02:58:02] OVERWHELMING SUPPORT FROM MY REELECTION  
[02:58:04] TO A THIRD TERM ON THE COMMISSION. AND  
[02:58:06] AS A REPRESENTATIVE OF A BROAD CROSS  
[02:58:08] SECTION OF THE COUNTY, AND ONE OF THE  
[02:58:10] FEW OF JEWISH UPBRINGING TO HAVE SERVED  
[02:58:12] ON THE COMMISSION, I FELT IT'S  
[02:58:14] IMPERATIVE THAT I ADDRESS THE ATROCITIES  
[02:58:15] THAT HAVE BEEN OCCURRING IN THE MIDEAST  
[02:58:17] OVER THE PAST MONTH. THE COMMISSION WILL  
[02:58:19] BE BRINGING FORWARD A FORMAL  
[02:58:21] PROCLAMATION, I BELIEVE, NEXT WEEK'S  
[02:58:23] MEETING, BUT I JUST FELT IT'S IMPORTANT  
[02:58:25] THAT I SAY SOMETHING HERE. I WANT TO  
[02:58:27] UNDERSCORE THE IMPORTANCE OF OUR  
[02:58:29] COMMUNITIES STANDING IN SOLIDARITY  
[02:58:31] AGAINST VIOLENCE TO INNOCENT PEOPLE,  
[02:58:33] INCLUDING THE RASH OF RACIALLY CHARGED  
[02:58:35] VIOLENCE TARGETING INNOCENT PEOPLE OF  
[02:58:38] MUSLIM AND JEWISH FAITH. ACCORDING TO  
[02:58:40] THE ANTIDEFAMATION LEAGUE THAT JUST  
[02:58:43] PUBLISHED YESTERDAY, THERE'S BEEN A 316%  
[02:58:45] INCREASE IN ANTISEMITIC ACTS NATIONALLY  
[02:58:48] OVER THE PAST MONTH, WHICH IS ABOUT 200  
[02:58:50] A DAY. AND ACCORDING TO A RECENT REPORT  
[02:58:53] BY THE CBC, CANADIAN BROADCASTING  
[02:58:56] COMPANY, THERE'S BEEN A 1300% INCREASE  
[02:58:59] IN ISLAMOPHOBIA IN CANADA OVER THE SAME  
[02:59:02] PERIOD. LAST FRIDAY, THE CBC REPORTED  
[02:59:05] THAT 60 INTERFAITH LEADERS SIGNED A  
[02:59:07] LETTER CALLING FOR COMPASSION, PEACE AND  
AN END TO HATRED. AND TO QUOTE ONE



[02:59:10] SENTENCE FROM THAT LETTER, MANY ARE  
[02:59:14] GRIEVING DEATH AND LOSS TOGETHER. WE  
[02:59:17] WANT TO ACKNOWLEDGE THAT PAIN AND  
[02:59:18] SUFFERING AS SOMETHING THAT TRANSCENDS  
[02:59:20] RELIGION, RACE OR ETHNICITY. WE GRIEVE  
[02:59:23] AS ONE HUMAN FAMILY. AND SO I'D LIKE TO  
[02:59:26] UNDERSCORE THAT WE MUST NOT LET THE  
[02:59:27] MOMENT OF SUCH CONFLICT TO CREATE AN  
[02:59:29] EXCUSE TO LEGITIMIZE THE LATENT BIGOTRY  
[02:59:31] THAT UNFORTUNATELY STILL INFILTRATES OUR  
[02:59:34] COMMUNITIES. AND I GREATLY APPRECIATE  
[02:59:36] CONVERSATIONS I'VE BEEN HAVING WITH  
[02:59:38] COMMISSIONER MOHAMED, WHICH HAS REVEALED  
[02:59:40] GREAT ALIGNMENT. AND I'D LIKE TO  
[02:59:42] CONCLUDE BY REPEATING THE QUOTE FROM,  
[02:59:45] AND I'LL GET THIS WRONG, IMAN TWAKAL.  
[02:59:49] AS REPORTED IN THE CBC, HATE NEEDS TO BE  
[02:59:52] COUNTERED WITH HUMANITY. THANK YOU.  
[02:59:56] THANK YOU, COMMISSIONER FELLEMAN. ANY  
[02:59:58] OTHER COMMISSIONER MOHAMMED.  
[03:00:01] WELL, I WILL START FIRST BY  
[03:00:04] CONGRATULATING BOTH COMMISSIONER  
[03:00:05] FELLEMAN AND PRESIDENT CHO ON YOUR  
[03:00:07] REELECTION. CONGRATULATIONS TO THE BOTH  
[03:00:09] OF YOU. AND I ALSO ECHO THE SAME  
[03:00:12] SENTIMENTS OF COMMISSIONER FELLEMAN AS A  
[03:00:16] MUSLIM COMMISSIONER, A PERSON OF MUSLIM  
[03:00:19] FAITH, AND COMMISSIONER FELLEMAN, BEING  
[03:00:21] JEWISH, I THINK WE BOTH BRING VERY  
[03:00:24] UNIQUE PERSPECTIVES. AND THE PORT  
[03:00:28] IS A GATEWAY THAT WELCOMES PEOPLE FROM  
[03:00:32] ALL OVER THE WORLD. AND WE ALWAYS  
[03:00:35]

[03:00:37] SAY THAT WE STAND UNITED AGAINST HATE.  
[03:00:37] AND WE ARE SEEING AN INCREASE OF  
[03:00:39] ISLAMOPHOBIA AND ANTI SEMITISM LOCALLY  
[03:00:43] AND GLOBALLY. AND IT'S HEARTBREAKING.  
[03:00:44] AND I JUST WANT OUR JEWISH STAFF  
[03:00:47] MEMBERS, OUR MUSLIM STAFF MEMBERS, OUR  
[03:00:51] PALESTINIAN STAFF MEMBERS, OUR ISRAELI  
[03:00:53] STAFF MEMBERS TO KNOW THAT YOU BELONG.  
[03:00:56] WE SEE YOU. WE DO GRIEVE WITH YOU.  
[03:01:01] WE DO GRIEVE AS A ONE HUMAN  
[03:01:05] FAMILY, PERIOD.  
[03:01:08] THAT'S A FACT. AND WE ALWAYS STAND  
[03:01:11] UNITED AGAINST HATE, PERIOD. AND WE HOPE  
[03:01:14] TO SEE AN END TO THE VIOLENCE.  
[03:01:17] I'M SENDING YOU ALL LOTS OF LOVE. THANK  
[03:01:20] YOU FOR THE TIME. THANK YOU,  
[03:01:22] COMMISSIONER MOHAMED,  
[03:01:25] ANY OTHERS? THANK YOU. EXECUTIVE DR.  
[03:01:28] METRUCK, ANY CLOSING COMMENTS?  
[03:01:31] NO, MR. PRESIDENT. THANKS FOR YOUR TIME  
[03:01:35] TODAY. THANK YOU. HEARING NO FURTHER  
[03:01:37] COMMENTS AND HAVING NO FURTHER BUSINESS.  
[03:01:39] IF THERE IS NO OBJECTION, WE ARE  
[03:01:40] ADJOURNED TODAY AT 3:10 ON THE DOT.  
[03:01:43] THANK YOU.

END OF TRANSCRIPT