

START OF TRANSCRIPT

[00:00:27] ALL RIGHT. THIS IS COMMISSION  
[00:00:30] PRESIDENT SAM CHO CONVENING THE REGULAR  
[00:00:32] MEETING OF SEPTEMBER 26, 2023. THE TIME  
[00:00:35] IS 12:02 P.M.. WE'RE MEETING IN  
[00:00:37] PERSON TODAY AT SEATTLE TACOMA  
[00:00:38] INTERNATIONAL AIRPORT CONFERENCE CENTER.  
[00:00:40] CLERK HART, PLEASE CALL THE ROLL FOR ALL  
[00:00:42] COMMISSIONERS IN ATTENDANCE. THANK YOU,  
[00:00:44] MR. COMMISSIONER. PRESIDENT BEGINNING  
[00:00:46] WITH COMMISSIONER CALKINS HERE. THANK  
[00:00:49] YOU. COMMISSIONER CHO. PRESENT. THANK  
[00:00:52] YOU. COMMISSIONER FELLEMAN. PRESENT.  
[00:00:54] THANK YOU. COMMISSIONER HASAGAWA.  
[00:00:56] PRESENT. THANK YOU. AND COMMISSIONER  
[00:00:58] MOHAMMED. PRESENT. EXCELLENT.  
[00:01:01] A FEW HOUSEKEEPING ITEMS BEFORE WE  
[00:01:03] BEGIN. FOR EVERYONE IN THE MEETING ROOM,  
[00:01:05] PLEASE TURN YOUR CELL PHONE TO SILENT.  
[00:01:07] FOR ANYONE PARTICIPATING ON MICROSOFT  
[00:01:09] TEAMS, PLEASE MUTE YOUR SPEAKERS. WHEN  
[00:01:11] NOT ACTIVELY SPEAKING OR PRESENTING,  
[00:01:13] PLEASE KEEP YOUR CAMERAS OFF UNLESS  
[00:01:15] YOU'RE A MEMBER OF THE COMMISSION OR  
[00:01:17] EXECUTIVE DIRECTOR PARTICIPATING  
[00:01:18] VIRTUALLY, OR IF YOU ARE A MEMBER OF  
[00:01:21] STAFF IN A PRESENTATION OR ACTIVELY  
[00:01:22] ADDRESSING THE COMMISSIONER. MEMBERS OF  
[00:01:25] THE PUBLIC ADDRESSING THE COMMISSION  
[00:01:26] DURING PUBLIC COMMENT MAY TURN ON THEIR  
[00:01:28] CAMERAS WHEN THEIR NAME IS CALLED TO  
[00:01:30] SPEAK, AND WILL TURN THEM BACK OFF AT  
[00:01:33] THE CONCLUSION OF THEIR REMARKS. FOR  
[00:01:35] ANYONE ON THE DAIS HERE TODAY, PLEASE  
[00:01:37] TURN OFF THE SPEAKERS ON ANY COMPUTERS  
[00:01:39] AND SCIENCE YOUR DEVICES. PLEASE ALSO  
[00:01:41] REMEMBER TO ADDRESS YOUR REQUEST TO BE  
[00:01:43] RECOGNIZED, TO SPEAK THROUGH THE CHAIR,  
[00:01:45] AND TO WAIT TO SPEAK UNTIL YOU HAVE BEEN  
[00:01:47] RECOGNIZED. YOU'LL TURN YOUR MICROPHONES  
[00:01:49] ON AND OFF AS NEEDED. ALL THE ITEMS  
[00:01:52] NOTED HERE WILL ENSURE A SMOOTHER  
[00:01:53] MEETING, SO I THANK YOU IN ADVANCE. ALL  
[00:01:55] VOTES TODAY WILL BE TAKEN BY THE ROLL  
[00:01:57] CALL METHOD SO THAT IT'S CLEAR FOR  
[00:01:58] ANYONE PARTICIPATING VIRTUALLY WHO AND  
[00:02:01] HOW THE VOTES ARE CAST. COMMISSIONERS  
[00:02:03] WILL SAY I OR NAY WHEN THEIR NAME IS  
[00:02:04] CALLED. WE ARE MEETING ON THE ANCESTRAL  
[00:02:07] LANDS AND WATERS OF THE COAST SALISH  
[00:02:09] PEOPLE WITH WHOM WE SHARE A COMMITMENT  
[00:02:11] TO STEWARD THESE NATURAL RESOURCES FOR  
[00:02:12] FUTURE GENERATIONS. THIS MEETING IS  
[00:02:15] BEING DIGITALLY RECORDED AND MAY BE  
[00:02:16] VIEWED OR HEARD AT ANY TIME ON THE  
[00:02:18] PORT'S WEBSITE AND MAY BE REBROADCAST BY  
[00:02:21] KING COUNTY TELEVISION. PLEASE STAND NOW  
[00:02:23] AND JOIN ME FOR THE PLEDGE OF ALLEGIANCE.  
[00:02:31] [Pledge of Allegiance recited]  
[00:02:43] THANK YOU. ALL RIGHT, MOVING ON IN THE  
[00:02:45] AGENDA. THE FIRST ITEM FOR TODAY IS  
[00:02:47] APPROVAL OF THE AGENDA. AS A REMINDER,

[00:02:48] IF A COMMISSIONER WISHES TO COMMENT FOR  
[00:02:51] OR AGAINST AN ITEM ON THE CONSENT  
[00:02:52] AGENDA, YOU DO NOT NEED TO PULL IT FROM  
[00:02:55] THE CONSENT AGENDA. RATHER, YOU MAY  
[00:02:57] OFFER SUPPORTING OR OPPOSING COMMENTS  
[00:02:58] LATER IN THE MEETING. ONCE WE GET TO THE  
[00:03:00] CONSENT AGENDA, PLEASE WAIT UNTIL THE  
[00:03:02] MOTION TO APPROVE THE CONSENT AGENDA IS  
[00:03:04] ON THE FLOOR FOR THESE COMMENTS, IF ANY.  
[00:03:06] HOWEVER, IT IS APPROPRIATE AT THIS TIME  
[00:03:08] IF A COMMISSIONER WANTS TO ASK QUESTIONS  
[00:03:10] OF STAFF OR WISHES TO HAVE A DIALOGUE ON  
[00:03:13] A CONSENT AGENDA ITEM TO REQUEST THE  
[00:03:14] ITEM TO BE PULLED FOR SEPARATE  
[00:03:16] DISCUSSION. ARE THERE ANY ITEMS TO BE  
[00:03:18] PULLED FROM THE CONSENT AGENDA OR ANY  
[00:03:20] MOTIONS TO REARRANGE THE ORDERS OF THE  
[00:03:22] DAY? ALL RIGHT. SEEING NONE.  
[00:03:24] COMMISSIONER, THE QUESTION IS NOW ON  
[00:03:26] APPROVAL OF THE AGENDA. IS THERE A  
[00:03:28] MOTION TO APPROVE THE AGENDA AS  
[00:03:29] PRESENTED? SO MOVED, SECONDED.  
[00:03:32] EXCELLENT. THE MOTION HAS BEEN MADE AND  
[00:03:33] SECONDED. IS THERE ANY OBJECTION TO THE  
[00:03:35] APPROVAL OF THE AGENDA AS PRESENTED?  
[00:03:38] HEARING NONE. THE AGENDA IS APPROVED.  
[00:03:41] MOVING ON. WE HAVE NO SPECIAL ORDER  
[00:03:43] SCHEDULED FOR DAYS, SO WE'RE GOING TO  
[00:03:45] SKIP ON TO OUR NEXT AGENDA ITEM WHICH IS  
[00:03:48] THE EXECUTIVE DIRECTOR'S REPORT.  
[00:03:50] EXECUTIVE DIRECTOR METRUCK, YOU HAVE THE  
[00:03:51] FLOOR. GOOD AFTERNOON, COMMISSIONERS.  
[00:03:54] LET ME BEGIN BY THANKING THOSE OF YOU  
[00:03:56] THAT WERE ABLE TO JOIN US EARLIER THIS  
[00:03:58] MORNING FOR THE RIBBON CUTTING CEREMONY  
[00:03:59] FOR THE NEXT SLIDE FIRE STATION. WHILE A  
[00:04:02] PROJECT COMPLETED EARLIER THIS YEAR, IT  
[00:04:04] WAS GREAT TO TOUR THE FACILITY AND TO  
[00:04:06] CELEBRATE WITH OUR FIREFIGHTERS ON A  
[00:04:08] PROJECT THAT WAS A LONG TIME AND COMING.  
[00:04:10] THIS BUILDING ENSURES IT WILL MEET OUR  
[00:04:12] REGULATORY OBLIGATIONS FOR AIRFIELD FIRE  
[00:04:14] RESPONSE AND ALSO PROVIDES HIGH QUALITY  
[00:04:16] FACILITIES THAT OUR FIREFIGHTERS  
[00:04:18] DESERVE, EVEN IF THEY'RE LABELED  
[00:04:20] INTERIM. BUT EVEN THOUGH THEY'RE  
[00:04:22] INTERIM, WE WANT THEM TO BE THE BEST  
[00:04:23] THAT THEY CAN BE. WE GREATLY APPRECIATE  
[00:04:27] THE LEADERSHIP AND PATIENCE OF CHIEF  
[00:04:28] KRAUSE AND HIS LEADERSHIP TEAM IN LOCAL  
[00:04:30] 1257 FOR THEIR PARTICIPATION  
[00:04:34] IN THE PROJECT AND AGAIN, THEIR PATIENCE  
[00:04:36] AS WE WERE DELIVERING THIS FACILITY. A  
[00:04:39] SPECIAL SHOUT OUT AND THANK YOU TO THE  
[00:04:40] PROJECT TEAM FOR SUCCESSFULLY COMPLETING  
[00:04:43] THE CONSTRUCTION AND TO THE PORT STAFF  
[00:04:45] WHO ORGANIZED TODAY'S EVENT.  
[00:04:48] I'D ALSO LIKE TO BEGIN REMARKS WITH A  
[00:04:51] FEW RELIGIOUS AND CULTURAL  
[00:04:52] ACKNOWLEDGEMENTS. FIRST, A BELATED HAPPY  
[00:04:54] NEW YEAR TO OUR JEWISH COLLEAGUES AND  
[00:04:57] COMMUNITY MEMBERS. YESTERDAY MARKED THE  
[00:04:59] END OF THE JEWISH HIGH HOLIDAYS WITH YOM

[00:05:01] KIPPUR AND THE JEWISH DAY OF ATONEMENT.  
[00:05:04] I HOPE THAT EVERYONE WHO OBSERVED THE  
[00:05:05] DAY HAD A MEANINGFUL FAST. I ALSO WANT  
[00:05:08] TO NOTE THAT SEPTEMBER 15 TO OCTOBER 15  
[00:05:11] IS NATIONAL LATINO HERITAGE MONTH. THIS  
[00:05:14] MONTH PROVIDES AN OPPORTUNITY TO PAY  
[00:05:15] TRIBUTE TO THE GENERATIONS OF LATINX AND  
[00:05:20] HISPANIC AMERICANS THAT ARE POSITIVELY  
[00:05:22] INFLUENCED, ENRICHED OUR NATION. IT  
[00:05:25] REMINDS US THAT OUR AMERICAN IDENTITY  
[00:05:28] IS A FABRIC OF DIVERSE TRADITIONS AND  
[00:05:30] STORIES WOVEN TOGETHER. OUR CULTURE HAS  
[00:05:33] BEEN AND CONTINUES TO BE ENRICHED BY  
[00:05:34] CREATIVITY, BRILLIANCE AND VALUES OF THE  
[00:05:37] COMMUNITY. OUR PORT EMPLOYEE RESOURCE  
[00:05:39] GROUP, LATINOS UNIDOS IS PLANNING  
[00:05:41] SEVERAL COMMUNITY ENRICHMENT AND  
[00:05:43] EDUCATIONAL EVENTS DURING THE MONTH,  
[00:05:44] INCLUDING AN EDI LUNCH AND LEARN ON  
[00:05:47] OCTOBER 11. COMING UP WITH THE END OF  
[00:05:51] SUMMER COMES A CHANGE IN OPERATIONS HERE  
[00:05:52] AT THE PORT. THIS UPCOMING WEEKEND WILL  
[00:05:55] BE OUR FINAL SATURDAY AND SUNDAY WITH  
[00:05:57] THREE CRUISE SHIPS IN PORT. THROUGH THIS  
[00:06:00] PAST WEEKEND, WE HOSTED 260 OF THE 290  
[00:06:03] PLANNED CRUISE CALLS FOR 2023. THIS  
[00:06:06] WEEK, WE HAVE THREE MORE OF OUR HOME  
[00:06:09] PORTED SHIPS HERE FOR THEIR FINAL PORT  
[00:06:11] CALL OF THE SEASON BEFORE THEY LEAVE FOR  
[00:06:13] THEIR WINTER DEPLOYMENTS. WE'RE STILL  
[00:06:15] WORKING ON FINALIZING PASSENGER TOTALS  
[00:06:18] NUMBERS FOR THE SEASON AS IT REACHES ITS  
[00:06:20] CONCLUSION NEXT MONTH, BUT MOST OF THE  
[00:06:22] VESSELS ARE SAILING NEAR OR AT CAPACITY,  
[00:06:25] WHICH WILL BE A RECORD FOR US IF THAT'S  
[00:06:27] THE CASE. COMMISSIONERS, WHILE THE PORT  
[00:06:30] CONTINUES TO MAKE PROGRESS ON OUR BUDGET  
[00:06:32] PROCESS, I WISH I COULD SAY THE SAME AT  
[00:06:34] THE FEDERAL LEVEL. CONGRESS HAS UNTIL  
[00:06:37] THE END OF THE WEEK TO COME UP WITH A  
[00:06:39] PLAN TO FUND THE FEDERAL GOVERNMENT PAST  
[00:06:40] SEPTEMBER 30,  
[00:06:43] AS WE KNOW FOLLOWING THE NEWS,  
[00:06:45] UNFORTUNATELY, THE DIFFERENCES BETWEEN  
[00:06:47] THE HOUSE AND THE SENATE ON THE SUBJECT  
[00:06:48] ARE SIGNIFICANT AND MAY RESULT IN A  
[00:06:50] FEDERAL GOVERNMENT SHUTDOWN. AS YOU  
[00:06:53] REMEMBER FROM THE LAST SHUTDOWN IN 2018,  
[00:06:56] MOST OF THE FEDERAL STAFF WHO OPERATE  
[00:06:58] OUR AVIATION AND MARITIME GATEWAYS, THE  
[00:07:00] FAA, TSA AND CBP ARE DEEMED ESSENTIAL  
[00:07:03] WON'T CONTINUE TO WORK. HOWEVER, THEY  
[00:07:06] WILL BE WITHOUT PAY UNTIL THE SHUTDOWN  
[00:07:08] IS OVER. HOWEVER, OTHER FEDERAL  
[00:07:10] FUNCTIONS, SUCH AS PERMITTING ONGOING  
[00:07:12] ENVIRONMENTAL REVIEWS AND GRANT MAKING,  
[00:07:14] WILL SUSPEND. AS SUCH, WE WILL CONTINUE  
[00:07:17] TO MONITOR THE SITUATION IN WASHINGTON,  
[00:07:20] DC. AND KEEP YOU ADVISED OF ANY  
[00:07:22] DEVELOPMENTS SHOULD THEY HAPPEN.  
[00:07:25] IN ADDITION, IF THERE IS A SHUTDOWN,  
[00:07:26] WE'RE PREPARED TO SUPPORT THE FEDERAL  
[00:07:28] STAFF AT OUR FACILITIES AS THEY WEATHER

[00:07:31] THE SITUATION AS WE HAVE DONE IN THE  
[00:07:33] PAST IN THE PREVIOUS SHUTDOWNS, TO LOOK  
[00:07:35] FOR OPPORTUNITIES. AND I THINK ONE OF  
[00:07:36] THE THINGS IS THIS IS IF THE GOVERNMENT  
[00:07:39] IS SHUT DOWN, WE WILL CONTINUE TO  
[00:07:41] MONITOR IT TO SEE HOW LONG IT HAPPENS,  
[00:07:43] BECAUSE DIFFERENT THINGS WILL HAPPEN AS  
[00:07:45] THE LONGER IF THE SHUTDOWN DOES THAT,  
[00:07:47] AND WE'LL MAKE SURE THE COMMISSIONERS  
[00:07:49] ARE ADVISED OF THOSE IMPACTS AS IT GOES  
[00:07:51] FORWARD. IF THERE IS A LONGER SHUTDOWN,  
[00:07:53] WE HOPE THAT'S NOT THE CASE. WE HOPE  
[00:07:55] THAT THE CONTINUITY OF THE FUNDING  
[00:07:57] CONTINUES. MOVING TO TODAY'S  
[00:08:00] COMMISSIONER MEETING, I'D LIKE TO  
[00:08:01] HIGHLIGHT A FEW ITEMS ON OUR BRIEFING  
[00:08:04] AGENDA. TODAY WE WILL PROVIDE A FIRST  
[00:08:05] LOOK AT OUR PROPOSED CENTRAL SERVICES  
[00:08:07] BUDGET. AS I MENTIONED BEFORE, MY BUDGET  
[00:08:10] GUIDANCE TO STAFF WAS TO HAVE A FISCALLY  
[00:08:12] RESPONSIBLE APPROACH THAT IS ALIGNED  
[00:08:13] WITH OUR VALUES PRIORITIES IN THE  
[00:08:15] CENTURY AGENDA, ECONOMIC UNCERTAINTY AND  
[00:08:18] INFLATIONARY COST DRIVERS MEAN THAT WE  
[00:08:20] HAVE TAKEN AN EXTREMELY STRATEGIC LOOK  
[00:08:22] AT ANY PROPOSED NEW INVESTMENTS FOR NEXT  
[00:08:24] YEAR AND YOU'LL SEE THAT IN THE BUDGET.  
[00:08:26] I WILL HAVE MORE TO SHARE ABOUT OUR  
[00:08:28] FINANCIAL OUTLOOK DURING THE  
[00:08:29] PRESENTATION. THE SECOND ITEM ON OUR  
[00:08:32] PRESENTATION AGENDA IS THE PORT OF  
[00:08:34] SEATTLE POLICE DEPARTMENT ANNUAL REPORT.  
[00:08:36] THIS PRESENTATION WILL COVER TRENDS FOR  
[00:08:38] OUR POLICE DEPARTMENT RECRUITMENT AND  
[00:08:39] RETENTION STRATEGIES, AS WELL AS TOUCH  
[00:08:42] ON PROGRESS ON IMPLEMENTING FINDINGS  
[00:08:43] FROM THE POLICING ASSESSMENT. I LOOK  
[00:08:46] FORWARD TO YOUR QUESTIONS AND DISCUSSION  
[00:08:48] ON THIS IMPORTANT TOPIC. COMMISSIONERS,  
[00:08:50] THIS CONCLUDES MY REMARKS. GREAT. THANK  
[00:08:52] YOU SO MUCH, EXECUTIVE DIRECTOR. WE'RE  
[00:08:55] NOW GOING TO MOVE ON TO COMMITTEE  
[00:08:56] REPORTS. ERICA CHUNG, COMMISSIONER  
[00:08:57] STRATEGIC ADVISOR WILL PROVIDE THE  
[00:08:59] REPORT. ERICA. GOOD AFTERNOON,  
[00:09:01] PRESIDENT CHO, COMMISSIONER.  
[00:09:07] HELLO. GOOD AFTERNOON, PRESIDENT CHO.  
[00:09:10] COMMISSIONERS AND EXECUTIVE DIRECTOR  
[00:09:11] METRUCK, I HAVE THREE COMMITTEE REPORTS  
[00:09:14] FOR YOU TODAY. THE AVIATION COMMITTEE  
[00:09:16] WAS CONVENED BY COMMISSIONERS COCHIN AND  
[00:09:18] MOHAMMED ON SEPTEMBER 19, WHERE THEY  
[00:09:21] DISCUSSED AIRPORT ACCESSIBILITY AND THE  
[00:09:23] FAA REAUTHORIZATION. STAFF ALSO PROVIDED  
[00:09:27] UPDATES ON AVIATION BUDGET PRIORITIES,  
[00:09:29] GROUND TRANSPORTATION, DISPUTE  
[00:09:31] RESOLUTION, AND THE SOUTH 160TH LOT.  
[00:09:34] COMMISSIONERS. HASEGAWA MOHAMMED  
[00:09:36] CONVENED THE FIRST MEETING OF THE  
[00:09:37] AIRPORT WORKFORCE CONDITIONS AD HOC  
[00:09:40] COMMITTEE ON SEPTEMBER 19, WHERE THEY  
[00:09:42] WERE BRIEFED ON SEA CHILDCARE SURVEY  
[00:09:45] FINDINGS AND DISCUSSED NEXT STEPS AS THE

[00:09:47] FIRST MEETING. COMMISSIONER ALSO  
[00:09:49] DISCUSSED A MEETING CADENCE AND NEXT  
[00:09:50] MEETING AGENDA. MOVING FORWARD, THE AD  
[00:09:52] HOC COMMITTEE WILL MEET EVERY OTHER  
[00:09:54] MONTH WITH THE NEXT MEETING IN NOVEMBER  
[00:09:56] AND A BRIEFING BY OEDI REGARDING THIRD  
[00:09:59] PARTY OVERSIGHT OF SEA VENDORS.  
[00:10:02] COMMISSIONERS MOHAMMED AND CHO CONVENE  
[00:10:04] THE SMALL BUSINESS AD HOC COMMITTEE ON  
[00:10:06] TUESDAY, SEPTEMBER 19, AND HEARD AN  
[00:10:08] UPDATE ON THE PROGRESS OF SEVERAL PORT  
[00:10:09] FUNDED BUSINESS ACCELERATORS.  
[00:10:11] REPRESENTATIVES FROM BUSINESS IMPACT,  
[00:10:14] NORTHWEST MARITIME BLUE, AND GREATER  
[00:10:16] SEATTLE PARTNERS GAVE UPDATES ON THE  
[00:10:18] PORT GEN MARITIME BLUE INNOVATION  
[00:10:20] ACCELERATOR AND GREATER SEATTLE EXPORT  
[00:10:23] ACCELERATOR PROGRAMS, RESPECTIVELY.  
[00:10:25] WHILE MOST OF THESE PROGRAMS ARE DRAWING  
[00:10:27] A GOOD AMOUNT OF PARTICIPANT INTEREST,  
[00:10:31] COMMISSIONERS HEARD A NEED TO DRIVE MORE  
[00:10:32] APPLICANTS TO THE EXPORT ACCELERATOR IN  
[00:10:35] ANY FUTURE COHORT. COMMISSIONERS ASKED  
[00:10:38] QUESTIONS ABOUT FOLLOW UP WITH  
[00:10:39] PARTICIPANTS AT THE CONCLUSION OF THE  
[00:10:41] ACCELERATOR PROGRAMS AND EMPHASIZED THE  
[00:10:44] NEED TO TRACK AND MEASURE PARTICIPANT  
[00:10:46] SUCCESS OVER THE LONG TERM VERSUS A FEW  
[00:10:49] MONTHS OR A YEAR. THIS CONCLUDES MY  
[00:10:51] REPORT. THANK YOU. EXCELLENT. THANK YOU.  
[00:10:54] ERICA, ANY QUESTIONS FOR STAFF OR STEVE  
[00:10:57] FROM COMMISSIONERS? NO?  
[00:11:00] OKAY, CHUGGING ALONG. WE WILL NOW MOVE  
[00:11:03] ON TO THE PUBLIC COMMENT PORTION OF OUR  
[00:11:06] AGENDA. THE COMMISSION WELCOMES PUBLIC  
[00:11:09] COMMENT AS AN IMPORTANT PART OF THE  
[00:11:10] PUBLIC PROCESS. COMMENTS ARE RECEIVED  
[00:11:12] AND CONSIDERED BY THE COMMISSION ITS  
[00:11:14] DELIBERATIONS EXCUSE ME.  
[00:11:17] BEFORE I START, I WANT TO ASK CLERK  
[00:11:20] HART, DO WE HAVE ANY SPEAKERS SIGNED UP  
[00:11:22] FOR TODAY? WE DO NOT THINK IT'S  
[00:11:25] APPROPRIATE TO STILL CALL FROM THE ROOM.  
[00:11:28] DO YOU WANT TO STILL GO THROUGH THE  
[00:11:29] PUBLIC COMMENT RULES THEN? WELL, WHY  
[00:11:32] DON'T I FIRST ASK, IS THERE ANYONE IN  
[00:11:34] THE ROOM OR ONLINE THAT MAY NOT HAVE  
[00:11:35] SIGNED UP WHO WISHES TO SPEAK?  
[00:11:39] ALL RIGHT, SEEING NONE, I DON'T THINK WE  
[00:11:41] NEED TO GO THROUGH THE RULES. SO THAT  
[00:11:42] CONCLUDES PUBLIC COMMENT FOR TODAY. DO  
[00:11:46] WE HAVE ANY WRITTEN COMMENTS? WE HAVE  
[00:11:49] NOT RECEIVED ANY WRITTEN COMMENTS FOR  
[00:11:50] TODAY'S MEETING. NICE. I THINK WE'RE  
[00:11:53] DOING A GOOD JOB. ALL RIGHT. HEARING NO  
[00:11:56] FURTHER PUBLIC TESTIMONY. YEAH, NO NEWS  
[00:11:58] IS GOOD NEWS. WE'LL MOVE TO THE CONSENT  
[00:12:00] AGENDA. ITEMS ON THE CONSENT AGENDA ARE  
[00:12:03] CONSIDERED ROUTINE AND WILL BE ADOPTED  
[00:12:05] BY ONE MOTION. ITEMS REMOVED FROM THE  
[00:12:06] CONSENT AGENDA WILL BE CONSIDERED  
[00:12:07] SEPARATELY IMMEDIATELY AFTER THE  
[00:12:09] ADOPTION OF THE REMAINING CONSENT AGENDA

[00:12:11] ITEMS. AT THIS TIME, THE CHAIR WILL  
[00:12:13] ENTERTAIN A MOTION TO APPROVE CONSENT  
[00:12:15] AGENDA ITEMS COVERING EIGHT A, EIGHT B,  
[00:12:17] EIGHT C, AND 8D. SO MOVE. EXCELLENT.  
[00:12:21] ALL RIGHT, MOTION HAS BEEN MADE. AND  
[00:12:23] SECONDED. COMMISSIONERS, PLEASE SAY AYE  
[00:12:25] OR NAME WHEN YOUR NAME IS CALLED FOR  
[00:12:26] APPROVAL OF THE CONSENT AGENDA.  
[00:12:33] FOR APPROVAL OF THE CONSENT AGENDA,  
[00:12:35] BEGINNING WITH COMMISSIONER CALKINS.  
[00:12:37] AYE. THANK YOU. COMMISSIONER FELLEMAN.  
[00:12:39] AYE. THANK YOU. COMMISSIONER HASAGAWA.  
[00:12:42] AYE. THANK YOU. COMMISSIONER MOHAMED  
[00:12:44] AYE. THANK YOU. AND COMMISSIONER CHO.  
[00:12:46] AYE. THANK YOU. FIVE AYES, ZERO NAYS  
[00:12:48] FOR THIS ITEM. EXCELLENT. MOVING ON.  
[00:12:50] AND THE MOTION PASSES. EXCUSE ME.  
[00:12:54] GETTING A LITTLE EAGER NOW. MOVING ON IN  
[00:12:57] THE AGENDA, WE HAVE TWO NEW BUSINESS  
[00:12:59] ITEMS TODAY. CLERK HART, PLEASE READ THE  
[00:13:02] ITEM INTO THE RECORD. EXECUTIVE DIRECTOR  
[00:13:03] METRUCK WILL THEN INTRODUCE THE ITEM.  
[00:13:06] THANK YOU. THIS IS AGENDA ITEM TEN A  
[00:13:08] AUTHORIZATION FOR THE EXECUTIVE DIRECTOR  
[00:13:10] TO AUTHORIZE AN ADDITIONAL \$213,900,000  
[00:13:12] AND INCREASE THE TOTAL PROJECT BUDGET  
[00:13:16] TO \$399,000,000 TO EXECUTE THE  
[00:13:19] MAXIMUM ALLOWABLE CONSTRUCTION COST,  
[00:13:21] CONTRACT AMENDMENT, ANY RELATED PROJECT  
[00:13:23] CHANGE, ORDERS, AMENDMENTS, WORK  
[00:13:25] AUTHORIZATIONS, PURCHASES, CONTRACTS,  
[00:13:28] AND TO TAKE OTHER ACTIONS NECESSARY TO  
[00:13:31] SUPPORT AND DELIVER THE SEA CONCOURSE  
[00:13:32] EXPANSION PROJECT WITHIN THE APPROVED  
[00:13:34] PUGET COMMISSIONERS. THE SEA CONCOURSE  
[00:13:37] EXPANSION PROGRAM IS ONE OF OUR MOST  
[00:13:39] EXCITING AND TRANSFORMATIONAL PROJECTS  
[00:13:41] AT SEA. ONCE COMPLETE, THIS EXPANSION  
[00:13:44] WILL ADDRESS SHORTFALLS IN AIRPORT  
[00:13:45] DINING AND RETAIL CAPACITY, OFFICE SPACE  
[00:13:47] AND PREMIUM LOUNGE SPACE, AS WELL AS  
[00:13:50] OTHER PUBLIC AMENITIES TO ELEVATE THE  
[00:13:52] CUSTOMER EXPERIENCE AND UPGRADE SEA. IT  
[00:13:55] WILL ALSO BE ONE OF OUR MOST  
[00:13:56] ENVIRONMENTALLY FRIENDLY FACILITIES,  
[00:13:58] WITH A SIGNIFICANT PORTION OF ITS ENERGY  
[00:14:00] COMING FROM RENEWABLE AND LOW CARBON  
[00:14:02] SOURCES. IN FACT, IT'LL BE THE FIRST SEA  
[00:14:05] FACILITY THAT INCLUDES ROOFTOP SOLAR  
[00:14:07] PANELS. THE GOAL IS TO COMPLETE THIS  
[00:14:09] PROJECT BY 2026, WHICH IS A DEADLINE  
[00:14:12] SHARED BY MANY SEA CAPITAL PROGRAMS.  
[00:14:14] YOU'LL SEE THAT AS WE GO FORWARD OVER  
[00:14:17] THE COMING YEARS, THAT'S IN ORDER TO BE  
[00:14:19] READY FOR THE 2026 WORLD CUP GAMES HERE  
[00:14:22] IN SEATTLE. TO THAT END, TODAY'S ACTION  
[00:14:25] IS A SIGNIFICANT MILESTONE, IN THAT WE  
[00:14:28] NOW HAVE A MAXIMUM ALLOWABLE  
[00:14:30] CONSTRUCTION COST FOR THE PROJECT. SO  
[00:14:32] THE PRESENTERS THIS AFTERNOON ARE RICK  
[00:14:34] DUNCAN, DIRECTOR OF AVIATION BUSINESS  
[00:14:36] PROPERTIES, AND JANET SHER, CAPITAL  
[00:14:38] PROGRAM LEADER. SO, RICK, I'M GOING TO

[00:14:39] TURN OVER TO YOU. ALL RIGHT. THANK YOU.  
[00:14:42] EXECUTIVE DIRECTOR RICK DUNCAN,  
[00:14:43] DIRECTOR OF AVIATION PROPERTIES. AND YOU  
[00:14:46] HAVE SEEN THIS BEFORE, BUT WE HAVE A LOT  
[00:14:48] MORE EYE CANDY TO SHOW YOU, AND THE  
[00:14:50] EVOLUTION OF IT HAS BEEN GREAT. IT IS  
[00:14:53] PRETTY EXCITING. THE MAXIMAL ALLOWABLE  
[00:14:55] CONSTRUCTION COST THAT WE'RE GOING TO  
[00:14:57] SET THAT AND WE REACHED UNDER THE 400  
[00:14:59] MILLION MARK, WHICH IS BELOW BUDGET. SO  
[00:15:01] I THINK WE'RE THE LOW SIDE OF THE TARGET  
[00:15:04] BUDGET, WHICH I THINK IS A GOOD SUCCESS.  
[00:15:07] SO I WILL HAND IT OVER.  
[00:15:14] YOU KNOW WHAT? THAT MIGHT BE MY FAULT.  
[00:15:16] TRY IT NOW. I THINK  
[00:15:19] WE'RE GOOD. ALL RIGHT. GOOD AFTERNOON,  
[00:15:22] COMMISSIONERS AND EXECUTIVE DIRECTOR  
[00:15:24] METRUCK. MY NAME IS JANET SHEARER, AND  
[00:15:26] I'M THE PORT PROGRAM LEADER FOR THE CCON  
[00:15:28] COURSE EXPANSION PROGRAM. IT'S ONLY BEEN  
[00:15:30] A FEW MONTHS SINCE WE BRIEFED YOU ON  
[00:15:33] PROJECT STATUS, BUT AS PROMISED, WE'RE  
[00:15:36] BACK TODAY. AND I'VE BROUGHT ALONG  
[00:15:38] SEVERAL MEMBERS OF OUR PORT DESIGN AND  
[00:15:40] CONSTRUCTION TEAM TO REQUEST  
[00:15:43] AUTHORIZATION FOR A FINAL PROGRAM BUDGET  
[00:15:46] AND TO GRANT US AUTHORIZATION TO  
[00:15:49] CONTRACT FOR A MAXIMUM ALLOWABLE  
[00:15:51] CONSTRUCTION COST AGREEMENT WITH TURNER  
[00:15:53] CONSTRUCTION. NEXT SLIDE, PLEASE.  
[00:15:56] THIS PROJECT IS PART OF THE UPGRADE SEA  
[00:16:00] PROGRAM HERE AT THE AIRPORT. AND OUR  
[00:16:03] PROJECT TEAM HAS BEEN COORDINATING WITH  
[00:16:06] A WHOLE HOST OF STAKEHOLDERS, INCLUDING  
[00:16:08] EXTERNAL RELATIONS, TO MAKE SURE THAT  
[00:16:11] WE'RE COMMUNICATING PROACTIVELY WITH THE  
[00:16:12] PUBLIC ABOUT C CONCOURSE EXPANSION. IN  
[00:16:15] FACT, OUR EXTERNAL RELATIONS TEAM IS  
[00:16:18] KICKING A LOT OF THAT COMMUNICATIONS OFF  
[00:16:20] THIS VERY WEEK. AND AS PART OF TODAY'S  
[00:16:23] PRESENTATION, WE'RE GOING TO PREVIEW THE  
[00:16:25] ARCHITECTURAL AVIATION THAT OUR MILLER  
[00:16:29] HULL WOODS BAGGETT TEAM CREATED AS PART  
[00:16:32] OF THAT EFFORT. NEXT SLIDE.  
[00:16:35] A QUICK REMINDER HERE THAT THE SEA  
[00:16:38] CONCOURSE EXPANSION PROJECT KIND OF HAS  
[00:16:40] DUAL PURPOSES. WE'RE GOING TO INCREASE  
[00:16:43] AIRPORT REVENUE AND ECONOMIC  
[00:16:45] OPPORTUNITIES BY ADDRESSING SOME OF OUR  
[00:16:48] DEFICIENCIES IN AIRPORT DINING AND  
[00:16:50] RETAIL OFFERINGS, OFFICE SPACE, AND BY  
[00:16:53] ADDING LOUNGE CAPACITY. WE'RE ALSO GOING  
[00:16:56] TO IMPROVE CUSTOMER SERVICE BY ADDING A  
[00:16:59] WHOLE HOST OF PASSENGER AMENITIES,  
[00:17:01] INCLUDING RESTROOMS, AN INTERFAITH  
[00:17:04] PRAYER MEDITATION ROOM, A NURSING ROOM,  
[00:17:07] A PET RELIEF AREA, AND A PUBLIC LOOKOUT.  
[00:17:11] AND WE'RE ALSO GOING TO JUST ABOUT  
[00:17:13] DOUBLE THE SIZE OF THE C THREE HOLD  
[00:17:16] ROOM, WHICH IS DIRECTLY ADJACENT TO THE  
[00:17:18] CCE PROGRAM. NEXT SLIDE.  
[00:17:23] I THINK YOU'VE SEEN THIS BEFORE. THIS  
[00:17:25] JUST ILLUSTRATES THE LOCATION AND THE

[00:17:28] SCALE OF THE NEW FACILITY WITH CCE SHOWN  
[00:17:31] THERE IN THE MIDDLE WITH THE DARK SLOPED  
[00:17:33] ROOF. THOSE ARE OUR PV PANELS ON THE  
[00:17:36] ROOF, AND IT'S SHOWN RIGHT THERE AT THE  
[00:17:39] JUNCTURE BETWEEN CONCOURSE C AND  
[00:17:41] CONCOURSE D. NEXT SLIDE,  
[00:17:44] PLEASE. OKAY, AS MENTIONED EARLIER,  
[00:17:48] WE'RE GOING TO PLAY AN ANIMATION VIDEO  
[00:17:50] OF THE NEW CCE. I'M GOING TO LET IT  
[00:17:53] PLAY. I'LL ADD A FEW COMMENTS AS WE GO.  
[00:17:55] GO AHEAD, WHOEVER'S DOING IT. THERE WE  
[00:17:58] GO.  
[00:18:03] SO SHOWING SOME OF OUR EXTERIOR SPACES.  
[00:18:05] THIS SHOWS THE UNDERSIDE OF THOSE PV  
[00:18:07] PANELS. AND AS WE GO IN  
[00:18:11] HERE, WE'RE REALLY SHOWING A LOT OF THE  
[00:18:14] WOOD THAT IS USED ON THE INTERIOR, AS  
[00:18:17] WELL AS SOME OF THE LIGHT, BRIGHT  
[00:18:20] INTERIOR SPACES. LOTS OF ROOM  
[00:18:23] FOR PASSENGERS TO SPREAD OUT AND TAKE  
[00:18:27] A LOAD OFF FOR A LITTLE WHILE.  
[00:18:32] GETTING OUR OWN PLANES, TOO.  
[00:18:36] ALL RIGHT, SO THIS IS FROM THE POINT OF  
[00:18:38] VIEW OF A PASSENGER THAT'S COMING IN  
[00:18:41] THROUGH OUR NEW MAIN THROW FAIR. WE'RE  
[00:18:44] GOING TO SHIFT HOW YOU ENTER CONCOURSE C  
[00:18:47] SO THAT RUNS THROUGH OUR NEW SPACE. SO  
[00:18:49] LOTS OF SEATING AREAS HERE'S, SOME  
[00:18:52] GRANDSTAND SEATING WITH THE TREE AT SEA.  
[00:18:54] YOU CAN SEE WE'VE GOT THIS HIGH BAY  
[00:18:56] ATRIUM SPACE THAT REALLY OPENS THINGS  
[00:18:59] UP. THERE IS CATCHY  
[00:19:02] MUSIC HERE, BUT WE'RE NOT INCLUDING THAT  
[00:19:05] TODAY. LISTEN TO IT ONLINE. SO THIS  
[00:19:09] SHOWS A LOT OF THE UPSTAIRS ADR SPACES  
[00:19:12] AND SOME OF THE SEATING FOR THOSE, HOW  
[00:19:14] IT ALL TIES TOGETHER WITH OUR WOOD.  
[00:19:18] AS THIS KIND OF PANS AROUND. IT'S GOING  
[00:19:21] TO TAKE US UP TO THE THIRD FLOOR OF THE  
[00:19:24] FACILITY.  
[00:19:27] IT'S GOING TO JUST KIND OF PAUSE HERE TO  
[00:19:30] NOTE THAT THIS IS WHERE OUR INTERFAITH  
[00:19:31] PRAYER MEDITATION ROOM AND THE SENSORY  
[00:19:33] ROOM ARE. AND THEN IT'S GOING TO TAKE US  
[00:19:36] OUT TO THE PUBLIC LOOKOUT. YOU CAN SEE  
[00:19:39] THE ONE FOR THE LOUNGE DIRECTLY ABOVE.  
[00:19:41] AND AS THIS KIND OF PANS AWAY, YOU'LL  
[00:19:44] SEE THAT OUR ELECTROCHROMIC GLAZING IS  
[00:19:46] SHIFTING AND OPENING UP BECAUSE THE  
[00:19:48] SUN'S GOING DOWN.  
[00:19:53] THERE IT IS.  
[00:19:59] GOOD JOB, WOODS BAGGETT AND MILLER HALL.  
[00:20:02] ALL RIGHT, LET'S KEEP MOVING. OKAY, SO  
[00:20:05] ONE OF CCE'S MAJOR SUSTAINABILITY  
[00:20:08] INITIATIVES, THE ROOFTOP PV PANELS. YOU  
[00:20:11] COULD SEE IT WAS ON DISPLAY IN THE  
[00:20:13] ANIMATION, BUT I WANTED TO TAKE A FEW  
[00:20:14] MINUTES TO NOTE A FEW OF THE OTHER  
[00:20:17] THINGS THAT ARE INCLUDED IN THIS, WHICH  
[00:20:19] HELPS US HOPEFULLY EXCEED OUR GOAL OF  
[00:20:22] LEAD SILVER CERTIFICATION.  
[00:20:24] SO WE ARE PROVIDING ALL ELECTRIC  
[00:20:28] AND FOSSIL FUEL FREE HEATING COOLING,



[00:20:31] SO THERE IS NO FOSSIL FUEL BEING USED  
[00:20:35] IN THE BUILDING. WE'RE ENHANCING OUR  
[00:20:38] AIR QUALITY, AND WE'RE GOING TO USE  
[00:20:41] HEALTHY MATERIALS THAT HAVE A REDUCED  
[00:20:45] EMBODIED CARBON VALUE. AND WE ALSO HAVE  
[00:20:48] LOTS OF BIOPHILIC DESIGN ELEMENTS. A LOT  
[00:20:50] OF THOSE WERE ACTUALLY ON DISPLAY IN THE  
[00:20:52] ANIMATION. YOU COULD SEE THE USE OF  
[00:20:54] NATURAL MATERIALS AND HOW LOTS OF  
[00:20:56] GLAZING AND THE ADJUSTABLE  
[00:21:00] ELECTROCHROMIC FILM THAT WE'RE USING ON  
[00:21:03] THERE ALLOWS YOU TO REALLY CONNECT WITH  
[00:21:05] NATURE. ONE THING, I'VE GOT A SLIDER  
[00:21:07] HERE ON THE BOTTOM WE'RE CURRENTLY  
[00:21:10] TRACKING WITH 65 LEAD POINTS,  
[00:21:13] WHICH ACTUALLY PUSH US UP INTO THE GOLD  
[00:21:15] RANGE. SO I'M CAUTIOUSLY OPTIMISTIC  
[00:21:19] THAT AS LONG AS WE'RE ABLE TO MOVE  
[00:21:22] FORWARD WITH EVERYTHING THAT WE'RE  
[00:21:23] PLANNING ON OUR LEAD SCORECARD RIGHT  
[00:21:26] NOW, WE MAY REACH LEAD GOLD ON THIS  
[00:21:29] PROJECT. SO I'M GOING TO BE COMING BACK  
[00:21:31] AND WE'RE GOING TO BRIEF YOU, OBVIOUSLY  
[00:21:33] PERIODICALLY. AND SO WE'LL MAKE SURE TO  
[00:21:34] LET YOU KNOW HOW THAT'S GOING ALONG THE  
[00:21:36] WAY. NEXT SLIDE.  
[00:21:39] OKAY, HERE'S A QUICK SNAPSHOT OF OUR  
[00:21:42] PROJECT SCHEDULE. SO THE LITTLE DIAMOND  
[00:21:44] THERE IN RED IS TODAY, WHERE WE WILL  
[00:21:47] HOPEFULLY RECEIVE AUTHORIZATION FOR  
[00:21:50] CONSTRUCTION OF THE MAIN BUILDING. YOU  
[00:21:52] CAN SEE THAT THANKS TO YOUR PREVIOUS  
[00:21:55] AUTHORIZATIONS, WE'VE BEEN ABLE TO GET A  
[00:21:57] LOT OF WORK DONE ON THIS PROJECT  
[00:21:59] ALREADY. DESIGN IS COMPLETE, AND YOU CAN  
[00:22:02] SEE THAT THOSE EWP STANDS FOR EARLY WORK  
[00:22:05] PACKAGE, WHICH IS ALL THE THINGS THAT  
[00:22:07] HAVE ALREADY BEEN AUTHORIZED, AND WE'VE  
[00:22:08] BEEN ABLE TO WORK ON THAT IN THE FIELD.  
[00:22:12] SO, FAST FORWARD. STARTING NEXT YEAR,  
[00:22:15] WE'LL GET INTO CONSTRUCTION OF THE MAIN  
[00:22:18] BUILDING. WE'LL START ERECTING A TOWER  
[00:22:21] CRANE AND ERECTING STEEL NEXT YEAR,  
[00:22:24] AND WE'RE GOING TO BE ABLE TO ESTABLISH  
[00:22:27] A CONTRACTUAL SCHEDULE AS PART OF THIS  
[00:22:29] MAG AGREEMENT THAT WILL EXECUTE WITH  
[00:22:31] TURNER, WHICH SETS THAT SUBSTANTIAL  
[00:22:33] COMPLETION DATE. SO RIGHT NOW THAT  
[00:22:36] SUBSTANTIAL COMPLETION DATE IS IN EARLY  
[00:22:38] MAY. AND YOU'LL SEE THERE THAT THERE IS  
[00:22:41] A SOCCER BALL ICON WHICH HAS BEEN ADDED  
[00:22:44] TO THE SCHEDULE. AND LIKE MR. METRUCK  
[00:22:48] REFERENCED, THE GOAL IS TO COMPLETE THIS  
[00:22:50] PROJECT AS MUCH AS WE POSSIBLY CAN  
[00:22:53] BEFORE THE WORLD CUP GAME. YOU'LL NOTICE  
[00:22:55] THERE ISN'T A LOT OF SPACE BETWEEN OUR  
[00:22:57] SUBSTANTIAL COMPLETION DATE AND THE  
[00:22:59] LITTLE SOCCER BALL ICON. SO WE ARE  
[00:23:02] ACTIVELY WORKING WITH A LOT OF THE FOLKS  
[00:23:05] THAT ARE SITTING RIGHT BEHIND ME ARE  
[00:23:07] WORKING TO FIND A WAY TO INCREMENTALLY,  
[00:23:10] JUST CREEP THAT BACK AS MUCH AS WE CAN  
[00:23:13] TO PROVIDE MORE ROOM, BECAUSE IT'S NOT

[00:23:15] ONLY US THAT NEEDS TO COMPLETE ON TIME.  
[00:23:17] WE'RE REALLY TRYING TO MAKE SURE THAT  
[00:23:20] ALL OF OUR TENANTS THAT ARE GOING TO BE  
[00:23:22] OPENING UP HERE FOR ADR, THEY'LL HAVE  
[00:23:24] ENOUGH TIME TO COMPLETE AS WELL. NEXT  
[00:23:27] SLIDE. OKAY, I WANTED TO  
[00:23:31] JUST BRIEF YOU GUYS AT A REALLY HIGH  
[00:23:33] LEVEL ABOUT WMBE PARTICIPATION  
[00:23:36] BY TURNER. SO FAR, THEY HAVE A GOAL OF  
[00:23:40] 12%, AND AS YOU CAN SEE HERE,  
[00:23:44] THESE ARE JUST KIND OF ROUGH  
[00:23:45] PERCENTAGES, BUT THEY'VE EXCEEDED THAT  
[00:23:47] GOAL SUBSTANTIALLY. WE'RE SITTING AT  
[00:23:49] AROUND A LITTLE OVER 19% RIGHT NOW.  
[00:23:53] AND THE GREAT NEWS HERE IS THAT TURNER  
[00:23:55] ISN'T SATISFIED WITH EXCEEDING THE GOAL  
[00:23:58] WHERE THEY ARE TODAY. THEY'RE CONTINUING  
[00:24:00] TO TRY TO BRING MORE MWBE  
[00:24:04] CONTRACTORS ONTO THEIR TEAM AS PART OF  
[00:24:07] THIS PROJECT. AND JUST LAST WEEK, THEY  
[00:24:10] PARTICIPATED IN A CCE PORT GEN  
[00:24:14] HERE, MAYBE EVEN IN THIS ROOM ABOUT A  
[00:24:17] WEEK AGO. SO THEY'RE NOT TAKING THEIR  
[00:24:19] FOOT OFF THE GAS. STILL TRYING TO MAKE  
[00:24:22] THAT NUMBER EVEN HIGHER IF POSSIBLE.  
[00:24:25] NEXT SLIDE. OKAY, HERE WE'LL TALK  
[00:24:29] ABOUT THE NUMBERS. SO WE TALKED ABOUT  
[00:24:32] THIS IN MY LAST BRIEFING, TOO. IN JULY,  
[00:24:35] THE MIA APPROVED BUDGET FOR CCE WAS  
[00:24:38] \$340,000,000. WHAT YOU'RE SEEING HERE  
[00:24:42] ARE TRANSFERS AND TRENDS THAT HAVE  
[00:24:45] ADJUSTED THE PROJECT SINCE THAT MII  
[00:24:47] APPROVED BUDGET WAS SET IN EARLY 2021.  
[00:24:52] SO IT INCLUDES A COUPLE OF SMALL  
[00:24:56] DISCRETIONARY SCOPE CHANGES THAT HAVE  
[00:24:59] BEEN APPROVED. ONE TO ADD SOME CONDUIT  
[00:25:03] FOR A FUTURE RESTROOM PROJECT, AND ONE  
[00:25:06] TO ADD SOME ACCESS CONTROL THAT'S GOING  
[00:25:09] TO PROVIDE MORE EQUITABLE ACCESS  
[00:25:13] TO OUR ADR TENANTS THAT HAVE STORAGE  
[00:25:16] AREAS IN THE BOTTOM LEVEL OF THE  
[00:25:18] BUILDING. IT ALSO INCLUDES,  
[00:25:22] YOU'LL SEE HERE, THE LINE ITEM FOR OUR  
[00:25:24] NONDISCRETIONARY SCOPE CHANGES. THAT'S  
[00:25:26] FOR THINGS LIKE OUR SUSTAINABILITY  
[00:25:28] INITIATIVES AND FOR SOME CHANGES WE HAD  
[00:25:31] TO MAKE TO THE WAY WE DO EMERGENCY POWER  
[00:25:35] IN THE BUILDING. AND THEN THE BOTTOM TWO  
[00:25:38] LINES THERE FOR ESCALATION THAT'S  
[00:25:41] INFLATION AND SOME DESIGN DEVELOPMENT AS  
[00:25:45] WE WENT FROM EARLY PHASES OF DESIGN TO  
[00:25:48] OUR FINAL DESIGN, AS WELL AS  
[00:25:51] ESTABLISHMENT OF A RISK CONTINGENCY  
[00:25:54] THAT'S GOING TO HELP CARRY US FORWARD TO  
[00:25:57] THE END OF THE PROGRAM. THOSE TWO BOTTOM  
[00:25:59] NUMBERS HAVE ACTUALLY COME DOWN BY ABOUT  
[00:26:02] \$6 MILLION SINCE WE WERE HERE IN JULY.  
[00:26:06] SO RIGHT NOW, WE'RE SITTING AT OUR FINAL  
[00:26:09] BUDGET OF \$399,000,000, WHICH IS JUST  
[00:26:13] SLIGHTLY BELOW THAT RANGE THAT WE  
[00:26:15] THOUGHT WE'D BE AT WHEN WE CAME TO TALK  
[00:26:17] TO YOU IN JULY. ALL RIGHT,  
[00:26:21] NEXT SLIDE, PLEASE. SO TO WRAP

[00:26:25] THINGS UP, I JUST WANT TO RECAP TODAY'S  
[00:26:27] REQUEST FOR YOU. TO DATE,  
[00:26:30] WE HAVE HAD \$185,100,000  
[00:26:35] PREVIOUSLY AUTHORIZED FOR THE CCON  
[00:26:38] COURSE EXPANSION PROGRAM. TODAY'S  
[00:26:40] REQUEST IS FOR \$213,900,000,  
[00:26:45] WHICH BRINGS US TO OUR FINAL BUDGET OF  
[00:26:48] \$399,000,000. THIS IS GOING  
[00:26:51] TO AUTHORIZE THAT UNFUNDED PROGRAM  
[00:26:54] BALANCE AND ALLOW US TO MOVE FORWARD AND  
[00:26:57] EXECUTE A MAG AGREEMENT WITH TURNER  
[00:27:01] CONSTRUCTION. THE NUMBERS THERE,  
[00:27:04] IT'S WHAT'S SITTING AT \$243,406,988,  
[00:27:06] AND WE'LL  
[00:27:12] BE ABLE TO MOVE FORWARD HAVING THAT FULL  
[00:27:15] PROJECT FUNDING. AND HOPEFULLY WE'LL BE  
[00:27:18] COMING BACK TO YOU FOR JUST FUTURE  
[00:27:21] BRIEFINGS UNTIL THE PROJECT IS DONE IN  
[00:27:24] 2026. THAT IS MY WHOLE  
[00:27:27] PRESENTATION. EXCELLENT. HAPPY TO ANSWER  
[00:27:29] ANY QUESTIONS. THANK YOU SO MUCH FOR THE  
[00:27:31] PRESENTATION. VERY EXCITING. AND I WILL  
[00:27:34] OPEN IT UP FOR QUESTIONS FROM  
[00:27:35] COMMISSIONERS. I CAN ASK THE FIRST  
[00:27:38] ONE. OKAY. IT LOOKS LIKE THERE WAS SOME  
[00:27:41] COST ESCALATION SINCE THE MII VOTE.  
[00:27:43] DOES THAT REQUIRE A SECONDARY MII VOTE  
[00:27:45] OR CAN WE GET THROUGH WITHOUT THAT? THE  
[00:27:49] AIRPORT HAS ELECTED TO USE SOME OF THE  
[00:27:51] MANAGEMENT RESERVE FUNDS THAT ARE IN OUR  
[00:27:53] AIRLINE AGREEMENT TO MAKE UP THE GAP  
[00:27:55] BETWEEN THE MII APPROVED AMOUNT AND  
[00:27:59] THE TOTAL PROGRAM SO WE DON'T HAVE TO GO  
[00:28:01] BACK. THAT WAS WHAT? \$50 MILLION ISH  
[00:28:04] AROUND \$50 MILLION GAP. OKAY. SO IT  
[00:28:06] WON'T REQUIRE OKAY. I HAVE SOME TRAUMA  
[00:28:09] OVER PROJECTS GETTING DELAYED BECAUSE OF  
[00:28:11] THAT. SO GLAD WE FOUND A WAY AROUND IT.  
[00:28:15] YEAH. COMMISSIONER MOHAMMED, THANK YOU  
[00:28:18] FOR THE PRESENTATION. AND THAT VIDEO WAS  
[00:28:20] REALLY EXCITING. I SAW KATHY BACK THERE  
[00:28:22] CLAPPING FOR IT SO GOOD. I IMAGINE SHE  
[00:28:24] HELPED DESIGN IT. MAYBE SHE HAD SOME  
[00:28:26] GREAT FEEDBACK. SO YEAH, THAT'S GOOD.  
[00:28:29] IT WAS BEAUTIFUL. I HAVE A QUICK  
[00:28:31] QUESTION AROUND THE WMBE PARTICIPATION.  
[00:28:34] YOU MENTIONED THAT TURNER IS WORKING  
[00:28:36] HARD TO INCREASE THOSE NUMBERS. YEAH.  
[00:28:38] CAN YOU SHARE WHAT WE'RE DOING TO HELP  
[00:28:40] FACILITATE THAT OR THERE ARE ANY EFFORTS  
[00:28:42] FROM OUR END TO HELP THEM MEET THOSE  
[00:28:45] GOALS? YEAH, SO I THINK THE PORTS  
[00:28:48] DIVERSITY AND CONTRACTING GROUP HAS  
[00:28:50] PARTNERED WITH TURNER WHEN THEY DO  
[00:28:52] THINGS LIKE THESE PORT GEN EVENTS HERE  
[00:28:56] AT THE AIRPORT. AND I KNOW THAT ON  
[00:28:59] EVERY CONTRACT I HAVE ON THIS PROJECT,  
[00:29:01] AND I'M SURE TURNER IS THE KNOW, WE HAVE  
[00:29:04] A MONTHLY CHECK IN WITH OUR  
[00:29:07] CONTRACT COMPLIANCE FOLKS, AND IT'S ONE  
[00:29:09] OF THE THINGS THAT WE TALK ABOUT IN  
[00:29:11] THOSE MEETINGS. HOW ARE THINGS GOING?  
[00:29:14] ARE YOU STILL ON TRACK TO MEET YOUR

[00:29:15] GOALS? SO, YEAH, THEY'VE BEEN A GOOD  
[00:29:17] PARTNER FOR US. OKAY. AND THEN I  
[00:29:20] HAVE ONE MORE QUESTION. IF YOU COULD  
[00:29:23] JUST MAYBE SHARE JUST THE RISK  
[00:29:25] MANAGEMENT I KNOW YOU TALKED ABOUT. YOU  
[00:29:27] HAVE THE LITTLE BALL POINTING TO THE  
[00:29:29] SOCCER, THE GAMES THAT WE'RE PREDICTING,  
[00:29:32] AND HOPEFULLY YOU GUYS WILL BE ABLE TO  
[00:29:34] COMPLETE THE PROJECT BEFORE THOSE  
[00:29:36] DEADLINES. BUT WE KNOW THERE'S AN  
[00:29:37] INCREASE OF CUSTOMERS AND PASSENGERS  
[00:29:39] THROUGHOUT OUR AIRPORT. MAYBE YOU GUYS  
[00:29:41] CAN SHORTLY SPEAK TO FOR THE PURPOSE OF  
[00:29:43] THE PUBLIC TO SHARE WHAT OUR  
[00:29:46] COMMUNICATION PLANS WILL BE IN JUST  
[00:29:48] DEALING WITH THESE CONSTRUCTION  
[00:29:49] PROJECTS. YEAH. SO THERE ARE  
[00:29:53] SEVERAL THINGS THEY'RE GOING TO SEE.  
[00:29:54] THE MAIN THING THEY'RE GOING TO SEE IS  
[00:29:56] THE EXISTING C ONE BUILDING. WE'RE GOING  
[00:29:59] TO HAVE TO PUT SOME BARRICADES UP IN  
[00:30:00] FRONT OF IT. SO WE'RE DOING A LOT OF  
[00:30:02] WORK WITH EXTERNAL RELATIONS. OUR  
[00:30:06] ACTIVATION FOLKS, OR AT, LOTS OF FOLKS,  
[00:30:08] ARE MAKING SURE THAT, FOR ONE, WHEN WE  
[00:30:12] PUT UP THESE BARRICADE, WALLS. WE'RE  
[00:30:14] GOING TO MAKE SURE THAT THEY'RE  
[00:30:16] COMMUNICATING WITH THE PUBLIC, TELLING  
[00:30:17] THEM NOT ONLY WHAT'S GOING ON, BUT,  
[00:30:21] HEY, YOUR NEXT RESTROOM IS RIGHT DOWN  
[00:30:24] HERE. WE'RE NOT BLOCKING ANY OFF, BUT  
[00:30:27] JUST TAKE AN OPPORTUNITY TO MAKE SURE  
[00:30:30] THAT THERE'S NO CONCERN ABOUT WHAT'S  
[00:30:33] GOING ON BEHIND THE CURTAIN. AND WE  
[00:30:38] DO HAVE REGULAR MEETINGS WITH EXTERNAL  
[00:30:40] RELATIONS, AND ONE THING THAT I THINK  
[00:30:42] HAS BEEN GREAT IS THAT WE'VE BEEN ABLE  
[00:30:44] TO BRING IN OUR EXTERNAL  
[00:30:47] RELATIONS COUNTERPARTS ON MILLER  
[00:30:51] HOLE'S DESIGN TEAM AND WOODS BAGGETT'S  
[00:30:54] DESIGN TEAM AND TURNER CONSTRUCTION CALL  
[00:30:57] THE ROLL HAVE BEEN COMING TOGETHER TO  
[00:30:58] MEET PERIODICALLY. SO THERE'S A REALLY  
[00:31:01] GOOD FREE FLOW OF INFORMATION BETWEEN  
[00:31:03] THEM SO THAT ALL  
[00:31:08] THE DIFFERENT CONCERNS ARE BROUGHT  
[00:31:09] TOGETHER AND WE'RE REALLY OPEN TO  
[00:31:11] UNDERSTANDING THAT, HEY, IF THIS IS  
[00:31:13] GOING TO BE SOMETHING THAT'S EVEN  
[00:31:15] PERCEIVED AS SOMETHING THAT'S IMPACTING  
[00:31:17] THE PUBLIC, LET'S GET IT OUT THERE AND  
[00:31:18] LET'S TALK ABOUT IT. SO IT'S BEEN REALLY  
[00:31:21] GOOD. I KNOW THEY'RE FORMALIZING A  
[00:31:22] COMMUNICATIONS PLAN OUR EXTERNAL  
[00:31:25] RELATIONS FOLKS ARE RIGHT NOW, NOW THAT  
[00:31:27] WE'RE KIND OF AT THE POINT WHERE WE KNOW  
[00:31:29] WHAT THAT SCHEDULE IS TOO. THANK YOU.  
[00:31:31] THANK YOU ALL FOR YOUR HARD WORK. I WANT  
[00:31:33] TO FOLLOW UP ON THAT BECAUSE I THINK  
[00:31:34] THAT WE'VE BEEN DOING A LOT OF WHEN YOU  
[00:31:36] LOOK AT THE BADGE CLAIM AREA IN THE  
[00:31:38] BOTTOM FORM, WE PUT UP A LOT OF STUFF  
[00:31:39] THAT MAKES IT LESS OF AN EYESORE. I

[00:31:42] THINK WITH THIS PROJECT IN PARTICULAR,  
[00:31:43] IT WOULD BE REALLY NICE TO ACTUALLY NOT  
[00:31:45] JUST SAY, HEY, WE'RE UNDER CONSTRUCTION,  
[00:31:47] SORRY, BUT TO ACTUALLY SHOW WHAT WE'RE  
[00:31:49] CONSTRUCTING. RIGHT. SO TO HAVE THE  
[00:31:52] RENDERINGS OR EVEN THE VIDEO YOU JUST  
[00:31:54] PLUGGED, YOU JUST PLAYED ON LOOP SO  
[00:31:57] PEOPLE UNDERSTAND EXACTLY WHAT WE'RE  
[00:31:58] WORKING ON. I THINK MOST PEOPLE  
[00:32:01] UNDERSTAND THAT THE AIRPORT IS UNDER  
[00:32:03] CONSTRUCTION. WHEN I GO OUT THERE AND  
[00:32:04] TALK TO PEOPLE, THEY'RE LIKE, OH YEAH,  
[00:32:06] I GET IT, BUT I THINK IT'S A LOT MORE  
[00:32:09] EASIER OF A PILL TO SWALLOW IF THEY'RE  
[00:32:12] LIKE, OKAY, THAT'S WHAT WE'RE THAT IS  
[00:32:15] EXACTLY WHAT WE'RE PLANNING ON DOING.  
[00:32:16] WHICH IS ONE OF THE REASONS THAT EVEN  
[00:32:18] THOUGH THESE BARRICADES ARE NOT GOING TO  
[00:32:20] PROBABLY GO UP UNTIL SOMETIME IN  
[00:32:22] JANUARY, THERE'S ALREADY BEEN JOB SITE  
[00:32:26] WALKS WITH THE EXTERNAL RELATIONS.  
[00:32:27] WE'RE MEETING WITH THE FIRE DEPARTMENT  
[00:32:30] AND THE BUILDING DEPARTMENT TOO, TO MAKE  
[00:32:31] SURE THAT WE'RE MEETING ALL OF THE CODE  
[00:32:33] REQUIREMENTS FOR THIS. AND IT'S  
[00:32:39] REALLY LONG, SO THERE'S A LOT OF ROOM  
[00:32:41] FOR INFORMATION ON IT. SO THEY ARE  
[00:32:43] THINKING ABOUT, DO WE WANT TO HAVE A  
[00:32:44] VIDEO SCREEN ON HERE? HOW MANY  
[00:32:47] RENDERINGS DO WE WANT TO PUT ON THERE?  
[00:32:50] THEY'RE GOING THROUGH AND REALLY KIND OF  
[00:32:51] SECTIONING OUT ON THAT BARRICADE WALL,  
[00:32:54] WHAT THEY USE ALL THE REAL ESTATE FOR.  
[00:32:56] SO A LOT OF WORK THAT'S ALREADY BEEN  
[00:32:58] DONE ON IT. YEAH, AND A LOT OF PROACTIVE  
[00:33:01] WORK TOO, WORKING WITH ALASKA AIRLINES  
[00:33:03] TOO, BECAUSE THEY'RE GOING TO BE THEIR  
[00:33:05] PASSENGERS. SO GIVING THEM THE HEADS,  
[00:33:07] YOU KNOW. THE PORT ALASKA PASSENGER  
[00:33:08] THAT'S GOING TO BE DEALING WITH THE  
[00:33:09] GATEWAY PROJECT AND THEN THIS PROJECT.  
[00:33:11] SO THERE'S NOT JUST PARDON OUR DUST  
[00:33:13] MESSAGING, BUT BEING MORE PROACTIVE  
[00:33:15] ABOUT IT AS WELL. GREAT. ALL RIGHT.  
[00:33:19] HEARING NO. DO YOU HAVE QUESTIONS?  
[00:33:21] OKAY. COMMISSIONER HASEGAWA. WELL, THIS  
[00:33:23] IS A REALLY EXCITING PRESENTATION. IT'S  
[00:33:25] A PROJECT THAT I'M EXCITED ABOUT, NOT  
[00:33:26] JUST OPPORTUNITY TO BE ABLE TO UPDATE  
[00:33:28] OUR FACILITIES TO MODERNIZE, MAKE THE  
[00:33:30] PORT EFFICIENT, BUT ALSO PROMOTE A  
[00:33:32] BETTER CUSTOMER EXPERIENCE. I REALLY  
[00:33:35] APPRECIATE THE ACKNOWLEDGEMENT FOR DUE  
[00:33:37] DILIGENCE, MAKING EVERY EFFORT TO GET IT  
[00:33:40] COMPLETED, NOT JUST UNDER PUGET, BUT IN  
[00:33:43] TIME FOR THE WORLD CUP. I'M WONDERING,  
[00:33:46] CAN YOU JUST REMIND US WHAT SORT OF  
[00:33:49] PASSENGERS ARE TRAVELING THROUGH  
[00:33:50] CONCOURSE SEA? WELL, THEY'RE MOSTLY  
[00:33:54] DOMESTIC PASSENGERS. I WOULD SAY THEY  
[00:33:56] MIGHT BE CONNECTING FROM AN  
[00:33:58] INTERNATIONAL FLIGHT AND THEN MAKING  
[00:34:00] THEIR WAY FROM THE IAF OUT THAT WAY. SO

[00:34:03] IT'S MOSTLY DOMESTIC, AND WE THINK  
[00:34:07] THERE'LL PROBABLY BE A LOT OF DEPARTING  
[00:34:09] PASSENGERS THAT ARE GOING TO BE  
[00:34:13] COMING FROM OUR CHECKPOINTS, FLOWING  
[00:34:16] THROUGH AND SITTING IN HERE. BUT IT'S  
[00:34:19] CERTAINLY INVITING ENOUGH, I THINK, AND  
[00:34:22] WILL PROBABLY EVEN BRING PASSENGERS IN  
[00:34:25] THAT ARE ARRIVING AND MAYBE HAVE SOME  
[00:34:27] TIME IN BETWEEN ANOTHER FLIGHT OR JUST  
[00:34:30] WANT TO TAKE A LOAD OFF BEFORE THEY MAKE  
[00:34:32] THEIR WAY HOME. IT'S NOT JUST FOLKS FROM  
[00:34:35] THE INTERNATIONAL COMMUNITY. IT'S FOLKS  
[00:34:36] WHO ARE TRAVELING THROUGH OUR FACILITY  
[00:34:38] FROM OTHER PARTS OF THE COUNTRY  
[00:34:40] ABSOLUTELY. GOING ON TO THEIR NEXT  
[00:34:43] DESTINATION. EXCELLENT. AND THEN CAN YOU  
[00:34:46] TALK JUST A LITTLE BIT ABOUT THE  
[00:34:48] FACILITIES? SPEAKING OF A POSITIVE  
[00:34:50] CUSTOMER EXPERIENCE, WHAT'S THE PRIMARY  
[00:34:53] PURPOSE OF A SENSORY ROOM?  
[00:34:55] SO THE SENSORY ROOM WILL ALLOW  
[00:34:59] ANYONE WHO JUST NEEDS A MOMENT TO GET  
[00:35:02] AWAY FROM THE HUSTLE AND BUSTLE THAT IS  
[00:35:05] SWIRLING AROUND THEM IN AN AIRPORT. SO  
[00:35:09] THEY MAY BE SOMEONE WHO IS AUTISTIC.  
[00:35:12] THEY MAY NEED SOMEONE WHO JUST NEEDS TO  
[00:35:14] TAKE A BREAK IN A QUIET SPACE. SO THE  
[00:35:17] SENSORY ROOM IS SET UP SO THAT YOU CAN  
[00:35:21] GO IN THERE. WE'VE GOT IT NICELY  
[00:35:23] SOUNDPROOFED WITH APPROPRIATE FINISHES,  
[00:35:26] AND JUST KIND OF A VERY RELAXING DESIGN  
[00:35:29] THAT MILLER HALL HAS PARTNERED REALLY  
[00:35:32] CLOSELY WITH OUR ARCHITECTURAL  
[00:35:37] FOLKS IN F. I. BECAUSE WE KNOW WHAT  
[00:35:39] WORKS HERE AT THE AIRPORT FOR SENSORY  
[00:35:42] ROOMS. SO THERE'S BEEN A REALLY ROBUST  
[00:35:45] DISCUSSION ABOUT MAKING SURE THAT THE  
[00:35:47] DESIGN OF THAT ROOM WILL ACCOMMODATE  
[00:35:49] JUST ANYBODY THAT NEEDS TO TAKE A BREAK  
[00:35:51] BEFORE THEY GET ON THEIR FLIGHT OR EVEN  
[00:35:53] AFTER THEY'VE BEEN ON A FLIGHT FOR A  
[00:35:55] LITTLE WHILE. AND IT FEATURES LOW  
[00:35:57] LIGHTING AND A COMFY PLACE TO SIT. DOES  
[00:35:59] IT HAVE ANY OTHER AMENITIES? YEAH, I GOT  
[00:36:00] HERE, I THINK FOR THE MOST PART WE'RE  
[00:36:05] GOING TO TRY TO BRING SOME ART INTO THAT  
[00:36:06] ROOM. WE HAVEN'T FINALIZED EXACTLY WHAT  
[00:36:08] THAT LOOKS LIKE YET, BUT I'M WONDERING  
[00:36:12] MORE ALONG THE LINES OF THINGS THAT MAKE  
[00:36:14] IT A PLACE FOR FOLKS WHO ARE TRAVELING  
[00:36:18] AS A FAMILY. THEY HAVE A PLACE WHERE  
[00:36:21] WOMEN CAN BREASTFEED WARM BOTTLES.  
[00:36:24] THERE ARE AMENITIES THAT OTHER AIRPORTS  
[00:36:26] DO OFFER. YEAH. SO WE DO HAVE  
[00:36:32] A NURSING ROOM THAT'S CLOSE TO THE  
[00:36:35] SENSORY ROOM, BUT IT'S NOT PART OF IT,  
[00:36:37] SO THAT'S A SEPARATE SPACE GREAT. FROM  
[00:36:39] IT. SO THERE'S SOME SYNERGY THERE FOR  
[00:36:42] SURE, BUT I THINK FAMILIES WOULD WANT TO  
[00:36:47] USE THAT SENSORY ROOM FOR KIND OF THE  
[00:36:49] SAME REASON THAT ANYBODY ELSE WOULD. IF  
[00:36:51] YOU JUST NEED TO GET AWAY AND YOU NEED A  
[00:36:53] QUIET SPACE AND EVERYBODY IS WANTING TO

[00:36:55] KIND OF DIAL THINGS DOWN A LITTLE BIT,  
[00:36:57] THAT'D BE A PLACE TO GO IN THE NURSING  
[00:36:59] ROOM. WE'RE NOT TALKING ABOUT ONE OF  
[00:37:01] THOSE STAND UP PORTABLE PODS WITH THE  
[00:37:03] REALLY OFFENSIVE LIGHTING. NO,  
[00:37:06] ABSOLUTELY NOT. IT IS A SPACE  
[00:37:10] WITH A SINK AND A COMFORTABLE PLACE TO  
[00:37:13] SIT AND EITHER PUMP OR BREASTFEED  
[00:37:17] OR JUST GIVE A BOTTLE TO A CHILD. WE'VE  
[00:37:20] MADE SURE THAT IT CAN ACCOMMODATE A  
[00:37:25] FAMILY WITH MORE THAN ONE CHILD. ALSO,  
[00:37:28] BECAUSE WE DON'T WANT TO ALWAYS MAKE THE  
[00:37:30] ASSUMPTION THAT IT'S JUST A PARENT AND  
[00:37:32] ONE CHILD THAT'S IN THERE. OFTENTIMES  
[00:37:36] ONE PARENT COULD BE TRAVELING WITH  
[00:37:38] MULTIPLE KIDS AT ONCE, AND WE WANT TO  
[00:37:39] MAKE SURE THAT THERE'S A SPACE WHERE  
[00:37:41] THERE'S ROOM FOR EVERYONE TO RELAX FOR A  
[00:37:44] MOMENT WHILE THE PARENTS TAKING CARE OF  
[00:37:47] WHATEVER THAT KID NEEDS. RIGHT. I MEAN,  
[00:37:49] TRAVELING WITH KIDS INFORMS EVERYTHING  
[00:37:51] ABOUT HOW THE CUSTOMER THEMSELVES IS  
[00:37:53] PLANNING THEIR TRIP, WHAT THEY'RE GOING  
[00:37:55] TO BRING, WHEN THEY'RE GOING TO TRAVEL,  
[00:37:57] WHERE THEY'RE GOING TO GO. SO IN  
[00:37:59] FACILITATING, I THINK, A POSITIVE  
[00:38:02] CUSTOMER EXPERIENCE, IT'S JUST AN  
[00:38:06] IMPORTANT THING FOR US TO UNDERSTAND HOW  
[00:38:09] WE'RE ABSOLUTELY. 100%. AND DOES IT HAVE  
[00:38:11] RUNNING WATER, LIKE A PLUG IN? OKAY.  
[00:38:13] YES, IT'S VERY GOOD. MODELED AFTER THE  
[00:38:15] NORTH SET. ALL RIGHT.  
[00:38:18] I DON'T KNOW, ACTUALLY. YEAH. THINK SO.  
[00:38:20] A STANDALONE ROOM. IT'S NOT A POD. IT'S  
[00:38:23] A STANDALONE SPACE. COMMISSIONER  
[00:38:26] FELLEMAN. HI. THANKS FOR THE  
[00:38:30] PRESENTATION. I'M DELIGHTED TO SEE STAFF  
[00:38:32] EMBRACING THE GOALS OF THE  
[00:38:34] SUSTAINABILITY EVALUATION FRAMEWORK AND  
[00:38:37] TO STRIVE TO REACH GOLD CERTIFICATION IS  
[00:38:39] GREAT. MY QUESTION IS WHETHER THE WMBE  
[00:38:42] GOALS MAKE ANY CONTRIBUTION TOWARDS THE  
[00:38:45] LEAD CERTIFICATION OR DO THEY EVEN  
[00:38:47] CONSIDER THAT? I WOULD SAY THAT THEY  
[00:38:51] DO IN THAT APOLLO MECHANICAL IS  
[00:38:55] OUR MECHANICAL CONTRACTOR, SO A LOT OF  
[00:38:58] THE WORK THAT THEY'RE DOING AS FAR AS  
[00:39:00] THE HEAT PUMPS IS GOING TO BE WORK THAT  
[00:39:03] THEY'RE DOING. AND THEY ARE ONE OF OUR  
[00:39:06] WIMPY CONTRACTORS. THEY'RE ACTUALLY THE  
[00:39:08] ONE WITH OUR HIGHEST PERCENTAGE OF  
[00:39:11] PARTICIPATION RIGHT NOW AS FAR  
[00:39:14] AS LEAD IS CONCERNED. DO THEY CARE ABOUT  
[00:39:17] I THINK THE QUESTION IS, DOES LEAD TAKE  
[00:39:19] INTO ACCOUNT WMBE PARTICIPATION IN  
[00:39:21] THEIR CERTIFICATION? I DON'T THINK THEY  
[00:39:24] DO, BUT THEY SHOULD. YEAH. IT'S KIND OF  
[00:39:27] AN INTERESTING CONSIDERATION WE CAN  
[00:39:29] BRING UP. WE COULD RESEARCH THAT FOR  
[00:39:31] YOU. OFF THE TOP OF MY HEAD, I THINK WE  
[00:39:33] SHOULD WRITE THEM ABOUT IT. YEAH.  
[00:39:37] ALL RIGHT. THANK YOU VERY MUCH. IF THERE  
[00:39:39] ARE NO FURTHER QUESTIONS, WE'LL GO AHEAD

[00:39:42] AND MOVE ON TO A VOTE. COMMISSIONER  
[00:39:44] HARLT, UH COMMISSION CLERK HART, PLEASE  
[00:39:46] CALL THE ROLL.  
[00:39:50] DID WE HAVE A MOTION AND SECOND FOR THIS  
[00:39:52] ITEM? OH, WE DIDN'T DO THAT. SECOND.  
[00:39:54] ALL RIGHT. THE MOTION WAS MADE AND  
[00:39:56] SECONDED. SEE, I'M GETTING EAGER HERE  
[00:39:58] FOR THE VOTE ON ITEM TEN A, BEGINNING  
[00:40:00] WITH COMMISSIONER CALKINS. AYE. THANK  
[00:40:03] YOU, COMMISSIONER FELLEMAN. AYE. THANK  
[00:40:06] YOU. COMMISSIONER HASAGAWA. AYE. THANK  
[00:40:08] YOU. COMMISSIONER MOHAMMED. AYE. THANK  
[00:40:10] YOU. AND COMMISSIONER CHO. AYE.  
[00:40:14] THANK YOU. FIVE AYES, ZERO NAYS FOR THIS  
[00:40:16] ITEM. ALL RIGHT, THE MOTION PASSES.  
[00:40:18] THANK YOU SO MUCH. THANK YOU. VERY  
[00:40:21] EXCITED FOR THIS. VERY EXCITED. ALL  
[00:40:24] RIGHT, CLERK HART, PLEASE READ THE NEXT  
[00:40:26] ITEM INTO THE RECORD. EXECUTIVE DIRECTOR  
[00:40:28] METRUCK WILL THEN INTRODUCE THE ITEM.  
[00:40:31] THANK YOU. THIS IS AGENDA ITEM TEN B,  
[00:40:33] ORDER NUMBER 2020 311, IN ORDER TO  
[00:40:36] ADOPT THE PORT OF SEATTLE COMMISSION'S  
[00:40:38] BOARD OF ETHICS FINDINGS AND CONCLUSIONS  
[00:40:41] REGARDING BOARD OF ETHICS COMPLAINT  
[00:40:42] NUMBER 2022 ONE, AND TO ADOPT A  
[00:40:45] CORRECTIVE COURSE OF ACTION.  
[00:40:48] COMMISSIONER, THE NEXT ITEM IS ORDER  
[00:40:53] NUMBER 2023 TAC 11,  
[00:40:57] TO ADOPT PORT OF SEATTLE COMMISSIONER'S  
[00:40:59] BOARD OF ETHICS FINDINGS, CONCLUSIONS  
[00:41:01] REFERENCE BOARD OF ETHICS COMPLAINT 2022  
[00:41:05] ONE, AND TO ADOPT A CORRECTIVE COURSE OF  
[00:41:07] ACTION. I'LL NOW TURN IT OVER TO  
[00:41:09] COMMISSION PRESIDENT CHO TO INTRODUCE  
[00:41:10] THE ORDER. THANK YOU, EXECUTIVE DIRECTOR  
[00:41:12] METRUCK. BEFORE WE BEGIN ON THIS ITEM,  
[00:41:14] THERE ARE TWO OF OUR COLLEAGUES WHO  
[00:41:15] WOULD LIKE TO RECUSE THEMSELVES. FIRST,  
[00:41:18] START WITH COMMISSIONER HASEGAWA. THANK  
[00:41:21] YOU, PRESIDENT CHOA. MEMBERS OF THE  
[00:41:23] COMMISSION, I'D LIKE TO RECUSE MYSELF  
[00:41:24] FROM ITEM TEN B. DUE TO A POTENTIAL  
[00:41:27] CONFLICT OF INTEREST OR A POTENTIAL  
[00:41:29] APPEARANCE OF A CONFLICT OF INTEREST,  
[00:41:31] THIS ITEM ADDRESSES A BOARD OF ETHICS  
[00:41:33] INVESTIGATION, AND I HAVE A FAMILY  
[00:41:35] MEMBER WHO OWNS A BUSINESS THAT PROVIDES  
[00:41:37] SERVICES TO THE SUBJECT OF THE  
[00:41:38] INVESTIGATION. AFTER CONSULTING WITH THE  
[00:41:41] COMMISSION COUNCIL, AND OUT OF AN  
[00:41:42] ABUNDANCE OF CAUTION, I'VE RECUSED  
[00:41:44] MYSELF FROM THE CONSIDERATION OF THIS  
[00:41:46] MATTER. I'D LIKE TO EMPHASIZE, HOWEVER,  
[00:41:48] THAT NEITHER I NOR MY FAMILY MEMBER HAVE  
[00:41:50] HAD ANY INVOLVEMENT WITH THE FACTS AND  
[00:41:52] CIRCUMSTANCES AT ISSUE IN THIS MATTER.  
[00:41:55] CONSISTENT WITH THE COMMISSION BYLAWS,  
[00:41:56] I'LL LEAVE THE MEETING ROOM DURING  
[00:41:58] CONSIDERATION OF THIS ITEM AND WILL  
[00:41:59] RETURN WHEN IT'S COMPLETE. THANK YOU,  
[00:42:01] COMMISSIONER HASEGAWA AND COMMISSIONER  
[00:42:03] FELLEMAN. COMMISSIONERS, ITEM TEN B



[00:42:07] CONCERNS ME, SO I WILL RECUSE MYSELF.  
[00:42:10] DUE TO CONFLICT OF INTEREST AND  
[00:42:12] CONSISTENT WITH COMMISSION BYLAWS, I'LL  
[00:42:14] LEAVE THE ROOM DURING THE DISCUSSION OF  
[00:42:16] THIS SUBJECT, AND I WILL CONTINUE  
[00:42:19] PARTICIPATING REMOTELY. THANK YOU.  
[00:42:21] THANK YOU, COMMISSIONER.  
[00:42:32] THANK YOU, COMMISSIONERS.  
[00:42:35] OBVIOUSLY, YOU ARE WELCOME TO REJOIN THE  
[00:42:37] MEETING IF YOU WISH, ONCE DISCUSSION AND  
[00:42:39] ACTION IS OVER. AS EXECUTIVE DIRECTOR  
[00:42:41] METRUCK SAID, THIS ITEM IS BASED ON A  
[00:42:43] COMPLAINT RECEIVED BY THE PORT OF  
[00:42:45] SEATTLE COMMISSION BOARD OF ETHICS IN  
[00:42:47] OCTOBER OF 2022. IT ALLEGES.  
[00:42:50] POTENTIAL VIOLATIONS OF CODE OF ETHICS  
[00:42:52] FOR PORT COMMISSIONERS BY COMMISSIONER  
[00:42:55] FRED FELLEMAN. FOLLOWING AN INDEPENDENT  
[00:42:57] INVESTIGATION AND PERSUADED TO SECTION  
[00:43:00] EIGHT C OF THE COMMISSIONER CODE, THE  
[00:43:02] BOARD IN JUNE OF 2023 REPORTED ITS  
[00:43:05] FINDINGS AND CONCLUSIONS AND RECOMMENDED  
[00:43:07] CORRECTIVE ACTIONS TO THE PORT  
[00:43:09] COMMISSION. THE TEXT OF THE ORDER  
[00:43:13] IS ON THE COMMISSION WEBSITE AND CLERK  
[00:43:15] HART HAS DISTRIBUTED COPIES TO THOSE OF  
[00:43:18] US ON THE DAIS. I WILL NOT READ THE  
[00:43:21] ORDER VERBATIM, BUT IN SUMMARY, THE  
[00:43:23] BOARD CONCLUDED THAT COMMISSIONER  
[00:43:25] FELLEMAN, MORE LIKELY THAN NOT, USED HIS.  
[00:43:28] PORT COMMISSIONER POSITION IN AN EFFORT  
[00:43:30] TO SECURE SPECIAL PRIVILEGES OR  
[00:43:32] EXEMPTIONS FOR HIMSELF, AND THAT HE  
[00:43:34] SOUGHT SPECIAL CONSIDERATION,  
[00:43:35] TREATMENT, OR ADVANTAGE FROM OTHERS.  
[00:43:38] BOTH OF THESE ACTIONS ARE IN VIOLATION  
[00:43:40] OF THE COMMISSIONER CODE. THE BOARD ALSO  
[00:43:43] CONCLUDED COMMISSIONER FELLEMAN'S  
[00:43:45] ACTIONS WERE NOT CONSISTENT WITH THE  
[00:43:47] PORT'S STATEMENT OF VALUES, AND THE PORT  
[00:43:49] OF SEATTLE COMMISSIONER BYLAWS THE BOARD  
[00:43:52] DID NOT CONCLUDE, HOWEVER, THAT HIS.  
[00:43:53] ACTIONS WERE TAKEN FOR FINANCIAL OR  
[00:43:55] ELECTORAL BENEFIT. AS A RESULT, THE  
[00:43:58] COMMISSION ADMONISHES COMMISSIONER  
[00:44:00] FELLEMAN FOR HIS. VIOLATION OF THE  
[00:44:02] COMMISSIONER CODE AND CORRESPONDING  
[00:44:04] FAILURE TO ABIDE BY THE PORT'S STATEMENT  
[00:44:06] OF VALUES AND BYLAWS THE COMMISSION  
[00:44:09] DIRECTS COMMISSIONER FELLEMAN TO ATTEND  
[00:44:11] REMEDIAL AND THOROUGH TRAINING PROVIDED  
[00:44:16] BY THE PORT IN, AT MINIMUM,  
[00:44:18] A CONFLICT OF INTEREST AND B APPROPRIATE  
[00:44:21] STANDARDS FOR INTERACTION BETWEEN  
[00:44:23] ELECTED OFFICIALS AND STAFF. THE  
[00:44:25] COMMISSION ALSO SUGGESTS THAT  
[00:44:26] COMMISSIONER FELLEMAN APOLOGIZES IN  
[00:44:29] WRITING TO THE COMPLAINANTS. I WILL NOW  
[00:44:32] TURN THINGS OVER TO MY COLLEAGUES TO  
[00:44:33] MAKE REMARKS. I'M GOING TO START WITH  
[00:44:36] COMMISSIONER MOHAMED. MR. COMMISSIONER,  
[00:44:38] PRESIDENT, BEFORE WE CONTINUE, CAN I  
[00:44:40] JUST NOTE THAT I'VE JUST ADVISED THE TWO

[00:44:42] RECUSING COMMISSIONERS NOT TO JOIN  
[00:44:44] UNTIL TO REJOIN THE MEETING UNTIL WE  
[00:44:47] ADVISE THEM TO. OKAY, GREAT. I'M GOING  
[00:44:49] TO ACTUALLY JUST OPEN IT UP, OPEN THE  
[00:44:51] FLOOR UP TO ANYONE WHO WANTS TO MAKE  
[00:44:52] COMMENTS.  
[00:44:59] WELL, THANK YOU, PRESIDENT CHO. I JUST  
[00:45:03] WANT TO EXPRESS MY DEEP GRATITUDE TO THE  
[00:45:06] ETHICS BOARD FOR THEIR DILIGENCE AND  
[00:45:09] THOROUGH INVESTIGATION. I KNOW A LOT OF  
[00:45:12] TIME AND EFFORT HAS WENT THROUGH WITH  
[00:45:15] THIS PROCESS, AND SO I WANT TO THANK  
[00:45:18] THEM FOR THE WORK THAT THEY DID.  
[00:45:21] ALL THREE OF US MET WITH THE BOARD OF  
[00:45:23] ETHICS AND WERE ABLE TO HEAR DIRECTLY  
[00:45:25] FROM THEM. AND SO I REALLY DO APPRECIATE  
[00:45:28] THE TIME AND EFFORT THAT THEY PUT INTO  
[00:45:30] THIS. AND I ALSO JUST WANT TO THANK  
[00:45:32] THOSE WHO WERE PART OF THE INVESTIGATION  
[00:45:34] WHO PROVIDED INTERVIEWS AND COMMENTS.  
[00:45:37] AND YES, I AGREE WITH  
[00:45:41] THE FINDINGS AND WE'LL CAST MY VOTE  
[00:45:44] ACCORDINGLY TODAY. THANK YOU FOR THE  
[00:45:45] TIME. THANK YOU, COMMISSIONER MOHAMED.  
[00:45:48] COMMISSIONER CALKINS,  
[00:45:53] I'VE SPENT A LOT OF TIME THINKING ABOUT  
[00:45:55] THIS PARTICULAR TOPIC AND WHAT I MIGHT  
[00:45:59] SAY IN RESPONSE TO IT.  
[00:46:02] AND I THINK THE MOST IMPORTANT THING IS  
[00:46:04] TO CONVEY HOW SORRY I AM THAT  
[00:46:07] THIS KIND OF BEHAVIOR HAPPENED WITH OUR  
[00:46:10] STAFF. THAT PEOPLE AT THE PORT OF  
[00:46:13] SEATTLE HAVE CHOSEN TO WORK IN A PUBLIC  
[00:46:17] AGENCY AND PROVIDE PUBLIC SERVICE. AND  
[00:46:20] WE ARE DEEPLY COMMITTED TO CREATING A  
[00:46:22] WORKPLACE WHERE PEOPLE FEEL WELCOMED AND  
[00:46:24] APPRECIATED FOR THAT SERVICE. AND I  
[00:46:29] KNOW THAT EACH OF US UP HERE HAS MADE  
[00:46:31] MISTAKES, ALL FIVE OF US. AND THAT  
[00:46:36] WHEN WE DECIDE TO RUN FOR AND EVENTUALLY  
[00:46:40] TAKE THE OATH TO BE A COMMISSIONER, WE  
[00:46:44] TAKE ON THE RESPONSIBILITY THAT COMES  
[00:46:46] WITH THAT AUTHORITY. AND WE NEED TO  
[00:46:49] UNDERSTAND HOW SERIOUSLY THAT AUTHORITY  
[00:46:53] CAN IMPACT THOSE WHO WORK WITH US.  
[00:46:56] AND SO I'M COMING AWAY FROM THIS FEELING  
[00:46:59] LIKE IT'S AN OPPORTUNITY FOR ALL FIVE OF  
[00:47:02] US TO REALLY REVIEW THE WAY WE INTERACT  
[00:47:04] WITH STAFF AND EXTERNAL STAKEHOLDERS AND  
[00:47:08] OTHERS AND MAKE SURE THAT WE REALLY  
[00:47:10] UNDERSTAND THAT WHEN YOU CARRY  
[00:47:13] THIS TITLE, IT CARRIES A LOT OF IMPACT.  
[00:47:17] I HOPE WE ALL LEARN FROM THIS. THERE'S  
[00:47:21] BEEN A LOT OF CONVERSATIONS WITH  
[00:47:22] COMMISSIONER FELLEMAN, WITH MY  
[00:47:24] COLLEAGUES ABOUT WHAT WE CAN DO IN THE  
[00:47:26] FUTURE TO MAKE SURE THAT THIS NEVER  
[00:47:27] HAPPENS AGAIN. BUT AT THE END OF THE  
[00:47:29] DAY, I DO WANT THE COMPLAINANTS TO KNOW  
[00:47:32] AND ANYONE ELSE TO KNOW THAT WE ARE  
[00:47:34] SINCERELY SORRY FOR WHAT HAPPENED. AND  
[00:47:36] WE ARE GOING TO TRY TO MAKE SURE THAT NO  
[00:47:39] COMMISSIONER TREATS ANYONE IN A WAY THAT

[00:47:43] RESULTS IN THIS KIND OF PROCESS HAVING  
[00:47:45] TO BE NECESSARY IN THE FIRST PLACE. SO  
[00:47:47] WITH THAT, I AM GOING TO VOTE IN  
[00:47:49] SUPPORT. AND I KNOW THAT THIS IS ALSO  
[00:47:51] THE START OF A PROCESS FOR US TO REVIEW  
[00:47:54] OUR BYLAWS AND UNDERSTAND WHERE THERE  
[00:47:56] THINGS THAT FACILITATED THIS IN THE  
[00:47:59] FIRST PLACE AND MAKE SURE THAT WHEN WE  
[00:48:02] AS INDIVIDUALS WITH WEAKNESSES,  
[00:48:06] WHERE THE SYSTEM CAN ENSURE THAT WE  
[00:48:09] DON'T MAKE THAT KIND OF MISTAKE AGAIN.  
[00:48:12] I THINK THAT'S IT. THANK YOU,  
[00:48:13] COMMISSIONER CALKINS. AND I'LL JUST  
[00:48:15] CONCLUDE BY MAKING A FEW REMARKS ON THE  
[00:48:17] MATTER. AS KNOW, LET ME JUST START BY  
[00:48:20] SAYING KNOW, I PRIDE OURSELVES AS AN  
[00:48:22] ORGANIZATION, AS AN INSTITUTION, FOR  
[00:48:25] BEING ONE OF THE BEST PUBLIC AGENCIES IN  
[00:48:26] THE REGION. AND ONE OF THE REASONS I  
[00:48:29] TRULY BELIEVE THAT THE PORT OF SEATTLE  
[00:48:31] IS SUCH AN AMAZING ORGANIZATION IS  
[00:48:32] BECAUSE WE HOLD OURSELVES TO A HIGH  
[00:48:34] STANDARD. AND THAT HIGH STANDARD REALLY  
[00:48:37] STARTS WITH US AS COMMISSIONERS,  
[00:48:38] ESPECIALLY BECAUSE WE ARE ELECTED BY THE  
[00:48:40] PEOPLE OF KING COUNTY. WE ARE HELD  
[00:48:42] ACCOUNTABLE FOR OUR ACTIONS AND OUR  
[00:48:45] WORDS AND OUR BEHAVIOR. AND SO IT STARTS  
[00:48:48] WITH US. AND I'M REALLY SORRY THAT WE  
[00:48:52] FELL BELOW THAT STANDARD.  
[00:48:56] THIS PROCESS HAS NOT BEEN AN EASY ONE,  
[00:48:58] ESPECIALLY FOR MYSELF AS THE PRESIDING  
[00:49:00] PRESIDENT OF THIS COMMISSION. IT'S TAKEN  
[00:49:03] UP A LOT OF STAFF TIME, A LOT OF MENTAL  
[00:49:04] AND HEADSPACE TO DEAL WITH. AND I  
[00:49:08] WILL SAY THAT IN THE END,  
[00:49:12] IT'S BEEN A GOOD PROCESS BECAUSE THIS IS  
[00:49:14] A MUSCLE THAT WE HAVE NOT FLEXED IN A  
[00:49:16] LONG TIME. AND THIS PROCESS OF GOING  
[00:49:19] THROUGH THE ETHICS COMMITTEE, DOING THE  
[00:49:21] INVESTIGATION AND FORMALIZING THIS HAS  
[00:49:23] BEEN A REALLY GOOD EXERCISE FOR US AS A  
[00:49:25] BODY, AS AN OFFICE. AND I THINK THAT AT  
[00:49:28] THE END OF THE DAY, WE WILL COME OUT OF  
[00:49:31] THIS BETTER THAN BEFORE. I ALSO JUST  
[00:49:34] WANT TO TAKE A MOMENT TO ACKNOWLEDGE AND  
[00:49:37] THANK THE COMPLAINANTS. LOOK, AS SOMEONE  
[00:49:40] WHO HAS WORKED IN MANY LARGE  
[00:49:42] ORGANIZATIONS AND BIG BUREAUCRACIES, I  
[00:49:45] UNDERSTAND FULLY AND I KNOW MY  
[00:49:46] COLLEAGUES UNDERSTAND THAT IT IS VERY  
[00:49:48] DIFFICULT TO SPEAK UP WHEN YOU'VE BEEN  
[00:49:52] WRONGED, ESPECIALLY IN ORGANIZATIONS  
[00:49:54] LIKE THESE, WHERE YOU HAVE SO MUCH  
[00:49:56] BUREAUCRACY AND PROCESS, THE FEAR OF  
[00:50:00] RETALIATION. AND I HAVE TO REALLY  
[00:50:03] COMMEND THE COMPLAINANTS FOR COMING  
[00:50:05] FORWARD AND BLOWING THAT WHISTLE ON  
[00:50:08] WHAT COULD NOT HAVE BEEN AN EASY THING  
[00:50:10] TO DO. AND THIS MORNING, I ACTUALLY HAD  
[00:50:14] SOME TIME WITH THE COMPLAINANTS, AND I  
[00:50:16] THANK THEM, NOT JUST FOR STANDING UP,  
[00:50:18] BUT FOR MAKING US BETTER AS AN

[00:50:19] ORGANIZATION. AND I SINCERELY HOPE THAT  
[00:50:22] AT THE CONCLUSION OF THEIR TENURE HERE  
[00:50:23] AT THE PORT OF SEATTLE, ONE OF THE  
[00:50:25] THINGS THAT THEY COULD BE THE MOST PROUD  
[00:50:26] OF IS THAT THEY MADE THIS ORGANIZATION A  
[00:50:28] BETTER ONE BECAUSE OF WHAT THEY DID,  
[00:50:30] BECAUSE OF THE COURAGE THEY SHOWED,  
[00:50:31] BECAUSE THEY HELD US TO THAT HIGHER  
[00:50:33] STANDARD. AND SO I REALLY WANT TO THANK  
[00:50:35] THEM FOR THAT. AS MY COLLEAGUE  
[00:50:39] RYAN CALKINS SAID, THIS IS JUST THE  
[00:50:41] BEGINNING OF THIS CONVERSATION. TODAY WE  
[00:50:43] ARE PASSING A MOTION WITH REGARDS TO OUR  
[00:50:47] COLLEAGUE WHO IS THE SUBJECT OF THESE  
[00:50:49] COMPLAINTS. BUT AT THE END OF THE DAY,  
[00:50:52] THIS IS A MATTER FOR THE ENTIRE  
[00:50:54] COMMISSION OFFICE IN TERMS OF HOW WE  
[00:50:57] SHOULD BE INTERACTING WITH STAFF, HOW WE  
[00:50:59] SHOULD BE BEHAVING AND TREATING STAFF.  
[00:51:01] AND SO, AS WE ALLUDED TO IN COMMISSIONER  
[00:51:04] CALKINS'S REMARKS, THE COMMISSIONER IS  
[00:51:06] GOING TO BE REVIEWING OUR BYLAWS. AND  
[00:51:08] THIS IS NOT BECAUSE OF THIS, BUT WE WERE  
[00:51:11] ALWAYS INTENDING TO REVIEW OUR BYLAWS AS  
[00:51:13] PART OF KIND OF OUR REGULAR ORDER OF  
[00:51:16] PROCEDURE. BUT WE WILL DEFINITELY BE  
[00:51:19] LOOKING AT THESE ISSUES OF CONDUCT AND  
[00:51:21] ETHICS AND CONFLICTS OF INTEREST AND  
[00:51:23] WHATNOT TO MAKE SURE THAT WHATEVER  
[00:51:26] HAPPENS GOING FORWARD IS ADDRESSED,  
[00:51:29] THAT THERE ARE FURTHER CONSEQUENCES AND  
[00:51:32] OR ACCOUNTABILITY MEASURES FOR US AS  
[00:51:35] COMMISSIONERS. AND SO I SINCERELY HOPE  
[00:51:38] THAT THOSE WHO WERE  
[00:51:42] THE COMPLAINANTS WHO FEEL VINDICATED BY  
[00:51:45] THIS PROCESS LET ME JUST SAY THIS REAL  
[00:51:48] QUICKLY. THE BOARD OF ETHICS AND THE  
[00:51:51] INVESTIGATION THAT HAPPENED WAS SO  
[00:51:54] THOROUGH AND SO WELL DONE, THERE IS NO  
[00:51:57] REASON FOR ANY DOUBT AROUND THE WAY THEY  
[00:52:00] CONDUCTED THEIR INVESTIGATION AND THE  
[00:52:03] CONCLUSIONS OF THEIR INVESTIGATION AND  
[00:52:06] THE RECOMMENDATIONS OF THE ETHICS BOARD.  
[00:52:09] AND SO I REALLY WANT TO THANK ALL THOSE  
[00:52:10] WHO WERE INVOLVED OVER THE LAST YEAR WHO  
[00:52:12] DID THAT. AND IT'S THE REASON WHY  
[00:52:17] THIS COMMISSION HAS CHOSEN TO ADOPT THE  
[00:52:19] RECOMMENDATIONS OF THE ETHICS BOARD  
[00:52:21] WHOLESALE AS IS. SO WITH THAT,  
[00:52:25] IF THERE ARE NO ADDITIONAL COMMISSIONER  
[00:52:28] YES, COMMISSIONER MOHAMED?  
[00:52:32] MY QUESTION IS, DO WE HAVE COMMISSIONER  
[00:52:34] FELLEMAN'S APOLOGY LETTER? THAT APOLOGY  
[00:52:38] LETTER IS ACTUALLY TO THE COMPLAINANTS.  
[00:52:39] AND I'M GOING TO INTRODUCE,  
[00:52:43] IF THERE ARE NO ADDITIONAL COMMISSIONER  
[00:52:45] COMMENTS ON THIS ITEM, IS THERE A MOTION  
[00:52:46] IN A SECOND TO ADOPT? ORDER 2023 11.  
[00:52:50] SO MOVED. SECOND. EXCELLENT. THE MOTION  
[00:52:53] WAS MADE AND SECONDED. CLERK HART,  
[00:52:55] PLEASE CALL THE ROLL FOR THE VOTE.  
[00:52:56] COMMISSIONER, PLEASE SAY I OR NAY WHEN  
[00:52:57] YOUR NAME IS CALLED. THANK YOU

[00:53:00] FOR THE VOTE ON ITEM TEN B, BEGINNING  
[00:53:02] WITH COMMISSIONER CALKINS AYE. THANK  
[00:53:05] YOU, COMMISSIONER MOHAMED. AYE. THANK  
[00:53:08] YOU, COMMISSIONER CHO. AYE. THANK YOU.  
[00:53:10] THREE AYES, ZERO NAYS FOR THIS ITEM.  
[00:53:13] GREAT.  
[00:53:16] SORRY. HOLD ON.  
[00:53:20] I BELIEVE THAT WE  
[00:53:26] HAVE AN ITEM FROM COMMISSIONER FELLEMAN  
[00:53:28] IN RESPONSE TO THIS. COMMISSIONER CLERK.  
[00:53:32] I DON'T SEE THAT IN MY SCRIPT. YEAH,  
[00:53:33] WE'RE NOT THERE YET. I BELIEVE  
[00:53:38] EXECUTIVE DIRECTOR METRUCK HAD A FEW  
[00:53:39] COMMENTS AS WELL. OKAY, GO AHEAD.  
[00:53:41] EXECUTIVE DIRECTOR METRUCK. GO AHEAD.  
[00:53:45] THANK YOU, PRESIDENT CHO. COMMISSIONER,  
[00:53:48] FIRST OFF, THANK YOU FOR ADDRESSING THIS  
[00:53:50] IMPORTANT ISSUE. AND I WANT TO ECHO YOUR  
[00:53:53] REMARKS FIRST AND FOREMOST  
[00:53:57] ABOUT SHARING YOUR SENTIMENTS ABOUT  
[00:54:01] THE VALUE OF OUR STAFF. TO ME, THEY ARE  
[00:54:03] THE MOST IMPORTANT ASSET THAT WE HAVE  
[00:54:06] HERE AT THE PORT. AND THE IMPORTANCE OF  
[00:54:09] RESPECTFUL, PROFESSIONAL TREATMENT OF  
[00:54:11] THE PORT STAFF IS PARAMOUNT FOR ALL OF  
[00:54:13] US. AND MATTER OF FACT, RESPECT IS THE  
[00:54:16] KEY TO INTERACTING WITH EVERYONE THAT WE  
[00:54:18] HAVE, BOTH HERE AT OUR STAFF AND WITH  
[00:54:21] THE PUBLIC. AND THAT'S ONE OF OUR CORE  
[00:54:23] VALUES, AND ONE OF MY HIGHEST HONORS IS  
[00:54:26] TO HELP LEAD THIS WORKFORCE. AND THAT  
[00:54:29] I'M CONSTANTLY IMPRESSED BY THEIR  
[00:54:30] EXPERTISE, DEDICATION, INTEGRITY, AND  
[00:54:33] HARD WORK TO FURTHER OUR AGREED TO  
[00:54:36] CENTURY AGENDA GOALS MOVING US ALL  
[00:54:38] FORWARD. SO I THANK YOU FOR YOUR ONGOING  
[00:54:40] COMMITMENT TO UPHOLDING OUR VALUES IN  
[00:54:42] THIS REGARD AND LOOK FORWARD TO WORKING  
[00:54:44] WITH YOU TO UPDATE THE PORT'S POLICIES  
[00:54:46] TO REFLECT THAT COMMITMENT GOING  
[00:54:47] FORWARD. I ALSO WANT TO REITERATE THE  
[00:54:50] COMMISSIONER'S THANKS TO THE BOARD OF  
[00:54:52] ETHICS FOR THEIR IMPORTANT WORK AND TO  
[00:54:54] THE COMPLAINANTS FOR THEIR PARTICIPATION  
[00:54:56] IN THE PROCESS. AS COMMISSIONER,  
[00:54:58] PRESIDENT CHO HAS SO ELOQUENTLY SAID  
[00:55:01] AGAIN, MY TOP GOAL AS EXECUTIVE DIRECTOR  
[00:55:03] IS WORK TO CREATE A WORK ENVIRONMENT  
[00:55:05] THAT IS ALIGNED WITH OUR RAISED VALUES.  
[00:55:07] AND THOSE RAISED VALUES ARE RESPECT,  
[00:55:09] ANTI, RACISM, AND EQUITY, INTEGRITY,  
[00:55:12] STEWARDSHIP AND EXCELLENCE.  
[00:55:15] AND THAT IS A CONTINUOUS PROCESS, AND WE  
[00:55:17] WORK EVERY DAY TO GET CLOSER AND CLOSER  
[00:55:19] TO ACHIEVING IT. BUT AS COMMISSIONER  
[00:55:22] CALKINS WAS SAYING, WE'RE ALWAYS WORKING  
[00:55:23] ON DOING THAT. SO I THANK YOU AGAIN FOR  
[00:55:25] TODAY'S IMPORTANT ACTION, THE SIGNAL IT  
[00:55:28] SENDS TO THE ENTIRE WORKFORCE AND TO  
[00:55:31] THE PUBLIC AS WELL ABOUT THAT.  
[00:55:34] AND I LOOK FORWARD TO WORKING WITH YOU  
[00:55:36] MOVING FORWARD ON THIS. THANK YOU.  
[00:55:38] THANK YOU, EXECUTIVE DIRECTOR METRUCK.

[00:55:39] FOR THE RECORD, REAL QUICK, I DIDN'T  
[00:55:41] SPECIFY THAT THE MOTION DID PASS ON A 3-0  
[00:55:45] VOTE COMMISSIONER PRESIDENT, BUT MAY  
[00:55:46] YEAH. MR. COMMISSIONER PRESIDENT, MEMBERS  
[00:55:49] OF THE COMMISSION, I DO HAVE A REQUEST  
[00:55:51] AT THIS TIME FROM COMMISSIONER FELLEMAN  
[00:55:52] TO ENTER A STATEMENT INTO THE RECORD.  
[00:55:54] CLEAK HART HAS COPIES OF THAT STATEMENT  
[00:55:56] AND WILL DISTRIBUTE IT TO YOU FOR  
[00:55:58] REVIEW. THANK YOU, MR.  
[00:56:00] PRITCHARD. MEMBERS OF THE COMMISSION,  
[00:56:02] PLEASE TAKE A MOMENT TO REVIEW THE  
[00:56:03] STATEMENT BEFORE YOU.  
[00:56:37] ALL RIGHT, IF THE COMMISSION OFFICE CAN  
[00:56:39] PLEASE ADVISE OH, I'M SORRY. IS THERE  
[00:56:42] ANY OBJECTION TO ENTERING THE STATEMENT  
[00:56:44] INTO THE MEETING RECORD HEARING?  
[00:56:47] NONE. IT IS INCLUDED IN THE MEETING  
[00:56:51] RECORD. ALL RIGHT. IF THE COMMISSION  
[00:56:54] OFFICE CAN PLEASE ADVISE THE RECUSED  
[00:56:56] COMMISSIONER THAT THEY MAY RETURN TO THE  
[00:56:57] MEETING AT THIS TIME. AND CLERK HART,  
[00:57:01] IF YOU COULD PLEASE READ THE NEXT ITEM  
[00:57:02] INTO THE RECORD. EXECUTIVE DIRECTOR  
[00:57:03] MITCH WILL THEN INTRODUCE IT. GIVE ME  
[00:57:06] ONE MOMENTUM.  
[00:57:20] THANK YOU, MR. COMMISSION PRESIDENT.  
[00:57:22] THIS IS ITEM ELEVEN A. THE 2024 CENTRAL  
[00:57:24] SERVICES PRELIMINARY BUDGET AND PORTWIDE  
[00:57:26] ROLL UP BRIEFING.  
[00:57:30] COMMISSIONERS AFTER TWO BUDGET RETREATS,  
[00:57:33] MULTIPLE CONVERSATIONS, AND CAREFUL  
[00:57:34] ANALYSIS OF COSTS, PROGRAMS AND GOALS,  
[00:57:37] TODAY'S BRIEFING IS THE START OF THE  
[00:57:39] DEPARTMENT AND DIVISION SPECIFIC  
[00:57:40] PRESENTATIONS THAT WILL ULTIMATELY LEAD  
[00:57:43] TO FINAL COMMISSION CONSIDERATION OF THE  
[00:57:45] PORT'S 2024 PUGET. AS ALWAYS,  
[00:57:49] THESE DECISIONS ARE DRIVEN FIRST BY OUR  
[00:57:50] MISSION AND VALUES THE NEED TO  
[00:57:52] SUCCESSFULLY OPERATE AN EFFICIENT,  
[00:57:54] EFFECTIVE AVIATION AND MARITIME GATEWAY,  
[00:57:56] THE IMPORTANCE OF INVESTING IN  
[00:57:57] INFRASTRUCTURE, OUR GOALS FOR COMMUNITY  
[00:58:00] PROGRAMS AND REGIONAL AND ECONOMIC  
[00:58:02] WORKFORCE DEVELOPMENT, AND INVESTING IN  
[00:58:04] OUR OWN WORKFORCE. TO HELP ALL OF THE  
[00:58:05] REST OF THIS HAPPEN, THE GOOD NEWS IS  
[00:58:08] THAT OUR BUSINESS LINES ARE STRONG AND  
[00:58:09] GROWING. WE'LL TALK MORE ABOUT  
[00:58:13] THAT IN THE PRESENTATIONS. HOWEVER,  
[00:58:15] ECONOMIC UNCERTAINTY AND INFLATIONARY,  
[00:58:17] BASELINE COST DRIVERS REQUIRE THAT WE  
[00:58:19] MUST BE MEASURED AND STRATEGIC IN HOW WE  
[00:58:22] DECIDE ON NEW PROGRAMS, NEW INVESTMENTS,  
[00:58:24] AND ADDING STAFF MOVING FORWARD.  
[00:58:27] TODAY'S PRESENTATION WILL GIVE YOU A  
[00:58:28] CLEAR SENSE OF HOW WE ARE ATTEMPTING TO  
[00:58:30] BALANCE THOSE FACTORS AND CONTINUING TO  
[00:58:32] ENSURE THAT WE'RE FULFILLING OUR CORE  
[00:58:34] STRATEGIC PRIORITIES. AND NEXT MONTH,  
[00:58:36] YOU'LL RECEIVE SIMILAR BRIEFINGS ON THE  
[00:58:38] ECONOMIC DEVELOPMENT DIVISION, MARITIME

[00:58:40] DIVISION, AND AVIATION DIVISION BUDGETS.  
[00:58:42] SO I LOOK FORWARD TO INTERACTIVE  
[00:58:44] DISCUSSION AS WE FINALIZE THESE NUMBERS  
[00:58:46] IN ADVANCE OF NOVEMBER'S FINAL  
[00:58:48] CONSIDERATION OF OUR PROPOSED BUDGET.  
[00:58:50] SO THE PRESENTERS ARE I'M GOING TO START  
[00:58:52] OFF WITH A FEW REMARKS, THEN WE'LL TURN  
[00:58:54] IT OVER TO DAN THOMAS, CHIEF FINANCIAL  
[00:58:56] OFFICER, AND THEN MICHAEL TONG,  
[00:58:58] DIRECTOR OF CORPORATE BUDGET, WILL  
[00:58:59] PRESENT AS WELL. SO WITH THAT, I THINK  
[00:59:02] WE'LL TURN TO THE PRESENTATION.  
[00:59:08] NEXT SLIDE, PLEASE.  
[00:59:12] SO, COMMISSIONERS, THIS IS JUST WHERE WE  
[00:59:13] ARE IN THE TIMELINE. WE'RE IN THE  
[00:59:15] BEGINNING OF THE BUDGET BRIEFINGS HERE  
[00:59:17] IN SEPTEMBER. I CAN'T BELIEVE IT'S  
[00:59:18] SEPTEMBER. IT'S ALMOST THE END OF  
[00:59:20] SEPTEMBER, BUT HERE WE ARE. IT SEEMS  
[00:59:21] LIKE WE JUST STARTED TALKING ABOUT THE  
[00:59:23] BUDGET, BUT THINGS HAVE BEEN  
[00:59:25] PROGRESSING. SO, NEXT SLIDE, PLEASE.  
[00:59:29] SO HERE, COMMISSIONERS, JUST AN OVERVIEW  
[00:59:31] OF WHAT WE'RE GOING TO PRESENT. SO IT'S  
[00:59:32] NOT JUST CENTRAL SERVICES. I'M GOING TO  
[00:59:34] TALK ABOUT STRATEGY TO BUDGET, OUR  
[00:59:37] PHILOSOPHY AND OUR APPROACH TO THIS.  
[00:59:39] THEN I'M GOING TO TALK ABOUT THOSE KEY  
[00:59:40] BUDGET DRIVERS AND CONSIDERATIONS. I  
[00:59:42] TALKED A LITTLE BIT ABOUT SOME OF THOSE  
[00:59:43] DRIVERS GOING FORWARD. AND THEN AS A  
[00:59:46] REQUEST IN THE PAST, WE'RE GOING TO GIVE  
[00:59:48] A SNAPSHOT. OUR CFO, DAN THOMAS, WILL  
[00:59:51] GIVE A SNAPSHOT OF THE PORTWIDE  
[00:59:53] OPERATING PROPOSED BUDGET GOING FORWARD.  
[00:59:55] SO YOU CAN SEE KIND OF A PRECURSOR.  
[00:59:58] INSTEAD OF SEEING A PIECEMEAL AND THEN  
[01:00:00] WONDERING WHAT IT LOOKS LIKE ROLLED UP,  
[01:00:01] YOU'RE GOING TO SEE SOME NUMBERS. THERE  
[01:00:03] THE ROLL UP FIRST, AND THEN WE'LL DO A  
[01:00:06] DEEPER DIVE INTO THE CENTRAL SERVICES  
[01:00:07] OPERATING BUDGET OF THOSE, AND WE'LL  
[01:00:10] WALK THROUGH THOSE DIFFERENT ELEMENTS IN  
[01:00:12] THERE. AND THEN ALSO WE KNOW THERE'S  
[01:00:13] INTEREST IN THIS. SO WE'RE GOING TO TALK  
[01:00:14] ABOUT EQUITY AND BUDGETING AND THAT  
[01:00:16] APPROACH AND SOME OF THOSE APPROACHES  
[01:00:19] THAT WE'VE DONE WITHIN THE DEVELOPMENT  
[01:00:21] OF THE BUDGET, ESPECIALLY OVER THE LAST  
[01:00:22] FEW YEARS OF HOW WE LOOK AT THAT. AND  
[01:00:25] THEN WE'LL TALK ABOUT THE CENTRAL  
[01:00:27] SERVICES CAPITAL INVESTMENT PLAN, THE  
[01:00:30] CIP, WHICH IS RELATIVELY SMALL,  
[01:00:33] CONSIDER THE OTHER PARTS, BUT IT'S AN  
[01:00:34] IMPORTANT PART OF OUR PRESENTATIONS.  
[01:00:36] THEN WE'LL LOOK AT THE REMAINING BUDGET  
[01:00:37] SCHEDULE. SO, NEXT SLIDE PLEASE.  
[01:00:41] SO, COMMISSIONER, JUST TO REITERATE AND  
[01:00:44] JUST SHOW WHERE, AS WE LOOK AT THE  
[01:00:46] PROCESSES FOR US, THAT GETS US TO A  
[01:00:48] CURRENT YEAR BUDGET. WE HAVE THE CENTURY  
[01:00:52] AGENDA, AND THEN THAT ESTABLISHES THE  
[01:00:55] LONG TERM THAT'S OUR NORTH STAR THAT WE

[01:00:57] GUIDE BY, SET OUT BY THE COMMISSION IN  
[01:00:59] ORDER TO GUIDE US THROUGH DIFFERENT  
[01:01:03] PERIODS OF TIME, FIVE TO TEN YEARS THAT  
[01:01:05] YOU SEE HERE IN OUR VISION AND GOALS AS  
[01:01:06] WE'VE SET THAT UP. AND THEN ON A  
[01:01:08] STRATEGIC PLANNING PROCESS, ON AN ANNUAL  
[01:01:10] PROCESS, WE DO THE STRENGTH,  
[01:01:13] WEAKNESSES, OPPORTUNITIES AND THREATS  
[01:01:15] ANALYSIS, THE SWOT ANALYSIS AND THEN WE  
[01:01:17] IDENTIFY ANY GAPS BASED ON THAT AND  
[01:01:20] BASED ON THE CURRENT ENVIRONMENT THAT  
[01:01:21] YOU'RE OPERATING IN. THEN YOU DEVELOP  
[01:01:23] YOUR OBJECTIVES RELATED TO THAT FOR A  
[01:01:25] GIVEN PERIOD OF TIME AND THEN YOU  
[01:01:27] DEVELOP YOUR GIVEN YEAR BUSINESS  
[01:01:30] PLAN WHICH THEN PRODUCES YOUR PUGET. SO  
[01:01:32] IT SHOWS THAT VERTICAL THIS SLIDE IS  
[01:01:34] JUST AN ATTEMPT TO SHOW THAT VERTICAL  
[01:01:35] ALIGNMENT BETWEEN WHAT WE AGREE  
[01:01:38] TO OUTCOMES THAT WE WANT AND THEN  
[01:01:40] ADJUSTING IN A GIVEN YEAR TO DO THAT.  
[01:01:42] NEXT SLIDE PLEASE. SO COMMISSIONERS,  
[01:01:45] RATHER THAN WALKING THROUGH THIS, I'M  
[01:01:46] JUST GOING TO HEAR SOME OF THOSE DRIVERS  
[01:01:49] AND CONSIDERATIONS IN THE DEVELOPMENT OF  
[01:01:51] THE 2024 BUDGET I REALLY WANT TO RETURN  
[01:01:54] TO WE ALWAYS START WITH A CENTURY  
[01:01:56] AGENDA. WHAT WE'RE TRYING TO PROGRESS IN  
[01:01:59] THOSE KEY CENTURY AGENDA THINGS WHICH  
[01:02:01] ARE KEY TO US IS OPERATING THE GATEWAYS,  
[01:02:03] THE AVIATION AND MARITIME GATEWAYS.  
[01:02:06] IT'S DOING IT IN THE MOST SUSTAINABLE  
[01:02:08] WAY POSSIBLE AND THEN ALSO DOING  
[01:02:13] DEVELOPING ECONOMIC OPPORTUNITY AS  
[01:02:17] WELL, WHICH IS WE OFTEN REFER TO AS THE  
[01:02:19] TRIPLE BOTTOM LINE. SO MAKING PROGRESS  
[01:02:21] ON THE TRIPLE BOTTOM LINE IS ALWAYS  
[01:02:24] WHERE WE FOCUS OURSELVES IN THE BUDGET  
[01:02:26] DEVELOPMENT WITHIN THAT AND THEN WE LOOK  
[01:02:29] AT THE ENVIRONMENT THAT WE'RE IN WITHIN  
[01:02:30] THE GIVEN YEAR. IN THIS YEAR WE HAPPEN  
[01:02:32] TO BE NOT IN A PERFECT STORM OF  
[01:02:34] DIFFERENT EVENTS BUT AS YOU'LL SEE IN  
[01:02:36] THE PRESENTATION HERE, WE ARE PERFORMING  
[01:02:39] WELL AS AN ORGANIZATION. BUT ALL AROUND  
[01:02:41] US, LET ME USE EITHER YOU CAN USE THE  
[01:02:44] METAPHOR THAT IS EITHER AVIATION OR  
[01:02:46] MARITIME. SO WE'RE EITHER IN TURBULENCE  
[01:02:48] OR ROUGH SEAS AROUND US. THE SHIP AND  
[01:02:50] THE AIRCRAFT IS IN PRETTY GOOD SHAPE AND  
[01:02:52] WE'RE GOING FORWARD, BUT THERE IS  
[01:02:54] TURBULENCE AROUND US. THAT'S THE  
[01:02:55] INFLATION THAT'S GOING ON HERE, THE  
[01:02:59] INTERNATIONAL SITUATIONS WHICH MAY  
[01:03:01] AFFECT THINGS IN BOTH TRADE AND OTHER  
[01:03:04] FACTORS, THE WAR IN UKRAINE IS ONE IN  
[01:03:07] OTHER FACTORS AROUND US DOING IT ALSO IN  
[01:03:10] SOME CASES IT'S RELATED TO INFLATION IS  
[01:03:13] ALSO RELATED TO WORKFORCE. AND FOR ME,  
[01:03:17] MAKING SURE WE HAVE A STRONG AND VIBRANT  
[01:03:19] WORKFORCE, WHICH WE'RE JUST TALKING  
[01:03:20] ABOUT, IS KEY TO WHAT YOU'LL SEE IN THIS  
[01:03:22] BUDGET THIS YEAR, WHICH WILL BE ROTATING



[01:03:24] A LOT OF OUR INVESTMENTS THIS YEAR.  
[01:03:27] INFLATION AFFECTS THAT AS WELL, AND ALSO  
[01:03:29] INFLATION AFFECTS OUR MEDICAL COSTS.  
[01:03:31] AND WE'RE MAKING INVESTMENTS IN OUR  
[01:03:33] WORKFORCE TO MAKE SURE THAT WE'RE ABLE  
[01:03:35] TO EXECUTE THE PROJECTS THAT WE HAVE  
[01:03:37] AHEAD OF US. AND YOU'LL SEE THAT. AND  
[01:03:39] WE'LL HAVE THE EXACT DETAILS IN HERE,  
[01:03:41] WHICH INCLUDES AN INCREASE IN  
[01:03:45] PAY, WHICH IS BOTH BASED ON PAY FOR  
[01:03:48] PERFORMANCE AND ON CPI TO  
[01:03:51] ADJUST FOR THAT. SO HAVING OUR WORKFORCE  
[01:03:55] COMPENSATED BOTH ON THE REPRESENTED SIDE  
[01:03:57] AND THE NON REP SIDE IS VERY IMPORTANT  
[01:03:59] FOR US, MAKING THOSE INVESTMENTS MOVING  
[01:04:01] FORWARD. BUT WE ALSO HAVE TO ACCOUNT FOR  
[01:04:04] MEDICAL COSTS FOR OUR WORKFORCE AS WELL.  
[01:04:06] SO EVEN THOUGH I'M TALKING HERE ABOUT  
[01:04:08] THE WORKFORCE, IT IS KEY TO WHAT WE WANT  
[01:04:10] TO EXECUTE DURING THE COMING YEAR.  
[01:04:13] AND WITHIN THAT, THOSE ELEMENTS WILL BE  
[01:04:15] REPRESENTED GOING FORWARD. AND ALSO FOR  
[01:04:19] US, WE WANT TO CONTINUE, ALSO CONTINUE  
[01:04:22] THOSE EQUITY AND THOSE COMMUNITY  
[01:04:24] INVESTMENTS THAT WE'VE TALKED ABOUT AND  
[01:04:26] THAT THE COMMISSIONERS HAVE BEEN  
[01:04:28] CHAMPIONS OF AND ALSO DO IT IN THE MOST  
[01:04:30] SUSTAINABLE WAY POSSIBLE AS SO. ALL.  
[01:04:33] WE'RE TRYING TO BALANCE ALL THESE  
[01:04:34] FACTORS, AND I THINK YOU'LL SEE THAT IN  
[01:04:36] THE BUDGET WE'RE GOING TO PRESENT TO YOU  
[01:04:37] TODAY AND TRYING TO DO IT IN THE MOST  
[01:04:39] FISCALLY RESPONSIBLE MANNER POSSIBLE.  
[01:04:41] GOING. SO OKAY. WITH THAT, I'M GOING  
[01:04:45] TO TURN IT OVER TO DAN. I THINK WE'RE ON  
[01:04:47] NEXT SLIDE. I'LL TURN OVER TO DAN TO  
[01:04:49] WALK THROUGH AND LOOK FORWARD TO YOUR  
[01:04:50] QUESTIONS AND YOUR FEEDBACK. THANK YOU.  
[01:04:52] STEVE, IS MY MIC ON? CAN YOU HEAR ME?  
[01:04:55] GREAT. THANK YOU, STEVE. GOOD AFTERNOON,  
[01:04:58] COMMISSIONER. YEAH, AS STEVE MENTIONED,  
[01:04:59] WE WANTED TO JUST KICK IT OFF WITH A  
[01:05:01] PREVIEW OF THE TOTAL PORT BUDGET.  
[01:05:03] THAT'S SOMETHING WE TRY TO DO. IT'S JUST  
[01:05:05] A SNAPSHOT. AS YOU KNOW, THE BUDGET  
[01:05:08] DISCUSSIONS ARE ONGOING. THE DIVISIONS  
[01:05:10] WILL BE PRESENTING IN OCTOBER, SO  
[01:05:12] THERE'S ALWAYS A CHANCE THAT SOME THINGS  
[01:05:14] MAY BE REVISED. BUT THIS IS WHERE  
[01:05:17] IT STANDS. CURRENTLY, AS YOU CAN SEE,  
[01:05:20] OPERATING REVENUES UP PRETTY STRONGLY BY  
[01:05:23] ABOUT 75 MILLION, OR A LITTLE UNDER  
[01:05:26] 8% COMPARED TO THE 2023 BUDGET.  
[01:05:29] AND THAT REALLY REFLECTS THE CONTINUED  
[01:05:31] RECOVERY FROM THE PANDEMIC OVER THE PAST  
[01:05:34] SEVERAL YEARS. I'LL SHOW YOU A LITTLE  
[01:05:36] BIT MORE INFORMATION ON THE NEXT SLIDE  
[01:05:37] AS TO THE COMPOSITION OF THOSE REVENUES.  
[01:05:40] IF WE EXCLUDE THE AERONAUTICAL REVENUES  
[01:05:42] AT THE AIRPORT, WHICH AS YOU KNOW, ARE  
[01:05:44] BASED ON COST RECOVERY, ALL THE OTHER  
[01:05:46] PORTWIDE OPERATING REVENUES ARE UP ABOUT  
[01:05:50] \$52 MILLION OR 11.6%.

[01:05:54] AND THEN WE'RE REALLY SEEING STRONG  
[01:05:56] GROWTH IN A VARIETY OF OUR BUSINESS  
[01:05:58] SEGMENTS, AS YOU CAN SEE OUTLINED HERE  
[01:06:01] FROM PARK AIRPORT, PARKING, RENTAL CARS  
[01:06:04] STANDING IN RETAIL ON THE MARITIME SIDE,  
[01:06:08] SOME CONTINUED STRONG GROWTH IN CREWS.  
[01:06:11] OUR OPERATING EXPENSES ARE UP \$50  
[01:06:13] MILLION OR. 8.7% FROM THE 2023 BUDGET.  
[01:06:18] WE DID LOOK BACK OVER THE PAST TWO YEARS  
[01:06:21] COMING OUT OF THE PANDEMIC, OUR ONM  
[01:06:23] EXPENSE AVERAGED ABOUT 2% I'M SORRY,  
[01:06:26] 15% PER YEAR, WHICH WE DON'T BELIEVE  
[01:06:29] IS REALLY SUSTAINABLE. SO WE WORK TO TRY  
[01:06:32] TO DIAL THAT DOWN AND TRY TO CONTAIN  
[01:06:36] THOSE SO THAT WE CAN ENSURE MORE  
[01:06:38] SUSTAINABLE ON M EXPENSE GROWTH OVER  
[01:06:40] TIME. AND THEN NON OPERATING INCOME  
[01:06:43] BEFORE DEPRECIATION, AS YOU CAN SEE, IS  
[01:06:45] UP 25 MILLION, OR ABOUT 6.6% FROM THE  
[01:06:49] 2023 BUDGET. NEXT SLIDE, PLEASE.  
[01:06:53] SO I KNOW THIS IS A LOT OF NUMBERS, I'M  
[01:06:55] OBVIOUSLY NOT GOING TO GO THROUGH A LOT  
[01:06:57] OF THIS, BUT THERE'S A COUPLE OF THINGS  
[01:06:58] I WANTED TO CALL YOUR ATTENTION TO UNDER  
[01:07:01] THE 2024 PROPOSED BUDGET COLUMN.  
[01:07:04] THIRD FROM THE RIGHT, I WANT  
[01:07:07] TO CALL YOUR ATTENTION TO THE TOTAL PORT  
[01:07:10] OPERATING REVENUES ARE 1,028,669,000.  
[01:07:16] THAT IS A NEW RECORD ACHIEVING OVER  
[01:07:19] A BILLION DOLLARS OF OPERATING REVENUE  
[01:07:21] FOR THE PORT. THAT'S A RECORD FOR THE  
[01:07:22] PORT. SO AGAIN, EVIDENCE OF THE GROWTH  
[01:07:26] THAT WE'RE SEEING OVER TIME. AND THEN  
[01:07:28] JUST TO THE RIGHT AND YOU LOOK AT THE  
[01:07:29] INCREASES IN REVENUES. AGAIN, I WANTED  
[01:07:31] TO JUST TOUCH UPON A LITTLE BIT THE  
[01:07:33] COMPOSITION OF THE GROWTH YEAR OVER 24.  
[01:07:36] OVER 23, YOU CAN SEE AERONAUTICAL  
[01:07:39] REVENUES UP ABOUT 23 MILLION.  
[01:07:43] THAT REFLECTS ABOUT 30% OF OUR TOTAL  
[01:07:46] INCREASE IN OPERATING REVENUES AND OUR  
[01:07:49] AIRPORT WIDE REVENUES. AND AGAIN, AS I  
[01:07:52] MENTIONED, THEY ARE BASED ON COST  
[01:07:54] RECOVERY. YOU CAN SEE CRUISE REVENUES UP  
[01:07:57] 10.3. OUR MARITIME REVENUES UP 10.3,  
[01:08:00] ARE LARGELY REFLECTING INCREASES IN  
[01:08:03] CRUISE. AND I ALSO WANTED TO CALL OUT  
[01:08:06] WHAT'S LABELED JOINT VENTURE. YOU SEE A  
[01:08:08] \$4.7 MILLION INCREASE IN REVENUES UNDER  
[01:08:11] JOINT VENTURE. THAT'S WHERE WE HOUSE THE  
[01:08:13] SEAPORT ALLIANCE REVENUES. THAT'S PART  
[01:08:15] OF ONE OF OUR BUSINESS SEGMENTS. BUT  
[01:08:17] THAT'S WHERE THE DISTRIBUTABLE REVENUE  
[01:08:18] FROM THE NORTHWEST SEAPORT ALLIANCE  
[01:08:21] SHOWS UP. SO THAT'S PRETTY HEALTHY  
[01:08:24] GROWTH. WE ACTUALLY THINK WE'RE GOING TO  
[01:08:25] REVISE THAT UPWARD A LITTLE BIT. AND  
[01:08:27] YOU'LL BE GETTING A BUDGET PRESENTATION  
[01:08:30] FROM THE ALLIANCE IN OCTOBER. BUT A LOT  
[01:08:34] OF THAT GROWTH IS COMING FROM THE PHASE  
[01:08:36] TWO OF TERMINAL FIVE COMING ONLINE NEXT  
[01:08:38] YEAR. SO WE'RE SEEING A NICE BUMP IN  
[01:08:40] REVENUE THERE. BUT AS YOU CAN SEE,

[01:08:42] OVERALL PORTWIDE REVENUE IS UP ABOUT \$75  
[01:08:44] MILLION OR JUST UNDER 8%. AGAIN, ON THE  
[01:08:48] EXPENSES OF 50 MILLION OR 8.7%, AND THEN  
[01:08:51] NOI UP \$25 MILLION YEAR OVER YEAR.  
[01:08:55] AND AGAIN, WANTED TO JUST MENTION THAT  
[01:08:57] ABOUT 75% OR \$18 MILLION OF THAT IS FROM  
[01:09:00] THE AVIATION DIVISION. AND FOR THE  
[01:09:02] BENEFIT OF THE PUBLIC, JUST SO FOR  
[01:09:05] TRANSPARENCY, AS YOU KNOW, AVIATION  
[01:09:08] REVENUES AND FUNDS HAVE TO STAY AT THE  
[01:09:10] AIRPORT. THEY'RE SELF CONTAINED UNDER  
[01:09:12] AIRPORT REGULATIONS, SO ARE NOT  
[01:09:15] AVAILABLE TO FUND BROADER PORT  
[01:09:17] INITIATIVES. AND YOU'LL BE GETTING,  
[01:09:20] AGAIN, THE OPERATING DIVISION  
[01:09:22] PRESENTATIONS IN OCTOBER. BUT I WANTED  
[01:09:24] TO NOTE, AS WE'VE TAKEN A PRELIMINARY  
[01:09:27] LOOK AT THE CIP FOR MARITIME AND EDD,  
[01:09:32] WE'RE BELIEVING THERE WILL HAVE TO BE  
[01:09:33] SOME DEFERRAL OF CAPITAL EVEN WITH SOME  
[01:09:36] REVENUE GROWTH THAT THERE'S STILL NOT  
[01:09:37] SUFFICIENT FUNDS TO FULLY FUND THE  
[01:09:39] CAPITAL PROGRAM. YOU'LL BE HEARING MORE  
[01:09:41] OF THAT DURING THOSE PRESENTATIONS IN  
[01:09:44] OCTOBER. SO, MOVING ON TO CENTRAL  
[01:09:47] SERVICES. NEXT SLIDE, PLEASE. ACTUALLY,  
[01:09:50] ONE MORE. SO THIS IS JUST A  
[01:09:54] BRIEF OVERVIEW OF CENTRAL SERVICES. AS  
[01:09:57] YOU KNOW, THERE'S A VARIETY TO ABOUT 20  
[01:10:00] DIFFERENT DEPARTMENTS, THESE PROVIDING  
[01:10:02] ADMINISTRATIVE AND OTHER DUTIES TO THE  
[01:10:05] OPERATING DIVISIONS AND TO THIS  
[01:10:06] NORTHWEST SEAPORT ALLIANCE. AND THE  
[01:10:09] COSTS OF THESE DEPARTMENTS ARE ALLOCATED  
[01:10:12] THROUGH VARIOUS FORMULAS TO THE  
[01:10:15] OPERATING DIVISIONS AND TO THE ALLIANCE.  
[01:10:17] AND A PORTION ALSO OF THOSE COSTS ARE  
[01:10:20] NOT ALLOCATED BECAUSE THEY'RE FUNDED BY  
[01:10:22] THE TAX LEVY. MANY OF THE COMMUNITY  
[01:10:23] PROGRAMS AND THINGS FALL INTO THAT  
[01:10:25] CATEGORY, SO THEY'RE UNALLOCATED. NEXT  
[01:10:28] SLIDE, PLEASE.  
[01:10:32] SO JUST TO GIVE YOU A LITTLE SENSE OF  
[01:10:34] THE METHODOLOGY THAT WE UNDERTAKE TO  
[01:10:36] ARRIVE AT THE 2024 BUDGET, OUR STARTING  
[01:10:40] POINT IS THE 2023 APPROVED BUDGET,  
[01:10:43] OBVIOUSLY, BUT THEN WE MAKE SOME  
[01:10:45] ADJUSTMENTS TO DEVELOP SORT  
[01:10:48] OF AN ADJUSTED BASELINE BUDGET. AND WHAT  
[01:10:51] WE DO IS WE REMOVE ITEMS THAT WERE  
[01:10:53] BUDGETED IN 2023 THAT WERE ONE TIME  
[01:10:56] ITEMS, SO THEY'RE NOT GOING TO BE  
[01:10:57] REOCCURRING, SO WE TAKE THEM OUT. WE  
[01:11:00] ALSO HAVE TO MAKE SOME ADJUSTMENTS. WE  
[01:11:03] ADD IN ANNUALIZED COSTS FOR NEW  
[01:11:06] POSITIONS THAT WERE BUDGETED LAST YEAR  
[01:11:08] FOR 2023, OFTEN FOR ONLY A PARTIAL YEAR.  
[01:11:10] WE'VE GOT TO ANNUALIZE THOSE AND THEN WE  
[01:11:12] ALSO HAD A NUMBER OF MID YEAR ADDITIONS  
[01:11:15] THAT WERE ADDED TO THE PUGET THIS YEAR.  
[01:11:18] AND WE ALSO HAVE TO ANNUALIZE THOSE AND  
[01:11:20] CARRY THOSE FORWARD. AND THEN WE MAKE A  
[01:11:23] FEW OTHER ADJUSTMENTS FOR SOME

[01:11:26] NONDISCRETIONARY CONTRACTUAL INCREASES  
[01:11:28] AND SOME OTHER INCREASES, LIKE INSURANCE  
[01:11:31] AS AN EXAMPLE. AND THEN WE ADD IN OUR  
[01:11:34] ASSUMPTIONS ON PAYROLL INCREASES AND  
[01:11:36] MEDICAL BENEFITS TO DEVELOP SORT OF THIS  
[01:11:40] ADJUSTED BASELINE.  
[01:11:43] NEXT SLIDE, PLEASE. AND JUST TO  
[01:11:46] WALK THROUGH SOME OF THE KEY ASSUMPTIONS  
[01:11:48] AND DRIVERS THAT ARE BEHIND THESE  
[01:11:51] BASELINE NUMBERS, AS STEVE MENTIONED,  
[01:11:54] BIG FOCUS ON INVESTMENT IN THE  
[01:11:56] WORKFORCE. EXCUSE ME. WE ARE ASSUMING A  
[01:12:00] 7% AVERAGE NON REPRESENTED PAY INCREASE.  
[01:12:04] YOU'LL SEE LATER IN THE PRESENTATION  
[01:12:07] THAT'S KIND OF MADE UP OF AN ASSUMED 5%  
[01:12:09] COLA PLUS A 2% MERIT PAY INCREASE. I  
[01:12:13] WANTED TO JUST SAY THOSE ARE STILL  
[01:12:14] SOMEWHAT UNDER CONSIDERATION. AS YOU  
[01:12:16] KNOW, HR AND THEIR TEAM ARE GOING  
[01:12:20] THROUGH A VERY COMPREHENSIVE  
[01:12:21] COMPENSATION PROJECT THIS YEAR, LOOKING  
[01:12:23] A LOT OF ELEMENTS WHO ARE SORT OF  
[01:12:25] REDEFINING OUR PAY PROGRAMS. AND SO  
[01:12:28] THERE'S JUST A LOT OF MOVING PIECES ON  
[01:12:30] THAT. SO SOME OF THAT IS STILL SUBJECT  
[01:12:32] TO REVISION AS WE MOVE INTO THE PROCESS.  
[01:12:35] BUT FOR NOW, WE'RE ASSUMING THE 7% NON  
[01:12:38] REP PAY INCREASE. OUR REPRESENTATIVE  
[01:12:41] GROUPS, THEIR PAY INCREASES ARE BASED ON  
[01:12:43] CONTRACTUAL AND NEGOTIATED CONTRACTS,  
[01:12:47] SOME OF WHICH WERE ALREADY KNOWN AND  
[01:12:48] SOME OF WHICH WILL BE NEGOTIATED HERE IN  
[01:12:51] THE NEAR FUTURE. SO WE DON'T KNOW  
[01:12:52] EXACTLY WHAT THEY WILL BE. WE HAVE TO  
[01:12:54] MAKE SOME ASSUMPTIONS. AND THEN ON THE  
[01:12:56] PORT SPONSORED MEDICAL, SELF FUNDED  
[01:12:59] MEDICAL PROGRAM, WE ARE LOOKING AT AN 8%  
[01:13:02] YEAR OVER YEAR INCREASE IN MEDICAL COST  
[01:13:05] FOR THAT PROGRAM THAT IS KIND OF STEEP  
[01:13:08] AND SOMEWHAT CONCERNING. SO WE'RE GOING  
[01:13:09] TO BE CONTINUING TO LOOK AT HOW WE CAN  
[01:13:12] BETTER MANAGE OUR MEDICAL BENEFIT COSTS.  
[01:13:15] THEY HAVE BEEN TRENDING FAIRLY MODESTLY  
[01:13:17] OVER THE PAST FEW YEARS, BUT WE'VE HAD A  
[01:13:19] BIG SPIKE THIS YEAR IN TERMS OF  
[01:13:21] ADDITIONAL COSTS, AND THAT IS PLAYING  
[01:13:23] FORWARD INTO THE FUTURE YEARS. I  
[01:13:26] MENTIONED OTHER PAYROLL INCREASES. I  
[01:13:28] MENTIONED ANNUALIZING, THE PAYROLL FOR  
[01:13:30] THE NEW FTES AND THE MID YEAR FTES, AND  
[01:13:34] THE NONDISCRETIONARY CONTRACTUAL  
[01:13:36] INCREASES. I'LL MENTION THAT WE HAVE A  
[01:13:38] LOT OF MORE INFORMATION IN THE APPENDIX.  
[01:13:40] WE DIDN'T WANT TO GO THROUGH ALL THE  
[01:13:41] DETAILS, BUT THERE'S A LOT OF ADDITIONAL  
[01:13:43] INFORMATION IN THE APPENDIX IF YOU  
[01:13:44] WANTED TO SEE SPECIFICS ON ANY OF THESE  
[01:13:47] ITEMS. NEXT SLIDE, PLEASE.  
[01:13:51] THIS IS OUR SO CALLED WATERFALL DIAGRAM,  
[01:13:54] WHICH KIND OF HELPS ILLUSTRATE HOW WE  
[01:13:56] GET FROM THE 2023 BUDGET, WHICH, AS YOU  
[01:13:59] CAN SEE, WAS A LITTLE UNDER 163,000,000  
[01:14:03] BUDGETED. AND THEN WE SHOW UNDER THOSE

[01:14:05] FIRST NUMBER OF ADJUSTMENTS WHERE WE'VE  
[01:14:08] TAKEN OUT THE ONE TIME ITEMS AND MADE  
[01:14:11] THOSE OTHER ADJUSTMENTS THAT I'VE  
[01:14:12] DESCRIBED TO COME UP WITH A NEW BASELINE  
[01:14:16] BEFORE ADDITIONS. AND THEN WE SHOW IN  
[01:14:18] THE NEXT SECTION, WE SHOW SOME OF THE  
[01:14:20] ADDITIONAL INCREASES COMING FROM PAYROLL  
[01:14:23] AND THEN THE NEW BUDGET REQUESTS, WHICH  
[01:14:25] WE'LL TALK A LITTLE BIT ABOUT. I DO WANT  
[01:14:27] TO APOLOGIZE. THERE'S SOME ERRORS IN  
[01:14:29] THESE NUMBERS. THERE WERE SOME LAST  
[01:14:30] MINUTE CHANGES JUST BEFORE WE HAD TO  
[01:14:32] PUBLISH THESE. SO THE ADDITIONAL  
[01:14:35] BASELINE PAYROLL INCREASE DOWN TOWARDS  
[01:14:38] THE BOTTOM, WHICH IS SHOWING AS  
[01:14:39] \$7,029,000, THAT NUMBER SHOULD ACTUALLY  
[01:14:43] BE \$10,678,000.  
[01:14:46] I APOLOGIZE FOR THAT. AND THEN ALSO THE  
[01:14:49] BOTTOM LINE FOR THE NEW 2024 PROPOSED  
[01:14:52] BUDGET, WHICH SAYS 176 EIGHT THREE FOUR,  
[01:14:56] THAT'S ACTUALLY 180,000,004 EIGHT THREE.  
[01:14:59] SO I APOLOGIZE FOR THAT OVERSIGHT AND WE  
[01:15:02] WILL GET THOSE CORRECTED. OVERALL, THIS  
[01:15:05] REPRESENTS A 10.8% INCREASE IN  
[01:15:09] CENTRAL SERVICES COST 2024 BUDGET  
[01:15:12] COMPARED TO 2023.  
[01:15:17] YEAH, THE OVERALL INCREASE IS  
[01:15:19] 180,000,000. I MEAN, THE OVERALL BUDGET  
[01:15:22] IS 184 EIGHT THREE, WHICH IS  
[01:15:25] A 10.8% INCREASE OVER 2023.  
[01:15:33] NEXT SLIDE, PLEASE.  
[01:15:37] SO I WANTED TO TALK A LITTLE BIT ABOUT  
[01:15:38] NEW REQUESTS. WE HAD QUITE A FEW NEW  
[01:15:40] REQUESTS AS WE WENT INTO THE PROCESS  
[01:15:43] THAT WE HAD TO REVIEW. THIS TABLE KIND  
[01:15:46] OF HIGHLIGHTS THOSE. AS YOU CAN SEE,  
[01:15:49] OVERALL WE HAD 81 NEW REQUESTS, WHICH  
[01:15:51] WAS QUITE A FEW WE HAD TO SORT THROUGH  
[01:15:53] AND MAKE DECISIONS ON. BUT AS YOU  
[01:15:56] CAN SEE, WE APPROVED ONLY 37, OR LESS  
[01:15:59] THAN HALF. ONLY ABOUT 46% OF THE NEW  
[01:16:01] REQUESTS OVERALL WERE APPROVED.  
[01:16:05] THE TOTAL ONM AMOUNT OF THE NEW REQUEST  
[01:16:07] WAS ABOUT \$8 MILLION, AND WE ONLY  
[01:16:10] APPROVED ABOUT 3.4 MILLION OF THAT, OR  
[01:16:13] 42%. AND AT THE BOTTOM, AS YOU CAN SEE,  
[01:16:17] WE HAD 53.5 NEW FTE REQUESTS,  
[01:16:20] AND OF THOSE, WE ONLY APPROVED 17 OR  
[01:16:24] 31.8%. AND AGAIN, THIS IS REALLY  
[01:16:26] REFLECTING OUR FEELING THAT WE FELT WE  
[01:16:29] NEEDED TO CONTAIN EXPENSES. AND WE  
[01:16:33] SCRUTINIZED THOSE ADDITIONS VERY  
[01:16:35] CAREFULLY. YEAH. LET ME MAKE  
[01:16:37] COMMISSIONER, IF I CAN MAKE A COMMENT ON  
[01:16:39] THE NUMBER OF REQUESTS. AS WE REVIEWED  
[01:16:41] THESE, ALL THE REQUESTS I THOUGHT WERE  
[01:16:44] JUSTIFIED. WE JUST COULDN'T AFFORD THEM.  
[01:16:46] THERE WAS NO NICE TO HAVE. IT WAS LIKE  
[01:16:49] THESE WERE MEANINGFUL REQUESTS THAT  
[01:16:50] WOULD HELP US FURTHER THIS. BUT WE HAD  
[01:16:52] TO LOOK AT THEM VERY CLOSELY, AS WE SAY,  
[01:16:55] WITH A STRATEGIC APPROACH TO TRY TO  
[01:16:57] CONTROL THE TO BALANCE THE DIFFERENT

[01:16:58] THINGS AND TO ACCOMPLISH OUR MAJOR CORE  
[01:17:00] THINGS. SO I JUST WANT TO SAY THAT THESE  
[01:17:04] ARE HARD DECISIONS AS WE WORKED THROUGH  
[01:17:05] WITH THE STAFF. NOT THAT THESE WERE EASY  
[01:17:07] DECISIONS THAT WE SAID, OH, WE'RE JUST  
[01:17:08] GOING TO REDUCE THIS, BECAUSE WE HAD TO  
[01:17:11] GIVE THEM CAREFUL CONSIDERATION OF EACH  
[01:17:13] OF THE REQUESTS. AND I WANTED TO  
[01:17:15] CLARIFY. YOU SEE, 17 FTES WERE APPROVED.  
[01:17:18] AS YOU CAN SEE THE NOTE BELOW THERE,  
[01:17:20] THERE ARE ACTUALLY 19 OF THOSE FTE  
[01:17:23] REQUESTS WERE APPROVED, BUT TWO OF THOSE  
[01:17:26] WE ELECTED TO ADD THIS YEAR. THERE WAS A  
[01:17:29] REQUEST, THERE WAS SOME URGENCY ON  
[01:17:32] THOSE. SO THOSE WERE ADDED THIS YEAR.  
[01:17:33] SO 17 NEXT YEAR, BUT TWO WERE ADDED THIS  
[01:17:36] YEAR. NEXT SLIDE, PLEASE.  
[01:17:41] SURE. CAN WE TAKE A QUICK BREATH HERE,  
[01:17:44] MAYBE OPEN IT UP FOR A FEW QUESTIONS?  
[01:17:46] OH, SURE. COMMISSIONER MOHAMMED, I JUST  
[01:17:48] A QUICK CLARIFYING QUESTION. SO THESE  
[01:17:50] ARE THE FTE REQUESTS. ARE TLTS ACCOUNTED  
[01:17:53] FOR SEPARATELY OR ARE THOSE LOOKED AT  
[01:17:55] DIFFERENT? I'M SORRY? WHICH? LIKE  
[01:17:57] TEMPORARY SHORT TERM EMPLOYMENT.  
[01:18:00] THE TLTS? YEAH. I'M NOT SURE. ARE THEY  
[01:18:02] INCLUDED IN FTES? MICHAEL NO, THEY DID  
[01:18:06] NOT. YEAH. AND WE DID NOT RECEIVE ANY OF  
[01:18:08] THOSE FOR 2024 PUGET REQUEST. OH,  
[01:18:11] INTERESTING. OKAY. YEAH. ANY OTHER  
[01:18:13] QUESTIONS? GO AHEAD. HOW DOES THIS 10%  
[01:18:16] INCREASE?  
[01:18:19] YEAH, AS I MENTIONED EARLIER, THE PAST  
[01:18:21] TWO YEARS, AND FOR CENTRAL SERVICES, AS  
[01:18:24] WELL AS THE TOTAL PORT, OUR O AND M  
[01:18:26] EXPENSE INCREASED ABOUT 15% PER YEAR.  
[01:18:29] BUT WHEN YOU TAKE A LOOK AT MARITIME AND  
[01:18:31] PARTS THAT APART CRUISE REVENUE,  
[01:18:36] YES, WE HAVE SEEN SOME PRETTY ROBUST  
[01:18:40] REVENUE INCREASES. SO THEN WHAT ACCOUNTS  
[01:18:43] FOR THE DIFFERENCE? THE DIFFERENCE IN  
[01:18:46] WELL, IF IT WAS 15 YEARS,  
[01:18:50] WELL, SO ON, M INCREASED 15% PER YEAR IN  
[01:18:54] THE PAST. AND THAT LARGELY REFLECTED,  
[01:18:55] REALLY, COMING FROM THE PANDEMIC YEARS,  
[01:18:58] WHEN WE REALLY CONSTRAINED BUDGETS. WE  
[01:19:01] LAST BUDGETS, WE CUT OUT DISCRETIONARY  
[01:19:02] SPENDING, WE FROZE HIRING. SO THOSE  
[01:19:05] FIRST TWO YEARS OF THE PANDEMIC WERE  
[01:19:07] QUITE CONSTRAINED. SO THE FOLLOWING TWO  
[01:19:10] YEARS, WE KIND OF HAD TO ADD BACK A LOT  
[01:19:12] OF RESOURCES JUST TO GET BACK TO NORMAL  
[01:19:15] AND TO REFILL A LOT OF  
[01:19:19] THOSE REFILL FROZEN POSITIONS AND THINGS  
[01:19:21] LIKE THAT. SO THERE WAS A NATURAL SPRING  
[01:19:23] BACK FROM THAT. BUT WE RECOGNIZE THAT  
[01:19:25] NOW. WE'RE KIND OF NORMALIZING AGAIN,  
[01:19:28] AND WE REALLY WANT TO MAKE SURE THAT WE  
[01:19:30] HAVE SUSTAINABLE COST INCREASES MOVING  
[01:19:32] INTO THE FUTURE. SO WE FELT LIKE WE HAD  
[01:19:34] TO DIAL THEM BACK A LITTLE BIT AND  
[01:19:36] COULDN'T CONTINUE WITH THOSE KIND OF  
[01:19:38] COST INCREASES.

[01:19:42] ALL RIGHT, I THINK WE CAN CONTINUE.  
[01:19:44] OKAY, SO, NEXT SLIDE PLEASE.  
[01:19:48] SO WE WANT TO KIND OF GIVE YOU A SENSE  
[01:19:50] OF WHERE THE NEW APPROVED BUDGET  
[01:19:53] REQUESTS ARE BY DEPARTMENT AND BY ORDER  
[01:19:56] OF MAGNITUDE, AS YOU CAN SEE. AND WE'LL  
[01:19:58] TALK ABOUT A FEW OF THESE, SOME OF THE  
[01:20:00] KEY DRIVERS IN THE NEXT SLIDE. BUT THIS  
[01:20:02] GIVES YOU KIND OF A VISUAL  
[01:20:03] REPRESENTATION OF WHICH DEPARTMENTS  
[01:20:05] REALLY GOT THE MOST NEW REQUESTS FUNDED.  
[01:20:08] AS YOU CAN SEE, POLICE IS A BIG ONE.  
[01:20:10] WE'LL TALK MORE ABOUT THAT ACCOUNTING  
[01:20:13] AND FINANCIAL REPORTING, ENGINEERING AND  
[01:20:14] SO FORTH, BUT JUST GIVES YOU A VISUAL  
[01:20:17] REPRESENTATION OF WHERE THE LARGER  
[01:20:19] DOLLAR ADS WERE FOR THESE DIFFERENT  
[01:20:21] DEPARTMENTS.  
[01:20:24] MR. COCONUT, DOES ACCOUNTING AND  
[01:20:27] FINANCIAL REPORTING INCLUDE CPO? NO.  
[01:20:30] WHERE ARE THEY? CPO IS DOWN. SEE,  
[01:20:33] THEY'RE NOT ON HERE. THEY DID NOT SHOW  
[01:20:35] UP HERE BECAUSE WE DID NOT GET ANY  
[01:20:38] APPROVED AMOUNT OR THEY DID NOT REQUEST  
[01:20:42] ANY NEW ONE. THEY HAD NO ADDITIONS.  
[01:20:45] THANKS. AND WE DID MAKE I'M SORRY,  
[01:20:47] COMMISSIONER, JUST TO ADD TO THAT ONE,  
[01:20:50] WE DID MAKE SUBSTANTIAL ADDITIONS TO THE  
[01:20:52] CPO STAFF IN A PREVIOUS BUDGET.  
[01:20:55] YEAH, COMMISSIONER HASEGAWA, I'M WONDERING  
[01:20:58] FOR THE 60K,  
[01:21:03] WE CAN CERTAINLY PAGE FOR THE 60K  
[01:21:06] ASSOCIATED WITH THE COMMISSION. IS THAT  
[01:21:08] THE COMMISSION OFFICE OPERATIONS? THAT  
[01:21:11] IS COMMISSION OFFICE, YES. OUR  
[01:21:13] COMMISSION ASKS ON PROJECT THE  
[01:21:18] COMMISSION PRIORITIES. YEAH, WE CAN TALK  
[01:21:20] A LITTLE BIT ABOUT THAT. STEVE AND I  
[01:21:22] KNOW HE JUST SENT YOU A MEMO RECENTLY  
[01:21:24] ABOUT THE STATUS OF SOME OF THOSE. WE  
[01:21:26] WILL BE HIGHLIGHTING SOME OF THEM IN  
[01:21:28] HERE AS WELL. SOME OF THE ONES THAT ARE  
[01:21:30] FUNDED IN CENTRAL SERVICES, SOME OF THE  
[01:21:33] OTHER ONES ARE SPREAD OUT THROUGH OTHER  
[01:21:34] DIVISIONS AS WELL. I'D JUST BE  
[01:21:36] INTERESTED TO KNOW HOW THE SUM OF OUR  
[01:21:38] ACT WE  
[01:21:43] CAN LOOK AT THAT COMMISSION, BUT A LOT  
[01:21:44] OF THOSE ARE FOLDED INTO THE INDIVIDUAL,  
[01:21:46] INTO THE INDIVIDUAL DIVISIONS IN ORDER  
[01:21:48] TO GET THE WORK. SO IF WE  
[01:21:52] COULD GO TO THE NEXT SLIDE, I CAN GO TO  
[01:21:53] A LITTLE BIT MORE DESCRIPTIVE  
[01:21:56] INFORMATION ABOUT WHERE SOME OF THESE  
[01:21:59] LARGEST BUDGET ADDITIONS HAVE OCCURRED.  
[01:22:01] SO I'M NOT GOING TO GO THROUGH ALL  
[01:22:03] THESE, BUT JUST I WANT TO HIGHLIGHT SOME  
[01:22:04] OF THEM. SO FIRST AND FOREMOST, AS YOU  
[01:22:06] KNOW, POLICE AND PUBLIC SAFETY WAS ONE  
[01:22:08] OF THE LARGER INCREASES. A BIG DRIVER OF  
[01:22:11] THAT IS THE INCREASE IN JAIL COSTS WHERE  
[01:22:14] THEY PAY FOR THE SOUTH CORRECTIONAL  
[01:22:16] FACILITY. THEY'RE CURRENTLY BUDGETING

[01:22:19] ABOUT \$900,000 PER YEAR FOR THAT.  
[01:22:22] BUT LOOKING AT THEIR NUMBERS THIS YEAR,  
[01:22:25] WHICH ARE VOLUME DRIVEN, THEY FELT THAT  
[01:22:28] THEY NEEDED TO INCREASE THAT BUDGET. SO  
[01:22:29] THAT BUDGET HAS BEEN INCREASED BY  
[01:22:31] \$450,000 FOR NEXT YEAR. AND BY  
[01:22:35] THE WAY, WE DO HAVE REPRESENTATIVES FROM  
[01:22:36] A LOT OF THE DEPARTMENTS, IF YOU HAVE  
[01:22:37] MORE SPECIFIC QUESTIONS. POLICE ALSO  
[01:22:41] FUNDED TWO FTES, ONE TO SUPPORT THE 911  
[01:22:44] COMMUNICATIONS CENTER AND ALSO A POLICE  
[01:22:48] SPECIALIST TO HELP THEM WITH SOME OF  
[01:22:49] THEIR ADMINISTRATIVE NEEDS,  
[01:22:50] PARTICULARLY AROUND SCHEDULING AND  
[01:22:52] PAYROLL. THE ACCOUNTING DEPARTMENT,  
[01:22:55] ACCOUNTING AND FINANCIAL REPORTING,  
[01:22:57] AGAIN, REFLECTING KIND OF GROWING  
[01:22:58] OPERATIONAL NEEDS. THAT DEPARTMENT  
[01:23:01] REALLY IS IMPACTED A LOT BY GROWING  
[01:23:03] BUSINESS VOLUMES, HANDLING ALL THE  
[01:23:05] TRANSACTIONS. THEY MANAGE A LOT OF  
[01:23:07] TECHNOLOGY SYSTEMS THROUGH THE  
[01:23:09] PEOPLESOFT OUR ERP SYSTEM AND THE  
[01:23:11] PAYROLL SYSTEM AS WELL. THEY SUPPORT  
[01:23:13] THAT. SO THEY'VE BEEN REALLY FALLING  
[01:23:17] BEHIND IN TERMS OF HAVING ENOUGH  
[01:23:18] RESOURCES TO MANAGE AND ADMINISTER THOSE  
[01:23:20] SYSTEMS, ALL THE INTERFACES WE HAVE THAT  
[01:23:23] ARE HAPPENING ALL ACROSS THE PORT. SO WE  
[01:23:26] ADDED ANOTHER BUSINESS TECHNOLOGY  
[01:23:28] ANALYST AND ALSO THEY ADDED AN  
[01:23:31] ACCOUNTANT AND AN ANALYST TO SUPPORT  
[01:23:33] REVENUE SERVICES, WHICH IS ALSO A  
[01:23:36] GROWING NEED IN THE ORGANIZATION TO KEEP  
[01:23:37] UP WITH THAT. THE OTHER ONE I WANTED TO  
[01:23:39] HIGHLIGHT, THERE IS A NEW VENDOR  
[01:23:41] MANAGEMENT PORTAL THAT THEY WANT TO  
[01:23:44] IMPLEMENT WHICH WOULD HELP STRENGTHEN  
[01:23:46] CONTROLS AROUND GETTING VENDORS SET UP  
[01:23:48] AND GETTING PAYMENTS MANAGED IN A  
[01:23:51] MORE SECURE FASHION. SO THAT'S ONE OF  
[01:23:54] THE THINGS THAT THEY ADDED. ENGINEERING  
[01:23:57] ANOTHER BIG DRIVER. OBVIOUSLY THE  
[01:23:59] CAPITAL PLAN IS CONTINUING TO GROW EVERY  
[01:24:02] BUDGET REVIEW CYCLE. THEY SHOW US THE  
[01:24:05] FORWARD LOOKING CAPITAL PLAN BY YEAR AND  
[01:24:07] AS YOU CAN IMAGINE, IT'S GROWING PRETTY  
[01:24:09] SIGNIFICANTLY. SO THEY'VE ADDED  
[01:24:11] ADDITIONAL STAFF, EIGHT ADDITIONAL FTES.  
[01:24:14] MANY OF THEIR FTES ARE PARTIALLY  
[01:24:16] CAPITALIZED, BUT WE CAN'T FULLY  
[01:24:17] CAPITALIZE THEM. BUT I WOULD ALSO ADD  
[01:24:20] THAT MANY OF THEIR FTES THAT THEY WANT  
[01:24:23] TO ADD IS REALLY TO OFFSET THE USE OF  
[01:24:25] CONSULTANTS. CONSULTANTS ARE MORE  
[01:24:27] EXPENSIVE FOR ENGINEERING AND THEY'VE  
[01:24:29] DONE A LOT OF ANALYSIS AS TO THE COST OF  
[01:24:31] AN FTE VERSUS THE COST OF A CONSULTANT.  
[01:24:34] AND THEY ARE DEVELOPING STRATEGY OVER  
[01:24:36] TIME WHERE THEY CAN REDUCE THE NUMBER OF  
[01:24:38] CONSULTANTS BY SWAPPING THEM OUT FOR  
[01:24:40] FTES AND SAVING COSTS IN THE PROCESS.  
[01:24:46] HR AGAIN, A COUPLE OF OPERATIONAL ADS



[01:24:50] SUPPORTING OUR WORKFORCE. ADDITIONAL  
[01:24:53] DATA ANALYST AND A BUSINESS TECH ANALYST  
[01:24:56] TO SUPPORT THEIR SYSTEMS AND DATA NEEDS.  
[01:24:59] WE'RE PLANNING ON A PORT LEADERSHIP  
[01:25:01] CONFERENCE NEXT YEAR. AND THEN ALSO I  
[01:25:04] THINK THIS WAS ONE OF THE COMMISSION  
[01:25:05] PRIORITIES, WAS SOME ADDITIONAL SUPPORT  
[01:25:08] FOR EMPLOYEE RESOURCE GROUPS. SO WE DID  
[01:25:10] FUND \$20,000 AND WE'RE STILL TRYING TO  
[01:25:13] FIGURE OUT HOW THAT MIGHT GET ALLOCATED,  
[01:25:16] BUT DID WANT TO HIGHLIGHT THAT. AND I  
[01:25:19] THINK THE BIG ONE UNDER EXTERNAL  
[01:25:20] RELATIONS, IN ADDITION TO A POSITION  
[01:25:23] THAT WILL SUPPORT THE ADMINISTRATION OF  
[01:25:26] THE GROWING NUMBER OF COMMUNITY IMPACT  
[01:25:28] PROGRAMS, DID FUND \$75,000 FOR LANGUAGE  
[01:25:32] ACCESS UNDER THE COMMISSION'S ORDER TO  
[01:25:35] IMPROVE LANGUAGE ACCESS. SO FUNDING HAS  
[01:25:37] BEEN PROVIDED FOR THAT. AS YOU CAN SEE,  
[01:25:41] ONE OF THE LARGER ITEMS IN OEDI IS THE  
[01:25:43] MARITIME HIGH SCHOOL THAT AGAIN, WE  
[01:25:46] TREAT THAT AS A NEW ITEM. WE WANT TO  
[01:25:48] LOOK AT THAT EVERY YEAR. SO THAT ONE WAS  
[01:25:50] ALSO FUNDED AND THEN THE VERY LAST  
[01:25:54] ONE I WANT TO CALL OUT IS UNDER THE HR  
[01:25:57] COMPENSATION PROJECT, WHICH I MENTIONED  
[01:25:59] EARLIER, WE REALLY STRUGGLED  
[01:26:02] WITH. WE WANTED TO PUT SOME KIND OF A  
[01:26:04] NUMBER IN BECAUSE WE KNOW THERE'S GOING  
[01:26:05] TO BE A DOLLAR IMPACT NEXT YEAR WHEN  
[01:26:07] THAT WORK WAS COMPLETED. AND THERE'S  
[01:26:10] STILL A LOT OF UNCERTAINTY AS TO THE  
[01:26:12] EXACT TIMING OF COMPLETING THAT WORK.  
[01:26:13] IT'S VERY COMPLICATED AND WHAT THE  
[01:26:15] DOLLAR IMPACTS OF THAT WOULD BE, BUT WE  
[01:26:18] DIDN'T WANT TO HAVE NO FUNDING IN THERE,  
[01:26:20] SO WE WANTED TO BE PRUDENT. SO WE CAME  
[01:26:23] UP WITH A NUMBER. FOR NOW, IT'S \$6  
[01:26:24] MILLION PORT WIDE. WE PLUGGED IN THE  
[01:26:27] CENTRAL SERVICES SHARE OF THAT IS \$2.2  
[01:26:29] MILLION. WE RECOGNIZE IT'S JUST A  
[01:26:31] PLACEHOLDER. THE FINAL NUMBER IS GOING  
[01:26:33] TO BE DIFFERENT. MIGHT BE A LITTLE  
[01:26:34] HIGHER, MIGHT BE A LITTLE LOWER. BUT WE  
[01:26:36] THOUGHT IT WAS PRUDENT TO HAVE SOME KIND  
[01:26:37] OF A PLACEHOLDER FOR NEXT YEAR'S BUDGET  
[01:26:40] TO CONTEMPLATE THE IMPACTS OF THE COMP  
[01:26:43] PROJECT WHEN THEY FINALLY IMPLEMENT  
[01:26:45] THAT.  
[01:26:49] OKAY. WITH THAT, I BELIEVE I'LL TURN  
[01:26:51] OVER TO MICHAEL. THANK YOU. THANK YOU,  
[01:26:53] DAN. GOOD AFTERNOON. COMMISSIONERS AND  
[01:26:55] EXECUTIVE DIRECTOR METRUCK. SO THIS  
[01:26:58] SLIDE JUST CONSUMED ME A LITTLE BIT  
[01:27:00] ABOUT THE NEW FTE. THE BULL BAR SHOW  
[01:27:04] THE REQUESTED NUMBER OF FTE, AND THE  
[01:27:07] GREEN ONE IS THE NUMBER GOT APPROVED IT.  
[01:27:11] SO AS YOU CAN SEE HERE, BETWEEN THE  
[01:27:15] ENGINEERING AND PCS, TOTAL OF  
[01:27:18] TEN FTE GOT APPROVED IT. AND MOST OF  
[01:27:21] THOSE, AS STAN MENTIONED A LITTLE BIT  
[01:27:23] EARLIER, REALLY SUPPORTING THE GROWING  
[01:27:25] CAPITAL PROJECTS AND THEN THE ACCOUNTING

[01:27:28] AND HR, THOSE ARE REALLY TRY TO MEET  
[01:27:32] THE DESPERATE NEED FOR THE GROWING  
[01:27:35] OPERATIONAL NEEDS AMONG ALL THE DIVISION  
[01:27:37] AND CENTRAL SERVICES. AND THEN OVERALL,  
[01:27:41] AS DAN MENTIONED A LITTLE BIT EARLIER,  
[01:27:42] WE HAVE 53.5 FTE  
[01:27:46] REQUESTS, AND THEN WE GOT 17  
[01:27:52] OF THAT, INCLUDING TWO KIND OF TREATED  
[01:27:55] ASSEMBLY YEAR PROOF FOR 2023. SO IT'S  
[01:27:57] ABOUT ONE THIRD OF THAT. SO OVERALL,  
[01:28:02] I GUESS IT'S REALLY PRETTY TIGHT,  
[01:28:05] AND WE HAVE TO MAKE SOME TOUGH DECISION,  
[01:28:08] INCLUDING A LOT OF THOSE. WE RECOGNIZE  
[01:28:10] THERE'S SOME STRONG NEED, BUT WE CANNOT  
[01:28:13] APPROVE THAT. AND WE CAN TAKE ANOTHER  
[01:28:15] LOOK AT THAT NEXT YEAR DURING THE  
[01:28:18] 2024. IF THERE'S SOME HIGH DEMAND,  
[01:28:22] THEN WE COULD ALWAYS HAVE A PROCESS,  
[01:28:24] AND WE TRY TO ESTABLISH A MID YEAR NEW  
[01:28:27] FT REQUESTED PROCESS AS WELL AS WHAT  
[01:28:30] WE'VE BEEN DOING IN THE PAST TWO, THREE  
[01:28:32] YEARS. NEXT SLIDE, PLEASE.  
[01:28:36] CAN I ASK A QUESTION BEFORE WE MOVE ON?  
[01:28:38] AND MAYBE THIS IS FOR YOU, EXECUTIVE  
[01:28:40] DIRECTOR METRUCK. BUT OBVIOUSLY THAT  
[01:28:42] FIRST LINE REALLY JUMPS OUT IN TERMS  
[01:28:46] OF NUMBER OF REQUESTS. AND WE'VE  
[01:28:50] JUST HEARD A PRESENTATION ABOUT A HALF  
[01:28:52] BILLION DOLLAR PROJECT. WE'VE GOT A  
[01:28:54] NUMBER OF OTHERS IN THE WORKS. WE  
[01:28:56] OBVIOUSLY NEED A LOT OF ENGINEERS RIGHT  
[01:28:57] NOW. I COULDN'T TELL YOU THE  
[01:29:01] TOTAL NUMBER OF ENGINEERS WE CURRENTLY  
[01:29:03] HAVE ON STAFF, SO I WOULDN'T KNOW EVEN  
[01:29:06] WHAT PERCENTAGE THAT WOULD REPRESENT IN  
[01:29:08] TERMS OF AN INCREASE. THAT SAID,  
[01:29:11] I KNOW THAT YOU AND I HAVE TALKED ABOUT  
[01:29:13] THE NEED TO MAKE SURE THAT WE HAVE THE  
[01:29:16] EXPERTISE IN HOUSE TO MANAGE THIS  
[01:29:19] INCREDIBLE PERIOD OF CAPITAL  
[01:29:20] CONSTRUCTION. SO I WOULD LOVE TO JUST  
[01:29:23] KNOW WHAT  
[01:29:26] WAS THE DECISION MAKING AROUND? OUT OF  
[01:29:28] THE 29, THERE WERE EIGHT APPROVED. IS IT  
[01:29:33] ANY FURTHER INSIGHT YOU COULD GIVE US  
[01:29:34] INTO THAT? WELL, I THINK IT REALLY IS  
[01:29:36] LOOKING AT CAPITAL DELIVERY IS  
[01:29:39] A KEY THING FOR US TO HAVE AN OVERALL  
[01:29:42] APPROACH TO IT. AND THAT INCLUDES BOTH  
[01:29:43] THE ENGINEERS, BUT IT ALSO INCLUDES WHAT  
[01:29:46] STAFFING IS NECESSARY. I THINK A  
[01:29:48] PREVIOUS QUESTION CAME UP ON CPO. DO WE  
[01:29:51] HAVE ENOUGH LAWYERS, DO WE HAVE ENOUGH  
[01:29:53] CPO, DO WE HAVE ENOUGH HR STAFF TO BRING  
[01:29:55] ON THE ENGINEERS THAT WE NEED AND THEN  
[01:29:58] TO GROW THE ENGINEERS BECAUSE WE THINK  
[01:29:59] WE NEED TO GROW THEM? SO THIS IS AN  
[01:30:01] EFFORT TO LOOK AT WHAT WAS PROPOSED,  
[01:30:03] THAT WE COME UP IN A PROCESS WITH A  
[01:30:06] STRATEGY TO HIRE AND THEN TO GROW THEM  
[01:30:09] AS WE GO FORWARD TO DO THAT. SO WE WOULD  
[01:30:11] LOVE TO COME BACK, TALK TO THE  
[01:30:13] COMMISSIONERS, EITHER ON TWO, TWO ONES

[01:30:14] OR OTHERS TO TALK ABOUT OUR OVERALL  
[01:30:16] APPROACH TO THAT AND HOW WE'RE GOING TO  
[01:30:19] HAVE TO GROW THE CAPACITY TO DELIVER  
[01:30:21] THOSE CAPITAL PROGRAMS IN THE FUTURE.  
[01:30:22] BECAUSE ONCE YOU LOOK AT THOSE, WE NEED  
[01:30:24] TO HAVE THAT. AND IT'S A COMBINATION WE  
[01:30:26] HEARD EARLIER TALKING ABOUT WHAT  
[01:30:29] COMBINATION OF PORT OF SEATTLE STAFF AND  
[01:30:32] CONSULTANTS THAT WE BRING ON BOARD IN  
[01:30:34] ORDER TO DO THAT. WE'D BE GLAD TO TALK  
[01:30:37] TO YOU, BUT THIS FITS INTO WHAT CAN WE  
[01:30:39] HIRE AND WHAT CAN WE, AS WE GROW THOSE  
[01:30:42] ENGINEERS OF THE FUTURE, PROJECT  
[01:30:44] MANAGERS THAT  
[01:30:49] WE HAVE THEM ON BOARD. SO THIS IS JUST  
[01:30:52] WITHIN THAT PLAN TO TRY TO DO THAT,  
[01:30:53] WHAT WE CAN BRING ON IN 24. BUT KNOWING  
[01:30:56] THAT WE NEED MORE OF A WE'RE GOING TO  
[01:30:58] HAVE TO BUILD MORE CAPACITY GOING  
[01:31:00] FORWARD. DO YOU FEEL AS IF THE  
[01:31:03] COMMISSION HAS PUT CONSTRAINTS ON YOUR  
[01:31:06] ABILITY TO SAY YES TO SOME OF THESE,  
[01:31:08] THAT YOU PERSONALLY WOULD MAYBE  
[01:31:11] LOOSEN THOSE CONSTRAINTS A LITTLE BIT?  
[01:31:13] I KNOW THIS IS NO, I DON'T THINK SO,  
[01:31:16] BECAUSE IT'S LIKE WE  
[01:31:22] NEED TO RAMP UP. THIS NEEDS TO BE A RAMP  
[01:31:24] UP.  
[01:31:28] I DON'T KNOW. THE ANSWER IS NO. I DO NOT  
[01:31:31] FEEL THE COMMISSION IS NOT SUPPORTIVE OF  
[01:31:33] WHAT WE WANT TO DO IN THIS REGARD. AND  
[01:31:35] WE AREN'T ARTIFICIALLY CONSTRAINING  
[01:31:37] THIS, BUT WE'RE BEING REALISTIC ABOUT  
[01:31:39] WHAT WE CAN BRING ON AND AS WE GROW THIS  
[01:31:43] CAPACITY TO DELIVER CAPITAL PROGRAMS.  
[01:31:45] BUT I APPRECIATE THE INTEREST IN THAT  
[01:31:46] BECAUSE I THINK THAT NEEDS TO BE A FOCUS  
[01:31:48] FOR US. I THINK THE WHOLE REGION LET ME  
[01:31:51] JUST COMMENT ON CAPITAL PROJECTS IN  
[01:31:52] GENERAL. THE WHOLE REGION,  
[01:31:56] EVERYBODY'S LOOKING FOR STAFF TO DO  
[01:31:58] THESE THINGS, AND WE'RE ALL INCREASING  
[01:32:00] WITHIN THAT. AND WE EVEN TALK ABOUT,  
[01:32:02] WELL, HOW CAN WE WORK TOGETHER TO GROW  
[01:32:05] THOSE NUMBER OF ENGINEERS THAT WE NEED  
[01:32:06] HERE TO COMPETE TO BUILD THOSE CAPITAL  
[01:32:09] PROGRAMS? BUT THE ANSWER TO YOUR  
[01:32:11] QUESTION, NO, I DO NOT FEEL CONSTRAINED  
[01:32:12] TO WHERE WE ARE. BUT WE NEED TO  
[01:32:15] HAVE THE HR STAFF IN THE POLICIES TO  
[01:32:18] RECRUIT THE ENGINEERS, TO BRING THEM IN  
[01:32:20] AND COHORTS OF THOSE AND TO MOVE US  
[01:32:22] FORWARD. I'LL BE GLAD TO TALK ABOUT  
[01:32:24] THAT. THAT'S A REALLY HELPFUL  
[01:32:25] EXPLANATION. UNDERSTAND THAT YOU GROW  
[01:32:28] ONE PART OF THE ECOSYSTEM WITHOUT THE  
[01:32:30] OTHER SUPPORTING PARTS AND THAT'S GOING  
[01:32:32] TO FAIL. AND SO THIS ALL NEEDS TO HAPPEN  
[01:32:34] IN TANDEM AND THERE ARE REASONABLE  
[01:32:39] RATES AT WHICH YOU COULD EXPAND THE  
[01:32:41] CAPACITY. IF YOU PUSH BEYOND THAT, THEN  
[01:32:44] YOU'RE GOING TO HAVE FOLKS WHO ARE  
[01:32:46] UNDERUTILIZED OR NOT EFFECTIVELY

[01:32:48] EMPLOYED OR EVEN THAT YOU COULDN'T  
[01:32:51] EXECUTABILITY. I'M SORRY TO CUT YOU OFF,  
[01:32:53] BUT I WAS JUST GOING TO SAY EVEN TO  
[01:32:54] GROW, JUST HAVING THE FUNDING MAY NOT  
[01:32:57] GET YOU TO WHERE YOU WANT TO BE. I'LL  
[01:32:59] STOP. GREAT. I APPRECIATE THAT. THANK  
[01:33:00] YOU. COMMISSION, IF I MIGHT ADD, ANOTHER  
[01:33:01] CONSIDERATION WAS ENGINEERING. LIKE A  
[01:33:04] LOT OF DEPARTMENTS CURRENTLY HAVE A  
[01:33:06] NUMBER OF UNFILLED POSITIONS. CURRENTLY  
[01:33:09] AS WE WERE REVIEWING, WE LIKE TO LOOK AT  
[01:33:11] THOSE STATISTICS. AND SO I THINK THE  
[01:33:14] APPROACH HAS BEEN MAKE PROGRESS ON FILL  
[01:33:17] YOUR EXISTING POSITIONS AND SEE HOW THAT  
[01:33:19] GOES. AND THEN AS WE GET INTO NEXT YEAR  
[01:33:21] AND YOU'VE GOT SOME NEW ONES, BUT ALSO  
[01:33:23] REMEMBER THAT STEVE HAS THE ABILITY TO  
[01:33:25] ADD POSITIONS MID YEAR AND WE'VE TOLD  
[01:33:28] DEPARTMENTS THAT IF THEY COME BACK AND  
[01:33:30] THEY STILL FEEL CONSTRAINED AND THEY CAN  
[01:33:32] WELL JUSTIFY NEW POSITIONS, WE CAN  
[01:33:34] CONSIDER MID YEAR ADDITIONS AS WELL.  
[01:33:36] THANK YOU. LOOKS LIKE JANICE IS ONLINE.  
[01:33:38] I DON'T KNOW IF SHE WANTED TO MAKE A  
[01:33:40] COMMENT. YEAH, NO,  
[01:33:43] THANK YOU. I WILL SAY THAT. THANK YOU  
[01:33:46] FOR ASKING THAT QUESTION. BECAUSE WHEN  
[01:33:49] WE WERE PUTTING TOGETHER THESE REQUESTS,  
[01:33:51] WE WERE LOOKING AT A NUMBER OF DIFFERENT  
[01:33:53] FACTORS AND ONE OF THEM WAS TO REDUCE  
[01:33:57] THE OVER RELIANCE ON CONSULTANTS,  
[01:33:59] ESPECIALLY IN AVIATION, WHERE WE WERE  
[01:34:03] PROJECTING ABOUT 40% FTES AND 60%  
[01:34:07] CONSULTANTS AND REALLY JUST TRYING TO  
[01:34:10] GET TO MORE OF A 50 50 PARTICIPATION  
[01:34:14] OF STAFF AND CONSULTANTS. BUT WE  
[01:34:17] RECOGNIZE THAT WE HAVE  
[01:34:21] THE EIGHT THAT ARE APPROVED AND WE CAN  
[01:34:23] WORK WITH THAT AND THEN TAKE A MID YEAR  
[01:34:26] REVIEW NEXT YEAR TO SEE WHERE WE'RE AT.  
[01:34:29] I DO THINK THAT WE'RE ALSO PAYING  
[01:34:31] ATTENTION TO THE ECONOMY AND THAT IF  
[01:34:34] THERE IS A SOFTENING IN THE MARKET,  
[01:34:36] ESPECIALLY ON THE BUILDING SIDE, THERE  
[01:34:39] MAY BE STAFF THAT IS AVAILABLE THAT  
[01:34:43] WOULD WANT TO COME TO THE PORT AS AN  
[01:34:45] FTE. SO WE'RE REALLY LOOKING AT THAT AND  
[01:34:48] SEEING THOSE OPPORTUNITIES AND THEN  
[01:34:51] TRYING TO LEAN IN AND LEVERAGE THAT. SO  
[01:34:53] WE'RE EXCITED FOR THE EIGHT THAT WE HAVE  
[01:34:56] AND RECOGNIZE THAT AS WE MOVE FORWARD,  
[01:34:59] WE WILL COME BACK AND REVISIT THIS  
[01:35:01] CONVERSATION. SO, THANK YOU. THANKS  
[01:35:04] JANICE. WE CAN KEEP MOVING. OKAY, NEXT  
[01:35:07] SLIDE PLEASE. SO THIS IS A  
[01:35:10] POST FTE SUMMARY FOR 2024.  
[01:35:14] WE START WITH THE 2023 APPROVED BUDGET  
[01:35:17] OF 919.2 FTES AND  
[01:35:21] THEN WE HAVE 11.5 MEDIA APPROVALS  
[01:35:25] AND THEN ALSO HAVE ONE TRANSFER TO  
[01:35:28] AVIATION ARTS PROGRAM AND WE ELIMINATED  
[01:35:31] ONE POSITION IN HR FROM NEXT YEAR AND  
[01:35:35] THEN ADDING THE 17 THAT WE MENTIONED A

[01:35:38] LITTLE BIT EARLIER. SO, BOTTOM LINE IS  
[01:35:40] THAT WE PROPOSED 945.7 FT  
[01:35:45] FOR CENTRAL SERVICES NEXT YEAR. NEXT  
[01:35:48] SLIDE PLEASE.  
[01:35:53] SO THIS IS THE FOR CENTRAL SERVICES.  
[01:35:56] THE PROPOSED BUDGET IS 180.5  
[01:36:01] MILLION AND WHICH IS 17.6 MILLION  
[01:36:05] OR 10.8% INCREASE FROM 2023  
[01:36:09] BUDGET. ON THE PAYROLL SIDE WE SEEING  
[01:36:13] AN INCREASE OF 14.7 MILLION OR CLOSE TO  
[01:36:17] 12% AND MAINLY DRIVEN BY AN ESTIMATED  
[01:36:21] OF 5% CALLER. AGAIN, THIS IS STILL AN  
[01:36:23] ESTIMATE AND WE DON'T HAVE THE FINAL  
[01:36:25] NUMBER UNTIL EARLY NEXT YEAR. AND THEN  
[01:36:29] 2% AVERAGE PAY FOR PERFORMANCE  
[01:36:32] ASSUMPTION. WE'RE ALSO SEEING AN 8%  
[01:36:36] PORTWIDE SPONSOR MEDICAL COST INCREASE  
[01:36:39] AS DAMAGED A LITTLE BIT EARLIER. AND  
[01:36:41] THEN WE INCORPORATE THE 11.5 YEAR  
[01:36:43] APPROVAL INTO THE 2024 BUDGET PLUS  
[01:36:47] THE 17 NEW FTE THAT APPROVED IT FOR  
[01:36:50] NEXT YEAR. AND THEN ALSO AS I MENTIONED  
[01:36:53] A LITTLE BIT EARLIER, WE HAVE THE 2.2  
[01:36:55] MILLION PLACEHOLDER FOR THE COMPENSATION  
[01:36:58] PROJECT IMPLEMENTATION. ON THE LONG  
[01:37:01] PAYROLL SIDE THE INCREASE IS 2.8 MILLION  
[01:37:05] WHICH WOULD REPRESENT ABOUT 7.4% AND  
[01:37:08] MAINLY DUE TO A HIGHER ONSITE CONSULTANT  
[01:37:11] AND INSURANCE EXPENSES AND JAIL COSTS  
[01:37:15] FOR THE POLICE DEPARTMENT AND SOME OTHER  
[01:37:17] OVERALL CONTRACTUAL INCREASE THAT  
[01:37:18] DIMENSIONALLY BARELY AS WELL. AND AGAIN  
[01:37:21] YOU CAN SEE ALL THE DETAILS BY ACCOUNT  
[01:37:24] BY DEPARTMENT AND WITH SOME EXPLANATION  
[01:37:26] OF THE INCREASE IN THE PANDEMICS.  
[01:37:28] SPECIFICALLY SLIDE 43 AND 44.  
[01:37:32] NEXT SLIDE PLEASE.  
[01:37:36] AND THIS IS A SUMMARY OF THE COMMUNITY  
[01:37:39] PROGRAM. WE EXPECT TO SPEND 19.3 MILLION  
[01:37:44] NEXT YEAR. THE THREE MAJOR CATEGORIES,  
[01:37:47] THE WORKFORCE DEVELOPMENT, ECONOMIC  
[01:37:50] DEVELOPMENT AND EQUITY DIVERSITY  
[01:37:52] INCLUSION. AND ON THE RIGHT HAND  
[01:37:55] SIDE YOU CAN SEE SOME OF THE MAJOR  
[01:37:57] PROGRAM UNDER EACH OF THOSE CATEGORIES.  
[01:37:59] AND AGAIN WE HAVE THE DETAIL OF THE  
[01:38:01] AUDIT TEAM COMMITTEE PROGRAM IN  
[01:38:05] THE APPENDIX AS WELL AS SOME OF THE  
[01:38:07] MAJOR PROGRAMS THAT ARE FUNDED BY TAX  
[01:38:09] LEVY AS WELL. SO YOU CAN FIND ALL THOSE  
[01:38:11] INFORMATION IN THE APPENDIX.  
[01:38:15] NEXT SLIDE PLEASE.  
[01:38:18] SO WE DO WANT TO HIGHLIGHT A FEW OF THE  
[01:38:20] UNCERTAINTY AND BUDGET RISKS SO THAT  
[01:38:24] SOME OF THEM WE ALREADY SAW THAT. AND  
[01:38:26] THE ECONOMIC UNCERTAINTY STILL THERE'S  
[01:38:30] SOME POTENTIAL FOR RECESSION AND THEN  
[01:38:33] THE COMPENSATION PROGRAM THAT WE TALKED  
[01:38:36] ABOUT A LITTLE BIT EARLIER AND THEN SOME  
[01:38:38] OF THE ABILITY TO EXECUTE THE  
[01:38:43] PROGRAMS AND INCLUDING THE CAPITAL PENS.  
[01:38:47] ALSO YOU'VE BEEN BEEF ABOUT THE LARGE  
[01:38:51] ENVIRONMENTAL MEDIATION LIABILITY IN

[01:38:54] JULY, SO THOSE ARE PROBABLY NOT  
[01:38:58] NEXT YEAR, BUT WE CERTAINLY EXPECT  
[01:39:00] PROBABLY WITHIN THE NEXT FEW YEARS. AND  
[01:39:03] LAST BUT NOT LEAST, OUR ABILITY TO HIRE  
[01:39:05] A LARGE NUMBER OF FTE IN ADDITION  
[01:39:09] TO THE TURNOVER THAT WE HAVE SEEN IN THE  
[01:39:13] PAST TWO COUPLE OF YEARS. FOR NOW,  
[01:39:16] WE ASSUME THE VACANCY RATE 5%  
[01:39:20] IS SIMILAR TO WHAT WE DID IN THE 2023  
[01:39:22] BUDGET. SO THAT'S ALREADY FACTOR INTO  
[01:39:25] THE PROPOSED BUDGET RIGHT NOW.  
[01:39:28] SO WITH THAT, LET ME TURN IT BACK TO DAN  
[01:39:31] TO GO FOR THE EQUITY SLIDES. NEXT SLIDE  
[01:39:34] PLEASE. THANK YOU. MICHAEL. NEXT SLIDE.  
[01:39:37] SO WE WANTED TO PROVIDE A LITTLE  
[01:39:40] INFORMATION ON EQUITY SPENDING. AS YOU  
[01:39:42] KNOW, COMMISSION PROVIDED A POLICY  
[01:39:44] DIRECTIVE EARLIER IN THE YEAR, THE  
[01:39:46] EQUITY SPENDING PILOT PROJECT, AND YOU  
[01:39:48] ASKED US TO FIND A WAY TO IDENTIFY AND  
[01:39:51] DEFINE EQUITY SPENDING AND. TO LOOK BACK  
[01:39:54] TILL 2019 AND ACTUALLY TRACK OUR EQUITY  
[01:39:58] SPENDING OVER THOSE YEARS AND THEN LOOK  
[01:40:00] AT IT AS A PERCENT OF OPERATING EXPENSE.  
[01:40:02] THIS HAS BEEN PREVIOUSLY REPORTED OUT.  
[01:40:04] WE'RE CALLING IT NOW THE ESAP OR EQUITY  
[01:40:07] SPENDING ACCOUNTABILITY PROJECT, I THINK  
[01:40:09] IS WHAT WE'RE CALLING IT. SO IT'S  
[01:40:12] STARTING TO TAKE ROOT AND WE THOUGHT  
[01:40:15] THERE WAS AN OPPORTUNITY TO ALSO THEN  
[01:40:16] MERGE THAT WITH A BUDGET PROCESS. SO  
[01:40:18] SINCE WE ALREADY IDENTIFIED A WAY TO  
[01:40:20] TRACK EQUITY SPENDING, WE THOUGHT IT'D  
[01:40:21] BE USEFUL THEN TO IDENTIFY AND TRACK THE  
[01:40:23] SPENDING IN NEXT YEAR'S BUDGET SO WE CAN  
[01:40:26] REPORT OUT THAT AND ALSO LOOK AT THAT AS  
[01:40:29] A PERCENT OF TOTAL OPERATING EXPENSES.  
[01:40:32] SO HIGHLIGHTED HERE, AND I WON'T GO  
[01:40:33] THROUGH THIS WHOLE LIST, BUT THESE ARE  
[01:40:35] FOR CENTRAL SERVICES. THESE ARE SOME OF  
[01:40:37] THE KEY ELEMENTS OF EQUITY SPENDING THAT  
[01:40:40] IS CURRENTLY IN THE PROPOSED 2024  
[01:40:43] BUDGET. AND YOU CAN READ THROUGH THAT  
[01:40:45] LIST, BUT MANY OF THESE OBVIOUSLY ARE  
[01:40:47] FAMILIAR WITH YOU. WE UNDERSTAND THAT  
[01:40:49] THE SOUTH KING COUNTY COMMUNITY IMPACT  
[01:40:51] FUND MAY GET SOME REVIEW HERE WITHIN THE  
[01:40:55] NEXT MONTH OR SO WITH SOME  
[01:40:56] CONSIDERATIONS ABOUT POSSIBLY CONTINUING  
[01:40:59] THAT. I WOULD MENTION ALSO THAT EACH  
[01:41:01] DIVISION WILL ALSO PRESENT SOMETHING  
[01:41:02] SIMILAR. SO DIVISIONS ALSO WILL HAVE  
[01:41:04] EQUITY SPENDING IDENTIFIED IN THEIR  
[01:41:06] BUDGETS AND WHEN THEY PRESENT TO YOU IN  
[01:41:08] OCTOBER, THEY WILL ALSO FLAG WHAT  
[01:41:10] THEY'VE GOT IN THEIR PROPOSED 2024  
[01:41:14] BUDGET. THE DEFINITIONS OF  
[01:41:17] EQUITY SPENDING AND THE CRITERIA THAT WE  
[01:41:19] USE IS INCLUDED IN THE APPENDIX. I THINK  
[01:41:21] WE'VE SHARED THAT WITH YOU PREVIOUSLY.  
[01:41:23] AND THEN I WOULD ALSO MENTION AS PART OF  
[01:41:25] THIS BUDGETING PROCESS, WE'VE ALSO  
[01:41:27] POSED, AS WE HAVE IN THE PAST, SOME

[01:41:29] SPECIFIC QUESTIONS TO DEPARTMENTS AND  
[01:41:32] DIVISIONS ABOUT THEIR EQUITY, THEIR  
[01:41:34] APPROACH TOWARDS EQUITY SPENDING. AND  
[01:41:37] WE'LL BE COLLATING AND SUMMARIZING SOME  
[01:41:39] OF THAT INFORMATION AND WE MAY PROVIDE  
[01:41:41] SOME MORE INFORMATION LATER IN THE  
[01:41:43] PROCESS AS TO WHAT OUR LEARNINGS ARE  
[01:41:46] FROM THE EQUITY SPENDING AND BUDGETING  
[01:41:48] INITIATIVE.  
[01:41:52] WHAT DOES THE A AND ESAP STAND FOR?  
[01:41:54] ACCOUNTABILITY. ACCOUNTABILITY, YEAH.  
[01:41:58] NEXT SLIDE PLEASE. THIS JUST  
[01:42:02] HIGHLIGHTS THE EQUITY SPENDING IN THE  
[01:42:04] CENTRAL SERVICES BUDGET YEAR OVER YEAR,  
[01:42:08] 2023 AND 2024 BUDGET, WHICH I DON'T  
[01:42:10] THINK WE'RE SHOWING A KEY THERE. OH YES,  
[01:42:12] THERE IS A KEY ON THE RIGHT. AGAIN, YOU  
[01:42:15] CAN JUST SEE YEAR OVER YEAR AND YOU CAN  
[01:42:16] ALSO SEE HOW IT BREAKS OUT INTO THE  
[01:42:18] VARIOUS CATEGORIES THAT HAVE BEEN  
[01:42:20] IDENTIFIED FOR THOSE DIFFERENT  
[01:42:22] COMPONENTS OF EQUITY SPENDING. I BELIEVE  
[01:42:24] YOU'RE ALSO AWARE THAT WE'VE BEEN  
[01:42:26] DEVELOPING A DASHBOARD WHICH WILL BE  
[01:42:28] ABLE TO PROVIDE ONLINE, I THINK IT'S  
[01:42:30] ALREADY OUT ONLINE, IT'S BEEN GOING  
[01:42:32] THROUGH SOME REFINEMENT AND I THINK THE  
[01:42:34] PLAN IS, IF IT'S NOT ALREADY DONE, IS TO  
[01:42:36] PROVIDE THAT FOR THE PUBLIC AS WELL SO  
[01:42:38] THEY HAVE MORE TRANSPARENCY INTO OUR  
[01:42:39] EQUITY SPENDING. NEXT SLIDE PLEASE.  
[01:42:43] COMMISSIONERS. YOU CAN SEE WE'RE  
[01:42:45] ATTEMPTING DIFFERENT WAYS TO SHOW THE  
[01:42:46] INFORMATION THAT YOU'VE ASKED FOR AND  
[01:42:48] KIND OF CATEGORIZE THAT SO YOU CAN MAKE  
[01:42:51] IT MORE EASY TO PULL OUT RATHER THAN  
[01:42:52] THOSE WALL OF NUMBERS TO DO THAT. AND I  
[01:42:55] APPRECIATE DAN AND AYE. TEAM TRYING TO DO  
[01:42:57] THAT AND WORKING WITH BOOKDA AND HER TEAM  
[01:42:59] AS WELL. NEXT SLIDE, PLEASE.  
[01:43:03] SO THE PREVIOUS TWO SLIDES WERE FOR  
[01:43:05] CENTRAL SERVICES, BUT WE ALSO WANTED TO  
[01:43:07] AGAIN, GIVE YOU A SORT OF A PORT WIDE  
[01:43:10] SNAPSHOT AS WHERE IT STANDS TODAY. SO  
[01:43:13] THESE ARE THE TOTAL DOLLAR AMOUNTS OF  
[01:43:15] EQUITY SPENDING FOR THE PORT AS A WHOLE  
[01:43:17] GOING BACK TO 2019. AGAIN, THIS IS  
[01:43:19] INFORMATION I BELIEVE THAT'S BEEN SHARED  
[01:43:20] WITH YOU PREVIOUSLY, BUT YOU CAN SEE THE  
[01:43:22] GROWTH OVER TIME REACHING \$20.5 MILLION  
[01:43:26] THAT IS CURRENTLY INCLUDED IN THE 2024  
[01:43:30] BUDGET FOR THE EQUITY SPENDING.  
[01:43:33] AND THEN NEXT SLIDE PLEASE. LOOKING AT  
[01:43:35] IT, THEN, I KNOW YOU WANTED TO LOOK AT  
[01:43:36] AS A PERCENTAGE OF PORT OPERATING  
[01:43:39] EXPENSE, AS YOU CAN SEE THE GROWTH OVER  
[01:43:42] THERE. AND FOR 2024 AS IT STANDS NOW,  
[01:43:45] WE ARE LOOKING AT AGAIN OVER 3%, ABOUT  
[01:43:48] 3.3% OF THE EQUITY SPENDING  
[01:43:51] AS A PERCENT OF TOTAL PORT OPERATING  
[01:43:54] EXPENSE. AGAIN, WE WOULD EMPHASIZE THIS.  
[01:43:56] AS YOU KNOW, IT'S A PILOT PROJECT. SO  
[01:43:58] WE'RE CONTINUING TO EVOLVE AND REFINE

[01:44:01] THAT. SO HOPEFULLY MORE TO COME IN THAT  
[01:44:03] PROGRAM. NEXT SLIDE, PLEASE.  
[01:44:09] WE'RE GOING TO TURN IT OVER TO KRISTA  
[01:44:11] SADLER TO GO THROUGH THE CENTRAL  
[01:44:13] SERVICES CIP, WHICH IS PRIMARILY IT  
[01:44:17] PROJECTS NOW.  
[01:44:23] GOOD AFTERNOON, COMMISSIONER. AND  
[01:44:24] EXECUTIVE DIRECTOR METRUCK. I GET TO  
[01:44:27] TALK ABOUT THE CIP EVERY YEAR BECAUSE  
[01:44:29] ICT MAKES UP THE MAJORITY OF THAT.  
[01:44:33] SO I'M GOING TO GO AHEAD AND SKIP THIS  
[01:44:37] SUMMARY PAGE AND GET RIGHT TO THE  
[01:44:38] DETAILS. SO NEXT SLIDE, PLEASE.  
[01:44:44] I'M SORRY, CAN YOU GO BACK ONE?  
[01:44:49] OKAY, SO IF WE TAKE A LOOK AT THESE  
[01:44:54] PARTICULAR THINGS, THIS IS OUT OF ORDER  
[01:44:57] A LITTLE BIT, SO I'M SORRY.  
[01:45:00] OKAY, SO WE'LL JUST TAKE A LOOK AT THIS  
[01:45:02] ONE. SO IF YOU LOOK AT THE OVERALL  
[01:45:05] THING, I THINK THE ONLY THING WE'RE  
[01:45:06] GOING TO GO INTO MORE DETAIL HERE IN A  
[01:45:07] MINUTE, BUT ONE THING I WANTED TO POINT  
[01:45:09] OUT IS THAT CIP CASH FLOW MANAGEMENT  
[01:45:11] RESERVE. SO WE BUDGET  
[01:45:15] AT THE PROJECT LEVEL, AND WE BUDGET AS  
[01:45:18] IF EVERYTHING MOVES FORWARD PERFECTLY AS  
[01:45:21] PLANNED. BUT WE KNOW THAT DOESN'T  
[01:45:22] HAPPEN. AND SO THE MANAGEMENT RESERVE  
[01:45:27] ADDRESSES THAT AT A PROGRAM LEVEL. SO I  
[01:45:29] THINK THAT FINANCE PUTS THAT IN EVERY  
[01:45:32] YEAR TO BALANCE THAT OUT TO SOMETHING  
[01:45:34] MORE REASONABLE. OKAY, NEXT SLIDE.  
[01:45:38] OKAY, TALKING ABOUT THE COMMISSION  
[01:45:39] AUTHORIZED PROJECTS THAT WE HAVE  
[01:45:41] CURRENTLY IN PLACE. GOING TO THE RIGHT  
[01:45:44] SLIDE HERE. SO ALL OF THESE PROJECTS  
[01:45:47] ARE IN PROCESS. AND THE ONE THING I  
[01:45:49] WANTED TO POINT OUT HERE IS THAT WE HAVE  
[01:45:52] SEVERAL SYSTEMS THAT WE HAVE SELECTED A  
[01:45:55] NEW SYSTEM VIA A COMPETITIVE PROCESS OR  
[01:45:59] SOON WILL, AND THOSE INCLUDE THE I'D  
[01:46:01] BADGE SYSTEM, THE PUBLIC SAFETY DISPATCH  
[01:46:03] SYSTEM, ENERGY MANAGEMENT, AND THEN THE  
[01:46:05] ENVIRONMENTAL DATA MANAGEMENT SYSTEM.  
[01:46:08] OTHER SYSTEMS ARE IN PROCESS. THEY'RE  
[01:46:10] LARGELY EQUIPMENT OR CONSTRUCTION  
[01:46:14] IMPROVEMENTS. BUT ALL OF THESE ARE IN  
[01:46:17] PROCESS NOW AND MOVING FORWARD. WELL,  
[01:46:19] NEXT SLIDE. OKAY,  
[01:46:22] PROJECTS PENDING AUTHORIZATION. SO WE  
[01:46:26] ARE WORKING HARD ON GETTING THESE  
[01:46:28] FORWARD FOR AUTHORIZATION. WE DO EXPECT  
[01:46:30] THAT THREE OF THESE WILL COME FORWARD IN  
[01:46:32] Q4 OF 2023 FOR AUTHORIZATION, AND  
[01:46:36] THAT INCLUDES THE PHYSICAL ACCESS  
[01:46:37] CONTROL SYSTEM REFRESH, THE ENTERPRISE  
[01:46:40] FIREWALL REFRESH, AND THEN THE  
[01:46:42] SPECIFICATION DOCUMENT MANAGEMENT  
[01:46:43] SOFTWARE. THE REST OF THEM, WE'RE  
[01:46:45] CONTINUING TO WORK ON AVIATION DOCUMENTS  
[01:46:48] AND WE'LL BRING THOSE FORWARD IN 2024.  
[01:46:51] NEXT SLIDE, PLEASE. OKAY. SMALL CAPITAL  
[01:46:55] PROJECTS. SO THIS IS A VERY



[01:46:58] STANDARD LIST OF CIPS FOR SMALL CAPITAL  
[01:47:01] PROJECTS IF YOU'VE SEEN THEM MANY YEARS,  
[01:47:04] AND ALL OF THOSE HAVE FAIRLY CONSISTENT  
[01:47:06] SPEND. ON THIS ONE, I WILL POINT OUT THE  
[01:47:08] ENGINEERING PCS FLEET REPLACEMENT. THE  
[01:47:11] REASON THAT THIS ONE IS LARGE THIS YEAR  
[01:47:12] IS BECAUSE THEY'RE PURCHASING SOME  
[01:47:14] REALLY LARGE EQUIPMENT, SOME BACKHOES  
[01:47:16] AND A WATER TRUCK AND THINGS LIKE THAT.  
[01:47:19] SO THE ICT SIDE OF THE HOUSE, THESE ARE  
[01:47:22] USED FOR SMALL CAPITAL PROJECTS. ON OUR  
[01:47:25] INFRASTRUCTURE SIDE, THEY HELP DELIVER  
[01:47:28] JUST PROJECTS THAT HELP WITH  
[01:47:30] AVAILABILITY OF OUR SYSTEMS AND OUR  
[01:47:32] COMMUNICATION, AND THEN ALSO  
[01:47:35] CYBERSECURITY PROTECTIONS AS WELL. ON  
[01:47:38] THE BUSINESS SIDE OF THAT, WE USE THIS  
[01:47:41] FOR A LOT OF DIFFERENT THINGS.  
[01:47:44] A LOT OF IT IS SUCH AS OUR CONTINUOUS A  
[01:47:47] LOT OF TIMES WHEN WE BRING NEW SYSTEMS  
[01:47:49] TO YOU THAT WE'RE GOING TO BUILD, WE  
[01:47:51] WORRY ABOUT, ARE YOU JUST GOING TO LET  
[01:47:52] IT GET STALE? SO WE DO CONTINUOUS  
[01:47:55] IMPROVEMENT ON THOSE PARTICULAR SYSTEMS,  
[01:47:57] AND THOSE ARE FOR LIKE, CPO ENGINEERING,  
[01:48:01] BUT THEN WE ALSO DELIVER FOR THE  
[01:48:02] BUSINESS PORT WIDE SYSTEMS FOR THE  
[01:48:04] BUSINESS WITH THE SMALL CAPITAL PROJECT  
[01:48:06] AS WELL. NEXT SLIDE.  
[01:48:09] AND I THINK THAT MIGHT BE IT.  
[01:48:14] DAN, IS THAT YOU? QUESTIONS FOR KRISTA.  
[01:48:16] QUESTIONS FOR ME? ALL RIGHT. DO ANY OF  
[01:48:18] MY COLLEAGUES HAVE ANY QUESTIONS FOR  
[01:48:20] STAFF?  
[01:48:23] I CAN GO COMMISSIONER CALKINS NOW.  
[01:48:28] I THINK THIS IS MY 6TH YEAR GOING  
[01:48:29] THROUGH THIS PROCESS. I LOVE THE  
[01:48:32] UPGRADES TO THE PRESENTATION. THERE'S SO  
[01:48:35] MUCH WORK BEHIND IT, AND IT'S ALWAYS A  
[01:48:37] CHALLENGE TO TRY TO PRESENT SO MUCH  
[01:48:39] INFORMATION IN A CONSOLIDATED WAY THAT A  
[01:48:42] BUNCH OF LAY FOLKS LIKE US AND THE  
[01:48:44] GENERAL PUBLIC CAN ABSORB. I  
[01:48:46] PARTICULARLY LIKE SLIDE TWELVE,  
[01:48:49] BECAUSE IF WE WANT TO FLIP TO THAT, WE  
[01:48:52] HAVE THAT.  
[01:48:59] YES, THAT'S THE ONE. THANK YOU. BECAUSE  
[01:49:02] IT'S A REALLY CLEAR WAY OF SEEING  
[01:49:06] THE DIFFERENCES BETWEEN PREVIOUS YEAR  
[01:49:08] AND FOR ME THAT'S REALLY HELPFUL. AND I  
[01:49:11] THINK IN YEARS WHERE THERE WERE WILD  
[01:49:12] SWINGS, IT WOULD REALLY ILLUSTRATE IT AS  
[01:49:14] WELL. SO THANK YOU FOR THAT.  
[01:49:18] THE OTHER QUESTION I HAD WAS BUDGETS  
[01:49:26] CAUSED ME TO REFLECT ON PREVIOUS YEARS  
[01:49:27] AND THINK, WHAT WAS I WRONG ABOUT WHEN I  
[01:49:29] WAS THINKING WHEN WE WERE ALL SITTING  
[01:49:31] HERE TALKING ABOUT BUDGETS FOR UPCOMING  
[01:49:33] YEARS AND WE WERE WRONG ABOUT INFLATION  
[01:49:37] RIGHT OVER THE LAST FEW YEARS, AND  
[01:49:39] NOBODY ANTICIPATED PANDEMIC AND THEN  
[01:49:41] NOBODY ANTICIPATED THE SORT OF PANDEMIC  
[01:49:43] RELATED INFLATIONARY EFFECTS.

[01:49:47] WE'VE DONE OKAY IN THAT FOR A VARIETY OF  
[01:49:49] REASONS. BUT I'M WONDERING, FROM YOUR  
[01:49:52] EXPERT OPINION, HOW ARE WE BAKING IN  
[01:49:56] THE UNCERTAINTY. ARE WE ERRING ON THE  
[01:49:59] SIDE OF A HIGH INFLATIONARY ENVIRONMENT  
[01:50:01] TO CONTINUE?  
[01:50:05] AND AS I THOUGHT ABOUT THAT, I WAS LIKE,  
[01:50:06] WELL, IF WE ERR ON THE SIDE OF ASSUMING  
[01:50:08] HIGH INFLATION, THEN WE WON'T PLAN TO DO  
[01:50:11] CERTAIN PROJECTS BECAUSE WE WON'T THINK  
[01:50:12] WE HAVE ENOUGH TO COVER IT. AND I GUESS  
[01:50:15] THAT'S BETTER THAN ASSUMING WE'RE GOING  
[01:50:17] TO GET BACK DOWN TO 2% AS THE FED IS  
[01:50:20] HOPING TO GET TO. AND IF THEY DON'T,  
[01:50:23] THEN ALL OF A SUDDEN WE'VE SPENT MORE  
[01:50:25] THAN WE'VE COMMITTED MORE THAN WE'LL  
[01:50:27] HAVE. SO I'M JUST WONDERING, FROM THE  
[01:50:29] PERSPECTIVE OF OUR EXPERT PUGET WRITERS,  
[01:50:31] WHERE ARE WE ON THAT? ASSUMING HIGHER OR  
[01:50:35] ASSUMING WHERE ARE WE ON THAT? WELL, A  
[01:50:38] LOT OF THIS GETS BUILT UP, THE BOTTOM  
[01:50:40] UP. AND AS I MENTIONED, WE TRY TO BUILD  
[01:50:43] IN EXPECTED CONTRACTUAL INCREASES. IN  
[01:50:45] MANY CASES, CONTRACTUAL INCREASES CAN BE  
[01:50:47] TIED TO CPI. SO I THINK IN MANY CASES WE  
[01:50:51] HAVE BUILT IN REASONABLE ASSUMPTIONS  
[01:50:53] ABOUT WHAT THE CPI,  
[01:50:56] THE IMPACT MAY BE ON SOME OF THOSE  
[01:51:00] PAYROLL IS ANOTHER BIG ONE. SINCE WE  
[01:51:02] HAVE COLA PROVISIONS IN BOTH OUR NON  
[01:51:05] REPRESENTED AND REPRESENTED PAY  
[01:51:09] GROUPS, WE HAVE MADE SOME ASSUMPTIONS OF  
[01:51:11] WHERE WE THINK CURRENTLY WHERE WE THINK  
[01:51:13] CPI IS RUNNING, THEY'RE MOSTLY BASED ON  
[01:51:16] FULL YEAR AVERAGES, SO WE DON'T HAVE THE  
[01:51:18] FULL YEAR YET, BUT WE'VE MADE SOME  
[01:51:20] ASSUMPTIONS, SO WE'RE DOING OUR BEST TO  
[01:51:22] INCORPORATE THOSE INTO OUR BUDGETS. I  
[01:51:26] THINK THE OTHER BIG ONE IS ON CAPITAL,  
[01:51:27] WHICH WE HAVEN'T REALLY FOCUSED THERE,  
[01:51:29] AND YOU'LL HEAR MORE WITH THE DIVISIONS,  
[01:51:32] BUT I THINK THEY'RE TRYING TO BE AS  
[01:51:33] REALISTIC AS THEY CAN IN TERMS OF  
[01:51:35] LOOKING AT FUTURE FORECASTED,  
[01:51:37] CONSTRUCTION COST INCREASES FOR THEIR  
[01:51:39] PROJECTS. SO I THINK WE'RE TRYING TO BE  
[01:51:42] AS REALISTIC AS WE CAN ABOUT WHAT WE  
[01:51:44] KNOW, BUT WE'RE NOT INCORPORATING ANY  
[01:51:47] ADDITIONAL CONTINGENCIES, IF YOU WILL.  
[01:51:50] WE'VE KIND OF MOVED AWAY FROM INCLUDING  
[01:51:52] CONTINGENCIES IN OUR BUDGETS BECAUSE WE  
[01:51:54] OFTEN TEND TO UNDERSPEND OUR BUDGETS  
[01:51:56] ANYWAY, PARTICULARLY ON PAYROLL AND  
[01:51:59] OUTSIDE SERVICES. WE JUST DON'T SPEND  
[01:52:00] THEM AS FAST AS WE THINK WE'RE GOING TO.  
[01:52:04] SO WE DIDN'T WANT TO SORT OF COMPOUND  
[01:52:08] OUR PROBLEMS BY THEN ADDING ADDITIONAL  
[01:52:10] CONTINGENCIES BECAUSE THOSE DO PROVIDE  
[01:52:12] SOME NATURAL CUSHIONS TO ABSORB SOME  
[01:52:14] THINGS THAT OCCUR DURING THE YEAR. SO  
[01:52:16] IT'S KIND OF A BALANCED APPROACH, BUT  
[01:52:17] I'M NOT SURE THERE'S A PERFECT APPROACH.  
[01:52:20] BUT I'M FEELING COMFORTABLE THAT WHERE

[01:52:21] WE STAND NOW THAT WE SHOULD BE ABLE TO  
[01:52:24] MANAGE INTO NEXT YEAR. AND IF WE'RE  
[01:52:26] LUCKY THAT THE FEDERAL RESERVE CAN  
[01:52:28] CONTINUE TO NOTCH DOWN INTEREST RATES,  
[01:52:30] WE MIGHT ACTUALLY SOME OF THAT INFLATION  
[01:52:33] MITIGATED. THANK YOU, COMMISSIONER.  
[01:52:36] IF I CAN JUST ADD TO THAT, AS DAN  
[01:52:40] SAID, I THINK WE PUT A NUMBER IN THERE.  
[01:52:41] THAT'S A BEST GUESS. AND THEN WE THINK  
[01:52:43] WE CAN ADJUST BECAUSE IT'S NOT PERFECT,  
[01:52:45] WE DON'T THINK WE'RE GOING TO GUESS IT,  
[01:52:47] BUT WE KNOW WITHIN TOLERANCES THAT WE  
[01:52:49] CAN ADJUST TO THAT WITHIN A GIVEN  
[01:52:51] BUDGET. THAT'S OUR APPROACH.  
[01:52:57] I JUST WANT TO GIVE YOU POSITIVE  
[01:52:59] FEEDBACK ON THIS PRESENTATION IN YEARS  
[01:53:03] PAST. I'VE RECEIVED IT AND I SAID I'M  
[01:53:05] GETTING THE NUMBERS AND I'M HEARING WHAT  
[01:53:06] YOU'RE TELLING ME. BUT THIS TELLS THAT  
[01:53:09] STORY THAT I THINK WE'VE BEEN LOOKING  
[01:53:11] FOR. YOU'VE HEARD IT BEFORE. THE BUDGET  
[01:53:13] IS A VALUE STATEMENT. THIS DOES AN  
[01:53:15] EXCELLENT JOB OF DEMONSTRATING OUR  
[01:53:17] GOALS. IT TIES IT ALL BACK TO OUR  
[01:53:19] MISSION, THAT TRIPLE BOTTOM LINE THAT  
[01:53:20] EXECUTIVE DIRECTOR METRUCK OPENED WITH  
[01:53:22] ABOUT PROMOTING OUR ECONOMY AND OUR  
[01:53:25] ENVIRONMENT AND EQUITY. SO I REALLY  
[01:53:28] WANT TO COMMEND YOU ON THIS PRODUCT THAT  
[01:53:31] YOU'VE PRESENTED FOR US IN THE PUBLIC  
[01:53:33] TODAY. AND I ALSO WANT TO SAY THAT  
[01:53:37] I THINK WHAT'S A CORE PIECE OF THIS  
[01:53:39] STORY IS, BEYOND THE PROJECTS AND THE  
[01:53:41] AMAZING WORK THAT WE'RE DOING TO  
[01:53:42] FACILITATE A MODERN AND SAFE AND  
[01:53:46] EFFICIENT FACILITY AND OPERATION, IS  
[01:53:48] THAT THE BEST INVESTMENT THAT WE WILL  
[01:53:50] ALWAYS MAKE IS GOING TO BE IN OUR  
[01:53:52] WORKFORCE FROM THE COLA AND MERIT BASED  
[01:53:54] INCREASES. AND THE CONVERSATION ABOUT  
[01:53:57] GROWING CAPACITY TO BE ABLE TO DELIVER  
[01:53:59] ON THESE IMPORTANT PROJECTS, I'M REALLY  
[01:54:03] HEARING ABOUT THE STEPS THAT WE'RE  
[01:54:05] TAKING AS AN ORGANIZATION TO MITIGATE  
[01:54:08] THAT PROJECTED ATTRITION AND THE  
[01:54:10] PROFESSIONALISM OF OUR WORKFORCE BY  
[01:54:13] ATTRACTING NEW TALENT AND RETAINING AND  
[01:54:16] CULTIVATING EXISTING TALENT. I AM  
[01:54:19] WONDERING, DO SOME OF THESE INCREASES  
[01:54:22] ALSO APPLY TO OUR COMMISSION OFFICE  
[01:54:26] STAFF? WILL THEY SEE SOME OF THE  
[01:54:30] BENEFITS OF THESE COLA MERIT? YES,  
[01:54:33] ABSOLUTELY. ANY NON REPRESENTED  
[01:54:37] STAFF IN THE COMMISSIONER OFFICE WOULD  
[01:54:40] ACHIEVE THOSE INCREASES AS WELL.  
[01:54:43] AND REPRESENTED STAFF CAN INCREASE IT  
[01:54:44] TOO. BUT I DON'T BELIEVE YOU HAVE ANY IN  
[01:54:46] YOUR OFFICE. AND THEN I ALSO WANT TO  
[01:54:48] MENTION THAT I REALLY LOVE THE PIECE  
[01:54:52] ABOUT THE EQUITY SPEND. I JUST WANT TO  
[01:54:56] ACKNOWLEDGE HOW IMPORTANT OUR EQUITY  
[01:54:59] SPEND TOOL HAS BEEN FOR US TO BE ABLE TO  
[01:55:03] REALLY UNDERSTAND THIS BUDGET AND

[01:55:07] EXACTLY HOW WE ARE DEDICATING OUR  
[01:55:09] RESOURCES TO CLOSING THE EQUITY GAP. I  
[01:55:12] LOVE ESAP. LET'S USE IT. AND I ALSO  
[01:55:15] WANTED TO HIGHLIGHT PAGE NUMBER 23 THAT  
[01:55:19] IDENTIFIES SPECIFIC STRATEGIES INCLUDING  
[01:55:22] COMMUNITY INVESTMENTS, REMOVING SYSTEMIC  
[01:55:25] BARRIERS, ADVANCING DIVERSITY,  
[01:55:28] PROMOTING ENGAGEMENT, AND ALSO  
[01:55:30] ENVIRONMENTAL JUSTICE. THIS IS  
[01:55:33] INCREDIBLY HELPFUL. I LOVE THE USE OF  
[01:55:35] YOUR BAR GRAPHS, PARTICULARLY IN PAGE 24  
[01:55:39] ON THE NEXT PAGE WHICH SHOWS HOW WE ARE  
[01:55:42] MAKING PROGRESS TOWARDS THIS YEAR BY  
[01:55:44] YEAR. I'M SO GLAD THAT THE TOOL THAT  
[01:55:46] WE'VE INSTRUMENTED CAN GIVE US THAT  
[01:55:48] RETROSPECTIVE ABILITY AND I LOOK FORWARD  
[01:55:50] TO SEEING HOW WE'RE GOING TO USE IT  
[01:55:51] MOVING FORWARD. THANK YOU. THANK YOU,  
[01:55:53] COMMISSIONER. AND I'D REALLY LIKE TO  
[01:55:54] THROW OUT CONDEMNATION TO BOOKDA  
[01:55:58] GHEISAR AND OUR CHANGE TEAM MEMBERS WHO'VE  
[01:56:01] BEEN WORKING ON THE ESAP PROJECT AND  
[01:56:02] EQUITY AND BUDGETING. THEY PUT A LOT, A  
[01:56:04] LOT OF EFFORT AND GREAT THOUGHT AND SOME  
[01:56:05] INNOVATION INTO THAT. SO I JUST WANTED  
[01:56:07] TO CALL OUT AND GIVE KUDOS TO ALL THAT  
[01:56:09] GREAT WORK THAT THEY'VE DONE. YEAH,  
[01:56:12] SHOUT OUT TO ERIC SCHINFELD AS WELL. I  
[01:56:13] KNOW HE WAS INVOLVED IN THAT. I HAVE A  
[01:56:17] KNOW I REMEMBER THIS SO VIVIDLY BECAUSE  
[01:56:20] IT WAS LIKE WEEK TWO OF MY TIME AS A  
[01:56:22] COMMISSIONER WHEN THE PANDEMIC AYE. US  
[01:56:25] AND WE WERE GOING THROUGH ALL THE  
[01:56:26] SCENARIOS. I REMEMBER THE PRESENTATION  
[01:56:28] YOU GAVE US. THERE WAS A BEST CASE  
[01:56:31] SCENARIO, A BAD CASE SCENARIO, AND A  
[01:56:34] WORST CASE SCENARIO. AND I JUST WANT TO  
[01:56:36] EMPHASIZE IT WAS WORSE WITH AN E, NOT  
[01:56:38] WORST WITH A T BECAUSE WE WEREN'T SURE  
[01:56:42] EXACTLY HOW BAD THIS THING WAS GOING TO  
[01:56:44] BE. AND I DISTINCTLY REMEMBER THE  
[01:56:46] FORECAST WE HAD FOR REVENUE AND WHAT WE  
[01:56:48] MIGHT HAVE HAD TO HAVE DONE.  
[01:56:51] I THINK IT WOULD BE HELPFUL FOR THE  
[01:56:53] POPE. BUT ALSO, JUST AS A MEMBER, WHERE  
[01:56:56] ARE WE RELATIVE TO OUR FORECASTS FROM  
[01:56:59] PRE PANDEMIC FROM 2020? FROM MY  
[01:57:01] UNDERSTANDING, WE'RE RECOVERING QUICKER  
[01:57:02] THAN WHAT WE EXPECTED, BUT I JUST WANT  
[01:57:05] VALIDATION THAT THAT IS TRUE.  
[01:57:08] YES, I WOULD SAY THAT IS PROBABLY TRUE.  
[01:57:11] WE HAVE DONE BETTER OVER THE PAST FEW  
[01:57:14] YEARS THAN WE HAD ANTICIPATED BACK THEN.  
[01:57:16] I THINK WE FELT IT MIGHT BE A SLOWER  
[01:57:18] RECOVERY AND ESPECIALLY SOMETHING LIKE  
[01:57:20] CRUISE BUSINESS. AS YOU KNOW, WE LOST  
[01:57:23] THE CRUISE BUSINESS ENTIRELY IN 2020 AND  
[01:57:27] THEN WE THOUGHT IT WAS GOING TO COME  
[01:57:28] BACK MUCH MORE SLOWLY THAN IT DID. AND I  
[01:57:30] THINK WE WERE PLEASANTLY SURPRISED TO  
[01:57:32] SEE THE STRONG GROWTH IN CRUISE AND ALSO  
[01:57:34] IN THE NON AERONAUTICAL REVENUE  
[01:57:36] CATEGORIES, ADR PARKING. WE'VE SEEN SOME

[01:57:39] REALLY STRONG GROWTH. I THINK IT'S  
[01:57:40] EXCEEDED WHAT OUR FORECASTS WERE BACK  
[01:57:43] THEN. YEAH. SO I ACTUALLY WANTED TO  
[01:57:44] FOLLOW UP WITH THE QUESTION AROUND THE  
[01:57:45] AVIATION REVENUE. I SAW THAT THEY WERE  
[01:57:47] EXPECTING A 7% JUMP IN THAT OUR  
[01:57:51] PASSENGER LEVELS HAVE NOT QUITE REACHED  
[01:57:54] THE NUMBER THAT WE HAD IN 2019. WE'RE  
[01:57:56] CLOSE, BUT NOT QUITE THERE. WE'RE GOING  
[01:57:58] TO BE SHORT A FEW MILLION, I BELIEVE.  
[01:57:59] AND SO WHERE IS THAT EXTRA 7% COMING  
[01:58:02] FROM SPECIFICALLY? IS THAT BECAUSE WE  
[01:58:04] RAISED PARKING RATES OR I MEAN, I'M  
[01:58:07] CURIOUS HOW WE CAN BE BELOW OUR 2019  
[01:58:10] PASSENGER VOLUME LEVELS BUT STILL  
[01:58:12] INCREASE OUR AVIATION REVENUES BY 7%.  
[01:58:16] YEAH, YOU'LL HEAR MORE IN OCTOBER, BUT I  
[01:58:18] THINK A COUPLE OF THINGS LIKE YOU SAY,  
[01:58:19] YEAH, PARKING RATES GOT INCREASED THIS  
[01:58:22] YEAR, SO EVEN THE VOLUMES HAVE BEEN  
[01:58:25] COMING BACK. BUT ALSO THE RATES I THINK,  
[01:58:27] HELPED DRIVE THAT. I'M TRYING TO THINK  
[01:58:30] OF WHAT OTHER AREAS RENTAL CARS. I KNOW  
[01:58:32] THAT THERE'S ACTUALLY NOT NECESSARILY  
[01:58:35] MORE TRANSACTIONS AS MUCH, BUT I  
[01:58:39] THINK THE FEES THAT THE RENTAL CAR  
[01:58:41] CHARGES ARE CHARGING, THEIR CUSTOMERS  
[01:58:43] HAVE GONE UP, SO THAT INCREASES OUR  
[01:58:44] CONCESSION FEES. DON'T HAVE ALL THE  
[01:58:46] ANSWERS. I'M NOT SURE WE HAVE ANYONE  
[01:58:47] FROM AVIATION AVAILABLE. WELL, I DON'T  
[01:58:49] KNOW IF COMMISSIONER, BECAUSE WE ARE  
[01:58:50] GOING TO GIVE A COMPLETE PRESENTATION IN  
[01:58:52] OCTOBER. MANAGING DIRECTOR LANCE LITTLE  
[01:58:55] IS HERE TO TALK ABOUT THAT. OR WE CAN  
[01:58:58] NO, I'M HAPPY TO DEFER TO WE CAN DEFER  
[01:59:00] THAT UNTIL WE DO THE COMPLETE BUDGET.  
[01:59:02] NOT THIS TIME. I'M JUST GOING TO SAY I'M  
[01:59:05] JUST TRYING TO SAVE MANAGING WE WILL DO  
[01:59:08] A DEEP DIVE ON ALL THE DRIVERS OF THE  
[01:59:10] BUDGET. THAT'S FINE.  
[01:59:14] LET ME JUST SAY THAT WE WANT TO GIVE THE  
[01:59:16] SNAPSHOT UP FRONT,  
[01:59:20] BUT I THINK IF WE CAN JUST DEFER THAT TO  
[01:59:22] DO A DEEPER DIVE INTO THAT, UNLESS  
[01:59:25] MANAGING DIRECTOR LANCE LITTLE, WOULD  
[01:59:27] YOU LIKE TO TALK ABOUT THAT NOW OR DEFER  
[01:59:28] IT? WE CAN PUNCH  
[01:59:31] IT. DON'T WORRY ABOUT IT, LANCE. OKAY.  
[01:59:37] YEAH. WHY ARE THEY GOING UP BY MORE THAN  
[01:59:38] THE INFLAMED? MAYBE PEOPLE LISTENING,  
[01:59:41] WON'T LISTEN NEXT TIME. GOOD AFTERNOON,  
[01:59:45] COMMISSIONER. I'M LANCE LITTLE,  
[01:59:46] AVIATION MANAGING DIRECTOR. I THINK WHEN  
[01:59:49] I WALKED IN, COMMISSIONER, I HEARD THE  
[01:59:51] QUESTION WAS RELATED TO THE LOWER NUMBER  
[01:59:54] EMPLOYMENT NUMBERS, YET WE HAD HIGHER  
[01:59:56] REVENUES. SO THERE ARE SEVERAL REASONS  
[01:59:58] FOR THAT. PARKING RATES ARE ONE OF THEM.  
[02:00:01] ALSO, WE FIND MORE PEOPLE ARE PARKING IN  
[02:00:04] THE PARKING LOTS AS WELL. ALSO, EVEN  
[02:00:06] THOUGH WE HAVE LESS TRANSACTIONS ON THE  
[02:00:08] RENT A CAR IN THE RENTAL CAR FACILITY,

[02:00:11] THE RATES THE ACTUAL RATES ARE HIGHER.  
[02:00:13] SO WE'VE SEEN AN INCREASE IN THAT. AND  
[02:00:14] WE'VE ALSO SEEN AN INCREASE IN AIRPORT  
[02:00:16] DINING AND RETAIL AS WELL. SO THERE ARE  
[02:00:18] MULTIPLE FACTORS WHY WE'RE SEEING THE  
[02:00:22] INCREASED REVENUES, EVEN THOUGH THE  
[02:00:24] NUMBERS, THE EMPLOYMENT NUMBERS ARE  
[02:00:25] STILL LESS THAN 2019 NUMBERS.  
[02:00:29] GREAT. THANKS FOR THAT EXPLANATION. AND  
[02:00:31] I THINK ANOTHER AREA TOO, WAS AS YOU  
[02:00:32] KNOW, WE HAD A LOT OF FEDERAL RELIEF  
[02:00:34] BACK DURING THE PANDEMIC, AND WE USED A  
[02:00:36] LOT OF THOSE FUNDS TO BUY DOWN AIRLINE  
[02:00:39] COSTS. RIGHT. WE PAID DEBT SERVICE AND  
[02:00:40] THINGS THAT WOULD HAVE BEEN IN THE COST  
[02:00:42] RECOVERY FORMULAS. SO THEIR REVENUES  
[02:00:44] WERE A LOT LOWER BECAUSE WE WERE  
[02:00:46] OFFSETTING THEIR COSTS. THOSE GRANT  
[02:00:48] FUNDS HAVE NOW BEEN USED. SO WE'RE  
[02:00:50] SEEING THE BOUNCING BACK OF THOSE  
[02:00:52] REVENUES, I THINK IS ANOTHER FACTOR.  
[02:00:56] AND THEN LASTLY, AND THIS MAY ALSO BE A  
[02:00:59] QUESTION FOR LATER, AND SO FEEL FREE TO  
[02:01:01] PUNT IT IT LOOKS LIKE YOU'RE EXPECTING A  
[02:01:04] 9.6% INCREASE IN THE JOINT VENTURE,  
[02:01:08] WHICH IS THE PORT ALLIANCE. THAT SEEMS  
[02:01:11] KIND OF OPTIMISTIC GIVEN HOW LOW VOLUMES  
[02:01:13] ARE RIGHT NOW. HOW DID WE GET THERE?  
[02:01:15] YEAH, AS I MENTIONED EARLIER, A LOT OF  
[02:01:17] THAT IS FROM THE TERMINAL FIVE PHASE TWO  
[02:01:20] PROJECT COMING ONLINE IN JANUARY  
[02:01:24] OF NEXT YEAR. SO WE'RE GETTING A LOT OF  
[02:01:25] ADDITIONAL REVENUE FROM THAT. AGAIN,  
[02:01:27] YOU'LL GET THE FULL SEAPORT ALLIANCE  
[02:01:29] BRIEFING HERE LATER IN OCTOBER. I THINK  
[02:01:31] THERE'S ALSO A BIG CHUNK OF MONEY COMING  
[02:01:33] FROM THE CMA PAYMENT. YOU MAY RECALL  
[02:01:36] THAT THEY WERE OWING US, AND THERE WAS A  
[02:01:38] WORKOUT OF HOW THEY DID THAT. I THINK  
[02:01:40] THERE'S LIKE \$6 MILLION COMING FROM  
[02:01:41] THAT. SO THERE'S A NUMBER OF ITEMS THAT  
[02:01:44] ARE DRIVING UP REVENUE COMPARED TO THIS  
[02:01:47] YEAR'S BUDGET. OKAY, THANKS.  
[02:01:51] YEAH. COMMISSIONER MOHAMMED, I HAVE A  
[02:01:54] QUICK FOLLOW UP TO THAT LAST QUESTION  
[02:01:56] ABOUT THE SEAPORT ALLIANCE. ARE WE STILL  
[02:01:58] PAYING THEM FOR T 46? YES, WE ARE STILL  
[02:02:01] PAYING FOR THEM FOR THE 29 ACRES ON T  
[02:02:03] 46. AND HAS THE JUSTIFICATION FOR THAT  
[02:02:06] CHANGED, OR IS IT EXACTLY THE SAME  
[02:02:08] STATUS? WELL, YEAH, I MEAN, STEVE MAY  
[02:02:10] WANT TO WEIGH IN. THE JUSTIFICATION IS  
[02:02:12] THAT WE EXECUTED AN AGREEMENT TO PAY IT.  
[02:02:14] IT'S A 20 YEAR AGREEMENT WITH A NUMBER  
[02:02:15] OF OPTIONS. SO I THINK WE'RE CONTINUE TO  
[02:02:18] BE BOUND BY THAT AGREEMENT. YES,  
[02:02:20] COMMISSIONER, WE'RE BOUND BY THAT  
[02:02:21] AGREEMENT, EXCEPT IT'S OFFSET BY IF THEY  
[02:02:24] DO USE IT FOR STORAGE OR OTHER PURPOSES.  
[02:02:26] AND THEN, OF COURSE, THAT'S TAKEN FROM  
[02:02:27] THE FUNDS THAT WERE THERE'S  
[02:02:31] VERY LITTLE OF THAT NEXT YEAR. THAT'S A  
[02:02:34] HELPFUL REMINDER AS WE GO INTO

[02:02:36] CONVERSATIONS WITH THE ALLIANCE.  
[02:02:40] OKAY, WELL, FIRST OF ALL, AGAIN, I WANT  
[02:02:42] TO SAY THANK YOU FOR THIS PRESENTATION.  
[02:02:44] THIS IS REALLY HELPFUL. AND YOU  
[02:02:46] GUYS'S STRATEGY AS A WHOLE HAS BEEN GREAT  
[02:02:48] TO BE CAUTIOUS AND TAKING A STRATEGIC  
[02:02:51] APPROACH, ESPECIALLY CONSIDERING ALL OF  
[02:02:53] THE UNCERTAINTIES THAT ARE OUT THERE,  
[02:02:55] WHETHER IT'S LABOR COST, UNPREDICTABLE  
[02:02:58] SUPPLY CHAIN. I FEEL LIKE THE WAY THAT  
[02:03:00] YOU GUYS ARE LOOKING AT THIS IS GREAT.  
[02:03:03] I HAD ANOTHER QUESTION ON SLIDE  
[02:03:07] 16, THE FTES.  
[02:03:11] SO I HEARD THAT YOU GUYS DON'T USE OR NO  
[02:03:14] ONE MADE REQUESTS FOR TERM LIMIT  
[02:03:17] TEMPORARY POSITIONS. IS THAT BECAUSE YOU  
[02:03:19] GUYS ARE RELYING MORE ON CONSULTANTS?  
[02:03:23] WHERE DOES THAT GET ACCOUNTED FOR?  
[02:03:24] WELL, IT DEPENDS ON THE DEPARTMENT. AND  
[02:03:27] AGAIN WELL, I THINK THERE IS ONE AREA  
[02:03:30] WHERE THERE IS A LIMITED DURATION  
[02:03:32] POSITION IN OEDI AND BOOKED IT YOU MIGHT  
[02:03:35] WANT BOOK TO HEAR. AND I THINK THAT'S  
[02:03:38] RELATED TO THAT ALLIANCE WORK ON THE MY  
[02:03:41] QUESTION IS MORE SO TO BETTER UNDERSTAND  
[02:03:43] IF YOU GUYS HOW MUCH OF THE ORGANIZATION  
[02:03:45] IS RELYING ON CONSULTANTS AS OPPOSED TO  
[02:03:48] TEMPORARY STAFF AS A WHOLE.  
[02:03:52] SO FOR ENGINEERING, AS JANICE  
[02:03:56] MENTIONED A LITTLE BIT EARLIER, THEY  
[02:03:57] HAVE SOME ONSITE CONSULTANTS. AND ALSO  
[02:04:01] THE KNOW WE DO HAVE SOME EMERGENCY  
[02:04:05] HIRE AND WE JUST CONVERTED A NUMBER OF  
[02:04:08] THOSE POSITION THIS YEAR IN 2023 INTO  
[02:04:11] A PERMANENT POSITION AS MARINE  
[02:04:15] MAINTENANCE DID SEVERAL YEARS AGO. THEY  
[02:04:16] HAVE SOME EMERGENCY HIRE AND THEN  
[02:04:18] BECAUSE WE'VE BEEN HIRING THEM FOR  
[02:04:19] SEVERAL YEARS AND SOME OF THEM OVER TEN  
[02:04:21] YEARS SO WE CONVERT THEM TO THE REGULAR  
[02:04:23] POSITION. AND THAT'S A KNOW THAT SOME  
[02:04:27] EMERGENCY HIRE IN THE INDIVIDUAL BASE  
[02:04:29] BECAUSE IF AN FTE OR REGULAR  
[02:04:33] POSITION BECAUSE EMERGENCY SITUATION,  
[02:04:35] THEY COULD KNOW COME TO THE PORT AND  
[02:04:37] WORK. AND IN SOME CASES WE HIDE THOSE  
[02:04:39] POSITIONS. AND THEN THE OTHER ONES, AS  
[02:04:43] DAN MENTIONED EARLIER, WE DO HAVE IN  
[02:04:45] CENTRAL SERVICE HAVE A COUPLE OF LIMITED  
[02:04:48] AVIATION SOMETIMES WE KNOW THAT SOME OF  
[02:04:51] THE WORK IS JUST FOR A FEW YEARS, SO WE  
[02:04:53] HIDE THAT, INCLUDING ONE FOR OEDI OR TO  
[02:04:56] SUPPORT THE CPA ALLIANCE. I SEE. GOT IT.  
[02:04:59] THANK YOU. THAT'S HELPFUL. I WAS  
[02:05:01] WONDERING IF THE REASON THAT WE DIDN'T  
[02:05:02] DO IT WAS BECAUSE WE'RE RELYING MORE ON  
[02:05:04] CONSULTANTS. SO THAT'S HELPFUL  
[02:05:05] INFORMATION. AND THEN JUST QUICKLY, THE  
[02:05:09] EQUITY SPENDING. I MEAN, THIS IS  
[02:05:11] PHENOMENAL WORK. IT'S WORK THAT HASN'T  
[02:05:13] BEEN DONE AROUND THE COUNTRY. IT'S  
[02:05:16] SOMEWHAT GROUNDBREAKING. THERE'S A LOT  
[02:05:17] OF ORGANIZATIONS THAT WILL BE USING THIS

[02:05:20] AS AN EXAMPLE. THE DASHBOARD IS PUBLIC  
[02:05:22] AND I LOOK AT IT AND IT'S AMAZING HOW IT  
[02:05:25] BREAKS DOWN THE NUMBERS AND HOW YOU CAN  
[02:05:29] PLAY AROUND WITH THE TOOL TO IDENTIFY  
[02:05:31] NUMBERS. WHEN WE FIRST MENTIONED THIS,  
[02:05:33] I REMEMBER HOW EVERYBODY'S EYEBROWS  
[02:05:35] RAISED UP AND WE ALL SAID, WHAT ARE WE  
[02:05:37] TALKING ABOUT HERE? AND I ALSO MENTIONED  
[02:05:40] AROUND THAT TIME, PARTICIPATORY  
[02:05:42] BUDGETING, RIGHT? AND WHEN WE SAY  
[02:05:44] PARTICIPATORY BUDGETING, WE'RE NOT  
[02:05:46] TALKING ABOUT HAVING THE PUBLIC  
[02:05:48] PARTICIPATE IN THE ENTIRE BUDGET OF THE  
[02:05:50] PORT, BUT AROUND THE STUFF THAT  
[02:05:54] WE'RE TALKING ABOUT. WHEN WE TALK ABOUT  
[02:05:55] EQUITY SPENDING, HOW DO WE GET THE  
[02:05:57] PUBLIC TO BE MORE ENGAGED? AND THESE ARE  
[02:06:00] ONE OF THE WAYS. WHEN PEOPLE KNOW WHAT  
[02:06:02] WE'RE INVESTING IN AND WHERE THOSE  
[02:06:03] DOLLARS ARE GOING, IT ACTUALLY EMPOWERS  
[02:06:05] THEM TO FEEL LIKE THAT THEY CAN ENGAGE  
[02:06:07] WITH THE ORGANIZATION. AND SO IT'S  
[02:06:09] AMAZING TO SEE US PUT THIS STUFF IN  
[02:06:11] ACTION AND IT TO BECOME A PART OF HOW  
[02:06:14] WE'RE LOOKING AT THE BUDGET. AND SO I  
[02:06:16] WANT TO COMMEND EVERYONE WHO WAS PART OF  
[02:06:18] THAT PROCESS. AND SO THAT CONCLUDES MY  
[02:06:21] COMMENTS AND THANK YOU AGAIN. THANK YOU.  
[02:06:23] ALL RIGHT, THANK YOU VERY MUCH,  
[02:06:24] GENTLEMEN. I WOULD JUST MENTION THERE  
[02:06:26] WAS A FINAL SLIDE, WHICH I WON'T COVER,  
[02:06:27] BUT IT WAS JUST THE REMAINING SCHEDULE.  
[02:06:29] I THINK YOU CAN READ IT FOR YOURSELF.  
[02:06:31] BUT AS I SAID, DIVISIONS WILL BE BACK IN  
[02:06:33] EARLY OCTOBER, PRESENT THEIR BUDGETS.  
[02:06:35] WE'LL HAVE THE TAX LEVY AND PLAN OF  
[02:06:37] FINANCE AT THE SECOND MEETING OF  
[02:06:39] OCTOBER. BUDGET DOCUMENT WILL BE  
[02:06:41] RELEASED IN OCTOBER. AND THEN AS I GET  
[02:06:43] INTO NOVEMBER, IS WHEN THE INTRODUCTION  
[02:06:45] OF THE BUDGET AND THE FINAL PASSAGE WILL  
[02:06:47] OCCUR. GREAT. THANK YOU, DAN. THANK YOU,  
[02:06:49] MICHAEL. APPRECIATE IT. ALL RIGHT,  
[02:06:52] CLERK HART, PLEASE READ THE NEXT ITEM  
[02:06:54] INTO THE RECORD. EXECUTIVE DIRECTOR  
[02:06:55] METRUCK WILL THEN INTRODUCE IT.  
[02:06:58] THANK YOU. THIS IS AGENDA ITEM ELEVEN B.  
[02:07:01] PORT OF SEATTLE POLICE DEPARTMENT 2022  
[02:07:03] ANNUAL REPORT COMMISSIONERS  
[02:07:08] OUR PORT OF SEATTLE POLICE DEPARTMENT  
[02:07:09] AND THEIR PERFORMANCE IS AN ESSENTIAL  
[02:07:11] PART OF WHAT MAKES US SUCCESSFUL AS AN  
[02:07:13] ORGANIZATION AND ALL THE MANY WAYS THAT  
[02:07:15] WE DEFINE SUCCESS, FROM KEEPING OUR  
[02:07:17] FACILITIES SAFE AND SECURE, TO LIVING UP  
[02:07:20] TO OUR GOALS FOR EQUITY, TRANSPARENCY,  
[02:07:22] ACCOUNTABILITY AND CUSTOMER SERVICE.  
[02:07:24] WE'RE PROUD TO HAVE A POLICE DEPARTMENT  
[02:07:25] THAT IS A MISSION DRIVEN, VALUES  
[02:07:28] ORIENTED, CONSTANTLY EXPANDING ITS  
[02:07:30] APPROACH TO NEW OPPORTUNITIES AND  
[02:07:31] CHALLENGES. TODAY YOU'LL HEAR FROM PORT  
[02:07:36] OF SEATTLE POLICE DEPARTMENT CHIEF VIA,



[02:07:39] HOW THE SPD IS PERFORMING ON A NUMBER OF  
[02:07:42] FRONTS, FROM HOW WE'RE  
[02:07:45] DOING WITH RECRUITMENT AND TRAINING TO  
[02:07:47] THE RESULTS OF OUR INTERACTIONS WITH THE  
[02:07:49] PUBLIC. WE'LL ALSO HEAR HOW THE POLICE  
[02:07:51] DEPARTMENT IS WORKING TO MEET THE  
[02:07:52] RECOMMENDATIONS OF THE PORT'S POLICING  
[02:07:54] TASK FORCE RELATED TO EQUITY AND CIVIL  
[02:07:56] RIGHTS, AND THEIR ONGOING WORK WITH A 21  
[02:07:58] CP TO CONDUCT THAT EVALUATION. SO THIS  
[02:08:02] AFTERNOON WE HAVE CHIEF MICHAEL VIA,  
[02:08:04] CHIEF OF PORT OF SEATTLE POLICE  
[02:08:06] DEPARTMENT SEAN GRIFFIN. SERGEANT SEAN  
[02:08:09] GRIFFIN, AND AS WELL AS COMMANDER LISA  
[02:08:11] DRAKE. SO I THINK, CHIEF, I'LL TURN OVER  
[02:08:14] TO YOU. GOOD AFTERNOON, COMMISSIONER.  
[02:08:16] PRESIDENT CHO AND COMMISSIONERS,  
[02:08:17] EXECUTIVE DIRECTOR, METRUCK AND OTHER  
[02:08:20] STAFF AND VISITORS. I'M REALLY EXCITED  
[02:08:22] TO GIVE THIS PRESENTATION ON THE POLICE  
[02:08:25] DEPARTMENT JUST TO TALK ABOUT THE GREAT  
[02:08:27] WORK AND THE GREAT PEOPLE IN OUR POLICE  
[02:08:30] DEPARTMENT.  
[02:08:34] I KNOW THAT THERE'S AN ONLINE COPY OF  
[02:08:37] THE ANNUAL REPORT IN YOUR PACKETS. IT'S  
[02:08:39] ALSO ON OUR WEBSITE, SO ANYBODY CAN GO  
[02:08:42] TO OUR WEBSITE AND PULL THAT UP AS WELL.  
[02:08:45] JUST NOW HANDED OUT SOME HARD COPIES OF  
[02:08:47] THAT. I DO WANT TO THANK EXTERNAL  
[02:08:50] RELATIONS, REALLY FOR WORKING WITH OUR  
[02:08:53] TEAM, WITH MY SENIOR ADMIN ASSISTANT JEN  
[02:08:56] ROBINSON AND COMMANDER DEPOLO FOR  
[02:08:57] PUTTING TOGETHER THE ANNUAL REPORT AND  
[02:09:00] HOPE THAT YOU ENJOY THAT AS YOU LOOK  
[02:09:02] THROUGH THAT. NEXT SLIDE, PLEASE.  
[02:09:07] SO I'M GOING TO GIVE OR WE, MYSELF AND  
[02:09:10] SERGEANT GRIFFIN AND COMMANDER DRAKE  
[02:09:12] WILL GIVE A BRIEF OVERVIEW OF THE  
[02:09:13] DEPARTMENT. I DO WANT TO JUST SAY THAT  
[02:09:16] IT'LL BE BRIEFER THAN WHAT YOU'VE SEEN  
[02:09:18] IN PREVIOUS THE LAST COUPLE OF YEARS,  
[02:09:20] BECAUSE I'VE TALKED A LOT ABOUT THE  
[02:09:23] DIFFERENT UNITS AND DIVISIONS WITHIN THE  
[02:09:25] DEPARTMENT. SO I'M STILL GOING TO AYE. ON  
[02:09:26] THE TWO BUREAUS, BUT THAT'LL BE A LITTLE  
[02:09:29] BRIEFER. I DO WANT TO GET INTO OUR  
[02:09:31] RECRUITMENT PLAN, WHICH SERGEANT GRIFFIN  
[02:09:32] WILL TALK ABOUT, AND ALSO THE PROGRESS  
[02:09:35] REPORT ON THE 21CP RECOMMENDATIONS FOR  
[02:09:38] THE DEPARTMENT. SO AGAIN, I STILL WILL  
[02:09:41] TALK ABOUT THAT, BUT IT'LL BE A LITTLE  
[02:09:43] BRIEFER THAN WHAT YOU'VE SEEN IN THE  
[02:09:44] PAST. AND THEN WE'LL SHARE SOME NOTABLE  
[02:09:46] ACTIVITIES DURING 2022,  
[02:09:50] TALK ABOUT WHAT WE HAVE AND ARE DOING  
[02:09:51] WITH RECRUITMENT, DISCUSS THE POLICING  
[02:09:54] ASSESSMENT, PROGRESS, AND THEN ALSO GIVE  
[02:09:58] A LOOK FORWARD. NEXT SLIDE.  
[02:10:02] SO OUR VISION IS TO BE THE NATION'S  
[02:10:03] FINEST PORT POLICE. OUR MISSION IS IN  
[02:10:07] SUPPORT OF THE PORT OF SEATTLE'S  
[02:10:08] MISSION. AND THAT WAS A PHRASE THAT WE  
[02:10:10] ADDED TO OUR MISSION A COUPLE OF YEARS

[02:10:12] AGO BECAUSE WE REALLY SAW THAT IT WAS  
[02:10:13] IMPORTANT THAT THE MISSION OF THE POLICE  
[02:10:16] DEPARTMENT REALLY NEEDS TO ALIGN WITH  
[02:10:18] THE PORT OF SEATTLE MISSION, WHICH IS  
[02:10:21] ESSENTIALLY TO PROMOTE ECONOMIC  
[02:10:23] OPPORTUNITIES AND QUALITY OF LIFE. AND  
[02:10:25] THEN AS A POLICE DEPARTMENT, OUR PART OF  
[02:10:27] THAT OR PART OF WHAT WE DO TO SUPPORT  
[02:10:29] THAT IS THAT WE FIGHT CRIME. WE'RE VERY  
[02:10:31] PROACTIVE IN ADDRESSING CRIME ISSUES AND  
[02:10:34] PROTECT AND SERVE OUR COMMUNITY. AND OUR  
[02:10:37] GUIDING PRINCIPLES ARE LEADERSHIP,  
[02:10:39] INTEGRITY, AND ACCOUNTABILITY. NEXT  
[02:10:41] SLIDE. THESE ARE THE PRIMARY  
[02:10:45] FUNCTIONS THAT THE POLICE DEPARTMENT  
[02:10:47] ENGAGES IN. WE PERFORM ALL THE  
[02:10:49] TRADITIONAL LAW ENFORCEMENT FUNCTIONS OF  
[02:10:52] A MUNICIPALITY, SUCH AS TRAFFIC  
[02:10:55] ENFORCEMENT, RESPONDING TO AND  
[02:10:57] INVESTIGATING THEFTS OR BURGLARIES,  
[02:10:59] ASSAULTS OR OTHER CRIMES. BUT IN  
[02:11:01] ADDITION TO THAT, WE ALSO RESPOND,  
[02:11:04] MITIGATE AND RESOLVE ISSUES SUCH AS  
[02:11:06] SUSPICIOUS DEVICES OR THREATENING  
[02:11:08] PERSONS THAT AFFECT NOT ONLY PUBLIC  
[02:11:10] SAFETY ON OUR PROPERTIES, BUT ALSO OUR  
[02:11:13] CONTINUITY OF OPERATIONS. AND SO WE'RE A  
[02:11:16] KEY PART THERE. FINALLY, WE TRAIN AND  
[02:11:19] EQUIP OUR TEAM MEMBERS TO RESPOND,  
[02:11:22] MITIGATE AND STABILIZE ACTS OF  
[02:11:25] TERRORISM OR UNUSUAL OCCURRENCES THAT  
[02:11:28] COULD OCCUR. PLEASE. NEXT SLIDE.  
[02:11:34] THIS IS PRIMARILY HERE FOR YOUR  
[02:11:35] REFERENCE, BUT. IT GIVES AN  
[02:11:36] ORGANIZATIONAL CHART OF OUR DEPARTMENT.  
[02:11:40] ONE THING THAT'S FOR 2022, ONE THING I  
[02:11:44] WILL SAY IS THAT IN 2023, WE ADDED AN  
[02:11:47] ADDITIONAL COMMANDER. SO NEXT YEAR OR  
[02:11:49] NEXT ANNUAL REPORT, YOU'LL SEE THAT  
[02:11:51] THERE WILL ACTUALLY BE FOUR COMMANDERS  
[02:11:52] UNDER THE OPERATIONS BUREAU. NEXT SLIDE.  
[02:11:59] OUR OPERATIONS BUREAU IS COMPRISED OF  
[02:12:02] THE SPECIALIZED UNITS THAT YOU SEE ON  
[02:12:04] THIS SLIDE. SO PATROL, MARITIME PATROL  
[02:12:07] UNIT, OUR BOAT TEAM, DIVE TEAM,  
[02:12:09] EXPLOSIVE DETECTION, CANINE BOMB  
[02:12:11] DISPOSAL UNIT AND OUR TRAFFIC SUPPORT  
[02:12:13] SPECIALIST. THESE TEAMS ALL WORK  
[02:12:17] TOGETHER TO PROVIDE LAYERS OF SECURITY  
[02:12:20] AT THE AIRPORT AND THE SEAPORT, AND TO  
[02:12:23] JUST PROVIDE THAT EXCEPTIONAL LAW  
[02:12:24] ENFORCEMENT SERVICES THAT WE SEEK TO  
[02:12:27] PROVIDE. IN 2022, THEY WORKED WITH  
[02:12:30] AVIATION SECURITY AND MARITIME SECURITY  
[02:12:33] DIVISIONS, TSA, OTHER FEDERAL LAW  
[02:12:36] ENFORCEMENT PARTNERS, TO KEEP OUR  
[02:12:38] PROPERTIES SECURE. AND I DID JUST WANT  
[02:12:40] TO TAKE A MOMENT TO THANK OUR THIS IS  
[02:12:43] THE LARGEST PORTION OF OUR POLICE  
[02:12:44] DEPARTMENT. IT'S OUR UNIFORM PERSONNEL.  
[02:12:46] THEY DO A TREMENDOUS JOB. AND IN 2022,  
[02:12:50] THEY KEPT OUR PROPERTY SAFE. ONE OF THE  
[02:12:53] REASONS THAT WE CAN SIT IN THIS ROOM

[02:12:55] COMFORTABLY AND WITHOUT AND JUST FEEL  
[02:12:57] SAFE AND SECURE IS BECAUSE OF THE WORK  
[02:12:59] THAT THOSE MEN AND WOMEN ARE DOING ON  
[02:13:02] OUR PROPERTIES. SO, AGAIN, THEY DO A  
[02:13:04] TREMENDOUS JOB, VERY COMMITTED TO THAT  
[02:13:06] SECURITY. AND I WANT TO THANK ALL OF  
[02:13:08] THEM. NEXT SLIDE, PLEASE.  
[02:13:12] I WILL TAKE A LITTLE BIT MORE TIME TO  
[02:13:14] TALK ABOUT THE SERVICES BUREAU. AND PART  
[02:13:16] OF THAT IS BECAUSE SOME OF THE WORK THAT  
[02:13:18] THEY DO REALLY TOUCHES ON SOME OF THE  
[02:13:20] AREAS THAT I KNOW THE COMMISSION IS  
[02:13:24] VERY INTERESTED IN. SO OUR OFFICE OF  
[02:13:27] PROFESSIONAL ACCOUNTABILITY TALKING  
[02:13:29] ABOUT THEM JUST BRIEFLY. THEY REPORT  
[02:13:31] DIRECTLY TO THE CHIEF'S OFFICE. AND  
[02:13:34] THEIR PRIMARY FUNCTION IS TO INVESTIGATE  
[02:13:35] ALLEGED EMPLOYEE MISCONDUCT. THEY WORK  
[02:13:38] VERY CLOSELY WITH HR, WITH OUR LEGAL  
[02:13:40] DEPARTMENT AND WITH WORKPLACE  
[02:13:42] RESPONSIBILITY. OUR CRIMINAL  
[02:13:44] INVESTIGATIONS DIVISION. THEY  
[02:13:46] INVESTIGATE CRIMES, CONDUCT BACKGROUNDS,  
[02:13:48] PERFORM DRUG INTERDICTION, WORK WITH OUR  
[02:13:51] PARTNERS ON HUMAN TRAFFICKING, AMONGST  
[02:13:54] MANY OTHER DUTIES AND RESPONSIBILITIES.  
[02:13:57] ONE OF THE CHALLENGES THAT WE FACED OVER  
[02:14:00] THE LAST FEW YEARS, AND YOU MIGHT RECALL  
[02:14:02] THIS AS BEING A BIT OF A HOT TOPIC, IS  
[02:14:06] THE THEFT OF CATALYTIC CONVERTERS FROM  
[02:14:09] VEHICLES. I'M HAPPY TO REPORT, NOT HAPPY  
[02:14:12] THAT WE STILL HAVE THOSE, BUT IN 2022,  
[02:14:15] WE SAW A SIGNIFICANT DECREASE IN THESE  
[02:14:18] THEFTS. IN 2021, WE HAD OVER 150 THEFTS  
[02:14:22] OF CATALYTIC CONVERTERS. IN 2022,  
[02:14:25] WE HAD ABOUT 40. IN 2023,  
[02:14:29] WE WERE AT 23 LAST I CHECKED LAST WEEK.  
[02:14:31] SO WE REALLY SAW A SIGNIFICANT DECREASE  
[02:14:33] IN THIS. THIS ISN'T JUST HAPPENSTANCE.  
[02:14:36] THIS IS BECAUSE OF THE INNOVATIVE AND  
[02:14:39] INVESTIGATIVE WORK OF OUR PATROL, OF OUR  
[02:14:42] DETECTIVES WORKING WITH PATROL,  
[02:14:44] PRIMARILY, WE HAD AN OPERATION WITH THE  
[02:14:47] BAIT CAR BACK AT THE END OF 2021. WE  
[02:14:50] INVESTIGATED SOME OF THESE CRIMINAL  
[02:14:51] ORGANIZATIONS, AND THEY DID A PHENOMENAL  
[02:14:54] JOB THAT REALLY IMPACTED THE DECREASE OF  
[02:14:56] THAT SORT OF THEFT. I WANTED TO REPORT  
[02:15:00] OUT ON THAT. AND AGAIN, IT'S AN EXAMPLE  
[02:15:02] OF THE GREAT WORK THAT THEY DO REGARDING  
[02:15:05] DRUG INTERDICTION, WHICH I KNOW HAS ALSO  
[02:15:07] BEEN A TOPIC OF INTEREST, IN 2022,  
[02:15:11] WE SEIZED DRUGS TOTALING 2.9 MILLION IN  
[02:15:14] STREET VALUE THAT WERE COMING THROUGH  
[02:15:16] OUR PROPERTIES. 100,000 FENTANYL  
[02:15:21] PILLS WERE PART OF THAT SEIZURE WITH A  
[02:15:24] \$1.7 MILLION STREET VALUE THAT WE TOOK  
[02:15:27] OFF THE STREET BECAUSE THE WORK THAT OUR  
[02:15:29] DRUG INTERDICTION TEAM DID IN 2022,  
[02:15:32] THEY ALSO SEIZED \$764,000 IN CASH  
[02:15:36] SEIZURES. THAT WAS DRUG MONEY, AGAIN,  
[02:15:38] THAT WAS COMING THROUGH OUR PROPERTIES  
[02:15:40] THAT THEY WERE ABLE TO INTERDICT AND

[02:15:42] SEIZE. AND SO I KNOW THAT OUR AUDIENCE  
[02:15:45] WATCHING THIS IS GENERALLY NOT FOLKS WHO  
[02:15:47] ARE DOING THAT TYPE OF TRAFFICKING. BUT  
[02:15:49] I JUST WANT TO SAY THAT IF YOU'RE COMING  
[02:15:51] THROUGH OUR PROPERTIES, THEN YOU BETTER  
[02:15:52] BEWARE BECAUSE OUR DOGS WILL SNIFF YOU  
[02:15:54] OUT AND OUR DETECTIVES WILL DO THEIR  
[02:15:56] WORK AND WE'RE GOING TO BE SEIZING MORE  
[02:15:58] IF THAT COMES THROUGH THE PROPERTIES,  
[02:16:00] WE'LL CONTINUE TO DO THAT WORK.  
[02:16:02] REGARDING HUMAN TRAFFICKING. WANT TO  
[02:16:04] REPORT OUT ON THAT. AND COMMISSIONER  
[02:16:05] PRESIDENT CHO JUST WALKED OUT, SO MAYBE  
[02:16:09] I'LL COME BACK TO THAT. LET ME  
[02:16:13] TALK ABOUT THE ADMINISTRATIVE SERVICES  
[02:16:14] DIVISION REAL QUICK. SO OUR  
[02:16:15] ADMINISTRATIVE SERVICES DIVISION  
[02:16:18] PERFORMS VARIOUS FUNCTIONS AS ENSURING  
[02:16:20] THAT WE MEET THE WASHINGTON STATE  
[02:16:22] TRAINING REQUIREMENTS, SUCH AS  
[02:16:24] DEESCALATION, CRISIS INTERVENTION,  
[02:16:28] PROCEDURAL JUSTICE. THEY HAVE A  
[02:16:30] REQUIREMENT THAT ALL OF OUR OFFICERS  
[02:16:34] RECEIVE 24 HOURS OF IN SERVICE TRAINING.  
[02:16:36] I'M HAPPY TO REPORT THAT WE EXCEED THAT  
[02:16:38] REQUIREMENT YEAR AFTER YEAR AFTER YEAR.  
[02:16:40] AND SO THE AVERAGE NUMBER OF HOURS THAT  
[02:16:42] OUR OFFICERS RECEIVE TRAINING IN 2022  
[02:16:45] WAS 55 HOURS. AND AGAIN, THAT'S FAIRLY  
[02:16:49] COMMON FOR US TO DO THAT. THAT DIVISION,  
[02:16:51] ADMINISTRATIVE SERVICES DIVISION ALSO  
[02:16:52] OVERSEES OUR CLIA ACCREDITATION, THE  
[02:16:55] COMMISSION ON ACCREDITATION FOR LAW  
[02:16:56] ENFORCEMENT AGENCIES, AND THEY ENSURE  
[02:16:59] THAT OUR POLICIES ARE IN ACCORDANCE WITH  
[02:17:01] STATE AND FEDERAL STATUTES OR  
[02:17:03] REQUIREMENTS AND THAT THEY MEET BEST  
[02:17:05] PRACTICES. SO I'LL JUMP BACK TO THE  
[02:17:07] HUMAN TRAFFICKING, THOUGH I KNOW THAT  
[02:17:09] OTHER COMMISSIONER HAVE INTEREST IN  
[02:17:10] THAT. WE HAD TWO HUMAN TRAFFICKING CASES  
[02:17:13] IN 2022. ONE OF THOSE WAS TRANSITIONED  
[02:17:17] TO ANOTHER DEPARTMENT AS A PRIMARY  
[02:17:19] DEPARTMENT. ANOTHER ONE WAS SOMEONE WHO  
[02:17:21] WAS COMING HERE TO THE AIRPORT TO MEET  
[02:17:23] AN UNDERAGE FEMALE, AND INSTEAD THEY MET  
[02:17:26] HER DETECTIVES. AND SO THAT PERSON WAS  
[02:17:28] TAKEN INTO CUSTODY. AGAIN, ANYONE WHO'S  
[02:17:31] THINKING ABOUT DOING THAT AND COMING  
[02:17:33] HERE BEWARE BECAUSE THEY MAY END UP  
[02:17:35] MEETING ONE OF OUR DETECTIVES OR  
[02:17:36] DETECTIVES INSTEAD AND GOING TO JAIL.  
[02:17:39] THERE WERE TWO OTHER REPORTS THAT WE HAD  
[02:17:41] IN 2022 THAT TURNED OUT TO BE UNFOUNDED.  
[02:17:44] THE GOOD PART OF THAT IS THAT WHAT THAT  
[02:17:46] MEANS IS THAT PEOPLE ARE CALLING US  
[02:17:48] BECAUSE THEY SEE SOMETHING THAT IS  
[02:17:49] SUSPICIOUS, DOESN'T LOOK RIGHT, AND  
[02:17:52] THEY'RE THINKING, HEY, MAYBE THIS IS  
[02:17:53] HUMAN TRAFFICKING. SO THEY'RE CALLING  
[02:17:55] US. AND AGAIN, I WOULD JUST ENCOURAGE  
[02:17:56] ANYONE, IF YOU SEE SOMETHING THAT DOES  
[02:17:58] NOT LOOK RIGHT AND THERE'S SOMETHING

[02:18:00] GOING ON, YOU DON'T NEED TO KNOW WHAT  
[02:18:02] EXACTLY IT IS, JUST CALL. JUST CALL 911,  
[02:18:05] REPORT IT. OUR OFFICERS WILL RESPOND.  
[02:18:07] WE'LL DO THE INVESTIGATION, AND WE'LL  
[02:18:09] DETERMINE IF THERE'S A CRIME THAT'S  
[02:18:11] BEING COMMITTED OR ABOUT TO BE COMMITTED  
[02:18:12] OR HAS BEEN COMMITTED ANYWAY.  
[02:18:16] AND THEN OUR 911, POLICE AND FIRE  
[02:18:17] COMMUNICATIONS, COMMUNICATIONS CRITICAL  
[02:18:20] FOR OUR OPERATIONS, THEY DO A FABULOUS  
[02:18:23] JOB AND JUST APPRECIATE THE WORK THAT  
[02:18:25] THEY'VE DONE. 2022 AND CONTINUING TO DO  
[02:18:28] FOR US. NEXT SLIDE. AND SPEAKING  
[02:18:32] ABOUT NONLINE COMMUNICATIONS. SO THIS  
[02:18:34] SLIDE GIVES THE STATISTICS AS FAR AS THE  
[02:18:37] CALLS FOR SERVICE, CALLS RECEIVED, ONE  
[02:18:40] THING I WILL POINT OUT IS WHEN YOU'RE  
[02:18:42] GOING THROUGH THE ANNUAL REPORT,  
[02:18:45] YOU WILL SEE A PAGE WHERE IT TALKS ABOUT  
[02:18:47] CALLS FOR SERVICE. NOTE THAT THAT'S FOR  
[02:18:50] PATROL. SO THESE NUMBERS HERE, THEY  
[02:18:53] INCLUDE POLICE AND FIRE. SO CALLS FOR  
[02:18:56] SERVICE FOR POLICE AND FIRE, THAT'S THAT  
[02:18:58] TOTAL NUMBER OF 90,000, A LITTLE BIT OF  
[02:19:00] A DECREASE, ABOUT 10% BETWEEN 2021 AND  
[02:19:03] 2022. AND I'LL TALK ABOUT THAT IN A  
[02:19:05] MINUTE. CALLS RECEIVED ARE THOSE CALLS  
[02:19:08] THAT ARE ACTUALLY COMING INTO THE  
[02:19:10] DISPATCH CENTER. CALLS FOR SERVICE.  
[02:19:12] THEY INCLUDE OFFICERS CALLING OUT ON A  
[02:19:15] SUSPICIOUS SUBJECT OR WHATEVER IT MIGHT  
[02:19:17] BE. SO CALLS RECEIVED, THAT'S WHERE YOU  
[02:19:19] SEE THAT NUMBER. AND THERE WAS A SLIGHT  
[02:19:21] INCREASE IN THAT BETWEEN 21 AND 2022.  
[02:19:23] AND THEN BROKEN OUT ON THAT SLIDE IS THE  
[02:19:27] TOTAL FIRE AND MEDICAL CALLS AS OPPOSED  
[02:19:29] TO CALLS FOR POLICE. IF WE GO TO THE  
[02:19:32] NEXT SLIDE. SO ON THIS ONE HERE,  
[02:19:35] IT TAKES THOSE CALLS FOR SERVICE, AND IT  
[02:19:38] SHOWS ESSENTIALLY THE GROUPINGS OF WHAT  
[02:19:41] THOSE CALLS WERE. AND ONE THING TO NOTE  
[02:19:44] ON THIS IS THAT YOU'LL SEE THAT 57% OF  
[02:19:46] THE CALLS FOR SERVICE WERE AREA CHECKS.  
[02:19:48] SO THAT'S OFFICERS THAT ARE CHECKING  
[02:19:50] PARTICULAR AREAS, IT MIGHT BE THE  
[02:19:52] PARKING GARAGE. IT MIGHT BE THE RENTAL  
[02:19:54] CAR FACILITY. IT MIGHT BE PROPERTIES  
[02:19:56] DOWN IN THE SEAPORT. THEY'RE CALLING OUT  
[02:19:58] THAT THEY'RE DOING AREA CHECKS OF THOSE.  
[02:20:00] SO THAT'S WHAT THAT IS. OF THOSE CALLS  
[02:20:03] FOR SERVICE, 65% OF  
[02:20:06] TOTAL CALLS FOR SERVICE ARE OFFICER  
[02:20:08] INITIATED. AND SO THAT COULD BE THAT THE  
[02:20:12] AREA CHECKS. IT MIGHT BE AN EMPHASIS  
[02:20:14] THAT OUR CANINE TEAMS ARE CONDUCTING  
[02:20:17] THROUGHOUT THE YEAR. IN 2022, FOR  
[02:20:19] INSTANCE, OUR CANINE TEAMS CONDUCTED  
[02:20:21] ABOUT 3900 EMPHASIS PATROLS WHERE  
[02:20:25] THEY WOULD GO OUT WITH THEIR CANINES ARE  
[02:20:27] NOT NECESSARILY DEPLOYED ON A CALL, BUT  
[02:20:29] THEY'RE OUT IN THE AIRPORT DOING THAT  
[02:20:31] EMPHASIS PATROL. AND THEN I'D  
[02:20:34] ALSO JUST LIKE TO NOTICE NOT ON THE

[02:20:35] SLIDE, BUT TSA. WE THE POLICE  
[02:20:39] DEPARTMENT, WE HAVE TO WORK WITHIN  
[02:20:41] REGULATIONS OF TSA. AND ONE OF THE  
[02:20:44] REGULATIONS IS THAT WE ARE ABLE TO  
[02:20:46] RESPOND TO CHECKPOINTS WITHIN FIVE  
[02:20:48] MINUTES. SO THAT'S ONE OF THE OTHER  
[02:20:49] RESPONSIBILITIES AND DUTIES OF OUR  
[02:20:50] OFFICERS IS RESPONDING TO THOSE  
[02:20:52] CHECKPOINTS. AND THAT'S WHAT ENCOMPASSES  
[02:20:55] SOME OF THOSE CALLS AS WELL. RIGHT,  
[02:20:58] NEXT SLIDE.  
[02:21:01] SO, NOTABLE ACTIVITY. THE FIRST THREE  
[02:21:03] I'M GOING TO TOUCH ON A LITTLE BIT LATER  
[02:21:05] AS WE GO THROUGH THE PRESENTATION. SO  
[02:21:06] I'M NOT GOING TO MAKE ANY COMMENTS ABOUT  
[02:21:08] THOSE RIGHT NOW, BUT DO JUST WANT TO  
[02:21:11] CALL OUT THAT WE HAD SOME NOTABLE  
[02:21:13] THINGS, EVENTS THAT OCCURRED DURING  
[02:21:15] 2022. THE FIRST WAS A POTUS VISIT,  
[02:21:19] PRESIDENT BIDEN COMING THROUGH THE  
[02:21:21] AIRPORT. OUR STAFF HAD VERY SHORT NOTICE  
[02:21:24] OF AYE. ARRIVAL TO THE AIRPORT. THIS IS  
[02:21:27] NOT A USUAL EVENT THAT WE HAVE DEPUTY  
[02:21:30] CHIEF GILLIBO AND OUR TEAM WORK REALLY  
[02:21:34] JUST IN A PHENOMENAL WAY TO IN VERY  
[02:21:36] SHORT AMOUNT OF TIME MAKE SURE THAT WE  
[02:21:39] HAD A GOOD PLAN, WORKING WITH SECRET  
[02:21:40] SERVICE AND OUR OTHER PARTNERS TO ENSURE  
[02:21:43] THAT THERE WAS A SAFE ARRIVAL AND SAFE  
[02:21:45] DEPARTURE WITHOUT ANY INCIDENTS FOR THE  
[02:21:47] PRESIDENT. SO THAT WAS A GOOD EVENT FOR  
[02:21:49] US. THE OTHER ONE IS THE APPOINTMENT OF  
[02:21:51] A NEW POLICE CHIEF. I WAS HONORED,  
[02:21:54] AND I FEEL VERY  
[02:21:57] FORTUNATE THAT IN AUGUST OF 2022,  
[02:22:00] DIRECTOR METRUCK APPOINTED ME AS THE  
[02:22:03] NEXT POLICE CHIEF. AND SO, AGAIN, THANK  
[02:22:05] YOU, SIR, FOR THAT. AND COMMISSIONERS,  
[02:22:07] I APPRECIATE THE SUPPORT THAT YOU'VE  
[02:22:09] GIVEN TO ME AS THE POLICE CHIEF. AND IT  
[02:22:12] REALLY DOES MAKE MY JOB A LOT EASIER.  
[02:22:14] AND ANYWAY, SO FEEL VERY FORTUNATE FOR  
[02:22:17] THAT. 2022 WAS ALSO OUR 50 YEAR  
[02:22:21] ANNIVERSARY. SO WE HAD A WONDERFUL  
[02:22:23] CELEBRATION. OVER 100 PEOPLE ATTENDED.  
[02:22:25] 30 RETIREES CAME BACK FOR THAT  
[02:22:29] CELEBRATION. DIRECTOR METRUCK,  
[02:22:31] COMMISSIONER HASEGAWA, I APPRECIATE YOU  
[02:22:33] GUYS ATTENDING AND THE COMMENTS THAT YOU  
[02:22:35] MADE DURING THAT 50 YEAR ANNIVERSARY.  
[02:22:38] AND IT REALLY WAS A GREAT CELEBRATION TO  
[02:22:41] SEE HOW THE DEPARTMENT HAS EVOLVED OVER  
[02:22:44] THOSE 50 YEARS. AND THEN WITH THE  
[02:22:47] RETIREES COMING BACK TOO, JUST A  
[02:22:48] REMINDER OF SO MANY PEOPLE THAT HAVE  
[02:22:50] CONTRIBUTED TO WHERE THE DEPARTMENT IS  
[02:22:52] TODAY. AND THEN THE FINAL THING WAS  
[02:22:56] THE LOSS OF OFFICER JOHN MCCARTHY.  
[02:22:58] OFFICER JOHN MCCARTHY DIED ON MAY 31 OF  
[02:23:00] 2022 WHILE HE WAS OFF DUTY.  
[02:23:04] BUT VERY TRAGIC, HE WAS A US.  
[02:23:08] MILITARY VETERAN, HAD ALSO BEEN WITH THE  
[02:23:10] DEPARTMENT BETWEEN 2006 AND 2022.

[02:23:14] AND REALLY, IT WAS REALLY HARD  
[02:23:17] FOR THE DEPARTMENT TO GO THROUGH THAT  
[02:23:19] LOSS. IT WAS UNEXPECTED. AND THERE ARE  
[02:23:22] OFFICERS WHO REALLY, I THINK EVEN TO  
[02:23:24] THIS DAY, ARE STILL GRIEVING AYE. LOSS.  
[02:23:28] AND SO YOU WILL NOTICE IN THE  
[02:23:31] ANN REPORT TOWARDS IT'S NOT THE LAST  
[02:23:33] PAGE, BUT THERE IS ALSO JUST A  
[02:23:38] LITTLE TRIBUTE TO AYE. THERE AS FAR AS  
[02:23:39] THAT GOES.  
[02:23:43] NEXT PAGE.  
[02:23:47] SO NOW I'D LIKE TO TALK BRIEFLY ABOUT  
[02:23:49] OUR ONGOING EFFORTS TO RESPOND TO  
[02:23:52] PERSONS IN CRISIS OR PERSONS  
[02:23:53] EXPERIENCING HOMELESSNESS. AND I THINK  
[02:23:56] IF YOU TAKE A STEP BACK AND LOOK AT THE  
[02:23:58] WAY THAT OUR DEPARTMENT HAS RESPONDED TO  
[02:24:00] THIS, AND NOT JUST MICHELLE BREGEL AND  
[02:24:03] VICTORIA ROSITSOVA,  
[02:24:07] BUT OUR STAFF WORKING WITH DOES,  
[02:24:12] IT'S A DEMONSTRATION OF US LIVING BY OUR  
[02:24:16] GUIDING PRINCIPLES AND REALLY THE PORT  
[02:24:18] OF SEATTLE'S CORE VALUES AS WELL. WHEN  
[02:24:21] YOU CONSIDER AND YOU LOOK AT THE WAY  
[02:24:22] THAT WE'VE RESPONDED TO THIS OVER THE  
[02:24:24] LAST FEW YEARS, THIS TEAM HAS ENGAGED  
[02:24:27] WITH AIRPORT STAKEHOLDERS. AIRLINES  
[02:24:30] COLLABORATED WITH SERVICE PARTNERS  
[02:24:34] SUCH AS KING COUNTY VETERANS PROGRAM,  
[02:24:36] RECOVERY NAVIGATOR PROGRAM, LAW  
[02:24:39] ENFORCEMENT ASSISTED DIVERSION OR THE  
[02:24:41] LEAD PROGRAM, THE MOBILE CRISIS TEAM.  
[02:24:44] THEY WORKED WITH BURIEN POLICE  
[02:24:46] DEPARTMENT, AND THEY'LL WORK WITH OTHER  
[02:24:47] DEPARTMENTS AS WELL, BUT DURING 2022 TO  
[02:24:50] CONTACT ENCAMPMENTS ON PORT PROPERTIES  
[02:24:52] AND SHARED JURISDICTIONS. AND THEY  
[02:24:55] REALLY ARE SEEKING AND TRYING TO  
[02:24:57] DETERMINE HOW DO WE BEST HELP PEOPLE WHO  
[02:25:00] ARE EXPERIENCING HOMELESSNESS OR WHO IN  
[02:25:02] CRISIS SO THAT WE CAN HELP THEM GET OUT  
[02:25:05] OF THE SITUATION THAT THEY'RE IN. AND SO  
[02:25:08] YOU SEE SUCH COMMISSIONER IN OUR TEAM AS  
[02:25:12] THEY'RE TRYING TO MAKE THESE EFFORTS.  
[02:25:15] THE TEAM ALSO PROVIDED ALL STAFF IN  
[02:25:18] SERVICE TRAINING FOR MANY OF OUR AIRPORT  
[02:25:22] STAFF. AND THEN NEW HIRE TRAINING AS  
[02:25:24] WELL AS NEW HIRES ARE COMING IN.  
[02:25:25] THEY'RE GIVING THEM SOME TRAINING AND  
[02:25:27] SOME OF THAT TRAINING FOR THE STAFF WAS  
[02:25:29] HOW TO DE ESCALATE AND WHAT SHOULD A  
[02:25:32] NON LAW ENFORCEMENT PERSON DO IF THEY  
[02:25:35] HAVE TO DE ESCALATE A SITUATION OR TRY  
[02:25:38] TO BACK AWAY FROM A SITUATION IF IT  
[02:25:40] SEEMS LIKE THINGS ARE MAYBE BECOMING  
[02:25:42] HOSTILE. VICTORIA WAS HIRED IN  
[02:25:46] NOVEMBER, DECEMBER OF 2022.  
[02:25:48] AND YOU'LL NOTICE ALSO IN THE ANNUAL  
[02:25:51] REPORT THAT WE'VE GOT AN EMPLOYEE  
[02:25:53] SPOTLIGHT ON HER IN THAT REPORT, THAT'S  
[02:25:56] ONE OF THE THINGS I WOULD ENCOURAGE  
[02:25:57] FOLKS TO DO IS IF YOU GO IN THERE AND  
[02:25:59] LOOK AT OUR REPORT, IS THERE ARE SEVERAL

[02:26:01] EMPLOYEE SPOTLIGHTS, AND IT REALLY JUST  
[02:26:04] SHOWS SOME OF THE PEOPLE WHO ARE WORKING  
[02:26:06] FOR THE POLICE DEPARTMENT. SO I'D  
[02:26:08] ENCOURAGE FOLKS TO GO IN THERE AND TAKE  
[02:26:10] A LOOK AT THAT IF THEY HAVE TIME. YOU  
[02:26:13] CAN SEE THE STATS ON THIS SLIDE AS FAR  
[02:26:14] AS THE WORK THAT THIS TEAM HAS DONE.  
[02:26:16] NOW THOSE ARE STATS SINCE JANUARY OF  
[02:26:19] 2022 OF THE WORK THAT THEY'VE DONE. AND  
[02:26:21] A COUPLE OF THINGS TO NOTE THERE. ONE IS  
[02:26:23] JUST THAT IF YOU LOOK AT THAT NUMBER,  
[02:26:24] 115 ENCOUNTERS WITH HOMELESS  
[02:26:26] INDIVIDUALS, 110 ACCEPTED SERVICES OR  
[02:26:29] REFERRALS. WHEN WE MADE THOSE CONTACTS.  
[02:26:33] THE DESIGNATED CRISIS RESPONDER  
[02:26:35] REFERRALS. DCRS. WHAT THAT IS, IS THAT  
[02:26:39] IF OUR OFFICERS OR OUR STAFF ARE IN  
[02:26:42] CONTACT WITH SOMEONE AND IT'S DETERMINED  
[02:26:45] BY MENTAL HEALTH PROFESSIONALS THAT THIS  
[02:26:48] PERSON REALLY NEEDS TO BE EVALUATED,  
[02:26:50] THEY NEED ASSISTANCE. AND SO THERE IS  
[02:26:53] A REQUIREMENT THAT THEY WOULD THEN GO BE  
[02:26:56] EVALUATED, AND I BELIEVE IT'S FIVE DAYS  
[02:26:59] STILL, BUT THEY WOULD BASICALLY STAY FOR  
[02:27:00] FIVE DAYS WHILE THEY'RE BEING EVALUATED,  
[02:27:02] RECEIVING SERVICES AND TREATMENT. SO WE  
[02:27:04] HAD TWELVE OF THOSE DURING THE COURSE OF  
[02:27:06] THAT OF 2022.  
[02:27:10] NEXT SLIDE.  
[02:27:15] SO IN A MOMENT I'LL TURN THIS OVER TO  
[02:27:17] SERGEANT GRIFFIN. BUT JUST WANT TO SAY  
[02:27:19] REGARDING THIS, HE'S GOING TO TALK ABOUT  
[02:27:21] OUR RECRUITMENT PLAN AND WHAT WE  
[02:27:24] HAVE DONE REALLY THE LAST  
[02:27:27] FEW YEARS. THERE HAVE BEEN SOME REAL  
[02:27:29] CHALLENGES WHEN IT COMES TO RETENTION  
[02:27:33] AND RECRUITMENT. AND I REALLY APPRECIATE  
[02:27:36] AND JUST WANT TO CALL OUT WORKING WITH  
[02:27:39] KATIE GERARD AND HER TEAM, WITH HR  
[02:27:42] TALENT ACQUISITION REPRESENTATIVE CANDY  
[02:27:44] LORENZO THAT THEY ENDED UP HIRING AND  
[02:27:48] BRINGING ON AND ASSIGNING TO THE POLICE  
[02:27:50] DEPARTMENT TO REALLY HELP US WITH ORAL  
[02:27:52] BOARDS AND WITH THE PROCESS TO BE ABLE  
[02:27:55] TO INTERVIEW MORE PEOPLE.  
[02:27:58] I ALSO APPRECIATE THE TREMENDOUS WORK  
[02:28:00] THAT SERGEANT GRIFFIN AND AYE. TEAM DID.  
[02:28:04] WE ENDED UP STANDING UP EIGHT. AND HE'LL  
[02:28:05] TALK MORE ABOUT THIS, SO I DON'T WANT TO  
[02:28:08] STEAL YOUR THUNDER, BUT HE TOOK LEAD AND  
[02:28:11] WE STOOD UP A RECRUITMENT CADRE WITH  
[02:28:14] OFFICERS THAT HAVE JUST BEEN DOING A  
[02:28:16] TREMENDOUS JOB OF REACHING OUT, GOING  
[02:28:17] OUT TO THE COMMUNITY AND DOING SOME  
[02:28:21] OUTSTANDING RECRUITMENT. AND SO SERGEANT  
[02:28:24] GRIFFIN, I KNOW, IS HERE AND PRESENTING.  
[02:28:26] I THINK OFFICER NARI SHIN IS IN THE  
[02:28:28] AUDIENCE, BUT I'LL JUST CALL OUT SOME  
[02:28:30] OTHER CADRE MEMBERS SERGEANT MIKE  
[02:28:32] KNOXAIKUM, SERGEANT TONY KALAHUI,  
[02:28:35] OFFICER NICK BLEVINS, DETECTIVE ASHLEY  
[02:28:38] LAMB, OFFICER NICK KING, AND REALLY A  
[02:28:41] WHOLE HOST OF OTHER OFFICERS THAT THIS



[02:28:43] CADRE HAS RECRUITED TO HELP THEM WITH  
[02:28:45] THESE RECRUITMENT EFFORTS. SO WITH THAT,  
[02:28:49] TURN IT OVER TO YOU, SERGEANT GRIFFIN,  
[02:28:50] AND YOU CAN TAKE US THROUGH THE NEXT  
[02:28:52] PART OF THE PRESENTATION. GOOD AFTERNOON  
[02:28:56] AGAIN. MY NAME IS SEAN GRIFFIN. I'M A  
[02:28:58] SERGEANT WITH THE POLICE DEPARTMENT AND  
[02:28:59] I'M PART OF OUR RECRUITING TEAM. AS THE  
[02:29:02] CHIEF SAID, WE DON'T HAVE ANYONE SOLELY  
[02:29:04] DEDICATED TO RECRUITING, SO IT'S BEEN A  
[02:29:06] COMPLETE TEAM EFFORT. AND HE MENTIONED  
[02:29:08] SOME OF THE PEOPLE INVOLVED. A COUPLE  
[02:29:10] OTHER OFFICERS ARE OFFICER SELE AND  
[02:29:13] OFFICER CITRON AS WELL, ARE PART OF THAT  
[02:29:15] TEAM. SO AGAIN, I JUST WANT TO REITERATE  
[02:29:17] THAT DUE TO THEIR EFFORTS IS THE REASON  
[02:29:19] WE HAVE SOME SUCCESS THIS YEAR. AND IT'S  
[02:29:21] BEEN A COMPLETE TEAM EFFORT, NOT ONLY  
[02:29:23] WITH THE RECRUITING TEAM, BUT DEPARTMENT  
[02:29:24] WIDE. AND I'LL GO INTO THAT A LITTLE BIT  
[02:29:26] MORE. NEXT SLIDE, PLEASE.  
[02:29:32] SO WHAT WE WANT TO DO IN RECRUITING IS  
[02:29:34] WE WANT TO MEET POTENTIAL CANDIDATES  
[02:29:35] WHERE THEY ARE THROUGH THE ATTENDANCE AT  
[02:29:38] RECRUITING EVENTS. I'LL TALK MORE ABOUT  
[02:29:40] SOME OF THOSE EVENTS LATER ON. WE WANTED  
[02:29:43] TO DISCOVER POTENTIAL CANDIDATES THROUGH  
[02:29:45] OUTREACH STRATEGIES, AND WE'VE DONE THIS  
[02:29:47] BY BOTH RECRUITING AND COMMUNITY EVENTS.  
[02:29:51] WE'VE CONDUCTED 120 RIDE ALONGS AS WELL.  
[02:29:54] AND WHAT A RIDE ALONG IS, IF YOU'RE NOT  
[02:29:56] FAMILIAR WITH IT, IT'S BASICALLY LIKE IT  
[02:29:58] SOUNDS. SOMEONE COMES AND THEY RIDE  
[02:29:59] ALONG WITH US AND THEY GET TO LEARN  
[02:30:01] ABOUT OUR DEPARTMENT. AND WE ALSO GET TO  
[02:30:02] LEARN A LITTLE BIT ABOUT THEM SO THEY  
[02:30:04] CAN SEE WHAT WE HAVE TO OFFER, SEE WHAT  
[02:30:06] WE'RE ABOUT, AND SEE IF IT'S A GOOD FIT  
[02:30:07] FOR THEM AND WE CAN SEE IF IT'S  
[02:30:10] SOMETHING THAT THEY MIGHT WANT TO  
[02:30:11] PURSUE. WE ALSO WANT TO TELL OUR STORY  
[02:30:14] ABOUT WHY OUR POLICE DEPARTMENT IS A  
[02:30:15] PROFESSIONALLY AND PERSONALLY REWARDING  
[02:30:17] PLACE TO MAKE A DIFFERENCE. WE WANT TO  
[02:30:20] PUT IT OUT THERE WHY OUR AGENCY IS  
[02:30:22] UNIQUE. WE'RE A LOT DIFFERENT THAN A LOT  
[02:30:25] OF OTHER AGENCIES. AND SO WE GET AN  
[02:30:26] OPPORTUNITY TO TELL THAT STORY AND HAVE  
[02:30:29] PEOPLE COME TO US, AND IF IT'S A GOOD  
[02:30:30] FIT FOR THEM, THEN WE CAN RECRUIT THOSE  
[02:30:32] PEOPLE. SO THAT'S ONE OF THE THINGS WE  
[02:30:33] WANT TO DO WITH OUR RECRUITING EFFORTS  
[02:30:34] AS WELL. WANT TO INCREASE OUR  
[02:30:38] COMPETITIVE EDGE TO RETAIN AND RECRUIT  
[02:30:39] CANDIDATES. AND SOME OF THE THINGS WE  
[02:30:41] HAVE THAT ARE AN ADVANTAGE THAT WE SEE  
[02:30:44] IT'S OUR UNIQUE ENVIRONMENT. AGAIN,  
[02:30:45] IT'S AN ENVIRONMENT UNLIKE ANY OTHER.  
[02:30:47] IT'S UNLIKE A CITY OR A COUNTY OR  
[02:30:49] ANYTHING LIKE THAT. SO THAT'S ONE OF THE  
[02:30:50] ADVANTAGES WE HAVE. ALSO OUR WORK LIFE  
[02:30:53] BALANCE. OUR DEPARTMENT STRESSES A GOOD  
[02:30:55] WORK LIFE BALANCE, AND SO THAT'S ANOTHER

[02:30:57] ONE OF THE ADVANTAGES THAT WE HAVE IN  
[02:30:58] OUR DEPARTMENT AND ALSO, OF COURSE, OUR  
[02:30:59] BENEFITS THAT ARE PROVIDED. NEXT SLIDE,  
[02:31:01] PLEASE.  
[02:31:05] SO WE PARTNER IN OUR RECRUITMENT  
[02:31:07] EFFORTS, AND AS THE CHIEF MENTIONED, WE  
[02:31:09] PARTNER WITH HUMAN RESOURCES TO CREATE A  
[02:31:11] DEDICATED TALENT ACQUISITION FOCUS. AND  
[02:31:13] MS. CANDY LORENZO, SHE'S FILLED THAT  
[02:31:15] ROLE AND PARTNERS WITH US IN RECRUITING.  
[02:31:18] SHE'S HAD BEEN A HUGE ASSET FOR OUR  
[02:31:21] RECRUITING EFFORTS. SHE'S WENT THROUGH  
[02:31:22] THOUSANDS OF EMAILS, HUNDREDS OF TEXT  
[02:31:24] MESSAGES, AND DOZENS OF PHONE CALLS.  
[02:31:27] AND SHE'S DONE THAT IN ORDER TO  
[02:31:28] STREAMLINE OUR PROCESS AND MAKE US MORE  
[02:31:30] EFFICIENT. HER EXPERIENCE, COUPLED WITH  
[02:31:34] THE EFFORTS OF OUR RECRUITING TEAM HAS  
[02:31:36] BEEN SUCCESSFUL THIS YEAR.  
[02:31:38] ADDITIONALLY, SHE'S ALSO BEEN  
[02:31:40] INSTRUMENTAL IN OUR EFFORT TO REACH OUT  
[02:31:42] TO THE LATINO COMMUNITY. IN HER SHORT  
[02:31:44] TIME HERE, SHE'S ALREADY MADE THOSE  
[02:31:46] CONNECTIONS AND HELPED US MAKE THOSE  
[02:31:48] CONNECTIONS AS WELL AND BUILD THOSE  
[02:31:50] RELATIONSHIPS. NEXT SLIDE,  
[02:31:53] PLEASE. OKAY, SOME OF  
[02:31:56] THE THINGS THAT WE'VE DONE IN OUR  
[02:31:58] RECRUITING EFFORTS IS WE ATTEND THE  
[02:32:00] PUBLIC SAFETY TESTING EVENTS. AND WHAT  
[02:32:03] PUBLIC SAFETY TESTING IS, IT'S THE  
[02:32:05] TESTING COMPANY THAT WE USE FOR THE  
[02:32:07] INITIAL TESTING PROCESS FOR OUR ENTRY  
[02:32:09] LEVELS. SO WHAT WE DO IS WE'LL GO THERE  
[02:32:11] AND THERE'LL BE OTHER AGENCIES THERE AS  
[02:32:12] WELL, AND WE HAVE AN OPPORTUNITY TO TALK  
[02:32:14] TO THE CANDIDATES, TELL THEM ABOUT OUR  
[02:32:16] AGENCY, BASICALLY SELL THEM ON WHAT WE  
[02:32:18] HAVE TO OFFER. SO WE'RE COMPETING WITH  
[02:32:20] EVERYBODY ELSE THAT'S THERE. SO WE'VE  
[02:32:22] BEEN DOING A LOT OF THAT. AND THROUGH  
[02:32:23] THOSE EFFORTS, WE'VE BEEN ABLE TO SIGN  
[02:32:24] UP 264 CANDIDATES. AND SIGNING THOSE  
[02:32:26] PEOPLE UP MEANS THEY PUT US ON THEIR  
[02:32:29] LIST AND THEN IF THEY SCORE HIGH ENOUGH,  
[02:32:31] THEN THEY CAN MOVE ON TO ORAL BOARDS.  
[02:32:33] SO THAT EFFORT HAS PRODUCED A LOT OF  
[02:32:36] ENTRY LEVEL CANDIDATES FOR US. AGAIN,  
[02:32:39] WE'VE BEEN TO GENERAL RECRUITMENT  
[02:32:40] EVENTS, AND THESE ARE GENERAL, LIKE  
[02:32:42] CAREER FAIRS AND THINGS OF THAT NATURE.  
[02:32:43] THEY'RE NOT THINGS SPECIFICALLY FOCUSED  
[02:32:45] TOWARDS LAW ENFORCEMENT. WE'VE BEEN TO  
[02:32:47] NINE OF THOSE EVENTS. WE WENT TO THREE  
[02:32:49] LOCAL COLLEGE EVENTS, ONE OF THOSE BEING  
[02:32:50] CENTRAL WASHINGTON UNIVERSITY. WE WENT  
[02:32:52] OUT THERE TO THEIR EVENT. WE'VE DONE TWO  
[02:32:54] LOCAL HIGH SCHOOL EVENTS, AND WE  
[02:32:56] CONTINUE OUR MILITARY RECRUITMENT.  
[02:32:58] WE'VE DONE SIX EVENTS AND WE DO A WEEKLY  
[02:33:01] JBLM INFORMATIONAL MEETING. AND WHAT  
[02:33:03] THAT IS, IT'S FOR THE SOLDIERS  
[02:33:05] TRANSITIONING OUT OF THE MILITARY WITHIN

[02:33:07] A YEAR OR SO. SO THAT'S A WEEKLY MEETING  
[02:33:09] THAT WE ATTEND AND WE CAN TELL THEM WHAT  
[02:33:11] WE HAVE TO OFFER AS A POLICE DEPARTMENT,  
[02:33:13] SOME OF THE BENEFITS, BUT ADDITIONALLY,  
[02:33:14] WE'RE ABLE TO REACH OUT TO FAMILY AND  
[02:33:17] SPOUSES BECAUSE THEY'RE GETTING OUT AND  
[02:33:19] THEY MAY HAVE SPOUSES THAT ARE LOOKING  
[02:33:20] FOR WORK TOO. SO WE CAN TELL THEM ABOUT  
[02:33:21] WHAT THE PORT IN GENERAL HAS TO OFFER.  
[02:33:23] AND GOING TO THE MILITARY, IT'S TWOFOLD.  
[02:33:27] THE PEOPLE IN THE MILITARY, THEY KIND OF  
[02:33:30] KNOW OUR STRUCTURE, THE COMMAND  
[02:33:33] STRUCTURE, AND THINGS OF THAT NATURE.  
[02:33:34] ALSO, THEY HAVE SOME OF THE ATTRIBUTES  
[02:33:36] THAT WE MAY BE LOOKING FOR, SUCH AS A  
[02:33:37] DESIRE TO SERVE. AND IT ALSO HELPS US IN  
[02:33:40] OUR DIVERSITY RECRUITMENT. THE UNITED  
[02:33:42] STATES MILITARY IS ONE OF THE MOST  
[02:33:44] DIVERSE, IF NOT THE MOST DIVERSE  
[02:33:46] ENTITIES WITHIN THE COUNTRY. AND IT'S  
[02:33:48] CONCENTRATED AT JBLM AND THE OTHER  
[02:33:50] PLACES WE GO. SO THAT HELPS US WITH OUR  
[02:33:52] DIVERSITY RECRUITMENT AS WELL. WE'VE  
[02:33:55] CONTINUED TO DO COMMUNITY OUTREACH.  
[02:33:56] WE'VE DONE SIX EVENTS. ACTUALLY SEVEN.  
[02:33:58] I THINK WE DID ONE RECENTLY. THOSE  
[02:34:01] EVENTS WERE THE LATINO CIVIC ALLIANCE.  
[02:34:03] THAT WAS IN BURIEN. IT WAS A CAREER  
[02:34:05] FAIR. AND THESE EVENTS, WE'VE COUPLED  
[02:34:06] WITH THE PORT OF SEATTLE IN GENERAL AND  
[02:34:09] PARTICIPATED IN THAT. WE WENT TO THE  
[02:34:11] SEYMOUR FIESTAS PATRIOTS PARADE LAST  
[02:34:14] WEEK. THAT WAS PRETTY FUN. WE HAVE THE  
[02:34:17] CID CELEBRATION IN THE INTERNATIONAL  
[02:34:18] DISTRICT. WE HAD A PRESENCE AT THE  
[02:34:20] ALASKA AIRLINES AVIATION DAY, NATIONAL  
[02:34:22] NIGHT OUT AT SHOSHO BAY MARINA. AND ALSO  
[02:34:25] WE WERE AT FLEET WEEK.  
[02:34:28] NEXT SLIDE, PLEASE.  
[02:34:31] FOR OUR LATERAL RECRUITING, THIS IS A  
[02:34:34] BIG THING FOR US. OUR DEPARTMENT HAS A  
[02:34:36] HIGH PERCENTAGE OF LATERAL OFFICERS,  
[02:34:37] MYSELF INCLUDED. SO WHAT HELPS US IS  
[02:34:40] THAT, LIKE I SAID BEFORE, IT'S BEEN A  
[02:34:42] TOTAL TEAM EFFORT, THE WHOLE DEPARTMENT.  
[02:34:43] SO WHEN WE HAVE OFFICERS HERE FROM OTHER  
[02:34:45] AGENCIES, THEY HELP IN OUR RECRUITING.  
[02:34:48] THEY TALK ABOUT OUR AGENCY, WHAT A GREAT  
[02:34:50] AGENCY IS, AND THAT HELPS IN OUR LATERAL  
[02:34:52] RECRUITING. WE WANT TO KEEP ON USING  
[02:34:53] NOTES, NETWORKS, AND THE OFFICERS THAT  
[02:34:54] WE HAVE HERE IN ORDER TO CONTINUE OUR  
[02:34:56] LATERAL RECRUITING EFFORTS. NEXT SLIDE,  
[02:34:59] PLEASE.  
[02:35:02] SO SOME OF THE RESULTS THAT WE'VE HAD  
[02:35:04] SINCE FEBRUARY, WE'VE HAD 217 ORAL BOARD  
[02:35:08] INTERVIEWS. THAT'S 217 PEOPLE THAT WE'VE  
[02:35:10] ACTUALLY INTERVIEWED, AND WE SCHEDULED  
[02:35:12] THOSE EVERY TWO WEEKS. INITIALLY, WE DID  
[02:35:15] THEM FOR TWO WEEKS STRAIGHT, BUT NOW  
[02:35:17] WE'RE DOING THEM ABOUT EVERY TWO WEEKS.  
[02:35:18] SOMETIMES WE'LL THROW ADDITIONAL  
[02:35:19] INTERVIEWS IN THERE IF WE GET GOOD

[02:35:21] CANDIDATES AND WE WANT TO TRY TO GET  
[02:35:22] THEM AND NOT LOSE THEM. SO WE'RE DOING A  
[02:35:24] LOT OF THOSE ORAL BOARD INTERVIEWS.  
[02:35:25] NOW. WE PARTNER WITH THE EMPLOYEE  
[02:35:27] RESOURCE GROUPS TO INCLUDE THE DIVERSE  
[02:35:30] PERSPECTIVES OF NON SWARM PERSONNEL.  
[02:35:32] AND THAT'S BEEN BENEFICIAL FOR US  
[02:35:35] BECAUSE WE GET TO HEAR OUTSIDE  
[02:35:36] PERSPECTIVES. I THINK IT'S ALSO BEEN  
[02:35:38] BENEFICIAL FOR THE ERG MEMBERS AS WELL.  
[02:35:40] THEY GET TO SEE WHAT WE'RE LOOKING FOR,  
[02:35:43] SOME OF THE QUESTIONS WE ASK, AND THE  
[02:35:44] PROCESS THAT WE GO THROUGH IN ORDER TO  
[02:35:46] HIRE THE HIGHEST QUALITY CANDIDATES WE  
[02:35:48] CAN. AND ALSO WE'VE UPDATED THE CIVIL  
[02:35:51] SERVICE RULES TO MAKE THINGS MORE  
[02:35:52] STREAMLINED SO THAT WOULD HELP US GRAB  
[02:35:55] THOSE CANDIDATES THAT WE WANT IN A  
[02:35:56] SHORTER AMOUNT OF TIME. AND CANDY  
[02:35:57] LORENZO HAS BEEN A BIG PART OF THAT.  
[02:36:00] NEXT SLIDE, PLEASE.  
[02:36:04] SO WE HAVE 405 APPLICANTS ON THE PST  
[02:36:07] LIST. SO THOSE ARE PEOPLE THAT HAVE  
[02:36:09] TESTED WITH THE PST, LIKE I MENTIONED  
[02:36:10] BEFORE, AND THEY'VE SUCCESSFULLY PASSED  
[02:36:12] THE WRITTEN AND PHYSICAL EXAMS. SO 45  
[02:36:15] ACTIVE CANDIDATES ON THE ENTRY OFFICER  
[02:36:17] CIVIL SERVICE LIST, AND THOSE ARE PEOPLE  
[02:36:19] THAT HAVE TO TAKE THE TEST. THEN WE HAVE  
[02:36:21] 35 ACTIVE CANDIDATES ON THE LATERAL  
[02:36:23] OFFICER CIVIL SERVICE LIST. AND IF YOU  
[02:36:25] LOOK AT THAT CHART THERE, YOU SEE THE  
[02:36:27] BIGGEST PORTION IS PEOPLE THAT WEREN'T  
[02:36:30] HIRED. WE HAVE ONE PENDING LATERAL, TWO  
[02:36:32] ENTRIES AND NINE LATERALS. THAT CHART  
[02:36:34] SHOWS THE EFFORT AND WORK THAT THE  
[02:36:37] RECRUITING TEAM, THE BACKGROUND  
[02:36:39] INVESTIGATORS, AND EVERYONE INVOLVED HAS  
[02:36:40] TO PUT IN JUST TO HIRE TWO ENTRIES AND  
[02:36:43] NINE LATERALS AT THIS POINT. SO IT'S A  
[02:36:46] LOT OF WORK, BUT WE WANT TO DO THAT WORK  
[02:36:48] IN ORDER TO GET THE HIGHEST QUALITY  
[02:36:49] CANDIDATES THAT WE CAN. NEXT SLIDE,  
[02:36:52] PLEASE. SO OUR  
[02:36:56] GOAL IS TO RECRUIT A DIVERSE POLICE  
[02:36:59] FORCE. AND THE REASON FOR THAT IS THAT  
[02:37:01] WE RECOGNIZE THAT IT MAKES US STRONGER,  
[02:37:03] IT MAKES US BETTER, AND IT ADDS VALUE.  
[02:37:06] QUICK STORY. A COUPLE OF WEEKS AGO, I  
[02:37:08] WAS CONDUCTING A BRIEFING AND ONE OF THE  
[02:37:11] MEMBERS IN THE BRIEFING I LEARNED SPOKE  
[02:37:13] GERMAN, WHICH I DIDN'T REALIZE. SO I  
[02:37:15] ASKED IN THE ROOM, WHO ELSE SPEAKS  
[02:37:17] ANOTHER LANGUAGE OTHER THAN ENGLISH?  
[02:37:18] THERE WERE FIVE DIFFERENT LANGUAGES  
[02:37:20] SPOKEN JUST IN THAT BRIEFING. WE HAD  
[02:37:22] GERMAN, SPANISH, SWAHILI, ARABIC, AND  
[02:37:24] AMERICAN SIGN LANGUAGE. AND I THINK THAT  
[02:37:26] SHOWS HOW HAVING A DIVERSE WORKFORCE  
[02:37:29] BRINGS VALUE TO THE DEPARTMENT. SO WHAT  
[02:37:31] WE'VE DONE TO CONTINUE THAT IS WE  
[02:37:33] CONTINUE TO PARTNER WITH THE ERG GROUPS.  
[02:37:35] THE ERG GROUPS HAVE BEEN OUR BIGGEST

[02:37:37] RESOURCES HERE AT THE DEPARTMENT.  
[02:37:39] THEY'RE THE ONES THAT HAVE THE  
[02:37:40] CONNECTIONS ALREADY, AND THEY CAN HELP  
[02:37:42] US TO MAKE THOSE CONNECTIONS THEY HAVE  
[02:37:44] THE EVENT WE ATTENDED IN BURIEEN THAT WAS  
[02:37:47] THROUGH LATINOS UNIDOS CONNECTED US WITH  
[02:37:49] THAT. WE WANT TO CONTINUE TO PARTNER  
[02:37:51] WITH COMMUNITY ORGANIZATIONS AND BUILD  
[02:37:54] THOSE RELATIONSHIPS AND TRUST AND  
[02:37:57] GET OUR STORY OUT THERE. WE WANT TO  
[02:38:01] ATTEND COMMUNITY EVENTS, AND THESE  
[02:38:02] COMMUNITY EVENTS MAY NOT SO MUCH BE  
[02:38:04] RECRUITING, BUT WE WANT TO BE THERE.  
[02:38:07] AND THOSE THREE THINGS THE REASON FOR  
[02:38:09] THAT IS THAT WE WANT TO ESTABLISH TRUST  
[02:38:10] AND RELATIONSHIPS BEFORE WE START ASKING  
[02:38:12] COMMUNITIES TO GIVE US THEIR SONS AND  
[02:38:14] DAUGHTERS FOR A DANGEROUS JOB. WE WANT  
[02:38:17] TO CONTINUE TO UTILIZE OUR CURRENT  
[02:38:19] OFFICER CONTACTS AND NETWORKING BECAUSE,  
[02:38:20] AGAIN, THE OFFICERS ALREADY AT THE  
[02:38:22] DEPARTMENT ARE BEST RESOURCES TO RECRUIT  
[02:38:24] NEW OFFICERS FOR US AND LEARN  
[02:38:27] FROM OTHERS THAT HAVE BEEN SUCCESSFUL IN  
[02:38:29] THEIR RECRUITING EFFORT FOR DIVERSITY  
[02:38:31] AND EDUCATION. BE THAT CONFERENCES OR  
[02:38:33] SEMINARS OR WHATEVER WE CAN DO IN ORDER  
[02:38:35] TO IMPROVE OUR EFFORTS THERE.  
[02:38:39] NEXT SLIDE, PLEASE.  
[02:38:43] SO WHAT WE WANT TO DO IN THE FUTURE AND  
[02:38:44] CONTINUE TO DO IS ENHANCE OUR ONLINE  
[02:38:47] PRESENCE AND SOCIAL MEDIA. WE'RE KIND OF  
[02:38:49] LACKING IN THAT RIGHT NOW. WE NEED TO  
[02:38:51] ENHANCE THAT BECAUSE AS WE KNOW, MOST  
[02:38:53] PEOPLE GET MOST OF THEIR INFORMATION  
[02:38:55] ONLINE. SO WE WANT TO IMPROVE THAT AND  
[02:38:57] HAVE THAT STAND OUT AND BE ONE OF OUR  
[02:38:59] RECRUITING TOOLS. RIGHT NOW WE'RE DOING  
[02:39:02] A LOT OF MANUAL A REPORTS. WE WANT TO  
[02:39:04] GET A LITTLE HELP WITH TECHNOLOGY,  
[02:39:06] CONTINUE ATTENDING THE PST EVENTS AND  
[02:39:08] JOB FAIRS AND MILITARY HIRING EVENTS.  
[02:39:09] THAT'S WHAT WE'VE DONE THUS FAR. AND  
[02:39:11] WE'VE HAD SOME RESULTS FROM THAT. WE  
[02:39:14] WANT TO EXPAND OUR AREA OF RECRUITMENT  
[02:39:15] EFFORTS TO REACH DIVERSE COMMUNITIES.  
[02:39:17] SO WE'VE TALKED ABOUT GOING TO EASTERN  
[02:39:18] WASHINGTON AND MAYBE EVEN GOING TO SOME  
[02:39:20] OTHER STATES WHERE THE DIVERSITY MAY BE  
[02:39:22] EVEN GREATER THAN WHAT WE HAVE HERE IN  
[02:39:24] THE FUTURE. WE WANT TO START PRODUCING  
[02:39:26] OUR MEDIA IN SPANISH AND ADDITIONAL  
[02:39:28] LANGUAGES ON OUR WEBSITE AND OUR  
[02:39:31] BROCHURES WE GIVE OUT AND OTHER  
[02:39:33] INFORMATION THAT WE HAVE. WE WANT TO  
[02:39:34] HAVE THAT IN ADDITIONAL LANGUAGES.  
[02:39:35] IT'LL HELP BROADEN OUR POOL AS WELL AS  
[02:39:37] INCREASE OUR DIVERSITY POOL.  
[02:39:40] AGAIN, CONTINUE COMMUNITY OUTREACH  
[02:39:42] BECAUSE WE STILL WANT TO BUILD THAT  
[02:39:43] TRUST AND BUILD THOSE RELATIONSHIPS.  
[02:39:45] AND ANOTHER THING IS DEVELOP OUR  
[02:39:48] DEPARTMENT BRAND, OUR BRAND AS THE PORT

[02:39:51] OF SEATTLE POLICE DEPARTMENT.  
[02:39:54] SOMETIMES WHEN WE WILL TALK TO PEOPLE,  
[02:39:56] THEY DON'T KNOW WE HAVE A POLICE  
[02:39:57] DEPARTMENT OR THEY DON'T KNOW WHAT WE  
[02:39:58] DO. SO WE WANT TO GET THAT BRAND  
[02:39:59] DEVELOPED. THERE WAS A STORY, IT WAS ON  
[02:40:02] THE NEWS. THEY WERE TALKING ABOUT THIS  
[02:40:03] AGENCY OVER AND OVER, AND THEN THEY  
[02:40:04] SHOWED OUR RECRUITING VEHICLE. AND WE  
[02:40:06] WANT TO MAKE SURE THAT OUR BRAND IS OUT  
[02:40:08] THERE. AND WHEN WE TALK ABOUT THE PORT  
[02:40:09] OF SEATTLE POLICE DEPARTMENT, THEY KNOW  
[02:40:10] WHO WE ARE, WHAT WE HAVE TO OFFER, AND  
[02:40:13] WHY THIS IS A GREAT AGENCY TO WORK FOR.  
[02:40:21] ANY QUESTIONS?  
[02:40:28] JUST A QUICK QUESTION. I REALLY  
[02:40:30] APPRECIATE THE SLIDE ON CANDIDATES IN  
[02:40:33] THE PROCESS AND THE COMMENT YOU MADE  
[02:40:35] ABOUT THE WORK YOU DO TO ESSENTIALLY VET  
[02:40:38] FOLKS COMING KNOW.  
[02:40:42] I KNOW THAT CHIEF VIA HAS TALKED A LOT  
[02:40:44] ABOUT THE CULTURE OF THE DEPARTMENT HERE  
[02:40:45] AT THE PORT OF SEATTLE POLICE DEPARTMENT  
[02:40:47] AND HOW WE CAN REALLY DISTINGUISH  
[02:40:49] OURSELVES FROM EVERY OTHER DEPARTMENT,  
[02:40:52] REALLY WANT TO BE THE FINEST PORT POLICE  
[02:40:54] IN THE NATION. AND I THINK THAT REALLY  
[02:40:56] BEGINS WITH RECRUITING CANDIDATES  
[02:40:58] BECAUSE WE BRING SO MANY LATERAL HIRES  
[02:41:00] IN. I WANT TO MAKE SURE THAT WE'RE  
[02:41:02] RECRUITING LATERAL HIRES THAT SHARE THAT  
[02:41:04] SENSE OF THE KIND OF CULTURE THAT WE'RE  
[02:41:07] CULTIVATING HERE. SO MAYBE YOU COULD  
[02:41:09] SPEAK TO WHAT DOES THAT VETTING LOOK  
[02:41:11] LIKE TO MAKE SURE THAT WE'RE BRINGING IN  
[02:41:13] THE TYPE OF PEOPLE WHO REFLECT THE  
[02:41:14] CULTURE THAT WE WANT IN OUR DEPARTMENT.  
[02:41:17] YEAH, I'LL JUST SAY THAT WHEN OFFICERS  
[02:41:19] GET INTO OUR BACKGROUND PROCESS WELL,  
[02:41:21] FIRST OF ALL, YOU ARE ABSOLUTELY RIGHT.  
[02:41:23] IN ORDER FOR US TO HAVE THE DEPARTMENT  
[02:41:25] THAT WE WANT TO HAVE, WE HAVE TO HIRE  
[02:41:26] AND BRING IN THE RIGHT PEOPLE. AND SO  
[02:41:28] ONE OF THE THINGS THAT WE LOOK FOR IS DO  
[02:41:30] THEY SHARE THE VALUES OF THE PORT, DO  
[02:41:32] THEY SHARE OUR GUIDING PRINCIPLES BEFORE  
[02:41:34] BRINGING THEM INTO THE FORCE? THERE IS  
[02:41:36] THAT VETTING PROCESS DURING THE ORAL  
[02:41:37] BOARD THAT SERGEANT GRIFFIN AND OTHERS  
[02:41:41] WHO ARE ON OUR RECRUITMENT TEAM OR ERG  
[02:41:43] MEMBERS ARE SEEKING TO DO SOME OF THAT  
[02:41:46] VETTING. ONCE. IF THEY PASS THAT AND  
[02:41:49] THEY GET INTO OUR BACKGROUND, THOUGH,  
[02:41:51] ONLY 25% OF AND FOR LATERALS A  
[02:41:55] LITTLE BIT HIGHER. IT'S ABOUT 30% OF  
[02:41:56] LATERALS WHO GET INTO OUR BACKGROUND  
[02:41:58] COME OUT OF THE BACKGROUND. AND SO WE  
[02:42:01] ARE DOING A VERY THOROUGH BACKGROUND.  
[02:42:03] AND ONE OF THE THINGS THAT I LIKE ABOUT  
[02:42:05] LATERAL OFFICERS IS THAT THEY'VE BEEN AN  
[02:42:07] OFFICER SOMEWHERE. AND SO WE CAN GO BACK  
[02:42:10] AND LOOK AT THEIR PERFORMANCE  
[02:42:11] EVALUATIONS. WE CAN LOOK AT THE TYPE OF

[02:42:13] WORK THAT THEY DID. WE CAN VALIDATE TO  
[02:42:15] SOME DEGREE THAT THIS IS AN OFFICER WHO  
[02:42:18] HAS CONDUCTED AND PERFORMED AS AN  
[02:42:20] OFFICER WITH THE SAME VALUES THAT WE  
[02:42:22] HAVE BEFORE BRINGING THEM IN. AND ONCE  
[02:42:25] THEY GO THROUGH THAT PROCESS, THEN  
[02:42:28] THERE'S AN EXECUTIVE SUMMARY THAT GOES  
[02:42:29] TO DEPUTY CHIEF THOMAS, WHO WILL DO THAT  
[02:42:32] INITIAL EXECUTIVE SUMMARY,  
[02:42:34] AND HE'LL REVIEW WHAT'S IN THAT  
[02:42:38] PERSON'S BACKGROUND. AND THEN THEY COME  
[02:42:40] TO A CHIEF'S INTERVIEW. SO WE HAVE  
[02:42:41] ANOTHER OPPORTUNITY TO INTERVIEW THOSE  
[02:42:44] CANDIDATES. AND AGAIN, REALLY TRYING TO  
[02:42:45] MAKE SURE THAT THEY'RE GOING TO BE A  
[02:42:47] GOOD FIT FOR US AT THE PORT OF SEATTLE.  
[02:42:49] JUST TO SHARE ONE EXAMPLE WHERE A  
[02:42:51] LATERAL CANDIDATE I WAS TALKING TO THE  
[02:42:54] OFFICER. I WON'T SAY WHERE HE IS FROM,  
[02:42:57] BUT AS WE WERE TALKING, IN MY OPINION,  
[02:43:01] HE MAY NOT HAVE BEEN THE BEST FIT. AND  
[02:43:02] SO I JUST TOLD AYE. THAT. I SAID, I DON'T  
[02:43:05] KNOW IF YOU'RE GOING TO BE THE BEST FIT.  
[02:43:06] HERE'S THE REASONS WHY I WANT YOU TO  
[02:43:09] THINK ABOUT IF YOU THINK YOU'RE A GOOD  
[02:43:11] FIT TO COME HERE BECAUSE THIS IS THE  
[02:43:13] TYPE OF OFFICER THAT WE'RE LOOKING FOR.  
[02:43:15] AND INITIALLY HE ACCEPTED THE JOB. AND  
[02:43:18] OKAY, THEY STILL HAVE SOME OTHER THERE'S  
[02:43:21] ADDITIONAL TESTS THAT THEY HAVE TO GO  
[02:43:22] EVEN AFTER THAT POINT. BUT THEN THAT  
[02:43:24] OFFICER CALLED BACK AND SAID, YEAH, I  
[02:43:26] DON'T THINK I'M A GOOD FIT. SO WE HAVE  
[02:43:29] THOSE TOUGH CONVERSATIONS AS WELL AND  
[02:43:31] REALLY TRYING TO VET THOSE CANDIDATES.  
[02:43:33] BUT THANK YOU FOR THAT QUESTION. AND I  
[02:43:35] WOULD ADD TO THAT KIND OF WHAT I SPOKE  
[02:43:37] ABOUT WITH THE WHOLE DEPARTMENT OF THE  
[02:43:40] RECRUITING TEAM. BUT THOSE LATERAL  
[02:43:42] OFFICERS ARE ALREADY HERE. THEY KNOW  
[02:43:44] WHAT WE DO HERE AND THEY CAN ADVISE THAT  
[02:43:47] PERSON OR US THAT THEY WOULD BE A GOOD  
[02:43:49] FIT IF IT'S SOMEWHERE THEY SHOULD EVEN  
[02:43:50] LOOK AT. AND AS THE CHIEF SAID, EVEN  
[02:43:52] BEFORE IT GETS TO AYE. LEVEL, OUR  
[02:43:53] RECRUITERS, THEY'LL TALK TO PEOPLE. AND  
[02:43:56] WE'VE TOLD THEM THIS IS PROBABLY NOT A  
[02:43:57] GOOD FIT FOR YOU. IF YOU'RE LOOKING FOR  
[02:44:00] WHAT I CALL IT, THE TV STUFF. IF YOU'RE  
[02:44:02] LOOKING FOR THE TV STUFF, THIS MAY NOT  
[02:44:04] BE A GOOD FIT FOR YOU HERE, BUT WE DO  
[02:44:06] THAT EARLY IN THE PROCESS.  
[02:44:10] THANK YOU. CHIEF, GO AHEAD. OH, YEAH,  
[02:44:13] GO AHEAD.  
[02:44:16] JUST AS A FOLLOW UP QUESTION TO THAT  
[02:44:18] LINE OF QUESTIONING, SO I'M HEARING YOU  
[02:44:21] SAY THAT THERE ARE MULTIPLE POINTS,  
[02:44:23] PARTICULARLY AT THE POINT OF INITIAL  
[02:44:26] CONTACT WITH A POTENTIAL RECRUIT FOR YOU  
[02:44:29] TO USE DISCRETION RIGHT. AND SAY IT'S  
[02:44:31] PROBABLY ISN'T GOING TO BE A GOOD FIT  
[02:44:32] FOR YOU. WHAT I'M WONDERING IS FORMALLY,  
[02:44:35] THROUGHOUT THE ACTUAL APPLICATION

[02:44:37] PROCESS, YOU MET THEM, THEY SEEM LIKE  
[02:44:39] THEY SHARE OUR VALUES, AND NOW THEY'RE  
[02:44:42] ACTUALLY APPLYING FOR THE POSITION. I  
[02:44:45] SEE HERE ON SLIDE 18 THAT THEY  
[02:44:47] SUCCESSFULLY PASS A WRITTEN AND PHYSICAL  
[02:44:49] EXAM. I'M HEARING YOU SAY, CHIEF, THAT  
[02:44:51] THERE ALSO HAS TO BE A VERY ROBUST  
[02:44:53] BACKGROUND SCREENING, WHICH I ASSUME  
[02:44:55] ALSO INCLUDES COMMENDATIONS OR  
[02:44:57] COMPLAINTS, BUT YOU'RE TARGETING  
[02:45:02] FORMER MILITARY FOLKS. IS THERE SOME  
[02:45:04] SORT OF A MENTAL HEALTH SCREENING THAT  
[02:45:06] YOU'RE CONDUCTING AS JUST STANDARDIZED  
[02:45:09] PRACTICE? I'M WONDERING ABOUT IF THERE'S  
[02:45:12] ANY PREFERENCE IN YOUR EVALUATION FOR  
[02:45:14] FOLKS WHO BRING DIVERSE LIVED  
[02:45:17] EXPERIENCES OR SPEAK MULTIPLE LANGUAGES.  
[02:45:20] I KNOW YOU SAY YOU'VE INFORMALLY  
[02:45:22] ASSESSED THE ROOM AND CAN SAY, OH,  
[02:45:23] THERE WERE FIVE HANDS IN THE AIR, BUT  
[02:45:25] HOW DOES THAT GIVE THEM AN EDGE IN THE  
[02:45:27] APPLICATION PROCESS? THEIR EDUCATION.  
[02:45:31] RIGHT. THAT THEY BRING A VARIETY OF  
[02:45:33] PROFESSIONAL EXPERIENCES, PERHAPS IN  
[02:45:35] MENTAL HEALTH, FOR EXAMPLE. THAT WOULD  
[02:45:38] BE A GREAT BENEFIT TO THE DEPARTMENT.  
[02:45:41] I'M ALSO WONDERING AT WHAT POINT DO THEY  
[02:45:43] HAVE TO SIT DOWN AND INTERVIEW FOR  
[02:45:47] THE POSITION, AND IS THERE STANDARDIZED  
[02:45:50] PRACTICE FOR WHEN PEOPLE CAN EXPECT TO  
[02:45:53] BE ABLE TO ASK QUESTIONS OR RECEIVE  
[02:45:55] UPDATES? AND FROM THE MOMENT OF INITIAL  
[02:45:58] CONTACT WELL, NO, FROM THE MOMENT OF  
[02:46:01] WHEN THEY'VE DECIDED THEY WANT TO APPLY  
[02:46:03] FOR THE DEPARTMENT, ABOUT HOW LONG UNTIL  
[02:46:07] THAT PROCESS TYPICALLY IS COMPLETED FOR  
[02:46:10] ONBOARDING FOR A SUCCESSFUL CANDIDATE.  
[02:46:14] I CAN ANSWER ABOUT THE INITIAL QUESTIONS  
[02:46:16] YOU ASKED DURING THE ORAL BOARD  
[02:46:17] INTERVIEW. THERE IS A QUESTION IT ASKS  
[02:46:19] ABOUT KNOWLEDGE, SKILLS AND ABILITY AND  
[02:46:22] KNOWLEDGE, SKILLS AND ABILITY IN ANY  
[02:46:23] OTHER LANGUAGES THAT YOU SPEAK. SO  
[02:46:25] THAT'S ASKED IN THE ORAL BOARD QUESTION.  
[02:46:29] I THINK YOU ASKED ABOUT PSYCHOLOGICAL  
[02:46:31] TESTING. THAT IS SOMETHING THAT'S PART  
[02:46:33] OF THE PROCESS. THAT'S ONE OF THE TESTS  
[02:46:35] WITHIN THE PROCESS, YEAH.  
[02:46:38] WITH THE ORAL BOARD, SOME OF THOSE  
[02:46:41] QUESTIONS COVER THOSE EDUCATION  
[02:46:44] AND SKILLS THAT YOU BRING. SO THAT'S THE  
[02:46:47] OPPORTUNITY FOR THEM TO LET US KNOW WHAT  
[02:46:49] THEY HAVE AND WHAT THEY BRING TO THE  
[02:46:50] DEPARTMENT. AND DURING THE ORAL BOARD.  
[02:46:52] THE ORAL BOARD IS A SCORED PROCESS. SO  
[02:46:55] THEY'LL HAVE A HIGHER SCORE WITH IF THEY  
[02:46:57] SPEAK ANOTHER LANGUAGE, IF THEY HAVE  
[02:46:59] SKILLS THAT THEY GET. AND THEY DON'T  
[02:47:00] HAVE TO BE SPECIFIC POLICE SKILLS, BUT  
[02:47:02] IF THEY CAN RELATE THE SKILLS THEY HAVE  
[02:47:04] TO HOW TO BENEFIT THEM IN POLICE WORK,  
[02:47:06] THEN THEY'LL SCORE HIGHER ON THAT.  
[02:47:08] RIGHT. OKAY. DID THAT



[02:47:12] ANSWER FOR THAT LINE OF QUESTIONING?  
[02:47:13] YEAH. COMMISSIONER MOHAMED? NO. ALL  
[02:47:15] RIGHT, CONTINUE.  
[02:47:18] SO I JUST WANT TO THANK YOU ALSO  
[02:47:21] SERGEANT GRIFFIN, WHEN WE INITIATED THAT  
[02:47:24] CADRE, HE VOLUNTEERED TO TAKE THE LEAD  
[02:47:27] ON IT AND TO REALLY KIND OF PUT THAT  
[02:47:29] CADRE TOGETHER, AS WELL AS SOME OF THE  
[02:47:31] OTHER OFFICERS. AND IT TAKES A LOT OF  
[02:47:33] TIME AND COMMITMENT. SO JUST FOR  
[02:47:35] EXAMPLE, SERGEANT GRIFFIN, NOT TO CALL  
[02:47:38] YOU OUT. BUT HE WORKED LAST NIGHT ON  
[02:47:40] GRAVEYARD. HE CAME IN TODAY BECAUSE HE'S  
[02:47:43] PASSIONATE ABOUT THIS TOPIC AND HE  
[02:47:46] COULD HAVE DELEGATED THAT TO SOMEONE  
[02:47:48] ELSE TO GIVE THE PRESENTATION. HE PUT  
[02:47:50] THIS PRESENTATION TOGETHER. I SAW AYE.  
[02:47:53] SATURDAY AT THE PARADE BECAUSE HE'S OUT  
[02:47:56] TRYING TO RECRUIT AND THEN HE'S GOT TO  
[02:47:58] WORK AGAIN TONIGHT. BUT OUR RECRUITERS,  
[02:48:01] THEY ARE STEPPING UP. THEY ARE ALL IN  
[02:48:04] AND THEY'RE JUST DOING AN OUTSTANDING  
[02:48:06] JOB. SO THANK YOU TO YOU AND TO THAT  
[02:48:08] RECRUITMENT CADRE. BUT WITH THAT WANT TO  
[02:48:15] WITH THAT, I WANT TO PASS IT OFF NOW TO  
[02:48:18] COMMANDER LISA DRAKE TO TALK ABOUT THE  
[02:48:20] PROGRESS WITH THE TASK FORCE POLICING  
[02:48:22] ASSESSMENT. I DO WANT TO JUST EVEN TAKE  
[02:48:25] THIS OPPORTUNITY, THOUGH, TO THANK THE  
[02:48:27] COMMISSION. COMMISSIONER CALKINS WAS ONE  
[02:48:30] OF THE ORIGINAL CHAIRS OF THE  
[02:48:34] TASK FORCE ON POLICING AND CIVIL RIGHTS.  
[02:48:38] ALSO JUST WANT TO THANK BOOK DE GEYSER  
[02:48:40] AND ALSO DELMAS WHITTAKER,  
[02:48:44] AND THERE WAS 50 INTERNAL AND EXTERNAL  
[02:48:47] STAKEHOLDERS THAT PARTICIPATED IN THE  
[02:48:49] TASK FORCE ONCE THAT TASK FORCE WAS  
[02:48:52] STOOD UP. AND SO A LOT OF EFFORT AND  
[02:48:55] ENERGY HAS GONE INTO THIS REALLY SINCE  
[02:48:57] 2020 WHEN IT WAS INITIALIZED BY  
[02:49:01] THE COMMISSIONER. BUT WITH THAT, SO  
[02:49:04] COMMANDER DRAKE, SHE IS  
[02:49:08] OUR LEAD PERSON AS FAR AS ENSURING THAT  
[02:49:11] NOW THE RECOMMENDATIONS ARE IMPLEMENTED  
[02:49:14] AND WORKS WITH DEPUTY CHIEF THOMAS. AND  
[02:49:17] SO WITH THAT, I WANTED TO TURN IT OVER  
[02:49:18] TO HER TO GO OVER THE NEXT FEW SLIDES.  
[02:49:22] GOOD AFTERNOON, COMMISSIONERS AND  
[02:49:24] EXECUTIVE DIRECTOR METRUCK. COMMANDER  
[02:49:26] LISA DRAKE, HERE TO REPORT ON BEHALF OF  
[02:49:28] THE TASK FORCE POLICING ASSESSMENT. I'M  
[02:49:31] GOING TO START GOING THROUGH A TIMELINE  
[02:49:33] FIRST AS I GO THROUGH THIS.  
[02:49:36] AS YOU ALL ARE AWARE, THE PORT OF  
[02:49:38] SEATTLE COMMISSION DIRECTED A  
[02:49:39] COMPREHENSIVE ASSESSMENT OF THE POLICE  
[02:49:42] DEPARTMENT TO ENSURE ALIGNMENT WITH THE  
[02:49:45] HIGHEST NATIONAL STANDARDS IN BEST  
[02:49:46] PRACTICING AND POLICING. IN JULY OF  
[02:49:48] 2020, 21CP WAS AWARDED THAT  
[02:49:52] CONTRACT. AND AS CHIEF VIA MENTIONED,  
[02:49:55] THE TASK FORCE ON POLICING WAS CREATED  
[02:49:57] WITH OVER 50 INTERNAL AND EXTERNAL

[02:49:59] STAKEHOLDERS. THE ASSESSMENT REPORT WAS  
[02:50:03] COMPLETED BY SEPTEMBER OF 2021 AND  
[02:50:06] PRESENTED AND INCLUDED IN THAT REPORT  
[02:50:08] WAS 52 RECOMMENDATIONS FOR THE POLICE  
[02:50:10] DEPARTMENT TO IMPLEMENT.  
[02:50:14] NEXT SLIDE, PLEASE.  
[02:50:18] SHORTLY AFTER THE SEPTEMBER 2021 REPORT  
[02:50:22] WAS PRESENTED, THE POLICE ASSESSMENT  
[02:50:25] IMPLEMENTATION TEAM OR PATE TEAM WAS  
[02:50:28] CREATED. THAT IS A MOUTHFUL. LED BY  
[02:50:31] STRATEGIC AND WAS LED BY STRATEGIC  
[02:50:34] INITIATIVES. AND A HUGE THANK YOU TO  
[02:50:36] MARIN BURNETT AND HER TEAM BECAUSE SHE  
[02:50:39] WAS PHENOMENAL IN FACILITATING THIS  
[02:50:42] TEAM. I ENJOYED WORKING WITH HER SO MUCH  
[02:50:44] AND IT REALLY HELPED BENEFIT THIS  
[02:50:45] PROCESS. THE TEAM CONSISTED  
[02:50:49] OF SEVERAL DIFFERENT MEMBERS. IT  
[02:50:51] CONSISTED OF MEMBERS FROM WORKPLACE  
[02:50:53] RESPONSIBILITY, HUMAN RESOURCES, LABOR,  
[02:50:57] LEGAL, FINANCE AND BUDGET, POLICE  
[02:51:00] DEPARTMENT AND OEDI. AND ALSO LABOR.  
[02:51:04] THE TEAM LOOKED AT REVIEWING THE  
[02:51:08] RECOMMENDATIONS. AS FAR AS LOOKING FOR  
[02:51:10] PORT POLICY IMPLICATIONS, POLICE POLICY  
[02:51:13] IMPLICATIONS, COMMUNITY EXTERNAL  
[02:51:16] RELATIONS IMPLICATIONS, LEGAL  
[02:51:18] IMPLICATIONS, BUDGET IMPLICATIONS, ANY  
[02:51:21] OTHER IMPLICATIONS WE COULD IDENTIFY.  
[02:51:24] AND THEN AT THE END OF APRIL 2022, THE  
[02:51:27] REPORT WAS COMPLETE AND TURNED OVER TO  
[02:51:30] THE POLICE DEPARTMENT SO THAT WE COULD  
[02:51:32] TAKE LEAD IN IMPLEMENTING THE  
[02:51:35] RECOMMENDATIONS. SO SHORTLY AFTER APRIL  
[02:51:37] 2022, THE POLICE DEPARTMENT BEGAN  
[02:51:41] GATHERING DOCUMENTS, GATHERING DATA SO  
[02:51:45] THAT WE COULD SHOW THAT WE WERE  
[02:51:48] COMPLYING, AND SHOWING SUCCESSFUL  
[02:51:50] IMPLEMENTATION OF THE RECOMMENDATIONS.  
[02:51:52] WE NEEDED A WAY TO SHOW, WHAT IS THIS  
[02:51:54] GOING TO LOOK LIKE, TO SEE THAT THESE  
[02:51:56] RECOMMENDATIONS HAVE BEEN SUCCESSFULLY  
[02:51:57] IMPLEMENTED. IT'S ONE THING FOR US TO  
[02:52:00] SAY IT, BUT WHAT DOES THAT REALLY LOOK  
[02:52:02] LIKE? AND IN JUNE OF 2023, 21CP WAS  
[02:52:05] AWARDED A CONTRACT FOR FOUR YEARS BY  
[02:52:09] COMMISSION TO DO THE YEARLY REVIEWS OF  
[02:52:11] THE IMPLEMENTATION EFFORT. NEXT SLIDE,  
[02:52:13] PLEASE.  
[02:52:17] SO IN JULY OF 2023,  
[02:52:21] THE POLICE DEPARTMENT PROVIDED  
[02:52:23] INDIVIDUAL DOCUMENTATION PACKETS ON 20  
[02:52:25] RECOMMENDATIONS, AND THIS WAS SUBMITTED  
[02:52:28] TO 21CP FOR REVIEW OF COMPLIANCE WITH  
[02:52:32] THESE RECOMMENDATIONS. NOT ONLY DID 21  
[02:52:35] CP REVIEW THE 20 INDIVIDUAL  
[02:52:37] DOCUMENTATION PACKETS PRESENTED TO THEM,  
[02:52:40] BUT THEY ALSO DID ADDITIONAL INTERVIEWS  
[02:52:43] WITH SUBJECT MATTER EXPERTS TO ASK  
[02:52:47] QUESTIONS AND VERIFY COMPLIANCE.  
[02:52:50] WE RECEIVED A REPORT BACK FROM 21CP,  
[02:52:53] AND 19 OF THOSE 20 RECOMMENDATIONS WERE  
[02:52:56] VERIFIED BY 21CP IS IMPLEMENTED.

[02:53:00] JUST A COUPLE OF EXAMPLES TO PROVIDE  
[02:53:03] YOU. RECOMMENDATION NUMBER SIX WAS  
[02:53:07] THE FIRST RESPONDER ALTERNATIVE FOR  
[02:53:09] HOMELESSNESS RESPONSE THAT WAS PROVEN  
[02:53:13] TO BE SUCCESSFULLY IMPLEMENTED. IT WAS A  
[02:53:16] HIGH PRIORITY FOR US. I KNOW CHIEF DIA  
[02:53:19] HAD SHARED SOME STATS. THE STATS THAT WE  
[02:53:22] HAD PROVIDED WERE FROM MAY OF 2021 AND  
[02:53:25] TO APRIL OF 2023. AND I SHARED THIS WITH  
[02:53:28] YOU BECAUSE I THINK IT'S PRETTY  
[02:53:29] IMPRESSIVE WITH THE CRISIS COORDINATOR  
[02:53:33] TEAM, WHICH IS ONE OFFICER THAT WE  
[02:53:36] IDENTIFIED TO WORK IN THE CRISIS  
[02:53:38] COORDINATOR ROLE, AND THEN ALSO THE FULL  
[02:53:39] TIME MENTAL HEALTH PROFESSIONAL THAT WE  
[02:53:42] HIRED. BETWEEN MAY OF 2021 AND APRIL OF  
[02:53:46] 2023, THEY HAD 494  
[02:53:49] DOCUMENTED ENCOUNTERS.  
[02:53:52] 239 OF THOSE ENCOUNTERS INVOLVED  
[02:53:56] HOMELESSNESS. 204 OF THOSE 239  
[02:54:00] ENCOUNTERS WERE RESOLVED WITHOUT ARREST.  
[02:54:03] THEY EITHER REFERRED AN INDIVIDUAL FOR  
[02:54:07] SERVICES, TRANSPORTATION TO A HOSPITAL,  
[02:54:10] OR A CRISIS DIVERSION FACILITY, WHICH IS  
[02:54:13] PRETTY IMPRESSIVE THAT THEY WERE ABLE TO  
[02:54:14] PROVIDE SO MUCH HELP TO SO MANY PEOPLE.  
[02:54:17] RECOMMENDATION NUMBER TEN. ALSO A HIGH  
[02:54:19] PRIORITY WAS THE DEESCALATION POLICY  
[02:54:22] UPDATES, AS ALSO MANDATED BY WASHINGTON  
[02:54:25] STATE LEGISLATURE. IN REVIEWING OUR  
[02:54:28] CRITICAL DECISION MAKING POLICY, OUR  
[02:54:30] ALTERNATIVE TACTICS DE ESCALATION  
[02:54:33] POLICY, REVIEWING OUR CLIA  
[02:54:35] ACCREDITATION PROOF REQUIRED, AND THEN  
[02:54:38] ALSO REPORTS DOCUMENTED BY OFFICERS THAT  
[02:54:41] DOCUMENTED THE TACTICS USED SHOWING  
[02:54:43] DEESCALATION, 21CP FOUND US TO BE IN  
[02:54:46] COMPLIANCE WITH THAT RECOMMENDATION AS  
[02:54:48] WELL. SO WITH  
[02:54:51] HOW IMPORTANT THESE RECOMMENDATIONS ARE,  
[02:54:53] IT'S NICE TO SEE THAT WE'RE PROVIDING  
[02:54:55] THOSE PROOFS AND THOSE DOCUMENTATIONS TO  
[02:54:57] SHOW THEY'RE BEING IMPLEMENTED.  
[02:54:59] FINALLY, OUR NEXT STEPS. WE JUST HAD  
[02:55:02] THAT FIRST REVIEW WITH THE 19 SUCCESSFUL  
[02:55:05] IMPLEMENTED RECOMMENDATIONS. OUR NEXT  
[02:55:07] REVIEW WILL BE QUARTER ONE OF 2024,  
[02:55:09] AND THEN SUBSEQUENT REVIEWS WILL BE  
[02:55:13] QUARTER TWO, 2025 AND QUARTER TWO,  
[02:55:15] 2026, WHERE THE GOAL IS TO  
[02:55:19] BE 100% COMPLIANT IN ALL THOSE  
[02:55:21] RECOMMENDATIONS THAT WERE IMPLEMENTED.  
[02:55:23] AND WITH THAT, I'LL TURN IT BACK OVER TO  
[02:55:25] CHIEF B SO YOU CAN GO TO THE NEXT SLIDE  
[02:55:27] AND ALSO, JUST ON THAT NOTE, 21CP IS  
[02:55:31] MORE THAN HAPPY. IT'S ACTUALLY IN THEIR  
[02:55:32] SCOPE OF WORK THAT IF THE COMMISSIONERS  
[02:55:35] WOULD LIKE, THEY CAN COME AND GIVE A  
[02:55:37] FULLER PRESENTATION ON THE  
[02:55:39] IMPLEMENTATION PROGRESS. AND THEY COULD  
[02:55:41] DO THAT THIS YEAR OR NEXT YEAR. AS  
[02:55:44] COMMANDER DRAKE MENTIONED, THEY'RE GOING  
[02:55:45] TO DO THEIR NEXT REVIEW IN QUARTER ONE.

[02:55:47] AND SO QUARTER TWO OF NEXT YEAR MIGHT BE  
[02:55:49] A GOOD TIME FOR THEM TO COME BACK AND  
[02:55:51] GIVE A FULLER PRESENTATION. AND THEN YOU  
[02:55:54] ALSO HAVE THE PROGRESS REPORT WILL ALSO  
[02:55:57] BE POSTED ON OUR WEBSITE. IT MAY BE  
[02:56:01] THERE RIGHT NOW, I DON'T RECALL, BUT BY  
[02:56:03] THE END OF THIS WEEK, IT'LL BE POSTED ON  
[02:56:05] OUR WEBSITE AS WELL FOR OTHERS TO VIEW.  
[02:56:09] AND THAT'S PART OF THE RECOMMENDATIONS.  
[02:56:12] ONE OF THE THREE AREAS THAT 21CP TALKED  
[02:56:15] ABOUT AS KIND OF SIGNIFICANT AREAS WAS  
[02:56:18] THAT THE POLICE DEPARTMENT BE MORE  
[02:56:20] TRANSPARENT. AND SO THAT'S ONE OF THE  
[02:56:21] THINGS THAT WE'VE DONE IS USE OF FORCE  
[02:56:23] REPORT AND OUR ANNUAL REPORT GIVEN THIS  
[02:56:26] PRESENTATION, BUT POSTING THINGS LIKE  
[02:56:29] THAT SO THAT THE PUBLIC AND OUR  
[02:56:31] STAKEHOLDERS CAN SEE FOR THEMSELVES THIS  
[02:56:34] IS THE PROGRESS THAT THE POLICE  
[02:56:35] DEPARTMENT HAS MADE. AND THEN I'D ALSO  
[02:56:37] LIKE TO SAY JUST BEFORE LEAVING THIS  
[02:56:39] TOPIC THAT COMMANDER DRAKE HAS JUST DONE  
[02:56:41] A PHENOMENAL JOB. IT HAS BEEN A LOT TO  
[02:56:44] COORDINATE AND TAKE ALL OF THOSE 52  
[02:56:46] RECOMMENDATIONS. SOME OF THOSE AREN'T  
[02:56:48] JUST OUR DEPARTMENT, BUT ALSO OTHER  
[02:56:50] DEPARTMENTS WITHIN THE PORT. AND SO THAT  
[02:56:52] COMMUNICATION TO THOSE OTHER DEPARTMENTS  
[02:56:54] OF WHO'S GOING TO BE ASSIGNED TO THIS  
[02:56:56] AND HOW DO WE WORK TOGETHER TO MAKE SURE  
[02:56:58] THAT THESE RECOMMENDATIONS ARE  
[02:56:59] COMPLETED. SHE'S DONE A PHENOMENAL JOB  
[02:57:02] WITH THE COMMAND TEAM AND FREQUENT  
[02:57:05] REMINDERS TO US AND NOTICES, HEY, YOU  
[02:57:07] OWE ME THIS, BECAUSE WE HAVE TO SHOW  
[02:57:09] THAT WE'RE ACTUALLY MEETING THIS  
[02:57:11] RECOMMENDATION OR FULFILLING THIS  
[02:57:13] REQUIREMENT. AND SO I JUST WANT TO JUST  
[02:57:16] SAY TO YOU, LISA, I REALLY APPRECIATE  
[02:57:17] THE WORK THAT YOU'VE DONE AS FAR AS  
[02:57:19] KEEPING US ON TRACK WITH THIS. AND  
[02:57:21] ANYWAYS, IT'S BEEN TREMENDOUS. SO  
[02:57:23] THANKS. AND AGAIN, COMMISSIONER CALKINS,  
[02:57:26] YOU HAD STEPPED OUT OF THE ROOM JUST FOR  
[02:57:28] THAT MOMENT. BUT I DO APPRECIATE YOU  
[02:57:30] WERE ONE OF THE ORIGINAL CHAIRS WHEN THE  
[02:57:32] TASK FORCE, WHEN THAT RESOLUTION CAME  
[02:57:35] OUT OF COMMISSIONER, AND IT'S BEEN  
[02:57:37] REALLY GOOD FOR THE DEPARTMENT. I MEAN,  
[02:57:39] IT'S BEEN THREE YEARS, BUT FOR US TO  
[02:57:41] HAVE THAT INDEPENDENT EVALUATOR COME  
[02:57:44] IN, LOOK AT THE DEPARTMENT, LOOK AT ALL  
[02:57:46] THESE AREAS WITHIN THE DEPARTMENT, GIVE  
[02:57:49] US RECOMMENDATIONS THAT WE CAN THEN  
[02:57:50] IMPLEMENT WITHIN THE DEPARTMENT, IT  
[02:57:53] REALLY HAS BEEN GOOD AND IT'S MADE US A  
[02:57:54] BETTER DEPARTMENT. SO APPRECIATE YOUR  
[02:57:57] WORK ON THE TASK FORCE. ALSO,  
[02:58:00] I THINK WE HAVE ONE MORE SLIDE,  
[02:58:03] JUST KIND OF LOOKING FORWARD. SO WHAT  
[02:58:06] I'D LIKE TO DO HERE IS JUST DO  
[02:58:10] A FLYOVER OF THE POLICE DEPARTMENT  
[02:58:14] STRATEGY MOVING FORWARD. YOU GUYS DIDN'T

[02:58:17] HAVE TO LEAVE.  
[02:58:20] THERE MIGHT BE QUESTIONS FOR YOU LATER.  
[02:58:21] LISA OKAY,  
[02:58:25] BUT TO DO A FLYOVER OF OUR STRATEGY  
[02:58:28] MOVING FORWARD. AND THE DEPARTMENT HAS  
[02:58:31] BEEN WORKING ON A STRATEGIC PLAN OVER  
[02:58:33] THE LAST REALLY MANY MONTHS. AND THE  
[02:58:37] PLAN TOOK INTO ACCOUNT THE TASK FORCE  
[02:58:39] RECOMMENDATIONS THAT WE JUST TALKED  
[02:58:40] ABOUT EXISTING CRIME PREVENTION  
[02:58:43] STRATEGIES FOR THE DEPARTMENT, OUR  
[02:58:45] RESPONSE TO HOMELESSNESS, A 2022  
[02:58:49] SWAT EQUITY SWAT THAT WE DID WITHIN THE  
[02:58:52] DEPARTMENT AND TALKING TO A LOT OF OUR  
[02:58:54] STAFF. THE ENGAGEMENT SURVEYS, THE  
[02:58:57] SERVICE LEVEL AGREEMENTS THAT WE'VE  
[02:58:58] WORKED OUT WITH AVIATION AND MARITIME  
[02:59:00] LEADERSHIP AS FAR AS WHAT EXPECTATIONS  
[02:59:03] DO THEY HAVE, WHAT SERVICES DO THEY WANT  
[02:59:05] TO RECEIVE FROM THE POLICE DEPARTMENT IN  
[02:59:07] DEVELOPING THE PLAN? THIS LAST YEAR AT  
[02:59:10] THE END OF 21 AND BEGINNING OF 22, WE  
[02:59:13] BROUGHT A CONSULTANT IN AND WE HAD FOUR  
[02:59:16] FULL DAYS OF LEADERSHIP RETREAT, BOTH  
[02:59:19] WITH THE COMMAND TEAM AND THEN ALSO WITH  
[02:59:21] OPERATIONS IN OUR SERVICES BUREAU. AND  
[02:59:23] THAT FED INTO WHAT OUR STRATEGY SHOULD  
[02:59:25] BE GOING FORWARD. THEN WE ASKED  
[02:59:28] STRATEGIC INITIATIVES AND A SHOUT OUT TO  
[02:59:31] SENIOR MANAGER MARIN BURNETT AND MARY  
[02:59:34] VAN WEIBER. THEY CAME IN AND FACILITATED  
[02:59:36] FOUR HALF DAYS WITH OUR LEADERSHIP TEAM.  
[02:59:40] SO AGAIN, THE COMMAND TEAM AS WELL AS  
[02:59:42] OUR SUPERVISORY GROUP TO THEN REALLY  
[02:59:46] KIND OF HONE IN AND HELP US TO DEVELOP A  
[02:59:48] STRATEGIC PLAN.  
[02:59:52] THE FIVE BULLET POINTS THAT YOU HAVE UP  
[02:59:55] HERE, THIS IS WHAT THE STRATEGIC PLAN  
[02:59:58] INTENDS TO ACCOMPLISH OVER THE NEXT  
[03:00:00] THREE YEARS. SO IT'S A THREE YEAR PLAN,  
[03:00:02] THE FIRST ONE JUST BEING THAT WE WOULD  
[03:00:04] EXCEED EXPECTED SERVICE LEVELS AND  
[03:00:08] THAT ENTAILS, REVISITING AND REASSESSING  
[03:00:10] THE SERVICE LEVEL AGREEMENTS THAT WE  
[03:00:12] HAVE WITH OUR BUSINESS PARTNERS. BUT WE  
[03:00:15] DON'T WANT TO JUST MEET THOSE SERVICE  
[03:00:16] LEVELS. WE REALLY WANT TO BE AN  
[03:00:18] ORGANIZATION THAT IS CONSISTENTLY DAY TO  
[03:00:21] DAY EXCEEDING THOSE EXPECTATIONS. SO  
[03:00:23] THAT MIGHT HAVE TO DO WITH CRIME  
[03:00:25] PREVENTION, CONTINUITY OF OPERATIONS,  
[03:00:27] THE FLOW OF TRAFFIC ON THE AIRPORT  
[03:00:30] DRIVES, OUR RESPONSE TIME, THE SECURITY  
[03:00:31] AND VISIBILITY THAT WE'RE PROVIDING,  
[03:00:34] AND CUSTOMER SERVICE, FOR INSTANCE,  
[03:00:36] REGARDING BUILDING A STRONG  
[03:00:38] ORGANIZATIONAL HEALTH AND COHESION. IN  
[03:00:40] ORDER FOR US TO BE A HIGH PERFORMING  
[03:00:42] ORGANIZATION OR ANY HIGH PERFORMING  
[03:00:44] ORGANIZATION, YOU NEED TO TAKE CARE OF  
[03:00:45] YOUR PEOPLE. AND SO THERE'S SEVERAL  
[03:00:48] GOALS WITHIN OUR STRATEGIC PLAN THAT  
[03:00:50] ADDRESS AND TALK ABOUT HOW DO WE TAKE

[03:00:53] CARE OF OUR PEOPLE AND MAKE SURE THAT WE  
[03:00:56] HAVE A HEALTHY ORGANIZATION BUT THAT  
[03:00:59] WE'RE ALL MOVING IN THE SAME DIRECTION  
[03:01:00] AS WELL. AND THERE'S COHESION BETWEEN  
[03:01:03] THE POLICE DEPARTMENT, THE PORT OF  
[03:01:05] SEATTLE GOALS, AND THEN WITHIN THE  
[03:01:07] POLICE DEPARTMENT AS WELL. SO FOR  
[03:01:10] EXAMPLE, ONE GOAL TALKS ABOUT  
[03:01:13] COMMUNICATION AND MAKING SURE THAT WE'VE  
[03:01:14] GOT A GOOD FEEDBACK LOOP, NOT EVEN  
[03:01:16] FEEDBACK LOOP, BUT JUST THAT WE'RE  
[03:01:18] INCLUSIVE OF OUR EMPLOYEES AND WE'RE  
[03:01:20] GETTING THEIR INPUT. AS FAR AS HOW DO WE  
[03:01:23] ACCOMPLISH THE GOALS THAT WE HAVE.  
[03:01:26] MAINTAINING A HIGH LEVEL OF  
[03:01:27] ANTITERRORISM CAPABILITIES. WE ARE  
[03:01:30] CURRENTLY IN THE PHASE OF COMPLETING A  
[03:01:32] SWAT OF STRENGTHS, WEAKNESSES,  
[03:01:34] OPPORTUNITIES AND THREATS ANALYSIS IN  
[03:01:36] THIS AREA. AND WE'RE IN THE EARLY STAGES  
[03:01:39] OF STANDING UP A HOMELAND SECURITY UNIT  
[03:01:45] AND I WANT TO BE CLEAR ON THIS IS THAT  
[03:01:47] WE HAVE EXCELLENT RESOURCES, WE'VE GOT  
[03:01:51] EXCELLENT TEAMS AND EXPERTISE WITHIN THE  
[03:01:53] PORT OF SEATTLE. SO WE HAVE A BOMB UNIT,  
[03:01:55] WE HAVE A CANINE UNIT, EXPLOSIVE  
[03:01:57] DETECTION CANINE. OUR PEOPLE DO A GREAT  
[03:01:59] JOB, BUT OUR GOAL IS TO ENSURE THAT WE  
[03:02:02] ARE PERFORMING AND ABLE TO PERFORM AT  
[03:02:05] THE HIGHEST LEVEL. AND SO IT REALLY WAS  
[03:02:08] IMPORTANT FOR ME AND FOR OUR STAFF TO  
[03:02:11] SAY, HEY, WE NEED TO ASSESS WHERE WE'RE  
[03:02:12] AT, WHAT IS OUR INVENTORY, DO WE HAVE  
[03:02:14] ANY GAPS, HOW DO WE BECOME BETTER AND  
[03:02:16] IMPROVE? AND THEN ALSO TO SET UP A UNIT  
[03:02:20] WHERE WE CAN SUSTAIN THAT APPROACH OF  
[03:02:23] MAKING SURE THAT WE ARE PROTECTING OUR  
[03:02:26] PROPERTIES. REGARDING THE ENSURING  
[03:02:29] EXCEPTIONAL RESOURCES, THERE'S GOALS IN  
[03:02:31] THE STRATEGIC PLAN THAT REALLY ADDRESS  
[03:02:35] AND LOOK AT ARE WE PROVIDING THE RIGHT  
[03:02:37] EQUIPMENT, THE RIGHT TOOLS?  
[03:02:41] DO WE HAVE THE BEST TECHNOLOGY? I MEAN,  
[03:02:43] EVEN AS SERGEANT GRIFFIN WAS TALKING  
[03:02:45] ABOUT, DO WE HAVE THE BEST TECHNOLOGY  
[03:02:47] THAT WE CAN HAVE IN THE DEPARTMENT TO  
[03:02:49] REALLY SUPPORT OUR PEOPLE AND  
[03:02:51] FACILITIES? TAKING A LOOK AT FACILITIES,  
[03:02:53] ONE OF THE GOALS IS THAT WE WILL DO A  
[03:02:55] FACILITIES ASSESSMENT WITHIN THE POLICE  
[03:02:58] DEPARTMENT, WORKING WITH OTHER PORT  
[03:03:00] STAFF AND THEN ENGAGE IN THAT LONG TERM  
[03:03:02] PLANNING. WILL WE HAVE THE FACILITIES  
[03:03:06] IN FIVE YEARS, TEN YEARS THAT WE NEED TO  
[03:03:08] SUPPORT OUR STAFF AND OUR OPERATIONS?  
[03:03:11] AND THEN THE FINAL BULLET  
[03:03:14] POINT UP THERE TO MODEL LEGITIMATE AND  
[03:03:17] TRUSTED LAW ENFORCEMENT. THIS FINAL  
[03:03:20] STRATEGY RELATES TO THE 21CP  
[03:03:22] RECOMMENDATIONS. IT REALLY GOES BACK TO  
[03:03:25] THAT. AND I JUST WANT TO EMPHASIZE HERE  
[03:03:28] THAT OUR GOAL IN THIS AND EVEN GOING  
[03:03:30] THROUGH IN THIS IMPLEMENTATION PLAN AND

[03:03:32] 21CP COMING IN AND VALIDATE IT FOR US,  
[03:03:35] IT'S NOT TO CHECK A BOX, BUT IT'S REALLY  
[03:03:38] TO BE A MODEL AGENCY OF THIS  
[03:03:41] IS AN AGENCY THAT HAS COMMUNITY TRUST  
[03:03:44] AND THAT IS LEGITIMATE AND HAS  
[03:03:46] LEGITIMACY. AND SO THIS IS GOING TO HELP  
[03:03:49] US TO CONTINUE TO MOVE IN THAT  
[03:03:52] DIRECTION, TO IMPROVE IN THAT DIRECTION.  
[03:03:55] BUT AGAIN, WE WANT TO MODEL THAT WITHIN  
[03:03:58] OTHER AGENCIES. AND SO THE 20 OR SO  
[03:04:01] GOALS THAT ARE IN OUR STRATEGIC PLAN,  
[03:04:03] ALL OF THOSE TOUCH ON THESE AREAS AND  
[03:04:07] THE INTENT IS TO ACCOMPLISH THESE AREAS.  
[03:04:10] AND ALSO JUST IN SAYING THAT, I KNOW YOU  
[03:04:12] DON'T HAVE THAT IN YOUR PACKET, IT  
[03:04:14] WASN'T NECESSARILY INTENDED TO BE THERE,  
[03:04:16] BUT I AM HAPPY TO GET COPIES OF THAT  
[03:04:18] STRATEGIC PLAN TO THE COMMISSIONERS  
[03:04:20] WITHIN THE NEXT WEEK OR SO. WHILE IT'S A  
[03:04:23] THREE YEAR PLAN, I DO WANT TO EMPHASIZE  
[03:04:25] THAT IT IS A LIVING DOCUMENT AND IT  
[03:04:28] REMAINS FLEXIBLE TO CHANGE WITH THE  
[03:04:32] MONTHS OR YEARS AHEAD AS WE NEED TO MAKE  
[03:04:33] THOSE CHANGES. SO YOU CAN GO  
[03:04:37] TO THE NEXT SLIDE.  
[03:04:41] SO BEFORE TAKING QUESTIONS, I DO WANT TO  
[03:04:43] JUST NOTATE THAT IN YOUR SLIDE DECK  
[03:04:44] THERE IS SOME APPENDICES THAT TALK ABOUT  
[03:04:47] USE OF FORCE AND DEMOGRAPHICS.  
[03:04:50] CERTAINLY HAPPY TO ANSWER QUESTIONS ON  
[03:04:52] THAT OR ANYTHING THAT YOU'VE SEEN IN THE  
[03:04:53] SLIDE. I WANTED TO INCLUDE THOSE FOR  
[03:04:56] YOUR PURVIEW. OUR USE OF FORCE REPORT  
[03:04:59] WAS PUBLISHED BACK IN APRIL OF THIS LAST  
[03:05:01] YEAR, AND THAT HAS BEEN ON THE WEBSITE.  
[03:05:04] AND SO THAT DOCUMENT GOES INTO A LOT  
[03:05:06] MORE DETAILS. AS FAR AS USE OF FORCE  
[03:05:07] GOES, THAT'S THERE FOR ANYBODY TO LOOK  
[03:05:11] AT ON THE WEBSITE. AND WITH THAT, I'LL  
[03:05:14] ASK IF THERE'S ANY QUESTIONS FOR MYSELF  
[03:05:16] OR ANY OF THE OTHER PRESENTERS.  
[03:05:18] AWESOME. THANK YOU SO MUCH, CHIEF VIEL.  
[03:05:20] I'LL OPEN IT UP TO QUESTIONS AND  
[03:05:21] COMMENTS FROM COMMISSIONER. WE'LL START  
[03:05:23] WITH COMMISSIONER HASEGAWA. WELL, THANK  
[03:05:26] YOU FOR THAT VERY ROBUST PRESENTATION,  
[03:05:28] CHIEF VIA. I'M GOING TO DO MY BEST TO  
[03:05:30] GET THROUGH ALL MY QUESTIONS. CAN YOU DO  
[03:05:32] ME A FAVOR AND JUST KEEP THE ANSWERS AS  
[03:05:34] CONCISE AS POSSIBLE? BECAUSE I WANT TO  
[03:05:36] MAKE SURE THAT WE'RE DOING THIS IN A  
[03:05:37] TIMELY FASHION. SURE. OKAY, SO FIRST AND  
[03:05:40] FOREMOST, I'M WONDERING IF  
[03:05:43] YOU HAVE A SECTION SUMMARIZING THE  
[03:05:46] SEATTLE'S FINEST HIRED OFFICERS. HOW  
[03:05:48] MANY FOLKS FROM OTHER DEPARTMENTS HAVE  
[03:05:51] COME IN AND PROVIDED THEIR PROFESSIONAL  
[03:05:53] SERVICE TO US BASED ON A CONTRACT?  
[03:05:56] YEAH, I DON'T HAVE A SECTION IN THE  
[03:05:58] ANNUAL REPORT ON THAT, BUT I CAN  
[03:05:59] CERTAINLY GET YOU ANY INFORMATION YOU  
[03:06:01] WANT FOR THE COMMISSION ON THAT. OKAY.  
[03:06:02] AND THEN WE DID APPROVE FUNDING FOR THAT

[03:06:05] FOR A FINITE TIME PERIOD. AND SO I THINK  
[03:06:07] THAT THE NEXT ANNUAL REPORT SHOULD  
[03:06:09] INCLUDE INFORMATION ABOUT THAT BECAUSE  
[03:06:10] THEY ARE PROVIDING PROFESSIONAL SERVICES  
[03:06:12] TO US FOR OUR PURPOSES.  
[03:06:16] AND I'M JUST WONDERING WHAT IS FULLY  
[03:06:19] STAFFED FOR POSPD? YES,  
[03:06:23] OUR AUTHORIZED STAFFING IS 130.  
[03:06:27] FOR COMMISSIONED OFFICERS, WE ARE  
[03:06:29] PRESENTLY AT 108 OFFICERS. AND SO THAT  
[03:06:33] IS WHAT FULLY STAFFED WOULD BE THIS  
[03:06:34] YEAR. AND THEN HOW IS OUR PROGRESS  
[03:06:36] TOWARDS MEETING OUR NEEDS? GREAT. I  
[03:06:40] MEAN, SINCE JULY OF THIS YEAR, WE'VE  
[03:06:42] HIRED NINE OFFICERS THAT WE'VE BROUGHT  
[03:06:44] THEM INTO THE DEPARTMENT. AND SO THAT'S  
[03:06:46] WITH THE WORK THAT THE RECRUITMENT TEAM  
[03:06:47] HAS BEEN DOING AND REALLY,  
[03:06:51] WE'VE REALLY TURNED A CORNER ON THAT.  
[03:06:53] AND AGAIN, I THINK IT HAS TO DO WITH OUR  
[03:06:55] OFFICERS AND THE WORK THAT THEY'RE  
[03:06:57] DOING. SO WE'RE MAKING GOOD PROGRESS.  
[03:07:00] OUR GOAL IS THAT BY THE END OF 2024, WE  
[03:07:03] WILL BE FULLY STAFFED. OKAY. AND THEN  
[03:07:07] FOR THE DCRS, I HEARD YOU SAY THAT THEY  
[03:07:10] WERE DISPATCHES THE MENTAL HEALTH  
[03:07:13] PROFESSIONALS. THEY WERE DISPATCHED TO  
[03:07:16] SEA ON TWELVE OCCASIONS IN 2022.  
[03:07:20] HOW MANY CARES OFFICERS DO WE HAVE?  
[03:07:23] CARES OFFICERS ARE THE FOLKS WHO ARE THE  
[03:07:27] ONES THAT ARE WORKING TO INTERCEPT  
[03:07:30] PEOPLE IN HAVE. SO FOR THE POLICE  
[03:07:33] DEPARTMENT, WE HAVE OUR CRISIS  
[03:07:34] COORDINATOR, WHICH IS MICHELLE BREGLE  
[03:07:36] AND THEN VICTORIA ROSITOVA.  
[03:07:39] AS FAR AS DCRS, WE DON'T HAVE ANY DCRS  
[03:07:42] HERE. THEY ONLY WORK THROUGH KING  
[03:07:44] COUNTY. AND THEN WE HAVE OTHER OFFICERS  
[03:07:46] WHO ARE TRAINED AS FAR AS THEY'VE GONE  
[03:07:49] THROUGH MANY THAT HAVE GONE THROUGH THE  
[03:07:51] 40 HOURS TRAINING. AS FAR AS DOING THAT  
[03:07:54] CRISIS COORDINATION WORK, I'M NOT SURE  
[03:07:57] IF I'M ANSWERING YOUR QUESTION. YEAH,  
[03:07:59] IT WAS A CONFUSING QUESTION. SO HOW IS  
[03:08:02] TWELVE OCCASIONS AN UPTICK FROM YEARS  
[03:08:05] PRIOR? OH, I SEE WHAT YOU'RE SAYING.  
[03:08:07] WELL, YEAH, LET ME CLARIFY TOO, THAT'S  
[03:08:09] TWELVE DCRS TOTAL, NOT JUST FROM THE  
[03:08:11] AIRPORT. SO I BELIEVE SOME OF THOSE WERE  
[03:08:13] FROM THE PORT, BUT THEY COULD ALSO BE  
[03:08:15] FROM AN ENCAMPMENT. THEY COULD BE FROM  
[03:08:16] SOMEWHERE ON THE SEAPORT. TWELVE?  
[03:08:20] I DON'T BELIEVE THAT'S NECESSARILY. I'D  
[03:08:22] HAVE TO GO BACK AND CHECK, BUT THAT'S  
[03:08:24] NOT A NUMBER. THAT, WHEN I SAW IT LOOKED  
[03:08:26] LIKE IT DEVIATED A LOT FROM PRIOR YEARS.  
[03:08:30] OKAY,  
[03:08:33] SO I'M ALSO SEEING FOR  
[03:08:39] OUR,  
[03:08:43] UM,  
[03:08:46] IT SAID \$2.9 MILLION WORTH  
[03:08:51] OF DRUGS WERE INTERCEPTED. I'M ASSUMING  
[03:08:54] THAT'S THROUGH OUR AIRPORT. HAS ANY OF



[03:08:56] THAT BEEN INTERCEPTED THROUGH OUR  
[03:08:59] SEAPORT? THAT'S PRIMARILY FROM THE  
[03:09:02] AIRPORT. I CAN'T SAY FOR SURE. WE DON'T  
[03:09:06] DO A WHOLE LOT OF I SHOULDN'T SAY WE  
[03:09:08] DON'T DO A WHOLE LOT OF INTERACTION. A  
[03:09:09] LOT OF OUR WORK WE WILL WORK WITH CBP OR  
[03:09:11] WITH THE COAST GUARD. THEY DO MORE OF  
[03:09:13] THAT INTERDICTION TYPE OF WORK AT THE  
[03:09:16] SEAPORT AND WE WORK WITH THEM. OUR  
[03:09:19] INTERDICTION TEAM IS HERE AT THE  
[03:09:21] AIRPORT. AND SO WE HAVE A COUPLE OF  
[03:09:23] DETECTIVES AND SOME DRUG INTERDICTION  
[03:09:26] DOGS, CANINES THAT ASSIST US WITH THAT.  
[03:09:29] AND I WONDER HOW, AS THE GOVERNING BODY  
[03:09:31] THAT OVERSEES SEAPORT OPERATIONS,  
[03:09:33] INCLUDING THROUGH THE NWSA AND OUR  
[03:09:35] CONTAINERS, IF THERE'S ANY SORT OF  
[03:09:37] COORDINATION THAT HAPPENS WITH NATIONAL  
[03:09:40] LAW ENFORCEMENT ENTITIES ON INTERDICTION  
[03:09:44] EFFORTS ON CONTAINERS OR CRUISE  
[03:09:48] SHIPS OR OTHERWISE. YEAH,  
[03:09:52] IT'S A LITTLE BIT MORE CHALLENGING AND  
[03:09:54] TALKING WITH OUR DRUG INTERDICTION TEAM  
[03:09:56] FOR US AS A LOCAL AGENCY, BUT WE  
[03:09:59] ABSOLUTELY WORK WITH OUR FEDERAL  
[03:10:01] PARTNERS WHEN IT COMES TO THAT SORT OF  
[03:10:03] WORK. I ALSO WANTED TO HIGHLIGHT THE  
[03:10:06] SUCCESS STORY THAT DETECTIVES  
[03:10:07] INVESTIGATED AN IN PROGRESS KIDNAPPING  
[03:10:10] OF A ONE YEAR OLD CHILD FROM BAGGAGE  
[03:10:11] CLAIM. EXCELLENT. AND QUICK  
[03:10:13] INVESTIGATIVE WORK LED TO THE SAFE  
[03:10:15] RECOVERY AND THE CHILD BEING REUNITED  
[03:10:17] WITH THE MOTHER WHO WAS A VICTIM OF  
[03:10:19] HUMAN TRAFFICKING. THIS IS JUST ONE  
[03:10:21] EXAMPLE OF THE IMPORTANT WORK THAT YOU  
[03:10:22] DO EVERY DAY THAT WILL NEVER SEE THE  
[03:10:24] LIGHT OF DAY. THERE ARE SO MANY SUCCESS  
[03:10:26] STORIES. SO I DID WANT TO TAKE THE  
[03:10:27] OPPORTUNITY TO LIFT THAT UP AND COMMEND  
[03:10:29] YOU ALL. AND THANK YOU. THANK YOU.  
[03:10:32] I'M WONDERING HOW MANY OFFICERS ARE  
[03:10:35] MEMBERS OF THE PEER SUPPORT TEAM? DO YOU  
[03:10:38] KNOW THE ANSWER TO THAT,  
[03:10:42] COMMISSIONER? I BELIEVE WE ARE AT EIGHT  
[03:10:45] RIGHT NOW. OKAY. I BELIEVE IT'S EIGHT.  
[03:10:48] I JUST WANT TO LIFT THAT UP BECAUSE THAT  
[03:10:51] INFRASTRUCTURE SUPPORT, PROMOTING THE  
[03:10:56] TOTAL HEALTH OF OFFICERS SO THAT THEY'RE  
[03:10:58] IN THEIR BEST STATE OF MIND WHEN THEY'RE  
[03:11:00] SERVING ALL OF US ON BEHALF OF THE PORT  
[03:11:03] OF SEATTLE. IT'S JUST SO IMPORTANT.  
[03:11:06] IT'S PARAMOUNT. AND THEN I WANTED TO  
[03:11:08] GAIN CLARITY. OPA. THE OFFICE OF  
[03:11:10] PROFESSIONAL ACCOUNTABILITY.  
[03:11:14] WHERE IS THIS HOUSED? SO IT'S HOUSED  
[03:11:18] RIGHT NEXT OR IN THE CHIEF'S OFFICE IN  
[03:11:21] THAT AREA. AND SO THAT'S WHERE THAT'S  
[03:11:23] HOUSED. AND THAT'S SERGEANT APRIL DOYLE.  
[03:11:25] AND THEN SHE REPORTS DIRECTLY TO MYSELF  
[03:11:27] AND TO DEPUTY CHIEF THOMAS. AND SO THAT  
[03:11:31] IS AN OFFICE WITHIN POSPD?  
[03:11:34] YES, THAT'S THERE'S TWO THERE'S, BOTH

[03:11:37] OPA, WHICH IS WITHIN POSPD, AND THEN,  
[03:11:40] AS YOU KNOW, WORKPLACE RESPONSIBILITY,  
[03:11:42] WHICH IS IN HR, WE WILL WORK IN TANDEM  
[03:11:45] AND WITH WORKPLACE RESPONSIBILITY WHEN  
[03:11:47] IT COMES TO INVESTIGATIONS AND WHO WILL  
[03:11:49] TAKE WHICH OF THOSE INVESTIGATIONS. AND  
[03:11:51] SO THERE'S A LOT OF COLLABORATION THERE.  
[03:11:52] AND THAT'S FOR MISCONDUCT, NOT USE OF  
[03:11:54] FORCE. THAT WOULD BE CORRECT. SO USE OF  
[03:11:56] FORCE TYPE OF INCIDENTS WOULD BE  
[03:11:58] REVIEWED BY COMMANDER AND THEN  
[03:12:01] ALSO OPA AT  
[03:12:06] CERTAIN POINTS. THEY COULD TAKE THAT IF  
[03:12:08] THERE IS A SUSPECTED EXCESSIVE USE OF  
[03:12:10] FORCE, BUT WE DIDN'T HAVE ANY OF THOSE  
[03:12:12] LAST YEAR. AND IF THERE WAS HOMICIDE  
[03:12:15] THAT INVOLVED THE DEADLY USE OF FORCE.  
[03:12:17] AND WOULD THAT BE OUTSOURCED TO THE  
[03:12:19] VALLEY INDEPENDENT INVESTIGATIONS TEAM?  
[03:12:22] YES, THAT'S CORRECT. ON THE VALLEY  
[03:12:23] INDEPENDENT INVESTIGATIONS TEAM, IS THAT  
[03:12:25] SELF ORGANIZED BY THE LOCAL PDS IN ORDER  
[03:12:28] FOR EXPEDIENCY FOR COMPLIANCE WITH 940?  
[03:12:31] YES, IT IS. AND SO THAT'S BEEN IN  
[03:12:34] EXISTENCE FOR SEVERAL YEARS AND SEVERAL  
[03:12:36] OF THE CHIEFS CAME TOGETHER AFTER 940  
[03:12:38] AND PUT TOGETHER THE INDEPENDENT  
[03:12:40] INVESTIGATIVE TEAM. AND JUST ALSO TO  
[03:12:42] CLARIFY, WE ARE MEMBERS OF BIT, BUT IF  
[03:12:45] ONE OF OUR OFFICERS WAS ENGAGED IN AN  
[03:12:47] OFFICER INVOLVED SHOOTING, WE WOULD  
[03:12:49] EXCUSE OURSELVES FROM ANY PART OF THAT  
[03:12:51] INVESTIGATION AND OUR DETECTIVES WOULD  
[03:12:53] NOT RESPOND TO THAT. IT WOULD BE THE  
[03:12:55] OTHER AGENCIES DETECTIVES THAT WOULD  
[03:12:56] RESPOND, RIGHT? WELL, YOU WOULD HAVE TO.  
[03:12:58] AND I THINK THAT'S GREAT BECAUSE THE  
[03:13:00] GEOGRAPHICAL CONSTRAINTS TO BE IN  
[03:13:02] COMPLIANCE WITH 940 BECAUSE OF HOW FAR  
[03:13:04] AWAY AN INCIDENT MIGHT BE FROM THE  
[03:13:06] NEAREST RESPONDING OFFICER IS A SERIOUS  
[03:13:08] ISSUE. SO I COMMEND YOU ALL ON THAT.  
[03:13:11] AND REGARDING OUR USE OF FORCE  
[03:13:13] STATISTICS AND REPORTING, I WANTED TO  
[03:13:15] CALL OUT A COUPLE OF MAJOR DIFFERENCES  
[03:13:17] BETWEEN THIS YEAR AS COMPARED TO LAST  
[03:13:19] YEAR. AND ONE OF THEM IS THAT THE  
[03:13:20] VASCULAR NECK RESTRAINT, WHICH HAS BEEN  
[03:13:22] PROVEN TO BE DEADLY AND BANNED IN MANY  
[03:13:25] JURISDICTIONS, IS NOW BANNED HERE AT  
[03:13:27] POSPD. SO THANK YOU FOR IMPLEMENTING  
[03:13:30] THAT AS A MEANINGFUL POLICY MEASURE. I  
[03:13:33] ALSO NOTICED THAT THIS YEAR YOU DID NOT  
[03:13:35] REPORT ON PHYSICAL RESTRAINTS LAST YEAR.  
[03:13:38] THAT WAS ONE OF THE GREATEST INCIDENTS  
[03:13:43] OF USE OF FORCE WITH ELEVEN  
[03:13:47] REPORTED IN 2021. IS THERE A REASON THAT  
[03:13:50] THAT'S NOT ACCOUNTED FOR IN THE ANNUAL  
[03:13:52] REPORT? CAN WE STILL DISCOVER IT IN THE  
[03:13:54] OTHER USE OF FORCE REPORTING RESOURCES  
[03:13:57] THAT YOU MENTIONED, LIKE THE APPENDICES  
[03:13:59] ARE ONLINE? YEAH, I'LL HAVE TO GET BACK  
[03:14:01] TO YOU ON THAT BECAUSE I'M NOT SURE I'M

[03:14:04] SHOWING ON THE GRAPH THERE THAT IT'S  
[03:14:06] ZERO THEN VERSUS THE COUNTS WE HAD  
[03:14:09] PREVIOUSLY. PHYSICAL RESTRAINTS. YEAH.  
[03:14:11] IS THAT WHAT YOU'RE LOOKING AT? I DON'T  
[03:14:13] SEE IT ON HERE AT ALL. OKAY, I'LL TAKE A  
[03:14:16] LOOK AT THAT. OKAY. AND THEN WHAT  
[03:14:20] I AM WONDERING IS IF YOU LOOK AT 2022  
[03:14:24] USE OF FORCE BY SERVICE TYPE, THAT  
[03:14:28] TRAFFIC VIOLATIONS IS BELOW ZERO AND  
[03:14:30] FOLLOW UP INVESTIGATIONS ARE BELOW ZERO,  
[03:14:32] WHAT. DOES THAT MEAN? PAGE 27?  
[03:14:38] YEAH, I WOULD AGAIN HAVE TO GET BACK TO  
[03:14:40] YOU ON THAT SPECIFIC QUESTION. OKAY,  
[03:14:46] MAYBE.  
[03:14:51] AND THEN THE OTHER THING THAT I WANTED  
[03:14:54] TO ASK ABOUT WELL, I SUPPOSE THIS IS A  
[03:14:56] COMMENT REGARDING THE 21  
[03:15:02] CP RECOMMENDATIONS AND IMPLEMENTATION.  
[03:15:04] THANK YOU SO MUCH FOR THAT UPDATE. I DO  
[03:15:07] UNDERSTAND AND EXPECT THAT AN  
[03:15:09] INDEPENDENT ENTITY WILL BE ABLE TO  
[03:15:12] OBJECTIVELY EVALUATE COMPLIANCE AND  
[03:15:14] IMPLEMENTATIONS AS THOSE 52  
[03:15:15] RECOMMENDATIONS. YOU'LL BE A RESOURCE  
[03:15:18] THANK YOU SO MUCH FOR PRESENTING THE  
[03:15:20] PROGRESS TODAY AS A SNAPSHOT. I KNOW  
[03:15:23] THAT YOU'LL BE A RESOURCE FOR THAT  
[03:15:25] INDEPENDENT ENTITY, WHETHER IT'S 21CP  
[03:15:27] OR THE OFFICE OF EQUITY DIVERSITY  
[03:15:30] INCLUSION THAT WILL COME TO US IN Q ONE  
[03:15:32] OF 2024.  
[03:15:35] SO WHAT IS OUR STANDARD FOR SUCCESSFUL  
[03:15:39] IMPLEMENTATION? AND I'LL TELL YOU, WE  
[03:15:43] SHOULD SHOOT FOR 100%, RIGHT? THERE ARE  
[03:15:45] 52 RECOMMENDATIONS, AND THAT'S WHAT  
[03:15:47] WE'RE LOOKING FOR. AND PROGRESS TOWARDS  
[03:15:48] ALL 52 IS GOING TO BE IMPORTANT. IT'S  
[03:15:50] NOT GOING TO GET COVERED IN TODAY'S  
[03:15:52] PRESENTATION. PERHAPS IT'S SOMETHING  
[03:15:54] THAT WE ALL I'M HAPPY TO SIT DOWN WITH  
[03:15:58] THE TASK FORCE IF IT RECONVENES. THE  
[03:16:00] BEST FORUM IS YET TO BE DETERMINED, BUT  
[03:16:02] I DO EXPECT AN INDEPENDENT ENTITY TO BE  
[03:16:05] FULLY ENGAGED WITH THAT REPORT. THANK  
[03:16:07] YOU. THANKS. ALL RIGHT. THANK YOU,  
[03:16:10] COMMISSIONER HASEGAWA. COMMISSIONER  
[03:16:11] CALKINS. YEAH. JUST A COUPLE OF  
[03:16:15] THOUGHTS. THANK YOU AGAIN FOR THE ANNUAL  
[03:16:19] REPORT TO YOUR COMMENT  
[03:16:23] ABOUT THE ORIGINAL TASK  
[03:16:27] FORCE THAT WE'D SET UP. COMMISSIONER  
[03:16:29] STEINBROOK AND I CO CHAIRED. YOU KNOW,  
[03:16:32] THAT CAME AT A VERY PARTICULAR MOMENT  
[03:16:34] FOR POLICING IN THE UNITED STATES. AND I  
[03:16:37] THINK, IN HINDSIGHT, NOT ONLY  
[03:16:41] AM I APPRECIATIVE THAT WE DID  
[03:16:44] COLLECTIVELY, THE POLICE DEPARTMENT AND  
[03:16:47] THE PORT INVEST SIGNIFICANT RESOURCES,  
[03:16:50] MOST PARTICULARLY YOUR TIME, TIME  
[03:16:53] LEADERSHIP AT THE PORT OF SEATTLE POLICE  
[03:16:55] DEPARTMENT, BUT ALSO THE INVESTMENT IN  
[03:16:58] THE CONSULTING SERVICES TO BRING IN  
[03:17:00] OUTSIDE PERSPECTIVES. BUT I'M ALSO GLAD

[03:17:02] THAT WE DIDN'T MAKE ANY RASH DECISIONS  
[03:17:04] AT THAT TIME, BECAUSE I THINK THERE  
[03:17:08] WAS AN OVERARCHING FEELING IN THE MOMENT  
[03:17:12] THAT THERE  
[03:17:16] NEEDED TO BE WHOLESALE CHANGE. AND IN  
[03:17:19] HINDSIGHT, WHAT WE SEE IS THAT THE PORT  
[03:17:22] OF SEATTLE POLICE DEPARTMENT IS A VERY  
[03:17:23] DIFFERENT ENTITY THAN MOST OF ITS PIER  
[03:17:25] DEPARTMENTS LOCALLY. AND AT THE  
[03:17:29] SAME TIME, THE PROCESS RESULTED IN SOME  
[03:17:32] VERY CLEAR DIRECTION ON HOW WE CAN  
[03:17:35] IMPROVE. AND WE HAVE  
[03:17:38] NOT HAD A FLAWLESS RECORD IN  
[03:17:42] THAT TIME PERIOD. THERE HAVE BEEN  
[03:17:43] INCIDENTS, I WOULD SAY, AT AN INDIVIDUAL  
[03:17:46] LEVEL, NOT INDICATIVE OF A SYSTEM WIDE  
[03:17:49] PROBLEM, BUT RATHER THERE'S BEEN  
[03:17:50] INCIDENTS WITH PARTICULAR OFFICERS IN  
[03:17:53] THE DEPARTMENT SINCE THEN. BUT FOR THE  
[03:17:55] MOST PART, THE RECOMMENDATIONS  
[03:17:59] HAVE BEEN WHOLEHEARTEDLY, ACCEPTED AND  
[03:18:02] NOW IMPLEMENTED BY THE LEADERSHIP AND  
[03:18:06] REALLY THE WHOLE DEPARTMENT. AND SO  
[03:18:07] THAT'S REALLY ENCOURAGING FOR ME. I WANT  
[03:18:11] TO REITERATE WHAT I SAID AT THE TIME,  
[03:18:12] WHICH IS ALTHOUGH THIS MAY FEEL  
[03:18:15] AND IN FACT IS A GREATER DEGREE OF  
[03:18:18] SCRUTINY OVER A SINGLE GROUP OF 110  
[03:18:22] OR SO EMPLOYEES OF THE PORT OF SEATTLE,  
[03:18:26] I STILL THINK THAT'S MERITED, THAT YOU  
[03:18:29] ALL BECAUSE OF THE GREAT POWER,  
[03:18:33] THAT YOU'RE THE ONLY PEOPLE WHO ARE  
[03:18:37] ALLOWED TO EMPLOY FORCE AND POTENTIALLY  
[03:18:39] DEADLY FORCE. AND THEREFORE WE DO HAVE  
[03:18:43] TO PUT THE GREATEST DEGREE OF  
[03:18:46] SCRUTINY ON YOU ALL AS EMPLOYEES.  
[03:18:49] AND I THINK YOU HAVE BORNE THAT  
[03:18:53] RESPONSIBILITY AND HAVE ACCEPTED THAT  
[03:18:55] ADDITIONAL LEVEL OF SCRUTINY. BUT I  
[03:18:58] DON'T THINK IT MAKES SENSE FOR US TO  
[03:19:00] SAY, OKAY, JOB DONE. WE CAN WALK AWAY  
[03:19:03] FROM THIS PROCESS AND SAY CHECK, WE'VE  
[03:19:05] DONE THAT. BUT INSTEAD INCORPORATING  
[03:19:08] THIS TYPE OF CONTINUED IN THE LANGUAGE  
[03:19:11] OF OUR LEADERSHIP HERE, PROCESS  
[03:19:12] IMPROVEMENT AT THE POLICE DEPARTMENT.  
[03:19:15] AND THE SECOND THING IS, I THINK OUR  
[03:19:20] ENSURING THAT THIS IS A TRANSPARENT  
[03:19:23] PROCESS WHERE THE PUBLIC IS ABLE TO  
[03:19:25] ACCESS ALL OF THIS INFORMATION IS REALLY  
[03:19:28] CRITICAL TO THAT PROCESS TOO, BECAUSE  
[03:19:30] THERE IS PARTICULARLY AMONGST  
[03:19:32] COMMUNITIES THAT HISTORICALLY HAVE BORNE  
[03:19:35] THE BRUNT OF BAD POLICING. THEY NEED TO  
[03:19:37] BE ABLE TO LOOK BEHIND THE CURTAIN AND  
[03:19:40] KNOW THAT THESE ARE REAL AND NOT  
[03:19:44] PAPERING OVER ISSUES,  
[03:19:47] BUT INSTEAD REAL IMPLEMENTATION OF  
[03:19:51] MEASURES THAT ARE UNDERSTOOD TO BE BEST  
[03:19:53] PRACTICES. AND THEN FINALLY,  
[03:19:57] I JUST HAD A SPECIFIC QUESTION ALSO  
[03:19:58] ABOUT REPORTABLE FORCE EVENTS. IT SEEMS  
[03:20:01] LIKE YOU LOOK AT THESE CHARTS,

[03:20:06] I HAD SORT OF TWO QUESTIONS. WE'RE USING  
[03:20:08] LEG RESTRAINTS A LOT MORE. I REMEMBER  
[03:20:11] WHEN THAT WAS FIRST DISCUSSED THAT THAT  
[03:20:14] WAS A MEANS OF POTENTIALLY  
[03:20:17] STOPPING A FLEEING INDIVIDUAL IN A WAY  
[03:20:20] THAT PREVENTED GRAVER HARM TO THE  
[03:20:23] INDIVIDUAL IN PARTICULAR. SO MAYBE YOU  
[03:20:25] COULD JUST GIVE US A MINUTE ON IS IT  
[03:20:29] THAT THE PARTICULAR INCIDENTS IN 21 AND  
[03:20:32] 22 HAPPEN TO BE MORE OF THOSE WHERE  
[03:20:35] THAT'S THE APPROPRIATE RESPONSE OR ARE  
[03:20:38] OFFICERS BEING TRAINED TO USE THOSE MORE  
[03:20:40] TO AVOID USING OTHER FORMS OF FORCE THAT  
[03:20:42] MAY INCUR GREATER HARM TO THE  
[03:20:44] INDIVIDUAL? SURE, YEAH, MOST OF THOSE IN  
[03:20:46] LOOKING AT THE ANALYSIS THAT WAS DONE  
[03:20:48] WAS WHEN SOMEONE WAS HANDCUFFED, BUT  
[03:20:51] THEY CONTINUED TO KICK AND POTENTIALLY  
[03:20:53] COULD INJURE OFFICERS. AND SO THAT'S  
[03:20:56] WHERE WE USE THE LEG RESTRAINTS. NOW, I  
[03:20:57] WILL SAY THAT IN REVIEWING THAT, ONE OF  
[03:21:01] THE RECOMMENDATIONS OR THINGS THAT WE  
[03:21:03] LOOKED AT IS ARE THERE OTHER DEVICES OR  
[03:21:05] TOOLS OUT THERE WHERE WE COULD RESTRAIN  
[03:21:08] SOMEONE, PREVENT THEM FROM KICKING, BUT  
[03:21:10] WOULD BE A BETTER RESTRAINT SYSTEM? AND  
[03:21:12] SO WE DID DO SOME RESEARCH ON  
[03:21:16] WHAT'S CALLED THE WRAP. AND IT  
[03:21:19] ESSENTIALLY LOOKS KIND OF LIKE A  
[03:21:21] WHEELCHAIR, BUT YOU'RE ABLE TO PUT  
[03:21:23] SOMEONE IN IT AND STRAP THEIR LEGS DOWN,  
[03:21:25] STILL MOVE THEM FROM POINT A TO POINT B  
[03:21:28] WITHOUT NECESSARILY USING LEG  
[03:21:30] RESTRAINTS. AND SO THAT'S SOMETHING THAT  
[03:21:32] WE BROUGHT IN THIS LAST YEAR AND WE'RE  
[03:21:34] CONSTANTLY DOING THAT. WE'RE TRYING TO  
[03:21:35] LOOK AT WHAT ARE THE BEST WAYS WHERE WE  
[03:21:38] CAN TRY TO, IF WE HAVE TO USE  
[03:21:42] FORCE OF SOME SORT, WHAT'S OUT THERE  
[03:21:45] THAT WE CAN UTILIZE THAT'S GOING TO  
[03:21:46] REDUCE ANY POTENTIAL INJURIES TO BOTH  
[03:21:49] OFFICERS AND TO OTHER SUBJECTS.  
[03:21:52] AND THEN LAST QUESTION IS THIS TABLE  
[03:21:55] GOES THROUGH OBVIOUSLY THE END OF 22.  
[03:21:57] IS THERE ANYTHING IN 2023 NUMBERS RIGHT  
[03:21:59] NOW. THAT IS A REAL OUTLIER THAT YOU  
[03:22:00] THINK, BOY, WE'RE ABOUT THREE QUARTERS  
[03:22:03] OF THE WAY THROUGH THE YEAR AND THE  
[03:22:04] NUMBERS ARE SPIKING IN SOME PARTICULAR  
[03:22:06] AREA OR JUST ANYTHING YOU WANT TO  
[03:22:09] HIGHLIGHT? YEAH, I HAVEN'T LOOKED AT  
[03:22:11] EXACTLY WHERE WE'RE AT AS FAR AS THE  
[03:22:13] NUMBERS GO. I DO GET BRIEFED ON USES OF  
[03:22:16] FORCE, AND THERE HASN'T BEEN ANYTHING  
[03:22:18] THIS YEAR THAT COMES TO MIND RIGHT NOW  
[03:22:20] WHERE IT'S BEEN AN OUTLIER OR SOMETHING  
[03:22:23] THAT'S BEEN OF ANY CONCERN TO ME.  
[03:22:27] CERTAINLY WE DON'T WANT TO USE FORCE IF  
[03:22:28] WE DON'T NEED TO. MOST OF OUR USES OF  
[03:22:31] FORCE OVER THE LAST HISTORICALLY HAVE  
[03:22:33] BEEN PHYSICALLY TAKING SOMEONE TO THE  
[03:22:36] GROUND THAT MAY BE INTOXICATED OR  
[03:22:39] RESISTING OR SOMETHING LIKE THAT. SO

[03:22:41] MOST OF OUR NOT SIGNIFICANT USES OF  
[03:22:44] FORCE AND ANYTHING THAT WAS I WOULD BE  
[03:22:46] BRIEFED UP ON. THANK YOU. GREAT.  
[03:22:50] THANK YOU SO MUCH. I WANT TO THANK YOU  
[03:22:53] AND YOUR TEAM FOR ALL THE WORK THAT YOU  
[03:22:55] DO. OBVIOUSLY IT'S NOT EASY BEING IN  
[03:22:58] LAW ENFORCEMENT, BUT I ALSO KNOW THAT  
[03:23:01] IT'S UNIQUE BEING HERE AT THE PORT OF  
[03:23:03] SEATTLE IN LAW ENFORCEMENT. AND SO I'M  
[03:23:05] GOING TO ASK YOU A QUESTION THAT  
[03:23:06] HOPEFULLY IS A LAYUP, BUT WE JUST SPENT  
[03:23:10] THIS MORNING WITH THE FIREFIGHTERS. I  
[03:23:12] KNOW YOU WERE THERE, CHIEF VIA, AND WE  
[03:23:13] WERE ABLE TO CELEBRATE THEIR NEW  
[03:23:14] FACILITY. AND I TALKED A LITTLE BIT  
[03:23:16] ABOUT HOW FIREFIGHTERS AT THE PORT OF  
[03:23:18] SEATTLE ARE UNIQUE AND SPECIAL AND A CUT  
[03:23:20] ABOVE THE REST BECAUSE OF THE UNIQUE  
[03:23:22] NATURE OF AIRPORTS. AND SO I GUESS THE  
[03:23:24] QUESTION FOR YOU IS WHEN YOU RECRUIT,  
[03:23:26] WHEN YOUR TEAM RECRUITS AND TALKS ABOUT  
[03:23:27] THE PORT OF SEATTLE POLICE DEPARTMENT,  
[03:23:29] WHAT'S YOUR PITCH IN TERMS OF WHY THEY  
[03:23:32] SHOULD CHOOSE THE PORT OF SEATTLE PD  
[03:23:34] OVER A SPD OR A TUKWILLA PD  
[03:23:38] OR ANY OTHER PD? I'M NOT  
[03:23:41] CALLING OUT ANYONE IN PARTICULAR, BUT I  
[03:23:44] DO THINK THAT WE'RE SPECIAL, AND I  
[03:23:45] THOUGHT I'D GIVE YOU AN OPPORTUNITY TO  
[03:23:46] PUT ON THE RECORD WHY THE PORT OF  
[03:23:48] SEATTLE POLICE DEPARTMENT IS UNIQUE AND  
[03:23:50] SPECIAL. YEAH, NO, THANKS FOR THAT  
[03:23:51] OPPORTUNITY. SO ACTUALLY THE RECRUITMENT  
[03:23:54] TEAM PRODUCED RECRUITMENT CARDS. SO I  
[03:23:56] CARRY THOSE IN MY WALLET. SO WHEN I'M  
[03:23:58] TRAVELING AND I'M GOING TO OTHER PLACES,  
[03:24:00] I'LL HAND THOSE OUT. OR IF I COME ACROSS  
[03:24:03] SEATTLE OFFICERS OR SOMEONE THAT I THINK  
[03:24:06] MIGHT BE A GOOD OFFICER, I'LL HAND THOSE  
[03:24:07] OUT. SO I DO HAVE SOME OF THOSE MEAN,  
[03:24:10] THERE ARE SEVERAL THINGS, AND I'M GOING  
[03:24:12] TO TRY TO BE CONCISE, BUT ONE  
[03:24:15] THING IS JUST THE GREAT PEOPLE WE HAVE  
[03:24:17] HERE AND THE PROFESSIONALS THAT WE HAVE  
[03:24:19] HERE AT THE DEPARTMENT, IT'S A GREAT  
[03:24:21] DEPARTMENT TO WORK FOR. AND I CAN  
[03:24:23] HONESTLY LOOK AT ANOTHER OFFICER FROM  
[03:24:25] ANOTHER AGENCY AND I CAN SAY IT IS  
[03:24:29] A GREAT PLACE TO WORK. ONE OF THE  
[03:24:31] REASONS WHY I LOVE WORKING AT THE PORT  
[03:24:32] IS BECAUSE I LOVE WORKING WITH THE  
[03:24:34] PEOPLE THAT I'M WORKING WITH, WITH THE  
[03:24:36] COMMAND STAFF, THE SUPERVISORY STAFF,  
[03:24:38] AND THE OTHER PEOPLE IN THE AGENCY.  
[03:24:39] NOW, ASIDE FROM THAT OR ON TOP OF THAT,  
[03:24:41] THERE'S OPPORTUNITIES WE HAVE HERE THAT  
[03:24:43] OTHER AGENCIES DON'T HAVE. THE NUMBER  
[03:24:47] USED TO BE ABOUT 66%. I THINK IT'S  
[03:24:48] PRETTY CLOSE. 60% OF OUR STAFF HAVE SOME  
[03:24:51] SPECIALTY OF SOME KIND BEYOND THE NORMAL  
[03:24:55] JOB THAT THEY'RE DOING. SO THAT MIGHT BE  
[03:24:57] THAT THEY'RE BOMB DISPOSAL UNIT MEMBER  
[03:25:01] WE HAVE 14 EXPLOSIVE DETECTION CANINES.

[03:25:04] OUR OFFICERS AT WORK PATROL CAN GET  
[03:25:07] TRAINED UP AND RIDE BICYCLES. WE HAVE A  
[03:25:10] DIVE TEAM. WE HAVE A MARINE PATROL UNIT  
[03:25:15] ALONG WITH THAT. AND OTHER SPECIALTIES  
[03:25:17] THAT WE HAVE ARE JUST THE OPPORTUNITIES  
[03:25:18] TO DO OTHER THINGS THAT OFFICERS DON'T  
[03:25:21] HAVE. OPPORTUNITIES SINCE JULY,  
[03:25:25] MAYBE I MENTIONED THIS EARLIER, I DON'T  
[03:25:26] REMEMBER. WE HIRED NINE OFFICERS THAT  
[03:25:28] CAME INTO THE FORCE, AND TWO OF THOSE I  
[03:25:31] WANT TO SAY TWO WERE SERGEANTS OF OTHER  
[03:25:33] DEPARTMENTS, LONGTIME CAREER  
[03:25:36] SUPERVISORS. WE'VE HIRED I WANT TO SAY  
[03:25:38] THREE IN THE LAST YEAR. ANYWAY, AT LEAST  
[03:25:41] TWO. TWO OR THREE, OKAY. BUT THEY'RE  
[03:25:44] SERGEANTS FOR THEIR DEPARTMENTS, OTHERS  
[03:25:45] WHO ARE DETECTIVES IN OTHER DEPARTMENTS.  
[03:25:47] AND I ASKED THEM, WHY DID YOU COME HERE?  
[03:25:48] BECAUSE YOU HAD A REALLY GOOD JOB.  
[03:25:50] YOU'RE GOING TO BE WORKING GRAVEYARD AND  
[03:25:51] NIGHTS AND SWING AND HOLIDAYS BECAUSE  
[03:25:54] YOU'RE GOING BACK TO PATROL. YES. BUT  
[03:25:56] THE OPPORTUNITIES HERE, I'M READY TO  
[03:25:58] MOVE ON TO SOMETHING DIFFERENT IS A LOT  
[03:26:00] OF TIMES WHAT I GET. AND SO IT'S JUST A  
[03:26:03] GREAT DEPARTMENT TO WORK FOR AS FAR AS  
[03:26:04] THE DIFFERENT OPPORTUNITIES AND ENABLES  
[03:26:07] OFFICERS TO COME IN AND EXPERIENCE OTHER  
[03:26:10] THINGS AND JUST HAVE A GREAT TIME  
[03:26:11] WORKING HERE. EXCELLENT. THANK YOU SO  
[03:26:13] MUCH FOR THAT. I WANT TO NOTE FOR THE  
[03:26:15] RECORD THAT ALTHOUGH COMMISSIONER  
[03:26:17] FELLEMAN DID RECUSE HIMSELF FROM A  
[03:26:19] PREVIOUS ITEM, HE DID JOIN US VIRTUALLY  
[03:26:22] AT AROUND ONE FIVE P. M. AND HE  
[03:26:24] CONTINUES TO BE WITH US TODAY. I'M  
[03:26:26] HEARING THAT HE ACTUALLY WANTS TO MAKE A  
[03:26:28] COMMENT ON THIS ITEM.  
[03:26:32] AND SO I'LL GO AHEAD AND RECOGNIZE  
[03:26:34] COMMISSIONER FELLEMAN FOR CLOSING  
[03:26:35] COMMENTS ON THIS ITEM. THANK YOU,  
[03:26:39] PRESIDENT CHO. AND I JUST COULDN'T LET  
[03:26:43] THE CHIEF MAKE AYE. GREAT PRESENTATION  
[03:26:45] WITHOUT EXPRESSING MY APPRECIATION FOR  
[03:26:47] YOU AND YOUR TEAM AND THE TRANSPARENCY  
[03:26:48] WITH WHICH YOU DO YOUR WORK. SO WITHOUT  
[03:26:51] ELABORATING FURTHER, THANK YOU FOR ALL  
[03:26:53] YOU DO. AND I'VE HAD THE PLEASURE OF  
[03:26:54] MONITORING THIS WHOLE MEETING REMOTELY.  
[03:26:56] SO THANKS AGAIN. THANK YOU,  
[03:26:58] COMMISSIONER FELLEMAN. ALL RIGHT. THANK  
[03:27:00] YOU, CHIEF. THANK YOU, TEAM. APPRECIATE  
[03:27:01] YOU GUYS COMING OUT AND FOR GIVING US  
[03:27:02] THIS PRESENTATION. AND IF I COULD JUST  
[03:27:05] ALSO JUST SAY I REALLY APPRECIATE THE  
[03:27:08] SUPPORT FROM THE COMMISSION EXECUTIVE  
[03:27:11] DIRECTOR METRUCK, THE DEPUTY EXECUTIVE  
[03:27:13] DIRECTOR, KAREN GOON, WHO RECENTLY  
[03:27:15] STARTED, AND REALLY JUST THE EXECUTIVE  
[03:27:17] TEAM, LIKE I MENTIONED BEFORE, I WAS  
[03:27:21] APPOINTED CHIEF LAST YEAR IN AUGUST. SO  
[03:27:23] I'VE JUST GOTTEN OVER A YEAR OF BEING  
[03:27:24] THE CHIEF. AND IT'S BEEN TREMENDOUS.

[03:27:26] AND IT REALLY PROVIDES  
[03:27:31] THE SUPPORT THAT I THINK THE OFFICERS  
[03:27:33] AND OUR STAFF NEEDED AT THIS TIME OVER  
[03:27:36] THIS LAST YEAR. AND SO I JUST REALLY  
[03:27:37] APPRECIATE THE SUPPORT THAT YOU ALL HAVE  
[03:27:40] PROVIDED. SO THANK YOU. EXCELLENT. AND  
[03:27:41] THANK YOU, CHIEF, FOR YOUR SERVICE, FOR  
[03:27:44] STEPPING UP, AND FOR MAKING AT LEAST  
[03:27:46] I'LL SPEAK FOR MYSELF FEEL LIKE WE MADE  
[03:27:47] THE RIGHT CHOICE. SO APPRECIATE YOU.  
[03:27:51] THANKS. ALL RIGHT, THAT CONCLUDES OUR  
[03:27:53] BUSINESS MEETING AGENDA FOR THE DAY.  
[03:27:55] ARE THERE ANY CLOSING COMMENTS AT THIS  
[03:27:57] TIME OR MOTIONS RELATING TO COMMUNITY  
[03:27:58] REFERRALS FROM COMMISSIONER COMMISSIONER  
[03:28:00] HASEGAWA? THANK YOU, MR. PRESIDENT. I  
[03:28:02] JUST WANTED TO STATE FOR THE RECORD THAT  
[03:28:04] I WHOLLY EMBRACE AND  
[03:28:08] REAFFIRM MY COMMITMENT TO OUR RAISED  
[03:28:10] VALUES AS A PORT.  
[03:28:12] I BELIEVE IN THE GOOD WORK THAT  
[03:28:16] EVERYONE IS DOING AS A PART OF THE PORT  
[03:28:19] OF SEATTLE INSTITUTION AND REALLY AM  
[03:28:24] GRATEFUL FOR THE OPPORTUNITY AFFORDED TO  
[03:28:27] ME BY THE PEOPLE OF KING COUNTY TO BE A  
[03:28:29] PART OF THAT. AND SO THAT'S IT.  
[03:28:32] AND HAPPY LATINO HERITAGE MONTH. THANK  
[03:28:34] YOU, COMMISSIONER HASEGAWA. ANYONE ELSE?  
[03:28:36] ALL RIGHT, EXECUTIVE DIRECTOR METRUCK,  
[03:28:38] ANY CLOSING COMMENTS FROM YOU TODAY?  
[03:28:40] NOTHING ELSE TODAY? THANKS,  
[03:28:41] COMMISSIONERS, FOR ESPECIALLY YOUR  
[03:28:43] FEEDBACK ON EVERYTHING, BUT ESPECIALLY  
[03:28:46] YOUR FEEDBACK ON THE BUDGET. WE ALWAYS  
[03:28:49] GO BACK AND FORTH HOW MUCH INFORMATION  
[03:28:51] IS TOO MUCH, AND WE'RE TRYING TO STRIKE  
[03:28:53] THAT BALANCE. SO I APPRECIATE YOUR  
[03:28:54] FEEDBACK ON HOW WE CAN BE MORE EFFECTIVE  
[03:28:56] IN THE PRESENTATION OF THAT. THANK YOU.  
[03:28:57] GREAT. THANK YOU. HEARING NO FURTHER  
[03:28:59] COMMENTS AND HAVING NO FURTHER BUSINESS,  
[03:29:00] IF THERE'S NO OBJECTION, WE ARE  
[03:29:01] ADJOURNED AT 03:31 P.M.. THANK YOU ALL.

END OF TRANSCRIPT