



- [00:00:31] Good morning. This is Commission President Toshiko Hasegawa convening the regular meeting of November 18, 2025. The time is 10:32am and we're meeting in person today at the Airport Conference center as well as virtually a Microsoft Teams. A little bit of echo feedback happening. She's trying to sort it.
- [00:00:50] Hang on. Okay. All commissioners are present with me today with the exception of Commissioners Calkins and Show. And they are currently gathered in executive sess awaiting the opening of this public meeting. We'll now recess into executive session to discuss one item regarding litigation or potential litigation or legal risk per RCW 42.3 0.1101 I for approximately 60 minutes.
- [00:01:12] We'll reconvene into public session at 12pm thank you. Thank you. We are in recess.
- [00:01:24] This is Commission President Toshiko Hasegawa reconvening the regular meeting of November 8th, 18th, 2025. The time is 12:09pm we're meeting in person today at the SEA Conference center as well as virtually on Microsoft Teams. Clerk Hart, please call the roll for all the commissioners who are currently in attendance. Thank you. Beginning with Commissioner Fellman.
- [00:01:47] Present. Thank you. Commissioner Hasagawa. Present. Thank you.
- [00:01:50] Commissioner Muhammad here. Thank you. And I understand Commissioner Calkins will be joining us here shortly. Great. Thank you.
- [00:01:56] A few housekeeping rules before we begin. For everybody who's in the room. Pretty please turn your cell phones on to silent. Would be greatly appreciated. For anyone who is participating on Microsoft Teams, please make sure that your speakers are muted.
- [00:02:09] That would be great. And keep your cameras off unless you're speaking to us and addressing the Commission formally or unless you are a Commissioner yourself. Members of the public addressing the Commission during public comment can turn on their cameras when your name is called to speak. And we'll turn them back off again at the conclusion of your remarks. For everyone at the dais, please turn off computer speakers and silence your devices.
- [00:02:32] Please also including myself. Please also remember to address your request to speak through the chair and wait to speak until you've been recognized. You're going to turn your microphones on and off as needed. Thank you. All of our votes today will be cast using the roll call method or by general consent so it's clear to anyone participating how the votes were cast.
- [00:02:53] And commissioners will say aye or nay when their name is called.
- [00:02:59] I'd like to open with the acknowledgment that we are meeting on the ancestral lands and waters of the Coast Salish people with whom we share a commitment to steward these natural resources for ourselves and for our future generations.
- [00:03:13] This meeting is being digitally recorded and it may be viewed or heard at any time on the port's website or it could be rebroadcast by King County Television. So at this time, I'd like to invite you all to stand and join us in the Pledge of Allegiance.
- [00:03:29] To the flag of the United States of America and to the for which stands one nation under all individual, with liberty and justice for all. You may be seated.
- [00:03:47] So the first item of business today is a matter of the approval of the agenda. As a reminder, if a

commissioner wishes to make a general comment for or against an item on the consent agenda, it is not necessary to pull it from the consent agenda. Rather, a commissioner can offer general supporting or opposing comments later on in this meeting. Once we get to that part of the agenda. However, it is appropriate at this time if a commissioner wants to ask questions or wishes to have a dialogue on a consent agenda item that they request the item to be pulled for a separate discussion.

[00:04:18] With that to my colleagues, is there any item that you'd like to remove from the consent agenda or any motions to rearrange? Seeing none, the questions on approval of the agenda. Is there a motion to approve the agenda as presented? So moved. Second motion's been made by Commissioner Felloman, seconded by Commissioner Muhammad.

[00:04:36] Seeing there's no objection, the agenda is now approved as presented. Next on our agenda is the Executive Director's report. And we have Deputy Executive Director Karen Goon who will make the report. You have the floor. Thank you.

[00:04:49] Good afternoon, commissioners. I'm filling in for Executive Director Metruck who is. While he is out on some well deserved paid time off. And despite having the chair, I will keep my remarks short today. Since our last meeting, I've had the pleasure of attending the ribbon cutting for our new Checkpoint six.

[00:05:06] Part of the SEA Gateway program project. Excuse me. Checkpoint six reopened yesterday after nearly a year of construction. It now has double the queuing space, triple the recomposure area, six efficient lanes and quick access to the D and N concourse. It also includes dramatic high ceilings, upgraded restrooms and new amenities available pre security for the first time.

[00:05:29] Like a companion care restroom, an adult changing table, a nursing room and water refill stations. This follows the opening of Checkpoint 1 earlier this summer. Both are part of our largest 5 billion upgrade SEA program modernization modernizing the entire airport experience. Experience. Excuse me.

[00:05:49] And to make the upcoming holiday travel smoother, SEA is offering the first 90 minutes free in general parking during the busiest weeks November 24th to 30th and December 22nd to 28th from 7pm to midnight. Reserve parking is selling fast for the holidays, so we encourage travelers to book early if you plan to drive and park. In other aviation news, Federal flight restrictions reductions put in place during the shutdown ended yesterday. The Transportation Department and FAA lifted the order after seeing a steady decline in staffing concerns across the national airspace system. FAA leadership has confirmed that safety trends and staffing levels now support a full return to normal operations.

[00:06:35] The shutdown led to more than 9,500 cancellations and tens of thousands of delays. Rising Concern Raising concerns about travel during the busy Thanksgiving period. With the government now reopened and operations beginning to normalize, airlines report that they are prepared to handle the expected surge of 31 million travelers turning your attention to maritime, I would like to provide a brief update on Salmon bay Marina today. November 18th marks the first day overnight stays are no longer allowed under covered forage at the marina. There are two vessels with live aboard status left at the facility.

[00:07:15] The owners have both indicated they are not sleeping aboard and we are working with them on supporting their transition. The port has agreed to reimburse both for the higher cost of renting an apartment. As you know, we have agreed to reimburse various costs including relocation and cost for boat covers. Maritime staff has continued to engage with individual customers support their individual needs. We know that this

has been challenging for Salmon Bay customers.

[00:07:44] Nonetheless, this news is a milestone in the dual challenge of ensuring the safety of those at the marina and supporting relocation of those same customers as the team turns its focus to helping remaining customers. Let me share a couple more items. As of Today, just under 70% of the customers have have relocated or in the process of relocating two of the six floating on water residents customers have also found new morriage. Last week we launched a text first emergency communication for marina customers should severe weather occur. We can now swiftly appraise customers of what is occurring and any evacuation information should that be needed.

[00:08:32] I and the maritime team will continue to keep you updated as we move forward. Moving to today's Commission meeting, I would like to highlight a few items on today's agenda.

[00:08:45] On our consent agenda we have actions related to resiliency of our baggage handling systems and the elevators in our parking garage and adoption of our salary and benefits resolution. The marquee item on today's agenda is the adoption of our 2026 budget. I will have more to say about that item during its introduction. Thank you Commissioners. This concludes my report.

[00:09:08] Thank you very much for that report. Deputy Executive Director Goon Moving forward in the agenda, There actually are no committee reports today. That's because we're in the fourth quarter of the year and the committee work is winding down a bit. We'll now continue in our agenda to the public comment. I'm actually going to pass it over to Clerk Hart to take us through those who have signed up in advance or in the room.

[00:09:34] Thank you. Will we dispense then with the video today?

[00:09:39] Yes, let's start with the video. Thank you very much. Thank you.

[00:09:51] The Port of Seattle Commission welcomes you to our meeting today. As noted, public comment is an important part of the public process, and the Port of Seattle Commission thanks you for joining us. Before proceeding, we will overview the rules governing public comment for your general information. Each speaker will have two minutes to speak unless otherwise revised by the Presiding Officer for the purposes of meeting efficiency, and the speaker shall keep their remarks within the allotted time provided a timer will appear on the screen and a buzzer will sound at the end of the speaker's comment period. The Commission accepts comments on items appearing on its agenda and items related to the conduct of Port business.

[00:10:30] Presiding Officer will ask speakers to limit their comments to these topics. This rule applies to both introductory and concluding remarks. Disruptions of Commission public meetings are prohibited. General disruptions include, but are not limited to, the Speaking before being recognized by the Presiding officer Holding or placing banners and signs in the meeting room in a way that endangers others or obstructs the flow of people or view of others at the meeting Intentionally disrupting, disturbing, or otherwise impeding attendance or participation at a meeting Refusing to follow the direction of the Presiding Officer or security personnel attempting to use the comment time for purposeful delay without conveying a discernible message Using the comment period to assist in a campaign for election of any person to any office or for the promotion of or opposition to any ballot proposition except when addressing action being taken by the Commission on a ballot proposition appearing on its agenda directing public comments to the audience

engaging in abusive or harassing behavior, including, but not limited to, derogatory remarks based on age, race, color, national origin, ancestry, religion, disability, pregnancy, sex, gender, sexual orientation, transgender status, marital status, or any other category protected by law the use of obscene or profane language and gestures, assaults or other threatening behavior and sexual misconduct or sexual harassment for safety purposes. Individuals are asked not to physically approach Commissioners or staff at the meeting table during the meeting.

- [00:12:07] Individuals may provide written public comment before or after the meeting, and in addition, speakers may offer written materials to the Commission clerk for distribution during their testimony to the Commission, a detailed list of the public comment rules is available through the Commission Clerk. If a meeting is disrupted by an individual in attendance in the meeting room or by an individual providing public comment in person or virtually, the port will impose progressive consequences that may result in exclusion from future meetings. Written materials provided to the Clerk will be included in today's meeting record. The Clerk has a list of those prepared to speak. When your name is called, please come to the testimony table or unmute yourself.
- [00:12:49] If joining virtually, repeat your name for the record and state your topic related to an item on the agenda or related to the conduct of poor business. For those joining virtually, when you have concluded your remarks, please turn off your camera and mute your microphone. Our public comment period will now commence. Thank you again for joining us today.
- [00:13:13] And then I'll just go ahead and get our timer up. Give me just one moment. Thank you and we'll begin in the room. Madam Commission President, beginning with Daniel Wynn.
- [00:13:28] Yes, Daniel, you're first.
- [00:13:33] Please go ahead and repeat your name for the record and your topic that you're speaking on today. Thank you. My name is Daniel Nguyen and your topic? My topic is about the SEA Spark program. Thank you.
- [00:13:50] Sorry, my first time. So sorry. Welcome and thank you for being here. Thank you. Yeah.
- [00:13:56] Hello Commissioner, My name is Daniel Huyen. I'm one of the co owner of Kauai Treats along with my business partner Eunice. We operate an Asian inspired snack machine in the international concourse along also a cart at Preach security at checkpoint one.
- [00:14:15] I'd like to take a moment to thank you Kalia and her ADR team and the opportunity to support be one of the first participant to reunite inspire the SEA Spark program. Our vision was to introduce an automated vending machine with Asian inspired theme. It was brought to life with many meetings with her and her team and her expertise and we worked together to make sure that it was highlighted in total the reaction we get from most of our customer and also many the port team member is that wow, I haven't seen this before or the last time was when I was in Korea or Japan and they were very excited to able to see and get the product. We work with many vendors, many of them are local minority business women owned and with them we're able to make the product and the vending machine program work. Most of the people in total for just this year alone we've actually produced over 120,000 in revenue back to those vendors in order to support the local community nearby.
- [00:15:32] So the program and also the ADR team for the airport. We want to thank you for that and for their support.

Even outside the airport itself, the training for our business is continuing to grow with many of the flight going more now to Japan, Korea, Dubai, China, Hong Kong, more direct flight. And also we see a lot more of the European flight for both morning and night. I'm sorry, I'm sorry.

[00:16:03] Two minutes does go fast, but please conclude your remarks. Okay. Thank you. Want to say thank you for that. And you know on the closing of the federal employee program, we with all growth we were able to donate out back to them 1600 bags of lunch bag to all the employees that was here.

[00:16:28] Thank you for your time. It's beautiful. Thank you very much. And Madam Commission President, members of the commission, I just want to note that Daniel and his partner have brought treats in for you after the meeting. So they're with me currently.

[00:16:45] Mahalo. And then we do have one speaker who has signed up virtually. This is Nat Stratton Clark. Nat, if you can please repeat your name for the record and your agenda item or topic related to the conduct of port business that you'll be speaking on today. Yeah, my name is Nat Stratton Clark and the ADR program.

[00:17:09] Thank you. Please begin.

[00:17:12] Hi, my name is Nat Stratton Clark and I own Floret restaurant next to gate A1. I just wanted to take a moment to acknowledge the commissioners, the entire airport team, and in particular the airport dining and retail team. From the groundbreaking new food and beverage incubator and Sparks program to the thoughtful first time RFP bidder training, your work has gone far beyond words. You've put into action real pathways, education and support that create an environment where small, diverse local businesses can truly be a part of this amazing airport community. Small local businesses play a crucial role in shaping a traveler's first and last impression of a region.

[00:17:47] We bring the character, flavor and heart of our communities into the terminal. By supporting local operators, SEA not only strengthens the region's economy, but also helps preserve the authenticity and sense of place that make this airport unique. Travelers notice when an airport reflects its community. And it is often these local touches that leave the most lasting impact. This commitment to uplifting small, diverse local businesses is a major part of what sets SEA apart from many other cookie cutter airports across the country.

[00:18:17] I also want to express how much my team appreciates the expansion of cultural connection and in terminal activations. One of my team members was moved to tears after experiencing the EID celebration at the airport this year and shared how deeply meaningful it was to her. These events not only help travelers feel welcome at SEA, they help the people who work here feel seen, valued and celebrated. Airports can often be a place that evokes stress, divisions, or feelings of otherness. These intentional celebrations of global diversity help ground us in community and connection.

[00:18:50] I know how much time, effort and heart goes into making them happen, and I wanted to take a moment to recognize that. Please know that your work does not go unnoticed. Thank you.

[00:19:02] Thank you.

[00:19:05] That concludes our signups. With that said, is there anybody who did not sign up in advance that is here in the room physically that would like to address the commission?

[00:19:15] Is there anybody who is online with us who did not sign up in advance, would like to make public comment

hearing? None. Clerk Hart, can you please give us a synopsis of all the written comments submitted prior to the meeting? Yes. Thank you.

[00:19:30] We've received 16 written comments for the meeting today. Five written comments were submitted asking the port to remove liquefied natural gas from the northwest port's clean air strategy. These were submitted by Milo Moss, Angela. I'm sorry. Angel Atterbury, Clara AJ Cho, and Angela Graham.

[00:19:53] And then we've received 11 written comments asking the port to protect North SEATAC park, with some asking the port to sell the park to the city of Seatac. These were submitted by Carlin Rodell, Megan Lass, Jason Gorman, Amy Postle, Ilona Bros, Emma Anderson, Erica Anderson, Crystal German, Rob Bent Sawyer Poet. And Forest Murphy. And that concludes the written comments that we've received today.

[00:20:23] Thank you very much. Okay, we are going to move forward to the consent agenda and it's going to be adopted by one motion. Items removed from the consent agenda will be considered separately immediately after adoption of the remaining consent agenda items. So with that, commissioners, is there a motion to approve the consent agenda covering items 8A through I moved second year? The motion has been made by commissioner Muhammad and seconded by commissioner Fellerman.

[00:20:55] And with that, Clerk Hart, can you please call the roll? Thank you. Beginning with Commissioner Fellerman. Aye. Thank you.

[00:21:05] Commissioner Mohammed. Aye. Thank you. And Commissioner Hasegawa. Aye.

[00:21:09] Thank you. Three ayes, zero nays for this item. Thank you. The motion carries unanimously. Michelle, I'm online now to commissioner Cockins, noting for the record that he has joined us for your vote on consent agenda.

[00:21:23] Thank you very much. I four eyes. Unanimously. Thank you very much. All right, that brings us on to item nine.

[00:21:34] We have no unfinished business. We'll move swiftly to new business. Item 10A. Clerk Harp, please read it into the record. And deputy executive director Goon will introduce it.

[00:21:44] Thank you. This is a companion piece, so there are two items that I'll read into the record. Beginning with agenda item 10, a adoption of resolution number 3839, a resolution adopting the final budget of the Port of Seattle for the year 2026, making, determining and deciding the amount of taxes to be levied upon the current assessment rule, providing payment of bond redemptions and interest cost of future capital improvements and acquisitions and for such general purposes allowed by law which the 14 necessary and directing the King County Council as to the specific sums to be levied on all of the assessed properties of the Port of Seattle district in the year 2026. With companion resolution number 3840, a resolution specifying the dollar and percentage change in the regular property levy from the previous year per RCW 8455120, providing for an increase on the levy from \$88,389,944 to \$90,180,054. Commissioners, today we are presenting the Port of Seattle's 2026 budget and five year capital plan, which reflect a clear balance between advancing our mission and maintaining disciplined financial stewardship.

[00:23:00] As Executive Director Metruck has communicated previously, expense growth is projected to outpace revenue growth in 2026. Strong market demand and a diverse business mix keep us well positioned, but we remain attentive to emerging risks and shifting conditions. We will continue to focus resources on the

highest priority needs and continue our commitment to investing in our people whose skill and dedication drives the Port success. Thank you for your ongoing engagement. I will now turn it over to our finance team for the detailed presentation.

- [00:23:33] Chris Wimsett, our Chief Financial Officer, and Michael Tong, Director of Corporate Budget and Finance.
- [00:23:39] Great. Thank you, Deputy Executive Director Goon. Good afternoon, members of the Commission. Chris Wimstadt, Chief Financial Officer. So today we have our final presentation for the adoption of the 2026 budget.
- [00:23:50] And if we can go to the next slide, brief outline of what we'll cover today. We've got highlights of the 2026 operating budget. We'll go into the 2026-2030 capital plan. We'll discuss 2026 sources and uses of funds, as well as the proposed tax levy. And then we'll cover the remaining 2026 budget schedule as well.
- [00:24:13] We can move to the next slide. This is a broad overview of the 2026 operating budget highlights. What we can see here is an increase in operating revenues. Budgeted operating revenues of 3.5%, largely driven by increases in aeronautical revenue, which are charged on a cost recovery basis and increase in opera in O and M expenses. Without the pension credit of 7.8%, which speaks to the point that Deputy Executive Director Goon made about the growth of expenses outpacing growth in revenues.
- [00:24:50] The net operating income inclusive of the pension credit is forecasted and budgeted to be down 3.1% year over year. And so with that I'll turn it to Michael Tong to get into a little bit more of the details for the 2026 budget. Thank you Chris. Good afternoon Commissioners and Deputy Executive Director Kuhn. Next slide please.
- [00:25:15] For 2026 we will plan to invest 21.5 million into 13 different community programs in workforce development, economic developments and then South King and Port community fund and Duwamish Village funds. And you'll get into a little bit more detail in the next couple of slides. Next slide please.
- [00:25:47] So for the past few years as you can see here, we budgeted. That's a color summary for the 29th, 23 and 2026 budget. Overall the budget have been growing steadily from 2023 for 19.1 million to over 21 million in 2026 budget. Next slide please.
- [00:26:19] So here you can see the budget amount and the percentage for each of the key committee program by activity or categories in the chart on the right hand side and then on the left is a list of the key community program by the three major activity or category as well as the SEA-TAC committee relief funds. Again you can see all the detail including the tax levy portion of the complete program in the appendix. So I won't go into detail. Next slide please.
- [00:27:00] Going into the five year CIP we budget for 933 million for 2026 budget and for the next five years we expect to spend about 4.4 billion port y and you can see the breakdown by each OPER division in the table here. Next slide. By the way, that does not include the five year CIP for the SEPAL alliance which is 228 million for five years. So here's a quick summary of the sources of fund for 2026 we expect about 2.4 billion for next year and major one the biggest categories in the operating revenues 45% and then the second biggest categories of fund is from the bonds per seat which is about 25%. And then I should point out that the tax levy we'll go into a little bit in the next few slide is about 3.7% of the total funds for a total of 90.2 million for 2026.

- [00:28:20] Next slide please. In Terms of users of fund, we expect about 2.3 billion for next year. The biggest categories in the capital spendings a little bit over 40% and then the operating expenses 32%. And that the debt services which included the interest and on redemptions about 20 combination of those two will be about 20.7%. Next slide please.
- [00:28:55] So going into the tax levy, we have several discussions in this last couple of commission meetings. So I won't go into detail but just want to remind you that as the tax levy USA commission body approved that each year as part of the budget process. And then the other important notes here is that levy can be leveraged by issuing more GEO bonds. So that's the consideration that you already fully aware of in terms of the usage. Currently the tax levy are being used for GeoBond dev services, environmental remediation and sustainability, some regional transportation as well as lots of community programs and some of the investment in the CPOs side.
- [00:29:52] And then also for the maximum allowable tax levy for next year would be 120.2 million. And we are proposing against 90.2 million for 2026. Next slide please.
- [00:30:09] So here's the summary and history of the tax levy with 10 year actual start from 2015 and then two year budget 2526 budget. As you can see, you know we kept the levy facts from 2015 to 2020, 2019 and let's see a gradual increase to 3% and go back to 2%. And then in the last couple of years of 2025 budget and 2026 budget we propose a 2% increase. The only exception probably is in the 2023 4.8% increase and partly because we try to catch up some of the inflation that we've been seeing in the past years after or during the COVID So if you look at that blue line there, that's the millage rate which for the puppet is the value per thousand dollars assessed value. So basically you can see a very steady drop, you know, from almost, you know from zero point from 19 cents in 2015 to just 10 cents for 2026.
- [00:31:19] So almost cut in half. The main reason as you all know is because the, you know the, the property value increase in the county here. So next slide please. So here's the impact, especially for the taxpayer. So a couple of numbers that I just want to point out.
- [00:31:39] One is that based on the 2025 median assessed value, the king count is 850,000 and so 10 cents of that, you know, it's 50, \$55 per medium homeowner for next year, same as for 2025 as well. So and then the other one I would want to point out is the last bullet point there only the overall tax levy that the port correct is just about 1.1% of the total tax levy paid by the homeowner in King County. Next slide please. So this is last slide. So it was just a couple key days for the remaining budget calendar.
- [00:32:25] So if your adoption of the budget today will file the statutory budget for county by November 26th, hopefully you can do that before that and then we'll release the final budget document and budgeting on or before December 5th. So with that, happy to answer any questions that you may have.
- [00:32:51] Wonderful. Thank you so very much for that presentation. At this time I'll turn to my colleagues to see what questions and comments they may have beginning with Commissioner Bellamon, thank you for all that work and the ability to reduce it to this length after all the briefings that we've already had. I actually have three questions. One is the timeframe between this adoption between actually the introduction of the adoption.
- [00:33:15] It's been just one week, right. Normally we have some time for the community to provide some input on that between Isn't this a shortened window in the past at least for the past few years because the

Thanksgiving holiday we usually have between the introduction of the budget and adoption of the budget is one week apart. But we do have some of the PowerPoint presentation and some in the probably before COVID or during COVID We do have some committee engagement separate from aviation and Maritime. So we did not have that for the past few years. But we do have all the PowerPoint we have a website specific for the 2025 or 2026 budget this year.

[00:34:04] And so we post all the PowerPoints, the Division Commission briefing PowerPoints as well as some budget information on the website and the public can find it from there. And then also I'm sorry to mention that we also apart from the permit budget document that was prior to the state law. We also posted the budgeting based on the permanent budget number and some of your input, especially Commissioner Feldman, your lots of insight insightful and suggestion that we make you know in the couple years ago. So we use very similar format. Thank you.

[00:34:41] Did you distribute that to us yet or is that as of today we. Yeah, it's on the document. You probably got it. The buzzing beefing is on the poster posture website and then also on the campus page. Okay.

[00:34:57] Have the link previously to that as well. All right. Real quick though. The OEDI budget of. That's 38.8% of the total.

[00:35:07] Is that the entire office budget? Because like as community programs, is that or is that some piece of the OEDI office? Yes, that's, that's, that. That's part. All the part of the company program.

[00:35:24] So that's the entire program which. It's interesting, we don't really have any division that would be accounted for just like that. It's, it's not like some specific aspects of that program, but the budget for the entire office. Yeah. The reason is that there's a lot of program within that.

[00:35:42] You know, whether language, assess, you know, some of the community fund, South King and Port company fund. Those are pop. That is not everything is in the OEDI budget. But you know, pop, that's over there and also others. Clearly it's not a money maker.

[00:36:00] So I, I appreciate that. And then finally, maybe this is just my misreading of this, but if you look at the slides, it's tiny 8 and 9, the sources of funds and the uses of funds.

[00:36:19] So in the sources of funds it says the little box says total uses. So is that supposed to be total sources and then in this uses of funds, it's total uses on the next slide. Yeah, sorry. The uses of funds should be correct, but I think the previous slide that should be the total uses. So the first one is total sources and the second one is total uses, right?

[00:36:47] Yeah, that's right. Thank you for pointing out, Commissioner Muhammad.

[00:36:54] Great. I feel like this is what, the fifth time you all brought this in front of us. And so I hope the listening public has also enjoyed this process that we've been through. I feel like this budget really does maintain our fiscal responsibility and also invests in the long term things that we do. Infrastructure, supporting jobs, our environmental initiatives, and also our community partnerships.

[00:37:18] So I'm really proud of where we are today and am looking forward to supporting this budget adoption. I feel like as commissioners we have two really big responsibilities. One of them being overseeing the long term port strategy. And passing the budget is a big part of that. It is a moral document that really shows what the port's values are.

- [00:37:43] And I really do think that this budget aligns with our century agenda goals and helps us meet those goals. And the other part is ensuring transparency and accountability to the public. And a big part of that is making sure the public understands this process. And so I did have just a couple of questions more so related to our government relations team. I think there's, there's times where the Port is making huge investments in cities across the county and the those dollars go directly to the cities.
- [00:38:13] And then there's times where we're making investment in organizations that are within those cities and the two don't really know about what we're doing. It's like the left hand is not talking to the right hand. And I just recently had a conversation with folks from the city of Kent and was mentioning the investments that the port is making in with the city of Kent around their economic development projects, but those local organizations were not aware of that. And so I do have a question for you or the government relations team, and if you don't have the answer, it'd be helpful to come back to us with that. How are we going to make sure that those local cities and organizations are aware of our budget and the way that we passed it and making it easy for them to digest?
- [00:39:01] And I know that at one point we were talking about making investments specifically in this budget for ethnic media organizations. And so is that. I don't, I don't see it in the documents, but that might be baked into the appendix somewhere and I'm missing it. So are we actually making investments in supporting our ethnic media organizations this time around?
- [00:39:27] We always have some advertisement in the budget wise is in the advertising budget. We do have account, specific budget account for that. And but it's, you know, more than just the effect. You know, media obviously, you know, we do have the airport, new service, advertising, things like that. So I don't have the specific number, but I can, you know, get back to you on that one.
- [00:39:50] Yeah, I think it would be helpful for commissioners to have that strategy, how we are going to, how we're pushing this budget forward and how we're ensuring that there's some transparency, accountability, and people know exactly where we're making those investments and how we're supporting their different organizations as well as the different cities in King County. Commissioner, we can ask our external relations team to provide you with that information. That'd be really helpful. Thank you so much and looking forward to supporting the item today.
- [00:40:21] Commissioner Culkins, you still with us?
- [00:40:25] I am, yes. I think I got most of my questions answered last week when we went over this. So appreciate the presentation and materials and I really do look forward to the conversation in the coming year around the use of the levy funds and what the appropriate level based on the economic situation we're going to be facing at the time. But that is a conversation for another day. So thank you very much indeed.
- [00:40:52] Thank you very much. And same. This has been, I think, this fifth. Aaron, is this the fifth or sixth budget presentation we've had?
- [00:41:06] Yeah, totally. So this has been a really long haul, and it's been an iterative process, you know, starting at the top, that we were able to come together as a commission, talk about what our vision and our priorities are, understand the broader environment that we're operating under, understanding our own current financial position and how things may change, understand the risks, the opportunities, having the recommendations from the executive's office, and understanding what each other's individual priorities are

as well. I think where we are, you know, most recently, we did have a robust conversation about what is the appropriate level for this levy. You know, it's part of our power to be able to levy countywide for those who own property. And, you know, it's a regressive tax, but it's also an important tool to make sure that we don't slip into a really precarious situation where we're looking at a recession.

[00:42:03] We are in excellent financial condition, unlike other government jurisdictions that have really, really difficult decisions to make. And so I think that this document really strikes the balance between advancing our goals and being fiscally responsible. And so I just want to thank you all for carrying this forward, including through a transition of leadership. I'd like to welcome and thank our new finance director for slipping in seamlessly throughout this process and everybody who made sure that we carried this with the care and attention that it deserves. Thank you so much to comms and external relations to make sure that we are appropriately articulating this body of work, particularly here in the fourth quarter, to the members of the public with the staked interests in port operations.

[00:42:58] And yeah, thank you to my colleagues for your thoughtful lines of questioning over the last few months. This has been a long haul, and I'm incredibly pleased to see it here as we finish out official business for the year. So with that, are there any other final questions or comments?

[00:43:20] All right.

[00:43:24] Hearing no further questions for this item, is there a motion in a second to adopt resolution number 3839 and 3840? So moved. Second. The motion's been made by Commissioner Felman, seconded by Commissioner Muhammad. Is there any debate on this item?

[00:43:42] Waiting for online hearing. None. Clerk Hart, please call the roll for the vote. And commissioners can say aye or nay when their names are called. Thank you.

[00:43:50] Beginning with Commissioner Calkins.

[00:43:55] Aye. Thank you. Commissioner Fellerman. Aye. Thank you.

[00:43:59] Commissioner Muhammad. Aye. Thank you. And Commissioner Hasegawa. Aye.

[00:44:04] Thank you. Four eyes, zero. Nays for this item. Congratulations. The motion is adopted.

[00:44:09] Thank you. Thank you very much.

[00:44:13] We can clap.

[00:44:19] Phew.

[00:44:22] We're now at presentations and staff reports. Clerk Hart, please read the next item into the record and Deputy Executive Director Goon will then introduce the item. Thank you. This is agenda item 11A at the ADR program briefing. Commissioners.

[00:44:37] Our award winning Airport and Dining Retail program is a key driver of commercial revenue for our aviation division as well as a key opportunity for community of small businesses such as we heard in our public comment. The program strengthens customer experience, supports job growth, expands opportunities for small, local and disadvantaged businesses, and delivers the level of quality and services that travelers expect with full implementation of the 2014 Master Plan completed in July 2025. Today's briefing provides

an update on outcomes to date and outlines the next phase of redevelopment for the program. The discussion will also highlight the SEA Sparks program, formerly the ADR Kiosk program, and the upcoming availability within the program as context. The Commissioner's goals for the Master Plan included substantial growth in sales per employment, fourth port gross revenues, employment, and the share of sales generated by small, disadvantaged and local businesses, along with an aspirational target for ACDBE performance.

[00:45:45] Presenters today are Kalia Moore, Assistant Director, Airport Dining and Retail, Scott Van Horn, Manager, Airport Dining and Retail, and James Bell, Program Manager, Airport Dining and Retail. Thank you.

[00:45:59] All right, Good afternoon, Commissioners and Deputy Director Goon. My name is Clean Moore and I'm the Assistant Director of Airport Dining and Retail and ACDBE Liaison Officer. Over the past few years, I've annually briefed Commission on the status of the ADR Master Plan and the overall program. Today, along with two of my esteemed team members, we will be briefing you on the amazing results the completion of our ADR Master Planning effort, which I'm sure you're eager to hear about, as well as some key program highlights. Next slide, please.

[00:46:33] We will cover the programmatic growth obtained through our Master planning efforts, go over Commission goals, what's been achieved, the ADR redevelopment going forward, discuss the evolution of our kiosk program, and we'll wrap up with some highlights of our 2025 cultural connections and internal activations. Next slide, please.

[00:46:57] We began the planning process to overhaul the ADR program back in 2014 when Commission approved the breaking up of the Master concessionaire contract. This step afforded us the opportunity to realign spaces and expand the program for the future growth of the airport. Often we're asked, what's the difference between master planning and redevelopment? Master planning is the effort associated with adding new space and or changing of categories like food to retail and retail to food and we did both in our process. Redevelopment phases are when we go through the rebidding process of naturally expiring contracted spaces, leading to fresh concepts of existing locations within the program, potentially to new tenants.

[00:47:44] Next slide please.

[00:47:47] This is our program today and as you can see, it's more dynamic. However, not just in the color choices, we have increased not just the number of spaces but the variety of options are more robust within each concourse. One of the most important components of breaking up the master concessionaire contract was being able to competitively bid a opportunities for new businesses within the ADR program. That decision has led to the rich diversity and vibrance of our program as you see in front of you and we'll hear more about today. Next slide please.

[00:48:24] In implementing our ADR Master Plan, we have increased our number of long term leasable locations by 40. As of 2024, we have had an annual programmatic gross sales increase of \$170 million and we have increased the number of companies participating in the ADR program by 15. But the good news doesn't stop here. Now turn it over to Scott Van Horn to go over our Commission goals for the Master Plan and how we have performed. Next slide please.

[00:48:57] Thank you. Kalia Good afternoon Commissioners and Deputy Executive Director Goon. My name is Scott

Van Horn. I am the Manager of Business Development for the ADR program. On November 25, 2014, Commission approved a motion requesting regular reports be provided to you regarding the performance of the ADR program relative to the Commission established goals on the slide before you.

[00:49:20] Key parts of these goals include the growth of employment by those operating in the ADR program by 40%, that small, disadvantaged or local businesses account for at least 40% of the total gross sales and an overall revenue increase to the port by 50%. Next slide please.

[00:49:42] Comparing calendar year 2015, the start of the redevelopment, to the completion of the net Master Plan, I am happy to report that the redevelopment met or exceeded all of the goals established by Commission. The ADR redevelopment has had a positive impact on the overall airport experience and has created opportunity for the community. In 2015, SEA was ranked 22nd based on total sales per employment, while in 2024 we jumped to 10th with the addition of new ADR spaces and the remodel of existing spaces. This redevelopment has created an additional 700 jobs by concessionaires operating in the program. Since 2015, the overall program has seen a 90% increase in our average passenger spend per employment, which in turn has doubled the overall revenue to the port.

[00:50:38] In addition, our small, disadvantaged and local businesses participation continues to remain strong. Next slide please.

[00:50:51] Opportunities for minority and women owned businesses have been a key driver within the ADR program. This slide shows a breakdown of Airport Concession Disadvantaged Business Enterprises or ACDB companies participation compared to non ACDB companies. As Kalia mentioned, In calendar year 2024 we have a total of 44 companies that are participating in the ADR program. Of those 44 companies, 50% or 22 companies are certified ACDBes. Broken down even more, these 22 companies break down as follows nine have a direct lease with the port, nine are participating in a joint venture and four have both a direct lease and a joint venture.

[00:51:39] In addition, these 22 ACDB companies participate in the operation of over 70% of the ACDB of the ADR locations at sea. Next slide please.

[00:51:54] With the completion of the Master Plan, we look forward to forward towards the future and the redevelopment of the spaces that will naturally expire within the next 10 years. On April 22nd of this year, Commission has already authorized the release of the next RFP for 20 locations that will expire between 2026 and 2028. However, planning for future RFPs is already in the works with 43 locations expiring between 2031 and 2035. We are exploring ways to minimize the impact to revenues while creating opportunities for new companies interested in operating at the airport. I look forward to presenting to you in the future about these new redevelopment opportunities.

[00:52:33] At this time I'd like to turn back over to Clea. Next slide please.

[00:52:40] Thank you Scott. This has been no small feat and I'd like to commend Scott for not just leading but refining our ADR RFP process. It has continued to improve and be streamlined, removing barriers to entry for small business. And just last year we executed our first small business set aside within our RFP process. But now it's time to talk about our Small Business Kiosk program.

[00:53:05] The ADR Kiosk program was the first to market across airports throughout the country and has been a

launchpad for many great small and micro business stories. Over the years we've made additional investments to expand the program from retail kiosks to be able to include small business vending opportunities and even an in terminal mobile unit. Just not the driven kind. And we continue to raise the bar within the industry with our first to market food and beverage incubators. Those are scheduled to complete construction in Q1 of 2026 and the RFI disclosed last week and is currently under review.

[00:53:40] But to be truly successful, a necessary step had long been overlooked and that was the overall program assessment. Within the last year, Scott Van Horn, who's our Manager of Business Development, and James Bell, who's our ADR and SEA Sparks Program Manager, have worked in partnership with me to assess and restructure the program. It's important to recognize not only our successes, but also where we've fallen short and how we've addressed those shortcomings. So with that, I'll turn it over to James to go over our lessons learned and how we have renewed our approach to the overall program. Next slide please.

[00:54:17] Thank you. Kalia Good afternoon Commissioners and Deputy Director Goon. My name is James Bell. I am the ADR and SEA Sparks Program Manager. My briefing explains how we applied lessons learned to simplify processes, improve structure, and create multiple pathways supporting the inclusion of micro and small businesses.

[00:54:38] By seeing the program through the tenants lens, we revised the application process, defined key performance indicators, formalized business reviews, automated program management, and expanded and categorized opportunities. Our refreshed program features ADR personnel tracking and guiding adoption, growth and viability. Key performance metrics include gross sales, cost of goods sold, profit margin, category assortment, inventory, churn and survey scores. Mentors and subject matter experts share wisdom and insight. Next slide please.

[00:55:21] Next slide please.

[00:55:26] The name SEA Sparks and its tagline Incubate, Accelerate, Innovate, catalyze inertia to attain program objectives, deliver favorable outcomes, and galvanize community impact. We emphasize the phrase limited term to remind audiences the program is a gateway to inline concessions opportunities. We also acknowledge there will be tenancy gaps caused by out of sequence contract completions and redevelopment opportunities. There is no implied or guaranteed progression within the ADR program. Next slide please.

[00:56:01] SEA Sparks has five categories and 21 opportunities. The first three categories, Kickstarter, Incubator, and Micro Business Vending are shorter term tendencies that allow tenants to determine proof of concept, adapt to SEA demands and scale viability. The Business Review cadence is monthly. To mitigate attrition, the port owns and maintains the Kickstarter cart and incubator spaces which allow tenants to simply provide their three Ps people, product and point of sale systems. Small Business Vending Machines Tenants must supply automated vending machines.

[00:56:41] In the accelerator category, tenants invest capital to build their concepts and equip their spaces. In exchange for this greater investment, ADR offers a minimum tenancy of three years and a maximum of five. The Business Review cadence here is quarterly to support maturation and growth. In the final row is the F and B Incubator as authorized by Commission In March of 2024, ADR is constructing and equipping

two turnkey quick service Restaurants or QSR to be operated by Emerging Concepts. These Concepts will supply their own service wares and 3Ps for launch during the first or second quarter of next year.

- [00:57:23] The Business Review Cadence here is monthly to guide adoption and accelerate growth. These are the first two QSR spaces in any US airport and exemplify ADRs commitment to innovation. SEA Sparks is raising the bar in community engagement and increasing SCA's competitive advantage. Next slide please.
- [00:57:46] To promote and publicize SEA Spark's opportunities, ADR has developed and implemented a collaborative outreach campaign. Internal partners include Diversity and contracting, port storytellers, external relations and customer care. External partners include Chambers of Commerce, airport concessions, trade groups and mission aligned community organizations. ADR has participated in regional trade shows, attended national conferences and hosted SEA Sparks informational sessions. Other activities include referencing ADR concessions, Inquiry Portal and partnering with the Diversity and contracting team to cross promote Port Gen 101 and Vendor Connect.
- [00:58:31] Outreach has already paid dividends as two weeks ago Scott and I were interviewed by Airport Experience News to discuss sea's outreach efforts to develop and advance micro and small business concessionaires. Publication will occur in December or January. Another example is the 100 entrepreneurs who attended the pre proposal meetings on October 27th which resulted in nearly 40 RFI responses to our QSR solicitation. Next slide please. The next several slides depict pictures and renderings of SEA Sparks opportunities.
- [00:59:04] This slide shows the Kickstarter cart in the International Arrivals Facility and the vending machine in the Central Terminal complex.
- [00:59:15] Next slide please.
- [00:59:18] This slide shows a port owned incubator space near gate A3 and a tenant owned accelerator space in the North Satellite.
- [00:59:29] Next slide please. And these are the artist renderings of the quick service route throughout spaces in Central Terminal and Concourse B.
- [00:59:39] That concludes my presentation. Thank you. I return the briefing to Kalia. Next slide please.
- [00:59:47] Thanks James. Lastly, I wanted to take a minute just to showcase the events that we've held this year. This is the second year of our Cultural Connections and Internal Activations program. Last September, Commission approved the Port and sharing the cost of this program with the ADR tenants and we began that shared effort in 2025. The original vision was about creating space for those who are on the front line of the passenger experience and it was about providing them with an enhanced feeling of connection to their cultural holidays within the terminal as many miss out on the celebrations due to their work schedules.
- [01:00:20] However, this program has continued to blossom into so much more. These events highlight the ADR program in fun and immersive ways, but they also celebrate the diverse tapestry of cultures that embodied throughout the airport. And they are an illustration that there is healing and inclusion. And that is clear on our social engagement, which is a small sample of that is included on this slide as well. Next slide, please.
- [01:00:44] I'm truly proud of what we've accomplished and what we have on the horizon. Collectively, we are an impassioned team. And it's not just the three of us presenting today, but also the group that's a few rows

behind me as well. And we are dedicated to the success of not only this program, but every one of our business partners that we have, because their success is our success. And I count myself blessed that I get to be the one that gets to leave them.

[01:01:07] Thank you so much. And we are here for any questions that you may have. Thank you very much for that presentation. So at this point, I'll turn to my colleagues for questions and comments, beginning with Commissioner Mohammed.

[01:01:22] Great. Well, first of all, I want to thank the entire ADR team for just your dedication and commitment to expanding the ADR program. I feel like that is always a top priority for you all. And also just like the way you advocate for the ADR tenants. I don't know if they all know that you are very much strong advocates and bring their perspectives to us as a commission and as an organization.

[01:01:48] And so I always appreciate that. And just the. The thought that goes behind how the airport is growing, but making sure that as it grows, it also reflects the diverse community that is across King County. And the connection program in that last slide really reflected that. And you know, I get pictures from folks from all over the world who are tagging our airport and the cultural moments that the ADR team is uplifting.

[01:02:17] So your impact is not only here locally in the state, but we are seeing it globally. And that is something that you all should feel very proud of. I know we, we are proud of that whenever we get those messages as commissioners. I did have two question, two questions. I understand that our ADR program has increased to about 15 tenants.

[01:02:39] And so does that. When you, Kalia. Say 15, does that include the, the kiosk program as well? Is that.

[01:02:49] And, and I, and I also think I asked that question because I, I think about how you all are managing the growth of the airport, considering there's not a lot of space to allocate to more ADR tenants or anything in this, in this airport. We're pretty tight and so I know you all are very creative and as we have new checkpoints you think about other ways to bring in new ADR tenants. But would love to just hear how you all have been able to make that increase and some of the strategy behind it. Sure, Commissioner. So yes, that the 44 number of active tenants today includes the kiosk tenants.

[01:03:30] The tenant. The kiosk program is part of our overall small business program with the new name SEA Sparks being aligned for more geared towards more limited term small businesses and micro businesses coming in testing. But it's the overall small business program that we do run. So we do count them as one of our tenants. As James mentioned, those tenants just get a little bit more help because we're trying to incubate them and to make them successful to eventually try to go for a full blown RFP for the inline spaces.

[01:04:02] Yeah, no, absolutely. There's a ADR tenant that we have here at the airport who started off as a kiosk and was just selling cookies and then now owns multiple restaurants in our airport. And so I think it's a beautiful entry point to grow inside of this airport. My other question is related to I know you all have done a lot of work to address the barriers of entry for folks and one of the things I think we hear as a commission is just the cost for folks who are interested in applying the application cost bond requirements, things like that that they are dealing with. Could you maybe speak to how you've been able to reduce some of those barriers for people to just even put in their application or put their application forward?

[01:04:49]

Sure, Commissioner. So first and foremost there is no cost for anyone to submit an application to us, either a full blown request for proposal or through the SEA Sparks program with the rfi. We've done things in the RFP program where we have removed the bond requirement we used to have at the start of the redevelopment. Excuse me, redevelopment required a bid bond. We've now taken that out because there is no need.

[01:05:15] No one in the process has walked away from a agreement from us. So we had no risk at that and we had enough responses to remove that. When it regards the SEA Sparks program, we do have a minimum of two years of experience, but that experience can be if you're an entrepreneur and you have managerial experience in a restaurant, you can apply that. If you're forming a new business so you don't have to be an owner, we're very lenient. As long as you have some sort of experience running an operation, you don't have to be the owner of the operation, but we do like some supervisory experience for the last two years.

[01:05:51] And then the RFI process is a little bit leaner. So it's five or six questions they answer as opposed to the full blown RFPs which we come to you for, which are more hefty documents that require architectural renderings and wordsmithing. And you know, those are hundreds of pages that you have to put together. But again, there's no cost to anyone to submit to our program. That's.

[01:06:16] That's one thing we are proud of. And is that something that you all have been able to share publicly or strategically with people? Because I think that that is the sense out there still that, that yes. Any, any chance we get meeting with the public in our outreaches or in our pre proposal meetings, we'd go through a detailed of what the requirements are of that particular sol. Any costs associated.

[01:06:41] What Again, there is none. What documents are required. The other thing we do do and in the training that I do for all businesses is we provide the word version of the questions for them. So I tell everyone in training, hey, here's the word version. Just take it and put it in your computer and answer the questions that way.

[01:07:00] So we do try to make it as easy as possible. Thank you, that's really helpful. And then my last question is, I know that there was an applicant whose application went through and then they withdrew and there's a ADR space available and maybe that application is being posted in, I think last I recall was January. Is that still the case?

[01:07:22] The, the guitar, this publication? Yes. So that they did go through the RFP process. And so that is one of the spaces that we did receive approval from the commission to put out with our next rfp. And so we will look to put that out in 2026.

[01:07:36] Yes. Okay. We don't have a hard date yet. We do not have a hard date. Okay, great.

[01:07:41] Well, I look forward to that and helping amplify that. Thank you so much for the time. Thank you, Commissioner Felloman.

[01:07:49] Well, you did skip over what might have been the most interesting slide of the lessons learned. And maybe that was intentional. I know because we knew it all going into it. Right. Maybe you could succinctly go over that because this is moving forward.

[01:08:02] Be very helpful. I am delighted by the idea of sparks. It sparks the imagination. So I really do appreciate all that work and I really think that the improvements in ADR preceded the improvements to the physical

buildings. And this has just been really one of the Distinguishing features of our airport.

- [01:08:24] So thank you for all your work on that. But one of the things that I understood was that I know maybe because of the phasing of the leases and stuff that the we were expecting a reduction in revenue. What you show 101% increase over the past year. Is it the forecast that we're thinking is going to be reduced or am I just misremembering?
- [01:08:50] And you're asking specific to ADR or non aeronautical revenue in general? I thought it was primarily ADR because of the. I thought it was the phasing of the leases was the challenge. And I would have to come back to you on that specifically and go back to the budgetary documents to look at those back. So I can.
- [01:09:12] Can I get. I can of course come back over the course of this year was 101% growth in revenue. Correction. So when we started in 2015, we had 100% growth from 2015. 2018.
- [01:09:29] Hell of a year. Yeah. All right, thank you. Really great year. Thank you for that clarification.
- [01:09:34] So could you just give us a real Reader's Digest version of the lesson learned page?
- [01:09:42] Yes, sir. If you want to go back to the slide.
- [01:09:47] Essentially, the program didn't have any parameters by which we measured the tent, the tenant journey. And so by looking at the opportunities created for the tenants, ADR had to take a look at how we programmed around, what our input was. The perception seemed to have been that we were viewing small scale businesses as smaller versions of our current larger tenants with the same capacity and they just weren't. So there's a lot more hand holding, a lot more intentionality, a lot more controlling of what we call reducing the pressure to perform so that we can guarantee or not guarantee, but make sure that they're as successful as possible on the right cadence and track as possible. Excellent.
- [01:10:40] And do you track the amount of small businesses there are kiosks to larger leases? Do we see what that slope of that curve is? I know Commissioner Mohamed mentioned one in the cookie department, but do we have. We do that. One of the things that we track, we do track revenue from the time they start until the time that they complete their program.
- [01:11:04] And we do have elements in place to determine whether they're going to be successful in a longer term tenancy. That's part of the new KPI that we put in place. I'm asking specifically about how many fledge. So revenue wise, we track them on an individual basis, Commissioner, but we can put something together for you if you'd like. That Shows how the small businesses are doing compared to other large businesses with the airport.
- [01:11:29] It's just a change of the. Of the subtle question difference. So the kiosk program is we shoulder some of those expenses so that they can get the legs under them. And so I'm looking at then do they fledge into these larger ADR facilities so that they are then able to. It's not just the revenue, but do they take on the bigger responsibilities?
- [01:11:57] Because I think that is your intention, right? Yeah. Yeah. So there is no graduation implied or guaranteed by being part of the SEA Sparks program. So if you start out in the introductory or the incubator or the accelerator, that the goal of the program is to gain the airport experience so that you can compete competitively in our small business set asides in the request for proposal process.

- [01:12:27] That process is a little more onerous because it is more capital investment, more minimum experience required. So what the SEA Sparks program does is a lot of small business wanted to test out if their concept works. And two, if it is working and they maintain the thresholds that they stay in the program for the period that they're allowed and it gains that that actual experience for them. But there is no implied if you're part of the this and you automatically get to go to the R, get an RFP space. All right, let's try get two years to spark, right?
- [01:13:02] Correct. So the question is, do you catch fire? You know, so does that. You know, there's no obligation or expectation. The question is, do you?
- [01:13:13] And it seems to me that's a KPI that would be ultimately the most valuable to show the success of the program. Of course, there are other hurdles that are not a direct reflection of the success of the program. But it's just two years. So what. What do we actually just monitor it is all I'm asking.
- [01:13:31] Right. And so that's one of the shortages that we did have. And so we will be able to move forward and be able to track that. So we do have success stories that we have where people have done well and we have people who have not done. We have great success stories like for instance, Planeware.
- [01:13:49] Plainware is one who did well and moved on. Seattle Chocolate is one who did well and moved on and skipped over some of the other things. But they started off as incubators and we're able to bid on RFPs and Winspace. So some have done great, some concepts did not do great. And so we'll be able to.
- [01:14:07] We actually have built a system in which we're able to track that more. And also we've built a system that has mentorship on the retail side and on the food and beverage side. We have partners on our actual team who can help facilitate that, but also partners in our community where on our food and beverage as well as our retail tenants who will be working with these tenants to help them understand visual merchandising, understand their inventory management and help them along the way to help better prepare them to fully get them to that place. Sometimes it just doesn't work though. But that's the purpose of this program that we actually allow them the out if the process and the product just doesn't work in this business.
- [01:14:44] Secondly, when the product just does not work. They've also been able to convert that in some cases, maybe the business itself doesn't work in this model, but they've been able to turn that over into a vendor business and they've partnered with things like Hudson and actually turn that into a vendor contract and they're featured inside of a space as opposed to their own actual business and storefront. So we have some things like that that we can track and we have opportunity to talk to people like Hudson and W.H. smith who have been able to build those relationships too. Thanks so much.
- [01:15:13] Absolutely. Commissioner Calkins, just a comment to reflect on the high praise that Nat Stratton Clark gave to this program and to really echo his assessment that, you know, I. I love the fact that, there is a sense that, you know, if. If some were to someone were to just plop you down in the middle of SEA and you open your eyes and you look around, you're, you're. You're going to know that you're in the Pacific Northwest. You're going to know that you're in Seattle because of the care with which you have curated a selection of airport, dining and retail tenants who really reflect this region.
- [01:15:53] That extraordinarily important. And also his comment about the programs that support the employees too of our ADR tenants. And I think that is a strong focus for the commission right now, is how we're working to ensure that the environment at SEA attracts fantastic talent across the entire organization in every role.

And so to hear that ADR is actually contributing to a great workplace is really encouraging as well. So thank you all for the presentation.

[01:16:30] I'd also just like to echo my gratitude to you all for your work. It takes a lot of listening and iterative consultation with tenants themselves in order to figure out a system that works and bringing it to where it is Today has, I think, been a labor of love and has. I mean, it's a beautiful presentation, but there has been a lot of learning moments. Right. And I think that in the end, what we're left with is a really holistic and robust program that allows us, as an airport, to show the world who we are.

[01:17:15] And it is such a beautifully loving and diverse community. And that when people come in through our airport. Airport, they know that they've arrived to the Pacific Northwest, where our values are like, literally on display via who our tenants are. And so being the shepherds of that and being a place where folks can have that entryway, and being able to start and grow a business and being able to provide an experience to traveling members of the public, that's the best first impression that we could possibly make. And carrying all of this in such a timeline so that it's going to be ready to go in time for the world stage when we have an influx of people, 750,000 folks from around the world, is just really so important and phenomenal.

[01:18:13] You do hard work and you do it so well. Thank you so much for this presentation and everything that you're doing. We really appreciate it. It. I wish that Commissioner Cho were here because I know that he have.

[01:18:27] He'd have some strong words of praise as well. Okay, thank you so very much. We appreciate you.

[01:18:35] Okay, so that brings us up to our last item. Clerk Hart, please read the next item into the record. Wait. Yes. And Deputy Executive Director Goon will introduce it.

[01:18:48] Welcome to the front, folks. Thank you. This is agenda item 11B, the 2025 Police Department update.

[01:18:58] Commissioners, I'm pleased to introduce the 2024 Police Department Annual Report, which captures a year marked by significant challenges and exceptional accomplishments for the Port of Seattle Police Department. The cyber attack that affected critical port Systems in 2024 required the Department to shift rapidly, operate with limited access to technology, and still sustain full public safety services under pressure. Their ability to adapt quickly and continue to safeguard travelers and facilities during this period reflects the strength and professionalism of the team. Responding to ongoing staffing pressures, particularly related to retirements, remaining a priority remains a priority. Focused recruitments and retention initiatives, along with several key promotions, have strengthened the department's leadership capacity and supported long term readiness.

[01:19:50] A comprehensive reorganization implemented last year aligned departmental structure with strategic priorities, enhanced operational efficiency, and better positioned the team to meet emerging public safety needs. Today's briefing will outline the department's performance, significant accomplishments, engagement with the community, and current progress on the 21 CP recommendations. We appreciate your engagement on this issue and hope we have captured your questions in today's presentation. With us today is Deputy Chief Tom Bailey, Commander Andrew depolo, and Bukta Gaysar, Director of our Office of Equity, Diversity and Inclusion. Thank you.

[01:20:32] Thank you. Good afternoon, Madam President, Commissioners Deputy Executive Director Karen Goon and port visitors and staff. Also welcome. To anyone who's continuing to watch online, it's our pleasure to

be here today to present on the 2025 Police Department update. Like Deputy Executive Director Goon said, I'm Tom Bailey.

[01:20:53] I'm Deputy Chief over our Special Operations Bureau and I'll be presenting today on behalf of Chief Villa, who's out of town. I'm joined by Commander Depolo and who will give a staffing and 21 CP update and senior Director book tickets are. Before we begin, I just want to say it's a privilege to be here before all of you today to talk about the police department to represent Chief Villa and to represent the men and women of our agency. I've worked in law enforcement for 31 years now and I can honestly say that our police department is one that the Port of Seattle can be proud of. I know you all know and is really comprised of some of the finest men and women in this profession.

[01:21:33] So thank you for the opportunity to be here today. Clerk Cart, just as a point of order, can you come over and show us how to rotate this on board effect? Because it just comes up sideways, the virtual materials. I'm sorry, please continue. Of course I'll talk a little bit more about our people and some of their accomplishments in the presentation that will follow.

[01:21:51] But I just wanted to start off by acknowledging that because we wouldn't be the police department we were without them. Today I am going to talk about our 2024-2026 strategic plan, our visioning process that we went through to come up with a new vision for the Port of Seattle Police Department. I'm going to highlight our Homeland Security Division, which is a new division under one of our new bureaus this year. I'll talk about staffing or actually Commander depolo will talk a little bit about staffing. We're going to talk a lot about our crisis team and some of the great work that they have accomplished.

[01:22:26] And I will touch on our 2024 use of force. Like I said, Commander Cowa will be talking about staffing and our 21 CP update and EDI Senior Director Gasar will be talking about the work of the 21 CP validation committee. Next slide.

[01:22:46] So the next three slides we're going to talk about our strategic goals. There are 20 of them. I'm not going to go into all the detail on every single one of them, but we are going to highlight them on these next three slides and all of the information for them is included in the document set. Anyone would like to drill down more into any specific ones. We are in year two of our three year strategic plan.

[01:23:08] And you know, in 2024 we met as a command team to determine what things we needed to accomplish to be a highly effective, intentional and focused agency for the important work that we had to do and be aligned with the Port of Seattle's ambitious goals, values and direction, while also achieving our own purpose, our own overarching purpose of protecting and ensuring safe passage through our gateways. The goals on this slide talk about staffing, which obviously is very important to us being able to, to do that work. And it's a challenge frankly that law enforcement is facing nationwide right now, just getting enough qualified applicants, we hire about 1 out of 100 people that apply to the Port Sale Police Department. And then in goals three through six, I'm going to talk a lot more about our capabilities for assisting persons in crisis, which the foundation is our crisis intervention team. And just as a Little teaser, in 2024 they responded to 538 contacts.

[01:24:09] Almost 500 of them were resolved without arrest, which I think is a huge win for having that team out there. And they really are setting the standard nationwide with the work that they do. Next slide please. Goal seven through 13 that you see here on this slide talk about our service level agreements and the things

that we have committed to doing for the airport and the Seaport, improving our own organizational health and cohesion, which I will talk more about with our visioning process which really involved not only our department, but Deputy Executive Director Goon and our port stakeholders to find out what we needed to do, really where we were going as a police department to answer that question. And then goals 11 through 13 talk about developing and implementing a plan to increase anti terrorism capabilities, which we are in the middle of with the implementation and deployment of our Homeland Security division.

[01:25:02] I'll talk more about that as well next slide.

[01:25:07] And then finally the last goals on, on this slide here, kind of talk about improving our technology, which couldn't come at a better time with everything that we faced last year. Reviewing and planning for future facility needs. We're currently outgrowing the facility we're in and we want to make sure that we have a facility that our department can continue to grow into and then completing and validating 100% of the 21 CPU recommendations by quarter two of 2026. Every year we get together as a command team at least once to talk about are we on track? Do we need to add anything?

[01:25:44] And this year we added preparing for the FIFA World Cup. As you all know, it's being touted as the largest sporting event in the history of the world. And we are one of 11 host cities in North America that will be bringing 700,000 plus people to our region. And due to the work that they've been doing with all of our partners, I'm optimistic that we are on a very good path for that next slide. Please.

[01:26:12] Diving into our first strategic goal of improving internal organizational health and cohesion. I just want to talk a little bit about the visioning process that we went through last year with our whole department. A theme question that came up in our agency was like, where are we going as a police department? What's our greatest purpose? Where are we going?

[01:26:32] So we sought to develop organizational clarity and one of the ways that we did that was with our vision decision. So we used our in service sessions to, to communicate with everyone in our agency and have everyone answer the question, if you could design the optimal ideal police department, what would that look like? We collated a huge list of things that that would make up that ideal police department. We whittled down the group to about 15 members cross sectional in our agency from different bureaus and divisions to kind of organize that information into about five pillars and ultimately kind of backed into our vision statement by developing a defining statement which you'll see here on the slide, which is providing excellence and public safety through impeccable character, dedicated professional staff, innovative technology, equipment and a state of the art facility. And ultimately that led us to our vision statement of the Port of Seattle Police Department, a world class law enforcement agency.

[01:27:29] We ran that through our supervisors and command staff and then ran it through Deputy Executive Director Goon, who helped us make sure that it aligned with the values and the direction that the port is going in. And then after that, we rolled it out to our port executives and all of our staff. You'll see each, each one of these five pillars is kind of defined in our document set as well and also on our webpage. If anyone is interested in looking at that, you can find all of that there. But as we continue working towards this vision, we are going to develop groups within our department and we would welcome input from stakeholders as well to find out how we can make sure that we're continuing to move forward.

[01:28:11] Because anytime we do one of these processes, the inevitable question is, okay, we're spending this time

doing this now, but are we going to do anything with it? And we are committed to doing with it, to making sure that we move towards that vision. Next slide, please.

[01:28:26] And so with the development of that vision, we kind of rounded out the three questions of organizational clarity. The first one being where are we going? Our vision? The second one is why do we exist? Which is we exist to protect and ensure safe passage through our gateways.

[01:28:40] And the third question being how do we behave? And that is our guiding principles, which if you've been in our department, you'll see those on the wall. They're here on our patch, on our uniforms. Their leadership, integrity and accountability. And they really are words.

[01:28:55] This is not the first department I've worked for. This is the first one, though, where I really knew what all those things meant and knew that they were important. And I think people learned that as soon as they join our agency. So I think that's good clarity for us continuing to move forward and support the ambitious direction of the port. Next slide, please.

[01:29:18] Next I'm going to talk a little bit about goals 11 through 13, which is developing and implementing a plan to increase anti terrorism capabilities. Here we have our new org chart which includes our third bureau and the position for the new Deputy Chief. It's our Special Operations Bureau. It oversees our new division, the Homeland Security Division, along with our Criminal Investigations Division. I oversee this bureau.

[01:29:42] In January of this year, Deputy Chief Alicia McKinney joined our agency and she oversees our Operations Bureau, which is Airport and Seaport patrol. And Deputy Chief Sean Gillebo oversees our Services Bureau which consists of our Office of Professional Accountability, Office of professional development, our 911 center records and Accreditation. And on the note of accreditation, she via was not here today because On Saturday the 15th, he was in Florida for the Port of Seattle Police Department's re accreditation through the Commission of Accreditation on Law enforcement agencies, or CALEA, during CLIA's 136th training conference in Jacksonville, Florida. This marks the department's fifth reaccreditation through CALEA distinction that we first earned in 2011. And just to give you a little background on that, the Port Sale Police Department is one of eight agencies out of over 300 in Washington state that is CLIA accredited.

[01:30:38] Participation in CLIA is voluntary, but it demonstrates support of Seattle's commitment to ensuring safety and security for everybody who travel through our gateways. And it also reflects Our broader vision of being a world class police department and that upholds the highest standards. CALEA accreditation of professionalism, accountability and service to our community. And so this is a four year cycle that we go through that involves online assessments and most recently in July we had in person assessors come out to our department to look through our records, our policies, interview command team, interview members of our department and make sure that we are still upholding that rigorous standard. And we are fortunate.

[01:31:18] But it's because of hard work and partnerships like these here that we're able to accomplish that fifth re accreditation through clia. That's something that we're very proud of. Next slide please.

[01:31:32] Next I'd like to dive in a little bit more about 11 through 13 with our homeland Security division. As you know, and as I've mentioned before, when we did this, our assessment on our department, we determined that that was an area that we needed to focus on. So we created the third bureau in the new division to realign resources that we already had in place which were our explosive detecting K9 teams, our bomb disposal unit, our joint terrorism task force, FBI detective and our SWAT team which is newly full time but

has been a part of our agency for a very long time. You may have seen them in the airport wearing a gray uniform, doing high visibility canine sweeps. And the purpose of that is just is to draw attention to what they're doing.

[01:32:20] Their mission is to deter, detect, defend and defeat acts of extreme violence that someone might want to bring to our agency informing this function. We traveled to lax, we traveled to Port of New York, New Jersey, we went to London, Heathrow and Gatwick airports to find out the best practices. And all of those best practices led us to the understanding that jurisdictions like ours need to create hostile environments for terrorists and safe environments for the traveling public that is coming through our communities. Another very important function of this team is to plan and prepare for unplanned threats, but also pre planned events like FIFA. And they've been hard at work at that.

[01:33:02] They worked hard to bring Club World cup to our jurisdiction in 2025. And we got a lot of lessons learned. I know it's going to look different because there are less people that came through in 2025 than will come through in 2026. But a lot of the systems that we put in place we're going to re implement in 2026. And it gave us a good implementation for sort of a dry run in building some of the partnerships that we need to, to have on hand in order to be effective.

[01:33:27] And I think that we're on a really good course for being ready for whatever FIFA brings to our community.

[01:33:36] And now I'm going to turn it over to Commander depolo to talk a little bit about staffing. Next slide please. Good afternoon, my name is Andrew depolo. I'm the commander for the Officer Professional Standards and Development. Currently, the Police Department has 196 authorized positions.

[01:33:54] There are 32 vacancies within the department, 20 of which are commissioned officers. One of POSP's goals has been increasing the number of female officers within the police department. Of the 14 officers hired this year, roughly 1/3 are female, showing a marked improvement. QSP also faces many challenges when it comes to our current vacancies. It's shown that the rate of retirements and separation are nearly keeping pace with what we're hiring to fill these vacancies.

[01:34:23] Our staff have interviewed hundreds of candidates, but due to our rigorous process and standards, only roughly 4% of our all applicants are ultimately offered jobs in the software officers. Here at the ford Seattle in 2024, PUSPD dedicated a full time officer to hiring and recruiting. Working with human resources. POSPD will add a full time talent acquisition specialist to our team in early 2026. Also on the horizon is our pilot of the interview stream on demand or award process.

[01:34:55] This should help us streamline one of the most resource intensive portions of the hiring process. While many challenges remain, we are confident these additional steps will show progress in the coming years. Next slide please.

[01:35:13] Now I'm going to dig in a little bit to our goals three through six, which is increasing capabilities for assisting persons in crisis and reducing risk and ultimately providing better outcomes for those people that find their way into our jurisdiction here and at the seaport. As you know, we worked hard with the Port of Seattle to put together a crisis intervention team in our department. And now we have two full time employees. One of them is commissioned and one of them is non commissioned officer Michelle Briegel and mental health professional Victoria Shook. Continue to provide exceptional service to the port and the unhoused population and people in crisis that end up in our community.

- [01:35:52] In addition to that, in September of this year, 61 of the 115 commissioned personnel completed the enhanced 40 hour crisis intervention training program for a 53% completion rate which is double the state requirement of 25% for that for that course. Also, every year 100% of our commission personnel complete the two hour crisis intervention training update. And that's a standard that we always meet. Michelle provides regular in service training for our people in our department to talk about updated topics like involuntary commitments, laws governing de escalation, trauma informed policing and other topics including crisis themed reality based training. But they also provide training to our port community and our port stakeholders like Alaska Airlines, Port Human resources.
- [01:36:41] And they have provided training to over 100 VIP staff and volunteers on a number of topics including crisis communication, de escalation and incident reporting. I just want to know that it's with every single person outside of our police department that gets trained. It's an additional set of eyes and ears and helping hands for everybody that that comes through here who's having a bad day and just really does improve the outcomes for all of those people. So I'm proud of the work they do just to dive into the, to the numbers a little bit of what they do. In 2024, like I said, they responded to 538 contacts.
- [01:37:16] Of those, almost 500 were resolved without arrest. And in about over 350 they provided some form of assistance or referral for assistance. And the numbers that you see on the slide here have actually increased since we made this presentation just very recently. There have been A total of 161 Total referrals Year to date for people in crisis, including to the King County Mobile Rapid Crisis Team, Recovery Navigator Program, Crisis Crisis Diversion Facility, hospitals, shelters and other resources. So again, that's 131 people that in the past law enforcement would have had two options for and those were to put them back in the elements or to take them to jail.
- [01:37:58] And I'm proud to say that we have good tools now in our two belt tool belt that help people with better outcomes. One of the anecdotes that I'm sure you saw in the annual report was our officers coming into contact with a Navy veteran who was obviously having a bad day here. Michelle Briegel went out and responded to talk to him. They bonded over a shared military experience and Michelle wanted him to go to the hospital because he didn't seem like he was doing very good. He had a bad cough.
- [01:38:26] She encouraged him to go to the hospital and get medical treatment where she found out later when he texted her weeks later that he almost died. He was so sick. And as a result of going to the hospital, he was able to get into veteran housing and programs to really put him on a path of recovery and improvement. So that's the kind of work that our crisis team is out there doing every day, which a lot of departments just don't have the resources for. So I thank you for supporting that kind of work and allowing us to continue that next slide, please.
- [01:39:01] I'd like to talk a little bit about our 2024 youth of fortune. One of the things that you might have noticed in this year's annual Annual Use of Force Report is that there is some data that's missing that has been in past reports. We are currently taking advantage of last year's cyber incident and outage by accelerating the implementation of a new records management system and we are working hard to manually input all of that information into that records management system. Once we're done with that, we will be able to complete a thorough analysis of the uses of force from 2024 and we'll put that on our forward facing page. And I just want to reiterate to all of you here that the Port Sale Police Department is very committed to transparency and accuracy in the reporting that we do and we are just taking the extra time to make sure

that we provide you and our community with both of those things.

- [01:39:54] Independent of that endeavor, in September of this year the Port of Sale Police Department began reporting use of force data on the Washington Agency Data Exchange for Public Safety or WADA Wide. UPS was authorized by the State Attorney General, is funded by the State Legislature and is operated by the Washington State University and it was developed A dashboard was developed to meet the statutory requirements of RCW 10118 and its statewide data collection to promote transparency, accountability and public trust in law enforcement. The program supports fact based evaluations of key areas such as biased policing and use of force force with the goal of improving the overall quality of police services. By participating in WADEPs, we'll be providing statistics on uses of force on a monthly basis as well as continuing to provide statistics on use of force in our annual report and our Public facing webpage. This information will also be available on the to the public on the YDEFS website and we'll track, count and rate uses of force compared to our CAD driven data.
- [01:40:56] Automatically. It collects and interprets a number of statutorily required data sets. One of those is subject details including demographics if known, such as gender, age, race and whether the subject was impaired, armed or resisting. And it also will include officer demographic information such as their assignment and years of service.
- [01:41:18] I just want to note also before we move on to the rest of our presentation that in 2024 52.4 people 4 million people traveled through SEATAC Airport. Our department responded to 83,000 calls for service. We arrested about 900 people during that time and on those 900 people, we used force about 35 times. None of those were deadly force. And I just, I'm proud of that.
- [01:41:44] I'm proud of the work that our people do, the training, the restraint, the commitment to de escalation and the outcomes that our crisis team helps provide for us. So I just wanted to highlight that. And with that I'm going to hand it over Back to Commander Depolo and Senior Executive Director Abu Khagisar.
- [01:42:05] Next Slide In June 2023, 21 CP was contracted to perform four annual reviews of our implementation efforts. Each year PUSPD has met our our completion goals and have implemented a total of 40 of the 52 recommendations. 2023 largely focused on issues of great community concern. Eight recommendations were implemented dealing largely with the use of force policies as well as documentation of those uses of Force. Recommendation 52 saw the implementation of the Body Worn Camera program and the associated policies surrounding it.
- [01:42:43] 2024's notable recommendations included number 19, the implementation of a Use of Force Review Board. The role of this board was to review every incident for compliance with RCW policy, training and industry best practices. Recommendation 24 formalized the inclusion of the Port of Seattle Code of Conduct into the PUSPD policy manual. Work at the easily referenced files are Next slide.
- [01:43:12] Moving into our recent 2025 implementation, PSPD addressed recommendations surrounding supervisor response to use of force as well as uploading of digital evidence for that reporting. USPD developed its own crowd management Policy focused on respecting the rights of people to peacefully assemble while ensuring public safety and preventing the destruction of property.
- [01:43:36] Next slide Collaborating with Court Human Resources and Workplace Responsibility the Police Department shifted multiple policies regarding complaint classification and transparency. Workplace

Responsibility will focus on Port of Seattle Code of Conduct violations while the Police Department Office of Professional Accountability will investigate policy and conduct complaints, not including bias or harassment. Our training unit has continued to reinforce the guardian mentality while the entirety of USPD works on community engagement. In December, USPD will be hosting a lunch and learn highlighting the incredible diversity within our department as well as the day to day jobs of our police officers and the first next slide please so what remains is the first quarter of 2026. USPD will begin submitting our responses to the remaining 12 recommendations.

[01:44:35] Our work continues with human resources, workplace responsibility and labor relations on complaint timelines as well as investigations. Recruiting and hiring will remain a large focus as is our effort to streamline every step of the process. Human Resources will be collecting data regarding failure rates and where we can best put our efforts forward to help our candidates be successful. The implementation of a PD run information session prior to the Oral Boards have already shown great promise as have our revision of our Oral Board. Questions surrounding our entry level officers Development of the next generation of PUSP leaders is a high priority and in 2025 we run multiple in house training sessions for new and prospective sergeants as well as multi day leadership retreats.

[01:45:25] PUSPD continues to engage our stakeholders both internal and external to the Port. A new survey is currently being developed using Axon's My90 platform that will measure POSPD's performance and call response and engagement as well as our stakeholder satisfaction action. By the conclusion of our reporting session it is 20 it was POSPD's intention to have responded to all 52 recommendations. Put 4 by 21cq next slide please.

[01:45:56] And with that I will turn over the presentation to victims. Good afternoon Commissioners. M Check oh thank you. Good afternoon President Hasagawa, Commissioners and Deputy Director Goon. I'm here to offer an update about the work of the new committee and structure that's in place since the beginning of this year.

[01:46:20] OEDI first got involved in partnership with the Police Department in 2020 when a task force came about with your leadership. Commissioner Calkins and chaired co chaired by you and Director Whitaker and myself staffed that committee out and we hired 21 CP out of which the 52 recommendations that you've heard about. Fast forward to this year. In response to commission President Asagawa's direction to provide additional analysis and oversight of 21 CP's work, executive director Metruck requested that a new Committee review the 21 CP reports to confirm that the recommendations are consistent with the Port's equity and inclusion policies. This new committee is co chaired by myself and Chief Villa with two external subject matter experts, Monisha Harrell from King County Executive Office and Shawnee Wheeler, MLK labor, formerly Teamster Local 117 and internally with representation from HR under the leadership of of Katie Gerard, Labor Relations and Maritime Division from Director Delmas Whitaker.

[01:47:43] The Committee will continue to meet in the next two years and continue to oversee and do a deep dive on 21 CP's work for 2025. The committee decided that we would focus on 14 HR related recommendations that are out of the 52. So we did not focus on any other recommend other than the 14hr issues. And the focus of the 14 are the themes that you see on this slide Hiring and interviews, Complaint routing and protections, Recruitment and pipeline, Identifying systemic barriers for gender and race diversity and also the results we've seen so far for hiring and interviews we have, we now have efforts in place to add entry

level interview questions to better a certain character, integrity, accountability, equity, values for people who are being interviewed. And there are future plans to involve ERG members and other civilians in the interviews.

[01:48:57] There have been a lot of community outreach to let people know about the jobs you have staffed up to. The department has staffed up to 42 outreach events just this year alone. And also we have developed, the committee supported the development of a lot of job postings that would allow us to reach people nationally, both from communities of color, police departments and other areas. The complaint routing and protections clarified routing. As you've heard from Commander Dipolo between police department internal affairs and work responsibility, we now have an infographic that really helps to show people when complaints should come to workplace responsibility.

[01:49:51] We have not committed, HR has not committed to a fixed timeline, but really allowing people to understand how the process should move forward. And also as far as the recruitment and pipeline, as you heard, we are doing better with hiring female officers. But we are committees interested in doing a deep dive in data to see where in the process we see less and less diversity. What are the systemic barriers for people of color and women to move through the process to be able to get a job offer. And we are actually committing to a better system that allows us to get data that is meaningful to be able to to see how women do in the process.

[01:50:42] Could you go to the next slide please? These next three slides show you some race and gender data that are all as of January of 2025. So as you've heard, we hope that you'll even see better results when we release the 2025 data. In the commissioned officers race disaggregated data, there's not of change and it's pretty consistent over the last four years. It looks like the number of BIPOC commission officers remains about the same.

[01:51:21] There are some changes in the disaggregated kind of smaller numbers that you see breakdown. Next slide. However, in the non commissioned staff, as you see, we see tremendous growth in diversity both around race and gender here. As you can see overall the BIPOC numbers are growing for non commissioned staff as well as kind of the disaggregated data that's offered. Next slide please.

[01:51:53] This slide shows you gender diversity and as I said, because this is as of January of this year, we don't see the success that Commission Commander Depolo has talked about for 2025 and we hope that this continues to grow. One of the things Monisha Harrell, in her work with other police departments has brought forward in this committee is that our gender diversity is not terrible, as she says. However, we know that we can and should do better. And that's why the commitment to continue to do a deep dive into the process of where women are not successful and how we can, through either policy or other ways, do better by attracting female officers. Officers.

[01:52:46] Next slide, please.

[01:52:49] The committee's committed to continuing to meet next year and continuing to focus on HR issues on, you know, the availability of data for us to do a better job, civilian panelists, ERG members to be able to participate in interviews, language access incentives for officers who are more multilingual to attract people to our department benchmarks and reporting, and continued outreach. As I said, this year's outreach has been incredibly positive, but to continue to sustain that. And we also intend to do a deep dive in other non

HR related issues such as use of force, to make sure that that data is shared continuously and that there is disaggregated use of force data by race available on website and in other places. And that brings me to the end of my comments. Commander.

[01:53:50] Great. Next slide. Yeah, I just wanted to thank you all finally for your support here for our department, for your interest in, in our department. We would not be able to have the success that we had without the partnerships and the support that, that we enjoy from, from the, this commission, the directors and the support across the board of Seattle. We also couldn't do it without the hard work that our people do every day when they show up and, and put on a uniform and we'll approve us to, to go out and keep this place safe.

[01:54:24] So just want to express gratitude for that too. They do work hard to, to make sure that they fulfill our, our purpose of protecting, ensuring, stay passive surrogate ways. So I just want to thank them for that as well. And with that, open it up to questions. Great.

[01:54:42] Thank you very much for that robust presentation. There were a lot of different bodies of work in that and I know it took a lot of preparation and a lot of coordination because as president, I know that it's taken months. So really truly grateful to you. If there's no objection from my colleagues, I was hoping to exercise chair's privilege and have a first run at questions. Thank you very much.

[01:55:09] A little taller here. Okay.

[01:55:13] So I always look forward to your annual report every single year. And my favorite thing to do is to compare it to the previous year's annual report because it always gets better. It gets better. I mean, superficially in its presentation, it always pulls out these beautiful stories and testimonials that really, not just us as commissioners, but I think even on the executive leadership team, there's no way folks could know the work that you do day in, day out and all your different divisions and these stories just really bring them to life. But substantively, seeing the numbers year by year, you guys are doing great work.

[01:55:53] So it really is a joy for me to be able to dig into this. And I request this as a presentation every year because it's so important that the public sees it. And your mission, well, up until now was to be the finest port police. And now it is to be a world class police department. And so, so let it shine.

[01:56:22] I just wanted to start with an appreciation that you led with EDI because especially in today's political climate, you could have made a calculation and instead you're saying, no, actually what we're doing is important. It supports our success as a department. It's part of our strategy. And here's what those strategies are. Procedural justice, making sure all officers have training on that.

[01:56:49] Understanding the role of race and law enforcement. Going further for a Racial Equity 101 intro to survival, Spanish for law enforcement, and doing the Women's Outstanding Achievement Award. Some of this is compliance with 940, but a lot of it is above and beyond. So I just like to recognize that, that and call that out. I love that you let us all know about how on top of policing, you're out there doing community empowerment.

[01:57:23] That's different. Policing is keeping us all safe. Community empowerment is making sure that community knows that they're safe. And, and so the presence that you have, not just at the airport or at the seaport, but in the adjacent communities, like it the CID or your national night out or coffee with a cop, even taking

your kids into the workplace. I admire all of that.

[01:57:53] And you mentioned the number of encounters that you have with people who are in crisis.

[01:58:01] My mother is a, is a DCR at King county, so she's one of the people who gets dispatched out to respond to people who's in crisis. Except as she says it, she does it with a clipboard and not a gun. And you know who her favorite person is to train alongside on how to appropriately and effectively respond to people who are in crisis is Officer Michelle Bragel. And before I even joined the Port of Seattle, my mom goes, oh, wow. That's where Officer Bragle is, is.

[01:58:37] She's the best.

[01:58:40] And I know that you've, you've honored her in the past. But this is sort of. I see now that you've empowered her with a team and she is passing that on. I love that you're growing the team. 538 encounters with a diversion rate of over 91%.

[01:58:58] So earlier this year I was approached by one of the service providing organizations that she partner with with making sure that people get the resources that they need as opposed to policing because there was a worry that the state might actually defund them. I don't expect you to have the answer to this. We just approved a budget. But is the funding where it needs to be in order for you to continue not just maintaining but expanding this effective program? Knowing what we know about volumes and population growth in our region in.

[01:59:34] Thank you Madam President. You know, I think that we can always use more resources to, to dedicate to the problem of, of crisis in our, in our communities. And you know, while we're focusing on staffing right now and trying to staff up, we did not ask for additional resources this year. We're, we're going about that by continuing to train and empower our officers with, with the training and the tools that they need to be extra helping, helping hands for Officer Briegel. But I think, you know, in the future we will look to expand our crisis intervention team with some, hopefully some extra full time bodies.

[02:00:15] And I would just say stay tuned because we, that is something that we would love to be able to do and I think that there's definitely a good case to be made for doing that. I think that this is one of the most important programs and department successes lending it towards its vision of being a world class police department. And Deputy Executive Director Goon, I'm not sure what your thoughts are about this, but this is something as a commission that we've asked our legislative team to be able to track in the upcoming session to make sure that at least at a minimum state funding isn't in jeopardy because we know that they have some tough decisions, decisions to make. So it's just one that I wanted to lift up here in this conversation as well.

[02:00:59] There's so much in here that's so good.

[02:01:04] My favorite topic, the Drug Interdiction Unit. I wanted to lift up for everybody that you know in your annual report that you assisted the U.S. postal Inspection Service with a canine application and seizure of more than than 7 kilos of M30 fentanyl pills and nearly 12 kilos of methamphetamine. On top of that, your narcotics interdiction investigation and canine application led to the seizure of more than 9 kilos, that's 80,000 pills of fentanyl and more than 2 kilos of raw fentanyl powder. And on top of that, nearly \$150,000 were seized from multiple suspected narcotics traffickers. This is important because this is exactly the role

that we have as a gateway in promoting public safety more broadly.

- [02:02:02] The fact that we're able to intercept these items before they proliferate our society is a really important role. And it's important to note that when FIFA is coming, it will bring tremendous economic opportunity as we know, but it will also bring the human problem, as we know, which is an increase in trafficking, trafficking of arms, trafficking of drugs, trafficking of people. That's why over the last three years we have returned to the legislature over and over to achieve a legislative change that would expand our permissible use of our drug interdiction funds to include combating trafficking of arms, of drugs, of people. So I just want to shout out John Flanagan Pierce and our external relations team for achieving that. It is right in the nick of time to be able to reinvest that towards FIFA.
- [02:03:03] I don't know, \$150,000 sounds like another FTE to me, but I know that there's over a million dollars in that fund. So I just. It's something I've talked to chief via about to think about how to effectively use those funds because they are now available.
- [02:03:23] I think it was earlier this year, it's been a whirlwind year that we held a press conference, if you recall, with the FBI and Homeland Security around raising awareness of, of sexual assault on aircrafts. That sexual assault anywhere is a crime and when you do it on an aircraft, it's a federal crime that will be investigated. Just want to lift up for everyone that since then POSPD in collaboration with the FBI, with the FBI and the JTTF responded to more than 20 in flight disturbances and it led to the arrest and the prosecution of at least six subjects. Thank you.
- [02:04:10] I just wanted to call out the glow up of the administrative Services division and all of its queendom. This is an amazing female team and I just love to see them doing the work.
- [02:04:26] I wanted to thank you for the holistic support that you provide to your officers and your broader team through your employee wellness program and the peer support team. The overall well being of officers, given the volume of what they deal with is so important to their success as officers.
- [02:04:50] So I'm really glad that you offer such a robust program for that. Okay, so reportable use of force events Table this is the one that I also always compared to the year before and its figures I just like to call out that you have eliminated, you got down to zero the number of strikes. Well, okay, so let me actually before I call that out, how accurate is this data given the cyber attack and that you're not done manually inputting information yet. That's where we're going in and double checking right now to make sure I do know that the total number of uses of force are accurate. Accurate.
- [02:05:30] I just got that confirmation yesterday. Okay. I'm not going to give you flowers yet. Okay. But when will your, when will your use of force report be available?
- [02:05:39] Q1 of 2026 I want to say at the latest we'll have that done and uploaded onto our public facing website. Good. I want you to know what's glaringly missing for me is a breakdown of who use of force is being instrumented against. Because last year 75% of use of force incidents were instrumented against people of color which is disproportionate and over 50% of them were black. So it's good to have information's helpful for us.
- [02:06:08] Right. And I know that you have a lot of strategies but we want to see that data so hopefully it will be included in the use of force. My other recommendation which I made to police chief via is that we link to

that in the annual report so that folks don't have to go around fishing for it that they think we're not disclosing data, we are just in a more robust way in another document. We will do that for sure. And we're also going to be including the WDPS link on our webpage so people can go there and see in real time every 30 days the uses of force that have been occurring in our department.

[02:06:42] I will say for the sheer volume of people that you interact with, that's 52.4 million people coming through our airport, 83,000 calls for service. We've had zero deadly force incidents. And that is so important. Thank you. And from what I can tell from the preliminary data that you are providing, you're doing a really good job of reducing use of force across the board.

[02:07:13] Except what caught my eye last year was the like the stark increase in use of taser. That was 12 incidents evidence and now it's down to two. So it's just one that catches my eye and you know, interested in your thoughts around causation? I don't know. You know use of force is directly correlated to suspects actions and, and the Things that they do to cause us to use force.

[02:07:45] I think that there has been a focus in our department of de escalation and sending more officers than we need sometimes to deal with calls that a lot of times at other agencies you might only get one or two officers responding to. So a sheer officer presence sometimes is a deterrent to people. My bill to attribute it to that we have a rap restraint now that, you know, you can see we'd never had it until this year. But it does really create a safer outcome for the suspect and for the officers who aren't getting kicked by people that continue to be violent and resistive. And when in the past that, you know, a Taser might have been an appropriate use of force to try to stop it from happening, we have some new tools available now to use instead of that.

[02:08:32] So that might be one of the reasons it is still a weapon on our belt. But yeah, I'm glad to see down to 2:12. Great. Okay. So this is the part that I'm pulling out for because I really want to make sure we all have clarity around this.

[02:08:52] It's this concept of our Valley partnerships. And they come in many different forums. In the annual report, it shows up as the Puget Sound Joint Terrorism Task Force, the Valley Independent Investigations Team, Valley swat, the Valley Civil Disturbance Unit, and the Valley Hostage Negotiations Team. So we've talked offline about this a little bit. Right.

[02:09:20] And in the annual report, you list out who those Valley partnerships are with, and that is with the city of Auburn, Des Moines, Federal Way, Kent, Renton, Tukwila, and of course, ourselves. And it's sort of like a mutual aid agreement, right? Yes. So my mind goes to Initiative 940, which at its core was there to make sure that in when a critical incident occurs, that there is objectivity in conducting an investigation into that incident. And so based upon this information, am I correct that the Valley Independent Investigations Team is what would be activated should a critical incident occur and one of those participating agencies would conduct would be dispatched to take control of the scene and conduct the investigation?

[02:10:23] Yes, And I can explain that a little bit if you'd like me to. Yes, please. So, for instance, if there were an officer involved shooting in Renton, the Valley Independent Investigative team, there are 17 teams like this around the state right now in anticipation of the OII eventually taking over all of those around the state. Those teams all also have similar memberships with other types of teams. Just because we can't do everything on our own, just because of sheer numbers.

- [02:10:53] So, for example, if Renton were to get in a police shooting, the VIIT would be activated. Renton would be recused from that shooting. The remaining members would respond to a command post. And as soon as they walk in the door, they would be given a confidentiality agreement and a deconfliction statement that contains 17 questions to make sure that there are no conflicts, that they don't know anybody who's involved or anything like that. And then the incident happens.
- [02:11:22] Also a county attorney responds to the incident to kind of oversee the investigation and provide counsel council. And then the investigations, when they're completed, undergo an ongoing auditing process from the state auditor's office. So that's the kind of oversight that it has right now to try to ensure that it meets kind of the five pillars of I940, which are transparency, independence, communication, investigation, unbiased and are credible process, incredible credible investigators.
- [02:11:56] So the ways the Valley Partnership works is that they also share. It's Valley swat, right? It is. And so Valley SWAT were to get in a shooting, the VIT would not respond and investigate that. That's good.
- [02:12:10] That would be King county do that. It would be kcso, Correct? That's appropriate. Yeah. And that has happened before.
- [02:12:16] And the whole Valley team is recused from that. King County Sheriff's Department response investigates that incident. Does their. Does their investigation with firewalls from all of the agencies. So nobody has access to any information except for, you know, the community reps and the investigators on King county that don't have any relationship with VIT outside of Valley swat do the Valley agencies.
- [02:12:47] Is it correct that all of these Valley agencies, which. Which one of these associations is it where they all share a pool of money? That would be vnet. Which one is that? But also Valley swat, does all the agencies chip in for some of the more spendy items that Valley swat.
- [02:13:09] So if an officer was involved in a critical incident and then there was like a civil suit, there was a finding and then somebody had to pay, would it be all of the associated departments paying into that or would it be just the immediately affiliated department? That's a really good question. See, it is. And so this is something that I've asked that 21 CP also look into because I just want to make sure that we are holding ourselves to the standard of being the finest police department and world class. Right.
- [02:13:44] It's a question that should be asked and answered. And I just bring it up as a line of questioning here so that folks understand where I'm coming from and asking for those resources to be Expended to look into that question. Understood. Thank you, sir.
- [02:14:04] And then almost there. Promise for barriers. The barrier study. Yes. Has that already happened, Director Gasar?
- [02:14:19] Barriers for women making it all the way through to being successfully hired women and people of color? Yes and no. Okay. And we can. Commander Dipolo can help help me answer this.
- [02:14:32] The data has been very difficult to pull because we are currently three different sources of data. And getting all of that information for HR representatives and Commander depolo has been very, very challenging. But we have just switched to a more meaningful data Source as of October 1st that will be able to give us a lot more information so we can understand what the systemic barriers are. And as I said, where do we see less and less diversity in the process? Process.

- [02:15:05] Do you want to say more about that? Yeah. And we're. And we're going to be tracking this all through the process. And like the director said, it's something that's currently ongoing and we're spooling up.
- [02:15:16] You know, part of that is going to be collecting data from public safety, testing who's doing our oral boards. Part of that is going to be collecting data from our. Our detectives and figuring out how the background process is going. One. One thing that we do have is.
- [02:15:30] Is our recruiting officer. Officer tell, kind of. From the data that he's kind of roughly tabulating, he finds the female applicants generally tend to be very successful in the, you know, in the. The written and the physical portion. As far as they have a higher rate of success than the male applicants do.
- [02:15:46] We just need to be really forefront on the outreach. Just getting more of them in the door. Yeah. Okay. And then what about for LGBTQIA plus candidates?
- [02:15:56] Are we. Is that a consideration for us as well? All. We're not tracking that data, but we can. We can discuss this.
- [02:16:10] I. I'm really glad to see the progress on our hiring, and I'd love to see that that progress on our hiring goal is, you know, moving forward. What's missing is an update on the. The con, you know, the. The police that we've. Is it called Seattle's Finest that we contract with?
- [02:16:33] Yeah. To provide support services. Yes. Seattle's Finest. Are we still utilizing Seattle's Finest?
- [02:16:40] We are not using them right now. Okay. Okay. I think the biggest question for me is, I mean, we've had zero deadly force incidents, and, you know, who's on the. Oh, okay.
- [02:16:56] I thought he was telling me to stop talking.
- [02:17:02] We've had zero deadly force incidents, and I understand the need for mutual aid and having a collective response to public safety. I want to, I just crave to understand how we protect ourselves from liability. Also, if there was a critical incident and there was a finding, you know, and were just linked, so great, I will pause there, but thank you so much. I really look forward to learning more about that barrier study also. And thank you Director Gaezar, for the work that you've been leading to be able to make sure that there's essentially independent review of implementation.
- [02:17:43] Right. And, and we know that you have, you uphold the pillars of policing here within our own operation. Accountability, transparency and integrity. And I know that having that work go hand in hand with a non police operation, an EDI and some community based folks who can take a look at the progress of that work only less lends credibility to that body of work. So thank you for your spirit of collaboration, for your integrity, your accountability and your transparency.
- [02:18:19] This was a wonderful presentation. I look forward to the use of four stats in Q1 next year. And please think of us as a resource to you. We're invested in your success. We do.
- [02:18:31] Thank you, Commission President. Thank you, Commission President. Can I just add one more thing? Yes. I'm sorry, Chief Villa, I don't know how he knows this, but he sent a text message that says the SWAT inter local states that it's a shared liability during SWAT call outs.
- [02:18:47] Yeah, that makes sense. Okay, thank you Commissioner Fellman. Thank you for that tremendous coalition of data and all that. But Deputy Bailey, you made a very important observation that the context. Context of

how many people go through the airport, these numbers as absolute numbers are, you know, the trend is interesting, but given the fact you're moving 50 + million people through the airport is really a reflection that is important to understand the great success that you're having.

[02:19:22] And then I look forward to the time when there's a term that's better than not terrible to describe our success. I think it was in women recruiting, I believe was that context. So I use that expression for things that I really like. Well, that's not terrible, but I think we can probably do better. Based on your own observation and greatly thank you for the work and do encourage you to use the 54 million in your presentation.

[02:19:49] So, and I have to excuse myself, please. Thank. Thank you very much, Commissioner Kit. Thank you for the presentation. As Bukta mentioned, I got to participate as co chair on the 2020 task force and I learned a ton about policing as a part of that.

[02:20:08] And in particular I was really struck by a concept around policing that you mentioned today, which is the idea of guardian mentality or culture. And I think that's really important, particularly for a police department like ours, where, where we really are. I mean, the vast majority of folks that you might encounter on any given day are travelers, right? Folks passing through, either heading out on vacation or coming here. And in all circumstances, we just want to make sure that everybody gets home safe and sound.

[02:20:42] And that approach to policing, I think where the safety and security concerns of everyone involved are paramount is important. And I think that begins at recruiting. Right. And so the fact that you are, you know, essentially we are advertising this in neon lights is. That's the culture we want in our department, I think is really important.

[02:21:05] I also really like the emphasis on the values and thinking about leadership, both within the department, but also externally facing that the. There's a lot of good stuff to see here and which doesn't mean there's not room for improvement. But we also need to champion what's worked in our department so that other departments can emulate us. We as a port try to do that when we find success in areas. How do we spread the word with other, you know, whether it's Bukta's department participating in organizations like the American association of Port Authorities to expand how you build out an OEDI department or our sustainability work, and we should do so also in our policing work.

[02:21:47] And I know you mentioned the reaccreditation with calea. I know that Chief Via is doing that as well. And I'm sure there's many of you in leadership who are providing that same kind of peer to peer communication, both sharing what works for us and also learning from other departments what has worked for them too. And then the other thing I just wanted to make note of is as I come up on eight years at the Port of Seattle, I was reflecting on the size of the department, at the size of the department when I first started and there has been a gradual increase. It just sort of ages me.

[02:22:24] I was like, oh my gosh. I think there was about 100 people and now we're. I think it was 100 sworn officers, but I think we're almost at 200 employees of the Port of Seattle Police Department. That's a big department. I don't know where we rank in the state, but maybe second behind the city of Seattle or something.

[02:22:42] But it's a big police force and a big budget and a lot of, you know, we've gotten to the point where that as an institution is a pretty significant group of people. And so I guess the other Thing I would say is it's been

a while since I've had a chance to do a ride along or I did a lot of that stuff when I first started and maybe it's time for me to get an opportunity to connect again with the department directly. We'd love to have you back anytime. Great. Thank you so much.

[02:23:11] Thank you, Commissioner. Commissioner Muhammad, thank you. I was once recruited as a police officer. Just saying, like me with a gun. Please.

[02:23:26] Well, first of all, in all seriousness, thank you for the presentation and for your report. I out and for your service. I on my way out earlier was talking to some of your officers who are present today. So thank you all for your your service. I, you know, with the increase of just national attention on airports right now, from the rhetoric we're seeing in D.C. to immigration policy changes as well as like government shutdown, there is just an increased attention on on are at our airports across the country, which increases concerns around safety.

[02:24:05] And so I recognize that you all are dealing with that firsthand. And I had a question related to the Homeland Security work that you all are doing or expanding on just to get some understanding, especially around jurisdiction. So obviously in Washington state we have Keep Washington Working act that clearly states states that immigration enforcement is handled by the Feds, mainly ice, Immigration Enforcement, Customs and Enforcement. And recently in the news what we saw was that in Chicago there was an incident where ICE officers arrested someone who was a rideshare driver in the airport garage area or where the rideshare holder space is. And so while I recognize under Keep Washington Working act you all keep things very separate.

[02:25:00] But I don't know if you could share a little bit about what the Port of Seattle may know about that, whether dshs, ICE carries out any of that here at our airport. And does port police receive notification of that in the event that something like that does happen in our garage Lodge. So if you could share any jurisdictional issues that you may see and just how you you all's work is expanding under the umbrella of Homeland Security. Sure. And just to start out our our unit is called the Homeland Security Division.

[02:25:36] That's just the name that has no affiliation to the federal Department of Homeland Security or anything like that. We threw out a lot of different names and it seemed like, excuse me, that one, that one might enable us to take advantage of some grant opportunities, which is why we ended up landing on that one. When ICE operates in and around here, you know, they do pass through our jurisdiction from time to time. They have in the past let us know as you know, probably from the news, there have been a couple cases where different agencies, ICE being one of them, had a prisoner escape. In one of those cases, we didn't respond at all.

[02:26:16] There have been other cases, though, where officers from other law enforcement agencies call for assistance when a fight is happening and we don't. We respond to help other law enforcement agencies if they need, if they're in a fight or having someone resisting arrest. We do abide strictly by keep Washington working and the restrictions that that places on. On Washington law enforcement, that we don't participate in civil immigration enforcement or provide information that relates to that with federal partners. But, you know, I know that Chevia has ongoing communications with a lot of the different federal agencies, some of whom do operate and pass through here and are affiliated with ICE and communicates that information if there are any types of.

- [02:27:05] Of actions that happen within our jurisdiction. So as of right now, you don't know of any sort of incident related to our garage or parking spaces? Our parking spaces? No. Okay, that's.
- [02:27:18] That's really helpful. I've received questions regarding that, considering what happened in Chicago. Okay. And we obviously have a large immigrant population who are rideshare drivers and who work in our airports. And obviously when events like that happen and in other parts of the country, it increases the fear here locally.
- [02:27:35] So it's helpful to know that that has not taken place at our airport. Obviously not saying that it can't not happen because it sounds like from what you're saying, you haven't heard about it, but they obviously have the jurisdiction to move through our garage that they wanted to. Yeah, I'm not aware of any of those happening in our garage, though. Okay, that's helpful that. Well, that was my only question.
- [02:27:56] Again, thank you for your service and the work that you all do at. Read it. Thank you, Commissioner. Okay. Do we have any other questions or comments from the dais hearing?
- [02:28:05] None. I would just like to thank you very much for the long anticipated presentation and above all, thank you for the work that you're doing every single day and night. I appreciate you. Thank you. Commission, President, Commissioners.
- [02:28:17] Appreciate the time. Thank you very much. Thank you. Okay, well, at this point, we are past official business for the day and I will see if there are any closing comments or referral to committee by any of my colleagues.
- [02:28:41] Commissioner, I'd just like to thank the work of the folks we just heard from, but also for all the people that pulled together our budget. This was a big deal, culmination of a lot of work. So thank you all.
- [02:28:57] I'll just close by saying I just returned from a week in Switzerland where I got to talk with folks across sectors internationally about economic development. We had the chance to meet with the Secretary of Economic affairs in Switzerland and it was really interesting to understand the impact that Liberation Day and tariffs have had had on Switzerland and the broader international community. The day after we had a over an hour long conversation with her actually that night she flew out for the 16th time to meet directly with the Trump administration was able to secure a trade agreement down from the 39% that they had been stuck with. So it was truly just an eye opening experience and, and yeah I'm really, really grateful to have been able to, to be there. Besides that, I think this is my second to last meeting chairing so I will look forward to seeing you all in December.
- [02:30:02] In the meantime, I hope everybody enjoys the kickstart to their holiday season. Seeing no further comments or referrals. The time is 2:38 and we are adjourned.