



Port of Seattle Regular Commission Meeting

August 11, 2026

**COMMISSION
AGENDA MEMORANDUM
FOR INFORMATION ONLY**

Item No. 8b
Date of Meeting August 11, 2026

DATE: August 5, 2026
TO: Stephen P. Metruck, Executive Director
FROM: Karen R. Goon, Deputy Executive Director

SUBJECT: Monthly Notification of Prior Executive Director Delegation Actions July 2026

APPROVAL SUMMARY

Notification of the following Executive Director delegated approvals that occurred in July 2026.

Category of Approval	Request#	Description of Approvals July 2024	Category Amount
Projects & Associated Contracts	2891-2026	Authorization for Vertical Transportation Monitoring Project and 5-Year Contract for licensing and support.	\$1,800,000.00
Projects & Associated Contracts	2889-2026	Authorization for Airline Activity Management Refresh Project	\$500,000.00
Projects & Associated Contracts	2906-2026	Tierpoint Storage Capacity Increase	\$750,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	2869-2026	Contract for On-Call Snow Removal to add Remote Landside Locations	\$900,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	2883-2026	Approved procurement of Employee Engagement Survey RFP	\$300,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	2655-2026	Revised Letter of Agreement with SEA FAA Air Traffic Control Tower SEA-006 v2026-06	\$0.00
Real Property Agreement		No Approvals in July	
Utilization of Port Crews		No Approvals in July	
Sale of Surplus Port Property		No Approvals in July	
Total Value of Executive Director Approvals			\$4,250,000.00

Meeting Date: August 11, 2026

TRANSPARENCY:

In approving the delegations for the Executive Director, the Commission requested that staff ensure transparency as it is paramount moving forward. As a result, staff will make approvals visible to the public in two ways. First, these types of approvals will be made visible in public Commission meetings via monthly reporting similar to this one. This approval is both timed and designed to be visible in a similar manner to the monthly Claims and Obligations reporting. Second, staff will publish these delegations to the web by publishing them in a PeopleSoft formatted report on the Port website in the same manner that all procurements, contracts, and other opportunities are made available to public communities.

BACKGROUND:

On January 24, 2023, the Commission approved and adopted Resolution No. 3810 that repealed related prior resolutions and increased the previously delegated Commission authority to the Executive Director and provided clarity in process directives to port staff. The approval made the Delegation of Responsibility and Authority to the Executive Director (DORA) effective on April 3, 2023, and the approvals made by the Executive Director for the month of April are identified in the table above. The foundation for Resolution No. 3810 included significant data analysis, employee surveys, and internal audit recommendation. Resolution No. 3810 also aligns with the Port Century Agenda in that it helps make the Port a more effective public agency. Many considerations and checks and balances have been built into the associated processes of Executive Director approvals including a high bar of transparency. Following significant analysis and multiple Commission reviews, the Commission approved the DORA on January 24, 2023. That reporting memo is available for review on the Port website under the January 24, 2023, Commission public meeting, and it provides detailed reasoning and explanation of Resolution No. 3810.

**COMMISSION
AGENDA MEMORANDUM**

Item No.

8c

ACTION ITEM

Date of Meeting

August 11, 2026

DATE : August 3, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Keri Stephens, Director AV Facilities & Capital Programs
Krista Sadler, Director Technology Delivery

SUBJECT: SEA Meter Data Management System (MDMS) and License and Support Contract (CIP #C802153)

Amount of this project request:	\$4,025,000
Total estimated project cost:	\$4,025,000
Estimated 10-year contract amount:	\$4,800,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to 1) proceed with the MDMS project; 2) execute contract(s) for the software license, hardware, and vendor implementation and support services and 3) use Port staff for implementation. The amount requested for project implementation under this authorization is \$4,025,000. Total estimate for an up-to-ten-year contract that includes project expenditures is \$4,800,000.

EXECUTIVE SUMMARY

In 2023, Commission authorized an Aviation project, Utility Meter Networking, to update and network-connect existing electrical meters to meet code requirements for electrical meter data analysis, load, and demand evaluation. The intent was to connect the meters to a Port-wide software solution that would centrally manage the meter data collection. This originally planned software solution was not successfully implemented, leaving a gap in our ability to automate the collection, analysis, and reporting of electrical meter data.

This authorization is requested to procure and implement an MDMS to support Aviation utility metering operations. The MDMS will provide a centralized system to automate collection, validate, and manage meter data for both existing and future smart electrical meters across the airport campus. SEA will soon have over 2000 networked smart electrical meters that support critical operational, environmental, and financial functions including tenant billing, energy performance monitoring, energy consumption, and system health. It will improve billing accuracy, enhance operational visibility, and establish the foundational infrastructure needed for long-term energy management, analytics, and decarbonization initiatives.

Meeting Date: August 11, 2026

The ten-year total cost of ownership is estimated at \$5,825,000. The implementation project, estimated at \$4,025,000, includes \$4,000,000 capital and \$25,000 for system training. This authorization also includes an up-to-ten-year contract that covers the project expenditures for equipment, software, and services, estimated at \$3,000,000, as well as ten years of license and support costs estimated at \$1,800,000. License and support costs will be budgeted in the Aviation Facilities operating budget.

JUSTIFICATION

Complete, real-time access to electrical meter data not only enables us to meet reporting requirements for several environmental initiatives but also provides timely meter reading for electrical billing, ability to identify power quality issues across the airport campus, evaluate load patterns to improve efficiency and direct investments, and delivers accurate data to support long-term planning and decarbonization strategies.

Diversity in Contracting

Project staff will work with the Diversity in Contracting Department to determine if a women-and-minority-owned business enterprise (WMBE) aspirational goal should be assigned.

DETAILS

Scope of Work

- (1) Procure and implement an MDMS to automate collection, analysis, and reporting of electrical meter data.
- (2) Integrate with connected electrical meters across the airport campus.

Schedule

Activity

Commission authorization	2026 Quarter 3
Procurement Complete	2026 Quarter 4
Deployment Start	2027 Quarter 3
Estimated Completion	2028 Quarter 1

Project Cost Breakdown

	This Request	Total Project
Vendor Costs	\$3,000,000	\$3,000,000
Owner-Furnished Equipment	\$240,000	\$240,000
Port Labor Costs	\$760,000	\$760,000
Training	\$25,000	\$25,000
Total	\$4,025,000	\$4,025,000

Meeting Date: August 11, 2026

ALTERNATIVES AND IMPLICATIONS CONSIDERED**Alternative 1 – Do not implement an MDMS**Cost Implications: \$0Pros:

- (1) Capital resources are available for other efforts.

Cons:

- (1) No automated, efficient collection from over 2000 network connected electrical meters, negating the benefits of the Utility Meter Networking that replaced aging meters and provided connectivity.
- (2) No centralized access to real-time data to improve operational awareness and support emissions reporting.

This is not the recommended alternative.

Alternative 2 – Implementation of an MDMSCost Implications: \$5,825,000 (Ten-year total cost of ownership)Pros:

- (1) Automated data collection replaces time-consuming manual reads. This also shifts maintenance and utility team capacity to higher value responsibilities.
- (2) The MDMS standardizes and validates meter data, improving billing accuracy, reducing disputes, and enabling timely tenant invoicing.
- (3) Centralized access to real-time and historical data to improve operational awareness, supports emissions reporting, and strengthens the Port's ability to evaluate load patterns, infrastructure needs, and power quality issues across airport properties.

Cons:

- (1) Requires financial investment for procurement, implementation, and licensing.

This is the recommended alternative.

FINANCIAL IMPLICATIONS***Cost Estimate/Authorization Summary***

	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$4,000,000	\$1,825,000	\$5,825,000
AUTHORIZATION			
Previous authorizations	\$0	\$0	\$0
Current request for authorization	\$4,000,000	\$1,825,000	\$5,825,000
Total authorizations, including this request	\$4,000,000	\$1,825,000	\$5,825,000
Remaining amount to be authorized	\$0	\$0	\$0

Meeting Date: August 11, 2026

Annual Budget Status and Source of Funds

This project, CIP C802153, SEA Meter Data Management System, was not included in the 2026–2030 Capital Budget and Plan of Finance. The budget of \$4,000,000 was transferred from the Aeronautical Allowance CIP C800753 resulting in no net change to the Airport capital budget. The project will be funded by the Airport Development Fund. The ten years of license and support costs estimated at \$1,800,000 will be budgeted in the Aviation Facilities operating budget.

Financial Analysis and Summary

Project cost for analysis	\$5,825,000
Business Unit (BU)	Terminal Building
Effect on business performance (NOI after depreciation)	NOI after depreciation will increase due to inclusion of capital (and operating) costs in airline rate base.
IRR/NPV (if relevant)	N/A
CPE Impact	\$0.02 in 2029

Future Revenues and Expenses (Total cost of ownership)

Estimated annual licensing and support costs of \$180,000 will be budgeted within the Aviation Facilities operating budget.

ATTACHMENTS TO THIS REQUEST

None

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

September 9, 2025 – The Commission authorized construction for the Utility Meter Networking project (CIP#C801240)

September 12, 2023 – The Commission authorized design funding for the Utility Meter Networking project (CIP#C801240)

**COMMISSION
AGENDA MEMORANDUM**

Item No.

8d

ACTION ITEM

Date of Meeting

August 11, 2026

DATE : August 3, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Keri Stephens, Director Aviation Facilities and Capital Programs
Krista Sadler, Director Technology Delivery

SUBJECT: SEA Flight Information Display System (FIDS) Refresh and License and Support Contract (CIP #C802152)

Amount of this project request:	\$1,200,000
Total estimated project cost:	\$1,200,000
Estimated 10-year contract amount:	\$3,800,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to 1) proceed with the FIDS Refresh project; 2) execute contract(s) for the software license, hardware, and vendor implementation and support services and 3) use Port staff for implementation. The amount requested for project implementation under this authorization is \$1,200,000. Total estimate for an up-to-ten-year contract is \$3,800,000.

EXECUTIVE SUMMARY

The SEA FIDS system formats and displays flight, gate, ticket counter, and baggage claim information for the public in a variety of digital signage configurations; single screen to multi-screen displays. The information, sourced from the airport resource management system, is largely provided directly from airlines, through airline schedules, or flight data aggregators. In addition to digital signage, the system also includes first bag/last bag data collection and integration into the baggage claim signage.

The current system, procured and implemented in 2012, has not kept up with requirements that allow for different information channels, content scheduling, dynamic messaging, flexible templates, multiple content types, and vibrant transitions. Over the past several years, requirements for more flexibility have been met with an alternative signage content management system.

This project, estimated at \$1,200,000, will replace the current FIDS with a modern digital signage content management system, upgrade digital signage computers that are over 14 years old and

Meeting Date: August 11, 2026

well past their end-of-life, replace aging first bag/last bag data collection computers with improved cyber security protections, and implement an alternative messaging channel that can be deployed to communicate during abnormal operations. This authorization also includes an up-to-ten-year contract, estimated at \$3,800,000, for licensing and support that includes some contingency for growth.

JUSTIFICATION

SEA digital signage is a critical passenger communication tool showing flight times, gate locations, bag claim information, and check-in areas. A modern digital signage content management system is essential for today's airports because it enables reliable, real-time communication across a complex, fast-moving environment. It will support richer, data-driven content, improving the passenger experience while reducing new signage development efforts for staff. Enhanced security, scalability, and remote management capabilities help maintain continuity of service and support future expansion.

Diversity in Contracting

Project staff will work with the Diversity in Contracting Department to determine if a women-and-minority-owned business enterprise (WMBE) aspirational goal should be assigned.

DETAILS

Scope of Work

- (1) Procurement and implementation of a new digital signage content management system.
- (2) Integration with signage content such as the SEA resource management system for flight information or check point wait times.
- (3) Development of multiple information display templates including flight, baggage, gate, and ticket counter information displays.
- (4) Development of Port/Airline display sharing for common-use gates.
- (5) Development of a visual paging content type capable of capturing messages that can be incorporated into display templates.
- (6) Development of an alternate channel to accommodate specialized messages that need to supersede normal programming.
- (7) Replacement of approximately 250 digital signage computers that are over 14 years old.
- (8) Replacement of the First bag/Last bag data collection units to improve cyber security.

The project will not include replacement or movement of existing digital monitors.

Meeting Date: August 11, 2026

Schedule*Activity*

Commission authorization	2026 Quarter 3
Procurement	2026 Quarter 4
Deployment start	2027 Quarter 3
Estimated Completion	2027 Quarter 4

Cost Breakdown

This Request

Total Project

Equipment	\$600,000	\$600,000
Vendor Services	\$200,000	\$200,000
Port Labor	\$400,000	\$400,000
Total	\$1,200,000	\$1,200,000

ALTERNATIVES AND IMPLICATIONS CONSIDERED**Alternative 1** – Replace FIDS software and end-of-life digital signage monitors.Cost Implications: \$5,500,000Pros:

- (1) Provides more flexibility for the SEA Signage department to update and create new signage quickly to meet changing business needs.
- (2) Signage hardware, monitors, and software are on current versions, maintaining our security patching capabilities and improving our resilience.
- (3) Signage at risk of failure will be updated, reducing the impact of a patchwork of equipment that looks less professional.

Cons:

- (1) Additional capital is required to purchase and install new monitors and while major construction was not planned, casework will need modifications to fit new monitor sizes.
- (2) Additional operational impacts exist as signage is updated.

This is not the recommended alternative.

Alternative 2 – Upgrade the current SEA digital signage system.Cost Implications: \$1,248,000Pros:

- (1) Support and signage teams are familiar with the technology, reducing training needs and change impacts.

Meeting Date: August 11, 2026

Cons:

- (1) Vendor has confirmed no significant improvements to their content management system features. Current frustrations will remain for next several years.
- (2) Current signage needs are met using an alternative solution eliminating benefits of a single signage solution with flexibility to update communication depending on the location and immediate operational needs.
- (3) Higher ten-year estimated total cost of ownership than the recommended solution.

This is not the recommended alternative.

Alternative 3 – Replace FIDS software with a modern digital signage content management system and current hardware.

Cost Implications: \$1,200,000

Pros:

- (1) Provides more flexibility for the SEA Signage department to update and create new signage quickly to meet changing business needs.
- (2) Signage hardware, monitors, and software are on current versions, maintaining our security patching capabilities and improving our resilience.
- (3) To meet the capital constraint challenge at SEA, this project will not replace end-of-life displays deferring approximately \$4,000,000 in equipment and construction costs.

Cons:

- (1) If individual monitors fail, we likely can't replace them with like sizes. This could reduce the professional look of the customer-facing display.

This is the recommended alternative.

FINANCIAL IMPLICATIONS***Cost Estimate/Authorization Summary***

	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$1,200,000	\$3,800,000	\$5,000,000
AUTHORIZATION			
Previous authorizations	\$0	\$0	\$0
Current request for authorization	\$1,200,000	\$3,800,000	\$5,000,000
Total authorizations, including this request	\$1,200,000	\$3,800,000	\$5,000,000
Remaining amount to be authorized	\$0	\$0	\$0

Meeting Date: August 11, 2026

Annual Budget Status and Source of Funds

This project, CIP C802152 – Flight Information System Refresh, was not included in the 2026–2030 Capital Budget and Plan of Finance with an allocated budget of \$1,200,000. The budget of \$1,200,000 was transferred from the Aeronautical Allowance CIP C800753 resulting in no net change to the Airport capital budget. The project will be funded by the Airport Development Fund. The annual up-to-ten-year contract, estimated at \$3,800,000, for licensing and support will be budgeted within the Aviation’s annual operating budget.

Financial Analysis and Summary

Project cost for analysis	\$5,000,000
Business Unit (BU)	Terminal Building
Effect on business performance (NOI after depreciation)	NOI after depreciation will increase due to inclusion of capital (and operating) costs in airline rate base.
IRR/NPV (if relevant)	N/A
CPE Impact	\$0.01 in 2028

Future Revenues and Expenses (Total cost of ownership)

Estimated annual licensing and support costs of \$240,000 will be budgeted within the Aviation Maintenance operating budget. This will be offset after full implementation by approximately \$150,000 when the current system is decommissioned.

ATTACHMENTS TO THIS REQUEST

None

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

None

**COMMISSION
AGENDA MEMORANDUM**

Item No.

8e

ACTION ITEM

Date of Meeting

August 11, 2026

DATE : June 10, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Jim Dawson, Director ICT Infrastructure Services

SUBJECT: OpsLAN Network Infrastructure Refresh (CIP #C802154)

Amount of this request: \$7,000,000

Total estimated project cost: \$7,000,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to 1) proceed with the OpsLAN Network Infrastructure Refresh project; 2) execute contract(s) for the software, hardware and vendor implementation services and 3) use Port staff for implementation. The amount requested for project implementation under this authorization is \$7,000,000.

EXECUTIVE SUMMARY

The purpose of this authorization is to upgrade and modernize end of life (EOL) network infrastructure used throughout the SEA Operations Local Area Network (OpsLAN) with modern infrastructure to enhance performance, reliability and security. The OpsLAN network is critical to SEA operations, providing data connectivity to common use systems such as flight information, ticket counters, kiosks, WiFi services and the direct interface to several airlines. It is also used in support of the Baggage Handling System, security cameras and access control. The OpsLAN network plays a vital role in the day-to-day airport and airline operations and customer services.

The current iteration of the OpsLAN network was last refreshed 10 years ago, designed using technology and bandwidth needs from that time, and has reached the end of its useful life. Most network infrastructure has reached EOL status by the vendor, with no support options available in the event of an outage. Security patches are no longer delivered to the EOL infrastructure, further exposing the airport to considerable cybersecurity and loss of operations risks.

Refreshed core, distribution, and access layer network infrastructure will resolve the current challenges and introduce added layers of redundancy on top of enhanced security and performance specifications, which will ensure SEA Airport's operations remain highly available, secure, and robust.

Meeting Date: August 11, 2026

Information & Communication Technology (ICT) and Central Procurement Office (CPO) will be involved in this project estimated at \$7,000,000. Recurring maintenance costs of \$150,000 are funded by ICT and not expected to increase because of this project.

JUSTIFICATION

This project provides important benefits for SEA operations. Specifically:

- (1) Refreshes EOL network core, distribution and access layers with more reliable, highly available, vendor-supported hardware.
- (2) Reduces operational disruption risks due to failing or failed hardware.
- (3) Improves cybersecurity with regularly updated software.

Diversity in Contracting

Project staff will work with the Diversity in Contracting Department to determine if a women-and-minority-owned business enterprise (WMBE) aspirational goal should be assigned.

DETAILS

Scope of Work

- (1) Refresh the SEA Airport OpsLAN network in its entirety, using a phased approach to replace the Core, Distribution, and Access networking infrastructure.
- (2) Deploy a network monitoring and management solution.

Schedule

Commission authorization	2026 Quarter 3
Project planning	2026 Quarter 4
Procurement	2027 Quarter 1
In-use date	2028 Quarter 4

Cost Breakdown

	This Request	Total Project
Hardware, software, and vendor services	\$6,750,000	\$6,750,000
Port labor	\$250,000	\$250,000
Total	\$7,000,000	\$7,000,000

Meeting Date: August 11, 2026

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Refresh Core and Distribution layers or Access layer only.

Cost Implications: ~\$3,000,000

Pros:

- (1) Reduces overall cost, making funds available to other projects.
- (2) Some EOL components of the OpsLAN network are replaced with modern, supported hardware.

Cons:

- (1) EOL components not refreshed still expose the airport to elevated risk of network failure, extended downtime of critical systems, and unpatched cybersecurity vulnerabilities.
- (2) Components not refreshed may be incompatible with newer infrastructure, resulting in additional expense and resources to mitigate, or operate at extremely degraded performance, negatively impacting airport operations.

This is not the recommended alternative.

Alternative 2 – Replace individual components as they fail.

Cost Implications: \$0

Pros:

- (1) Financial resources and ICT staff are available for other projects.

Cons:

- (1) The airport will remain vulnerable to operational impacts from EOL/EOS hardware, and the elevated risk of failure due to age.
- (2) Cybersecurity risk elevated due to hardware running outdated and unsupported firmware and software. Airport operations will be severely impacted, should unpatched vulnerabilities be exploited by threat actors looking to cause harm to the airport.

This is not the recommended alternative.

Alternative 3 – Refresh Core, Distribution, and Access layer network infrastructure making up the OpsLAN network at SEA and deploy a network monitoring/management platform.

Cost Implications: \$7,000,000

Pros:

- (1) Refreshes EOL network infrastructure with more reliable, highly available, secure, vendor-supported hardware.
- (2) Reduces operational disruption risks due to failing or failed hardware.

Cons:

- (1) Funds and ICT staff committed to this project are not available for other projects.

Meeting Date: August 11, 2026

This is the recommended alternative.**FINANCIAL IMPLICATIONS**

<i>Cost Estimate/Authorization Summary</i>	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$7,000,000	\$0	\$7,000,000
AUTHORIZATION			
Previous authorizations	\$0	\$0	\$0
Current request for authorization	\$7,000,000	\$0	\$7,000,000
Total authorizations, including this request	\$7,000,000	\$0	\$7,000,000
Remaining amount to be authorized	\$0	\$0	\$0

Annual Budget Status and Source of Funds

The OpsLAN Network Infrastructure Refresh (C802154) is not included in the 2026-2030 Capital Budget and Plan of Finance with an allocated budget of \$7,000,000. The budget of \$7,000,000 was transferred from the Aeronautical Allowance CIP C800753 resulting in no net change to the Airport capital budget. The funding source is the Airport Development fund. The annual maintenance costs estimated at \$150,000 will be budgeted in the ICT operating budget.

Financial Analysis and Summary

Project cost for analysis	\$7,000,000
Business Unit (BU)	Aviation wide
Effect on business performance (NOI after depreciation)	NOI after depreciation will increase due to inclusion of capital (and operating) costs in airline rate base.
IRR/NPV (if relevant)	N/A
CPE Impact	\$0.02 in 2029

Future Revenues and Expenses (Total cost of ownership)

Annual maintenance costs estimated at \$150,000 are budgeted in the ICT operating budget.

ATTACHMENTS TO THIS REQUEST

None

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

None

**COMMISSION
AGENDA MEMORANDUM**

Item No.

8f

ACTION ITEM

Date of Meeting

August 11, 2026

DATE: August 4, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Keri Stephens, Director, AV Facilities & Capital Programs
Eileen Francisco, Director, AV Project Management Group

SUBJECT: Terminal Envelope Upgrade – Roof Replacement Project (C801236)

Amount of this request: \$6,685,000

Total estimated project cost: \$7,585,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to take all steps necessary to complete the Central Terminal Roof Replacement project at Seattle-Tacoma International Airport. This single authorization request is for \$6,685,000 of a total authorization of \$7,585,000.

EXECUTIVE SUMMARY

At the airport main terminal fourth floor surrounding the ramp tower, water intrusion has damaged the interior. This project was contracted with design professionals that completed extensive forensic investigation reports to identify the water infiltration locations and building elements that must be replaced to stop the problem. Based on Port review of the reports, the project scope of work will target the roof areas of the terminal central zone that are in the most critical condition for renewal and replacement. Left unaddressed, this water intrusion will continue to damage interior spaces and potentially compromise the building underlying structural elements. The purpose of the project is to stop the water intrusion by replacing the roof.

JUSTIFICATION

This project supports the Port's Century Agenda goals related to operational excellence, safety, and efficient use of capital assets by making the building function to keep out the water:

- (1) protect the building structure and prevent damage to the building underlying structural elements
- (2) preserve the quality of the environment for people working in the space below
- (3) reduce recurring staffing and maintenance costs

Meeting Date: August 11, 2026

It also aligns with Commission priorities to maintain safe, secure, and efficient airport operations. This request is important due to the risks of water damage to the building and the continued requirement for ongoing maintenance and impacts on employees working in the offices below. Delaying replacement extends unnecessary maintenance expenditures.

Diversity in Contracting

The IDIQ design services contract for this project has a Diversity in Contracting aspirational goal of 21%. With authorization, the project will execute the design services contract that is anticipated to exceed the goal with WMBE utilization of 22.21%. The construction contract for this project will have a Diversity in Contracting aspirational goal of 7%.

DETAILS

This project will be designed and constructed to budget using a Design-Bid-Build delivery method and a Major Works construction contract. The project will replace roofing at a small percentage of the main terminal central zone.

The large expanse of terminal roofing that is not part of this project is being continuously assessed as part of the Aviation Division renewal and replacement capital program. This program has been ongoing based on age and assessment of the roofing system and associated warranties, coupled with inspections that provide quality evaluations for the capital renewal program.

A separate Small Works project (not this project) will do immediate roof repairs to a different and much smaller area of roof this year.

Scope of Work

Demolish and replace approximately 13,600 SF of roofing membrane and insulation, along with associated flashing and roof drains.

Schedule

Activity

Commission design and construction authorization	2026 Quarter 3
Design start	2026 Quarter 3
Construction start	2028 Quarter 1
In-use date	2028 Quarter 4

Cost Breakdown

	This Request	Total Project
Design	\$400,000	\$1,300,000
Construction	\$6,285,000	\$6,285,000
Total	\$6,685,000	\$7,585,000

Meeting Date: August 11, 2026

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Do not replace the roofing system

Cost Implications: \$840,000 (costs to date)

Pros:

- (1) Funds can be used for other projects at the Port

Cons:

- (1) Does not stop the water infiltration
- (2) Water will damage the building structure
- (3) Building occupants may be subject to contaminants like mold

This is not the recommended alternative.

Alternative 2 – Complete the design only, but do not construct

Cost Implications: \$1,700,000

Pros:

- (1) Reduced funds for this project can be used for other Port projects
- (2) Construction could be done in the future if more funds are available

Cons:

- (1) Does not stop the water infiltration
- (2) Does not protect the building structure from water damage
- (3) Building occupants may be subject to contaminants like mold

This is not the recommended alternative.

Alternative 3 – Design and construct the roof system replacement

Cost Implications: \$7,585,000

Pros:

- (1) Stops the water infiltration
- (2) Protects the building structure from water damage

Cons:

- (1) Funds will not be available for other Port projects

This is the recommended alternative.

Meeting Date: August 11, 2026

FINANCIAL IMPLICATIONS

<i>Cost Estimate/Authorization Summary</i>	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$7,585,000	\$0	\$7,585,000
AUTHORIZATION			
Previous authorizations	\$900,000	\$0	\$900,000
Current request for authorization	\$6,685,000	\$0	\$6,685,000
Total authorizations, including this request	\$7,585,000	\$0	\$7,585,000
Remaining amount to be authorized	\$0	\$0	\$0

Annual Budget Status and Source of Funds

This project, CIP C801236 was included in the 2026-2030 capital budget and plan of finance with a capital budget of \$7,585,000. The project will be funded by the Revenue bonds, and Airport Development Fund.

Financial Analysis and Summary

Project cost for analysis	\$7,585,000
Business Unit (BU)	Terminal Building
Effect on business performance (NOI after depreciation)	NOI after depreciation will increase due to inclusion of capital (and operating) costs in the airline rate base.
IRR/NPV (if relevant)	N/A
CPE Impact	\$0.02 in 2029

Future Revenues and Expenses (Total cost of ownership)

This building area was last reroofed in 2008. The roof has outlived its useful service life and needs to be fully replaced. The Port has incurred costs responding to water intrusions inside the building to perform temporary repairs and remediation. Replacing the roofing system will provide a new roofing manufacturer warranty that will cover any system failures and reduce long-term maintenance costs.

ADDITIONAL BACKGROUND

Project will be designed and constructed to budget using a Design-Bid-Build delivery method. This will provide a high level of certainty that the project will stay within the authorized budget. Construction crane activity to move materials between roof and ground will be managed to limit impacts to gate operations

Meeting Date: August 11, 2026

ATTACHMENTS TO THIS REQUEST

- (1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

None

Item No.	8f_supp
Date of Meeting	August 11, 2026

Terminal Envelope Upgrade – Roof Replacement Project

August 11, 2026
Commission Meeting

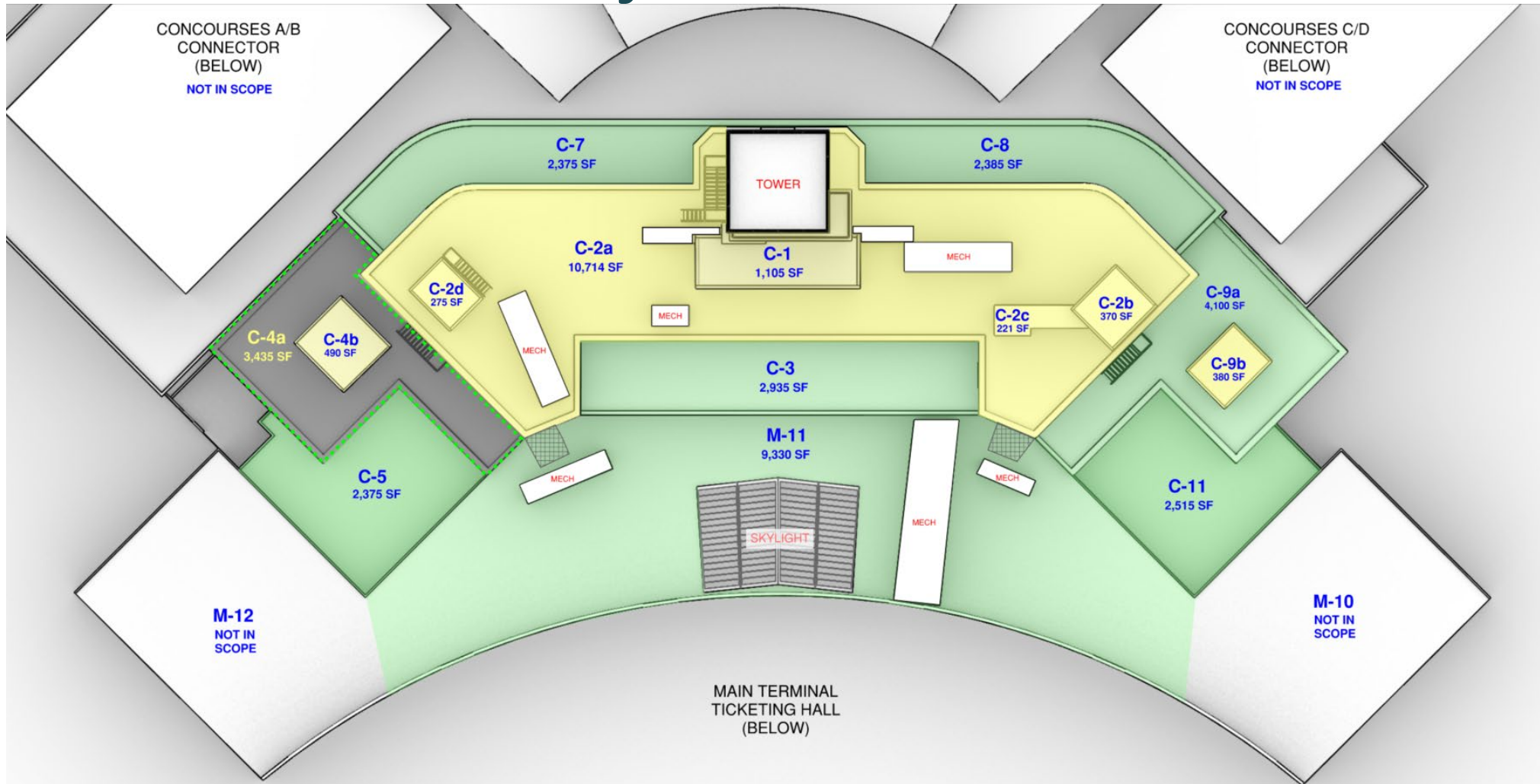


Project Purpose & Objectives

- Water intrusion and surface damage has been observed at the airport terminal central zone
- Project will replace the roofing system to:
 - Prevent damage to the building underlying structural elements
 - Preserve the quality of the environment for people working in the space below

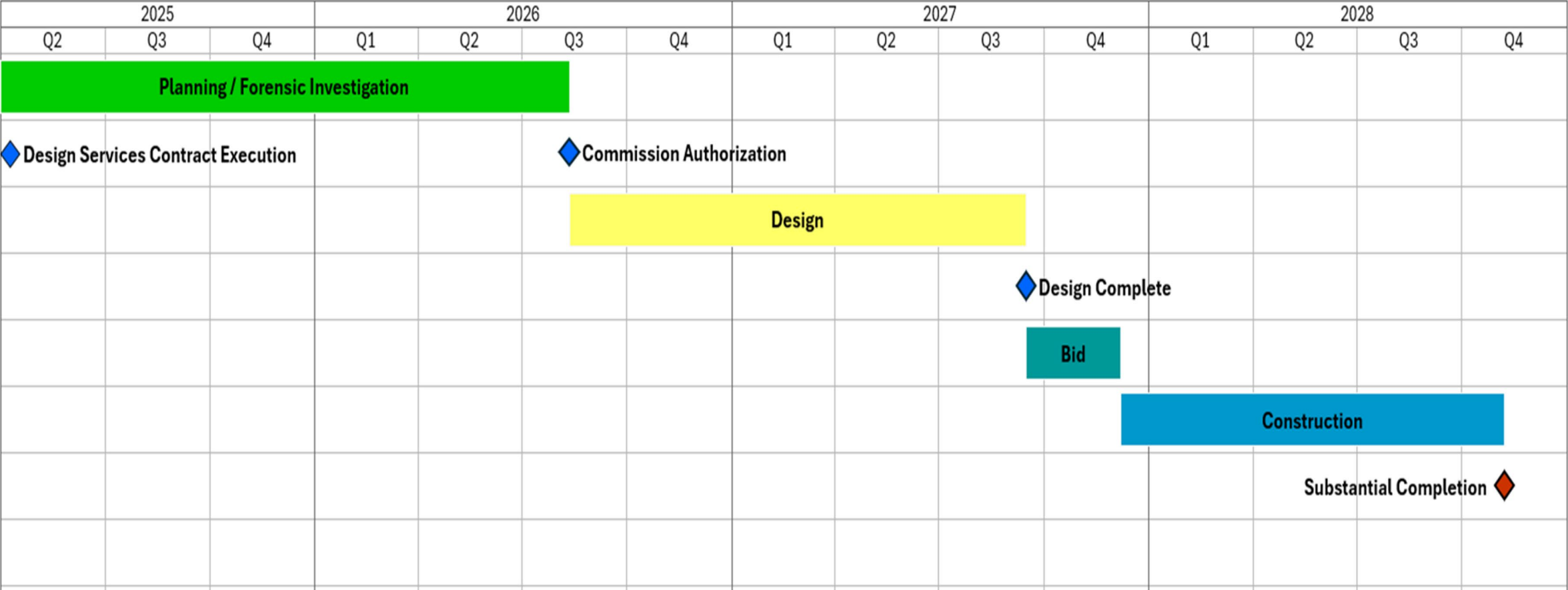


Project Location



Project scope zone highlighted in yellow

Schedule Overview



Delivery Method: Major Works: Design-Bid-Build

Action Requested

- Request single authorization for \$6,685,000 for the Executive Director to take all steps necessary to complete the project
- Estimated total project cost is \$7,585,000 (design to budget)

Questions?



**COMMISSION
AGENDA MEMORANDUM**

Item No. 8g

ACTION ITEM

Date of Meeting August 11, 2026

DATE: August 3, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Sabin Mudaliar, Interim Director, Airport Operations
Eileen Francisco, Director, Aviation Project Management

SUBJECT: Operational Cameras-Bagwell and North Cargo (C801320)

Amount of this request: \$2,801,000

Total estimated project cost: \$3,356,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to take all steps necessary to complete the Operational Cameras Project in non-public areas at Seattle-Tacoma International Airport. This single authorization request is for \$2,801,000 of a total project authorization of \$3,356,000.

EXECUTIVE SUMMARY

The project will improve security camera coverage of non-public, Operational movement areas in the Bagwell and North Cargo areas to increase safety and aid in forensic investigation of incidents and accidents. Work involves a combination of replacing existing cameras, demolishing dedicated electrical lines for new, energy efficient, powered-over-ethernet (POE) cameras and installing new conduit for data lines at nineteen new locations. Approximately 57 new camera views will be created, 38 of which replace existing cameras.

JUSTIFICATION

This project supports the Port's Century Agenda goals related to operational excellence, safety, and environmental and fiscal stewardship by:

- (1) Increasing camera views to provide forensic investigation tools to aid in incident review.
- (2) Identifying opportunities for targeted safety interventions.
- (3) Installing newer lower cost, more efficient POE camera systems.

Meeting Date: August 11, 2026

Diversity in Contracting

The Design firm has established a 25% Diversity in Contracting Commitment, with this total contract utilizing over 50% WMBE participation. Both the Major Works contract and early work carried out via Port forces Small Works will provide additional opportunities. The project team will work with the Diversity in Contracting department to establish additional WMBE goals within the construction phase of the project.

DETAILS

This project will fill gaps in existing camera coverage of operational vehicle movement areas in the Bagwell and North Cargo areas. The Bagwell area is an area under the main terminal and D Concourse where passenger bags are transferred by tugs from plane to baggage handling equipment. Under current conditions the existing cameras are situated to monitor conveyor systems and security doors. New replacements and additions will add views to improve coverage of tug drive lanes and entrances. In the North Cargo area, vehicle delivered cargo is transferred to either cargo airplanes or the holds of passenger planes for Alaska, United, FedEx, and Southwest Airlines among other carriers. Preliminary design has been completed.

These cameras represent a portion of airport camera assets approaching or past warrantee and useful life. A renewal and replacement capital improvement program for cameras and infrastructure is incorporated in the future capital development plan for the Airport.

Scope of Work

Work will include an upgrade to the existing video camera surveillance system in the Bagwell and North Cargo areas by replacing infrastructure and cameras that have exceeded their useful life, no longer providing useful views and are at risk of failure.

Schedule***Activity***

Commission single authorization	2026 Quarter 3
Construction starts	2027 Quarter 3
In-use date	2029 Quarter 1

Cost Breakdown

	This Request	Total Project
Design	\$311,750	\$866,750
Construction	\$2,489,250	2,489,250
Total	\$2,801,000	\$3,356,000

Meeting Date: August 11, 2026

ALTERNATIVES AND IMPLICATIONS CONSIDERED

This project began as an amalgam of two separately scoped projects that had been placed on hold earlier. To match the project scope to its budget, the project team investigated other means of accomplishing its goals, including moving scope to adjacent projects, which did not prove fruitful.

Alternative 1 – Limit work to locations having existing infrastructure.

Cost Implications: Reduce total project cost by \$600,000.

Pros:

- (1) Improvement of all areas in North Cargo, but with 19 fewer locations in Bagwell.
- (2) Re-use of existing infrastructure would reduce construction costs and extend asset life-cycle costs.

Cons:

- (1) Entrances from Ramp into Bagwell would remain uncovered by cameras.

This is not the recommended alternative.

Alternative 2 – Do not proceed with the project.

Cost Implications: Port would expense approximately \$300,000 in project costs and repurpose \$3,256,000 in capital funds for other projects.

Pros:

- (1) Capital funds could be used elsewhere

Cons:

- (1) Gaps in video camera coverage areas would continue.
- (2) Investigations of incidents would remain more difficult without video documentation.

This is not the recommended alternative.

Alternative 3 – Proceed with the project as planned.

Cost Implications:

Pros:

- (1) Provides tools to monitor and address Bagwell traffic safety and efficiency.
- (2) Improves and closes gaps in oversight of North Cargo areas.
- (3) Replaces cameras that have exceeded their useful life and are no longer maintainable.

Cons:

- (1) Ties up capital funds that could be used elsewhere.

This is the recommended alternative.

Meeting Date: August 11, 2026

FINANCIAL IMPLICATIONS

<i>Cost Estimate/Authorization Summary</i>	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$3,356,000	\$0	\$3,356,000
AUTHORIZATION			
Previous authorizations	\$555,000	\$0	\$555,000
Current request for authorization	\$2,801,000	\$0	\$2,801,000
Total authorizations, including this request	\$3,356,000	\$0	\$3,356,000
Remaining amount to be authorized	\$0	\$0	\$0

Annual Budget Status and Source of Funds

This project, CIP C801320, was included in the 2026-2030 capital budget and plan of finance with a capital budget of \$3,356,000. The project will be funded by the Airport Development Fund.

Financial Analysis and Summary

Project cost for analysis	\$3,356,000
Business Unit (BU)	Baggage
Effect on business performance (NOI after depreciation)	NOI after depreciation will increase due to inclusion of capital (and operating) costs in the airline rate base.
IRR/NPV (if relevant)	N/A
CPE Impact	\$0.01 in 2030

Future Revenues and Expenses (Total cost of ownership)

Recurring hardware license and maintenance costs will be budgeted within the Aviation Maintenance department's operating budget. Majority are replacements and those licenses are already in the budget. Nineteen additional licenses for the new locations will be needed.

ATTACHMENTS TO THIS REQUEST

(1) Presentation

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

None

Item No.	8g_supp
Date of Meeting	August 11, 2026

Operational Cameras Bagwell and North Cargo

August 11, 2026

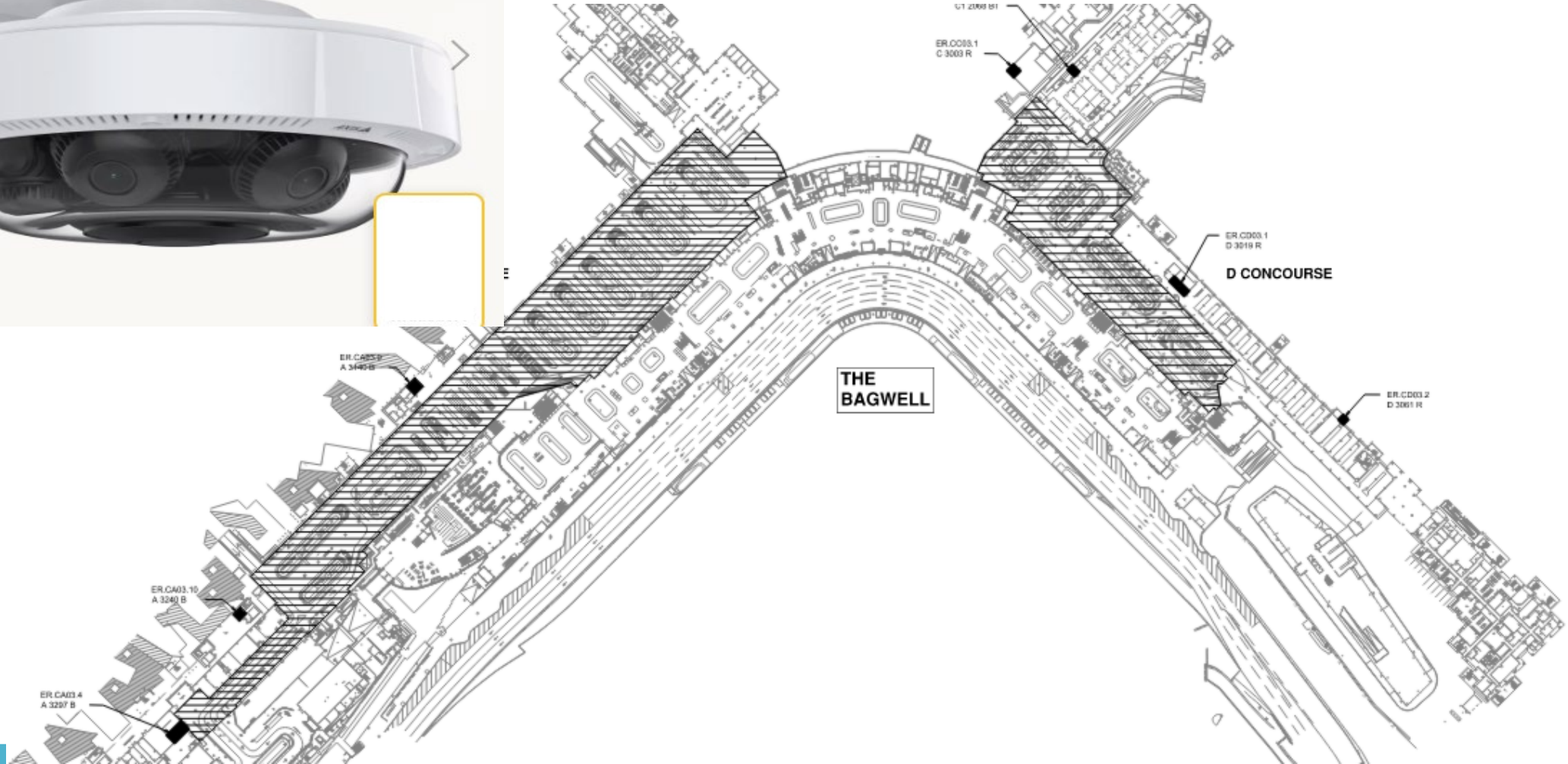


Project Purpose & Objectives

- Improve Operational Safety and Security of tug and vehicle movement areas in the Bagwell and North Cargo Areas. Coverage will aid in incident investigation to assist corrective actions.
- Increase camera coverage in Bagwell tug intersections and add cameras on existing light poles in North Cargo Areas. Installation of 57 camera views with infrastructure. Each camera contains multiple lens/views.
- The project requests the remaining budget of \$2.8M to complete design and construction.

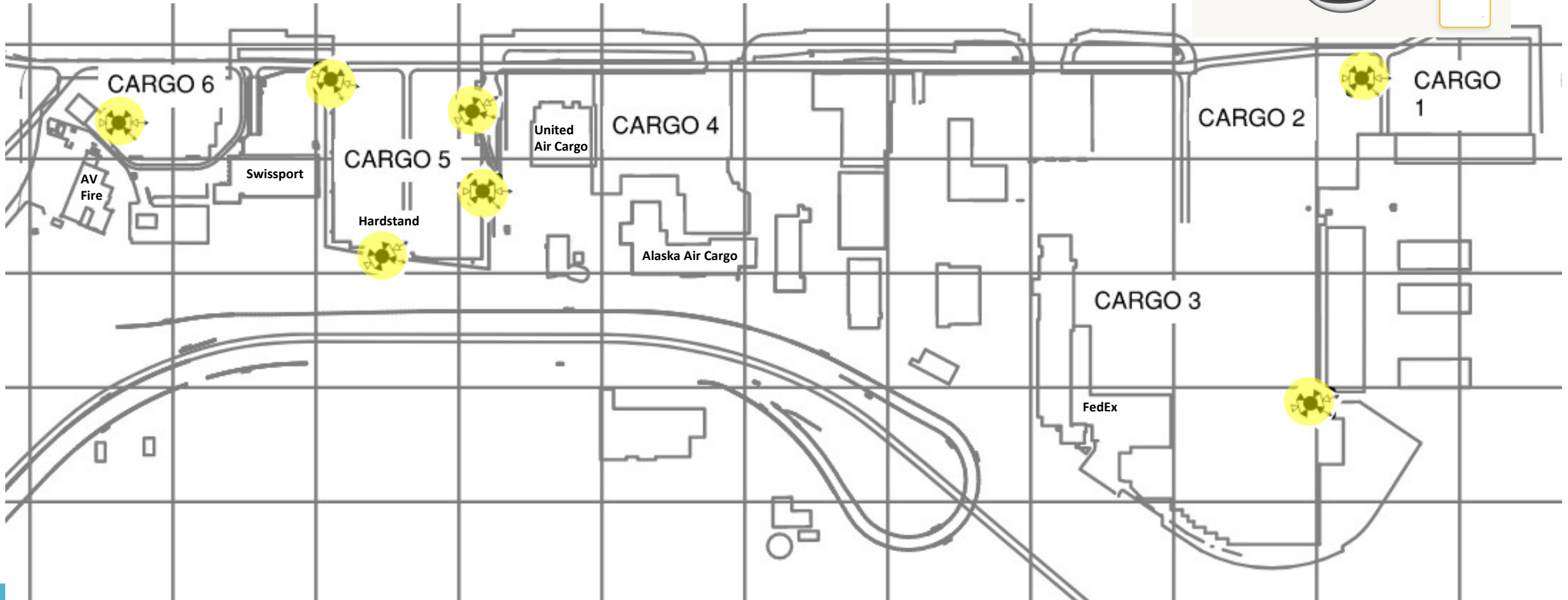
Project Location

Bagwell – Panoramic View

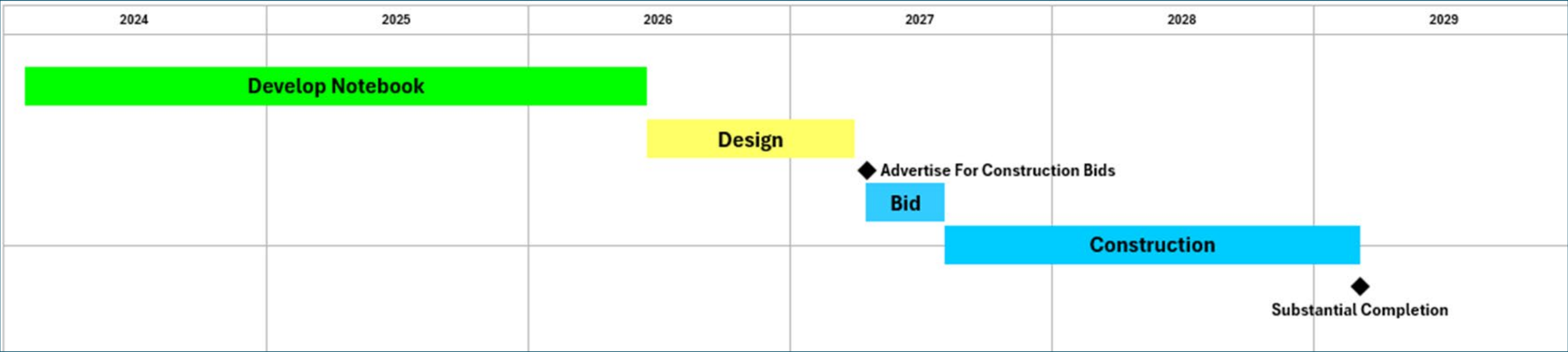


Project Location

North Cargo – Panoramic + Movable Views

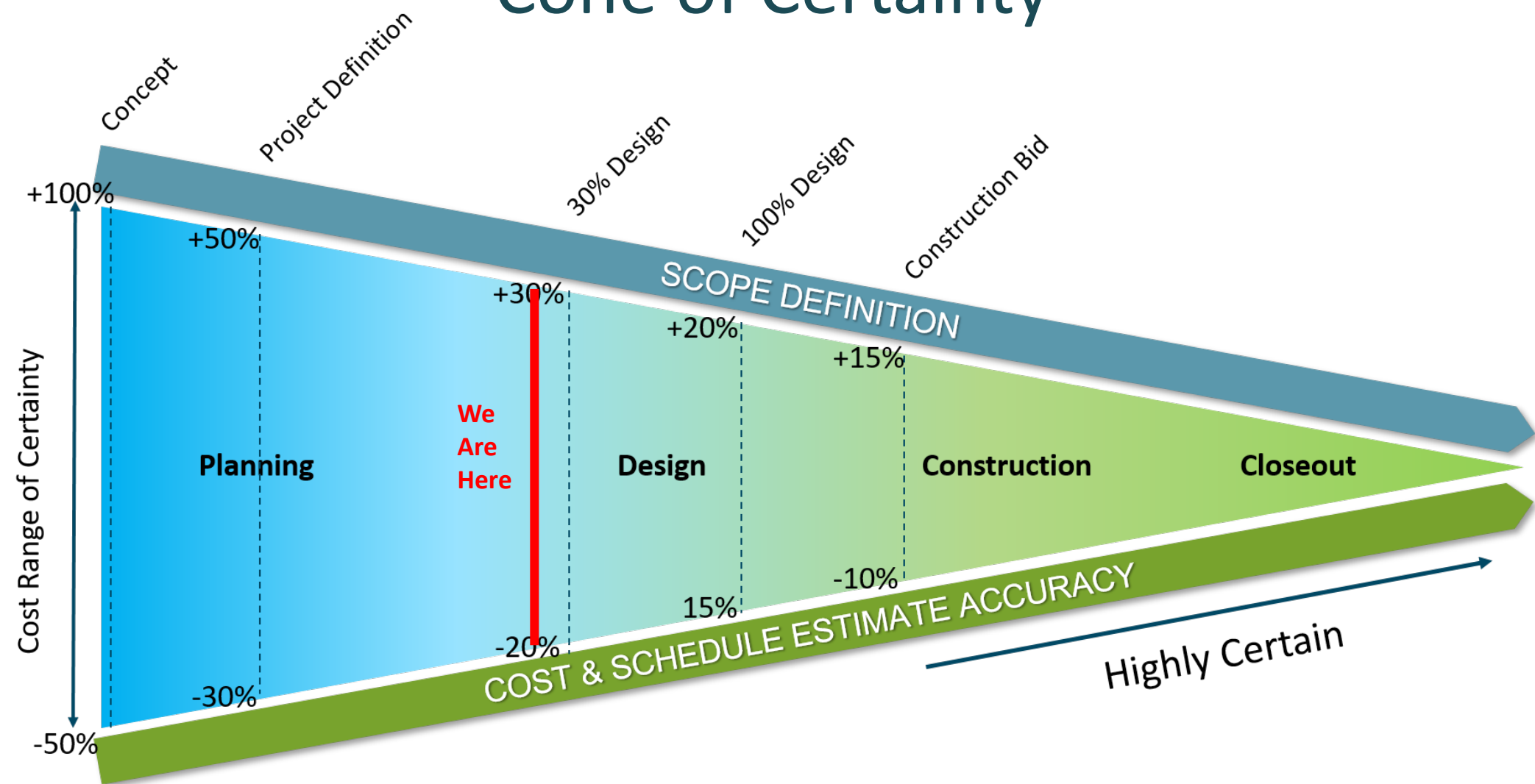


Schedule Overview



Delivery Method: Major Works Project Specific Open Order, Small Works Open Order

Cone of Certainty



Action Requested

- Request Commission authorization for the Executive Director to take all steps necessary to complete the Operational Cameras Project. This single authorization request is for \$2,801,000 of a total project authorization of \$3,356,000.

Questions?



1
2
3 **Order No. 2026-07**
4 **AN ORDER OF THE PORT OF SEATTLE COMMISSION**

5 ... appointing a Public Member to the Port of Seattle
6 Portwide Arts and Culture Board.

7
8 **PROPOSED**
9 **AUGUST 11, 2026**

10
11 **INTRODUCTION**

12
13 The Portwide Arts and Culture Board recommended to the Commission, during its August 11,
14 2026 meeting, the appointment of Emily Tanner-McLean to the Portwide Arts and Culture Board,
15 as a public member for a term of three (3) years. Ms. Tanner-McLean is filling a vacancy created
16 by the departure of a previous public member.

17
18 **TEXT OF THE ORDER**

19
20 The Port Commission, in accordance with the Portwide Arts and Cultural Program Policy
21 Directive, hereby appoints Emily Tanner-McLean to serve a three-year term as a Public Member
22 on the Portwide Arts and Culture Board, ending August 1, 2028.

23
24 **STATEMENT IN SUPPORT OF THE ORDER**

25
26 On November 19, 2019, the Commission adopted Resolution No. 3766 establishing the Portwide
27 Arts and Culture Board to provide guidance, leadership, and support to the Commission in its
28 policy to procure, commission, and incorporate high-quality art that engages the public. The
29 Board is comprised of nine (9) members: two (2) Port Commissioners, three (3) Executive
30 Leadership Team, and four (4) public members appointed by the Port Commission.

31
32 The professional public members are integral to the work done by the Portwide Arts and Culture
33 Board and represent expertise and experience in fine arts, museum management, architecture
34 and/or design.

35
36 Ms. Emily Tanner-McLean was born in California and raised in New York, and has called Seattle
37 home since 2014. She is a multimedia artist working primarily with video. A child of the MTV
38 generation, Emily came of age at a time when media's grip on culture and politics exponentially
39 tightened. While earning her Bachelor's degree in Studio Art at New York University (2005), she
40 witnessed the attacks of 9/11 and became acutely aware the media's role in manipulating the
41 public's consciousness. This experience seeded an interest in media's generative capacity to
42 promote new, awareness-building ways of thinking.

44 Following undergrad, Emily worked in fundraising for cultural organizations and then for park
45 projects in New York and Seattle, securing funding for public art and community programs. In
46 2013, she completed a Master's degree in Public Administration with an emphasis on cultural
47 policy. This career and her studies educated her in the complex ecosystem in which artworks and
48 programs are developed. It also stimulated her curiosity in the varied and often contradictory
49 ways people perceive environment and symbols, a subject that informs her current art practice.

**COMMISSION
AGENDA MEMORANDUM**

Item No.

8i

ACTION ITEM

Date of Meeting

August 11, 2026

DATE: August 04, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Sandra Spellmeyer, Manager, HR Total Rewards
Kecia Reichstein, Director, HR Total Rewards

SUBJECT: Contract to Provide Medical Claims Administration Services for the Port's Self-Insured Medical Plans

Amount of this request: \$14,000,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to advertise, award and execute up to a 10-year contract valued at \$14,000,000 dollars with a Medical Claims Administrator for the Port's self-insured medical plans for Port employees. This will be for administrative services to review and pay medical claims, manage contracts with a network of providers, and provide ancillary healthcare services that will promote efficient and convenient medical care offerings.

EXECUTIVE SUMMARY

The Port has self-insured its non-HMO medical plans since 2011. This funding arrangement is more cost effective for the Port than a fully insured option as we only pay for claims actually incurred and the administrative cost to process and pay those claims. The Port also has more flexibility with benefit offerings under a self-insured plan as we establish the plan design best suited for covered Port employees rather than selecting from among plans offered by various insurance companies.

Maintaining self-insured plans requires the Port to contract with a Medical Claims Administration vendor, also known as a Third-Party Administrator (TPA), to review and pay medical providers on behalf of the Port's covered employees. They also maintain a network of providers that they have negotiated rates with, which saves the Port and our covered employees money as these negotiated rates typically represent significant discounts. In addition, the TPA often provides ancillary healthcare services to the Port and its covered employees that will promote efficient and convenient medical care offerings for employees and their families covered by the Port's medical plans.

Meeting Date: August 11, 2026

The current medical claims administration contract expires at the end of 2027. Our goal is to execute a contract by the first quarter of 2027, to be able to factor in any change to cost associated with the new agreement into the 2028 budget and have ample time to implement and communicate any changes with employees for the fall 2027 open enrollment period for a January 1, 2028, contract execution.

JUSTIFICATION

A self-insured medical plan is more cost effective than a fully insured plan. For various reasons, including state premium taxes and profit margins of insurance companies, the cost of a self-insured medical plan is typically 5% to 10% less than a fully insured plan. In addition to the cost savings, employers with self-insured plans have more flexibility determining what benefits are covered, how they are covered and what deductibles, coinsurance, and copays are for their plans. This permits the Port to customize the Port's medical plans to align goals for a healthy workforce and cost containment strategies. The approximate cost of our 2027 self-insured medical plans is \$21.2 million, which includes the claim cost. Self-insuring these saves the Port \$1.06 million to \$2.12 million annually.

DETAILS

A competitive selection process is required by Port policy. The selection process will seek to minimize the disruption employees, and their families will experience by having their current doctors being 'out of network' with the new TPA and by seeking a TPA who can administer the Port's current medical plan design. The selection process will also seek to consider the customer service levels of the proposing TPAs and ensure a positive customer service experience for Port employees when they must contact the TPA.

Claims administrators are paid a monthly fee per enrolled employee. While we cannot know what the proposed fees will be, we are projecting slight fee increases, 3-5% after the first 5-year rate guarantee, in the cost estimates. The larger impact on the total cost of the contract is the number of employees covered by the Port's self-insured plans. Projected new FTEs that may be requested over the next ten years are factored into the cost estimate for the duration of the contract. Currently we have 1450 eligible employees for Port Sponsored Healthcare, which includes non-represented, represented, and some temporary employees. The remaining 950 Port employees are represented and have benefits through their union trust.

Scope of Work

The contracted TPA will maintain and communicate a network of providers who will provide medical services to cover Port employees and their families at negotiated rates that are less than the providers' standard billing rates. They will also receive claims, review them to see if they are for covered services and, if they are, determine the Port's and employees' shares of the cost and pay the providers. The TPA may also provide ancillary services like a Disease Management program, 24-hour Telehealth services, Nurse Case Management program, or other services

Meeting Date: August 11, 2026

related to providing efficient and cost-effective medical care to Port employees and their covered family members.

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Change the funding mechanism for these plans from a self-insured arrangement to a fully-insured arrangement.

Cost Implications: Over a 10-year contract the Port could pay estimated average of 15.9 million more for fully insured medical plans than for self-insured plans. This additional cost is due to the premium tax imposed by the State of Washington on fully insured plans as well as profit margins and risk charges built in to fully insured plans.

Pros:

- (1) Fully insured plans are easier for staff to administer than self-insured plans:
 - procurements for claims administration services are not necessary,
 - reporting the financial status of our plans to the State is not required with fully insured plans, and
- (2) The risk of catastrophic claims is borne by the insurance company rather than the Port so separate supplemental risk insurance to protect the Port from this financial exposure is not necessary.

Cons:

- (1) The Port would not realize the full benefit of employees' careful attention to their health and judicious use of healthcare services as we would pay a fixed premium to the insurance company that is based on expected claims costs. With self-insured plans, we pay only for actual claims costs.
- (2) Fully insured plans cost more than self-insured plans, primarily because of the state's premium tax.

This is not the recommended alternative.

Alternative 2 – Perform the proposed contracted work in-house.

Cost Implications: Over the course of a 10-year contract, the cost of performing this work in-house would exceed the cost of contracting with a TPA by an estimated \$10.9 million. This is a very rough estimate that assumes many variables.

- Network access fees estimated average over 10 years of \$95.57 per employee per month total \$1,376,223 annually. This would likely result in a smaller network of providers for Port employees to access and smaller discounts/higher claims costs for both the Port and covered employees.

Meeting Date: August 11, 2026

- Ancillary services at estimated average over 10 years of \$15.69 per employee per month total \$225, 983 annually.
- Staffing costs are estimated at an average over 10 years of \$829,316 annually. This is based on an estimate of 5 employees to review, process and pay claims as well as resolve claims questions and issues with providers and fulfill the customer service function for both employees and providers.
- The Port would need to purchase or develop a claims administration system. Our consultant provided a very rough estimate of \$1.5 million to secure the necessary system. Not included in this cost are expenses associated with updating and maintaining the system, as provider fees and plan designs change.

Pros:

- (1) The Port would have total control over services provided for covered employees and family members.

Cons:

- (1) Port staff would need to contract with vendors through a competitive selection process to provide utilization review, disease management, and other services requiring highly specialized skills.
- (2) The Port would not have the economies of scale that vendors who are in the business of providing these services would have. This would mean the fees the Port would pay would be higher.
- (3) The volume of claims administration work can vary from week to week for the Port's relatively small number of covered employees so ensuring staff was fully engaged at all times could be a challenge. Employees would have great concern about confidentiality of personal health data if their medical claims were processed by other Port employees.
- (4) The Port would need to purchase claims processing software and equipment to produce member identification cards.
- (5) Port would need to provide a highly secure area for the hired staff and the medical claims records.
- (6) The time required to define needed jobs and hire qualified staff would be significant.
- (7) This alternative is considerably more expensive than the current claims processing arrangement.

This is not the recommended alternative.

Meeting Date: August 11, 2026

Alternative 3 – Continue to contract with third party administrators to provide these services to the Port.

Cost Implications:

Approximately \$14 million over 10 years.

Pros:

- (1) Contracting with a TPA for medical services simplifies obtaining all necessary elements of healthcare administration as the TPA would develop and manage the provider network, process all claims, and provide specialty services.
- (2) This alternative allows the Port to capitalize on a TPA's broad-based knowledge and expertise to the benefit of our plans, and the employees and family members covered by them.
- (3) This alternative permits Port staff to focus on strategic work in the area of health benefits rather than operating its own "insurance" company.

Cons:

- (1) The work required to carefully craft procurement materials, review proposals and select vendors who best meet the needs of the Port, its health plans and the employees covered by them are significant.
- (2) Staff time to manage the relationship with the TPA and resolve issues with them could be significant

This is the recommended alternative.

FINANCIAL IMPLICATIONS

The estimated cost of this contract over 10 years is a maximum of \$14,000,000.

Annual Budget Status and Source of Funds

The Port paid fees associated with this contract are included in the Port's benefits budget each year. They are incorporated into the total budgeted amount and then allocated to departments along with other benefits items such as life insurance premium costs, disability insurance costs, dental, and vision plan costs.

ATTACHMENTS TO THIS REQUEST

No attachments.

**COMMISSION
AGENDA MEMORANDUM**

Item No. 8j

ACTION ITEM

Date of Meeting August 11, 2026

DATE: August 4, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Leslie Horton, Program Manager & Data Analyst for Aviation, Workforce Development
Anna Pavlik, Director, Workforce Development
A Bounjaktha, Managing Director, Economic Development

SUBJECT: Two-Year Contract Extension for Employment Center Management and Workforce Development Services

Amount of this request: \$563,739

Total Requested Project Cost: \$11,298,739

ACTION REQUESTED

Request Commission authorization for the Executive Director to extend Port Jobs' contract to operate the Airport Employment Center (AEC) for 2 optional years, per contractual allowance. Port Jobs' base contract period is 1/1/2022 through 12/31/2026 and was for \$9,990,000. The planned 2-year extension would extend the contract to 12/31/2028 and the total contract value would be \$11,298,739.

Extending Port Jobs' contract for an additional 2 years will allow for the preparation of a comprehensive scope for the services and continuation of high quality, impactful workforce development services for near-port community members, SEA employees, and SEA employer tenants.

EXECUTIVE SUMMARY

The Port's partnership with Port Jobs to operate the Airport Employment Center advances key goals of Workforce Development Policy Directive 3776, reinforcing that workforce development is essential to the Port's mission as an economic development agency and is required to operate a world class airport.

Port Jobs serves to advance the Port's commitment to workforce development by acting as a one stop shop where individuals interested in working at SEA may find out about job openings within

Meeting Date: August 11, 2026

the airport and existing SEA employees may upskill through Airport University training opportunities in aviation-related careers. Additionally, Port Jobs serves as an important recruiting resource for SEA employers, providing businesses with a single point of contact for recruiting, interviewing, and hiring assistance. Furthermore, in the five years since the current contract began, Port Jobs has undertaken a Commission-supported amendment providing childcare navigation services for SEA employees—an essential resource helping families with children to remain in the workforce.

Beyond supporting individual job seekers and SEA tenants, Port Jobs works closely with community-based organizations and fundraises public, private and philanthropic dollars to strengthen holistic community support. Port Jobs and these CBO partners rely on each other to ensure near-port, historically marginalized communities have access to getting and retaining employment at SEA airport. Port Jobs often acts as a convener, regularly inviting CBOs and other community partners and providers to visit them at their SEA airport location. Additionally, Port Jobs leverages \$1,148,174 annually to expand services beyond what the Port is able to fund.

JUSTIFICATION

The Economic Development Division recommends a 2-year extension of Port Jobs’ services for a number of reasons:

- 1) Aligns with the Port’s Century Agenda to increase equitable access to quality wage jobs.
- 2) Since the start of this current contract, Port Jobs has supported a total of 6,519 job placements for 5,438 people.
- 3) Cost per participant is \$324, which is low when compared to other Port of Seattle funded employment services.
- 4) The Airport Employment Center supported 154 SEA employer tenants in 2025.
- 5) 90% of the participants served in 2025 identified as BIPOC and 41% were female.
- 6) 86% of the participants served in 2025 reported living in a ZIP code that fell under the category of being “economically distressed.”
- 7) People with limited English skills benefit from Port Jobs’ SIDA badge training, allowing them to access open positions at SEA airport; in 2025, Port Jobs offered a total of 844 trainings to 736 people.
- 8) Port Jobs supports three aviation-related, Port-funded career pathway training programs: Aviation Maintenance Technician (AMT), Ground Support Equipment Training (GSE), and now the Aviation Security Training (AST), launching August 12th. In 2025, a total of 34 students completed ATM or GSE classes.
- 9) Port Jobs maintains countless relationships with community-based organizations, schools, and support service entities. These connections help broaden their reach to underrepresented communities to ensure that diverse populations are informed about airport employment and services available through the AEC. In Q4 of 2025 alone, Port Jobs participated in 15 different outreach events with/for partner organizations.
- 10) Port Jobs is continuing to grow the childcare navigation program. In just two quarters of 2025, 14 individuals secured childcare subsidies because of meeting with the childcare

Meeting Date: August 11, 2026

navigator and 26 families were in the process of filling out applications and/or visiting childcare sites.

- 11) In 2025, Port Jobs was chosen as a contractual partner for Nelson/Nygaard, the Prime for the SEA Moves transportation program. Port Jobs was chosen for their ability to operationalize the outreach plan on the ground, leveraging their existing networks, communications channels, and staffing resources.
- 12) Port Jobs augments Port dollars with over \$1.1M leveraged in 2025 in philanthropic, private and public funds; these include funding from Alaska Airlines, Boeing, Annie E. Casey Foundation, DSHS, and King County. Port Jobs' ability to leverage and bring in more flexible dollars allows for critical services such as additional training courses (food handlers card for food workers, general career and education preparation, keyboarding, etc.), food and hygiene support, WIOA Out-of-School Youth Services, etc. which the Port is unable to fund.

Scope of Work

The operator of the Airport Employment Center is responsible for the administrative oversight, management, and implementation of day-to-day operations of the center. The AEC is the primary recruiting source for SEA Airport employers, providing businesses with a single point of contact for recruiting, interviewing, and hiring assistance. The center also provides services, technology, resources, and training that job seekers need to search, secure, and retain their job at SEA airport and improve job-related skills. A brief but not exhaustive summary of scope duties include*:

- Employer Services and Engagement
 - Maintaining a website dedicated to the services available at the AEC and up-to-date online job postings
 - Performing targeted recruitment, applicant screening, and referrals to SEA employers
 - Assisting SEA employers with new training and/or assistance for new hires
 - Hosting and/or participating in job fairs, resource fairs, and hiring events
- Job Seeker Services
 - Provide airport-related job information and requirements to job seekers
 - Provide online and in-office information to job seekers about job requirements of airport job opportunities
 - Connect job seekers to community resources
 - Provide wraparound support to job seekers (per Port guidelines)
 - Support other Port funded workforce development programs
- Training Services: Pre-Employment and Job Search
 - Provide workshops and airport-related training to prepare new hires and incumbent SEA airport workers (ex: SIDA Badge Training, Aviation Career Pathways)

Meeting Date: August 11, 2026

- Aviation Career Pathway Training Services
 - Perform targeted recruitment and applicant screening for the aviation pathways programs
 - Manage the cohort formation for AMT, GSE, and AVS cohorts, each operating one time per year
 - Provide on-going support to cohort throughout the training duration; partner with the training provider to ensure smooth logistics for all parties
- Engagement with Community Based Organizations and Support Services Entities
 - Maintain linkages and relationships with Community Based Organizations serving underrepresented communities, and public and non-public entities to ensure that diverse communities are informed about opportunities at SEA Airport

In Q3 of 2025, Port Jobs' base contract acquired Amendment 4, which added scope to develop and implement a multilingual, culturally appropriate, hands-on technical assistance program to help SEA workers identify available childcare solutions (for children age 0-5, including prenatal) that support continued employment at SEA as well as additional resources that can help individuals afford and access these opportunities. Port Jobs satisfied early scope to develop a program design, create marketing materials, and hire a childcare navigator. Current scope includes:

- Conduct outreach to SEA employees and SEA employers as part of the pilot program; understand any unique aspects of SEA employee childcare needs and the existence of any available childcare supports already provided by their employer.
- Include childcare findings in reporting; reports will include employees served, including services provided and outcomes
- Provide services that are tailored to language and digital literacy needs with cultural sensitivity
- Evaluate services provided, including satisfaction survey opportunities

With the implementation of Amendment 5, the Port will be refining the goals and outcomes of the childcare navigation work.

*Summary does not show tasks divided up by airport and non-airport funds; please refer to actual contract for specific details.

Schedule

The Workforce Development team plans to have this Amendment executed by 9/30/2026.

Meeting Date: August 11, 2026

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Staff has considered an alternative, however it does not meet the Port’s overall interests of ensuring an adequate workforce for hiring employers at SEA.

Alternative 1 – The Port conducts a new solicitation (to be executed by 12/31/2026) for the Airport Employment Center operator.

Cost Implications: No cost implications.

Pros:

- (1) The Port could develop new strategies for services and new performance goals in a new solicitation.

Cons:

- (1) Due to the time it would take to develop a community and industry-informed solicitation, the Airport Employment Center would likely need to pause services in Jan. 2027 until the new contract was executed resulting in employers, jobseekers and SEA employees losing critical services.
- (2) This could result in a poor outcome due to the limited time. Because this would be a very difficult and timely solicitation to execute, there is little time before the end of the year and the end of Port Jobs’ base contract to execute.

This is not the recommended alternative.

FINANCIAL IMPLICATIONS

<i>Cost Estimate/Authorization Summary</i>	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$0	\$10,485,000	\$10,485,000
AUTHORIZATION			
Previous authorizations	\$0	\$10,735,000	\$10,735,000
Current request for authorization	\$0	\$563,739	\$563,739
Total authorizations, including this request	\$0	\$11,298,739	\$11,298,739
Remaining amount to be authorized	\$0	\$563,739	\$563,739

Annual Budget Status and Source of Funds

The annual budget is \$1,652,543 with a combination of Airport Revenue and Tax Levy funds.

Meeting Date: August 11, 2026

ATTACHMENTS TO THIS REQUEST

- (1) Original contract with Port Jobs
- (2) Amendment 1 of contract
- (3) Amendment 2 of contract
- (4) Amendment 3 of contract
- (5) Amendment 4 of contract
- (6) Presentation

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

May 11, 2021 – Authorization for the Executive Director to execute a contract for the administrative oversight, management and implementation of the Airport Employment Center Management and Workforce Development Services for an amount of \$10,485,000, and a Five-year Contract Term Plus Two One-year Options to Renew at the Port’s discretion.

November 8, 2022 - Authorization for the Executive Director to execute an amendment to the Airport Employment Center Management and Workforce Development Services contract to add additional Navigation and Retention Services to participants in the Aviation Career Pathways Program.

February 11, 2025 - Order No. 2025-04 to establish the Childcare Navigator program for Seattle-Tacoma International Airport (SEA) workers.



P-00320638

SERVICE AGREEMENT

I.	SCOPE OF WORK.....	2
II.	PROJECT MANAGEMENT.....	2
III.	COMPENSATION.....	2
IV.	AGREEMENT DURATION.....	2
V.	CHANGES.....	2
VI.	RESERVED.....	3
VII.	RESPONSIBILITIES OF CONSULTANT.....	3
VIII.	NON-DISCRIMINATION AND AFFIRMATIVE ACTION.....	3
IX.	ETHICS AND INTEREST OF CONSULTANT.....	3
X.	SUBCONTRACTS.....	4
XI.	DIVERSITY IN CONTRACTING INCLUSION PLAN.....	4
XII.	CONSULTANT PERSONNEL.....	4
XIII.	INDEPENDENT CAPACITY OF CONSULTANT.....	4
XIV.	CONFIDENTIALITY.....	5
XV.	AUDIT AND ACCESS TO RECORDS.....	5
XVI.	OWNERSHIP OF WORK PRODUCTS.....	5
XVII.	PUBLIC DISCLOSURE.....	6
XVIII.	ASSIGNABILITY.....	6
XIX.	TERMINATION FOR CONVENIENCE.....	6
XX.	TERMINATION FOR DEFAULT.....	6
XXI.	INSURANCE.....	7
XXII.	INDEMNITY.....	9
XXIII.	WARRANTY AND STANDARD OF CARE.....	9
XXIV.	COMPLIANCE WITH APPLICABLE LAWS.....	9
XXV.	GOVERNING LAW.....	9
XXVI.	NO THIRD-PARTY BENEFICIARY.....	9
XXVII.	ORDER OF PRECEDENCE.....	10
XXVIII.	WAIVER.....	10
XXIX.	SURVIVORSHIP.....	10
XXX.	ENTIRE AGREEMENT.....	10

THIS document is an AGREEMENT by and between the Port of Seattle, State of Washington (hereinafter referred to as the "PORT") and **Office of Port Job Opportunities and Business Support (dba Port Jobs)** (hereinafter referred to as the "CONSULTANT"), for the furnishing of services for the **Airport Employment Jobs Management Services** (hereinafter referred to as the "Project").

The PORT and the CONSULTANT mutually agree as follows:

I. SCOPE OF WORK

CONSULTANT shall perform all necessary actions to accomplish the work specified in this Agreement, or which may hereafter be requested by the PORT.

II. PROJECT MANAGEMENT

A. The PORT shall designate a Project Manager to coordinate and review the work of CONSULTANT. The Project Manager for the PORT is **Heather Worthley**. CONSULTANT is expected to work closely with the Project Manager throughout the duration of this Agreement.

B. CONSULTANT has designated **Luis Navarro** as Project Manager for the Project. This designation shall not be changed without the prior written approval of the PORT.

III. COMPENSATION

A. The PORT agrees to pay CONSULTANT up to a firm fixed total price (lump sum) of **Nine Million Nine Hundred Ninety Thousand** dollars (**\$9,990,000**). This amount shall constitute complete compensation. Compensation on a firm fixed price (lump sum) basis will be made in accordance with the mutually agreed upon milestone payment schedule of fees in Attachment B of this Agreement. In no case shall the total compensation exceed the sum set forth herein.

B. CONSULTANT shall submit a monthly request for payment for milestones completed within the billing period. This report shall be submitted with the CONSULTANT'S monthly invoice. Payment shall be made thirty (30) days ("Net 30") from date a properly completed invoice is received by the PORT. If there are disputed items or amounts or both on any invoice, the PORT will present these items to the CONSULTANT for resolution. Those items that are undisputed will be identified on the invoice and payment will be made for the undisputed amount. All billing shall be submitted to the Port of Seattle, Attn.: **Luis Navarro**. Invoices must reference the Agreement number.

C. CONSULTANT shall report Monthly Amounts Paid (MAPs) to each subconsultant for the prior invoicing period. The MAPs shall be submitted electronically utilizing the PORT'S Contractor Database System (CDS) available here: <https://hosting.portseattle.org/cds/>. The MAPs shall identify the subconsultant name, its status as a Small Business Enterprise or certified Small Business, and amounts paid, including taxes if any, to each subconsultant. At the conclusion of this Agreement, CONSULTANT shall submit a final payment request and a final MAP including all total amounts paid to all subconsultants for the term of the Agreement.

D. Within ten (10) business days of receipt of payment by the PORT, the CONSULTANT shall pay subconsultants for all work satisfactorily completed by the subconsultant. This paragraph shall not impair or limit any remedies otherwise available to the CONSULTANT or subconsultant in the event of a dispute involving late payment or non-payment by the CONSULTANT or deficient performance or non-performance.

E. Markups shall be limited to the billing rates. Markup on work performed by the first tier subconsultants shall not exceed four (4%) percent. Markups on second tier subconsultants are not allowed. Markups shall not be applied to travel costs, materials, supplies or other direct costs.

IV. AGREEMENT DURATION

A. CONSULTANT shall complete all specified work, including submission of reports and/or other required documentation, within the time periods set forth in this Agreement and related documents. Time is of the essence in each and every portion of this Agreement.

B. The Agreement shall begin on **1/1/2022** and expire after **5 years** of this Agreement; provided however, at the PORT'S sole discretion, this Agreement may be extended for up to **two (2)** optional years in one-year increments. If the PORT determines to extend this Agreement as described herein, the PORT shall issue an amendment extending the Period of Performance. Execution of Agreement is the date the PORT signs this Agreement.

V. CHANGES

A. The PORT may, at any time, by written amendment, direct changes in the scope of work specified in this Agreement. The PORT may, at any time, by written service directive modification, direct changes in the scope of work specified in the service directive.

B. Any direction from the PORT to perform work that results in an increase or decrease in scope of work, changes to the compensation, performance period, or Agreement duration shall be made by written amendment or service

directive modification, executed prior to the work being performed. Work performed pursuant to an amendment, prior to execution of an amendment by the PORT is not compensable.

- C. In the event CONSULTANT identifies direction, actions or potential actions by the PORT that may impact the scope of work, compensation, performance period, or Agreement duration, CONSULTANT is obligated to notify the PORT, in writing, identifying all possible impacts. The PORT will review CONSULTANT'S request.
 - 1. If the PORT concurs, the direction or action requires a change to the Agreement; the PORT will execute an amendment or service directive modification authorizing the change prior to the work being performed.
 - 2. If the PORT determines the direction or action does not require execution of an amendment, the PORT will issue a written determination that an amendment is not required and CONSULTANT shall perform the work.
- D. If CONSULTANT believes there is entitlement for time or money for the work performed, CONSULTANT shall be obligated to notify the PORT Project Manager, in writing, within seven (7) days of the PORT'S written

VI. RESERVED

VII. RESPONSIBILITIES OF CONSULTANT

- A. CONSULTANT shall, with due diligence, furnish all necessary qualified personnel, material, and equipment, managing and directing same to complete the service described in this Agreement.
- B. All personnel used in performance of services shall be qualified and shall be authorized under State and Local law to perform such services.
- C. CONSULTANT will supply the PORT with any work product produced during the course of the Agreement on electronic medium as directed by the PORT Project Manager.
- D. Neither review nor approval of CONSULTANT'S work by the PORT shall in any way relieve CONSULTANT from its duty to utilize a professional standard of care in the performance of its duties, nor will such review or approval in any way relieve CONSULTANT from liability to the PORT.
- E. No Party shall be liable to any other Party for breach of this Agreement as a result of a failure to perform or for delay in performance of any provision of this Agreement if such performance is delayed or prevented by force majeure.
 - 1. The term "force majeure" means any unforeseen or unavoidable cause reasonably beyond the affected Party's control. Force majeure may include, but is not limited to: natural events, labor or civil disruption, or orders of any court or agency having jurisdiction of the Party's actions.
 - 2. The Party whose performance is affected by force majeure shall notify the other Party in writing within 7 business days after becoming aware of any event that such affected Party contends constitutes force majeure. Such notice will identify the event causing the delay or anticipated delay, estimate the anticipated length of delay, state the measures taken or to be taken to minimize the delay, and estimate the timetable for implementation of the measures.
 - 3. The affected Party shall make all reasonable efforts to promptly resume performance of this Agreement and, when able, to resume performance of its obligations and give the other Parties written notice to that effect.
 - 4. The PORT is not obligated to pay CONSULTANT for any costs relating to delays due to force majeure. Delays in performance prevented by force majeure are not compensable.

VIII. NON-DISCRIMINATION AND AFFIRMATIVE ACTION

- A. CONSULTANT agrees that in all matters pertaining to the performance or carrying out of service under this Agreement, CONSULTANT shall at all times conduct business in a manner which complies with State and Federal law.
- B. It is the basic policy of the PORT to provide equal opportunity to the users of all PORT services and facilities and all contracting entities. Specifically, the PORT will not tolerate discrimination against any persons on grounds of age, race, color, national origin/ancestry, ethnicity, religion, disability, Family Medical Leave Act (FMLA) use, pregnancy, sex/gender, sexual orientation, whistleblower status, military affiliation, marital status, workers' compensation use, transgender status, political beliefs, or any other protected status, as guaranteed by local, state and federal laws. The equal opportunity principles in employment and subcontracting described in this policy shall apply to the PORT'S employees, customers, consultants, contractors and vendors to the extent possible as required by law.

IX. ETHICS AND INTEREST OF CONSULTANT

- A. CONSULTANT covenants on behalf of itself and its subconsultants, that the firms performing work on this Agreement currently have no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Agreement.
- B. CONSULTANT certifies by executing this Agreement that CONSULTANT and subconsultants have reviewed and shall comply with the PORT'S Consultant Ethics and Conflict of Interest, CC-2, attached hereto.

X. SUBCONTRACTS

- A. The PORT authorizes the CONSULTANT to subcontract, as necessary for services related to the CONSULTANT'S performance under this Agreement and as specified by this Agreement.
- B. CONSULTANT shall require subconsultant to be bound by the terms of this Agreement (with the exception of Section XXI, Insurance) and to assume all obligations and responsibilities that CONSULTANT assumes toward the PORT via subcontract with CONSULTANT.

XI. DIVERSITY IN CONTRACTING INCLUSION PLAN

- A. The PORT has determined that this Agreement has opportunities for participation by WMBE firms and has established the following commitment for WMBE participation: **9%** of the total amount paid, including amendments. The CONSULTANT must perform affirmative efforts to develop and achieve this commitment in accordance with the Inclusion Plan included as Attachment E. The Inclusion Plan becomes a material part of the Agreement upon execution.
- B. The CONSULTANT is required to monitor and report its progress on a monthly basis. CONSULTANT shall use the firm(s) proposed for the work identified in Attachment A, Scope of Work to this Agreement. The PORT shall monitor compliance through monthly check in meetings with the CONSULTANT and the CONSULTANT'S submission of MAPs as defined in Section III., Compensation.
- C. If the CONSULTANT proposes to substitute a diverse business identified on Attachment E with a different diverse business, CONSULTANT shall request such substitution in writing, and the PORT may verify the proposed firm's status and must provide written concurrence prior to such substitution.
- D. If the CONSULTANT proposes to substitute a diverse business with a non-diverse business, the CONSULTANT shall demonstrate the steps it took to locate another qualified firm and why it was unsuccessful in securing the services of a diverse business in writing to the PORT for approval. The CONSULTANT will still be required to comply with the commitment included in Attachment E unless CONSULTANT can demonstrate a sound basis for the substitution and that no other diverse businesses have the capacity and qualifications to perform the work, and the PORT, in its sole discretion, may issue an amendment reflecting the change. The PORT shall not be responsible for any costs resulting from substitution of subconsultants.
- E. The commitment will apply to amendments that add scope and/or increase the total price of this Agreement. If the Agreement price is decreased as a result of an Amendment that reduces or deletes any of the scope of work, the WMBE commitment will be reduced only to the extent that such work was being performed by a WMBE.
- F. Failure to comply with the affirmative efforts to develop and achieve the commitment may impact selection decisions on future opportunities with the PORT.
- G. The PORT reserves the right to publicly publish the Diversity in Contracting utilization data on this contract on the PORT'S website or any other public communication forums.

XII. CONSULTANT PERSONNEL

- A. CONSULTANT will ensure that individuals who are specifically identified in this Agreement shall perform the work assigned in Attachment A. CONSULTANT will replace any individuals that are not satisfactory to the PORT within five (5) business days of the PORT'S written request. CONSULTANT will not charge the PORT a fee to make such replacement, and the replacement shall be provided to the PORT at the same or lower rate.
- B. CONSULTANT agrees not to replace or remove any individual who is satisfactory to the PORT without the PORT'S prior written consent, unless due to serious illness, death or leaves employment. Assigned individuals shall remain assigned until completion of services. CONSULTANT may request that a particular individual be replaced with a person of like skill and experience and, if agreed by the PORT, the period of time required to orient and familiarize the replacement with the services being performed will be provided at no charge to the PORT.

XIII. INDEPENDENT CAPACITY OF CONSULTANT

In performance of this Agreement, CONSULTANT, and any agents, employees of CONSULTANT and subconsultants are acting as independent consultants and not in any manner as officers or employees or agents of the PORT. Payment of any income, payroll or similar taxes due under federal, state or local law shall be the sole responsibility of CONSULTANT and its subconsultants.

XIV. CONFIDENTIALITY

- A. CONSULTANT shall not use or disclose Confidential Information for any purpose not directly connected with performance of the scope of work of this Agreement except with prior written consent of the PORT or as may be required by law.
- B. Confidential information includes, without limitation, any information in any form that the PORT considers to be confidential and proprietary. CONSULTANT shall not use confidential information for the benefit of the CONSULTANT or a relative. CONSULTANT shall not use or disclose confidential information or any other information learned by CONSULTANT relating to operations or business practices of the PORT to any third party or in any manner that is detrimental to the PORT.
- C. CONSULTANT shall not:
 - 1. Allow for the release, distribution or dissemination or disclosure of any documentation obtained in any manner pursuant to this Agreement;
 - 2. Allow the release distribution or dissemination of information or disclosure of any documentation obtained in any manner that relates to the business activities of the PORT pursuant to this Agreement; and/or,
 - 3. Disclose to third party any notes, reports, electronic files, including emails or any other materials, information.
- D. CONSULTANT may not use the PORT logo except on work products produced for the PORT or on a proposal/submittal to the PORT. Use of PORT name or logo that implies PORT endorsement of the entity is prohibited unless written consent is provided by the Director of Public Affairs or Manager, Corporate Communications.
- E. CONSULTANT acknowledges that monetary damages may not be a sufficient remedy for a breach of this Section XIV and that the PORT shall be entitled, without waiving any other rights or remedies, to such injunctive or equitable relief as may be deemed proper by a court of competent jurisdiction.

XV. AUDIT AND ACCESS TO RECORDS

- A. CONSULTANT shall maintain books, ledgers, records, documents or other evidence relating to the costs and/or performance of the Agreement ("records") on a generally recognized accounting basis and to such extent and in such detail as will properly reflect and fully support all fees, costs and charges.
- B. With regard to the records, CONSULTANT shall do and require its employees, agents and subconsultants to do the following:
 - 1. Make such records open to inspection or audit by representatives of the PORT during the term of this Agreement and for a period of not less than three years after the expiration of this Agreement.
 - 2. Retain such records for a period of not less than three years after the expiration of this Agreement; provided, however, if any litigation, claim, or audit arising out of, in connection with, or related to this Agreement is initiated, such records shall be retained until the later of (a) resolution or completion of litigation, claim or audit; or (b) six years after the date of termination of this Agreement.
 - 3. Provide adequate facilities reasonably acceptable to representatives of the PORT conducting the audit so that such representatives can perform the audit during normal business hours.
 - 4. Make a good faith effort to cooperate with representatives of the PORT conducting the audit. Cooperation shall include assistance as may be reasonably required in the course of inspection or audit, including access to personnel with knowledge of the contents of the records being inspected or audited so that the information in the records is properly understood by the persons performing the inspection or audit. Cooperation shall also include establishing a specific mutually agreeable timetable for making the records available for inspection by the PORT's representatives. If CONSULTANT cannot make at least some of the relevant records available for inspection within seven (7) days of the PORT's written request, cooperation will necessarily entail providing the PORT with a reasonable explanation for the delay in production of records.
 - 5. CONSULTANT is responsible for any audit exceptions or disallowed costs incurred by CONSULTANT.

XVI. OWNERSHIP OF WORK PRODUCTS

- A. All documents including, but not limited to artwork, copy, posters, billboards, photographs, video tapes, audio tapes, systems designs, drawings, estimates, field notes, investigations, software, reports, diagrams, surveys, analysis, studies or any other original works of authorship created by CONSULTANT and delivered to the PORT in the performance of this Agreement are to be and remain "works for hire" under Title 17, United States Code, and the property of the PORT and all copyright ownership and authorship rights in the work(s) shall belong to the PORT pursuant to 17 U.S.C. § 201(b). In the event that the work(s) that is/are the subject matter of this Agreement is deemed to not be work for hire, then CONSULTANT hereby assigns to the PORT all of the right, title and interest for the entire world in and to the work(s) and the copyright therein. CONSULTANT agrees to cooperate and execute additional documents reasonably necessary to conform with its obligations under this paragraph.

- B. All documents, together with all unused materials supplied by the PORT, are to be delivered to the PORT upon completion or termination of this Agreement before the final payment is made to CONSULTANT.
- C. To the extent CONSULTANT utilizes to create, or incorporates into, the works for hire described in Paragraph A above, any intellectual property previously developed and owned by CONSULTANT prior to the provision of the Services under this Agreement (hereinafter referred to as "CONSULTANT Pre-existing Intellectual Property"), then the PORT shall own the tangible work product, however CONSULTANT shall continue to own such CONSULTANT Pre-existing Intellectual Property, and CONSULTANT hereby grants to PORT a non-exclusive, royalty-free, irrevocable, worldwide, perpetual license to use, reproduce, modify, adapt, distribute, make derivative works of, and disclose such CONSULTANT Pre-existing Intellectual Property for any purpose.

XVII. PUBLIC DISCLOSURE

CONSULTANT acknowledges that the PORT may be required to disclose information provided by CONSULTANT pursuant to the Washington State Public Disclosure Act, Chapter 42.56 R.C.W. The PORT will determine whether the documents should be disclosed. In no event shall the PORT be liable to CONSULTANT for disclosure of documents and information, including work product, excluded inventions and intellectual property rights it deems necessary to disclose under the law.

XVIII. ASSIGNABILITY

Neither the PORT nor CONSULTANT shall assign or transfer any interest in this Agreement without the prior written agreement of the other.

XIX. TERMINATION FOR CONVENIENCE

- A. The PORT may terminate this Agreement, in whole or in part, for the convenience of the PORT. To do so, the PORT shall issue a termination for convenience notice specifying the extent of the termination and the effective date.
- B. If the PORT terminates this Agreement for convenience, the PORT shall pay the CONSULTANT only for the proportion of the Lump Sum earned to the date of termination.
- C. Upon receipt of a termination notice the CONSULTANT shall at no additional cost to the PORT:
 - 1. Promptly discontinue all services affected (unless the notice directs otherwise);
 - 2. Terminate all subcontracts to the extent they relate to the work terminated; and
 - 3. No later than thirty (30) calendar days after receipt of termination, promptly deliver or otherwise make available to the PORT all documentation or materials CONSULTANT or subconsultants may have accumulated in performing this Agreement, whether completed or in progress.
- D. Upon termination, the PORT may take over the work and directly or through a third party complete the work.

XX. TERMINATION FOR DEFAULT

- A. The PORT may terminate for default this Agreement, in whole or in part, in writing if the CONSULTANT substantially fails to fulfill any or all of its material obligations under this Agreement.
- B. If the PORT terminates all or part of this Agreement for default, the PORT shall determine the amount of work satisfactorily performed to the date of termination and the amount owing to the CONSULTANT provided, that (a) no amount shall be allowed for anticipated profit on unperformed services and (b) any payment due to the CONSULTANT at the time of termination may be adjusted to the extent the PORT has to incur additional costs due to the CONSULTANT'S default. In such event, the PORT shall consider the actual costs incurred by the CONSULTANT in performing the project work to the date of termination, the amount of work originally required which was satisfactorily completed to the date of termination, whether that work is in a form or of a type which is usable and suitable to the PORT at the date of termination, the cost to the PORT of completing the work itself or of employing another firm to complete it and, the inconvenience and time which may be required to do so, and other factors which affect the value to the PORT of the work performed to the date of termination. Under no circumstances shall payments made under this provision exceed the total price set forth in this Agreement. This provision shall not preclude the PORT from filing claims and/or commencing litigation to secure compensation for damages incurred beyond that covered by withheld payments.
- C. Upon receipt of a termination notice the CONSULTANT shall at no additional cost to the PORT:
 - 1. Promptly discontinue all services affected (unless the notice directs otherwise);
 - 2. Terminate all subcontracts to the extent they relate to the work terminated; and
 - 3. No later than thirty (30) calendar days after receipt of termination, promptly deliver or otherwise make available to the PORT all documentation or materials CONSULTANT or subconsultants may have accumulated in performing this Agreement, whether completed or in progress.
- D. Upon termination, the PORT may take over the work and directly or through a third party complete the work.

- E. If, after termination for default, it is determined that the CONSULTANT had not defaulted, the termination shall be deemed to have been effected for the convenience of the PORT. In such event, the equitable adjustment shall be determined as set forth in the Termination for Convenience provision.

XXI. INSURANCE

- A. Prior to commencement of services under this Agreement and if required below, CONSULTANT shall procure and maintain one or more lines of insurance coverage to be kept in force for the life of this Agreement. If required, insurance shall be procured from insurance carriers including captives, with a current A.M. Best's rating of no less than "A Minus V". Captives who are not rated by A.M. Best shall provide evidence of equivalent solvency that is acceptable to the PORT. CONSULTANT shall submit to the PORT a Certificate of Insurance which shows that it has obtained the required coverage(s). Coverage shall not lapse or be terminated without written notification to the PORT, delivered electronically or by mail, not less than thirty (30) days prior to any such lapse or termination. CONSULTANT agrees to notify the PORT upon any material change of coverage or reduction in limits. Where identified below, CONSULTANT shall submit endorsements with the Certificate of Insurance. CONSULTANT shall provide evidence of insurance on each insurance renewal date, throughout the duration of the Agreement.

When insurance is required, CONSULTANT shall procure and maintain insurance in the following minimum form and limits. The limits shall not be construed as to relieve the CONSULTANT from liability in excess of the limits. The minimum limits indicated below do not indicate that the PORT has assessed the risks that may be applicable to the CONSULTANT under this Agreement. All deductibles or self-insurance retentions are the responsibility of the CONSULTANT. CONSULTANT may meet required insurance limits through a combination of primary and umbrella or excess insurance. Any insurance the PORT may carry will apply strictly on an excess basis over any applicable insurance the CONSULTANT may carry. The CONSULTANT shall provide to the PORT, if requested, a copy of any insurance policy required under this Agreement, including a copy of the policy declarations, binder, all endorsements, and any policy amendments.

1. Commercial General Liability insurance on ISO Form CG 00 01 10 01 (or equivalent) for third party property damage, bodily injury, personal and advertising injury, and medical payments in an amount which is not less than ~~\$2,000,000~~ per occurrence and ~~\$4,000,000~~ annual aggregate. The insurance shall cover liability arising from premises, operations, independent contractors, products completed operations, personal and advertising injury, and liability assumed under an insured Agreement. The CONSULTANT'S insurance shall be primary and non-contributory with respect to any insurance the PORT carries and apply separately to each insured.

This Agreement ☒ does ☐ does not require commercial general liability insurance.

- a) PORT shall be named as an additional insured for all work arising out of CONSULTANT'S work using ISO Form CG 20 26 or an equivalent endorsement approved by the PORT.
- b) When a self-insured retention (SIR) or deductible exceeds \$25,000 the PORT reserves the right, but not the obligation, to review and request a copy of the CONSULTANT'S most recent annual report or audited financial statement.
- c) If the services to be provided in this Agreement include the installation or construction of a product on PORT property, the CONSULTANT shall be required to add the PORT as an additional insured with respect to "completed operations" using ISO Form CG 20 26 11 85 or equivalent.

This Agreement ☒ does ☐ does not require an endorsement to add the PORT as an additional insured for completed operations.

2. Automobile Liability Insurance: Agreements in which the CONSULTANT, will utilize one or more vehicles to complete the scope of work may require evidence of automobile liability insurance

This Agreement ☒ Does ☐ does not require automobile liability insurance.

When automobile liability insurance is required, it shall be provided on a combined single limit basis for bodily injury and property damage using ISO Form CA 00 01 (or equivalent). Coverage is to be extended to all "owned, non-owned, hired, leased, and borrowed automobiles" (as defined on ISO Form CA 00 01). Sole proprietors may provide coverage on a Personal Auto Policy in lieu of a Commercial Auto coverage form. The box or boxes marked below indicate the type of coverage and limit needed; more than one box may be checked.

- a) ☐ The limit of insurance shall be not less than \$1 million per occurrence for all driving on PORT Terminals, 5, 10, 18, 25, 30, 46, 47, 86, 90, 91, 104, and 115;
- b) ☐ The limit of insurance shall be not less than \$5 million per occurrence for all driving on the non-movement area of the airfield operations area at Seattle-Tacoma International Airport;
- c) ☐ The limit of insurance shall be not less than \$10 million per occurrence for all driving on the movement area of the airfield operations area at Seattle-Tacoma International Airport;
- d) ☒ The limit of insurance shall be not less than \$300,000 per occurrence

- e) ☐ The limit of insurance shall be not less than \$500,000 per occurrence for any individual or entity that is to use a PORT Vehicle.

3. Professional Liability Insurance (also referred to as Errors and Omissions). Agreements requiring professional services such as, but not limited to: engineering design or surveying, architectural services, software services, information technology services, environmental services, real estate management, legal services, or financial advisory services, may require Professional Liability insurance coverage.

This Agreement ☐ does ☒ does not require Professional Liability insurance coverage.

If required, CONSULTANT shall provide Professional Liability (E&O) insurance in an amount not less than N/A per claim or wrongful act and N/A in the policy aggregate on a practice policy to cover the CONSULTANT and its employees. CONSULTANT may choose to provide a project specific policy, in lieu of a practice policy, in which case the insurance shall be in an amount not less than N/A per claim or wrongful act and in the policy aggregate. Subconsultants retained by CONSULTANT who are performing professional services, shall either be added onto the policy of the CONSULTANT, or, subconsultant shall provide and obtain a similar policy of Professional Liability insurance coverage that covers the subconsultant and its employees. When a self-insured retention (SIR) or deductible exceeds \$25,000, the PORT reserves the right, but not the obligation, to review and request a copy of the CONSULTANT'S most recent annual report or audited financial statement. If coverage is to be provided on a claims-made basis, the CONSULTANT shall warrant that any policy retroactive date precedes the effective date of this Agreement. In addition, continuous coverage must be maintained throughout the Agreement and for one year beyond the completion of the Agreement, or the CONSULTANT shall purchase an extended discovery period policy for not less than one year from the completion of work.

4. Employer's Liability Insurance (Washington Stop Gap Liability). If CONSULTANT is providing services that include the installation or construction of a product on PORT property, the CONSULTANT shall be required to provide Washington State Stop Gap employers' liability insurance. This shall be in an amount of \$1 million per accident and \$1 million per disease using ISO CG 04 42 11 03 or equivalent. This coverage may be provided by endorsing the primary commercial general liability policy.

This Agreement ☒ does ☐ does not require stop gap employers' liability insurance.

5. Certain Agreements may require specialized insurance or specialized policy endorsements to cover the unique aspects of the scope of work. This may result in a requirement for the CONSULTANT to provide specialized insurance or a specialized policy endorsement to cover employee dishonesty liability, aircraft liability, pollution liability (including lead, asbestos, and mold), watercraft liability, network security/cyber liability, liquor liability, special event liability or other liability associated with the work to be performed. If the box below is checked, then specialized insurance coverage or a specialized endorsement is to be provided, in accordance with the requirements listed in Attachment C of this Agreement.

This Agreement ☐ does ☒ does not require specialized insurance coverage, or a specialized policy endorsement.

- B. CONSULTANT is responsible for complying with the Washington State laws that pertain to industrial insurance (Reference Revised Code of Washington, Title 51 Industrial Insurance) for CONSULTANT, its employees, and subconsultants. CONSULTANT shall submit a current employer liability certificate as issued by the Washington Department of Labor and Industries that shows the status of CONSULTANT'S workers' compensation account prior to commencing work, including those CONSULTANTS who are qualified self-insurers with the state. CONSULTANT bears the responsibility to ensure that any out-of-state (non-Washington) employees and subconsultants have appropriate workers' compensation coverage while working for the PORT in Washington State. CONSULTANT may be exempt from state worker compensation insurance requirements (Reference RCW 51.12.020) such as if CONSULTANT is a sole proprietor. CONSULTANT shall indicate its status below by marking the appropriate box. If neither box is checked, CONSULTANT must show evidence of industrial insurance coverage with a current employer liability certificate.

CONSULTANT ☐ is ☒ is not exempt from state workers' compensation and industrial insurance requirements.

The PORT reserves the right to recover funds owed to CONSULTANT under this Agreement for any fees the PORT pays to the Washington State Department of Labor and Industries that are the responsibility of the CONSULTANT under RCW 51.12.070.

- C. Certain work or services under this Agreement may require Longshore and Harbor Workers' Compensation Act (33 U.S.C. §§901 et seq.) insurance coverage, coverage to comply with the Federal Employers' Liability Act, or Jones Act coverage. Failure to obtain coverage, in the amount required by law, may result in civil and criminal liabilities. CONSULTANT is fully responsible for ascertaining whether or not such insurance is required. If these or any other federally required insurance coverages apply to this Agreement, the CONSULTANT is responsible for obtaining the coverage, and/or meeting any self-insurance requirements to qualify as a self-insurer.

XXII. INDEMNITY

- A. CONSULTANT'S duty to indemnify the PORT under this Agreement varies, as more particularly set forth below, depending on the circumstances that give rise to the obligation of indemnity. However, CONSULTANT'S indemnity obligation shall extend – under any and all such circumstances – to all liability, claims, damages, losses and expenses incurred by the PORT, whether direct, indirect, consequential, and specifically including (but not limited to) attorneys' and CONSULTANT'S fees and other expenses of litigation or arbitration (for convenience, these are collectively referred to as "losses") that arise from the particular act or omission giving rise to the indemnity obligation.
1. **GENERAL INDEMNITY.** Except to the extent subject to one of the more specific indemnity obligations set forth below, CONSULTANT shall defend, indemnify, and hold the PORT harmless from all losses which are caused, or alleged to be caused, in whole or in part, by any act or omission of CONSULTANT. This obligation of indemnity includes negligent acts, which are concurrent, contributory, or both by the PORT. The obligation of indemnity under this Subparagraph does not, however, extend to losses caused by the sole negligence of the PORT.
 2. **PROFESSIONAL ERRORS AND OMISSIONS.** For any losses that arise from any error, omission or other malpractice in the exercise of CONSULTANT'S professional judgment, CONSULTANT shall defend, indemnify, and hold the PORT harmless from all such losses to the extent caused, or alleged to be caused, by any negligent act or omission of CONSULTANT. The obligation of indemnity under this Subparagraph does, however, not extend to losses caused by the negligence (whether sole, concurrent or contributory) of the PORT.
- B. In any and all claims against the PORT by any employee of CONSULTANT, the indemnification obligations set forth above shall not be limited in any way by any limitation on the amount or type of damages or compensation benefits payable by or for CONSULTANT under applicable worker's or workmen's compensation, benefit, or disability laws (including, but not limited to, the Industrial Insurance laws, Title 51 of the Revised Code of Washington). To the extent necessary to effectuate such indemnity, CONSULTANT expressly waives any immunity CONSULTANT might have under such laws, and, by entering into this Agreement, acknowledges that this waiver has been mutually negotiated.
- C. The obligations of this Paragraph shall not be construed to negate, abridge, or otherwise reduce any other right or obligation which would otherwise exist as to any person or entity described in this paragraph.
- D. For purposes of this provision only, the term "PORT" shall mean and include the PORT and its commissioners, other officers, employees, and agents, and the term "CONSULTANT" shall mean and include CONSULTANT, all of its subconsultants and suppliers at all tiers, agents, and any other person directly or indirectly employed by any of them, or anyone for whose acts any of them may be liable.

XXIII. WARRANTY AND STANDARD OF CARE

- A. CONSULTANT warrants that:
1. Its services will be performed with that degree of care and skill ordinarily exercised by professional consultants practicing in the same discipline and claiming a similar degree of specialization and/or expertise;
 2. any errors or omissions in its deliverables shall be promptly corrected or revised without additional compensation; and
 3. All deliverables or Work Product shall be the original work of CONSULTANT and CONSULTANT has the ability to transfer clear title and Intellectual Property Rights for such deliverables to the PORT.
- B. The PORT shall have the right to deduct from any payments due CONSULTANT any costs or damages incurred by the PORT, or which may be incurred by the PORT, as a result of the CONSULTANT'S failure to comply with the terms of this Agreement or failure to meet the professional standard of care.

XXIV. COMPLIANCE WITH APPLICABLE LAWS

CONSULTANT agrees to perform all services and its obligations under this Agreement in compliance with all applicable local, State and Federal laws.

XXV. GOVERNING LAW

This Agreement shall be governed by the laws of the State of Washington, excluding its choice of law rules. Venue for any action between the PORT and CONSULTANT, arising out of or in connection with this Agreement, shall be in the state or federal courts in King County, Washington.

XXVI. NO THIRD-PARTY BENEFICIARY

The PORT and the CONSULTANT enter into this Agreement for the sole benefit of the two parties in exclusion of any other party, and no third party beneficiary is intended or created by execution of this Agreement. Nothing in this

Agreement is intended to and/or shall be construed to give any rights or benefits to any subconsultant, individual, company, and/or firm other than the PORT and the CONSULTANT.

XXVII. ORDER OF PRECEDENCE

The provisions of this Agreement are complementary and shall be interpreted to give effect to all of its provisions. Any inconsistency in this Agreement shall be resolved in the following order of precedence:

- A. Amendments
- B. Supplemental Conditions
- C. Service Agreement Terms and Conditions
- D. Scope of Work
- E. Milestone Schedule
- F. Diversity in Contracting Inclusion Plan
- G. Additional attachments

In the event of a conflict between provisions of this Agreement and applicable laws, codes, ordinances, regulations or orders of governmental authorities having jurisdiction over the services or work product provided under this Agreement or any portion thereof, or in the event of any conflict between such applicable laws, codes, ordinances, regulations, or orders, the most stringent requirements of any of the above shall govern.

XXVIII. WAIVER

Failure at any time of the PORT to enforce any provision of this Agreement shall not constitute a waiver of such provision or prejudice the right of the PORT to enforce such provision at any subsequent time. No term or condition of this Agreement shall be held to be waived, modified or deleted except by a written amendment signed by the parties hereto.

XXIX. SURVIVORSHIP

The provisions and warranties contained in this Agreement that by their sense and context are intended to survive the completion of performance or termination of this Agreement shall so survive. All indemnities provided in this Agreement shall survive the expiration or any earlier termination of this Agreement.

XXX. ENTIRE AGREEMENT

This Agreement sets forth in full the entire Agreement of the parties in relation to the subject matter hereof and any other agreement, representation, or understanding, verbal or otherwise, relating to the services of CONSULTANT, or otherwise dealing in any manner with the subject matter of this Agreement is hereby deemed to be null and void and of no force and effect whatsoever. This Agreement may be changed, modified, waived or amended only by written amendment executed by both of the parties hereto.

If any provision of this Agreement shall be deemed in conflict with any statute or rule of law, such provision shall be deemed modified to be in conformance with said statute or rule of law. The provisions of this Agreement are intended to be severable. If any provision is illegal or invalid for any reason, such illegality or invalidity shall not affect the validity of the remaining provisions of this Agreement.

This Agreement may be executed in counterparts, which may be transmitted via facsimile or email, each of which shall constitute an original, and all of which will be deemed a single document. Signature of an email or facsimile copy of this Agreement, and transmission of a signature page by email or facsimile, shall bind the signing party to the same degree as delivery of a signed original.

PORT OF SEATTLE

**OFFICE OF PORT JOB OPPORTUNITIES AND
BUSINESS SUPPORT (DBA PORT JOBS)**

CONSULTANT certifies to the best of its knowledge that it is not presently disbarred or suspended from any federal department or agency transactions. CONSULTANT also declares they are not a previous PORT Employee.

By signing this agreement, CONSULTANT represents it complies with these requirements.



Authorized Signature

**Stephen P. Metruck
Executive Director**

(Print or Type Name and Title of Signer)

Date 12/20/2021

Address: Attn: Hala Rabbo

P.O. Box 1209

Seattle, WA 98111

Phone: (206) 787-5565

Email: Rabbo.h@portseattle.org



Authorized Signature

Heather J. Worthley, Executive Director

(Print or Type Name and Title of Signer)

Date December 7, 2021

Address: Attn: Heather Worthley

1001 SW Klickitat Way, Suite 200A

Seattle, WA 98134

Phone: (206) 787- 3830

Email: worthley.h@portseattle.org

Attachments:

- ☒ Attachment A – Scope of Work
- ☒ Attachment B –Milestone Schedule
- ☒ Attachment C – Supplemental Conditions
- ☒ Attachment D – Company Information
- ☒ Attachment E – Diversity in Contracting Inclusion Plan
- ☒ Attachment F – Title VI Provisions
- ☒ Attachment G – Consultant Ethics and Conflict of Interest, CC-2

Taxpayer Identification Number ("TIN"):

91-1596912

Washington State Unified Business Identifier ("UBI") Number:

601-459-472

State Worker Compensation Account Number:

849,657-00

ATTACHMENT A SCOPE OF WORK

Background

The Port of Seattle Commission adopted a Workforce Development Policy Directive under Port Resolution 3776 (Policy Directive) on June 23, 2020, affirming that workforce development is critical to achieving the Port's mission to serve as an economic development agency. The policy advances the Port of Seattle's commitment to workforce development and is intended to increase equitable access to economic prosperity, and applies to all activities of the Port of Seattle that support economic development programs. The policy supports strategic investments in the aviation, maritime, construction trades, green careers, and other port-related economic activities where the Port is uniquely positioned to increase equitable access to economic prosperity and leverage the greatest community impact.

Scope of Work Description

The Port is seeking eligible nonprofit corporations and private and public entities-(Consultant) to manage the Seattle Tacoma International Airport (SEA Airport) Employment Center (Employment Center) and to provide aviation sector related workforce development services. The Employment Center is a one-stop shop where individuals interested in working at the airport can find out about job openings within the airport and upskill training opportunities in aviation-related careers.

The Consultant will be fully responsible for administrative oversight, management, and implementation of day-to-day operations of a high-volume employment center. The Employment Center is a primary recruiting source for SEA Airport employers, providing businesses with a single point of contact for recruiting, interviewing, and hiring assistance. It also provides services, technology, and resources, and training that job seekers need to search, secure, and retain their job at the airport and improve job-related skills.

The Consultant will also support the Port's aviation pathway program by providing targeted outreach to airport workers and community members, forming the pre-approved training cohorts, collaborating with the Port funded instructors and determining class schedule at SEA Airport, and providing dedicated or part-time staff to support the training programs.

The Consultant must keep detailed records of use of funds including the Port provided funding and other sources that support the Airport Employment Center. Reports will be required in accordance with the schedule provided by the Port as part of this solicitation. The organization must implement an accounting system that allows for the identification and audit of costs associated with the operation of the Employment Center to ensure that only the allowable costs associated with the SEA Airport are paid with airport funds and non-airport funds, as approved by the Port.

The Employment Center must be managed in accordance with the airport revenue uses guidelines, as authorized by the FAA and the Port.

Tasks and Deliverables

SECTION 1. CONTRACT TASKS FUNDED WITH AIRPORT FUNDS

1. Employer Services and Engagement

- 1.1. Strong engagement and working relationships with SEA management and SEA employers to support their ongoing hiring and recruitment needs at SEA.

Deliverables

- A. Maintain a website dedicated to the services available at the Employment Center
Due: Ongoing Always accessible
- B. Maintain up-to date online job posting at SEA including a hard copy available to job seekers in the Employment Center
Due: During office hours.
- C. Perform targeted recruitment, applicant screening, and referrals to SEA employers.
Due: Ongoing.
- D. Assist SEA employers with new training and/or assistance for new hires who need additional preparation in order to meet the core related job requirements as detailed in the training services section.
Due: Ongoing.
- E. Host and/or participate in Job Fairs, Resource Fairs and Hiring events developed and/or co-sponsored by one of more SEA employers.
Due: As needed.

2. **Job Seeker Services:** Develop and implement systems and services to support Job Seeker and strengthen the pool of qualified applicants for SEA Airport employers.

Deliverables

- A. Provide airport related job information and requirements to job seekers.
Due: Ongoing.
- B. Provide online and in-office information to job seekers about job requirements of airport job opportunities.
Due: Ongoing.
- C. Screen using in person and virtual methods and refer qualified applicants to airport employers.
Due: Ongoing.

3. Screen / Refer Qualified Applicants

- 3.1. Screen and refer qualified applicants to airport employers.

Deliverables

- A. Due: Ongoing. Delivery of services according to the needs of airport employers

4. Training Services: Pre-Employment and Job Search

- 4.1. Workshops and Airport-related training to prepare new hires and incumbent SEA Airport workers.
- 4.2. Required courses listed in the deliverables. Changes must be pre-approved by the Port:

Deliverables

- A. Airport-related training prepares new hires and incumbent SEA Airport workers to increase core job skills and knowledge needed for airport employment. to increase core job skills and airport and job-specific permits and/or certifications. (e.g.; Aviation Career Pathways, Customer Service, Computer Skills), Required courses listed below:
 - i. Security Identification Display Area (SIDA) Badge Training – Minimum 6 times per year, or on an as needed basis;
 - ii. Airport Security Procedures, as promulgated by the Airport;
 - iii. Airport Quality Control procedures that support the operation of SEA Airport – Minimum 4 times per year, or based on demand;
 - iv. Workplace Safety First Aid, CPR, Hazard Communication and OSHA10 – Minimum 4 times per year, or based on demand;
 - v. Airfield driving/AOA training, or on an as needed basis;
 - vi. Washington State Food Handler training - on an as needed basis;
 - vii. Other training, as approved by the Port;

SECTION 2. CONTRACT TASKS FUNDED WITH NON-AIRPORT FUNDS

- 1. **Job Seeker Services** Develop and implement systems and services to support SEA Airport Job Seekers that assist candidates interested in applying for job opportunities at the airport:
 - 1.1. Connect job seekers, new and incumbent employees to community resources, including; community based organizations, public and non-public agencies to access job assistance and related services (work-related childcare, transportation, financial services, health care options, etc.);
 - 1.2. Provide wraparound support to job seekers, as approved by the Port reimbursed in accordance with the Port guidelines;
 - 1.3. Support other Port funded workforce development programs that augment the effectiveness of the Employment Center services, including but not limited to participation in offsite events.

Deliverables

- A. Provide reports as requested by Project Manager.
Due: Ongoing or as needed to support each task.

- 2. **Training Services:** search training, resume assistance, interview preparation, and assistance in airport-related job application processes ensuring the application of an equity lens to the process for maximum participation by underrepresented, immigrant and refugee communities. Ongoing services during operation hours, as part of a virtual scheduled class, or as needed by airport employers.

Deliverables

- A. Provide reports as requested by Project Manager.
Due: Ongoing or as needed in order to maximize efficiency.

- 3. **Aviation Career Pathway Training Services:** Support the Port's aviation career pathways program established by the Port that provides aviation-related job skills to individuals interested in advancing their careers in aviation:

- 3.1. Perform targeted recruitment, applicant screening for the aviation pathways program, in coordination with Port staff.

- 3.2. Manage the cohort formation for the aviation pathways training programs in coordination with Port staff – Minimum one time per year for each aviation career pathway. The Port expects to implement a total of two careers pathways in 2022 and a total of three in 2023. See Exhibit 5 Price Proposal.
- 3.3. Recruit airport workers and community members to participate in the aviation pathway program;
- 3.4. Outreach to displaced airport workers;
- 3.5. Support effective logistics for onsite at SEA Airport and/or offsite classroom and instructor and presenters access to the training facilities, as needed.

Deliverables

- A. Provide reports as requested by Project Manager.
Due: Ongoing or as needed to support each task.

SECTION 3. OTHER GENERAL TASKS

5. Engagement with Community Based Organizations and Support Services Entities

- 5.1. Maintain linkages and relationships with community based organizations serving underrepresented communities, and public and non public entities to ensure that diverse communities (including near-Airport residents) are informed about opportunities for employment at SEA Airport.
- 5.2. Maintain relationships with community based organizations, public and non public entities that provide services and support to communities and provide referrals to SEA Airport job seekers and incumbent workers, as appropriate.

Deliverables

- A. Provide in person information and virtual information referral services.
Due: Ongoing Always accessible

Assumptions

1. The organization will be responsible for the provision of office furniture, computers, software, and contractor type network access.
2. The Port will provide SEA Airport garage parking validation for job seekers in two hour increments up to six hours. Detailed records must be maintained and shared with the Port, as required.
3. All reports provided to the Port shall be transmitted electronically in editable Word and PDF formats.
4. All services must demonstrate benefit in some manner to the Port, its SEA Airport customers or tenants, Port-related economic activities, and/or the public we serve.
5. "Wraparound Services" means "those services and support systems including but not limited to, public transportation assistance, work related clothing, tools, work-related food assistance, child-care and monetary compensation as they relate to work-needs, and as allowable by law, regulations and funding sources, that promote access and stronger alignment of workforce, education, vocational rehabilitation, and other human services systems."
6. Consultant must satisfy requirements of RCW 53.08.245 and evaluate outcomes with quantitative information including: number of trainees, recruited, placed in jobs, and retained; the types of jobs and range of compensation; the number and types of businesses that are served; and any other tangible benefits realized by the Port, workers, businesses, and the public. Reporting must describe impact on improvements to workforce diversity and training.

Other Direct Costs (ODCs)

To qualify for reimbursement of ODCs such as wraparound services, organizations must obtain advance written approval from the Port Project Manager and provide a not-to-exceed estimate of expenses. Reimbursement of allowable expenses shall be at cost, without markup. Receipts shall be required in order to receive reimbursement for ODCs.

**Attachment B
Milestone Schedule**

Task #	Description	Amount per year	Total Contract Value (Years 1-5)	Total Contract Value (Option Years 6-7)	Subtotal
TASKS FUNDED WITH AIRPORT FUNDS			\$3,498,150	\$1,398,360	\$4,896,510
1	Employer Services and Engagement Years 1-5	\$174,908	\$874,540		
	Option Years 6-7	\$174,795		\$349,590	
2	Job Seeker Services: Years 1-5	\$174,908	\$874,540		
	Option Years 6-7	\$174,795		\$349,590	
3	Screen / Refer Qualified Applicants Years 1-5	\$174,907	\$874,535		
	Option Years 6-7	\$174,795		\$349,590	
4	Training Services: Pre-Employment and Job Search Years 1-5	\$174,907	\$874,535		
	Option Years 6-7	\$174,795		\$349,590	
TASKS FUNDED WITH NON-AIRPORT FUNDS			\$855,557	\$341,323	\$1,196,880
1	Job Seekers Services Years 1-5	\$56,467	\$282,335		
	Option Years 6-7	\$56,317		\$112,637	
2	Training Services Years 1-5	\$56,465	\$282,325		
	Option Years 6-7	\$56,317		\$112,634	
3	Aviation Career Pathway Training Services Years 1-5	\$58,179	\$290,897		
	Option Years 6-7	\$58,026		\$116,052	
OTHER GENERAL TASKS			\$2,783,936	\$1,112,674	\$3,896,610
	Engagement with Community Based Organizations and Support Services Entities Years 1-5	\$556,787	\$2,783,936		
	Option Years 6-7	\$556,7337		\$1,112,674	
Total Not-to-Exceed Amount					\$9,990,000

ATTACHMENT C
SUPPLEMENTAL CONDITIONS

CONSULTANT Identification/ Airport Access Control and Security Requirements

- A. A portion of this agreement requires work to be performed within an area of the Airport controlled for security reasons. All CONSULTANT personnel working in restricted areas (including Airport Office Building; AOA, Secured, SIDA and Sterile areas) on this agreement shall have PORT airport-issued identification / access badges in accordance with Title 49, Code of Federal Regulations (CFR), Part 1540/1542 and the Airport Security Plan. Proposers should consider the impact of acquiring badges when preparing their cost proposals.
- B. Failure to comply with TSA rules and the Airport Security Plan may result in up to an \$11,000 fine from the TSA. Fines assessed by the TSA against a CONSULTANT, a CONSULTANT'S employee, or subconsultant will be paid by the CONSULTANT. See the following: 1) Title 49; and 2) <http://www.portseattle.org/Employee-Services/ID-Badges/Documents/idsecurityhandbook.pdf>.
- C. Obtaining an ID Badge (each applicant):
 - 1. Submit a properly completed Identification/Access badge application, Disqualifying Crimes Statement and Privacy Act Notice for each employee requiring access to restricted areas.
 - 2. Applicants must go to the Credential Center with their completed badge application, badge fees (if applicable), and two forms of identification. One must be government issued PROOF OF CITIZENSHIP. For a list of acceptable documentation, please refer to: <http://www.portseattle.org/Employee-Services/ID-badges/Pages/default.aspx>
 - 3. When applications are completed and required documentation has been supplied, the applicant will be fingerprinted in accordance with Title 49, Code of Federal Regulations (CFR), Part 1542.209. Each applicant will also be submitted for a Security Threat Assessment.
 - 4. Companies will be notified by the Credential Center when their employees have been cleared. They may then return to the Credential Center to pick up their ID badges.
- D. All identification/access badges issued by the PORT are the property of the PORT and must be immediately returned under the following conditions:
 - 1. Upon expiration;
 - 2. Upon separation of employment (for any reason);
 - 3. When job function no longer requires a PORT airport-issued identification/access badge;
 - 4. Upon demand by the PORT.
 - 5. If convicted of, or found not guilty by reason of insanity of one of the crimes listed in Title 49, CFR, Part 1542.209(d). A complete list is on the back of the Fingerprint Application.
- E. Additional information and forms associated with badging, custom bond seals and security access and key requests can be found here: <http://www.portseattle.org/Employee-Services/ID-badges/Pages/default.aspx>

Use of Contingency Funds

The PORT may require additional tasks be performed by the CONSULTANT related to this contract. A task is established to set up a contingency for those services. CONSULTANT shall not use or bill against this task without specific written direction from the PORT. Such direction will be sent either via letter or email from the PORT Project Manager. The specific scope of work, deliverables, level of effort, and not to exceed value will be established in the letter or email.

Monthly Report

- A. No later than the 10th day of each month, CONSULTANT shall report on the progress of the activities of the contract. The report shall be in a format approved by the PORT. At a minimum, the report shall include:
 - 1. Percent budget expended, percent work completed, progress toward schedule, and variances against planned vs. actual for all items reported.
 - 2. Work being performed by time and expense Service Directive will address progress toward the scope, schedule, and level of effort of work being performed.
 - 3. Work being performed on a lump sum Service Directive will address progress toward the scope or project milestones, as applicable.
 - 4. CONSULTANT shall also identify issues that may result in timely and on budget completion of the work and identify any issues that may increase the total price of the work.
- B. Failure to provide timely and accurate monthly reporting may result in denial of and/or late payment.

Safety

- A. CONSULTANT shall be responsible for employing adequate safety measures and taking all action reasonably necessary to protect the life, health, and safety of the CONSULTANT and its employees, contractors, and subcontractors as well as the public while working on PORT premises. Nothing the PORT may do, or fail to do, with respect to safety shall relieve CONSULTANT of this responsibility. CONSULTANT is responsible for providing all

required personal protective equipment for its employees. CONSULTANT is responsible for ensuring CONSULTANT and its employees, contractors, and subcontractors are properly trained in areas of safety that pertain to the project and the complete scope of work.

ATTACHMENT D COMPANY INFORMATION

Port of Seattle Solicitation Information																																																																																																																																															
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Subcontractor	Adams Interpreting Services LLC		2%					X			X			Yes	\$199,800																																																																																																																																
Subcontractor	Pacific Central Services		1%					X			X			Yes	\$299,700																																																																																																																																
Subcontractor	SF Foods		2%					X			X			Yes	\$199,800																																																																																																																																
100%																																																																																																																																															
				Number of Firms		2		3		6		1																																																																																																																																			
				Participation %		2%		7%		100%		91%																																																																																																																																			
				Est. Dollar Value of Participation		\$ 199,800.00		\$ 699,300.00		\$ 9,990,000.00		\$ 0.91																																																																																																																																			
Prime WMBE Participation: 0% Subcontractor WMBE Participation: 9% Total WMBE Participation: 9%																																																																																																																																															

ATTACHMENT E
DIVERSITY IN CONTRACTING INCLUSION PLAN

Solicitation Number and Title	00320638 Employment Center Management and Workforce Development Services
Firm Name	Office of Port Job Opportunities and Business Support (dba Port Jobs)
Diversity Coordinator	Cristina Krisologo
	206-787-4309 krisologo_c@portseattle.org
Total WMBE participation	9%

I. Affirmative Efforts/Business Support Strategies

1. Describe your firm's outreach strategy and the selection process used to achieve meaningful WMBE participation for this Solicitation.

Our outreach strategy to achieve meaningful WMBE participation includes holding virtual and in person meet-and-greet sessions, and office tours to prospective contractors. We researched vendor lists, such as those maintained by Port of Seattle. For example, for this solicitation we used the Port's VendorConnect system to identify cleaning contractors who are approved to work inside the airport, and reached out to approved diverse firms for this specific service. We encourage our CBO partners to promote our contracting opportunities to their colleagues. We select WMBE contractors based on the needs of our organization and persons we serve. We selected Adam's Interpreters, a highly regarded provider, because many jobseekers in the Airport Employment Center need interpretation assistance, and access to translated materials. We selected Pacific Cleaning Services because we knew their services are exemplary and wanted to support a woman- and minority-led firm. We selected BF Foods as an onsite airport MWBE/ACDBE with the interest and commitment to serve as a vital *upskill/backfill* partner. This firm will recruit people from dining and retail industries to other aviation pathways we implement; Port Jobs will work to backfill job vacancies. We selected Cold Coast Accounting to provide an experienced accountant with cost accounting expertise.

2. Describe any business development support your firm provides to WMBE firms, such as, but not limited to, mentorship programs and/or technical assistance.

Port Jobs promotes trust, respect, inclusion, open communication and mindful listening as inclusionary principles and we bring these to our subcontractor relationships. The business development support we provide includes fully explaining our contracting needs, requirements, and processes; encouraging prospective WMBE firms to attend our tours, on- and off-site events, and classes to learn about Port Jobs mission, vision, and goals and explore collaborative opportunities. We know that the WMBEs we recruit have tremendous strengths. Some face challenges, including limited access to business networks, capital, and bonding; our hiring efforts take these issues into account to ensure that businesses know that these issues will not be regarded as determinants of their ability to contract with Port Jobs.

3. Describe how your firm will engage and sub-contract with WMBE firms to ensure such firms are utilized throughout the life of the contract in which work is not guaranteed.

We anticipate that the firms we have identified for the contract will have ongoing work which lasts throughout the entire contract. The services that they provide will be necessary for the terms of the entire contract. We will continue to be involved in and attend the annual convening of the Airport Minority Advisory Council (AMAC), to expose ourselves to new WMBE contractors whose work aligns with ours, in support of the Port's commitment to increase Diversity in Contracting. This is an extension of the work we have been doing for four years working directly as an engaged partner with the Annie E. Casey Foundation's Race Equity Inclusion initiative, the Puget Sound Educational Service District, King County's REI efforts through Reconnect to Opportunity, and the King County Economic Opportunity & Empowerment Advisory Board.

4. Describe how your firm will adjust its strategy if not on track to meet the Aspirational Goal.

We will continually measure our WMBE goal achievement and refer to this data to make ongoing improvements in our diversity in contracting strategies. If we are not on track to meeting our goals, our Diversity Coordinator will make needed changes in our communication practices and look at different kinds of incentives and strategies to draw WMBEs to our organization. We plan to gather input about WMBE consultants from the more than 300 community- based organizations who we annually survey, and use this information to map and grow our WMBE ecosystem. We will also use this information to refer WMBE's who approach us to other potential organizations. Our nine percent goal fulfillment is a floor. Should additional subcontracting opportunities arise during the duration of the contract, we will utilize the strategies and tactics described above to hire additional WMBE companies, further increasing our goal percentage.

5. Describe how your firm will ensure prompt payment to its Diverse Firms, including, but not limited to, payment assistance.

Port Jobs takes prompt payment seriously and has an excellent history of paying subs promptly. Port Jobs' Diverse Firms will be informed of our payment processing dates for submittal of invoices. We will ensure prompt payment to firms and will provide clear channels of communication for invoicing receipt and notice of payment. Payments will be issued in ten days in compliance with the Port's prompt payment protocols. We will work cooperatively with subs to optimize sustainable payment programs, including providing partial payment on contract execution, and payment assistance if needed.

6. If challenges with sub consultants occur on this contract, describe how your firm will resolve disputes. Provide an example.

Port Jobs wants to be fair and to center equity as a value. We will take steps to develop authentic partnerships with WMBEs, and to avoid disputes by being very clear about the scope of work, timelines, products/results, and price of services. In the rare instances when such disputes occur, we will use dispute resolution processes, keeping lines of communication open to discuss and jointly develop actions and timeframes to address any concerns and avoid similar situations in the future. Port Jobs will provide proactive guidance and advocacy support for subs. We will strive to:

- Help contractors avoid problems before they arise – follow up periodically on their eligibility and as applicable need for certification renewals;
- Provide access to other ventures and organizations who can use their services;
- Provide guidance to vendors who do not get selected to strengthen future application;
- Minimize paperwork;
- Refer people to pro bono legal services if they want to start a business; and
- Share expertise on business registration certification, bidding, contracting and payment processes.

7. If you are committing to less than the Aspirational Goal in this Solicitation, tell us why.

N/A – Port Jobs is committed to exceed the Aspirational Goal in this Solicitation.

ATTACHMENT F

Title VI Non-Discrimination and Affirmative Action Supplemental Conditions

During the performance of this contract, the CONSULTANT, for itself, its assignees, and successors in interest (hereinafter referred to as the "CONSULTANT") agrees as follows:

1. **Compliance with Regulations:** The CONSULTANT (hereinafter includes "CONSULTANTS") will comply with the Acts and the Regulations relative to non-discrimination in Federally-assisted programs of the U.S. Department of Transportation, Federal Aviation Administration, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.
2. **Non-discrimination:** The CONSULTANT, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subconsultants, including procurements of materials and leases of equipment. The CONSULTANT will not participate directly or indirectly in the discrimination prohibited by the Acts and the Regulations, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR Part 21.
3. **Solicitations for Subcontracts, Including Procurements of Materials and Equipment:** In all solicitations, either by competitive bidding, or negotiation made by the CONSULTANT for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subconsultant or supplier will be notified by the CONSULTANT of the CONSULTANT'S obligations under this contract and the Acts and the Regulations relative to non-discrimination on the grounds of race, color, or national origin.
4. **Information and Reports:** The CONSULTANT will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Recipient or the Federal Aviation Administration to be pertinent to ascertain compliance with such Acts, Regulations, and instructions. Where any information required of a CONSULTANT is in the exclusive possession of another who fails or refuses to furnish the information, the CONSULTANT will so certify to the Recipient or the Federal Aviation Administration, as appropriate, and will set forth what efforts it has made to obtain the information.
5. **Sanctions for Noncompliance:** In the event of a CONSULTANT'S noncompliance with the non-discrimination provisions of this contract, the Recipient will impose such contract sanctions as it or the Federal Aviation Administration may determine to be appropriate, including, but not necessarily limited to:
 - a. withholding payments to the CONSULTANT under the contract until the CONSULTANT complies; and/or
 - b. cancelling, terminating, or suspending a contract, in whole or in part.
6. **Incorporation of Provisions:** The CONSULTANT will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations, and directives issued pursuant thereto. The CONSULTANT will take action with respect to any subcontract or procurement as the Recipient or the Federal Aviation Administration may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the CONSULTANT becomes involved in, or is threatened with litigation by a subconsultant, or supplier because of such direction, the CONSULTANT may request the Recipient to enter into any litigation to protect the interests of the Recipient. In addition, the CONSULTANT may request the United States to enter into the litigation to protect the interests of the United States.

ATTACHMENT F

Title VI Non-Discrimination and Affirmative Action Supplemental Conditions

During the performance of this contract, the CONSULTANT, for itself, its assignees, and successors in interest (hereinafter referred to as the "CONSULTANT") agrees to comply with the following non- discrimination statutes and authorities; including but not limited to:

Pertinent Non-Discrimination Authorities:

1. Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d *et seq.*, 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin); and 49 CFR Part 21.
2. The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
3. Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 *et seq.*), as amended, (prohibits discrimination on the basis of disability); and 49 CFR Part 27;
4. The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 *et seq.*), (prohibits discrimination on the basis of age);
5. Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
6. The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
7. Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§12131 – 12189) as implemented by Department of Transportation regulations at 49 CFR Parts 37 and 38;
8. The Federal Aviation Administration's Nondiscrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
9. Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
10. Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100);
11. Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1681 *et seq.*).

ATTACHMENT G
CONSULTANT ETHICS AND CONFLICT OF INTEREST

Serving the PORT With Integrity

CC-2 as of 8/16/2011

Original – 1/1/2010 Revisions: 8/16/2011

I. The PORT's Interests Come First

PORT consultants ("CONSULTANT") are expected to serve the PORT with the highest standards of ethical conduct and to avoid situations that create a real or perceived "conflict of interest." CONSULTANTS are also expected to conserve and responsibly use the resources that the public has entrusted to the PORT, to act in accordance with applicable laws and professional standards and to conduct business with the PORT in a manner that will reflect positively on the PORT, its employees, its CONSULTANTS, and the community.

For purposes of this policy:

"CONSULTANT" or "CONSULTANTS" refers to any organization or individual that responds to a PORT solicitation or receives compensation directly or indirectly from a Contract with the PORT. The term "CONSULTANT" or "CONSULTANTS" includes individuals working for or on behalf of the consulting organization.

"Contract" refers to an agreement for the provision of personal or professional services.

"Financial or Beneficial Interest" is defined to include (a) a creditor, debtor or ownership interest in an amount or value in excess of \$1,500; (b) any employee, consultant or partnership arrangement; or (c) any option to purchase real or personal property. A CONSULTANT shall be presumed to have knowledge of any Financial or Beneficial Interest held by a Relative.

"Representing Consultant" is a CONSULTANT who is retained to represent, or who gives the appearance of representing, the PORT.

"Relative" is defined to include a CONSULTANT'S spouse, domestic partner, parent, child, sibling, aunt, uncle, cousin, niece, nephew, grandparent, grandchild, in-law, and any person with whom the CONSULTANT has a relationship that is substantially equivalent to any of the above.

A "conflict of interest" exists when a CONSULTANT'S obligations and commitments to the PORT are, or may be, in conflict with the CONSULTANT'S financial or other personal interest, or with the CONSULTANT'S obligations or commitments to others. A conflict of interest may exist in a specific Contract, or when the nature of the services to be performed in a specific Contract creates an actual or potential conflict of interest in future work for the PORT. CONSULTANTS must ensure that any financial or personal interest, or other business activity, is kept separate from their consulting role at the PORT and does not influence their services to the PORT. CONSULTANTS need to use common sense and keep the interests of the PORT in mind at all times. In addition to avoiding actual conflicts of interests, CONSULTANTS must avoid situations that could *appear* to be a conflict of interest.

Conflicts of interest are not always obvious or clear. When in doubt, review the situation with the PORT Central Procurement Office representative identified in the solicitation ("CPO Representative") or the PORT project manager identified in the Contract. ("Project Manager"). You may also contact the PORT Workplace Responsibility Officer with any questions about this policy or to review a potential conflict of interest situation or other ethics issue.

II. Real or Perceived Conflicts of Interest

The following are examples of situations in which a CONSULTANT may feel conflicting loyalties between the CONSULTANT'S private interests or other business activities and the CONSULTANT'S responsibilities and commitments to the PORT.

A. Disclosable Conflicts from Business Relationships

The fact of a disclosable conflict of interest is not in itself a violation of this policy. Instead, it is something that must be disclosed and waived by the PORT.

A conflict of interest may exist when a CONSULTANT performs services for another entity if those services (i) potentially adversely impact the PORT or (ii) require or result in disclosure of confidential information.

A conflict of interest may exist when a Representing Consultant, a Relative, or someone with whom a Representing Consultant has a significant personal relationship, directly or indirectly, owns any significant interest in or operates an organization that competes with the PORT, is doing business with the PORT, or plans to do business with the PORT. Representing Consultants should, therefore, avoid owning interests in or operating companies that compete with the PORT, other than minimal amounts of stock in publicly traded companies.

A conflict may also arise when a Representing Consultant or a Relative is employed by or represents a regulatory agency with authority over PORT functions.

Duty to Disclose: CONSULTANTS must disclose to the CPO Representative or Project Manager all potential situations that could present a real or perceived conflict of interest. The disclosure should be made as soon as practicable, but not later than seven days after the potential conflict was known or should reasonably have been known to the CONSULTANT. The PORT will document the disclosure. The Central Procurement Office, with the concurrence of the Workplace Responsibility Officer, will determine whether the PORT will waive the conflict of interest and/or identify appropriate steps to be taken to avoid or mitigate the conflict of interest. The CONSULTANT shall not execute any contracts or perform any services for the PORT that are related to the actual or perceived conflict of interest unless and until a waiver is granted.

B. Prohibited Conflicts

Prohibited conflicts are a violation of this policy and must be disclosed to the PORT.

No CONSULTANT shall accept, directly or indirectly, any compensation, gratuity or reward in connection with a contract from any other person beneficially interested therein.

A CONSULTANT shall not participate in any decision-making, review, approval, selection, authorization or supervisory activity concerning any contract or PORT transaction in which the CONSULTANT or a Relative has a Financial or Beneficial Interest.

A CONSULTANT shall not, directly or indirectly, ask for or give or receive or agree to receive any compensation, gift, reward, or gratuity from a source outside the PORT for performing, omitting, or deferring the performance of any contractual, legal or professional obligation relating to the CONSULTANT'S consulting role, unless otherwise authorized by law.

A conflict of interest arises when a CONSULTANT is in a position to exploit the CONSULTANT'S role or use of PORT resources to advance the CONSULTANT'S financial or other business or personal interests.

CONSULTANTS must avoid circumstances in which it appears, or to a reasonable person might appear, that the

CONSULTANT is requesting or otherwise seeking special consideration, treatment or advantage because of the CONSULTANT'S engagement with the PORT.

CONSULTANTS shall not use their consulting role to secure special privileges or exemptions for themselves or a Relative. This includes obtaining any items or services at below market rates or confidential information from PORT customers, suppliers, contractors, consultants, or lessees (or potential customers, suppliers, contractors, consultants, or lessees) or other CONSULTANTS. It also includes a CONSULTANT using his or her engagement with the PORT to help a Relative get a job offer from the PORT or obtain a job offer from a PORT business partner.

Duty to Disclose: CONSULTANTS must disclose to the CPO Representative or Project Manager all situations that potentially or actually constitute a prohibited conflict of interest. The disclosure should be made as soon as practicable, but not later than seven days after the prohibited conflict was known or should reasonably have been known to the CONSULTANT.

III. Use of PORT Equipment

CONSULTANTS are expected to use PORT-owned property and equipment for official PORT business related to an existing Contract. CONSULTANTS may not use PORT-owned property or equipment for any other business purpose.

A CONSULTANT shall not take or use PORT-owned property and equipment for personal purposes, convenience, or profit. This includes, but is not limited to, taking or using PORT vehicles, shop tools, fax machines, copiers, postage, office supplies, cameras, smartphones and laptops. It is not a violation of this policy for a CONSULTANT to engage in de minimis or incidental personal use of such property or equipment while at the PORT workplace.

When using PORT electronic systems and social media, CONSULTANTS must comply with the PORT'S Electronic Systems and Social Media policies, which are posted on the PORT'S public web site.

IV. Safeguarding Confidential Information

A CONSULTANT shall not use or disclose confidential information to third parties, unless authorized by the PORT in writing. "Confidential Information" includes, without limitation, any information in any form that the PORT considers to be confidential and proprietary, and is not publicly available. A CONSULTANT shall not use Confidential Information for the benefit of the CONSULTANT or a Relative. A CONSULTANT shall not use or disclose Confidential Information in any manner that is detrimental to the PORT, regardless of whether the use or disclosure results in any benefit to the CONSULTANT or Relative.

A. Employment

A CONSULTANT shall disclose an offer of employment or receipt of compensation from an Employer if the CONSULTANT knows, has reason to believe, or the circumstances would lead a reasonable person to believe, that the offer of employment or compensation was intended, in whole or in part, directly or indirectly, to influence the CONSULTANT or as compensation or reward for the performance or nonperformance of a duty by the CONSULTANT during his/her PORT engagement. For purposes of this policy, "Employer" means any person, partnership, association, corporation, firm, institution, or other entity, whether or not operated for profit.

V. Expectations of Former Consultants

For purposes of this policy, "Termination" of PORT engagement is defined as the latest date on which the CONSULTANT provided services on a Contract or, in the case of a retainer, was paid for services.

A. Disclosure Requirements

For one (1) year after Termination of a PORT engagement, a Former CONSULTANT must disclose the Former CONSULTANT'S past PORT engagement to the PORT before participating in any PORT business or activity and must also disclose the Former CONSULTANT'S past PORT engagement before participating in any proceeding before the Commission. The disclosure shall be made in writing to the CPO Representative or Project Manager and/or the Commission President.

B. Special Consideration Prohibited

A Former CONSULTANT shall not request or otherwise seek special consideration, treatment or advantage from other PORT staff or PORT Commissioners. A Former CONSULTANT shall avoid circumstances in which it might appear to a reasonable person that the Former CONSULTANT requesting or otherwise seeking or receiving special consideration, treatment or advantage from other PORT staff or PORT Commissioners.

C. Appearances Before Commission

For one (1) year after Termination of PORT engagement, a Former CONSULTANT may not appear before the PORT Commission on behalf of another individual or entity, whether or not for compensation of any kind, in relation to any matter, issue, contract, case, proceeding, application or matter in which such Former CONSULTANT participated in a decision-making, negotiation, review, selection, supervisory or other significant activity.

By way of limited exception, the Commission may waive this provision if so requested by a Former CONSULTANT and after public discussion and a finding by the Commission that the public or the PORT'S interests would be better served. The Former CONSULTANT must seek application to participate in the proceeding at least 14 days in advance of the Commission meeting. Such application shall be submitted in writing to the Central Procurement Office identifying all facts and the rationale for the appearance.

D. Participation in Contracts with the PORT

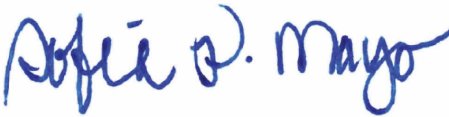
A Former CONSULTANT may not participate as a competitor in any competitive selection process, or have a direct or indirect Financial or Beneficial Interest in any agreement, contract, concession, or lease that was made by, authorized or funded by PORT action in which the Former CONSULTANT participated in a decision-making, negotiation, review, preparation, selection, supervisory or other significant activity.

After one (1) year following Termination of a Former CONSULTANT'S PORT engagement, the PORT may waive this provision at its sole discretion. The Central Procurement Office, with the concurrence of the Workplace Responsibility Officer, will make this determination. The waiver shall be in writing and identify all facts and the rationale for the waiver. The waiver shall be granted prior to a Former CONSULTANT participating in a competitive selection process or obtaining a Financial or Beneficial Interest.

VI. Reporting Other Potential Violations

CONSULTANT should report potential conflicts of interest, financial or otherwise, of any PORT employee or other CONSULTANT who is in a position to influence the selection, non-selection, or conduct of business between the PORT and any entity. Reports should be made to the PORT Workplace Responsibility Helpline (206-787-4357) or the Ethics & Compliance Hotline (1-877-571-5237). CONSULTANTS will not be retaliated against for reporting good faith concerns or potential violations of this policy.

For further information about this policy, please contact the PORT Workplace Responsibility Helpline.

		CONTRACT AMENDMENT		Page		of		Pages	
				1		5			
1. AMENDMENT NUMBER: 1		2. CONTRACT NUMBER P-00320638		3. CONTRACT TITLE Employment Center Management and Workforce Development Services					
4. NAME AND ADDRESS OF CONSULTANT: Office of Port Jobs Harbor Marina Corporate Center 1001 SW Klickitat Way, Suite 200A Seattle, WA 98134				5. ISSUED BY: Port of Seattle PO Box 1209 Seattle, WA 98111					
6A. Original Contract Value: \$9,990,000		6B. Previous Contract Value: \$9,990,000		6C. Value of this Amendment: \$494,994		6D. Contract Value with this Amendment: \$10,484,994			
7A. Original Contract End Date: 1/1/2027		7B. Previous Contract End Date: 1/1/2027		7C. Duration Extended by this Amendment: 0 days		7D. Amended Contract End Date: 1/1/2027			
8. Description of Amendment: In accordance with Section V. Changes of the Agreement, the purpose of this amendment is to update Attachment A - Scope of Work and Attachment B - Milestone Schedule to reflect additional subtasks and deliverables added under Section 2, Task 3 and to increase the contract not-to-exceed total price to \$10,484,994 in support of the additional subtasks. This additional scope will support the progress of participants in the aviation career pathway program and will cover current and new aviation career pathways that will be implemented during the duration of the main service contract with Port Jobs. Attachment A – Scope of Work AM1 Attachment B – Milestone Schedule AM1									
Except as provided herein, the above referenced contract remains unchanged and in full force and effect.									
9A. CONSULTANT: NAME AND TITLE OF SIGNER (Type or Print) Heather Worthley, Executive Director				10A. PORT OF SEATTLE: NAME AND TITLE OF SIGNER (Type or Print) Sofia P. Mayo Senior Manager, CPO Service Agreements					
9B. CONSULTANT SIGNATURE 		9C. DATE 9/30/2022		10B. PORT OF SEATTLE SIGNATURE 			10C. DATE 11/17/2022		
(Signature of person authorized to sign)				(Signature of person authorized to sign)					

Attachment A
Scope of Work
P-00320638
Amendment 1

Tasks and Deliverables

SECTION 2. CONTRACT TASKS FUNDED WITH NON-AIRPORT FUNDS

Task 3. Aviation Career Pathway Training Services: Support the Port's aviation career pathways programs established by the Port that provides aviation-related job skills to individuals interest in advancing their careers in aviation:

ADD New Sub-Task:

3.6 Career Navigation and Retention Services

Provide career navigation and retention services to program participants for three (3) years to support the progress of participants in the aviation career pathway program initially funded by the Port and support the progress along the career pathway selected by participants. The services will cover the current and new aviation career pathways that will be implemented during the duration of the main service contract with Port Jobs.

- 3.6.1. Implement individualized support strategies to program participants by assisting them in moving into the next phases of the skills development process associated with career pathways. Support includes regular contact with participants to determine their progress, barriers to advancement, and to provide participants with information about services that can assist them in solving career advancement issues such as; education financing options, referrals to tutoring and other training programs, referral to social and family services, assistance with career related job search, etc..
- 3.6.2 Collect data and other relevant feedback associated with retention and navigation services for up to three years. Data collection must meet the Port's workforce development policy directive and other relevant data points that will allow for an analysis of opportunities and barriers experienced by individuals.

Deliverables

A. Support each participant up to three (3) years or, until participant moves away from Washington State, and/or participant leaves the intended career pathway. Check-in schedule frequency with participants must be at least quarterly until participant exits the program. Support includes; providing participants with assistance in managing their upskilling and career development, career assessments and advising, understanding and reporting barriers participants encounter along the pathway, providing wraparound support as pre-approved by the Port, and assistance with job search and job placement and college program search in port related fields.

Due: Ongoing service.

B. Provide quarterly reports identifying the outcomes and progress of the navigation and retention services including, but not limited to: The number individuals served, name of participants, group demographics, report those who are placed into internships and/or jobs related to the Port-funded career pathways; number of persons who continue their upskilling and training programs, and retained into those programs; the types of internships and jobs and range of compensation; the number and types of businesses that are served; the feedback from individuals about their

experiences along the career pathway, and any other tangible benefits realized by the Port, the workers, businesses, and the public.

Due: Quarterly. **Date/Frequency:** Report provided to the Port no later than 30 days after each quarter.

ADD:

Contingency

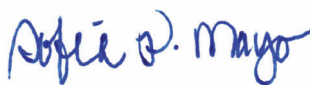
The Port may require additional tasks be performed by the consultant related to this Scope of Work. Consultant may not use or bill against this task without specific written direction from the Port. Such direction will be sent either via letter or email from the Port Project Manager. The specific scope of work, deliverables, level of effort, and not-to-exceed value will be established in the letter or email.

A contingency of \$45,000 has been included for this Scope of Work.

**Attachment B
Milestone Schedule AM1**

Task #	Description	Amount per year	Total Contract Value (Years 1-5)	Total Contract Value (Option Years 6-7)	Subtotal
TASKS FUNDED WITH AIRPORT FUNDS			\$3,498,150	\$1,398,360	\$4,896,510
1	Employer Services and Engagement Years 1-5	\$174,908	\$874,540		\$874,540
	Option Years 6-7	\$174,795		\$349,590	\$349,590
2	Job Seeker Services: Years 1-5	\$174,908	\$874,540		\$874,540
	Option Years 6-7	\$174,795		\$349,590	\$349,590
3	Screen / Refer Qualified Applicants Years 1-5	\$174,907	\$874,535		\$874,535
	Option Years 6-7	\$174,795		\$349,590	\$349,590
4	Training Services: Pre-Employment and Job Search Years 1-5	\$174,907	\$874,535		\$874,535
	Option Years 6-7	\$174,795		\$349,590	\$349,590
TASKS FUNDED WITH NON-AIRPORT FUNDS			\$1,305,555	\$341,320	\$1,646,875
1	Job Seekers Services Years 1-5	\$56,467	\$282,335		\$282,335
	Option Years 6-7	\$56,317		\$112,634	\$112,634
2	Training Services Years 1-5	\$56,465	\$282,325		\$282,325
	Option Years 6-7	\$56,317		\$112,634	\$112,634
3	Aviation Career Pathway Training Services plus navigation and retention services per Amendment 1 Years 1-5	\$148,179	\$740,895		\$740,897
	Option Years 6-7	\$58,026		\$116,052	\$116,052
OTHER GENERAL TASKS			\$2,783,935	\$1,112,674	\$3,896,609
	Engagement with Community Based Organizations and Support Services Entities Years 1-5	\$556,787	\$2,783,935		\$2,783,936

	Option Years 6-7	\$556,337		\$1,112,674	\$1,112,674
Contingency					\$45,000
Total Not-to-Exceed Amount					\$10,484,994

		CONTRACT AMENDMENT		Page		of		Pages	
				1		5			
1. AMENDMENT NUMBER:		2. CONTRACT NUMBER		3. CONTRACT TITLE					
2		P-00320638		Employment Center Management and Workforce Development Services					
4. NAME AND ADDRESS OF CONSULTANT:				5. ISSUED BY:					
Office of Port Jobs Harbor Marina Corporate Center 1001 SW Klickitat Way, Suite 200A Seattle, WA 98134				Port of Seattle PO Box 1209 Seattle WA 98111					
6A. Original Contract Value:		6B. Previous Contract Value:		6C. Value of this Amendment:		6D. Contract value with this Amendment:			
\$9,990,000		\$10,484,994		\$150,000		\$10,634,994			
7A. Original Contract End Date:		7B. Previous Contract End Date:		7C. Duration Extended by this Amendment:		7D. Amended Contract End Date:			
1/1/2027		1/1/2027		0 days		1/1/2027			
8. Description of Amendment: In accordance with Section V. Changes of the Agreement, the purpose of this amendment is to: 1) Section II.B. Project Management REMOVE Luis Navarro as the Port's designated project manager and REPLACE WITH Leslie Horton as the designated project manager. 2) Attachment A, Scope of Work, Amendment 2: Add additional scope of work for Refugees Workforce Development Assistance 3) Attachment B, Milestone Schedule, Amendment 2: Increase the contract value in support of the additional scope 4) Attachment D, Company Information, Amendment 2: Add five (5) sub-consultants to perform the additional scope Attachment A – Scope of Work Amendment 2 Attachment B – Milestone Schedule Amendment 2 Attachment D – Company Information Amendment 2									
Except as provided herein, the above referenced contract remains unchanged and in full force and effect.									
9A. CONSULTANT, NAME AND TITLE OF SIGNER (Type or Print)				10A. PORT OF SEATTLE, NAME AND TITLE OF SIGNER (Type or Print)					
Heather Worthley, Executive Director Office of Port Jobs				Sofia P. Mayo Senior Manager, CPO Service Agreements					
9B. CONSULTANT SIGNATURE		9C. DATE		10B. PORT OF SEATTLE SIGNATURE			10C. DATE		
		10/27/2023					10/27/2023		
(Signature of person authorized to sign)				(Signature of person authorized to sign)					

SECTION 3. OTHER GENERAL TASKS

ADD New Sub-Task:

6. Refugees Workforce Development Assistance

- 6.1 Assist asylum seekers in becoming familiar with the job application, hiring processes, and worker rights.
- 6.2 Collect data and other relevant feedback associated with barriers encountered by asylum seekers in applying and securing jobs in port related sectors.

Deliverables

- A. Provide a work plan coordinating with up to three subconsultants to:
 - i. Hire interpreters to facilitate support services for asylum seekers.
 - ii. Assess referred persons to develop career and referral plans.
 - iii. Describe the job application, hiring process, and worker rights.
 - iv. Develop and review with people Career Preparation Plan.
 - v. Consider referrals where appropriate to places like ANEW and AJAC for additional career exploration in airport-related manufacturing and construction
 - vi. Do tours of airport and focus on describing the entry level jobs and other opportunities
 - vii. Introduce individuals to aviation career pathways programs

Consultant may request updates to the work plan with approval by the Port's project manager. Consultant is authorized to utilize the contingency fund to charge for the 4% sub-consultant markup.

Due: Draft work plan: 11/15/2023
Final work plan: 12/15/2023

**Attachment B
Milestone Schedule
Amendment 2**

Task #	Description	Amount per year	Total Contract Value (Years 1-5)	Total Contract Value (Option Years 6-7)	Subtotal
TASKS FUNDED WITH AIRPORT FUNDS					
1	Employer Services and Engagement Years 1-5	\$174,908	\$874,540		\$874,540
	Option Years 6-7	\$174,795		\$349,590	\$349,590
2	Job Seeker Services: Years 1-5	\$174,908	\$874,540		\$874,540
	Option Years 6-7	\$174,795		\$349,590	\$349,590
3	Screen / Refer Qualified Applicants Years 1-5	\$174,907	\$874,535		\$874,535
	Option Years 6-7	\$174,795		\$349,590	\$349,590
4	Training Services: Pre-Employment and Job Search Years 1-5	\$174,907	\$874,535		\$874,535
	Option Years 6-7	\$174,795		\$349,590	\$349,590
TASKS FUNDED WITH NON-AIRPORT FUNDS					
1	Job Seekers Services Years 1-5	\$56,467	\$282,335		\$282,335
	Option Years 6-7	\$56,317		\$112,634	\$112,634
2	Training Services Years 1-5	\$56,465	\$282,325		\$282,325
	Option Years 6-7	\$56,317		\$112,634	\$112,634
3	Aviation Career Pathway Training Services plus navigation and retention services per Amendment 1 Years 1-5	\$148,179	\$740,895		\$740,897
	Option Years 6-7	\$58,026		\$116,052	\$116,052
OTHER GENERAL TASKS					
	Engagement with Community Based Organizations and Support Services Entities Years 1-5	\$556,787	\$2,783,935	\$1,112,674	\$3,896,609

Refugees' workforce development assistance			
50% Due upon receipt of First Draft Plan	\$150,000	\$2,933,935	\$2,933,935
50% Due upon receipt of Final Plan			

AM1

Option Years 6-7	\$556,337		\$1,112,674	\$1,112,674
Contingency				\$45,000
Total Not-to-Exceed Amount				\$10,634,994

**Attachment D
Company Information Sheet
Amendment 2**

Port of Seattle Solicitation Information

Legend: Prime enters information Name of Field Automatically Generated/Calculated Field

Solicitation No.: 00320638
Solicitation Title: Employment Center Management and Workforce Development Services
Contract Value: \$10,634,994

Summary of Company Information and Diversity in Contracting

Instructions: The areas in green automatically calculate based on the values entered in the detail sheet for each company. If the calculations seem incorrect to you, please return to the individual detail sheet to make changes there. Please note that rows cannot be deleted once added. For unneeded rows, the % of work column can be set to 0 and a note added to the scope of work.

Companies

	Company Name	Scope of Work	% of Work	Small & Disadvantaged Business Certifications										Is WMBE?	Est. Dollar Value
				SBE	CDB	MDB	WBE	DFWBE	VDB	LGBTQBE	SBE	DBS	NP		
Prime	Office of Port JOBS	Manage Airport Employment Center	91%								X		X	No	\$9,677,845
Subcontractor	Whayne Enterprises		3%					X						Yes	\$319,050
Subcontractor	One America	See Amendment 2	0%											No	\$0
Subcontractor	Congolese Integration Network	See Amendment 2	0%											No	\$0
Subcontractor	Partners In Employment	See Amendment 2	0%										X	No	\$0
Subcontractor	Asian Counseling & Ref. Serv.	See Amendment 2	0%										X	No	\$0
Subcontractor	Minar and Northey LLP		1%				X				X			Yes	\$106,330
Subcontractor	Cold Coast Accounting		1%				X				X			Yes	\$106,330
Subcontractor	Adams Interpreting Services LLC		2%					X			X			Yes	\$212,700
Subcontractor	Pacific Central Services		0%					X			X			Yes	\$0
Subcontractor	BF Foods		2%					X			X			Yes	\$212,700

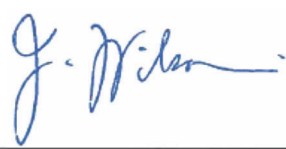
Please check the % of work assigned to each company

100%

Number of Firms	2	4	6	3
Participation %	2%	7%	97%	91%
Est. Dollar Value of Participation	\$ 212,699.88	\$ 744,449.58	\$10,315,944.18	\$ 0.91

Prime WMBE Participation 0%
Subcontractor WMBE Participation 9%
Total WMBE Participation 9%

		CONTRACT AMENDMENT		Page	of	Pages
				1		1
1. AMENDMENT NUMBER:		2. CONTRACT NUMBER		3. CONTRACT TITLE		
3		P-00320638		Employment Center Management and Workforce Development Services		
4. NAME AND ADDRESS OF CONSULTANT:				5. ISSUED BY:		
Office of Port Jobs Harbor Marina Corporate Center 1001 SW Klickitat Way, Suite 200A Seattle, WA 98134				Port of Seattle PO Box 1209 Seattle, WA 98111		
6A. Original Contract Value:		6B. Previous Contract Value:		6C. Value of this Amendment:		6D. Contract Value with this Amendment:
\$9,990,000		\$10,634,994		\$0		\$10,634,994
7A. Original Contract End Date:		7B. Previous Contract End Date:		7C. Duration Extended by this Amendment:		7D. Amended Contract End Date:
1/1/2027		1/1/2027		0 days		1/1/2027
8. Description of Amendment:						
The Purpose of this Amendment is to update the following in the Service Agreement Terms & Conditions: 1. Section III. B, Compensation. The Port is moving to quarterly reports and invoices REMOVE: CONSULTANT shall submit a monthly request for payment for milestones completed within the billing period. This report shall be submitted with the CONSULTANT'S monthly invoice. Payment shall be made thirty (30) days ("Net 30") from date a properly completed invoice is received by the PORT. If there are disputed items or amounts or both on any invoice, the PORT will present these items to the CONSULTANT for resolution. Those items that are undisputed will be identified on the invoice and payment will be made for the undisputed amount. All billing shall be submitted to the Port of Seattle, Attn.: Luis Navarro, Invoices must reference the Agreement number. REPLACE WITH: CONSULTANT shall submit a quarterly request for payment for milestones completed within the billing period. This report shall be submitted with the CONSULTANT'S quarterly invoice. Payment shall be made thirty (30) days ("Net 30") from date a properly completed invoice is received by the PORT. If there are disputed items or amounts or both on any invoice, the PORT will present these items to the CONSULTANT for resolution. Those items that are undisputed will be identified on the invoice and payment will be made for the undisputed amount. All billing shall be submitted to the Port of Seattle, Attn.: Luis Navarro, Invoices must reference the Agreement number. 2. Attachment C, Supplemental Conditions REMOVE: A. No later than the 10th day of each month, CONSULTANT shall report on the progress of the activities of the contract. B. Failure to provide timely and accurate monthly reporting may result in denial of and/or late payment. REPLACE WITH: A. No later than the 10th day of the month following the end of the preceding quarter, CONSULTANT shall report on the progress of the activities of the contract. B. Failure to provide timely and accurate quarterly reporting may result in denial of and/or late payment.						
Except as provided herein, the above referenced contract remains unchanged and in full force and effect.						
9A. CONSULTANT: NAME AND TITLE OF SIGNER (Type or Print)				10A. PORT OF SEATTLE: NAME AND TITLE OF SIGNER (Type or Print)		
Heather Worthley Executive Director				William Zhou Contract Administrator II CPO – Service Agreements		
9B. CONSULTANT SIGNATURE		9C. DATE		10B. PORT OF SEATTLE SIGNATURE		10C. DATE
		5/2/2024				5/2/2024
(Signature of person authorized to sign)				(Signature of person authorized to sign)		

 CONTRACT AMENDMENT			Page of Pages		
			1	8	
1. AMENDMENT NUMBER: 4		2. CONTRACT NUMBER P-00320638		3. CONTRACT TITLE Employment Center Management and Workforce Development Services	
4. NAME AND ADDRESS OF CONSULTANT: Office of Port Jobs Harbor Marina Corporate Center 1001 SW Klickitat Way, Suite 200A Seattle, WA 98134			5. ISSUED BY: Port of Seattle PO Box 1209 Seattle, WA 98111		
6A. Original Contract Value: \$9,990,000		6B. Previous Contract Value: \$10,634,994		6C. Value of this Amendment: \$250,000	
7A. Original Contract End Date: 1/1/2027		7B. Previous Contract End Date: 1/1/2027		7D. Amended Contract End Date: 1/1/2027	
8. Description of Amendment: In accordance with Section V. Changes, the purpose of this amendment is to: <u>Section III. Compensation</u> Increase the contract value by \$250,000 for additional scope being added to the agreement. REMOVE in its entirety: Attachment B – Milestone Schedule, Amendment 2 and Attachment D – Company Information, Amendment 2 REPLACE with: Attachment B – Milestone Schedule, Amendment 4 and Attachment D – Company Information, Amendment 4 <u>Attachment A-1 – Scope of Work Additions, Amendment 4</u> Add new Tasks and Deliverables under Section 2 and correct the numbering sequence for Tasks listed under Section 3 <u>Attachments:</u> Attachment A-1 – Scope of Work Additions, Amendment 4 Attachment B – Milestone Schedule, Amendment 4 Attachment D – Company Information, Amendment 4					
Except as provided herein, the above referenced contract remains unchanged and in full force and effect.					
9A. CONSULTANT: NAME AND TITLE OF SIGNER (Type or Print) <i>Heather Worthley</i> <i>Executive Director</i>			10A. PORT OF SEATTLE: NAME AND TITLE OF SIGNER (Type or Print) Josephine Wilson Interim Supervisor CPO Service Agreements		
9B. CONSULTANT SIGNATURE 		9C. DATE 5/1/25		10B. PORT OF SEATTLE SIGNATURE 	
(Signature of person authorized to sign)				(Signature of person authorized to sign)	
				10C. DATE 5/1/2025	

Attachment A-1
Scope of Work Additions
Amendment 4

Section 3: Task 5 and Task 6 corrected to Task 1 and Task 2

ADD: Scope of Work Background and Description for Childcare Navigator Program

ADD: Tasks (and Deliverables) 4, 5, 6 under Section 2. Contract Tasks Funded with Non-Airport Funds

ADD: Assumptions 7, 8, 9, 10, 11

Background

Over the last two years, the Port of Seattle has examined ways to address the impact of lack of affordable, accessible, flexible childcare on the successful recruitment, hiring, advancement, and retention of the airport workforce at Seattle-Tacoma International Airport (SEA).

As part of this effort, the Port of Seattle (Port) has identified several strategies – including the provision of multilingual, culturally appropriate, hands-on technical assistance to help SEA workers identify available childcare solutions that support continued employment at SEA as well as additional resources that can help individuals afford and access these opportunities. To that end, Consultant will act as a technical assistance provider to offer these “Childcare Navigator” services to those employees at SEA who voluntarily seek such support.

The overarching goal of this program is to ensure that SEA has access to a robust workforce that can help the airport succeed in its effort to be a world-class aviation facility. The Port believes strongly, based on its research, that improved awareness of and access to affordable, accessible, flexible childcare will improve airport workforce recruitment and retention. In addition – given that many existing childcare initiatives are not accessible to all families, particularly those who are not comfortable navigating technology or systems in English – the Childcare Navigator (Consultant) will have the added benefit of increasing equity for families by supporting them to search for, and connect to, services in their preferred language.

Of note, this scope of work is one strategy that is part of a suite of strategies that the airport is employing to ensure that childcare access does not serve as a barrier to the recruitment and retention of a skilled workforce. While the Childcare Navigator program will operate independently, the Consultant will be apprised of, and actively connect with and share promising practices and challenges with partners offering related services to avoid duplication and ensure coordination.

Scope of Work Description

Create a Childcare Navigator program within the Port’s Aviation Division to provide multilingual, culturally appropriate, hands-on technical assistance to SEA workers with children aged 0 (including prenatal) to 5 years old to help them identify available childcare slots, existing childcare subsidies, and other resources and opportunities that support continued employment at SEA. The Consultant will also gather data about SEA workers’ number of K-8 school-aged children, for future Port child care program consideration.

SECTION 2. CONTRACT TASKS FUNDED WITH NON-AIRPORT FUNDS

4. Program Development

- 4.1. Develop a Childcare Navigator Program Design Plan to identify and document key aspects of the Childcare Navigator Program, including what navigation services will be offered, how those services will be delivered, when they will be offered (to accommodate shift workers outside traditional daytime hours) and how the availability of this service will be communicated to SEA workers.

4.1.1. Present draft Childcare Navigator Program Design Plan to Port for feedback and finalize Childcare Navigator Program Design Plan addressing feedback received.

4.2. Continuously update the list of services and resources, including by capturing, to the extent reasonably possible, the changing availability of individual childcare openings that support continued employment at SEA, changes to eligibility for subsidies and other state and local support, factors affecting childcare availability, and new information about childcare applications and waitlists.

Deliverables

- A. Additional data collection, including compilation of available childcare resources (such as, but not limited to information from the Washington State Department of Children, Youth & Families, the City of SeaTac's family day care home initiative, BrightSpark, Child Care Aware of Washington Carefinder, and the Puget Sound Educational Service District Early Head Start, Head Start, and Early Childhood Education and Assistance Programs), and any supplemental airport employer and/or employee feedback on how a Navigator can most effectively support employee childcare needs Due: One month from execution of Amendment 4.
- B. Draft Childcare Navigator Program Design Plan for Port feedback. Due: Six weeks after execution of Amendment 4.
- C. Final Childcare Navigator Program Design Plan incorporating feedback received. Due: Two months after execution of Amendment 4.

5. Materials Development

- 5.1. Create any needed airport specific, culturally relevant and language accessible marketing/communication materials (i.e. – website, flyers) for outreach to SEA workers to make them aware of this new service. Materials should include:
 - 5.1.1. Virtual and/or physical materials to share information about the existence of the Childcare Navigator program
 - 5.1.2. Virtual and/or physical materials (i.e. – website page, information packets) to use in the provision of Navigator services to share information about available and upcoming childcare offerings, such as open enrollment opportunities and subsidy applications.
 - 5.1.3. Develop an initial satisfaction survey and a follow-up survey per Subtask 8.3 below.
- 5.2. Present draft materials to Port for feedback and finalize materials addressing feedback received.

Deliverables

- A. All virtual and/or physical material drafts to also include initial satisfaction survey and follow-up survey for Port feedback. Due: Within two months after execution of Amendment 4
- B. All virtual and/or physical final materials to also include final initial satisfaction survey and follow-up survey incorporating feedback received. Due: Within 2.5 months after execution of Amendment 4

6. Program Implementation

- 6.1. Conduct outreach to SEA employees and SEA employers as part of the pilot program in alignment with the Childcare Navigator Program Design Plan in order to understand any unique aspects of SEA employee childcare needs and the existence of any available childcare supports already provided by their employer. Additionally, include childcare findings emerging from SEA workers engaged in Port Jobs Retention and Navigation project, a project conducted separately from this contract, already underway.
- 6.2. Provide services to a minimum of 170 SEA employees in 2025 and 250 employees in 2026 tailored to language and digital literacy needs with cultural sensitivity.
- 6.3. Evaluate services provided, including a satisfaction survey following the first contact with the client to assess the clarity, accessibility and effectiveness of the support, as well as a follow up survey to

assess whether the employee was able to obtain childcare, their level of satisfaction with the childcare, and whether they need additional assistance.
6.3.1. Provide this information regularly to Port staff to be used in their overall program evaluation efforts.

Deliverables

- A. 170 SEA employees served in 2025, and 250 SEA employees served in 2026. The Port may request ad hoc reports on a more frequent basis. Due: Annually, 30 days after year end, or as directed by Port Project Manager (PM)
- B. Reports on employees served, including services provided and outcomes. Due: Monthly, 30 days after end of each month
- C. Report on evaluation outcomes. Due: Annually, 30 days after year end, or as directed by Port PM

SECTION 3. OTHER GENERAL TASKS

1. Engagement with Community Based Organizations and Support Services Entities

- 1.1. Maintain linkages and relationships with community based organizations serving underrepresented communities, and public and non public entities to ensure that diverse communities (including near-Airport residents) are informed about opportunities for employment at SEA Airport.
- 1.2. Maintain relationships with community based organizations, public and non public entities that provide services and support to communities and provide referrals to SEA Airport job seekers and incumbent workers, as appropriate.

2. Refugees Workforce Development Assistance

- 2.1. Assist asylum seekers in becoming familiar with the job application, hiring processes, and worker rights.
- 2.2. Collect data and other relevant feedback associated with barriers encountered by asylum seekers in applying and securing jobs in port related sectors.

Deliverables

- A. Provide in person information and virtual information referral services. Due: Ongoing Always accessible
- B. Provide a work plan coordinating with up to three subconsultants to:
 - i. Hire interpreters to facilitate support services for asylum seekers.
 - ii. Assess referred persons to develop career and referral plans.
 - iii. Describe the job application, hiring process, and worker rights.
 - iv. Develop and review with people Career Preparation Plan.
 - v. Consider referrals where appropriate to places like ANEW and AJAC for additional career exploration in airport-related manufacturing and construction
 - vi. Do tours of airport and focus on describing the entry level jobs and other opportunities
 - vii. Introduce individuals to aviation career pathways programs

Consultant may request updates to the work plan with approval by the Port's Project Manager.

Consultant is authorized to utilize the contingency fund to charge for the 4% sub-consultant markup.

Due: Draft work plan: 11/15/2023

Final work plan: 12/15/2023

Assumptions

7. The Port will provide all materials developed to-date on this topic, including reports, employee surveys, and best practices collected from other outreach.¹
8. The Port will help communicate the availability of any services to potentially interested SEA workers.
9. The Port will coordinate with the Consultant to determine key aspects of the program design, and to facilitate direct access to interested SEA workers.
10. The Port will provide meeting space for any required in-person activities as available, beyond Port Jobs' capacity
11. The Port will assist – if requested and as available – with conducting any survey work, in coordination with the Consultant.

¹ Supplemental materials to be provided include The Imagine Institute's final report and presentation, all employee childcare survey results, and the Commission Childcare Order.

**Attachment B
Milestone Schedule
Amendment 4**

Task #	Description	Amount per year	Total Contract Value (Years 1-5)	Total Contract Value (Option Years 6-7)	Subtotal
TASKS FUNDED WITH AIRPORT FUNDS					
1	Employer Services and Engagement Years 1-5	\$174,908	\$874,540		\$874,540
	Option Years 6-7	\$174,795		\$349,590	\$349,590
2	Job Seeker Services: Years 1-5	\$174,908	\$874,540		\$874,540
	Option Years 6-7	\$174,795		\$349,590	\$349,590
3	Screen / Refer Qualified Applicants Years 1-5	\$174,907	\$874,535		\$874,535
	Option Years 6-7	\$174,795		\$349,590	\$349,590
4	Training Services: Pre-Employment and Job Search Years 1-5	\$174,907	\$874,535		\$874,535
	Option Years 6-7	\$174,795		\$349,590	\$349,590
TASKS FUNDED WITH NON-AIRPORT FUNDS					
1	Job Seekers Services Years 1-5	\$56,467	\$282,335		\$282,335
	Option Years 6-7	\$56,317		\$112,634	\$112,634
2	Training Services Years 1-5	\$56,465	\$282,325		\$282,325
	Option Years 6-7	\$56,317		\$112,634	\$112,634
3	Aviation Career Pathway Training Services plus navigation and retention services per Amendment 1 Years 1-5	\$148,179	\$740,895		\$740,895
	Option Years 6-7	\$58,026		\$116,052	\$116,052
4 (AM 4)	Program Development Year 4	\$22,400	\$22,400		\$22,400
5 (AM 4)	Materials Development Year 4	\$22,400	\$22,400		\$22,400
6 (AM 4)	Program Implementation Year 4	\$80,200	\$205,200		\$205,200
	Program Implementation Year 5	\$125,000			

OTHER GENERAL TASKS		\$2,933,935	\$1,112,674	\$4,046,609
1	Engagement with Community Based Organizations and Support Services Entities Years 1-5	\$556,787	\$2,783,935	\$2,783,936
	Option Years 6-7	\$556,337	\$1,112,674	\$1,112,674
2	Refugees' workforce development assistance			
	50% Due upon receipt of First Draft Plan	\$150,000	\$150,000	\$150,000
			Contingency	\$45,000
			Value of Amendment 4	\$250,000
			Total Not-to-Exceed Amount	\$10,884,994

Attachment D Company Information Sheet Amendment 4

Port of Seattle Solicitation Information

Legend: Prime enters information Name of Field Automatically Generated/Calculated Field

Contract No.:	00320638
Contract Title:	Employment Center Management and Workforce Development
Contract Value:	\$10,884,994

Summary of Company Information and Diversity in Contracting

Instructions: The areas in green automatically calculate based on the values entered in the detail sheet for each company. If the calculations seem incorrect to you, please return to the individual detail sheet to make changes there. Please note that rows cannot be deleted once added. For unneeded rows, the % of work column can be left to 0 and a note added to the scope of work.

Companies

	Company Name	Scope of Work	% of Work	Small & Diverse Business Credentials										Is WMBE?	Est. Dollar Value
				OBE	CBE	MBE	WBE	MBBE	VDB	LGBTQBE	SBE	SCS	HSP		
Prime	Office of Port JOBS	Manage Airport Employment Center	89%										X	No	\$9,687,645
Subcontractor	Business Government Community	Consulting Retention & Childcare	2%			X								Yes	\$217,700
Subcontractor	Wayne Enterprises	cleaning & janitorial tasks	2%					X						Yes	\$217,700
Subcontractor	One America	See Amendment 2 - Task 6	0%										X	No	\$0
Subcontractor	Congolese Integration Network	See Amendment 2 - Task 6	0.46%										X	No	\$49,962
Subcontractor	Partners In Employment	See Amendment 2 - Task 6	0.46%										X	No	\$49,962
Subcontractor	Asian Counseling & Ref Serv.	See Amendment 2 - Task 6	0.46%										X	No	\$49,962
Subcontractor	Minar and Northey LLP		1%				X				X			Yes	\$108,850
Subcontractor	Cold Coast Accounting		1%				X				X			Yes	\$108,850
Subcontractor	Adams Interpreting Services LLC		2%					X			X			Yes	\$217,700
Subcontractor	BF Foods		2%					X						Yes	\$217,700

100%

Number of Firms	1	2	4		4	5
Participation %	2%	2%	6%		4%	90%
Est. Dollar Value of Participation	\$ 217,699.88	\$ 217,699.88	\$ 653,099.64		\$ 435,399.76	\$ 9,837,531.03

Prime WMBE Participation	0%
Subcontractor WMBE Participation	10%
Total WMBE Participation	10%

Two-Year Contract Extension for Airport Employment Center and Workforce Development Services

Requesting Commission authorization to extend Port Jobs' contract to operate the Airport Employment Center (AEC) for 2 optional years, per contractual allowance

- Base Contract: 1/1/2022 – 12/31/2026
- 2-year extension: to 12/31/2028
- Total contract value: \$11,298,739 (combination of Airport Revenue and Tax Levy funds)
- Today's request: \$563,739



Two-Year Contract Extension for Airport Employment Center and Workforce Development Services

Executive Summary

- Advances key goals of the Workforce Development Policy Directive 3776
- Essential to the Port's mission as an economic development agency and is necessary to operate a world class airport such as SEA
- Port Jobs acts as a one-stop-shop for job seekers and tenants; triple customer base:
 - Community seeking jobs at SEA
 - Incumbent workers seeking to change or advance careers at SEA
 - Employer tenants seeking qualified candidates to fill roles



Two-Year Contract Extension for Airport Employment Center and Workforce Development Services

Executive Summary, Cont.

- Operates SEA's childcare navigation services, providing essential services to help families with children to remain in the workforce
- Collaboration with Community Based Organizations broadens the reach to underrepresented communities and ensures diverse populations have access to airport employment
- Port Jobs leveraged over \$1.1 million in 2025, allowing them to expand services beyond what the Port may fund



Two-Year Contract Extension for Airport Employment Center and Workforce Development Services

2025 Demographics and Job Placements

BIPOC	90%
Female	41%
Econ Distressed ZIPs	86%
Job Placements	1,654

Current Scope:

- Employer Services & Engagement
- Job Seeker Services
- Training Services: Pre-Employment & Job Search
- Aviation Career Pathway Training Services
- Engagement with Community Based Organizations & Support Services Entities
- Childcare Navigation Services – Program Implementation



COMMUNITY PARTNERSHIPS

Adam's Interpreting Services LLC

BF FOODS
GROUP



CITY OF
TUKWILA



Alaska
AIRLINES



SERVE ETHIOPIANS
WASHINGTON
Serve and Empower



VIP
HOSPITALITY



HIGHLINE
COLLEGE



Panasonic



McGee Air Services



**COMMISSION
AGENDA MEMORANDUM**

Item No.

8k

ACTION ITEM

Date of Meeting

August 11, 2026

DATE: July 30, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Eileen Francisco, Director, Aviation Project Management
Sarah Cox, Director, Aviation Environment & Sustainability

**SUBJECT: Industrial Wastewater Treatment Plant (IWTP) Enhancements – CIP# C801234
100% Design Funding and Early Works Package Release**

Amount of this request: \$ 41,200,000

Total estimated project cost: \$ 280,782,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to (1) authorize full design and preparation of construction documents for the Industrial Wastewater Treatment Plant Enhancements projects; (2) procure long-lead items; (3) authorize Port Construction Services to execute small works contracts and use Port crews for support of construction; (4) execute early work packages with Hoffman Construction; (5) increase project authorization by \$41,200,000 for a total project authorization of \$61,335,000. The total estimated Industrial Wastewater Treatment Plan Enhancements project cost is \$280,782,000.

EXECUTIVE SUMMARY

This project will install a pre-treatment system and upgrade the existing systems at the IWTP to ensure compliance with future King County Department of Natural Resources Industrial Waste Discharge permit limits.

The airport's IWTP manages and treats stormwater associated with industrial activities from aircraft fueling and maintenance operations as well as wastewater from other airport related operations such as aircraft deicing. Stormwater runoff with low Biochemical Oxygen Demand (BOD) discharges to the Puget Sound under conditions of National Pollutant Discharge Elimination Systems (NPDES) permit. Stormwater runoff with high BOD discharges to King County South Treatment Plant for secondary treatment under King County Department of Natural Resources Permit No. 7810-06. The primary source of high BOD is aircraft deicer runoff. Effective in 2026, the King County BOD permit limits will be restricted to a level that will require an on-site pre-treatment system at the Seattle–Tacoma International Airport (SEA). Negotiations with King

Meeting Date: August 11, 2026

County regarding the implementation schedule require the Port to demonstrate progress towards the implementation measures necessary to meet the new permit limits.

The amount of this request is \$41,200,000 to complete the full Architecture and Engineering (A&E) design of the IWTP Program (CIP C801234), long-lead equipment purchases, and completing early works packages. The total estimated project cost is currently \$ 280,782,000. Staff will return to the Commission following the completion of the 90% design and negotiation for the Maximum Allowable Construction Cost (MACC), at that time staff will provide an updated project cost estimate and request authorization to move forward with the full construction package.

JUSTIFICATION

Since 2007, the IWTP has discharged industrial wastewater runoff containing aircraft deicers to the King County Wastewater Treatment System. Through each permit cycle, King County has restricted discharges because under sustained heavy aircraft deicer loads, the performance of the County's treatment plant has been disrupted by the Port's discharges.

Over the past five years, the Port has evaluated technologies and methods to reduce impacts to the King County treatment plant. This evaluation included a comprehensive assessment of deicing source control, storage, and treatment technologies. This assessment resulted in measures to reduce the amount of aircraft deicer applied and implemented operational efficiencies. For example, most of the aircraft deicer applicators switched to an application technology reducing the amount of deicer applied. This source reduction reduces the amount of future storage needed.

Under the terms of the July 2021 and July 2026 Industrial Waste Discharge (IWD) permits, the Port is required to implement infrastructure and operational modifications by 2031 to comply with future discharge limits. The previous BOD mass loading limit of 60,000 lb./day will be reduced to 15,000 lb./day maximum daily and 12,000 lb./day on a monthly average basis during the 2031 permit issuance, with interim limits imposed in the 2026 permit cycle. The IWTP modifications needed to comply with these reduced limits include significant additions to the system for storage and pretreatment of IWS stormwater containing spent aircraft deicing fluid. The 2026 IWD permit also includes a compliance schedule over the next five years to reflect progress toward implementation of measures to meet further reduced 2031 effluent limitations. The Port will continue to collaborate with King County Industrial Waste Program to meet permit limits during construction of the project.

While the Port has developed a preliminary design of the pretreatment and storage systems, some elements of the design scope present risks to overall cost and schedule (phasing, controls architecture, storage requirements, seasonal modeling, etc.).

Diversity in Contracting

There will be a 15% WMBE aspirational goal associated with this contract from the designers. The construction determination will be made at the 60% set.

Meeting Date: August 11, 2026

DETAILS

Funds will be used to develop and complete:

- Complete Design (treatment configuration, storage options, infrastructure needs)
- Final construction estimate
- Determine all jurisdictional and utility districts design input
 - PSE Power requirements
 - Highline Water District
 - Midway Sewer District
 - City of SeaTac requirements

The completed design will provide clarity of a pre-treatment system, water storage, and all associated mechanical support systems that will work with the existing systems.

Scope of Work

Design completion of the following systems will be included in the scope of the IWTP Program

- (1) Existing IWTP upgrades (lagoon mixing, modifications to Dissolved Air Flotation systems (DAF's), etc.)
- (2) Pre-treatment flow diversion and influent system
- (3) Storage systems to facilitate pre-treatment
- (4) BOD treatment system (aerated gravel beds, oil-water separator, drainage, etc.)
- (5) Effluent discharge systems
- (6) Support systems (new building, power supply, controls, security systems, HVAC)
- (7) Early Works Package to include the procurement/construction:
 - a. Long Lead Equipment purchase.
 - b. Medium Intensity Approach Lighting System with Runway Alignment Indicator Lights (MALSR) work
 - c. PSE demolition and new work
- (8) Convert Parking garage drainage from Industrial Waste System (IWS) to Storm Drainage

Schedule

Activity

60% Design Complete	2026 Quarter 4
90% Design Complete	2027 Quarter 2
100% Design Complete	2027 Quarter 2
Maximum Allowable Construction Cost (MACC) Determined	2027 Quarter 2
Commission Authorization – Construction	2027 Quarter 3
Notice to Proceed	2028 Quarter 1
Substantial Completion	2031 Quarter 2

Meeting Date: August 11, 2026

Cost Breakdown	This Request	Total Project
Design	\$13,225,000	\$54,906,000
Construction	\$27,975,000	\$225,886,000
Total	\$41,200,000	\$ 280,792,000

ALTERNATIVES AND IMPLICATIONS CONSIDERED**Alternative 1 – Status Quo.** Project will need to expense \$15,000,000Cost Implications: \$15,000,000Pros:

- (1) No further expenditure of capital.

Cons:

- (1) BOD levels would exceed permit allowances and likely result in significant fines indefinitely
- (2) Failure to meet King County permit levels for the new permit cycle will leave limited options for managing de-icing runoff at STIA. High BOD wastewater at the IWTP will not be able to discharge to the King County South Treatment Plant
- (3) The IWTP current storage is not sufficient and could result in overflow of untreated water into adjacent receiving waters
- (4) High risk of violating King County and/or Department of Ecology NPDES permit requirements
- (5) Increased risk of King County restricting or ceasing discharges during high-risk operational periods.
- (6) Staff have evaluated other treatment options locally and regionally outside of discharging to King County and did not identify feasible options
- (7) Without the project, winter flight operations would need to be restricted (i.e., flight cancellations) to maintain compliance

Alternative 2 – Construct new IWTP Facility with full scopeCost Implications: \$ 310,631,000Pros:

- (1) Maintain SEA Operations
- (2) Comply with King County and Department of Ecology (NPDES) permit requirements
- (3) Implementation of a pre-treatment facility on-site at STIA will allow continued discharge to the King County South Treatment Plant.
- (4) No need for future DAF project

Meeting Date: August 11, 2026

- (5) Improved operational flexibility

Cons:

- (1) Highest Cost

This is not the recommended alternative

Alternative 3 – Construct new IWTP Facility with deferred scope.

Cost Implications: \$280,792,000

Pros:

- (1) Maintain SEA Operations
- (2) Comply with King County and Department of Ecology (NPDES) permit requirements
- (3) Implementation of a pre-treatment facility on-site at STIA will allow continued discharge to the King County South Treatment Plant.

Cons:

- (1) Dissolved Air Flotation (DAF) tanks need to be replaced in five years
- (2) Reduced operational flexibility at lagoon 3

This is the recommended alternative.

FINANCIAL IMPLICATIONS

<i>Cost Estimate/Authorization Summary</i>	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$ 127,000,000	\$0	\$ 127,000,000
Transfer from IWTP Controls	\$ 10,600,000		\$ 10,600,000
Transfer from Aeronautical Reserve	\$49,400,000		\$49,400,000
Previous Budget Estimate Range	\$200,000,000 to \$300,000,000	0	\$200,000,000 to \$300,000,000
Current Budget Change • From \$200,000,000	\$93,782,000	0	\$93,782,000
Revised estimate	\$ 280,782,000	0	\$ 280,782,000
AUTHORIZATION			
Previous authorizations	\$ 20,135,000	0	\$ 20,135,000
Current request for authorization	\$ 41,200,000	0	\$ 41,200,000
Total authorizations, including this request	\$ 61,335,000	0	\$ 61,335,000
Remaining amount to be authorized	\$ 219,447,000	\$0	\$ 219,447,000

Meeting Date: August 11, 2026

Annual Budget Status and Source of Funds

This project, CIP C801234, was included in the 2026-2030 capital budget and plan of finance with a budget of \$187,000,000. The budget increase of \$93,782,000 was transferred from the Aeronautical Allowance to CIP C800753 resulting in no net change to the Airport capital budget. The funding sources would include the Airport Development Fund and revenue bonds. Most of the project costs would be recovered through airlines rates.

Financial Analysis and Summary

Project cost for analysis	\$280,782,000
Business Unit (BU)	Airfield Apron Area
Effect on business performance (NOI after depreciation)	NOI after depreciation will increase due to inclusion of capital (and operating) costs in airline rate base.
IRR/NPV (if relevant)	N/A
CPE Impact	\$0.70 in 2030

Future Revenues and Expenses (Total cost of ownership)

Aviation Operations and Maintenance have reviewed the preliminary design of the system, and meetings have been held with leadership from each group to discuss expected additional costs of ownership. The preliminary design documentation includes a summary of expected additional operators needed to support the system, as well as additional maintenance and spare part requirements.

ATTACHMENTS TO THIS REQUEST

- (1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

July 23, 2024 – The Commission authorized the Executive Director to (1) advertise and execute a General Contractor, Construction Manager (GC/CM) construction contract and authorize pre-construction services for CIP# C801234. The amount requested under this authorization was \$6,500,000.

September 26, 2023 (item 8b) – The Commission authorized the Executive Director to (1) advertise and execute a project specific contract for Architecture and Engineering (A&E) services, (2) develop a project notebook document and progress the overall design to 30%, (3) utilize port crews for enabling work related to the Industrial Wastewater Treatment Plant (IWTP) project at Seattle-Tacoma International Airport. The amount being requested under this authorization was \$11,500,000.

Meeting Date: August 11, 2026

December 14, 2021 – The Commission authorized execution of a contract for Architecture and Engineering (A&E) services to complete planning and preliminary design for the Industrial Wastewater Treatment Plant (IWTP) Program (CIP C801234). The amount of this request was \$2,000,000.

Industrial Wastewater Treatment Plant (IWTP) Enhancement Project

Design Funding, Early Work, and
Long Lead Equipment Procurement
CIP C801234



Industrial Wastewater System

Collection System (approximately 300 acres)	Detention and Treatment	Effluent and Disposal
Wash water and sediment from roadway, ramp, & runway maintenance & cleaning Industrial Stormwater • Fuel storage & delivery areas • Aircraft & airfield deicing and anti-icing • Non-pollution generating sources • Stormwater contaminated from buildings & ground maintenance Construction dewatering Wash water from aircraft, vehicle, & equipment Aircraft and other potable water system flushing Firefighting and fire suppression systems Groundwater from fuel storage & delivery areas	Decant collection facility Detention • Three lagoons (80 million gallons storage) Treatment Screening • Mixing • Flocculation • Dissolved Air Flotation Units (Treat 4 to 7 million gallons per day)	Sediment disposal (approximately 500 tons annually) • Lagoon cleaning • Decant collection • Sludge collection Permitted effluent discharges (approximately 300 million gallons annually) • National Pollutant Discharge Elimination System (NPDES) Permit • King County Industrial Waste Discharge Permit

Project Purpose and Scope

Purpose:

The project will install a pre-treatment system and upgrade the existing systems to the IWTP to ensure compliance with future King County Department of Natural Resources Industrial Waste Discharge permit conditions.

Scope:

- Aerated Gravel Bed (AGB) treatment facility
- 5-Million-gallon storage tank
- Control system updates
- Building modifications and improvements

Project Location



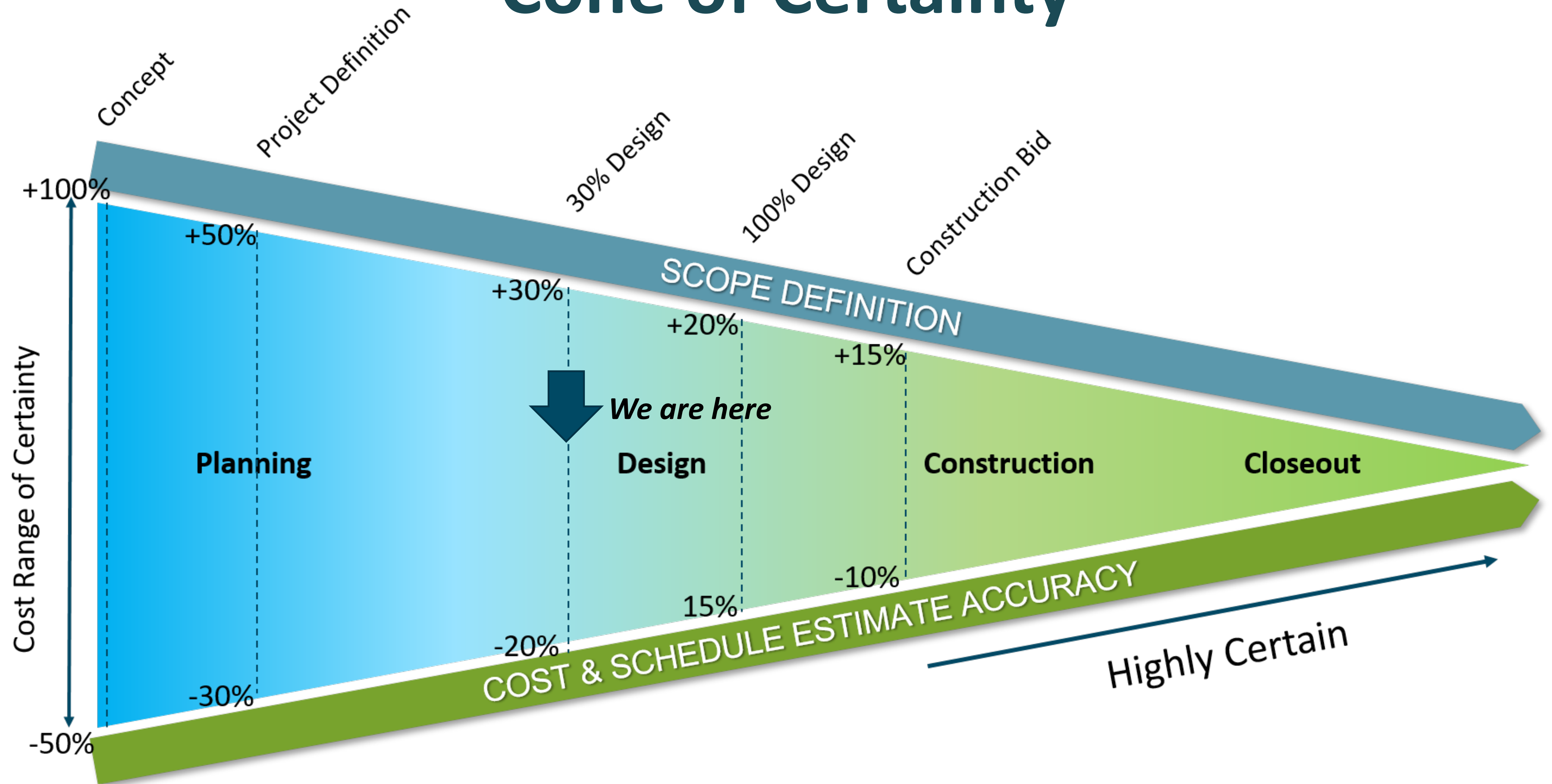
Example Aerated Gravel Bed



Project Budget & Schedule

- **CIP: C801234**
- **Not to Exceed Budget: \$280,782,000**
- **Previous Authorization: \$20,135,000**
- **Current Request: \$41,200,000**
- **Key Schedule Milestones:**
 - 60% Design Complete: Q4 2026
 - 90% Design Complete: Q2 2027
 - MACC Determined: Q2 2027
 - Early Work Released: Q2 2027
 - 100% Design: Q4 2027
 - Commission Construction Auth: Q4 2027
 - Notice to Proceed: Q1 2028
 - Substantial Completion: Q2 2031

Cone of Certainty



Action Requested

- 1) Authorize full design and preparation of construction documents for the Industrial Wastewater Treatment Plant Enhancements projects;
- 2) Procure long-lead items;
- 3) Authorize Port Construction Services to execute small works contracts and use Port crews for support of construction;
- 4) Execute early work packages with Hoffman Construction;
- 5) Increase project authorization by \$41,200,000 for a total project authorization of \$61,335,000. The total estimated Industrial Wastewater Treatment Plan Enhancements project cost is \$280,782,000.

Questions?



Seattle-Tacoma
International
Airport

Operated by the
Port of Seattle

FlySEA.org





**COMMISSION
AGENDA MEMORANDUM**

Item No. 10a

ACTION ITEM

Date of Meeting August 11, 2026

DATE : August 3, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Keri Stephens, Director, Aviation Facilities and Capital Programs
Sabin Mudaliar, Interim Director, Airport Operations
Eileen Francisco, Director, Aviation Project Management Group

SUBJECT: S Concourse Evolution Multi-Year Project Authorization

Amount of this request: \$1,100,000,000

Total estimated project cost: \$2,525,000,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to increase project authorization for S Concourse Evolution by \$1,100,000,000 for a total authorization of \$1,400,000,000. This authorization will provide funding for all activities necessary to advance the program into 2029.

EXECUTIVE SUMMARY

The S Concourse Evolution (SCE) project at Seattle-Tacoma International Airport (SEA) is a cornerstone of the Upgrade SEA program. As a critical infrastructure renewal effort, SCE will modernize a 50-year-old facility to meet current seismic, structural, and building codes. While the project does not increase gate count, it repurposes space vacated by the International Arrivals Facility (IAF) to elevate the passenger experience through expanded dining, retail, and amenities.

This authorization supports the development of multiple Maximum Allowable Construction Cost (MACC) contracts, ensuring the project remains on the critical path by starting construction in November 2026. The multi-phased approach maximizes gate capacity throughout construction, reducing impacts to airlines dependent on the use of widebody gates. This request secures funding for all project activities into 2029.

Given the SCE program's scale and complexity, this request provides flexibility to capitalize on cost-saving and schedule-acceleration opportunities. The team continues to identify efficiencies to streamline the schedule and reduce expenditures, maintaining sound fiscal discipline within the total approved program cost.

Meeting Date: August 11, 2026

JUSTIFICATION

The S Concourse facility at SEA opened in 1973 and is owned and operated by the Port. The facility depends on building systems that are well past their useful service lives, and formerly housed the federal inspection services, which were relocated to the International Arrivals facility several years ago. Since the S Concourse was constructed, passenger volumes and aircraft operations have increased dramatically, security regulations have expanded, passenger level of service expectations have evolved, and airlines and retailers have changed their marketing strategies. However, redevelopment of the facility requires updating the space to current building code minimum requirements. The building systems and materials used in the original construction, due to their age and manufacture, are difficult to maintain. The facility also contains areas of encapsulated regulated materials, such as asbestos, which complicates maintenance, renovation, and development.

Diversity in Contracting

The SCE project includes a 26% WMBE aspirational goal for project management and controls, and a 12% DBE goal for the design contract. The project team is working with Diversity in Contracting to identify DBE goals for each separate MACC contract.

DETAILS

This request supports a multi-contract MACC delivery approach which allows the team to sequence work efficiently, manage risks, and pursue cost saving and schedule acceleration opportunities as design progression and market conditions evolve. The program currently anticipates approximately six MACCs to complete construction. This request will fund the program through what is currently anticipated to be the first 4 MACC contracts and preparation of the fifth. Funding supports but is not limited to design, project management, construction management, procurements, preconstruction services and funding for the construction of the scopes of work currently planned for the first 4 MACC contracts. As design and scheduling progress, the number of MACC contracts covering this scope of work may vary.

The scope of work included in this authorization includes temporary facilities, early work scope elements including baggage system modifications, demolition, regulated materials removal, civil infrastructure, structural, and electrical systems. Also included is procurement of long lead materials such as vertical transportation, passenger loading bridges, select mechanical and electrical equipment, and curtainwall system. The scope also includes project components to support the construction of the S Concourse, such as the Interim S Annex holdroom and other ancillary support facilities.

The S Concourse Evolution (SCE) project delivers a comprehensive modernization of the 50-year-old facility, addressing critical seismic, structural, and building systems deficiencies while improving passenger circulation, revenue generation and operational efficiency. The design

Meeting Date: August 11, 2026

supports long-term needs by adding a new upper concourse level, improving dual-level boarding operations, and expanding areas for dining, retail, lounges, and passenger amenities.

Given the constrained site and continuous gate demand operational pressures, the project relies on a multi-phase construction and gate-outage strategy to minimize the impact of taking widebody gates out of service during construction. The team continues active coordination with airline partners and airport operations to maintain customer service, preserve gate availability, and minimize gate, ramp and terminal impacts during construction.

The SCE renovation will attain LEED Silver certification once completed. Various sustainable design strategies will result in an anticipated ~58% reduction of annual operational greenhouse gas emissions and ~16% reduction of annual energy use from Port Standard. Significant components contributing to this achievement include exterior enclosure & glazing, lighting, electrical equipment in lieu of fossil fuel, low-flow plumbing fixtures, EV charging, and reuse of building material, to name a few. The SCE project will ensure the Port’s environmental stewardship into the future and for generations to come.

Scope of Work

The SCE project scope overall focuses on a major seismic and structural upgrade that will expand the building from 360,000 to 510,000 square feet. This added space comes from building upward and creating a new “Upper Concourse” level.

The new upper concourse nearly triples the Airport Dining and Retail (ADR) area to 41,000 square feet and increases lounge space to 45,000 square feet. While the number of widebody gates stays the same at 12, the project introduces a dual-level boarding system to ease passenger congestion and improve the overall travel experience especially for international passengers.

In addition to these customer-facing upgrades, the project repurposes the former Federal Inspection Station (FIS) space and adds new amenities such as upgraded restrooms, nursing suites, a children’s play area, a sensory room, and an interfaith prayer room.

Behind the scenes, the project also replaces all major mechanical, electrical, and civil systems. These improvements support long-term airport operations and are part of the facility meeting LEED Silver sustainability standards.

Schedule

Activity

Commission Authorization Design Start	Q4 2023
Commission Final Design Authorization	Q2 2025
Construction Authorization 188 th St Duct Bank	Q2 2026
Construction Start 188 th Street Duct Bank	Q3 2026
Commission Construction Authorization SCE	Q3 2026

Meeting Date: August 11, 2026

Construction Start SCE	Q4 2026
In-use date	Q4 2034

Cost Breakdown

This Request

Total Project

Design	\$290,000,000	\$383,000,000
Construction	\$810,000,000	\$2,142,000,000
Total	\$1,100,000,000	\$2,525,000,000

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Authorization for the Executive Director to increase funding for S Concourse Evolution and execute one mini maximum allowable construction cost contract.

Cost Implications: \$2.5 Billion

Pros:

- (1) Smaller initial capital investment

Cons:

- (1) Requires several month-to-month Commission requests for authorization.
- (2) Has potential to impact critical path to begin construction.
- (3) Reduces flexibility to capitalize on cost and/or schedule opportunities.
- (4) Funding is directly tied to each individual MACC package.
- (5) Increases administrative burden.

This is not the recommended alternative.

Alternative 2 – Authorization for the Executive Director to increase project authorization for S Concourse Evolution by \$1,100,000,000 for a total authorization of \$1,400,000,000. This authorization will provide funding for all activities necessary to advance the program into 2029.

Cost Implications: \$2.5 Billion

Pros:

- (1) Allows project to maintain critical path, beginning construction in Q4 2026
- (2) Decouples the tie to authorize individual MACC packages separately.
- (3) Provides flexibility to capitalize on potential cost and/or schedule opportunities.
- (4) Authorization allows the team to be efficient with resources without additional administrative burden and risk of delays.
- (5) Significantly reduces the number of Commission actions in support of the same goal.

Cons:

- (1) Large capital investment through one primary action.

This is the recommended alternative.

Meeting Date: August 11, 2026

FINANCIAL IMPLICATIONS

<i>Cost Estimate/Authorization Summary</i>	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$1,000,000,000	\$0	\$1,000,000,000
Previous changes – net	\$1,500,000,000	\$25,000,000	\$1,525,000,000
Revised estimate	\$2,500,000,000	\$25,000,000	\$2,525,000,000
AUTHORIZATION			
Previous authorizations	\$299,680,000	\$320,000	\$300,000,000
Current request for authorization	\$1,095,000,000	\$5,000,000	\$1,100,000,000
Total authorizations, including this request	\$1,394,680,000	\$5,320,000	\$1,400,000,000
Remaining amount to be authorized	\$1,105,320,000	\$19,680,000	\$1,125,000,000

Annual Budget Status and Source of Funds

The South Concourse Evolution project, CIP C801203, was included in the 2026-2030 capital budget and plan of finance with a budget of \$2,500,000,000. The funding sources include revenue bonds, Airport Development Fund (ADF), the Bipartisan Infrastructure Law (BIL) grant funding through the FAA-AIP program, and future Passenger Facility Charge.

Financial Analysis and Summary

Business Unit	Terminal Building
Project cost for analysis	\$2.5B
Infrastructure grants	\$270,000,000
NPV incremental to Base	\$(207.1)M
Non-aero cashflow in 2035	\$(26.4)M
Non-aero cashflow positive	In year 2060
CPE Impact in 2035	\$5.02
Terminal rental rate incremental increase in 2035	\$101.16

The financial analysis looked at the implications of this project on both the aeronautical and non-aeronautical businesses. For the aeronautical business, this project will add significant costs (primarily debt service on the bonds to fund the project) to the airline rate base, resulting in an increase to the passenger airline cost per enplaned passenger (CPE). The project will also allocate significant costs to the non-aeronautical business as a result of the space attributable to airport dining and retail. The table above shows a net present value (NPV) of the incremental net revenues compared to the costs for the non-aero business. At \$2.5 billion, the NPV is negative \$207M. The other measure we look at is non-aeronautical cash flow inclusive of the allocated debt service. This is important as an indicator of the project's impact on airport debt service

Meeting Date: August 11, 2026

coverage. The result will be negative cash flow in the first 25 years and going positive in 2060 at \$51.7M after final payment of debt service. Consequently, the project will reduce airport debt service coverage for many years. The analysis above assumes the project receives \$270 million of grant funding. More grant funding would improve the financial results.

Future Revenues and Expenses (Total cost of ownership)

The South Concourse Evolution program will increase Aviation Maintenance's overall operating and maintenance costs across multiple maintenance disciplines due to the increased asset inventory with the addition of 150,000 square feet of building area.

While the full magnitude of the increase of maintenance cost cannot be determined at this stage, they can be more accurately assessed once the facility design is complete.

ATTACHMENTS TO THIS REQUEST

- (1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

- May 26, 2026 – The Commission authorized pre-construction activities through the end of 2027, advertise and execute a construction contract for 188th st Duct Bank Crossing and advertise and execute any necessary change orders, work authorizations, contract amendments, and contracts to complete the S Concourse Evolution at SEA within the approved total program cost.
- April 28, 2026 - The Commission was briefed on S Concourse Evolution and informed of an upcoming funding request to advance design, pre-construction efforts, and upcoming construction.
- October 28, 2025 – The Commission approved construction authorization for the Spot 99 Duct Bank installation.
- May 27, 2025 – The Commission authorized an increase to funding, executed a professional services agreement, advertisement of construction contracts and special testing and inspection contracts, modification of a United Airlines lease and transferred scope and budget for the A6 Widebody Remediation.
- May 13, 2025 – The Commission was briefed on S Concourse Evolution and informed of an upcoming funding request to advance design, scope additions, and construction.
- May 14, 2024 – The Commission authorized to Prepare design and construction bid packages for S Concourse facilitating project, Procure long-lead items.
- October 22, 2022 – The Commission authorized to procure a Designer, GC/CM, Project Management/Controls Support, and Commissioning Agent for SCE.
- September 27, 2022 - The Commission was briefed on S Concourse Evolution and project status.
- April 13, 2021 – The Commission was briefed on SSAT Renovation Renewal PDD.

S Concourse Evolution Multi-Year Authorization



Agenda

- Program Purpose & Objectives
- Project Status
- Requested Authorization
- Commission Roadmap
- Construction Schedule
- Design – Renderings
- Fly-Through Animation
- Next Steps



- The S Concourse Evolution project (SCE) is a part of Upgrade SEA
- Collaboration from project team happening amongst SEA departments as well as External Relations, Customer Experience, etc.
- Updates will be communicated pre-construction with media moments and tours, social media, and information on website project page.
- Working with External Relations on drafting a communications plans as we move forward. This includes ongoing information to external audiences on project information and opportunities.



Program Purpose & Objectives

- SEA S Concourse renovation, renewal, and upgrade of 50-year-old facility
- Upgrades the facility to meet current seismic, structural, and building codes
- Repurposes space vacated by the International Arrivals Facility (IAF)
- Elevates passenger experience through expanded dining, retail, and amenities
- Provides improved level-of-service with larger boarding areas and technologies
- Achieves LEED Silver certification with reduced emissions and energy use

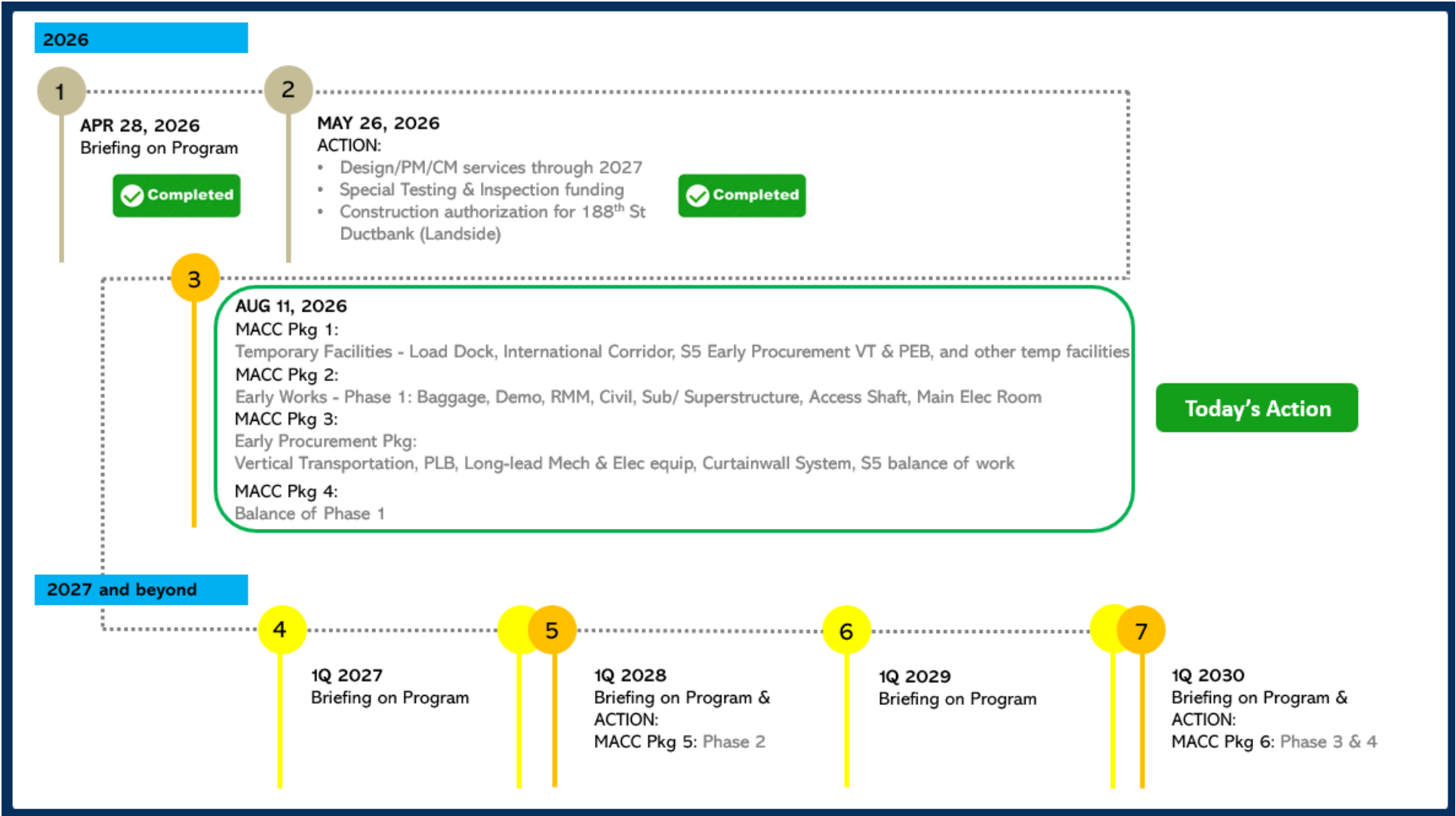
Project Status

- Base Building currently in Design
 - 90% Design deliverable on 11/6/26
- Multiple Early Works packages in Procurement and Permitting
- Facilitating projects:
 - Completed: Cargo 3 Bus Parking & Cargo 6 Hardstand
 - In Progress: Gate D6, 188th St Duct bank, Spot 99, Cargo 7 Hardstand
- Coordination for Nov 2026 Construction start

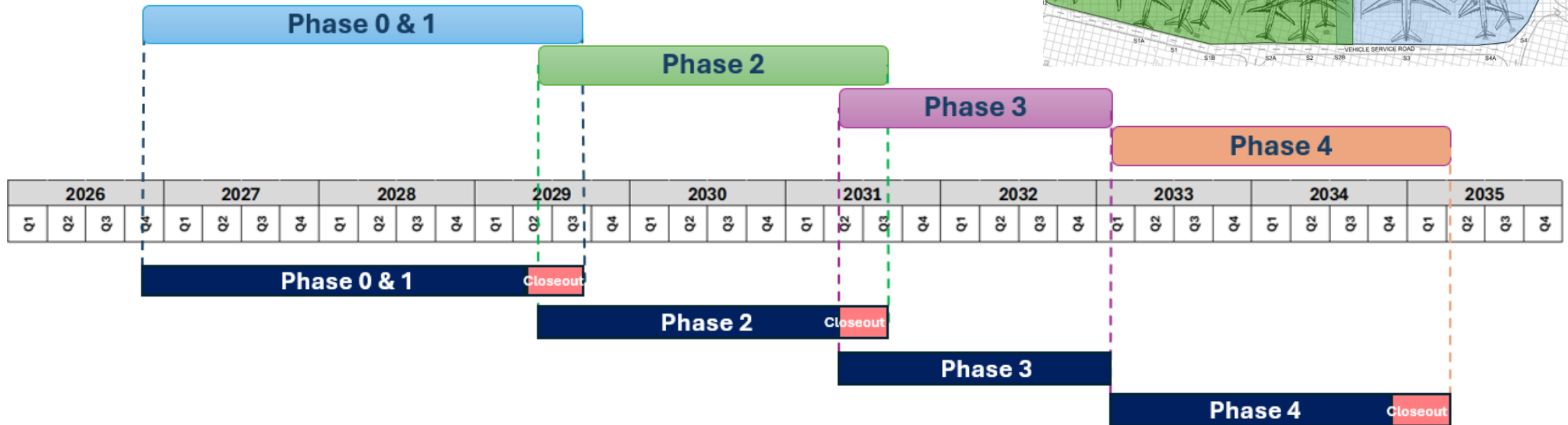
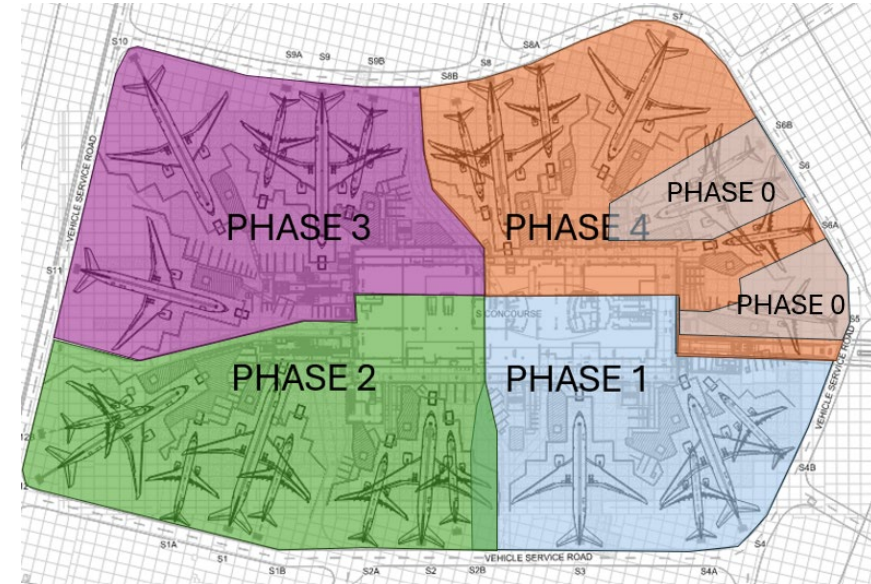
Funding & Requested Authorization

- Funding Sources
 - Revenue Bonds
 - \$270 Federal Aviation Administration Grants
 - No Local Tax Dollars
- Request Commission authorization for the Executive Director to increase funding project authorization for S Concourse Evolution by \$1,100,000,000 for a total authorization of \$1,400,000,000. This authorization to provide project funding for all activities will provide funding for all activities necessary to advance the program into 2029.

Commission Roadmap Update



Construction Schedule

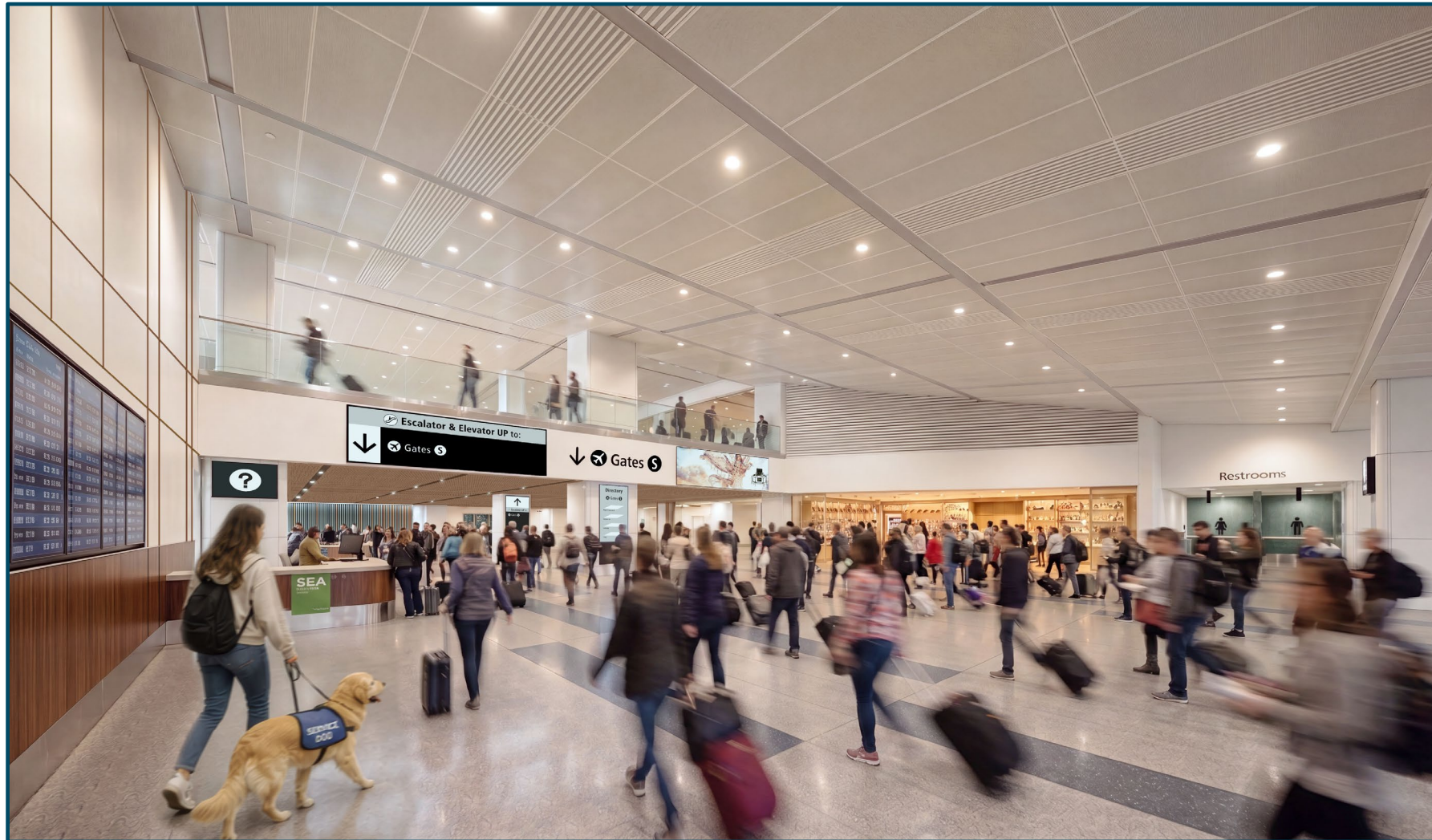


Building Levels



- 7 Mechanical Penthouse Level
- 6 Upper Concourse Level
- 5 Concourse Level
- 4 International Corridor Level
- 3 Ramp & Baggage Level
- 2 Amenities Level
- 1 STS Train Level

Current Design – STS Train Level



View facing South after exiting the train

Current Design – Concourse Level East



View facing East towards A Concourse

Current Design – Concourse Level West



View facing West towards runways

Current Design – Upper Concourse



View facing West towards runways

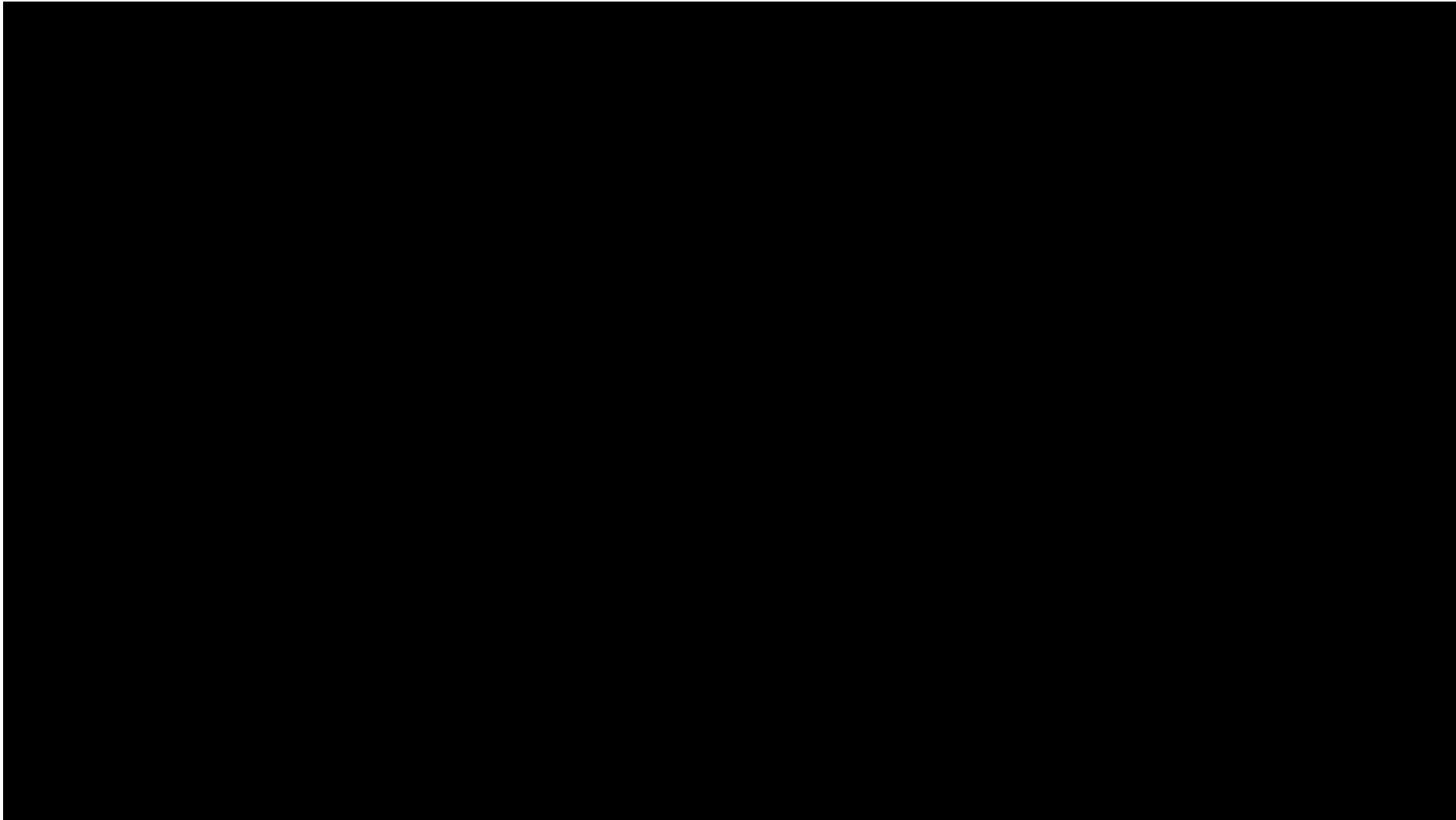
Current Design – Northeast Exterior



Current Design – Southwest Exterior



Fly-Through Animation Video



Next Steps

- Execute multiple MACC (maximum allowable construction costs) contracts
- 90% Design Deliverable November 2026
- Construction start November 2026
- Groundbreaking event Q1 2027
- Future Commission Items
 - Q1 2027 - Briefing
 - Q1 2028 - Briefing & Action
 - Action to increase funding for Phase 2 MACC
 - Q1 2029 - Briefing
 - Q1 2030 - Briefing & Action
 - Action to increase funding for Phase 3 & 4, including Final MACC

Requested Authorization

- Request Commission authorization for the Executive Director to increase funding project authorization for S Concourse Evolution by \$1,100,000,000 for a total authorization of \$1,400,000,000. This authorization to provide project funding for all activities will provide funding for all activities necessary to advance the program into 2029.

Questions

**COMMISSION
AGENDA MEMORANDUM**

Item No. 10b

ACTION ITEM

Date of Meeting August 11, 2026

DATE : August 3, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Jeff Wolf, Director, Aviation Commercial Management
Eileen Francisco, Director, Aviation Project Management Group

SUBJECT: Rental Car Facility (RCF) Customer Service Building Re-Demising Project Funding (#C801209)

Amount of this request: \$17,900,000

Total estimated project cost: \$19,700,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to take all steps necessary to complete the RCF Customer Service Building Re-Demising project at Seattle-Tacoma International Airport (SEA). The total amount requested for authorization is \$17,900,000 for a total authorized amount of \$19,700,000.

EXECUTIVE SUMMARY

The RCF began operations in May 2012 and the original ten (10)-year concession agreement, a component of the lease, expires in May 2027, as an additional five (5) years was approved by Commission in 2021 as part of Covid relief efforts. This project supports the rebidding of the concession agreement through the reallocation and building of spaces for tenants, securing a vital source of non-aeronautical revenues for SEA. The project will also renovate the existing heavily used restrooms in the Customer Service Building, and replace the existing car wash equipment that is at the end of its useful life.

JUSTIFICATION

This project supports the Century Agenda strategic goal to advance this region as a leading tourism destination and business gateway by 1) continuously improving the operational efficiency and customer experience at SEA, and 2) by meeting the region's air transportation needs by delivering vital facilities and infrastructure in a sustainable and cost-effective manner. The RCF is a major facility and is the primary operating location for most rental car providers at SEA. Rebidding the tenant areas, which is a requirement of the agreement, allows for improvements to the operational efficiency of the facility through consideration of the

Meeting Date: August 11, 2026

changes in market positions of the rental car companies over the last 15 years. The renovation of the restrooms will improve customer and worker experience. Replacing the end-of-life car wash equipment will ensure the continuity of rental car operations.

In 2025, approximately 5.2 million passengers utilized the RCF and generated \$45 million in concession/land rent revenues to the Port, and \$48 million in customer facility charge (CFC) revenues. CFCs are fees paid by customers and remitted to the Port as part of each rental car transaction and may only be used for the repayment of the debt used to construct the RCF, as well as certain operating expenses, such as the busing system to and from the airport terminal, and capital projects at the RCF. This proposed project will be primarily funded by the CFC fund.

Diversity in Contracting

The design of this project will utilize a project specific design contract that has an established women and minority business enterprise (WMBE) goal of 26%. The project team will work with the Diversity in Contracting department to establish additional WMBE goals within the construction phase of the project.

DETAILS

The RCF supports the vast majority of rental car operations at SEA (note: some smaller companies may operate “off-airport” and don’t utilize the facility except for busing operations) and opened in May 2012. The Port and the rental car industry have a thirty-year lease with an accompanying 15-year concession agreement (originally the concession agreement was ten years, but as noted above, was extended to 15 years). The existing concession agreement expires in May 2027 and defines the blocks of operating space for each rental car tenant utilizing the facility.

This project supports the rebidding of the RCF concession agreement that will determine the blocks of space for each tenant for the next 15 years. This project will modify blocks within the Customer Service Building located on the fifth floor of the facility, which serves as the primary customer-facing operating areas for rental car companies. Tenants are responsible for their own tenant improvements, while the Port is responsible for improvements to the base building.

Scope of Work

The scope of work includes interior walls/finishes, HVAC, lighting, restrooms, utilities, signage, and car wash equipment.

The project is being delivered through two packages of work to meet schedule requirements. The first package will support the construction of the tenant blocks of space, and the associated wayfinding signage improvements as the location of the tenant lease areas will change. The first package will also include the construction of a new break room and flex space for transit operations and will need to be ready for construction when the new concession agreement begins in June 2027. The second package will include the restroom renovation and replacement

Meeting Date: August 11, 2026

of the car wash equipment. This work will be phased (one restroom closed at a time), and with no construction impacts occurring during the peak summer months.

Schedule***Activity***

Construction start	2027-Q2
In-use date	2029-Q1

Cost Breakdown

	This Request	Total Project
Design	\$3,600,000	\$5,400,000
Construction	\$14,300,000	\$14,300,000
Total	\$17,900,000	\$19,700,000

ALTERNATIVES AND IMPLICATIONS CONSIDERED**Alternative 1 – Do not complete the improvements**Cost Implications: \$0Pros:

- (1) Does not require capital investment from the Port

Cons:

- (1) The Port would not be in compliance with the rental car lease agreement putting at risk SEA's rental car concession revenues
- (2) Tenant lease space would not be adjusted to account for market changes from the past 15 years and improving operational efficiency
- (3) The car wash equipment would ultimately fail and will not support the continuity of rental car operations
- (4) Restrooms would continue to be heavily worn providing a lower level of customer service and requiring additional maintenance support

This is not the recommended alternative.

Alternative 2 – Do not include the renovation of the public restroomsCost Implications: \$17,700,000Pros:

- (1) Reduces the capital investment from the Port
- (2) The Port would be in compliance with the rental car lease agreement
- (3) Tenant space would be adjusted to account for market changes from the past 15 years and improving operational efficiency
- (4) The car wash equipment would be replaced ensuring the continuity of rental car operations

Meeting Date: August 11, 2026

Cons:

- (1) Restrooms will continue to be heavily worn providing a lower level of customer service
- (2) The deferral of the restroom renovation represents a greater overall future capital investment by the Port

This is not the recommended alternative.

Alternative 3 – Proceed with the full scope of the projectCost Implications: \$19,700,000Pros:

- (1) The Port would be in compliance with the rental car lease agreement
- (2) Tenant space would be adjusted to account for market changes from the past 15 years and improving operational efficiency
- (3) The car wash equipment would be replaced ensuring the continuity of rental car operations
- (4) The restrooms would be renovated, improving customer service

Cons:

- (1) Requires the most capital investment by the Port

This is the recommended alternative.

FINANCIAL IMPLICATIONS***Cost Estimate/Authorization Summary***

	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$10,540,000	\$0	\$10,540,000
Previous changes – net	\$3,015,410	\$0	\$3,015,410
Current change	\$5,764,590	\$380,000	\$6,144,590
Revised estimate	\$19,320,000	\$380,000	\$19,700,000
AUTHORIZATION			
Previous authorizations	\$2,000,000	\$0	\$2,000,000
Current request for authorization	\$17,320,000	\$380,000	\$17,700,000
Total authorizations, including this request	\$19,320,000	\$380,000	\$19,700,000
Remaining amount to be authorized	\$0	\$0	\$0

Annual Budget Status and Source of Funds

This project #C801209 was included in the 2026-2030 capital budget and plan of finance with a total budget of \$13,555,410. The budget of \$5,764,590 will be transferred from the Non-Aeronautical Allowance CIP C800754 resulting in no net change to the Airport capital budget. This project will be primarily funded by CFC revenues.

Meeting Date: August 11, 2026

Financial Analysis and Summary

Project cost for analysis	\$19,700,000
Business Unit (BU)	Rental Cars
Effect on business performance (NOI after depreciation)	NOI after depreciation will decrease with the additional capital costs associated with the project. However, the project ensures the continuity of a vital source of substantial non-aeronautical revenues to the Port.
IRR/NPV (if relevant)	N/A
CPE Impact	N/A

Future Revenues and Expenses (Total cost of ownership)

Per the terms of the lease agreement the operation and maintenance costs for the RCF are borne by the rental car industry. The Port is responsible for re-investment into the RCF as facilities and infrastructure age and require replacement. Completing the project improvements and supporting the new concession agreement protects SEA's rental car concession revenues.

ATTACHMENTS TO THIS REQUEST

- (1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

January 27, 2026 – Commission was briefed on the Rental Car Program.

September 24, 2024 – Commission authorized the execution of a project specific design services contract and preliminary project work.

Item No.	10b_supp
Date of Meeting	August 11, 2026

RCF CSB Re-Demising Project Authorization (#C801209)



Project Location



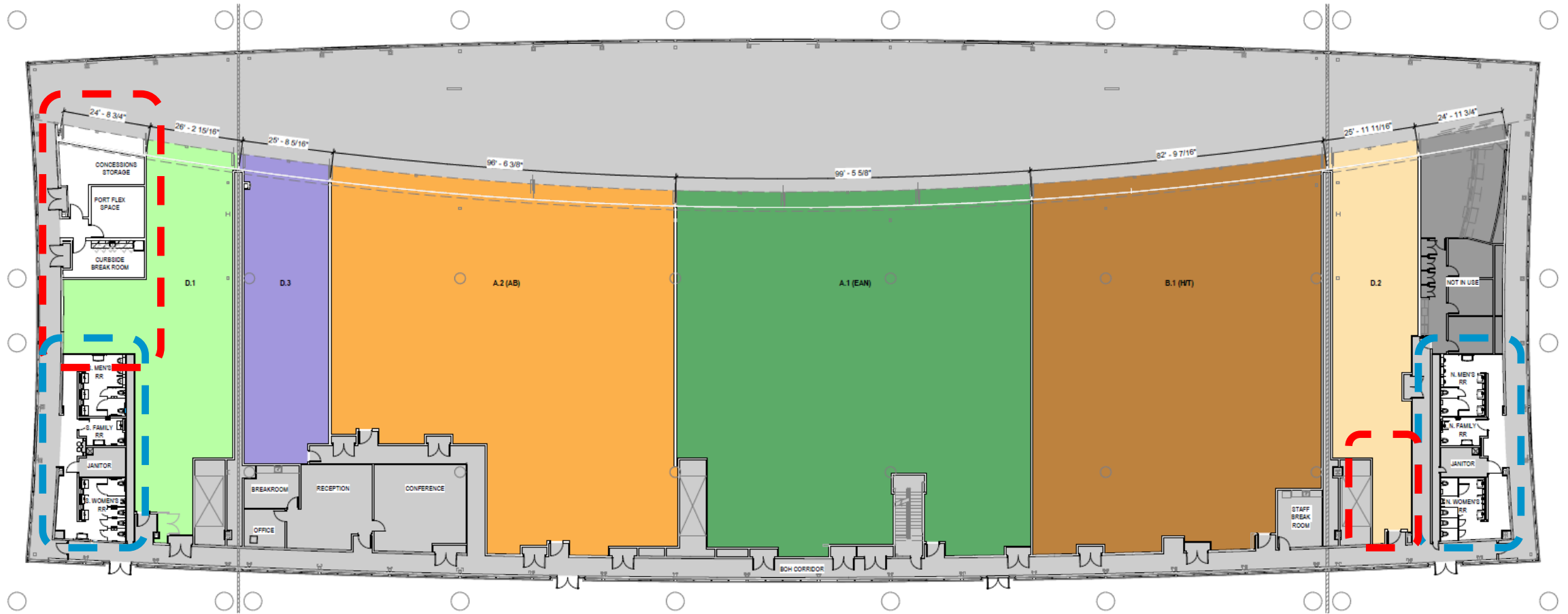
Project Purpose and Scope

Purpose: Support the re-bidding of the Concession Agreement

Scope:

- Reconfigure tenant lease spaces to support the new blocks
- Replace existing way finding signage supporting new tenant locations
- Provide a new break room and flex space supporting the transit operations
- Renovate existing well-worn restrooms in the Customer Service Building
- Replace existing end-of-life car washes in Quick Turn-Around Areas

RCF Customer Service Building



Tenant Space Reconfiguration

Restroom Renovation

Project Budget and Schedule

Current Est. Budget: \$19,700,000

This Request: \$17,900,000

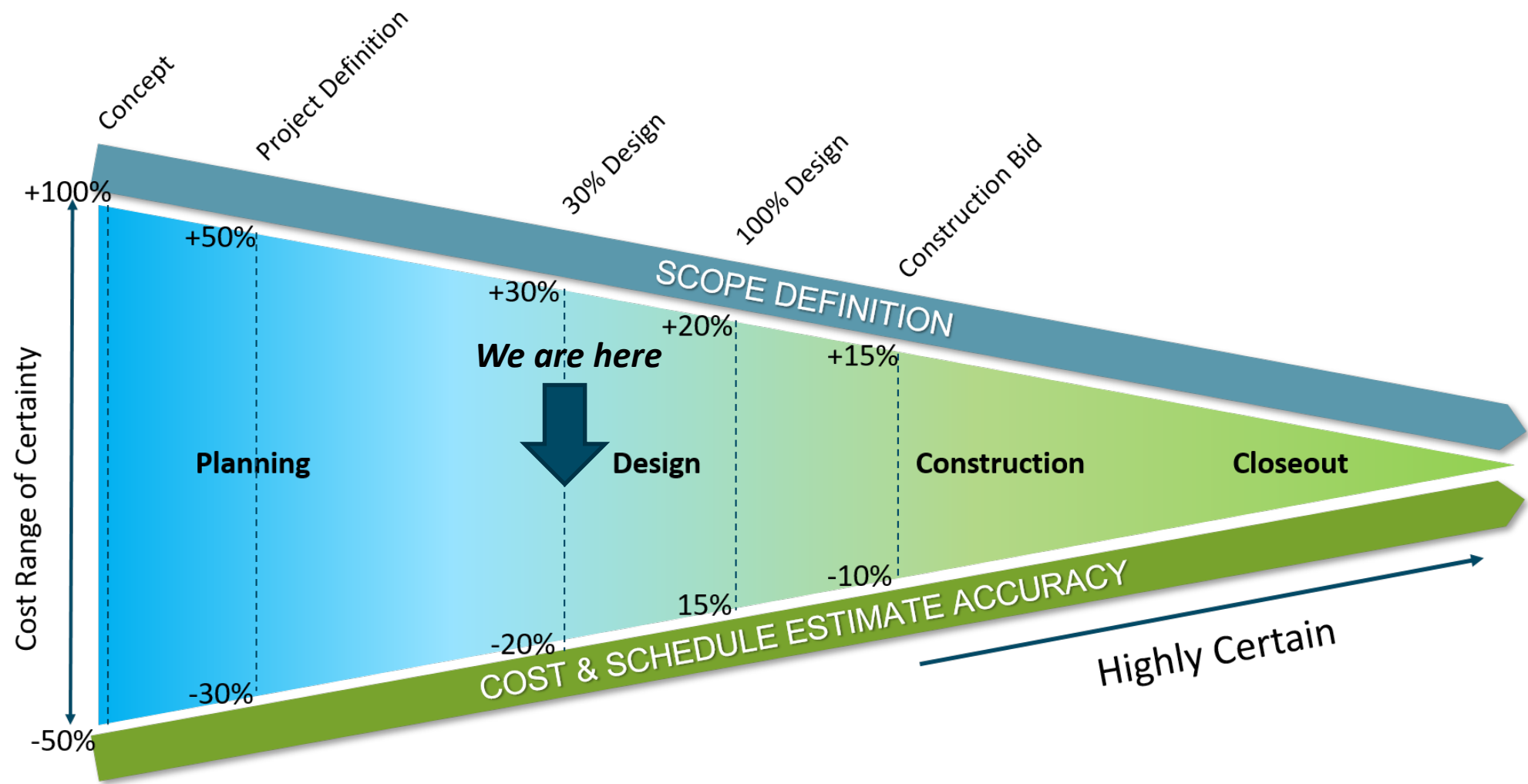
Project primarily funded by
Customer Facility Charge revenues

Preliminary Project Schedule:

- Construction Start Q2 2027
- In-Use Date Q1 2029

Construction needs to begin by
June 2027 to support new
Concession Agreement

Cone of Certainty



Action Requested

- Authorization for the Executive Director to take all steps necessary to complete the RCF Customer Service Building Re-Demising project at Seattle-Tacoma International Airport (SEA)
- The total amount requested for authorization is \$17,900,000 for a total authorized amount of \$19,700,000.



QUESTIONS?

COMMISSION
AGENDA MEMORANDUM

Item No. 11a

BRIEFING ITEM

Date of Meeting August 11, 2026

DATE: June 3, 2026
TO: Stephen P. Metruck, Executive Director
FROM: Sean Gillebo, Interim Chief of Police
SUBJECT: **2026 Police Department Update**

EXECUTIVE SUMMARY

Staff will brief the Commission on the Police Department, to include:

- (1) Department updates, operational stats, highlights, and goals
- (2) 2025 Use of Force, Complaints and Commendations Review
- (3) 21CP Recommendations Final Report

The purpose of this briefing is to provide an annual overview of the Police Department to the Commission and Executive Staff for their general knowledge and transparency. This will include a briefing on the status of the 21CP Recommendations Report fulfillment and other items required by Commission Order #2026-02.

ATTACHMENTS TO THIS BRIEFING

- (1) POSPD 2025 Annual Report
- (2) 2025 Use of Force Review
- (3) 2025 Complaint and Commendation Review
- (4) 21CP Recommendations for Implementation Report
- (5) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

November 18, 2025 – The Commission was briefed on the 2025 Police Department Update
September 24, 2024 – The Commission was briefed on the 2024 Police Department Update
September 26, 2023 – The Commission was briefed on the POSPD Department Update and Annual Report
June 28, 2022 – The Commission was briefed on the POSPD 2021 Annual Report
March 23, 2021 – The Commission was briefed on the POSPD 2020 Annual Report

PORT OF SEATTLE POLICE

2025 ANNUAL REPORT





PURPOSE

*In support of the Port of Seattle's mission,
we exist to protect and ensure safe
passage through our gateways.*

VISION

*...A world-class law
enforcement agency.*

GUIDING PRINCIPLES

- *Leadership*
- *Integrity*
- *Accountability*

Port of Seattle Commissioners and Executive Director Metruck,

It is my honor to present the Port of Seattle Police Department’s 2025 Annual Report. This report reflects the dedication, professionalism, and commitment of the men and women who serve the traveling public and stakeholders every day across Seattle-Tacoma International Airport, our maritime facilities, and the Port’s diverse properties.

The year 2025 was marked by growth, innovation, and continued progress toward our vision of being a world class law enforcement agency by providing exceptional public safety services while maintaining the trust and confidence of the public we serve. As passenger volumes reached record levels and maritime activity continued to expand, our personnel rose to meet increasingly complex demands with professionalism, compassion, and unwavering commitment.

Throughout the year, the Department remained focused on three core priorities: ensuring safe passage through the Port of Seattle, strengthening public trust, and investing in organizational excellence. The dedication of our officers, dispatchers, professional staff, and traffic support specialists is reflected in every aspect of our operations. Through their collective efforts, we worked together to support the safe movement of more than 53 million travelers, protected vital maritime operations, and preserved the continuity of services that are essential to the economic vitality of our region. Their dedication reflects the very best of public service and embodies our core values of Leadership, Integrity, and Accountability.

One of our most significant accomplishments in 2025 was achieving our fifth CALEA reaccreditation, reaffirming our commitment to nationally recognized best practices, accountability, transparency, and professional excellence. We also continued to advance our Equity, Diversity, and Inclusion initiatives through completion of Procedural Justice and Anti-Bias training, diversified recruitment efforts, and meaningful community engagement throughout the year.

The Department continued to strengthen its capacity to address complex public safety challenges through the ongoing Crisis Response Team effort. By integrating law enforcement and behavioral health expertise, the team supported hundreds of individuals in crisis, helped divert many from the criminal justice system, and connected them with needed services. These continued efforts reflect the Department’s commitment to public safety delivered in partnership with compassion and care.



We also made significant investments in preparedness and security. Our Counter-Terrorism Unit, Marine Patrol Unit, Bomb Disposal Unit, K9 teams, detectives, and regional partnerships enhanced our ability to protect critical infrastructure, respond to emerging threats, and support major events in preparation for the future. At the same time, our Patrol Officers remained the foundation of our success, providing visible, responsive, and customer-focused policing in support of the traveling public throughout our jurisdiction.

Internally, we continued building a stronger organization through leadership development, employee wellness initiatives, recruitment efforts, and expanded training opportunities. These investments ensure that our department remains resilient, adaptive, and prepared to meet the evolving needs of the Port and the traveling public we serve.

The accomplishments highlighted throughout this report are possible because of the extraordinary commitment of our employees and the strong partnerships we share with Port leadership, our labor organizations, public safety partners, community stakeholders, tenants, and employees across the Port of Seattle.

As we look ahead, we remain committed to innovation, accountability, and service excellence. Together, we will continue building a department that reflects the values of the Port of Seattle while ensuring that our airport, seaport, and waterfront facilities remain safe, secure, and welcoming gateways to the world.

Thank you for your continued support of the Port of Seattle Police Department and the dedicated professionals who proudly serve this organization and all who travel through our gateways.

Respectfully,

Sean Gillebo

Interim Chief of Police

Port of Seattle Police Department



Ryan Calkins, Toshiko Hasegawa, Sam Cho, Hamdi Mohamed, Fred Felleman, and Stephen P. Metruck

Table of Contents

Department Overview8

Command Team 8

Jurisdiction..... 9

CALEA Accreditation..... 10

Equity, Diversity, and Inclusion 12

Community Engagement 15

Operations Bureau18

Patrol 18

Marine Patrol Unit 22

Dive Team 23

Crisis Response Team 26

Traffic Support Specialists 30

Honor Guard 34

Special Operations Bureau36

Criminal Investigations Division 37

Counter-Terrorism Unit 42

Bomb Disposal Unit..... 43

Special Weapons and Tactis (SWAT)..... 43

Explosives Detection Canine Unit (K9) Unit 44

Valley SWAT 47

Services Bureau48

Communications Center / Dispatch 48

Office of Professional Development 50

Police Specialists 51

Police Training Officer..... 51

Leadership Development 53

Employee Wellness Program 54

Peer Support Team 56

Police Benevolent Association..... 57

Office of Professional Standards..... 57

Office of Professional Accountability 58

Public Safety Partnerships62

Puget Sound Joint Terrorism Task Force..... 62

Valley Independent Investigations Team (VIIT) 63

Valley Civil Disturbance Unit 64

Valley Hostage Negotiations Team 65

Workforce Excellence66

Policing Assessment 66

Recruiting 67

Statistics, Staffing Updates, and Awards68



COMMAND TEAM



MIKE VILLA
CHIEF OF POLICE



JENNIFER ROBINSON
SR. ADMINISTRATIVE ASSISTANT



SEAN GILLEBO
DEPUTY CHIEF
Services Bureau



TOM BAILEY
DEPUTY CHIEF
Special Operations Bureau



ALYCIA MCKINNEY
DEPUTY CHIEF
Operations Bureau



VACANT
OFFICE OF
PROFESSIONAL
ACCOUNTABILITY



CMDR.
ANDREW DEPOLO
STANDARDS AND
PROFESSIONAL
DEVELOPMENT



STACY WASSALL
911 MANAGER
COMMUNICATIONS
& TECHNOLOGY



CMDR.
DARIUS ALDRIDGE
HOMELAND SECURITY
DIVISION



CMDR.
KYLE YOSHIMURA
CRIMINAL
INVESTIGATIONS



A/CMDR.
KALI MATSUKA
AVIATION PATROL



CMDR.
CHRIS MASSICOTTE
AVIATION PATROL



CMDR.
NICK JENSEN
AVIATION PATROL



CMDR.
ARMAN BARROS
MARITIME PATROL

JURISDICTION

The Port of Seattle Police Department (POSPD) provides the primary law enforcement service to Seattle-Tacoma International (SEA) Airport and seaport properties in Seattle owned by the Port of Seattle and Northwest Seaport Alliance (NWSA).

Seaport Properties

The Northwest Seaport Alliance is a marine cargo operating partnership between the Port of Seattle and Port of Tacoma, and is the fourth-largest container gateway in North America. Under a development authority, the ports manage the container, breakbulk, auto, and some bulk terminals in Seattle and Tacoma.

SEAPORT UNITS

- Patrol
- Marine Patrol Unit
- Dive Team

Airport Properties

With one of the best on-time performance records in the nation, a world-class passenger experience, and an important place in regional and global travel and commerce, SEA Airport stands apart. A premier transportation hub, with thousands of employees and its own police and fire departments, SEA Airport operates like a small city:

- 53.5 million total annual passengers in 2025
- 37 airlines serving 96 non-stop domestic and 36 international destinations

AIRPORT UNITS

- Patrol
- Bomb Disposal Unit
- K9 Unit
- Traffic Support Specialists
- Bike Team
- Honor Guard
- Crisis Response
- Counter-Terrorism Unit
- Detectives

PARTNERSHIPS

- FBI Joint Terrorism Task Force
- Valley SWAT
- Crisis negotiators
- Crowd Management Unit
- Valley Independent Investigation Team (VIIT)



CALEA ACCREDITATION

The Port of Seattle Police Department has been internationally accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) since 2011. The Port of Seattle Police Department is one of eight CALEA-accredited agencies in the State of Washington, has earned four reaccreditation awards, and is in the first year of its fifth reaccreditation cycle. POSPD received initial accreditation in 2011 and subsequent reaccreditation in 2014, 2017, 2021, and 2025. As CALEA states, the purpose of accreditation is to improve the delivery of public safety services by maintaining a body of standards for public safety agencies through a shared focus on achieving superior service delivery. Consistent internal and external review, combined with third-party validation of an agency's policies and procedures, is critical in the delivery of high-quality public safety services and promotes accountability.

Specifically, achieving CALEA helps the Port of Seattle Police Department:

- Strengthen crime prevention and patrol capabilities
- Formalize essential management procedures
- Establish fair and nondiscriminatory personnel practices
- Improve service delivery
- Solidify interagency cooperation and coordination and
- Increase community and staff confidence in the agency

CALEA is a continuous process entailing annual web-based assessments and an on-site evaluation every four years. Each year, POSPD is required to proof and maintain files across every standard in order to prepare for annual compliance reviews. There are currently 185 standards, the majority of which contain written directives that must be reviewed and placed during each policy manual update, with well over 500 proofs entered each year.

The site-based assessment is extensive. CALEA assessors hold public meetings and phone-in sessions, conduct interviews, review proofs of compliance, make observations, and collect information from stakeholders to verify the agency's practices complement policies and achieve intended outcomes. Additionally, site-based assessment teams develop areas of focus that are linked to standards which are determined through consultation with the agency and CALEA staff.

There is tremendous value in maintaining CALEA accreditation. Throughout CALEA's standards manuals, there is a clear commitment to procedural justice, ethical policing, community trust and engagement, transparency in service delivery, appropriate organizational culture, fairness in systems and processes, and consistency in what citizens should expect from their law enforcement agency. It is a powerful example of a directed initiative to promote adherence to the Constitution and fairness in the application of justice. It includes employee recruitment and selection, management of internal and criminal investigations, promotion, evidence management, preparation for unusual occurrences, victim and witness support, engagement with at-risk and juvenile populations, contract and administrative management, use of authority and force, and all aspects of operational activities.



DEPARTMENT OVERVIEW

EQUITY DIVERSITY AND INCLUSION

Equity, Diversity & Inclusion – 2025 Strategic Impact: Port of Seattle Office of Equity, Diversity, and Inclusion provides the strategic framework guiding enterprise-wide efforts to dismantle historical inequities and embed fairness, access, and opportunity across all Port functions. In alignment with this framework, the Port of Seattle Police Department (POSPD) continues to operationalize equity as a core component of public safety delivery.

Institutional Accountability & Systemic Equity: In 2025, POSPD strengthened internal systems to ensure that recruitment, promotions, policies, and public interactions reflect the full diversity of the communities we serve. Key actions included:

- Diversifying hiring panels to broaden perspectives and mitigate bias in selection processes
- Requiring ongoing anti-bias training for sworn and non-sworn personnel
- Maintaining transparent use-of-force reporting and complaint review processes

These measures reinforce accountability, enhance legitimacy, and build public trust from the ground up.

Procedural Justice Implementation – 100% Completion: In 2025, POSPD achieved a 100% completion rate for Procedural Justice training across sworn and professional staff. Procedural Justice centers on the fairness, transparency, and impartiality of police-public interactions.

Officers now apply these principles daily by:

- Demonstrating respect and dignity in all contacts
- Providing clear explanations during enforcement actions
- Promoting neutrality in decision-making
- Offering community members a meaningful voice during interactions

By institutionalizing these practices, POSPD strengthens community trust, improves voluntary compliance, and advances equitable public safety outcomes across airport and seaport environments.

Anti-Bias Training for Law Enforcement – 100% Completion: POSPD further demonstrated its commitment to equity by achieving 100% completion of Anti-Bias Training for Law Enforcement among sworn and non-sworn personnel.

This training emphasized:

- Recognizing and mitigating implicit bias
- Reducing misunderstandings and confusion in diverse settings

- Addressing stereotypes through knowledge and awareness
- Enhancing culturally competent service delivery

The training reinforces the Department’s expectation that policing must be impartial, professional, and rooted in fairness for all individuals.

Diversity in Hiring – Community Engagement: On December 15, 2025, POSPD hosted a Diversity in Hiring Lunch-and-Learn, designed to promote transparency and access to career opportunities within the Department.

The event provided:

- An overview of the Department’s organizational structure
- Insight into hiring processes and required training pathways
- Information about sworn and non-sworn career opportunities
- Direct engagement with officers representing diverse backgrounds

This initiative not only broadened awareness of career pathways but also strengthened relationships within the Port community by celebrating the diversity of those who serve.

Equity, Diversity, and Inclusion at POSPD is not a standalone initiative, it is embedded in recruitment, training, supervision, accountability, and daily operational practice.

Through systemic reforms, 100% training compliance, transparent processes, and community-centered engagement, POSPD continues to advance the Port of Seattle’s commitment to equitable access, public trust, and organizational excellence.

In 2025, EDI was not simply a program, it was a measurable, department-wide standard of performance.



EDI SPOTLIGHT

ASHLEY LAMB

“One of Ashley’s greatest strengths is that she sees what needs to be done and takes the initiative to do it. She consistently looks beyond her assigned responsibilities, identifies opportunities to improve the department, and takes ownership of making those improvements a reality. Whether strengthening our investigative practices, supporting her teammates, or leading projects that benefit the organization as a whole, Ashley’s professionalism, dedication, and commitment to continuous improvement make our department stronger every day.”

- Commander Kyle Yoshimura



Ashley Lamb (formerly Ashley Tobin) has more than ten years of experience in law enforcement. While attending graduate school, she served as an intern with the Arlington County Police Department in Arlington, Virginia, where she was subsequently hired as an entry-level police officer. Originally from Washington State, Ashley later chose to return to her home state to be closer to family. In early 2017, she lateraled to the Gig Harbor Police Department and, in December 2018, joined the Port of Seattle Police Department (POSPD).

Since joining POSPD, Ashley has been actively involved in numerous specialized teams and initiatives, including the Valley SWAT Team, the Recruitment Team, the Peer Support Team, the Police Benevolent Association, the Criminal Investigations Division, the CPR Cadre, the PTI Cadre, and the Port of Seattle (POS) Change Team.

Ashley has been a member of the Change Team since its inception at the Port of Seattle. Early in her involvement, she hosted a Port Reads book club and participated in team trainings and caucuses. Over time, she has continued to contribute meaningfully to the team’s work. Her efforts include organizing and hosting an “Introduction to Survival Spanish for Law Enforcement” training course, assisting in the development and presentation of a POS Lunch and Learn session focused on hiring and recruitment—with an emphasis on diversity within POSPD—and conducting SWOT analyses within the department.

Ashley consistently brings a positive attitude and a strong work ethic to her role and is widely regarded as a leader within the organization. Her enthusiasm and positivity are contagious, and she is well known throughout the department for warmly greeting colleagues with her signature phrase, “Hi, friend!”



COMMUNITY ENGAGEMENT

The Port of Seattle Police Department (POSPD) recognizes that strong, trust-based relationships with the communities we serve are foundational to public safety and organizational legitimacy. Given the dynamic and diverse environment of our airport and maritime properties, the Department prioritizes visibility, accessibility, and meaningful engagement beyond enforcement activity. Through sustained outreach and partnership, POSPD fosters transparency, cultural understanding, and shared responsibility for safety across Port communities.

Seattle Chinatown–International District Celebration: POSPD joined the Asian American and Pacific Islander community at the Seattle Chinatown–International District Celebration, reinforcing our commitment to cultural awareness and inclusive engagement. Participation in this event provided meaningful opportunities for dialogue, relationship-building, and visible support of one of the region’s most historic and vibrant communities.

Citizenship Clinic: In April 2025, POSPD officers participated in a Citizenship Clinic hosted by OneAmerica and sponsored by the Port. The clinic provided free legal assistance to permanent residents pursuing U.S. citizenship, helping reduce barriers to civic participation. Supporting initiatives such as this reflects the Department’s commitment to serving our diverse community beyond traditional enforcement roles.

National Night Out – Shilshole Bay Marina: POSPD hosted National Night Out at Shilshole Bay Marina to promote police–community partnerships and neighborhood camaraderie. The event featured demonstrations from specialty units, including K-9, Bomb Disposal, and the Marine Patrol Boat and Dive Teams. By creating an accessible, family-friendly environment, the Department strengthened public understanding of our capabilities while building trust through positive interactions.

Alaska Airlines Inaugural Flight to Seoul: In October 2025, POSPD supported Alaska Airlines during its inaugural nonstop service between Seattle and Seoul. The event celebrated the expansion of cultural and economic ties between the Pacific Northwest and South Korea and featured a surprise performance by K-pop superstar Andrew Choi. POSPD ensured a safe and welcoming experience for all, reinforcing the Department’s role in supporting global engagement and international travel at Seattle-Tacoma International Airport.

Coffee with a Cop: In 2025, POSPD expanded its Coffee with a Cop program, hosting three engagement events across Port properties, including Seattle-Tacoma International Airport, Shilshole Bay Marina, and Pier 69 headquarters. These informal forums provide opportunities for employees, tenants, and community members to engage directly with officers, strengthening transparency, approachability, and mutual trust.

Special Olympics – Law Enforcement Torch Run:

For more than five decades, the Law Enforcement Torch Run has united public safety professionals in support of Special Olympics athletes. In 2025, POSPD officers participated alongside regional partners, carrying the “Flame of Hope” to the opening ceremonies and reaffirming the Department’s commitment to inclusion and community partnership.

Take Your Kids to Work Day: In partnership with the Port of Seattle Fire Department, POSPD participated in the 2025 Take Your Kids to Work Day, welcoming more than 100 participants. Families engaged with specialized equipment, including the bomb truck and robot, K-9 demonstrations, patrol vehicles, and tours of the 911 Communications Center. The event reflects the Department’s commitment to transparency, education, and inspiring the next generation of public service professionals.

Maritime High School Partnership: POSPD continues its engagement with Maritime High School, a vocational program within Highline Public Schools. Over the past four years, Department representatives have provided students with insight into public safety careers and the Port Police’s role in supporting maritime operations. This sustained partnership advances workforce development and community connection.

Battle of the Badges: In December 2025, POSPD participated in the regional “Battle of the Badges” community event, where public safety agencies decorated their vehicles to support the holiday spirit and charitable giving. The Department was honored with the Holiday Spirit Award, reflecting both community engagement and partnership with regional public safety agencies.

Through these initiatives, POSPD continues to strengthen community trust, advance inclusion, and reinforce the Port of Seattle’s commitment to being a safe, welcoming, and globally connected gateway.



OPERATIONS BUREAU

PATROL

At the heart of the Port of Seattle Police Department’s public safety mission are its Patrol Officers. Within the Operations Bureau, these uniformed professionals represent the Department’s most visible and immediate connection to the traveling public, maritime workforce, tenants, and Port employees.

Operating 24 hours a day, 365 days a year, Patrol Officers safeguard Seattle-Tacoma International Airport (SEA) and the Port’s maritime facilities — environments that collectively serve more than 53.5 million annual passengers and support critical regional and international commerce.

The Patrol Mission

Patrol Officers provide continuous law enforcement services across dynamic, high-volume, and critical infrastructure environments. Dispatched through emergency communications systems, they serve as the uniformed first responders to incidents including:

- Medical emergencies
- Suspicious circumstances and unattended items
- Theft investigations
- Traffic collisions
- Public safety hazards
- Major public events and demonstrations

Beyond reactive response, Patrol Officers conduct proactive patrols throughout airport terminals, roadways, maritime facilities, cruise terminals, and waterfront properties. They assist vulnerable individuals, engage with travelers from around the world, provide reassurance during peak travel periods, and facilitate the safe and efficient movement of vehicle and pedestrian traffic.

Their presence is both preventative and reassuring — reducing risk, deterring criminal activity, and strengthening public confidence in the safety and security of the Port’s gateways.

Scope & Operational Complexity

The Operations Bureau is divided into two primary divisions:

- Airport Division
- Seaport Division

This structure ensures Patrol Officers develop focused expertise within two uniquely complex operational environments — aviation and maritime — each governed by distinct regulatory frameworks, federal partnerships, and operational risks.

In 2025, Patrol Officers responded to approximately 65,341 calls for service, reflecting the scale, visibility, and complexity of policing within one of the busiest transportation systems in the Pacific Northwest. Each call requires professionalism, sound judgment, and the ability to balance enforcement authority with service expectations in highly public settings.

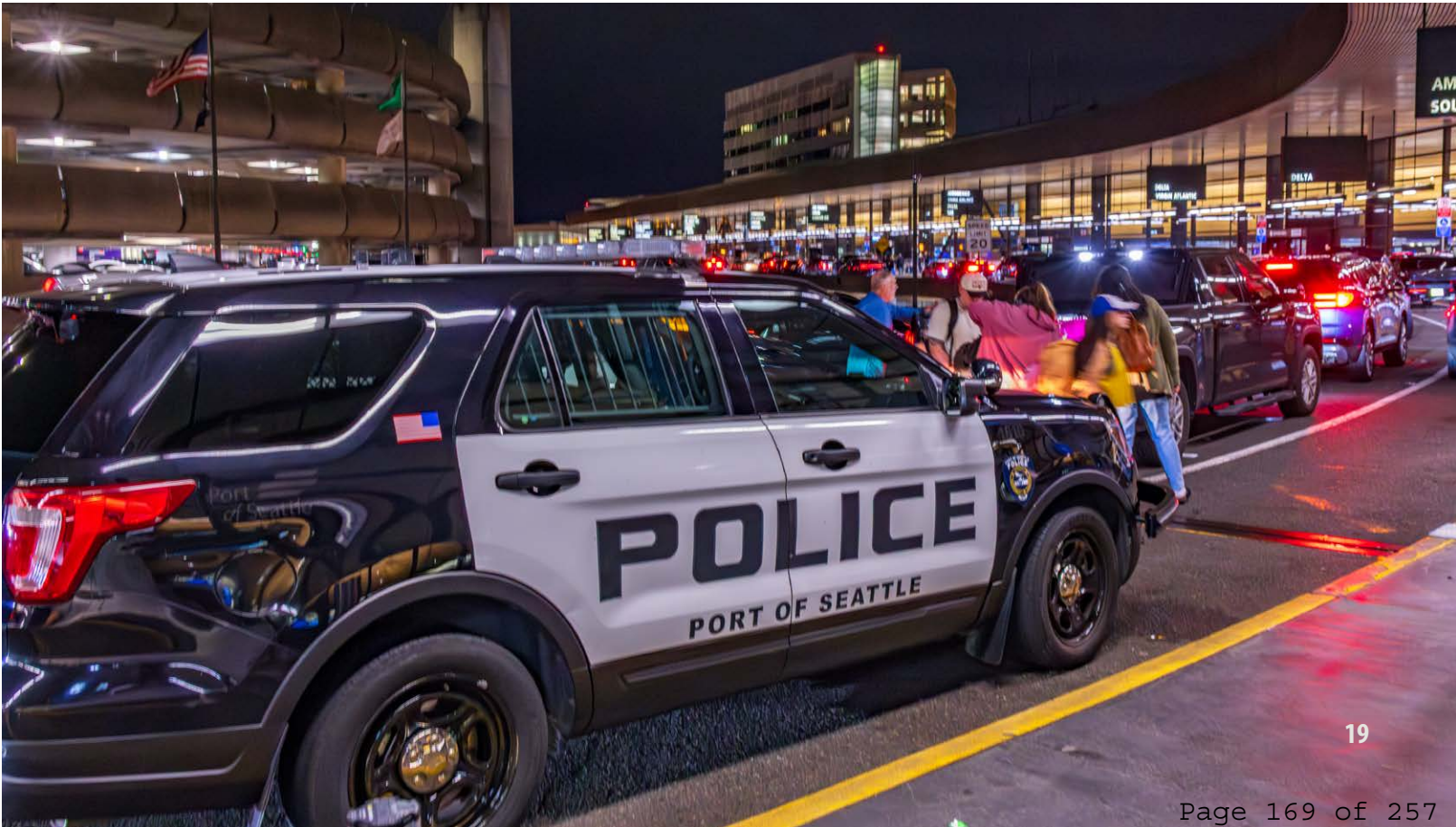
Organizational Structure & Operational Capability

The Operations Bureau comprises approximately 62 commissioned officers, supported by specialized units that enhance response readiness, flexibility, and resilience:

- Uniformed Patrol
- Crisis Response Team
- Marine Patrol Unit
- Dive Team
- Crowd Management Unit
- Traffic Support Specialists
- Honor Guard
- Patrol Training Officers

Together, these resources provide layered operational capability across aviation, maritime, and waterfront jurisdictions. This integrated structure ensures preparedness for routine activity, peak travel surges, special events, and critical incidents requiring unified command coordination and interagency partnership.

Patrol remains the foundation of this capability, serving as the constant, visible presence that anchors the Bureau’s operational effectiveness.



Strategic Impact

The Operations Bureau plays a direct and measurable role in advancing the Port of Seattle’s mission to promote economic opportunity and regional prosperity.

Safe, secure, and uninterrupted gateway operations are foundational to the Port’s global competitiveness. Patrol Officers safeguard the infrastructure and public environments that enable:

- International travel and tourism
- Maritime commerce and cruise operations
- Workforce mobility across aviation and waterfront facilities
- Public trust and stakeholder confidence

Seattle-Tacoma International Airport and the Port’s maritime facilities function as critical economic engines for the region. The reliability of these gateways depends upon consistent, visible, and professional law enforcement presence.

Through proactive patrol, rapid emergency response, coordinated incident management, and community engagement, Operations personnel protect critical infrastructure, mitigate operational disruptions, and ensure continuity of service. Their work sustains traveler confidence, supports tenant operations, and reinforces the Port’s reputation as a safe and efficient international gateway.

In an environment of record passenger volumes, expanding cruise activity, and increasing global complexity, the Operations Bureau is not simply responding to calls for service — it is protecting the economic vitality and strategic resilience of the region.

Looking Ahead

As passenger volumes grow and maritime activity expands, the role of the Patrol Officer remains central to the Department’s operational strategy. Continued investments in training, technology, staffing models, and deployment strategies will ensure Patrol remains agile, visible, and prepared to meet the evolving demands of the Port environment.

The strength of the Operations Bureau begins with Patrol, and Patrol remains the cornerstone of safe passage through the Port of Seattle’s gateways.



SEAPORT DIVISION

Marine Patrol Unit (MPU)

Safeguarding Maritime Commerce, Infrastructure, and Public Safety

The Port of Seattle Police Department’s Marine Patrol Unit (MPU) plays a critical role in protecting the region’s maritime gateways and sustaining the economic vitality of our working waterfront. Through proactive waterside security, rapid emergency response, and specialized underwater operations, the MPU ensures that the Port’s cruise, cargo, and commercial operations remain secure, resilient, and uninterrupted.

Operating throughout Elliott Bay, the Duwamish Waterway, Shilshole Bay, Fishermen’s Terminal, and surrounding waters, the MPU supports the Port’s mission by safeguarding critical infrastructure, enforcing federally regulated security zones, and partnering with regional, state, and federal agencies to respond to maritime incidents.

Cruise Industry Security & Economic Protection

The 2025 cruise season reflected continued growth in maritime tourism and economic activity. Cruise passenger traffic increased 8.57 percent—from 1.75 million passengers in 2024 to approximately 1.9 million passengers in 2025—reinforcing the importance of a strong waterside security presence.

In response, the Marine Patrol Unit:

- Conducted **96 cruise ship security zone deployments**, a 26.3 percent increase from 2024.
- Covered **237 of 298 cruise ship ports of call (79.5 percent)**.
- Maintained continuous waterside force protection of cruise terminals and regulated facilities.

These efforts directly support business continuity, regional economic stability, and public confidence in the Port’s maritime operations.

Rapid Maritime Response & Regional Coordination

In 2025, the Boat Team generated or responded to **473 calls for service**, including U.S. Coast Guard distress calls, multi-agency coordination on priority incidents, and emergency responses in and around Port waterways.

The unit’s capabilities allow for immediate deployment across a broad operational footprint—from Des Moines to Ballard and Bainbridge Island—ensuring coordinated response to maritime emergencies, navigational hazards, and emerging public safety concerns.

Critical Infrastructure Protection & Counterterrorism

Maritime infrastructure protection remains a core function of the Marine Patrol Unit. In 2025, the Boat Team conducted:

- **503 critical infrastructure checks**.
- **10 pier sweeps** in coordination with the Dive Team.
- Multiple joint operations to mitigate navigational hazards and protect regulated facilities.

Notably, in July 2025, the Boat and Dive Teams successfully located and facilitated the recovery of a submerged platform at Pier 66, preventing disruption to vessel traffic and reinforcing safe cruise operations.

These proactive measures strengthen resilience across Port-owned and regulated maritime assets and align with federal security standards and best practices.



Dive Team

Specialized Underwater Capability

The Port of Seattle Police Dive Team provides advanced underwater law enforcement services in support of maritime security and infrastructure protection. Working in close coordination with the Boat Team, the Dive Team conducts:

- Hull and pier sweeps.
- Underwater search and recovery operations.
- Infrastructure inspections.
- Security operations during cruise season and major maritime events.

In 2025, Dive Team members logged approximately **65 operational and training hours underwater**, enhancing readiness and maintaining mission-critical capabilities.

The team expanded its expertise through advanced training, including Dive Rescue International certification, and welcomed two newly certified divers, strengthening operational depth and succession planning.

Community Partnership & Public Engagement

Beyond enforcement operations, the Marine Patrol Unit actively supports community engagement and transparency efforts. In 2025, the Boat and Dive Teams participated in public outreach events, provided waterside tours of critical infrastructure to stakeholders and Port leadership, and supported recruitment and maritime education initiatives.

These engagements reinforce the Port’s commitment to public trust, education, and stewardship of shared waterways.

Advancing the Port’s Strategic Priorities

The Marine Patrol Unit embodies the Port of Seattle’s commitment to safety, economic vitality, and operational excellence. Through advanced technology, regional partnerships, and specialized maritime capabilities, the MPU ensures that Seattle’s maritime gateways remain secure, accessible, and positioned for continued growth.

EDI SPOTLIGHT

PEDRO DOS SANTOS

“Officer Pedro Dos Santos is a hard worker who strives to achieve the core purpose of the department. Officer Dos Santos exemplifies the core values of our department. Officer Dos Santos is always quick to back his fellow officers and provide assistance. Officer Dos Santos also likes to make the work environment fun and makes sure everyone is having a laugh. ”

-Sergeant Ryan Bemis



1. Can you tell us a bit about your background and where you’re from?

Hello, my name is Pedro Dos Santos. I am a law enforcement professional with over a decade of service across Southern California and Washington State. I am originally from Los Angeles, California, with family roots in Guarujá, Brazil. I grew up near the ocean, where I developed a passion for surfing and competed in both swimming and water polo.

I earned dual bachelor’s degrees in Geography and Political Science from the University of Hawai’i and later completed a Master’s Degree in Organizational Leadership from California Baptist University.

Throughout my career, I held a variety of specialized and leadership roles, including SWAT Operator, Crisis Intervention and Hostage Negotiator, Maritime Enforcement Unit Boat Operator, South Bay Platoon Officer, Peer Support Officer, Field Training Officer, and Special Investigations Unit Detective. I also served as the lead instructor for the FORCE Cadre, overseeing Arrest and Control Techniques as well as TASER certification and applications. Ultimately, I was promoted to Patrol and Investigations Sergeant before joining the Port of Seattle Police Department.

I am currently a Patrol Training Officer and member of the Patrol Tactics Instruction Cadre where I am continuing my commitment to mentor the next generation of law enforcement officers and serve our community with leadership, integrity, and accountability.

2. How did you get started in law enforcement?

During my undergraduate studies, I initially intended to pursue a career in law. Many of my family members serve as lawyers and law enforcement officers, so public service and the justice system were always part of my upbringing. It felt less like a question of if and more of a matter of when I would follow a similar path.

While in college, I interned at various law firms, emergency management organizations, and ultimately in the United States Senate and House of Representatives in Washington, D.C. I also volunteered with a local domestic violence victim advocacy group. Through those experiences, I worked closely with law enforcement professionals and saw firsthand the critical role they play in maintaining order and safeguarding communities.

It was during that time that I realized law enforcement uniquely combines service, leadership, and immediate impact. The opportunity to protect the vulnerable, restore order during chaos, and build trust within communities resonated deeply with me. Once I understood the scope and responsibility of the profession, I knew it was the path I wanted to pursue and applied without hesitation.

3. How do you mentally prepare for each shift?

Every day before I leave for work, I make it a point to smile, kiss my wife and daughter, and tell them I love them. In this profession, you never take a single goodbye for granted. That simple moment grounds me and reminds me why I do what I do.

During my drive to the station, I clear my mind of distractions, negativity, and outside stress. I visualize how I want to perform, the leader I intend to be, and how I expect the shift to unfold. I believe preparation begins long before roll call.

I arrive early — about an hour and a half before my shift — to train. Physical fitness is not optional in this job; it’s a responsibility. I believe good things come to those who sweat, and I owe it to my partners and my community to be at my best physically and mentally.

After I shower and put on my uniform, I focus on getting into the right mindset. This usually involves me listening to death metal or 90’s rap music since it sharpens my edge and energy. Before heading into roll call, I take a quiet moment at my locker to say a prayer — asking for clarity, protection, sound judgment, strength, and compassion.

Then I step into roll call prepared, centered, and committed.

4. How do you balance life as an officer vs family life?

Maintaining balance is one of the most difficult challenges someone in law enforcement will face. It takes time, trial and error, and a solid support system around you.

For me, balance always comes back to remembering my “why.” The moment I leave for work, it’s like a switch turns on in my head, and my sole focus becomes being the best law enforcement officer I can be. On the flip side, the moment I walk through my front door, I flip that switch the other way and become the best husband and father I can be.

At the end of the day, my work and family life aren’t competing roles — they fuel each other. It’s important for me to be fully present in both, because if you’re not, things can go south really quickly. I’ve seen too many good cops make poor decisions on the job or at home simply because they couldn’t maintain that balance — and it cost them everything.

5. What part of the job do you find most fulfilling?

There are many reasons why I still put the uniform on. One of the best parts of this job is the sense of purpose that comes from knowing you made a positive impact on someone’s life. When people call the police, it’s usually because they’re experiencing one of the worst moments of their lives. Being able to step into that moment — to pursue suspects, hold people accountable, and provide victims with a sense of justice — is something I take pride in.

It’s also a win when solid police work and positive interactions with the community help change someone’s negative perspective of the “system” and law enforcement. We’re all human. I believe this career affords us to work towards bridging the gaps of misunderstanding and building trust one interaction at a time.

6. What advice would you give to someone considering a career in law enforcement?

This career will change you — whether you want it to or not. It will test your patience, challenge your perspectives and beliefs, and push you to endure things you never imagined possible.

If you’re considering a career in law enforcement, you must understand the tremendous responsibility that comes with the badge. It’s a responsibility to the public you serve, the peers who rely on you, and the family who supports you behind the scenes.

This profession demands integrity, leadership, and accountability — on and off duty. The badge is more than a symbol; it represents trust. And once you put it on, everything you do reflects not only on you, but on your agency and the profession as a whole.

If you are up for it, you’ll get front seats to the greatest show on earth. If you’re not, that’s ok. This career is not for everyone.

CRISIS RESPONSE TEAM

The SEA Cares initiative, implemented in 2022, was established as an immediate and strategic response to ensure the safety of travelers and airport employees, while developing a long-term, compassionate framework to assist individuals experiencing behavioral health crises. Through collaboration with SEA leadership, the Port of Seattle Police Department (POSPD) helped establish a multidisciplinary, intra-departmental response model designed to address complex public safety challenges involving mental illness, substance use disorders, and vulnerable populations within the airport environment

Since implementation, the Port has continued refining its crisis response strategies to align with the following objectives:

- Provide a safe and secure airport for employees and the traveling public
- Offer compassionate, resource-based interventions when appropriate
- Reduce the likelihood of serious incidents, including assaults or use of force
- Understand and fulfill the airport’s role and responsibility to the broader community

2025 Performance Metrics

In 2025, the Crisis Response Team responded to **429 behavioral health-related encounters** at Seattle-Tacoma International Airport.

- **67% (288 individuals)** received direct assistance or referrals to services
- **Over 87% (377 encounters)** were resolved without arrest, reflecting a significant jail diversion rate

These outcomes demonstrate the effectiveness of a clinically supported, trauma-informed model that prioritizes diversion, de-escalation, and service connection over enforcement. By reducing repeat contacts and mitigating escalation, CRT strengthens both public safety outcomes and community trust.

Operational Impact and Case Highlights

Supporting a Vulnerable Individual Across State Lines

Earlier this year, POSPD received a request to locate a developmentally disabled male who had left his group home in another state and flown to Seattle. The Crisis Response Team partnered with responding officers to safely contact the individual upon arrival.

Due to the flexibility and clinical expertise embedded in the CRT role, the responder dedicated extensive time to coordinate with the individual’s local police department, family members, legal guardian, attorney, and a local service organization to develop a safe and sustainable reunification plan.

After employing de-escalation techniques to stabilize the situation, CRT spent more than three hours assisting the individual with rebooking travel, ensuring his emotional regulation within the airport environment, and addressing basic needs — reinforcing stability during a vulnerable moment.

This incident exemplifies the CRT model: time-intensive, clinically informed engagement that prevents repeat crisis, reduces strain on patrol resources, and ensures dignity-centered outcomes.



Holiday Travel De-escalation

During the 2025 holiday travel season, a family of six traveling to Hawaii experienced a medical issue that was misinterpreted as a behavioral health crisis, resulting in denied boarding and police involvement.

CRT responded and utilized advanced verbal de-escalation strategies to stabilize the situation. The team assisted the family in securing alternative travel arrangements and collaborated with airline supervisors to secure return flight accommodations, minimizing financial hardship and emotional distress.

The resolution not only prevented escalation but also strengthened stakeholder relationships. As a result, airline partners requested additional crisis intervention and de-escalation training, which CRT will deliver in early 2026 — expanding the initiative’s preventative impact beyond law enforcement response.

Strategic Value of the CRT Model

The Crisis Response Team remains a cornerstone of the Port’s commitment to balancing accountability with compassion. Unlike traditional patrol response, CRT provides:

- Extended engagement time for complex crisis stabilization
- Trauma-informed clinical assessment and referral
- Diversion from arrest and involuntary commitment when appropriate
- Coordination with hospitals, courts, service providers, and community stakeholders
- Proactive outreach to high-utilizer individuals
- Data collection and analysis to improve system-wide outcomes

As behavioral health-related calls continue to increase in volume and complexity, the CRT model ensures that individuals in crisis are met with expertise, empathy, and structured intervention — enhancing officer safety, reducing use-of-force risk, and improving equitable outcomes for vulnerable populations.

Conclusion

The Crisis Response Team’s work in 2025 demonstrates measurable impact: high diversion rates, reduced enforcement outcomes, strengthened stakeholder partnerships, and improved traveler experience during high-risk incidents.

These successes reflect a sustainable, trauma-informed approach aligned with the Port’s values of safety, equity, and community engagement. The CRT model continues to demonstrate that behavioral health crises can be addressed effectively through structured intervention, clinical expertise, and compassionate engagement — enhancing officer safety while improving outcomes for vulnerable individuals.

Looking ahead to 2026, the Port of Seattle Police Department is focused on expanding and strengthening the Crisis Response Team program to meet increasing operational demands. As behavioral health-related calls continue to grow in volume and complexity, expanding CRT capacity will allow for greater coverage, enhanced proactive outreach, and continued reduction in enforcement-based outcomes. This strategic growth will further solidify SEA Cares as a model program that balances public safety with accountability, compassion, and community responsibility.

The Crisis Response Team remains a critical investment in ensuring Seattle-Tacoma International Airport is not only safe and secure, but also responsive to the needs of individuals experiencing crisis during some of their most vulnerable moments.



**Crisis Coordinator
Michelle Bregel**

As a certified Crisis Intervention Specialist II and Advanced Crisis Negotiator, Officer Michelle Bregel monitors radio traffic, responds to crisis calls, and serves as a key resource for police officers, local outreach organizations, and community programs. Officer Bregel is trained to respond to people needing specialized assistance and is deeply engaged with regional organizations to provide direct assistance to people in distress.

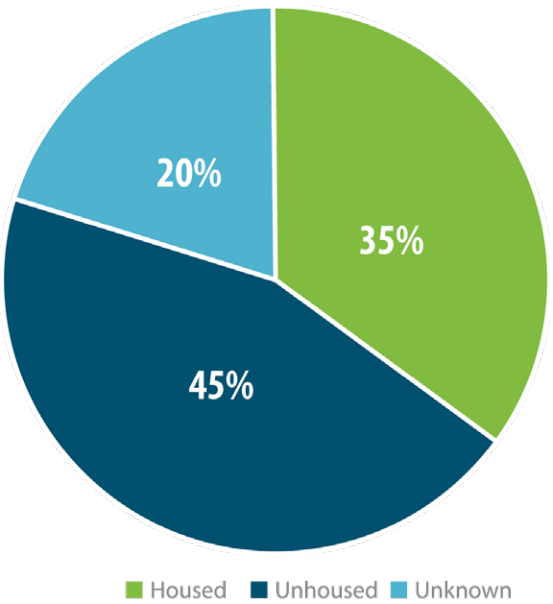


**Mental Health Professional (MHP)
Viktoriya Shook**

Viktoriya Shook has a master’s degree in social work and a longtime passion for helping people who are experiencing acute mental health issues. She has experience working in hospital emergency rooms and alongside law enforcement.



2025 CRISIS RESPONSE TEAM DATA



- 429 Encounters
- 288 of the 429 encounters received a form of assistance or referral
- 377 of the 429 encounters resolved without an arrest

Note: Numbers are based on manually entered data after each encounter, so the actual count may be slightly higher

Traffic Support Specialists

POSPD's 16-member Traffic Support Specialist (TSS) team plays a critical role in advancing the Port of Seattle's strategic priorities of Safety, Service, and Stewardship at Seattle-Tacoma International Airport (SEA). Through their daily presence on the Arrivals and Departures drives, TSS personnel ensure the safe and efficient movement of vehicles and pedestrians in one of the airport's most active operational environments.

Advancing Safety

Traffic Support Specialists maintain a vigilant and proactive presence on the upper and lower drives, assisting with the movement of more than 14,000,000 vehicles in 2025. By actively managing congestion, monitoring curbside activity, and serving as the first set of eyes and ears for the Police Department, TSS personnel enhance situational awareness and contribute to the overall safety and security of the traveling public.

Delivering Service

TSS staff provide exceptional customer service 365 days a year. In addition to traffic management, they assist passengers with terminal directions, ground transportation guidance, and airport amenities information. Their visible and approachable presence contributes to a positive passenger experience, particularly during peak travel seasons and construction impacts.

A recent customer shared:

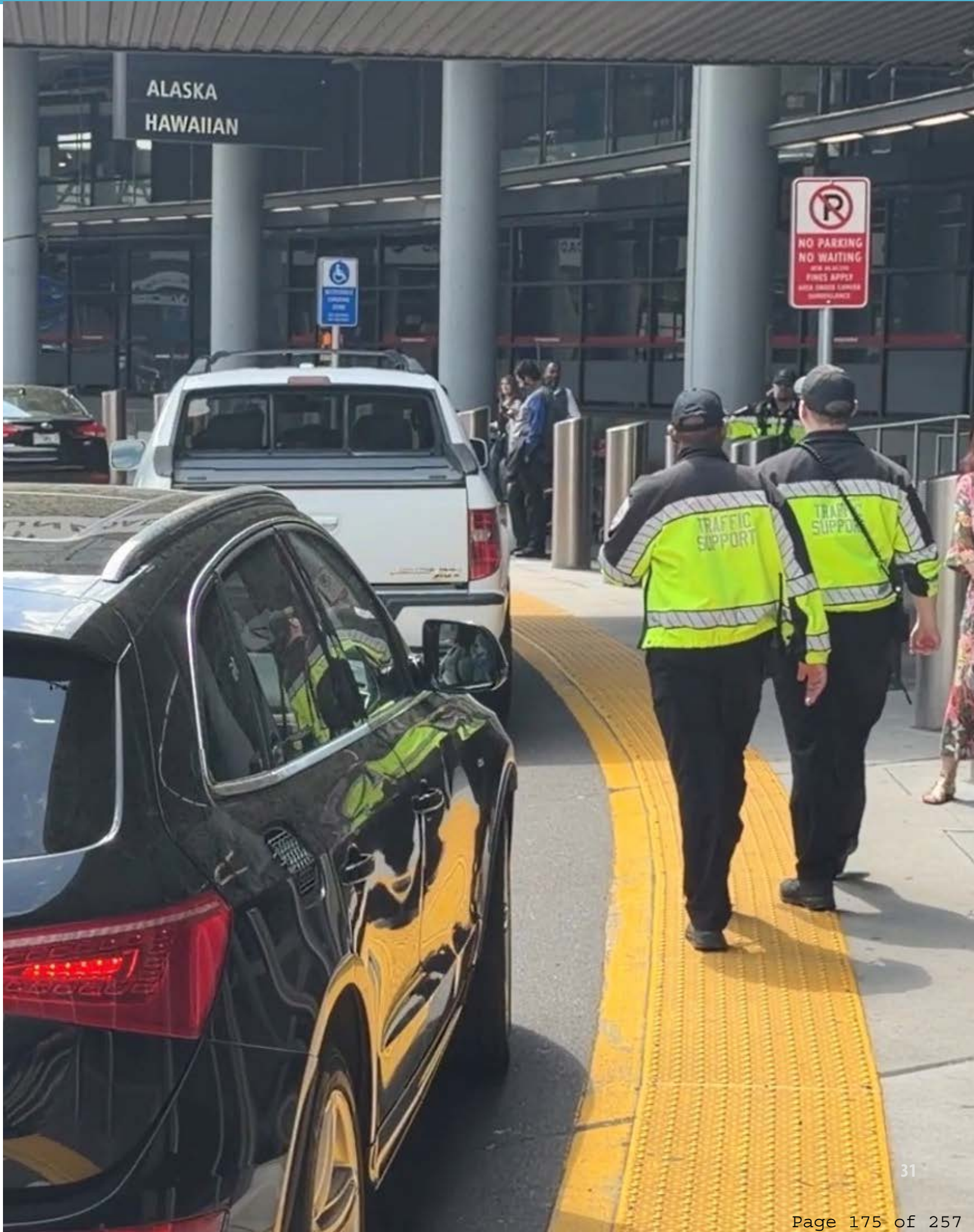
"I wanted to give a high five to the traffic support specialists. Today, both upper and lower drives were very busy, and they did great moving cars along on Arrivals, where the rental car shuttle line was getting longer. I heard multiple passengers verbally compliment their work, saying, 'They're really good!' or 'They're doing great moving the cars.' This team doesn't always get the recognition it deserves, but with the busy travel season, I wanted to highlight the valuable work it does, especially in the midst of all the construction happening on the drives. Their contribution to the safety and positive passenger experience is invaluable!"

— Customer Charizz Legaspi

Demonstrating Stewardship

By efficiently managing curbside traffic and supporting police operations, TSS personnel serve as a force multiplier for sworn officers, allowing law enforcement resources to remain focused on higher-priority public safety responsibilities. Their work supports operational efficiency, reduces congestion-related risk, and helps maintain accessibility during periods of high demand.

As SEA continues to grow in passenger volume and roadway activity, the Traffic Support Specialist program remains essential to sustaining safe operations, delivering high-quality service, and responsibly stewarding Port resources.



KATIE KENT

“Katie has been an outstanding addition to the Port of Seattle Police Department. She came from Federal Way and has made an immediate impact to the team. Katie was selected for the Marine Patrol Unit and recently graduated from Flagship Marine in Tacoma. Katie continues to shine on Patrol and mentoring junior officers as a lateral officer.”

-Sergeant Nick Blevins



1. Can you tell us a bit about your background and where you’re from?

I’m originally from Wichita, Kansas, and moved to Seattle in 2012 while I was still in undergrad. I finished my bachelor’s degree at the University of Washington and later completed my master’s at Seattle University. Before becoming a police officer, I worked in restaurants, as a corrections officer, and as a probation officer. I also served with another local law enforcement agency before joining the Port of Seattle Police Department. I was recently selected for the Marine Patrol Unit, which has been a goal of mine for a long time.

2. How did you get started in law enforcement?

This is a bit of a long story, but a few key moments stand out. In high school, I was involved in a couple of serious car accidents. I remember feeling a strong sense of relief when the police arrived to help. At the same time, I noticed that I felt calm in situations where others around me were understandably panicked. That experience made me think about pursuing a profession where I could help people during difficult moments – sometimes the worst days of their lives.

While I was in college, I went on a ride-along with my local police department and that experience really confirmed my interest. During that shift, we went from conducting a welfare check on a suicidal child to chasing a burglary suspect just minutes later. I was struck by the variety and unpredictability of the job. I knew there were skills I needed to develop before becoming a police officer, so I spent several years working in other roles that helped me build those skills before testing and applying to police departments.

3. How do you mentally prepare for each shift?

I listen to a meditation on my commute to work. It’s a habit I started several years ago, and it helps me focus and start the shift with a clear mindset. I also try to take care of my overall wellness—getting enough sleep is important!

4. How do you balance life as an officer vs family life?

When I leave work and head home, I shift back to being Katie rather than Officer Kent. I make an effort to maintain my close friendships with friends outside of work and to spend time on hobbies I enjoy.

If I’ve had a particularly stressful day, I try to decompress before I get home and give my wife a heads-up so she knows how the day went. Having a supportive spouse is incredibly important in this profession and makes a big difference.

5. What part of the job do you find most fulfilling?

At the end of the day, the most fulfilling moments are the times when I’m able to help someone, whether the situation is big or small. I value human connection, and I especially appreciate moments when someone tells me it was their first positive interaction with the police. Another rewarding part of the job is putting together a thorough case when I know the work will directly benefit a victim.

6. What advice would you give to someone considering a career in law enforcement?

I would tell them not to give up if they don’t get the job the first time—or even the tenth time. If it’s something you truly want to do, keep working towards it. I’d encourage people to focus on developing strong communication and interpersonal skills, as well as the ability to multitask and adapt quickly. At the same time, it’s important not to let police work become your entire identity. Being able to do meaningful work, serve your community, and still go home safely to your life outside of the job is something I’m very grateful for.



2025 Highlights

In 2025, the Honor Guard provided bagpipe performances at 13 memorial services and participated in numerous ceremonial events of significance to the Port community and regional law enforcement partners. These included:

- Peace Officers Memorial / Medal of Honor Ceremony – Olympia
- Memorial Service and Flag Flying Ceremony for Officer Scott Cassidy
- Port Memorial Day Ceremony at Pier 69
- Memorial Service for retired Officer David Krows
- 9/11 Remembrance Ceremony at the POSPD Fire Station
- Alaska Airlines Fallen Soldier Program Event
- Line of Duty Death Memorial for Washington State Patrol Trooper Tara-Marysa Guting

Notably, the Honor Guard supported memorial services honoring fallen and retired members of the Port of Seattle Police Department, as well as regional partners, demonstrating solidarity across agencies during times of profound loss.

Through ceremonial precision, unwavering presence, and reverence for those who serve, the Honor Guard reflects the core values of duty, sacrifice, and honor that define the Port of Seattle Police Department.



Membership requires devotion and commitment to Honor Guard standards of ethics, honor, and integrity.

Honor Guard

The Port of Seattle Police Department's Honor Guard represents the highest traditions of service, dignity, and ceremonial excellence. A longstanding and respected unit within the Department, the Honor Guard, including its dedicated bagpiper, serves as a visible symbol of professionalism, remembrance, and reverence on behalf of the Port of Seattle.

Members represent both the Port and the Police Department at formal ceremonies and memorial observances across the region. Whether in inclement

weather, late hours, or solemn venues, the Honor Guard stands ready to serve with precision and respect. The team regularly collaborates with the Seattle Police Pipes and Drums Association and partners with regional public safety agencies to ensure that ceremonies are conducted with the utmost honor and decorum.

The Honor Guard presents and posts the United States and Washington State flags at official Port events, reinforcing the Department's commitment to service, community, and country.



SPECIAL OPERATIONS BUREAU



CRIMINAL INVESTIGATIONS UNIT

The Port of Seattle Police Department’s Criminal Investigations Division is responsible for conducting specialized investigations for crimes occurring within Port jurisdiction. Under the supervision of the Investigations Commander, CID works closely with the Patrol Division Leadership Team to ensure investigative continuity and support.

CID consists of a detective sergeant, five general-investigations detectives, two drug interdiction detectives, and one detective assigned to the Homeland Security Division (HSD) who works collaboratively with the FBI through the Joint Terrorism Task Force (JTTF). The section also includes an evidence and forensic technician, a civilian administrative specialist, and two narcotics detection canines – Poncho and Demi.

In addition, CID serves as an integral member agency of the Valley Independent Investigative Team (VIIT), which is responsible for investigating officer-involved shootings and major uses of force in South King County.

Drug Interdiction Unit

Drug trafficking continues to be a significant challenge in our region, and the POSPD Drug Interdiction Unit is on the front line of that effort. Our detectives target criminal organizations attempting to move narcotics through the airport and seaport, working proactively to prevent dangerous drugs from reaching our communities. Each detective is partnered with a highly trained drug detection canine, enhancing our ability to detect, disrupt, and dismantle drug-related criminal activity across Port facilities.

2025 CID Highlights

- Narcotics K9 detective teams played a critical role in regional drug-interdiction efforts, assisting local and federal partners with more than a dozen narcotics-related search warrant operations.
- To help combat the ongoing fentanyl crisis in our region, K9 teams seized over 11,000 grams of fentanyl in various forms, including pills and powder. Detectives also intercepted significant quantities of methamphetamine, cocaine, brown powder heroin, black tar heroin, and illegal marijuana during these operations. In addition, approximately \$100,000 in U.S. currency suspected to be tied to illegal narcotics trafficking was seized.
- Detectives addressed a rise in baggage pilferage cases reported throughout the year. By pursuing new investigative strategies and strengthening partnerships with airline stakeholders, detectives identified multiple employees involved in thefts of opportunity and made several arrests. Thanks to these successful investigations, and enhanced preventative measures implemented by airline partners, reports of baggage thefts have since decreased.
- With more than 168 background investigations completed, detectives played a key role in strengthening the department’s workforce, helping hire 11 entry-level officers, 3 lateral officers, 2 exceptional-entry officers, 1 police specialist, 1 lateral dispatcher, and 3 entry-level dispatchers.
- In another year marked by rising case complexity and volume, detectives were assigned over 206 felony investigations. These cases involved a wide range of serious crimes, including assaults, auto thefts, burglaries, harassment, fraud, death investigations, human trafficking, and narcotics violations.

Kidnapping Case – Multi-State Investigation

In 2024, POSPD detectives initiated a missing person investigation after a young female passenger vanished from SEA Airport. She left her family at the gate to use the restroom, leaving behind her phone, and never returned. Detectives soon discovered she had discarded her electronic devices inside the airport in an apparent attempt to eliminate her digital footprint.

As the investigation progressed, detectives learned that the woman’s fiancé had also been reported missing from Montana after claiming he was taking his two-year-old daughter on a fishing trip. The child’s mother in Idaho subsequently reported the daughter missing when she failed to appear for a scheduled custody exchange.

What began as a single missing person call quickly became a complex, multi-state kidnapping case. Detectives worked closely with numerous local, state, federal, and international partners throughout a month-long search. Ultimately, the female, her fiancé, and his daughter were safely located and detained in Mexico.

In 2025, POSPD detectives later testified in Federal Court, where three suspects were found guilty of kidnapping.

Missing Person Case – Multi-County Search

Detectives received a report from a woman concerned about her husband’s unusual behavior before he canceled his flight out of SEA Airport. He was last believed to have returned his rental car to the airport before disappearing. As detectives gathered information and followed witness tips, they tracked his movements across several counties, ultimately determining he was likely in the Chelan County area.

Using new technology and investigative data platforms, detectives narrowed the search to a remote hiking trail. With assistance from the Chelan County Sheriff’s Office, the missing person’s rental vehicle was found in a trailhead parking lot in Leavenworth. Due to the rugged terrain and steep cliffs, Search & Rescue teams were deployed. Tragically, the individual was later located deceased.

Juvenile Runaway – International Family Reunification

Detectives were contacted by a Slovakian family searching for their missing son, who had been visiting relatives in New York before traveling alone to Seattle. Although the juvenile had flown into SEA Airport, limited information and delayed reporting made the investigation challenging.

As detectives gathered evidence, they developed reason to believe the juvenile was using a false identity and moving between various locations in King County. After extensive surveillance work, detectives tracked his movements to the University District and the City of Bellevue. With assistance from Sound Transit, Bellevue Police Department, and the FBI, they confirmed he was commuting by light rail and working at a retail store in Bellevue.

Detectives coordinated with the family, who returned to the United States to help take custody of him. After locating the juvenile again in Bellevue, detectives safely detained him. Although he initially resisted returning home, he was ultimately reunited with his family.

Arrest of Prolific Auto Theft Suspect – SEA Garage Theft Ring

Detectives continued their investigation into an organized auto theft ring responsible for stealing more than 100 high-end vehicles from the SEA parking garage. The primary suspects had previously been arrested in 2024 following a patrol-initiated vehicle pursuit but were released on bail. Shortly after their release, several new auto theft cases emerged, and detectives developed strong reason to believe the same suspects were again involved.

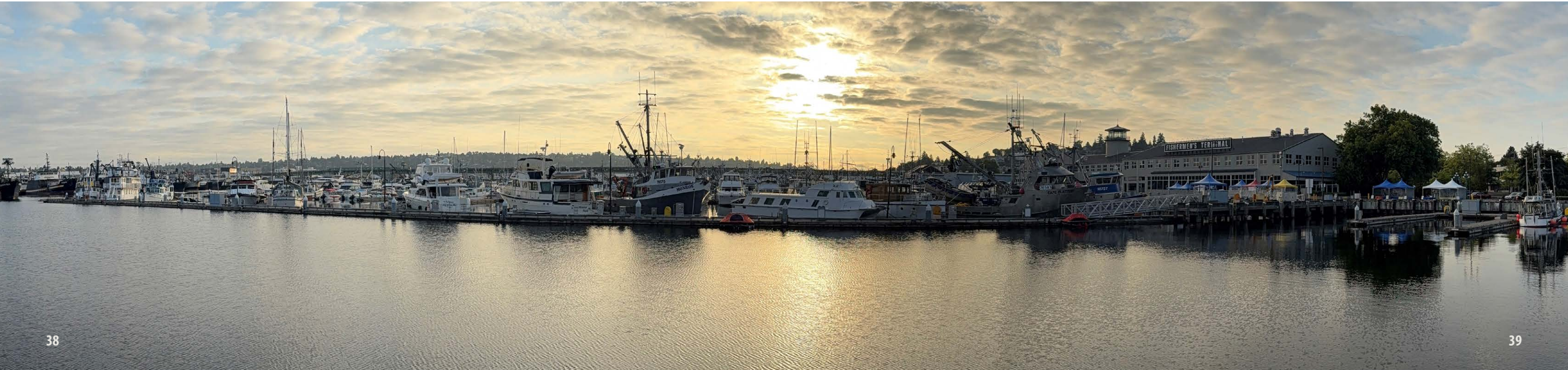
Throughout early 2025, detectives conducted extensive surveillance and analysis to re-establish probable cause. After weeks of tracking the primary suspect’s movements, detectives coordinated a targeted operation that resulted in a surprise arrest as the suspect attempted to refuel a vehicle at a gas station in the City of SeaTac. Additional members of the theft ring were identified and arrested shortly thereafter.

Major Case Assistance - JTTF

In 2025, POSPD detectives assisted regional and federal partners on multiple high-profile investigations involving violent crime, terrorism, and homicide. Detectives participated in surveillance operations, arrests, and search warrant services, including cases connected to incidents in other states.

Detectives also supported a multi-agency search to locate the remains of a child homicide victim.

These operations highlight POSPD’s strong partnerships and commitment to assisting in complex investigations that protect public safety.



EDI SPOTLIGHT

KYLE YOSHIMURA

“CMDR Yoshimura is a valued member of the Port of Seattle Police Department and command team. He brings a wealth of experience and a deep sense of care for the people he serves in his team. He always provides fresh perspectives and has built many strong relationships at all levels of the agency.”

-Deputy Chief Tom Bailey



1. Can you tell us a bit about your background and where you’re from?

I was born and raised in Hawaii, where I developed a deep appreciation for the culture, diversity, and strong sense of community that exists there. Growing up in that environment helped shape my perspective and values, particularly the importance of respect, service, and looking out for one another. Those experiences ultimately influenced my decision to pursue a career in law enforcement and continue serving the community.

2. How did you get started in law enforcement?

I was drawn to law enforcement because of the opportunity to help people during some of the most challenging moments of their lives. The profession allows you to make a tangible difference in the community while continuously learning and developing new skills. It’s also a win when solid police work and positive interactions with the community help change someone’s negative perspective of the “system” and law enforcement. We’re all human. I believe this career affords us to work towards bridging the gaps of misunderstanding and building trust one interaction at a time.

3. How do you mentally prepare for each shift?

Preparation starts with understanding that every shift can bring something different. I try to come to work focused, professional, and ready to support both the community and my fellow officers. Maintaining situational awareness and staying mentally present are important parts of being prepared for whatever the day brings.

4. How do you balance life as an officer vs family life?

Balancing a career in law enforcement with family life can be very challenging. The profession often involves long hours, shift work, and at times mandatory overtime, which can place significant strain on officers and their families. Over time, the stress and demands of the job can take a toll if you’re not mindful of it. I think it’s important for officers to recognize that reality, maintain strong communication with their families, and make a conscious effort to be present when they are home. Having a supportive family and taking care of your mental and physical well-being are critical to sustaining a long career in this profession.

5. What part of the job do you find most fulfilling?

The most fulfilling part of the job is knowing that the work we do helps keep people safe and supports the community. Whether it’s assisting someone in need, solving a problem, or helping bring clarity to a difficult situation, those moments remind you why the work matters. I also find it very rewarding to mentor and support the next generation of officers, helping them grow in their careers and inspiring the future leaders of our profession.

6. What advice would you give to someone considering a career in law enforcement?

When I first entered law enforcement in 2000, the profession looked very different than it does today. Over the years, the expectations placed on officers and the environment we work in have continued to evolve. While many members of the community quietly support the work officers do, the profession is often shaped by policies and decisions that can make the job more complex and challenging. My advice to anyone considering this career is to take the time to truly understand both the responsibilities and the realities of the profession. If you choose this path, do it with integrity, resilience, and a genuine desire to serve others. For the right person, it can still be a meaningful and rewarding career.

COUNTER-TERRORISM UNIT

In 2024, to better prepare for threats to the U.S., large events like FIFA '26, and VIP protective details, the Port of Seattle Police Department established a new Counter-Terrorism Unit (CTU). This new division aligns POSPD's most specialized counter-terrorism resources (Bomb Disposal Unit, Bomb-Detecting K9s, Joint Terrorism Task Force/Intel, and Special Weapons and Tactics (SWAT) under one command, aiming to deploy and utilize these teams in the most effective and efficient manner. The Counter-Terrorism Unit will help POSPD accomplish one of our most important functions — “responding to and stabilizing acts of terrorism or unusual events” (Key function 5, Strategic Plan, POSPD).

The Counter-Terrorism Unit was formed after extensive research into the protection of critical infrastructure and transportation hubs. During the formation process, POSPD and AV Security personnel met with public safety officials at LAX, Port Authority of New York and New Jersey, and traveled to the UK to meet with London Metropolitan Police at Heathrow Aripport, and Gatwick Airport Police. That research helped us develop how we deploy these highly specialized resources today.

The CTU accomplishes our purpose of “deter, detect, defend, and defeat” by:

- Dedicating and aligning POSPD special resources to preparing for terrorist and other violent attacks on our jurisdiction. These resources are highly visible, prepared, and well-trained
- Deploying full-time SWAT resources to maintain high visibility seven days a week, plan for major events, train with federal and local law enforcement partners, plan and arrange dignitary and VIP movements through SEA, and provide tactical response to violent incidents at SEA
- Coordinating with partner agencies at SEA, the Seattle waterfront, and across the region to ensure an effective response to a major event
- Planning for specific events, regular training on the plan (including Port and regional partners), and revising/ adapting the plan as needed
- Equipping personnel to keep themselves and the community safe
- Applying for grants to support Homeland Security Initiatives



BOMB DISPOSAL UNIT

Established in the early 1970s, the Bomb Disposal Unit (BDU) protects customers, employees, and property at Seattle-Tacoma International Airport (SEA) and the Port of Seattle seaport and serves as a regional asset by assisting surrounding Puget Sound communities.

In 2025, the Port of Seattle's 7 bomb technicians conducted 279 activities, including SWAT assists (56), training, ammunition pickup, maintenance, and magazine inspections. The Unit responded to 20 incidents during the year, 10 of which were on Port property for suspicious items, explosive detection testing (EDT) alarms, pipe bombs, military regulations, and improvised explosive devices (IEDs).

The Bomb Disposal Unit is one of 460 accredited bomb squads in the country. When deployed to a potential bomb threat, the first task is to safely evacuate the area and then inspect and, if necessary, render the suspicious device safe.

A highlight of 2025 was the graduation of new bomb technician James O'Connor from the Hazardous Devices School.



SPECIAL WEAPONS AND TACTICS (SWAT)

In 2025, members of POSPD assigned to Valley SWAT as an ancillary duty were assigned full-time to provide tactical cover and response for high-visibility preventive patrols, cover officer capabilities during K9 explosive-detection surges, and immediate response to acts of terrorism and extreme violence. Additionally, the SWAT members provided protective details for dignitaries traveling through Port of Seattle facilities and participated in a regional counter-terrorism exercise at Lumen Field in preparation for World Cup 2026. SWAT members trained a number of Port of Seattle stakeholder groups in active shooter response and first aid.

Members of the POSPD SWAT element undergo extensive specialized training in a number of tactical disciplines, including counter-terrorism, active shooter, hostage rescue, and trauma care. The members train monthly with Valley SWAT, which is comprised of our six Valley Agency partners, and bi-monthly in firearms proficiency training. Port Police membership on the Valley SWAT provides the Port of Seattle with a full-size, 40-officer SWAT element to respond to critical incidents.

EXPLOSIVES DETECTION CANINE UNIT (K9) UNIT

The Port of Seattle Explosives Detection Canine Unit (K9 Unit) is an element of the Counter-Terrorism Unit. Members of the EDK9 Team maintain airport operations, keep employees safe, and provide a physical and psychological deterrence. The K9 Unit does this by conducting directed and variable canine sweeps on airport properties and areas with high passenger volumes or areas of key infrastructure. The K9 Unit is comprised of both Transportation Security Administration (TSA) canines as well as Port- owned and operated Air Scent Canines. All teams undergo a strict certification process where the teams are tested in their ability to detect explosives’ odors to source in various environments.

The Port of Seattle Police Department is the first law enforcement agency in the State of Washington to have certified working Air Scent Canine teams. Because SEA Airport hosts many heads of state, high-ranking government officials, and other VIPs requiring heightened protective measures, the K9 Unit provides sweeps of motorcades to enhance safe travel. In addition, the K9 Unit is seen as a regional expert; they are called upon by other police agencies to assist with searches during heightened security events affecting our region.

In 2025, the Port of Seattle K9 Unit performed the following:

- 2,400 K9 calls for service
- 1,590 K9 emphasis patrols of high passenger volume areas at SEA Airport
- 7 callouts/bomb threats where K9s are utilized to sweep large areas prior to resuming normal operations
- 25 requested K9 sweeps. Generally, these sweeps are requested during other threats like breaches or assists to cargo facilities, or when the POSPD Bomb Squad requests assistance searching additional areas or items
- 250 unattended Items on Port of Seattle properties

The canine program serves as a frontline defense on America’s war on terror, plays a key role in keeping air transportation safe, and maximizes commerce at Port-owned facilities. The K9 Unit’s speed and flexibility in detecting the presence of explosives, along with their ability to quickly search large areas, give them a significant edge over currently available technology. In addition, the canines are very popular with airport employees and visitors.

The handlers and their dogs spend most of their time together on- and off-duty. Canines live with their handlers and become part of the family.





VALLEY SWAT

Valley SWAT (VSWAT) maintains an excellent reputation across the region and the nation. SWAT officers from the Port of Seattle Police Department serve as instructors and in leadership roles for both the Washington State and National Tactical Officers associations.

The team facilitates the region-wide Valley Active Shooter School, which trains the region’s police officers in patrol-level active shooter response and provided active shooter response training to Port of Seattle stakeholders. Such training better prepares POSPD and law enforcement partners to neutralize active killer threats, EMS partners to ensure trauma care to victims, and other stakeholders to mitigate and recover from these types of extraordinary events.

Valley SWAT is composed of one sergeant, five officers, and one commander from each participating Valley agency. The team’s mission is to save lives by providing stabilization and resolution to high-risk situations that are beyond the ability of standard police patrol units to resolve safely.

The large number of highly trained and well-equipped officers allows for:

- Safe and effective response to potentially volatile situations on all Port properties
- Access to the largest tactical team in the State of Washington
- Increased financial responsibility by spreading the costs of maintaining a team across six jurisdictions

Valley SWAT’s primary duties focus on:

- High-risk warrant service
- Dignitary protection
- Armed barricade suspect resolution
- Critical infrastructure protection
- Response to coordinated multi-cell terrorist attacks
- Hostage rescue
- Narcotics enforcement

During 2025 Valley SWAT completed 71 tactical missions that included high-risk search warrants, narcotics enforcement, barricaded subjects, mobile arrests and hostage rescue details. Port members of Valley SWAT conducted over 60 dignitary protection details at SEA. In 2025 VSWAT trained hundreds of officers at its regional active shooter class. POSPD VSWAT members completed over 2000 training hours in 2025 and provided instruction as a member of the Washington State Tactical Officers Association. The POSPD members of Valley SWAT are highly regarded in the tactical community and provide POSPD with an increased capability to respond to critical incidents which could occur at SEA or other Port facilities. POSPD VSWAT contribute a Team Leader and an Assistant Team Leader to the team.

SERVICES BUREAU

The Services Bureau is responsible for performing all the non-uniformed functions of the Police Department. These include 911 fire and police communications, and administrative requirements such as training and development, policies and standards, CALEA Accreditation, records management, public disclosures, fleet and supply, payroll, scheduling, finance and budget, and general support for the other department divisions. Deputy Chief Sean Gillebo oversaw and led the Services Bureau during 2025.

The Services Bureau consists of the following divisions:

- Communications Division
- Administrative Services Division

POLICE AND FIRE COMMUNICATIONS CENTER/DISPATCH

The Port of Seattle Police and Fire Communications unit is located at SEA Airport and is staffed 24/7. The communications center is a primary public safety answering point (PSAP) and handles the police, fire, and medical requests for the Port of Seattle. All dispatchers complete 24 hours of training annually and are trained in police and fire dispatching/call taking as well as emergency medical dispatching and provide prearrival medical instructions to callers.

Call Volume:

- The Communications Center processed 65,341 police, fire, and medical calls
- Total Dispatched Calls: 48,950
- Total Fire/Medical: 7,374

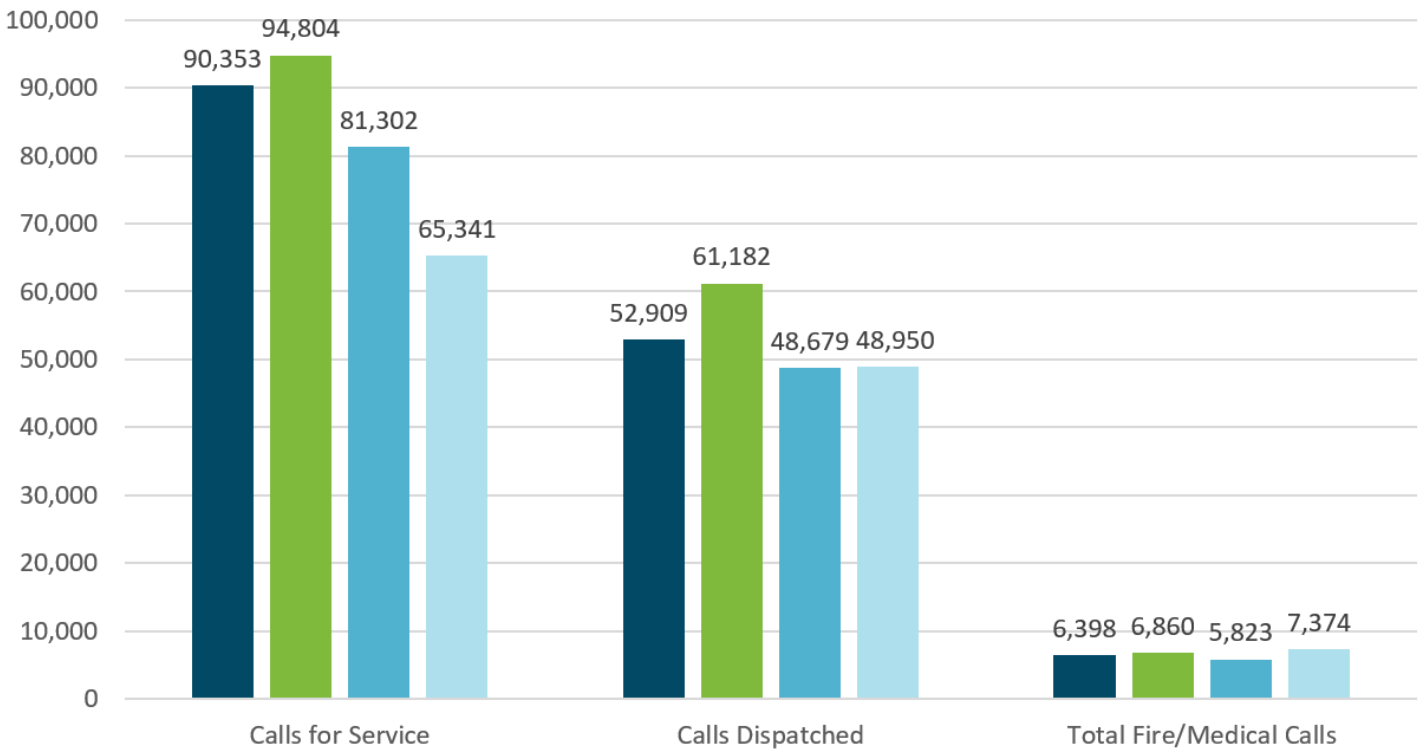
Staffing:

- 20 full-time dispatchers
- 3 full-time supervisors

Major Accomplishments:

- Implemented new technology in the 911 center in 2025:
 - New CAD
 - New fire station alerting
- Became a Primary Answering Point for all cell phone-generated 911 calls within the Port of Seattle jurisdiction.

**You will notice this data is down significantly from 2024. The reason for the deficit is partly due to streamlining processes in CAD, lack of technological resources such as MDCs, and no longer including every on-view (for example, area checks) in the total call volume number.*





ADMINISTRATIVE SERVICES DIVISION

Office of Professional Development

The Office of Professional Development (OPD) ensures all Police Department employees meet applicable, legislated training requirements, and have adequate training to perform their jobs effectively and efficiently. Washington State requires all commissioned officers attend at least 24 hours of in-service training each year and the officers' collective bargaining agreement requires 40 hours. Entry level officers require approximately 720 hours of academy training as a new hire. Non-commissioned staff, dispatchers, police specialists, and traffic support specialists receive several hours of training annually as well.

The Department generally exceeds these requirements, with each commissioned officer receiving an average of 90 hours of in-service and additional training.

OPD conducts a wide range of training to ensure POSPD personnel are some of the best trained in the state of Washington. This includes annual in-service training in firearms, legal updates, high-liability policies (use of force and pursuit), bias-based policing, interaction with persons in crisis, blood-borne pathogens, heat injuries, and other health and safety topics. Additional regular training includes control devices, first aid, driver's training, and more. OPD also acts as the Department's liaison with the Washington State Criminal Justice Training Commission (WSCJTC) in matters related to training, such as the Basic Law Enforcement Academy (BLEA) for newly hired, entry-level police officers, along with advanced instructor level courses for various training cadre members. This has led to an extremely well-trained staff which continues to identify and respond to the needs of the community.

This advanced training ensures that those responsible for developing new officers are equipped with modern, research-informed leadership and coaching methodologies. It reinforces the Department's commitment to cultivating resilient, community-focused officers who reflect the Port's standards of professionalism, accountability, and service excellence.

Through disciplined training, structured mentorship, and leadership investment, the PTO Program continues to strengthen the Department's operational readiness and sustain a culture of continuous improvement across the organization.

Police Specialist

The Port of Seattle Police Department employs a team of 11 civilian police specialists who provide critical support services across the Department.

Their responsibilities include records administration, payroll, crime analysis, police accreditation, scheduling, purchasing, fleet and supply management, and customer service.

In addition, these specialists play a vital role in supporting property and evidence operations, training, criminal investigations, budget management, personnel services, and public disclosure, including the processing of police body-worn camera videos.

The behind-the-scenes work performed by these dedicated professionals enables the Port of Seattle Police Department to operate effectively and efficiently while maintaining compliance with local, state, and federal laws and regulations, as well as national accreditation standards.

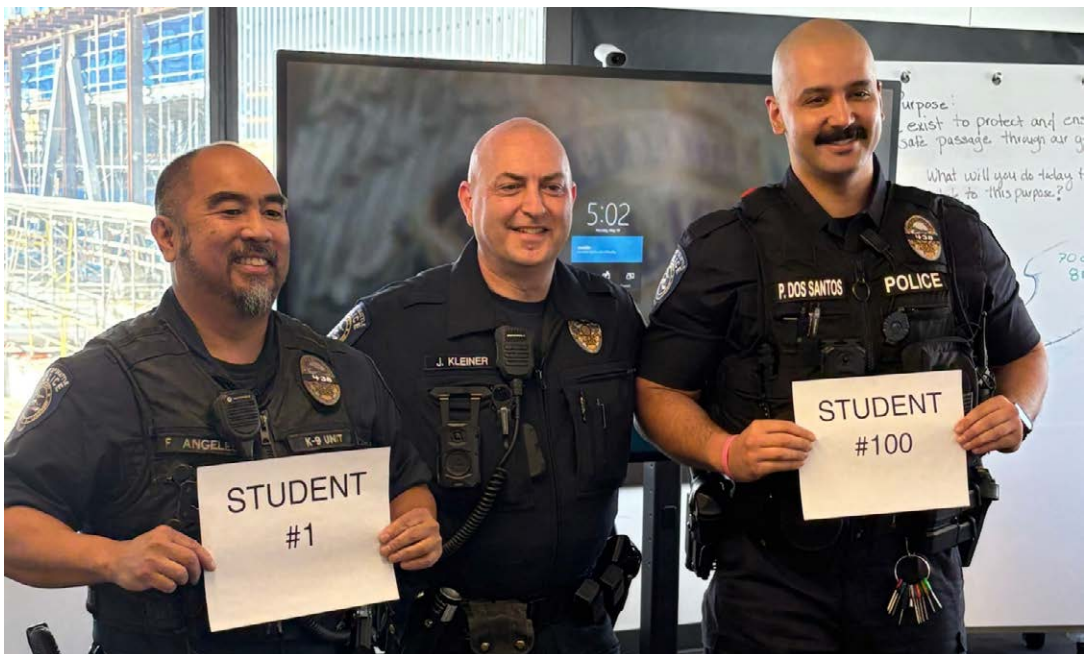
Police Training Officer (PTO)

The Police Training Officer (PTO) Program serves as the cornerstone of the Port of Seattle Police Department's officer development strategy, ensuring newly hired entry-level and lateral officers are fully prepared to serve in the complex operational environments of Seattle-Tacoma International Airport and the Port's maritime facilities.

Grounded in adult-learning theory and problem-based learning principles, the PTO model emphasizes critical thinking, ethical decision-making, and community-oriented policing. Officers are trained not only to respond to calls for service but also to analyze underlying conditions, build partnerships, and implement sustainable solutions that enhance public safety and operational continuity across Port properties.

The program is structured to meet the distinct needs of each officer. Entry-level officers complete a comprehensive 15-week field training process, while lateral officers complete an average of 10 weeks of structured evaluation and operational integration. Prior to release to solo patrol, each officer must demonstrate proficiency across 15 core competencies, ensuring consistent standards of performance, professionalism, and accountability.

In 2025, the PTO cadre trained approximately 15 newly hired officers, reflecting the Department's continued strategic workforce investments. To meet increasing hiring demands, the cadre expanded to 10 certified Police Training Officers, strengthening the Department's ability to maintain rigorous training standards while supporting organizational growth.



EMPLOYEE SPOTLIGHT

BRAD OWEN

“Brad’s dedication, expertise, and commitment to doing things the right way has made a lasting impact on the OPS Team and POSPD. What stands out most about Brad is his willingness to help others, build meaningful relationships, and always go the extra mile. His passion for accreditation and our mission has made him an invaluable member of our department.”

- Commander Kali Matuska



1. Can you tell us a bit about your background and where you’re from?

I grew up in Oklahoma and was the oldest of four children raised by a single mother. My wife and I visited Seattle before we were married and enjoyed the area so much that we moved here in 1989.

2. What drew you to the specialist side of police work?

Before joining the POSPD, I did consulting work primarily related to legal descriptions for title insurance companies. Although I enjoyed the work, I was more or less at the mercy of the real estate market, and my business gradually became inconsistent and less lucrative, forcing me to make a career change. Much of the work I do in accreditation requires similar skills to those necessary for reading and interpreting complex legal descriptions.

3. Can you describe a typical day in your role?

My typical day is spent pouring over shift reports from the previous day and night, reading the daily CAD calls, searching RMS, SECTOR, emails and other resources that can be used for the 500 - 600 proofs that are entered each year. The majority of the 185 CALEA standards also require written directives, which must be updated and entered each year.

4. What are the biggest challenges you face in your role?

Searching for and obtaining sufficient proofs and interpreting the intent of certain CALEA standards can sometimes be a challenge.

5. What achievement in your career are you most proud of?

Being part of such a phenomenal OPS team, including Commander Kali Matuska and Officer Scott Colby, that earned the department’s 4th reaccreditation award last year!

6. What keeps you motivated to serve and protect, especially in challenging times?

I don’t think people reflect enough on what our society would be like without the difficult and invaluable work done by law enforcement officers. I certainly don’t serve and protect in the way our officers do, but I look at my role in accreditation as an opportunity to showcase the efforts of the men and women of the POSPD.

LEADERSHIP DEVELOPMENT

Organizational Clarity & Leadership Expectations

In 2025, the Port of Seattle Police Department (POSPD) advanced a deliberate, organization-wide leadership development strategy designed to strengthen supervisory effectiveness, reinforce accountability, and align decision-making with the Department’s Purpose, Values, and Goals. Leadership development is no longer episodic training—it is an embedded, structured system supporting performance at every level of the organization.

In 2025, POSPD institutionalized leadership development through clear expectations, standardized supervisory training, executive alignment, and expanded professional growth opportunities.

Organizational Clarity & Leadership Expectations

The Department implemented a formal Leadership Expectations Framework aligned directly with its core values and strategic objectives. This framework now guides performance evaluations, commendations, mentoring, and corrective action, ensuring transparency and consistency in how leadership behaviors are defined, measured, and reinforced.

Standardized Sergeant Development

POSPD redesigned its New Sergeant Training Program to ensure consistent preparation and accountability for newly promoted supervisors. The program includes structured classroom instruction, a nine-week on-the-job training period under experienced supervision, and formalized feedback throughout probation.

All newly promoted Sergeants are also required to complete the First Level Supervision course through the Washington State Criminal Justice Training Commission, aligning Department practices with statewide professional standards.

Additionally, all Sergeants participated in a mandatory 1IC Leadership Workshop focused on emotional intelligence, high-stakes communication, mission-critical team leadership, coaching, and wellness—reinforcing the Department’s expectation of modern, adaptive leadership.

Leadership Pipeline & Training Officer Investment

Recognizing that leadership development begins at the field training level, all Police Training Officers completed the PTO Leadership – Field Guide to Obstacles Masterclass. This advanced course strengthened mentoring, multi-generational workforce engagement, and values-based coaching, ensuring the next generation of officers is developed under consistent, research-informed leadership principles.

Executive Alignment & Strategic Integration

In September, Operations Bureau leadership participated in a facilitated retreat led by The Table Group, resulting in a unified Leadership Playbook. This effort established shared clarity around purpose, core values, strategic anchors, and measurable objectives, strengthening alignment across supervisory and command ranks.

The Department also continued engagement in external executive-level leadership development opportunities, reinforcing a culture of continuous learning and professional excellence.

Conclusion

POSPD’s 2025 leadership initiatives reflect a sustained commitment to organizational excellence. By institutionalizing leadership expectations, standardizing supervisory training, and aligning command-level strategy with operational execution, the Department has strengthened accountability, improved organizational cohesion, and positioned itself to meet the evolving public safety needs of the Port of Seattle.





EMPLOYEE WELLNESS PROGRAM

A healthy department is a resilient department — one that strengthens our officers, professional staff, families, and the communities we serve. The Port of Seattle Police Department’s (POSPD) Employee Wellness Program reflects a proactive and values-driven commitment to the long-term well-being of our workforce.

The Wellness Program is available to all personnel and is designed to address the complex physical, emotional, and professional demands of modern policing. Grounded in a holistic model of well-being, the program promotes resiliency across multiple dimensions of life, including emotional and mental health, physical fitness, career development, social connection, environmental balance, financial stability, and spiritual well-being.

Our objective is clear: to enhance the quality of life for every employee — at work, at home, and into retirement — while strengthening the organizational health of the department as a whole.

Morale & Engagement

In 2025, POSPD made a strategic investment in morale, transparency, and shared leadership through the creation of two foundational engagement structures.

Patrol Shared Leadership Group (PSL)

Developed in 2025, the Patrol Shared Leadership Group established a structured forum for officers to elevate ideas, strengthen communication with command staff, and collaboratively address operational concerns. By reinforcing transparency, shared accountability, and peer engagement, PSL directly supports morale, trust, and cultural alignment across patrol operations. This initiative reflects a commitment to distributed leadership and ensures officers have a meaningful voice in shaping the direction of the organization.

Continual Process Improvement (CPI) Board

Also launched in 2025, the CPI Board created a formal pathway for officers to submit, develop, and present process improvement proposals. The CPI model promotes ownership, transparency, and solution-driven leadership by assigning project managers to shepherd ideas from concept through executive review. This structured approach empowers employees to influence meaningful and sustainable organizational change, strengthening engagement while enhancing operational effectiveness.

Together, these initiatives demonstrate POSPD’s commitment to building a culture where every employee is empowered to contribute, innovate, and lead — reinforcing morale as a strategic priority rather than a byproduct of circumstance.

Building Community Through Connection

Employee Recognition Lunch: Vision Unveiling – September 18, 2025

The Command Team hosted a department-wide celebration to unveil the department’s new vision. This event honored the dedication of employees and acknowledged the vital contributions each member makes in advancing POSPD’s mission and future direction. The recognition underscored the direct link between employee well-being, engagement, and organizational excellence.

Fall Family Fun Celebration – October 23, 2025

The Wellness Unit hosted a fall-themed family event featuring a potluck, trick-or-treating, games, crafts, and a friendly workspace decorating contest. The evening fostered camaraderie across divisions and provided an opportunity for families to engage directly with the department community.

Cookies & Cocoa – December 15 and 18, 2025

Patrol Shared Leadership concluded the year by hosting a department-wide Cookies & Cocoa gathering. Employees were encouraged to bring a favorite dessert to share, creating a festive atmosphere of gratitude, unity, and reflection. The event served as a meaningful close to the year and reinforced the department’s culture of connection.

Sustaining Wellness Resources

Quarterly Wellness Updates

Throughout the year, the Wellness Unit distributed quarterly communications highlighting available resources within the CORDICO wellness application. Updates were also published on the POSPD Wellness SharePoint site to ensure consistent access to tools, peer support resources, and educational materials.

Wellness Gratitude Boards

Gratitude boards were installed at the Police Department, Waterfront Office, and Dispatch. Employees are encouraged to share messages of appreciation and encouragement with one another. When filled, boards are photographed and archived on the Wellness SharePoint site, preserving a visible record of the department’s culture of gratitude and mutual support.

On-Duty Fitness & Physical Readiness

Recognizing that physical readiness is directly tied to officer safety, performance, and long-term health outcomes, POSPD continues to support structured on-duty workout opportunities. Personnel are authorized designated workout time during their shifts, operational demands permitting, to maintain strength, endurance, and injury prevention standards consistent with the profession’s physical requirements.

The Department provides access to fitness facilities and equipment at key locations to ensure equitable access across assignments. By integrating physical training into the workday, POSPD reinforces that wellness is an operational priority — supporting resilience, reducing preventable injuries, and enhancing readiness for critical incidents.





PEER SUPPORT TEAM

The Peer Support Team, formalized in 2016, remains a cornerstone of the Port of Seattle Police Department’s commitment to employee wellness, resilience, and organizational readiness. The team is comprised of commissioned officers, sergeants, commanders, dispatchers, and civilian employees who volunteer to serve in this critical role. Each member is appointed and receives specialized training in critical incident stress management, crisis intervention, and peer-based support strategies.

The program is further strengthened by the availability of a certified Mental Health Professional (MHP), who provides confidential clinical support to employees involved in critical incidents and serves as a resource to the team.

The primary mission of the Peer Support Team is to prevent or mitigate the potential negative impacts of occupational stress on Department personnel. Law enforcement and public safety professionals routinely encounter high-risk, high-stakes environments. The cumulative effect of these experiences can impact performance, wellbeing, and long-term resilience if not addressed intentionally and proactively.

To meet this need, the Peer Support Team provides comprehensive support services including:

- Pre-incident education and resilience training
- Proactive wellness check-ins
- Family support resources
- Critical incident demobilization and post-incident defusing
- Confidential one-on-one peer support

By fostering a culture of care, trust, and psychological safety, the Peer Support Team strengthens the Department’s operational effectiveness and supports the Port’s broader commitment to a safe, healthy, and high-performing workforce.

Looking Ahead

The Employee Wellness Program continues to evolve as a cornerstone of organizational strength. By investing in the holistic well-being, engagement, and leadership development of our personnel, POSPD reinforces its commitment to resilience, professional excellence, and a culture grounded in support, innovation, and shared accountability. In 2026, the department will continue expanding wellness and engagement initiatives that prioritize prevention, connection, and sustainable performance across all ranks and assignments.

POLICE BENEVOLENT ASSOCIATION

The Port of Seattle Police Department Police Benevolent Association (PBA) is a member-driven organization dedicated to supporting all our POSPD staff and their families. The PBA provides bereavement assistance not only in cases of officer injury or death, but also when members experience the loss of a close family member. This includes financial help, emotional support, and aid with related expenses — ensuring no one faces hardship alone.

PBA programs are funded through member contributions and community donations, and the funds are reinvested in the Department. This includes producing POSPD-branded merchandise that builds camaraderie while raising funds and maintaining a convenient lunchroom “market” stocked with food, snacks, and drinks. Proceeds from these initiatives help sustain the PBA’s mission of care and support for our department family.



OFFICE OF PROFESSIONAL STANDARDS

The Office of Professional Standards (OPS) serves as the department’s central authority for policy and procedure development, manual maintenance, and the issuance of directives and orders. OPS manages the agency’s Lexipol-based policy manual system, supporting standardized, state-specific policies and ensuring organizational compliance.

OPS played a key role in the introduction of Lexipol to Washington State and implemented the agency’s first Lexipol-based policy manual in 2007. Under OPS oversight, the department has successfully achieved and sustained both state-level and international accreditation. In July, OPS successfully navigated a site-based CALEA assessment, resulting in the department’s fifth CALEA re-accreditation.

In addition to policy and accreditation functions, OPS provides strategic support to agency partners by ensuring alignment between policy and training, responding to external policy and procedure inquiries, and supporting leadership-directed initiatives.





OFFICE OF PROFESSIONAL ACCOUNTABILITY

The Office of Professional Accountability (OPA) carries a wide range of responsibilities, including conducting internal affairs investigations, assisting with the release of police records through public disclosure requests, and serving as the department’s liaison to Port Media Relations. OPA collaborates closely with the Port of Seattle’s Legal Department, Human Resources and Workplace Responsibility, Labor Relations, Media and External Relations, and the Public Disclosure Department.

While OPA’s primary role is to investigate allegations of employee misconduct, the office also works proactively to identify emerging issues, training needs, and opportunities for organizational improvement – all with the goal of strengthening accountability and community trust.

Summary of Commendations

The Port of Seattle Police Department (POSPD) received many commendations and expressions of appreciation during 2025. These commendations recognized employees for their professionalism, community service, investigative work, and support of departmental and regional operations.

Highlights included:

- A Transportation Security Specialist (TSS) who was recognized for professionalism and kindness while conducting traffic control operations
- An officer who assisted an elderly individual in avoiding a financial scam
- A TSS and Sergeant who successfully located and recovered luggage left behind by a traveler
- Two separate incidents in which officers located and returned lost bags on the secure side of the airport
- Officers who provided Unmanned Aircraft System (UAS) support to an external SWAT team during operations
- An officer whose investigative efforts contributed to the arrest and federal conviction of a suspect
- A Sergeant who represented the department by performing bagpipe honors at a retiree’s funeral
- The department Honor Guard, which represented POSPD with professionalism and dignity at a retiree’s funeral service

These commendations reflect the department’s commitment to public service, professionalism, and community engagement.

Summary of Complaints Reviewed by Internal Affairs

- **Major Complaint:** The most serious allegations, generally investigated by Internal Affairs, alleging acts or omissions that constitute willful or wanton disregard for agency policies and procedures.
- **Moderate Complaint:** Allegations involving employee actions in disregard of agency policies and procedures.
- **Minor Complaint:** Complaints involving perceptual differences or possible violations of agency policies, procedures, or service standards.

Complaint and Commendation Review

Category	Number Reviewed	Origin	Sustained	Other Dispositions
Major	3	Requested by Chief of Police	2 sustained (1 retired prior to completion, 1 demotion)	1 pending disposition
Moderate	2	Internal Affairs Investigation	1 sustained (retired prior to completion)	1 unfounded/exonerated
Minor	1	Passenger Complaint	0	1 unfounded/exonerated
Inquiry	2	Public Complaint	0	2 not sustained
Traffic Concerns	3	Public Complaints	0	Determined to be traffic-related, no officer misconduct



POSPD remains committed to maintaining public trust through accountability, transparency, and fair investigation of all complaints while recognizing and commending employees who demonstrate exceptional service.

Use of Force

OPA also oversees the tracking and review of all incidents involving the use of physical force by department personnel. Careful monitoring of these events ensures that actions taken by officers comply with policy, law, and community expectations.

In 2025, the Port of Seattle Police Department reported 30 use-of-force events.

Reportable Force Events Table

	2022	2023	2024	2025
Reportable Use of Force Events**	30	23	35	30
Pursuit Intervention Technique (PIT)	0	0	1	0
Pursuit	0	0	1	0
CS Gas	0	0	0	0
Takedown/Ground Control Technique	23	20	26	22
TASER Deployment	4	12	2	1
TASER Display	*N/A	*N/A	1	1
Strikes	1	2	0	1
Impact (40mm/Thrown)	1	0	1	1
Pointed Firearm	0	1	0	1
Firearm Discharge	0	0	0	0
OC Spray	0	0	1	0
Leg Restraint	7	5	2	1
WRAP	0	0	4	13
Vascular Neck Restraint***	BANNED	BANNED	BANNED	BANNED

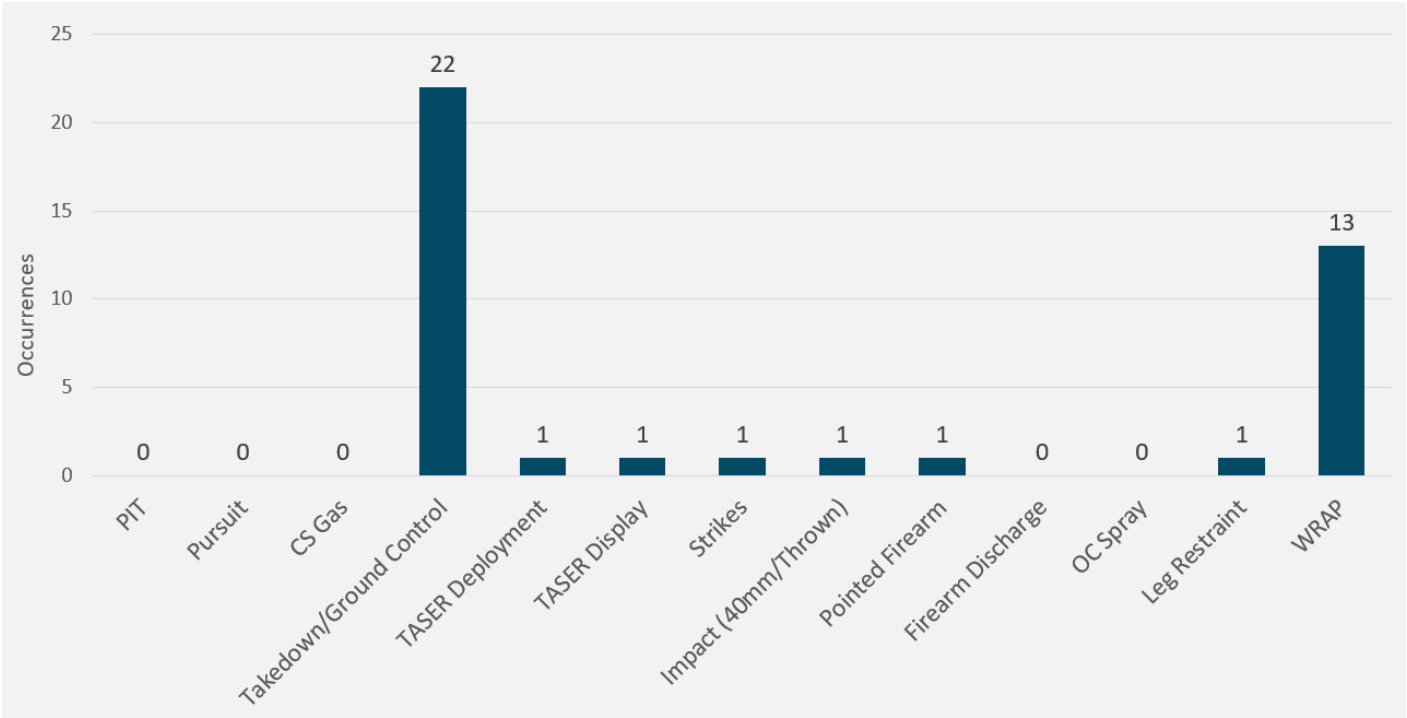
**Events may have multiple force types used

*TASER deployment/display data only available for 2024 & 2025

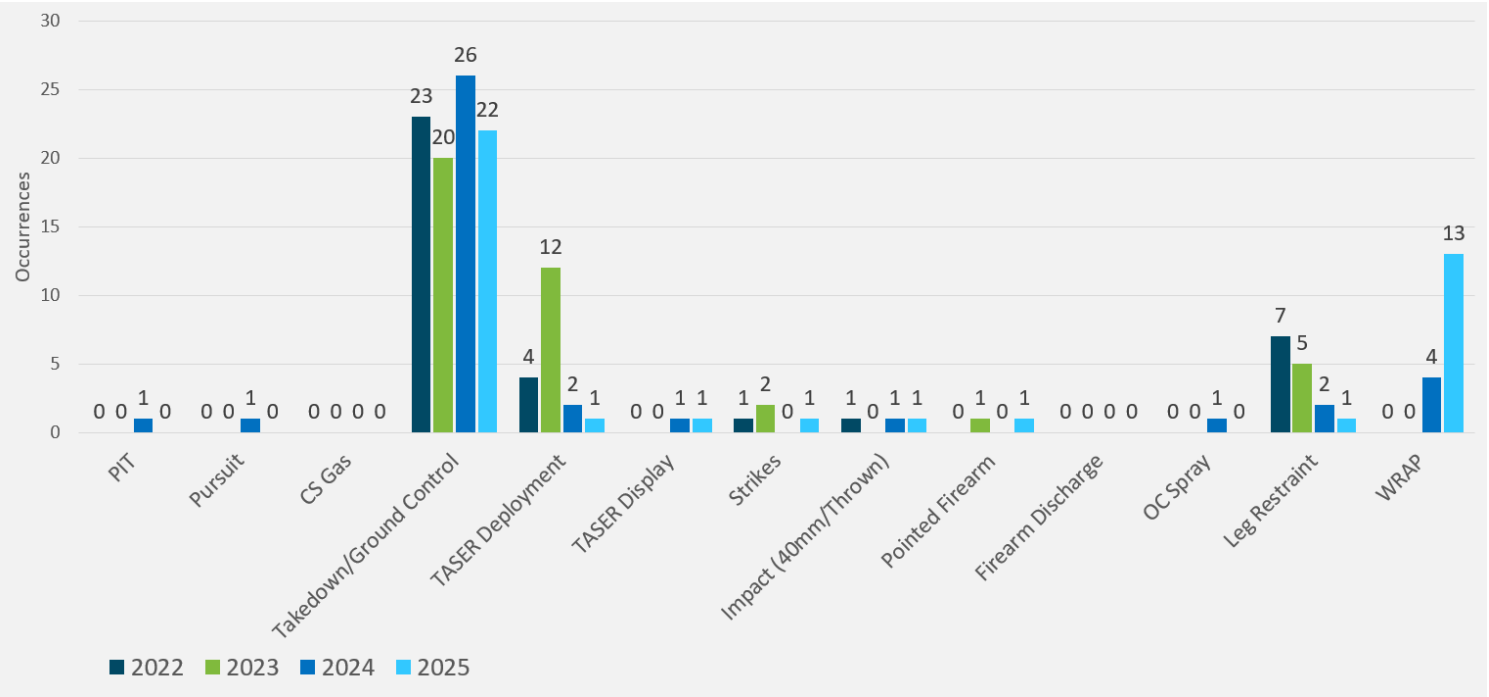
***Neck restraints have been banned since July 2021 by ESHB 1054

The Reportable Force Events referenced here may have required multiple techniques to be applied by the officers involved. For this reason, the total sum of the number of actual techniques listed as being used by our officers may be higher than the overall number of Reportable Force Events.

2025 Use of Force Incidents



2025 Use of Force Comparison



PUBLIC SAFETY PARTNERSHIPS

PUGET SOUND JOINT TERRORISM TASK FORCE (PSJTTF)

The Puget Sound Joint Terrorism Task Force (PSJTTF) was formed in 2000. The Port of Seattle is a participating agency. It provides personnel to work with the Federal Bureau of Investigation (FBI) in conducting domestic and international terrorism investigations. The taskforce uses the skills, experience, and resources of local agencies to prevent and solve acts of terrorism and support cases nationally and internationally.



VALLEY PARTNERSHIPS

The Port of Seattle Police Department is one of seven partner agencies in the South King County Valley region. This partnership allows the Department to align resources and facilitate the creation of special teams made up of agency personnel and resources. This partnership results in each Valley agency having access to larger, highly-trained, and well-equipped teams that specialize in Special Weapons and Tactics, Crisis Negotiations, Civil Disturbance, and Special Investigations. Chief Villa has served as the chair of both the Valley CDU and Valley SWAT Executive Boards since 2020 and 2021 respectively.

These participating Valley agencies consist of:

- Auburn
- Des Moines
- Federal Way
- Kent
- Kent
- Tukwila



VALLEY INDEPENDENT INVESTIGATIONS TEAM

The Valley Independent Investigative Team (VIIT, formed in 2012) investigates all officer-involved shooting (OIS) or other deadly force that results in great bodily/serious bodily harm or death.

- VIIT is comprised of detectives from the Port of Seattle Police Department’s Criminal Investigations Division, as well as Auburn, Des Moines, Federal Way, Kent, Renton, Tukwila, and the King County Sheriff’s Office.
- The team operates under the core principles of Independence, Transparency, Communication, and Credibility to ensure public trust in the investigative process.
- Since 2012, VIIT has conducted over 90 independent investigations into officer-involved shootings and in-custody deaths.
- The agency involved in the incident is prohibited from participating in the investigation to ensure impartiality.
- All VIIT operations follow the Law Enforcement Training and Community Safety Act (LETSCA) and comply with WAC 139-12-020 and WAC 139-12-030, which outline requirements for independent investigations of police use of deadly force.
- In 2025, the Port of Seattle Police Department played a central role in regional major-incident investigations. POSPD was the primary investigative agency for a Valley Independent Investigative Team (VIIT) officer-involved shooting in the City of Kent and provided support on several other VIIT activations throughout the year. POSPD also led command operations during an in-custody death investigation, working in partnership with Auburn Police Department as the case’s primary investigative agency.



VALLEY CIVIL DISTURBANCE UNIT

The Port of Seattle Police Department Crowd Management Unit (CMU) serves as a key regional public order resource through its participation in the Valley Civil Disturbance Unit (VCDU), a multi-agency team of more than 100 officers and command personnel. In 2025, the CMU expanded to 25 specially trained commissioned officers, enhancing both operational depth and regional response capability. The Port team continues to serve as the primary bicycle deployment group within the regional partnership.

CMU officers are trained and equipped to manage crowd and public order events using department-issued bicycles, providing mobility, visibility, and rapid response in dense or complex environments. In 2025, the team deployed 11 times in support of Port operations and regional mutual aid during high-visibility events and dynamic situations and several members of the team assisted with crowd control in Washington D.C. during the presidential inauguration.

The unit operates under the Public Order Event Training (POET) model, emphasizing communication, de-escalation, proportional response, and facilitation of lawful First Amendment activity. Officers are selected through a structured assessment process focused on teamwork, sound judgment, and performance in high-stress, high-visibility environments.

Training prioritizes de-escalation, crowd psychology, operational readiness, and coordinated team tactics. The entirety of the CMU team attended training on legal updates, bicycle escorts, and crowd tactics. Several officers also attended Columbus Dialogue training, while others participated in the National Executive Forum on Public Order Policing to ensure alignment with evolving best practices and national standards.

Through deliberate growth, disciplined training, and adherence to established public order principles, the Port’s CMU remains a premier crowd management capability in Washington State—protecting public safety while upholding the rights and dignity of the communities we serve.

VALLEY HOSTAGE NEGOTIATIONS TEAM

The Port of Seattle Police Department’s Hostage Negotiation Team (HNT) contributes personnel to the Valley Hostage Negotiations Team (VHNT) and is fully integrated with Valley SWAT. This contribution consists of one commander, one Team Leader, and one officer. The VHNT provides trained negotiators to the Valley agencies when they experience high risk and stressful incidents that could involve hostage situations, domestic violence events, barricaded subjects, suicidal subjects, and subjects suffering from mental health issues. The goal is to use crisis communications and tactics to save lives and resolve crisis incidents while avoiding unnecessary risk to officers, citizens, victims, and others.

In 2025, VHNT responded to over 20 VSWAT call-outs in which team members engaged in crisis communications to help bring a safe resolution to these critical incidents. POSPD VHNT members completed 60 hours of training, in addition to attend the NTOA Crisis Communication Conference. POSPD HNT Team Leader is an instructor for the NTOA.



WORKFORCE EXCELLENCE

POLICING ASSESSMENT

In 2020, Port of Seattle commissioners voted to hire an outside consultant to review policing practices within the Port of Seattle Police Department. The final selection was a team with 21CP Solutions. As pulled from the 21CP Solutions business page:

“21CP Solutions helps cities and communities effectively tackle the challenges of delivering safe, effective, just, and constitutional public safety services in the 21st Century. We empower communities across the country to develop and implement equitable and integrity-driven public safety – grounded in building trust and strengthening relationships.”

The assessment conducted was a collaborative approach, involving Police Department members, Port of Seattle stakeholders, and community members. There were eight sections involved with the assessment: training and development, general recommendations, use of force, advocacy recommendations, diversity in recruitment and hiring, mutual aid recommendations, oversight/accountability/equity and civil rights, and budget/roles and equipment. Each of these sections had subject matter experts from the Police Department providing greater insight and understanding. More important, in each of these sections, members of our community and stakeholders participated, providing valuable feedback. The collaborative approach allowed us to discover ways

we could improve our services as a department.

At the conclusion of the assessment, 21CP Solutions provided the Police Department with 52 recommendations. The recommendations brought forward will help ensure the Police Department continues to provide exceptional service to the community, while always striving for our vision, “the nation’s finest port police.”

The Police Department continues to be proactive in the implementation of the 52 recommendations provided by the 21CP Solutions assessment conducted in 2021. To validate that the recommendations were being properly implemented, the Port Commission approved a contract with 21CP to review and evaluate such recommendations. By the end of 2023, 21CP reviewed 20 recommendations (37% percent of the total recommendations) and found that 19 of the 20 recommendations had been satisfactorily met. After completing the next review in early 2024, 21CP Solutions’ report indicated that 27 of the 52 recommendations (or 52%) had been implemented.

By early 2025, 21CP validated 75% implementation. By the end of 2025, the final 15 recommendations had been reviewed or implemented. The next review period is scheduled for early 2026 with the goal of validating 100% of the recommendations. The process continues to be a collaborative approach, and the Police Department is on track to have all 52 recommendations implemented and validated by the end of 2026.



RECRUITING

The Port of Seattle Police Department ramped up recruiting efforts through the creation of a dedicated recruitment team. This highly dedicated, eight-member team helped POSPD recruit and hire 15 officers in 2025. The goal of the Port of Seattle Police Department Recruitment Plan is to attract the highest qualified individuals to pursue a career with the Port of Seattle Police Department. The vision is to develop a team that is fully staffed, maintains national standards of professional law enforcement, mirrors the diversity of its community, and increases trust and credibility for the law enforcement profession.

In addition, detectives have conducted numerous thorough background checks on applicants, to ensure new hires model POSPD values and will truly contribute to the team.



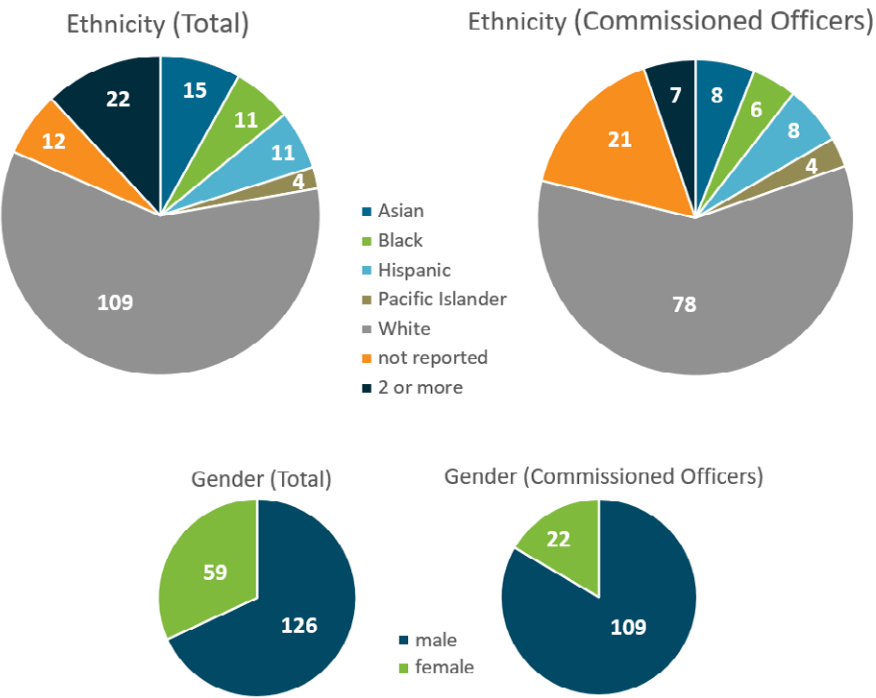
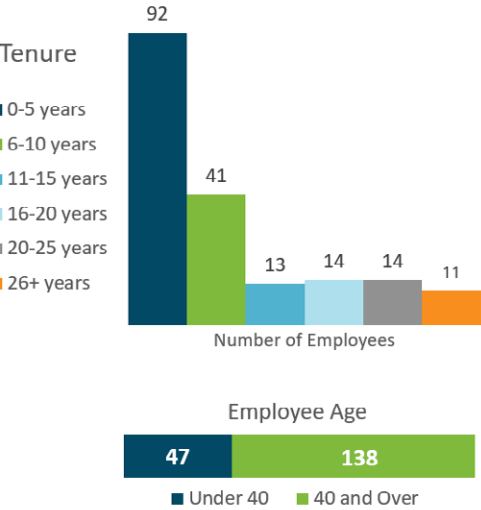
STATISTICS

DEPARTMENT DEMOGRAPHICS (2025)

Department Demographics (2025)

185 employees*

133 Commissioned personnel
52 Non-Commissioned personnel



STAFFING — FILLED POSITIONS FOR 2025



Officers

- 1 chief
- 3 deputy chiefs
- 8 commanders
- 20 sergeants
- 106 police officers

Communications

- 1 communications manager
- 4 communications supervisors
- 20 communications specialists

Support

- 1 police records manager
- 1 non-sworn administrative supervisor
- 1 sr. administrative assistant
- 1 administrative assistant
- 1 mental health professional
- 11 police specialists
- 16 traffic support specialists

PROMOTIONS

- Nick Jensen – promoted to Commander
- Chris Schoenberg – promoted to Sergeant
- Ryan Bemis – promoted to Sergeant
- Nick Blevins – promoted to Sergeant
- Casey Emly – promoted to Sergeant
- Aleksandr Ignatov - promoted to Sergeant
- Kristin Drake – promoted to Communications Supervisor

AWARDS

2025 Officer of the Year: Emily Leavengood

2025 Non-Sworn Employee of the Year: Brenda Neigel-Britt

Spirit of the Vision: Ashley Lamb

Soldiers of the Mission:

- Saadia Fadil
- Viktoriya Shook
- Josh Landers
- Tygh Hollinger







**PORT OF SEATTLE
COMMISSIONERS**

Ryan Calkins

Sam Cho

Fred Felleman

Toshiko Hasegawa

Hamdi Mohamed

EXECUTIVE DIRECTOR

Stephen P. Metruck

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Learn more about us
www.portseattle.org/about/port-police
or follow us on Facebook

July 2026

Date: July 16, 2026
To: Interim Chief Sean Gillebo
From: Office of Professional Accountability
Subject: 2025 Annual Use of Force Review

The Office of Professional Accountability has completed the annual Use of Force Review for 2025.

This review analyzes events where department members were either dispatched or proactively responded to a call that resulted in a reportable use of force. It is also intended to identify any trends or patterns, employee development needs, and equipment issues that may need to be addressed. This report may also help the department determine if any modifications to our current policies should be recommended.

The table below provides a quick reference to the types of force used during the 2025 calendar year compared to the uses of force for the previous 3 years.

	2022	2023	2024	2025
Reportable Use of Force Events**	30	23	35	30
Pursuit Intervention Technique (PIT)	0	0	1	0
Pursuit	0	0	1	0
CS Gas	0	0	0	0
Takedown/Ground Control Technique	23	20	26	22
TASER Deployment	4	12	2	1
TASER Display	*N/A	*N/A	1	1
Strikes	1	2	0	1
Impact (40mm/Thrown)	1	0	1	1
Pointed Firearm	0	1	0	1
Firearm Discharge	0	0	0	0
OC Spray	0	0	1	0
Leg Restraint	7	5	2	1
WRAP	0	0	4	13

*Events may have multiple force types used

** TASER deployment/display data only available for 2024 & 2025

DATA REVIEW:

The data indicates that while the overall number of reportable use-of-force incidents remained stable from 2022 through 2025, the methods of force application evolved significantly. POSPD incorporated the WRAP restraint system in 2024. This is a specialized restraint system that positions combative persons or those in crisis in an upright, seated position to allow for clear breathing, communication, and rapid medical assessment.

Following the WRAP implementation, officers increasingly utilized immobilization-based restraint methods in place of leg restraints and some takedown control applications. The continued emphasis on physical control techniques, combined with limited use of higher-level force options, emphasized POSPD's operational focus on lower-injury restraint strategies and controlled subject management practices.

STATISTICS:

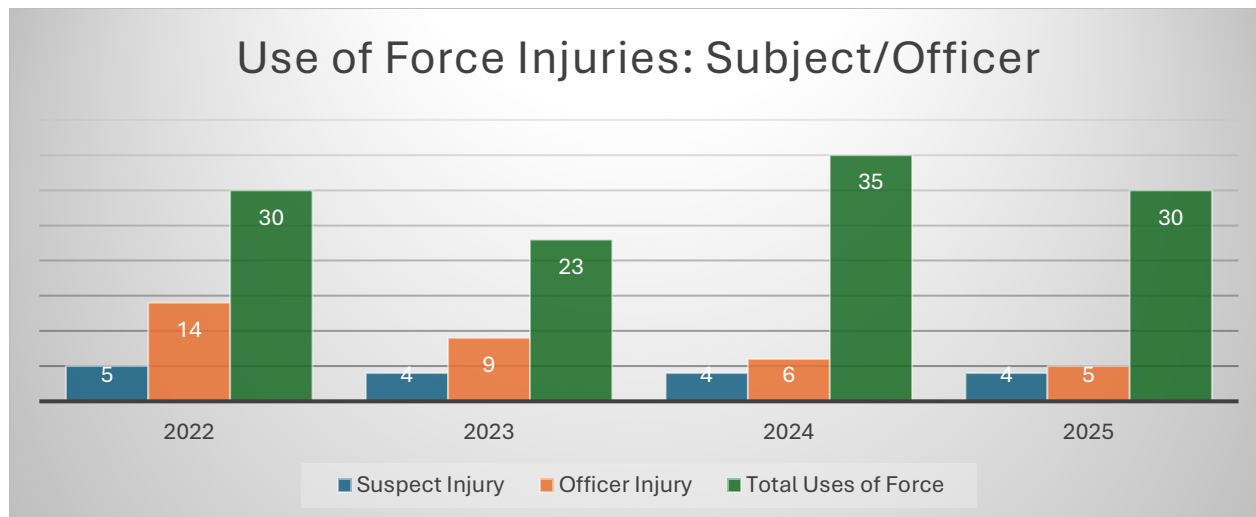
- In 2025, force was used on 3 females and 27 males. Demographically, this included 15 White individuals, 14 Black individuals, and 1 Hispanic individual.
- There were 19 use of force events that occurred during the nightshift and 11 during the dayshift.
- Five sworn personnel sustained injuries during a use of force event in 2025.
- Of the 30 use of force events, 4 subjects reported injuries from the force, notably complaints about pain following being controlled to the ground.
- One individual was hospitalized for ingestion of narcotics prior to arrest, no subjects were hospitalized as a result of force used.
- There were no community member complaints specific to any use of force events during 2025.
- POSPD has not utilized strike weapons (e.g. baton, flashlight, asp) or fired a firearm as a use of force in the previous 4 years.

2025 HIGHLIGHTS:

- Overall reportable use-of-force incidents remained relatively stable over the four-year period, ranging from 23 to 35 incidents annually, indicating no significant long-term increase in force events.
- Takedown physical control techniques remained the most frequently used force option; however, usage declined from 23 incidents in 2022 to 22 incidents in 2025, reflecting a gradual reduction in hands-on physical struggle tactics.

- POSPD trained all officers and implemented the WRAP restraint system in March 2024. Following implementation, WRAP usage increased from 4 deployment in 2024 to 13 deployments in 2025.
- The increase in WRAP deployments corresponded with a significant decline in leg restraint usage, which decreased from 7 incidents in 2022 to 1 incident in 2025.
- The WRAP device provides a less injury-prone immobilization method and shifted officer response practices away from prolonged physical struggles and toward safer restraint and containment techniques.
- TASER deployment remained low and stable at 2 used annually in 2024 and 1 in 2025, suggesting consistent and limited application of electronic control devices.
- TASER display/pointing occurred infrequently, with one instance reported in each of 2024 and 2025.
- Higher-level force options—including strikes, 40 mm impact rounds, pointed firearms, and OC spray—remained infrequent throughout the reporting period, indicating limited escalation to more significant force options.
- Vascular Neck Restraints remained prohibited during the entire reporting period and were not used in any reported incidents.

INJURIES:



	Subject Injury (percent)	Officer Injury (percent)	Total Uses of Force
2022	5 (16.6%)	14 (46.6%)	30
2023	4 (17.4%)	9 (39.1%)	23
2024	4 (11.4%)	6 (17.1%)	35
2025	4 (13.3%)	5 (16.6%)	30

COMPARISON:

In 2025, there was a decrease in both subject and officer injuries during use of force events. Takedowns were the cause of most injuries for both subjects and officers. Of note, all injuries were relatively minor, most described as abrasions or reported pain with no visible injury.

Officer Injury Cases:

2025-2903: Officers responded to an intoxicated male causing a disturbance in multiple locations (IAF, Alaska Lounge). Subject was uncooperative and was taken into protective custody under the Involuntary Treatment Act (ITA) for his inability to care for himself due to level of intoxication. Subject was physically restrained and placed in a WRAP, Officer injured their back during the altercation.

2025-5923: Officers contacted a suspicious person at SEA, the male did not comply with commands, was restrained and arrested for trespass and resisting arrest along with several warrants for theft and resisting arrest. Officer sustained wrist injury during the struggle.

2025-6971: Subject caused a disturbance onboard an aircraft and was restrained by passengers. Officers arrived, gained physical control, placed subject in WRAP and sent him to the hospital on an ITA. Officer sustained injury to right arm and wrist during the altercation and subsequent lift of the subject.

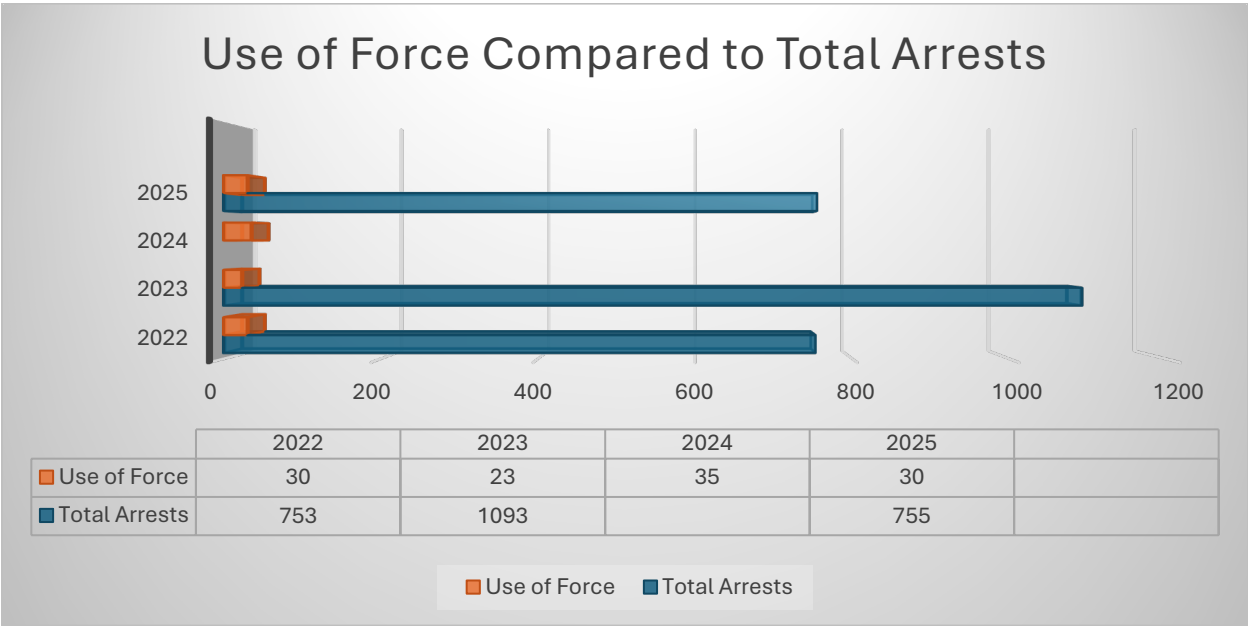
2025-7018: While making an arrest for criminal trespass, a subject grabbed an officer by the neck and attempted to punch another officer. Subject was subdued and arrested. Officer sustained scratches to neck.

2025-54531: Subject arrested for criminal trespass, resisted arrest and fought with officers causing abrasions to two officers during the struggle. Subject was arrested and transported to the hospital after ingesting narcotics.

CALLS PROMPTING USE OF FORCE EVENTS:

Of the 30 use-of-force incidents in 2025, 6 resulted from self-initiated contacts by officers, while the remaining 24 occurred during dispatched calls for service. Most of the dispatched incidents were related to disturbance calls, while others involved subjects with outstanding warrants for arrest. The outcomes of these incidents resulted in 28 arrests and 2 involuntary treatment admissions (ITAs), indicating that all use-of-force incidents concluded with subjects being taken into custody.

USE OF FORCE COMPARED TO ARRESTS:



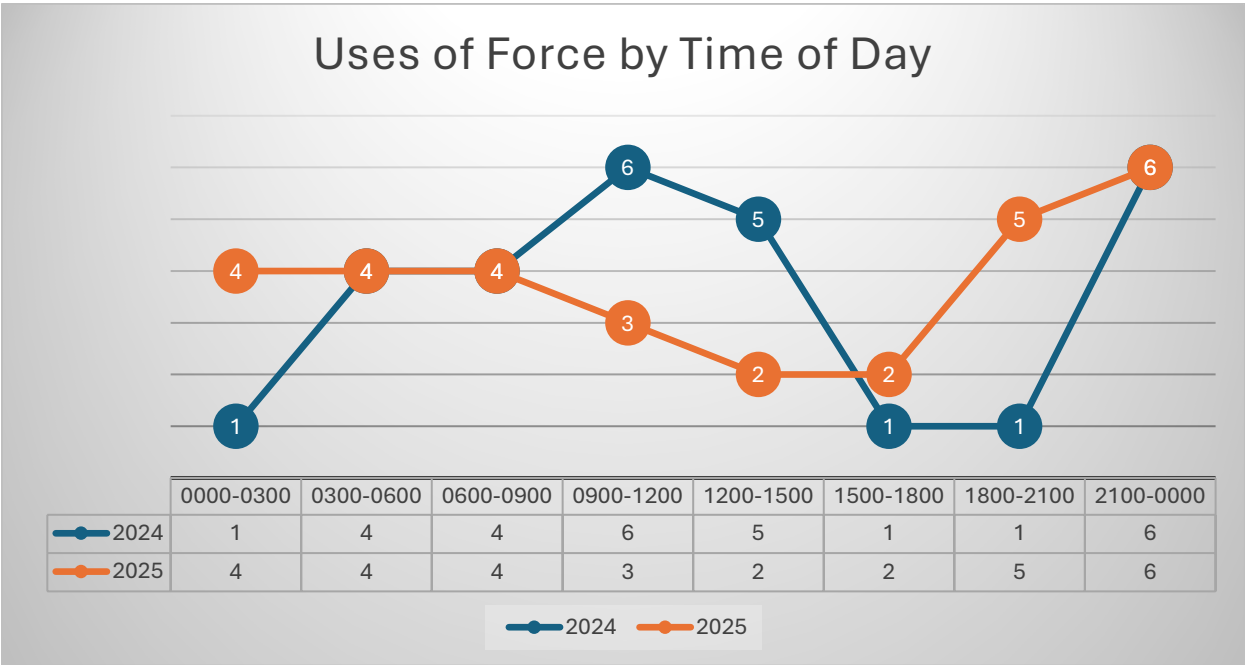
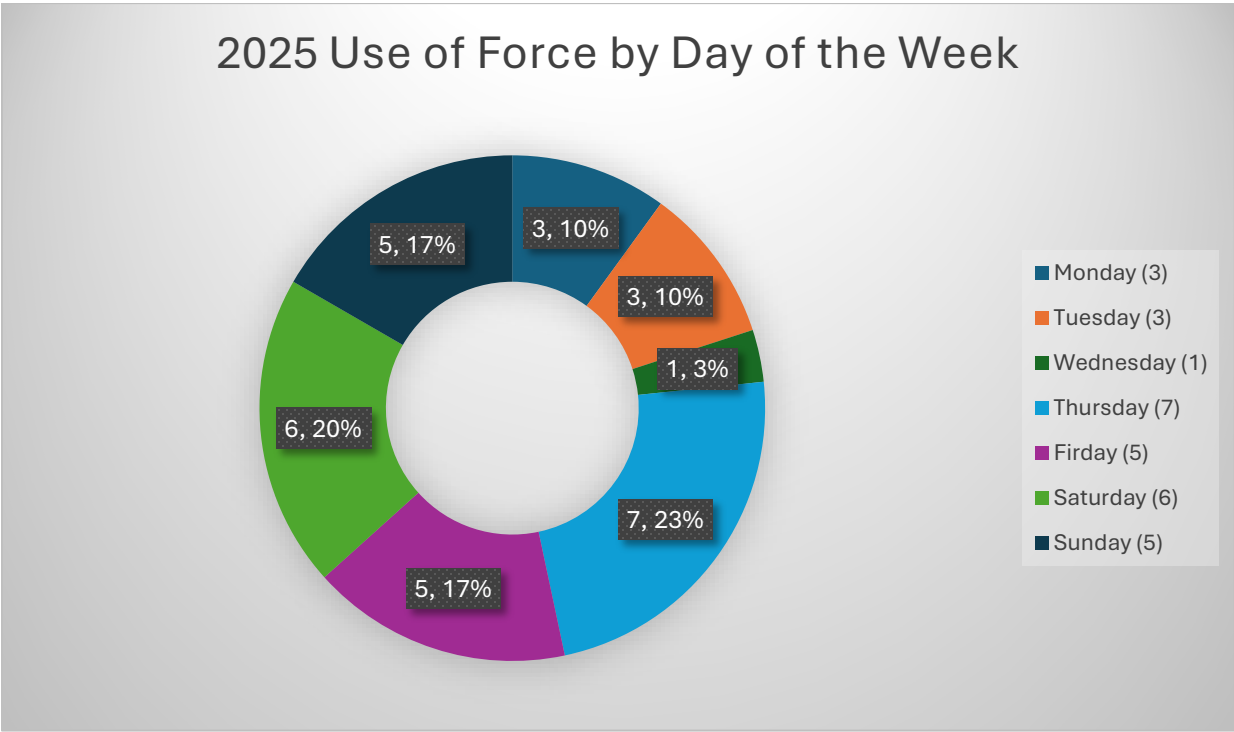
*2024 Total arrest data not available due to cyber attack

Across the four-year period, use-of-force incidents remain relatively stable, ranging from 23 to 35 incidents annually with no clear upward or downward trend. This consistency suggests that the frequency of force-related incidents has remained controlled despite changes in overall enforcement activity.

Arrest totals show greater variation, with a notable spike in 2023 when arrests reached 1,093, significantly higher than the surrounding years. Despite this increase, the use-of-force rate remained relatively steady at approximately 4%, indicating that the rise in arrests did not lead to a disproportionate increase in force incidents.

The 2025 data continues this pattern, showing little variation in the percentage of use-of-force incidents compared to previous years. Overall, the data reflects a stable relationship between arrests and use-of-force incidents across the reporting period.

2025 USE OF FORCE DATA BY DATE AND TIME OF DAY:

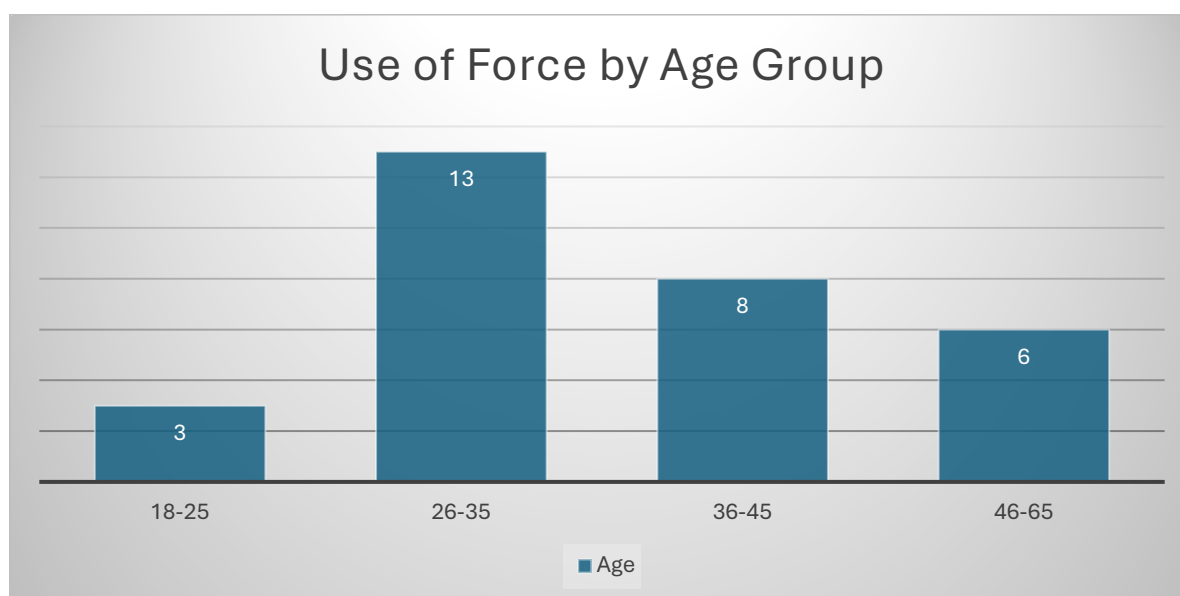
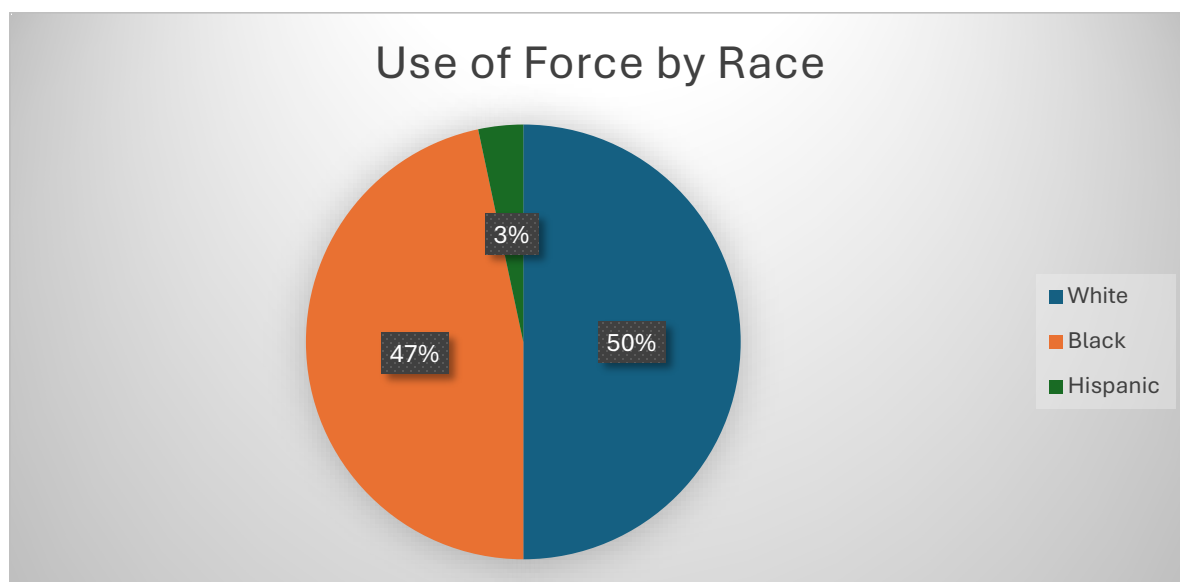


ANALYSIS:

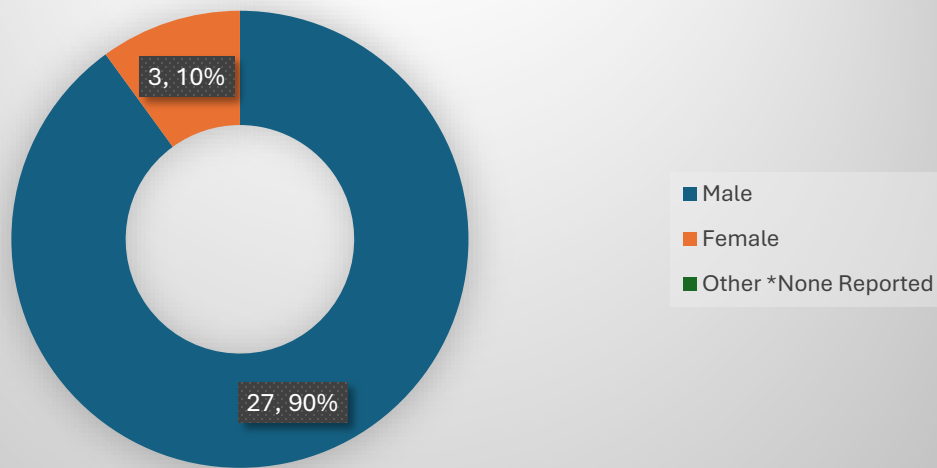
There does not appear to be a consistent pattern or trend in use-of-force incidents based on the day of the week. Incidents were distributed relatively evenly across all days, suggesting that force-related events were not concentrated on any particular weekday or weekend period.

The time of day when force was used varied somewhat by year; however, both 2024 and 2025 showed the highest number of incidents occurring during the late evening hours. This pattern may reflect increased law enforcement activity or a greater likelihood of higher-risk interactions during nighttime periods.

2025 USE OF FORCE DATA BY RACE, AGE, AND GENDER:



Use of Force by Gender



ANALYSIS:

Analysis of the 2025 use-of-force data shows that 30 total incidents occurred during the reporting period. The majority of subjects involved were male, accounting for 27 of the 30 incidents (90%), while females were involved in 3 incidents (10%). Among the female subjects, 2 were White and 1 was Black.

Of the 27 male subjects, 13 were White, 12 were Black, and 1 was Hispanic. The racial distribution of involved subjects indicates that White and Black males represented the largest demographic groups in use-of-force incidents during the year.

Subject ages ranged from 18 to 65 years old, demonstrating that use-of-force incidents involved a broad adult age range. However, the largest concentration occurred among individuals between the ages of 26 and 35, with 13 subjects falling within that category. This means nearly half of all individuals involved in use-of-force incidents were in the 26–35 age group, suggesting that younger adult males represented the most common demographic involved in these encounters.

USE OF FORCE REVIEW PROCESS:

Each of the 30 use-of-force events in 2025 was reviewed by a panel of uninvolved police personnel to objectively evaluate the incident and ensure the force used was lawful, appropriate, and consistent with policy and training.

Of the 30 use-of-force incidents in 2025, 29 were found to be consistent with law, policy, and training. One incident was determined to be outside of policy and training standards. The personnel involved were counseled on policy and provided additional training to reinforce compliance with department standards and expectations.

CONCLUSION:

The 2025 use-of-force analysis indicates that overall force incidents remained relatively low and stable, while injuries to both officers and individuals continued to be limited. These outcomes are likely supported by a sustained emphasis on de-escalation strategies, increased reliance on crisis responders, and ongoing training focused on resolving encounters with minimal force, when possible.

In addition, the integration of updated equipment and response tools has contributed to safer outcomes during physical engagements. Equipment enhancements, including the use of the WRAP Restraint System, have provided officers with additional safe restraint options that may help reduce the risk of injury during necessary physical interventions.

Date: May 26, 2026
To: Interim Chief Sean Gillebo
From: Office of Professional Accountability
Subject: 2025 Annual Review of Complaints and Commendations

Data Availability Notice

Some data contained within this report may be incomplete due to the department's tracking systems being unavailable until July 2025. While every effort has been made to ensure the accuracy of the information presented, certain records and statistics may not fully reflect all activity occurring during the reporting period.

Summary of Commendations

The Port of Seattle Police Department (POSPD) received many commendations and expressions of appreciation during 2025. These commendations recognized employees for their professionalism, community service, investigative work, and support of departmental and regional operations.

Highlights included:

- A Transportation Security Specialist (TSS) who was recognized for professionalism and kindness while conducting traffic control operations.
- An officer who assisted an elderly individual in avoiding a financial scam.
- A TSS and Sergeant who successfully located and recovered luggage left behind by a traveler.
- Two separate incidents in which officers located and returned lost bags on the secure side of the airport.
- Officers who provided Unmanned Aircraft System (UAS) support to an external SWAT team during operations.
- An officer whose investigative efforts contributed to the arrest and federal conviction of a suspect.
- A Sergeant who represented the department by performing bagpipe honors at a retiree's funeral.
- The department Honor Guard, which represented POSPD with professionalism and dignity at a retiree's funeral service.

These commendations reflect the department's commitment to public service, professionalism, and community engagement.

Summary of Complaints Reviewed by Internal Affairs

During 2025, the Port of Seattle Police Department reviewed complaints through its Internal Affairs process and supervisory inquiry procedures. Complaints were categorized according to established departmental definitions:

- **Major Complaint:** The most serious allegations, generally investigated by Internal Affairs, alleging acts or omissions that constitute willful or wanton disregard for agency policies and procedures.
- **Moderate Complaint:** Allegations involving employee actions in disregard of agency policies and procedures.
- **Minor Complaint:** Complaints involving perceptual differences or possible violations of agency policies, procedures, or service standards.

Complaint Summary by Category

Category	Number Reviewed	Origin	Sustained	Other Dispositions
Major	3	Requested by Chief of Police	2 sustained (1 retired prior to completion, 1 demotion)	1 pending disposition
Moderate	2	Internal Affairs Investigation	1 sustained (retired prior to completion)	1 unfounded/exonerated
Minor	1	Passenger Complaint	0	1 unfounded/exonerated
Inquiry	2	Public Complaint	0	2 not sustained
Traffic Concerns	3	Public Complaints	0	Determined to be traffic-related, no officer misconduct

Major Complaints

POSPD reviewed three major complaints that resulted in formal Internal Affairs investigations. These investigations originated from requests by the Chief of Police.

Disposition Summary:

- One investigation was sustained; however, the employee retired before the investigation was completed.
- One investigation remains open while the employee is on continued leave, and a final disposition is pending.
- One investigation was completed, sustained, and resulted in the employee being demoted.

Moderate Complaints

POSPD investigated two moderate complaints through Internal Affairs.

Disposition Summary:

- Allegations of unprofessional behavior/social media use were sustained, and the recommended discipline was one day off without pay. The employee retired before the investigation was completed.
- Allegation of discrimination was investigated and determined to be unfounded; officer was exonerated.

Minor Complaints

POSPD received one minor complaint.

Disposition:

- The investigation determined the allegation of an officer intentionally tapping a complainant on the shoulder was unfounded, and the officer was exonerated.

Supervisory Inquiries and Informal Complaints

In addition to formal complaints, POSPD reviewed several concerns through supervisory inquiry processes.

Officer Conduct Inquiry

- A complainant alleged that an officer spoke with him while keeping a hand on the officer's firearm.
- The on-duty Sergeant reviewed the matter and determined there was no ill intent. The officer's posture was found to be habitual and not threatening in nature.
- Disposition: Not Sustained.

Officer Conduct Inquiry

- A complainant alleged that an officer refused to investigate a missing item.
- The on-duty Sergeant reviewed the matter with the officer in question.
- Disposition: Not Sustained

Traffic Congestion Concerns

- Three complaints were received regarding congestion on airport drives during peak traffic periods.
- Supervisory review determined that the concerns were related to traffic conditions rather than officer actions.
- No policy violations were identified.

POSPD remains committed to maintaining public trust through accountability, transparency, and fair investigation of all complaints while recognizing and commending employees who demonstrate exceptional service.

IMPLEMENTATION OF RECOMMENDATIONS MADE BY 21CP FOR THE PORT OF SEATTLE POLICE DEPARTMENT

Implementation Progress Report 4

May 21, 2026



Table of Contents

INTRODUCTION	2
Port of Seattle Task Force on Policing and Civil Rights	2
Policing Assessment Recommendations Review	2
21CP's Process for Reviewing Implementation of Recommendations.....	3
RECOMMENDATIONS REVIEWED FOR IMPLEMENTATION IN 2026	4
Recommendation 3 - General Communications.....	4
Recommendation 9 - Use of Force Policy: Generally	7
Recommendation 28 - Oversight, Accountability, Equity, & Civil Rights	9
Recommendation 30 - Oversight, Accountability, Equity, & Civil Rights	12
Recommendation 31 - Oversight, Accountability, Equity, & Civil Rights	13
Recommendation 32 - Diversity in Recruitment & Hiring	16
Recommendation 33 - Diversity in Recruitment & Hiring	18
Recommendation 37 - Recruitment	19
Recommendation 40 - Hiring: Oral Boards.....	22
Recommendation 43 - Hiring Process - Generally	23
Recommendation 48 - Leadership Selection & Development	24
Recommendation 51 - Engagement re: Legislation	28
CONCLUSION	29

Port of Seattle Task Force on Policing and Civil Rights

In 2020, the Port of Seattle (the “Port”) engaged 21st Century Policing Solutions (“21CP”) to conduct a comprehensive assessment of the Port of Seattle Police Department’s (“POSPD” or the “Police Department”) policies, protocols, and procedures impacting issues of diversity, equity, and civil rights.¹ The Port of Seattle Commission (the “Port Commission”) created a Task Force on Port Policing and Civil Rights (the “Task Force”) to design a structure and process for 21CP to use in assessing the POSPD regarding diversity in recruitment and hiring; training and development; equity; use of force; oversight and accountability; police union participation; budget, roles, and equipment; mutual aid; and advocacy. As detailed in the September 2021 assessment report, *Recommendations for the Port of Seattle Task Force on Policing and Civil Rights* (“Recommendations Report”), 21CP made 52 recommendations for ways the POSPD could better align itself with best and promising practices.²

In 2023, the POSPD contracted with 21CP to conduct a review each year of a four-year period, 2023 to 2026, to audit the POSPD’s progress in implementing 21CP’s 52 original recommendations. 21CP has shared its findings in an implementation issued each year to facilitate accountability and transparency regarding POSPD’s process and outcomes in its consideration of 21CP’s recommendations.

Policing Assessment Recommendations Review

After 21CP submitted its 2021 Recommendations Report, the Port’s Office of Strategic Initiatives (“POSI”) organized a group of Port and POSPD representatives with subject matter expertise related to potential impacts in implementing 21CP’s recommendations. The Policing Assessment Implementation Team (“PAIT”) included the Port Chief Operating Officer, the POSPD (then Acting) Chief, the Port Chief Strategy Officer; staff from POSPD’s Finance and Budgeting and Training, Hiring, and Recruitment; and representatives from the Port’s Offices of Labor Relations, Human Resources, Workplace Responsibility, and Legal.³

¹ The engagement was framed by the July 14, 2020, Port Commission Motion 2020-15.

² The Recommendations Report includes a complete description of the approach the Task Force created for the assessment, a summary of 21CP’s methodology to gather and analyze information, and a description of the many ways Task Force members, 21CP, and the POSPD collaborated throughout the engagement. 21CP’s report can be accessed at:

<https://www.portseattle.org/sites/default/files/2021-10/Recommendations%20for%20the%20Port%20of%20Seattle%20-%202021CP%20Solutions%20-%20September%202021.v2.pdf>.

³ PAIT meetings were held every three weeks to consider each of 21CP’s 52 recommendations. The group discussed implementation implications regarding budget, policy, community/external relations, and legal concerns for the POSPD and Port. Each recommendation was classified as being of high, medium, or low priority based on factors such as whether a recommendation concerned a matter where Washington State law imposed related requirements, and thus needed to be addressed expeditiously, or whether a recommendation required more extensive consideration and coordination between POSPD and other Port components, and could not be implemented quickly.

The PAIT team's discussion about each recommendation was synthesized on a form that included the recommendation, its priority level, the recommendation's area of focus (*e.g.*, Use of Force, Diversity in Recruitment and Hiring, etc.), the recommendation's implementation status, and PAIT's insights on implementation implications. These impact statements and a description of PAIT's structure and process were collected in a document titled "Policing Assessment Recommendations Review" ("PAIT Review"). Summaries of PAIT's perspectives are included below in the discussion of each of the recommendations considered for 2026.

After 21CP submitted its implementation progress reports in 2023 and 2024, Bookda Gheisar, Senior Director Office of Equity, Diversity, and Inclusion ("OEDI") and a co-leader of the Task Force the Port Commission created to help guide 21CP's original assessment, was asked by Port leadership to provide support for 21CP's annual review and feedback on 21CP's implementation progress reports. Senior Director Gheisar formed the Policing Assessment Implementation Review Committee ("Review Committee"), bringing together Port subject matter experts from the Police Department, Human Resources, Labor Relations, External Relations, and other operating divisions, along with external stakeholders. Many individuals on the Review Committee also were involved with the Task Force during 21CP's assessment and with the PAIT review team, including Delmas Whittaker, Chief Operating Officer Maritime Division, who served as co-leader of the Task Force. In each of the 2025 and 2026 reporting periods, 21CP met with Senior Director Gheisar and others on the Review Committee to gain their perspectives regarding specific recommendations and 21CP's implementation progress reports. Discussions have primarily focused on recommendations related to Human Resources protocols.⁴ Input from the Review Committee is noted below when relevant to the discussion of specific recommendations. Pursuant to the protocol developed between the Police Department and OEDI, after 21CP submits its annual progress report to POSPD, the Police Department provides OEDI with a copy of the final report, and the Review Committee can submit its observations to the Port Commission about the implementation progress being made.⁵

21CP's Process for Reviewing Implementation of Recommendations

As occurred in each of the past three years, the Police Department identified a subset from 21CP's original list of 52 recommendations to consider for implementation in 2026. The 2026 subset included the final 12 recommendations remaining after implementation progress made in 2023, 2024, and 2025.

⁴ 21CP's uses an Excel spreadsheet to track implementation of all 52 recommendations, color-coded by the year under review, and including 21CP's notes on its initial findings and whether further documentation or follow-up interviews were necessary to clarify the status of implementation for each recommendation under review. 21CP and Commander Depolo regularly provided updated copies of the spreadsheet to Senior Director Gheisar and others on the Review Committee.

⁵ If the Review Committee suggests implementation actions not addressed by POSPD or 21CP's progress reports, the suggestions are to be included in POSPD's annual EDI goals, separate from 21CP's implementation review process.

Following the same process used in prior implementation reviews, for each of the 12 recommendations considered in 2026, POSPD initially provided a written offer of proof, which usually involved a memorandum summarizing POSPD's actions regarding implementation or an explanation as to why a recommendation was no longer relevant or would not be implemented for other reasons. Draft policy changes, email communications with subject matter experts, and other supporting material may also be included with POSPD's written offer of proof. 21CP's point of contact at the POSPD throughout the 2026 review process was Commander Andrew Depolo, Office of Professional Standards and Development.

Based on the initial written proof of implementation, 21CP made preliminary findings that it shared with the Police Department and the Review Committee as to whether satisfactory evidence was provided in support of implementation for each recommendation. If clarification or more information was needed concerning a recommendation, 21CP sought input from Commander Depolo and other POSPD and Port subject matter experts, including members of the Review Committee.⁶ Port and POSPD representatives all readily provided information and their perspectives on the recommendation implementation topics under review, offered to make themselves available for follow-up questions, and suggested other resources when relevant. A summary of the documentation reviewed, input from individuals interviewed, and PAIT's perspective is provided below in the discussion of each of the 12 recommendations considered in 2026.

RECOMMENDATIONS REVIEWED FOR IMPLEMENTATION IN 2026

This section discusses 21CP's review and finding for each of the 12 recommendations considered during this fourth and final reporting period. Satisfactory evidence of implementation was provided regarding four recommendations (Recommendations 9, 40, 48, and 51). Regarding another four recommendations, implementation was considered but rejected (Recommendations 3, 28, 30, and 43). The Port and POSPD have made good progress on implementing the remaining four recommendations (Recommendations 31, 32, 33, and 37), though more time or other resources are needed before implementation can be fully realized.

Recommendation 3 - General Communications

The Port should consider creating a quarterly Port safety committee to bring interested stakeholders together.

The discussion in 21CP's Recommendations Report related to Recommendation 3 notes that POSPD's "community" is "primarily the Port itself."⁷ The organization is comprised of the Seattle-Tacoma International Airport and various Puget Sound maritime entities (cargo shipping, cruising, commercial

⁶ When implementation resulted in training, such as when extensive use of force policy changes were made following new Washington State requirements and in response to 21CP's recommendations, 21CP had the opportunity to observe the updated training.

⁷ Recommendations Report, 14.

fishing, etc.), overseen by the Port of Seattle Commission and supported by internal operating divisions and a host of business enterprises. Recommendation 3 was intended to support an overarching goal to facilitate transparency and critical self-analysis concerning POSPD policing services, capitalizing "on the work of Port employees [involved with the Task Force]...and to continue that effort with other Port employees....," including representatives of Port Employee Resource Groups ("ERGs").⁸

PAIT found Recommendation 3 to be of low priority and suggested that the recommendation not be implemented before clarifying the function of a safety committee. The PAIT Review notes indicated that, depending on the ultimate function of the committee, internal operating divisions at the Port and employee groups – including Human Resources, ERGs, and Health and Safety – should be consulted. PAIT also noted that a group could be formed to educate ERGs on the importance of participating on POSPD oral boards, that the function of SEA Cares⁹ could be expanded to take on the duties of a safety committee, and that it would be necessary to determine the level of security clearance required for committee participants.

As an offer of proof regarding POSPD's consideration of Recommendation 3, the Police Department provided a memorandum dated January 20, 2026, from Commander Depolo, outlining steps taken by POSPD to engage the Port community across a variety of platforms since 21CP completed its assessment. Also provided were copies of surveys being used with airport, airline, and marine internal stakeholders, and with individuals who contact the department for service. When 21CP had questions regarding the surveys, the POSPD shared emails describing how the surveys are used and copies of sample monthly reports based on survey results. Finally, Commander Depolo also submitted a copy of the Trespass Reduction Crime Prevention and Safety Plan developed by POSPD and SEA Cares, dated December 2021.

POSPD does not intend to implement Recommendation 3 by creating a Port safety committee. It asserts that the many meetings and focus groups regularly held to enhance two-way communications and engage with the Port community, along with collecting survey data from internal and external stakeholders, meets or exceeds the intent behind the recommendation. For example, the Police Department separately meets on a quarterly basis with Airport Dining, Retail, and Rental Car Facility stakeholders, and attends standing meetings with Seaport stakeholders, including the United States Coast Guard Area Marine Security Committee ("USCG AMSC") Advisory group. Monthly meetings are held with each of the following: Emergency Management Tabletop, Seattle Joint Area Operations Group, and Maritime Security representatives. In addition, POSPD meets on a weekly/biweekly basis with the Port's cornerstone tenants, Alaska Airlines and Delta Airlines, and attends the Cruise Operations Security meeting on a seasonal basis.

⁸ Ibid.

⁹ The SEA Cares task force was comprised of stakeholders and community groups who came together to address a variety of problems surrounding the issue of unhoused individuals frequenting SeaTac Airport and is discussed further below.

As described by Commander Depolo in his memorandum and during follow-up meetings, other examples of stakeholder engagement provided by POSPD include:

- **STAMA/ISTAMA** - The Station Manager/International Station Manager (STAMA/ISTAMA) series is a monthly meeting involving nearly every group doing business in or around the airport, including air carriers, ground handlers, Federal agencies, and the Port. A member of POSPD's Leadership Team, typically a Commander, attends STAMA/ISTAMA meetings and time is allocated for presenting topics of interest or for Q & A. For example, in February 2026, the Police Department's Special Operations Bureau presented on POSPD's enhanced visibility patrols.
- **LEO/Security "Coffee Klatch"** - Weekly meetings take place among airport safety and security operations employees, including representatives from POSPD, DHS (specifically, TSA and Federal Air Marshalls), Aviation Security, Aviation Operations, FBI/JTTF, and corporate security from major airline tenants. The meetings provide an opportunity to share information and address minor issues before they become more problematic.
- **Port of Seattle EDI Change Team** - The Change Team is a Port-wide cohort of employees from all departments, teams, and leadership levels, with the mission to engage all levels of the Port in using an equity framework on a daily basis. Multiple POSPD Commanders, Sergeants, and Officers have worked with the group and participated on subcommittees focusing on equity issues. Change Team meetings "were vital in the post George Floyd era to build bridges with multiple Port communities and to demonstrate POSPD's commitment to fairness and equality."¹⁰
- **SEA Cares** - The SEA Cares task force was comprised of stakeholders and community groups who came together to address a variety of problems surrounding the issue of unhoused individuals frequenting SeaTac Airport. POSPD developed a Trespass Reduction, Crime Prevention, & Airport Employee and Visitor Safety Strategy ("Trespass Reduction Strategy") in conjunction with SEA Cares, with near term, short term, and long term objectives for January 2022 to December 2025. As part of this effort, POSPD piloted a Crisis Coordinator position whereby a commissioned officer would respond to calls involving non-ticketed persons trespassing at the airport, for the purpose of providing information on mental health and shelter services as an alternative to arrest. The Police Department has since added one mental health professional and is in the process of adding a second.¹¹

POSPD also provided copies of the survey used with airport, airline, and maritime internal stakeholders, along with the daily post-contact customer service survey used for specific call types. The Police Department indicated that the surveys are used to collect feedback on measures such as communication,

¹⁰ Memorandum dated January 20, 2026, from Commander Andrew Depolo, Office of Professional Standards and Development, regarding Recommendation 3, 2.

¹¹ POSPD indicated that the Trespass Reduction plan has been successful in lowering the number of unhoused people at the airport.

collaboration, responsiveness, conduct, and professionalism, with reports generated to summarize the input received.¹²

Though the Port has not created a quarterly Port safety committee as recommended by 21CP, POSPD maintains that it "has met the spirit of the recommendation by near constant collaboration"¹³ with stakeholders.

Overall, satisfactory evidence was presented to 21CP that Recommendation 3 was considered and that the Police Department determined that implementation was unnecessary.

Recommendation 9 - Use of Force Policy: Generally

The mission and vision statements in the policy manual should more clearly indicate the department's commitment, in all of its activities, to valuing and upholding equity and fairness, de-escalation, the sanctity of human life, and achieving the best possible outcome for all involved.

At the time of 21CP's assessment, POSPD's Policy Manual included a statement of commitment to recognizing and respecting the value of all human life and dignity without prejudice to anyone, and recognizing the need to monitor, evaluate, and carefully balance all interests with regards to the use of force.¹⁴ However, Recommendation 9 was grounded in 21CP's concern that there were competing sets of value statements elsewhere in the Policy Manual that were inconsistent and potentially concerning.¹⁵

The PAIT review team found this recommendation to be of low priority, suggesting that it not be considered until after the appointment of the next Chief, a process underway in 2022 when this recommendation was considered.¹⁶ PAIT also suggested that the Port's Human Resources and Office of Equity, Diversity, and Inclusion (OEDI) assist with the review when it occurred. PAIT review notes indicated that the POSPD mission statement was updated in 2019, though acknowledged that there were different approaches taken with value statements elsewhere in the manual. PAIT suggested that clarifying POSPD's stance on equity would be beneficial and that the OEDI offered to work with the Police Department on inclusion of equity in its mission statements.

¹² The POSPD is using the AXON My90 platform to collect survey data. See <https://www.axon.com/resources/my90-data-highlights-community-feedback>.

¹³ Memorandum dated January 20, 2026, from Commander Andrew Depolo, Office of Professional Standards and Development, regarding Recommendation 3, 2.

¹⁴ Recommendations Report, 50.

¹⁵ Ibid. Specific examples are detailed in the Recommendations Report.

¹⁶ Mike Villa was selected as Chief of Police in 2022, though is now retiring. Deputy Chief Sean Gillebo began serving as Interim Chief on or about April 20, 2026.

Documents included with the Police Department's offer of proof to 21CP included revised language in the Chief's Preface to the POSPD Policy Manual, email exchanges between Deputy Chief Sean Gillebo, Commander Depolo, and Officer Scott Colby regarding options for changes to POSPD's use of force policies in response to Recommendation 9, updated copies of POSPD Policy 307.2.1 and Policy 307.3, and a copy of POSPD Policy 307 - Use of Force, with changes highlighted, along with revisions resulting from changes in Washington State law, in response to other 21CP recommendations regarding use of force, and in compliance with the Commission on Accreditation for Law Enforcement Agencies ("CALEA").¹⁷ Following interviews, 21CP requested and received copies of the Chief's Preface and Vision and Purpose statements in the Policy Manual with tracked changes indicating revisions made in response to Recommendation 9.

The Chief's Preface in the POSPD Policy Manual includes a statement that the department promotes, "world-class professional law enforcement services, fair processes, the sanctity of human life, and the rights guaranteed by our state and nation's constitutions. [The department's policies] enable our members to achieve the best possible outcomes for all involved." The new language appears responsive to 21CP's Recommendation 9.

Policy 307, Use of Force, was previously revised in response to the Washington State Attorney General's Model Use of Force Policy Project and 21CP's other recommendations related to use of force, most of which were addressed in earlier implementation progress reports.¹⁸ In consideration of Recommendation 9 and requirements in the AGO's Model Use of Force Policy, POSPD's Policy 307.2 also was revised and includes language in line with that suggested in Recommendation 9. For example, Policy 307.2 includes the following statements:

- It is the fundamental duty of law enforcement to preserve and protect all human life (RCW 10.120.010). Officers shall respect and uphold the dignity of all persons and use their authority in a bias-free manner.
- The proper use of force is essential to ensure impartial policing and build trust in the community. While there are circumstances where individuals will not comply with the law unless compelled or controlled by officers through the use of force, officers must remain mindful that they derive their authority from the community and that unreasonable force degrades the legitimacy of that authority (Washington State Office of the Attorney General Model Use of Force Policy).

¹⁷ POSPD is one of six law enforcement organizations accredited by CALEA in Washington State. It has been accredited by CALEA since 2011.

¹⁸ The Washington State Legislature required the Attorney General's Office (AGO) to develop a model policy on law enforcement use of force and de-escalation tactics consistent with new standards set by the Legislature. A final version of the policy was published on July 1, 2022, and all agencies in Washington were required to adopt the model policy or their own policy consistent with the new standards by December 1, 2022. The AGO's Model Use of Force Policy and related information is available at:

<https://www.atg.wa.gov/law-enforcement-use-force-and-de-escalation>.

Policy 307.2.1, Critical Decision Making, was modified to clarify steps to be taken, when safe and reasonable, in making the decision to contact a member of the public. Pursuant to the AGO's Model Use of Force Policy and in consideration of 21CP's Recommendation 9, Policy 307.2.1 covers factors to be considered in the decision-making process, including de-escalation factors such as requesting a crisis intervention team or other appropriate unit and identifying options for conflict resolution. Referring to the AGO's Model Use of Force Policy, Policy 307.2.1 was also modified to emphasize de-escalation by requiring that officers not unreasonably place themselves or others at risk by:

- Immediately approaching a person without proper evaluation of the situation.
- Leaving insufficient space between an officer and the person.
- Not providing time for a person to comply with commands when feasible.
- Unnecessarily escalating a situation.

It appears that the modifications made to Policy 307.2.1 more clearly delineate the Police Department's commitment to de-escalation, and are responsive to Recommendation 9.

Policy 307.2.2, Duty to Intervene, Duty to Render Aid, and Duty to Report, has been modified several times since 2021, in accordance with Recommendation 9. For example, a commitment to upholding equity and fairness and recognizing the sanctity of human life and the goal to achieve the best possible outcome for all involved is reflected in the explicit requirement that officers intervene to prevent the use of unreasonable force, render aid to any person injured as a result of the use of force at the earliest safe opportunity to do so, and requiring that officers report any observation of use of force that is potentially beyond that which is objectively reasonable under the circumstance.¹⁹

Satisfactory evidence was presented to 21CP that Recommendation 9 has been implemented.

Recommendation 28 - Oversight, Accountability, Equity, & Civil Rights

Though there was no evidence of missed timelines for completing investigations, best practice would be to set timelines for each step in the process, from complaint intake through a final disposition, including notice to the named officer and complainant, and the timelines should be reflected in an updated complaint intake flowchart and policy should be clarified as to acceptable reasons for extending timelines, identify who has authority to grant an extension, and note any limits on the length of an extension.

Setting timelines for the various steps involved in complaint processing facilitates accountability for those conducting investigations and transparency about case handling for everyone involved.²⁰ Because events

¹⁹ Modifications made to 307.2.2 are also intended to be consistent with requirements under RCW 10.93.190 and RCW 36.28A.445.

²⁰ Recommendation 25, addressed in Implementation Progress Report 3 (2025), mentions timelines, though primarily focused on the need for the Port and Human Resources to be explicit about those cases to be handled

can arise during an investigation that cause unexpected delays, such as the unavailability of a necessary witness or challenges due to a high investigation caseload, specifying the circumstances under which investigative deadlines can be extended and identifying the person(s) with authority to make extensions is important. Establishing clear policies and procedures regarding timelines, including the process for securing extensions of the typical timelines, serves the goal of efficient case processing, ensures timely discipline or training when needed, and promotes timely resolution of the matter for both the complainant and the named officer.²¹

POSPD's Policy Manual provides that administrative investigations should be completed within 90 days. If an extension is necessary, notice should be given to the involved officer, along with the reason for the extension and the expected timeframe for completing the investigation.²² Although 21CP did not encounter evidence of missed timelines involving internal investigations conducted by POSPD's OPA, concerns were expressed about the length of time taken in some instances by Human Resources' Workplace Responsibility when complaints against POSPD were investigated outside the Police Department.

PAIT rated Recommendation 28 as being of low priority. PAIT Review notes indicated that current POSPD policy provides for a set amount of time for investigations to be completed, with reasons to be given if an extension is necessary. However, POSPD policy does not delineate any timelines other than for completing the investigation, does not identify the person with authority to grant an extension, and only mentions notice to the officer, and not the complainant, if a timeline extension is needed. PAIT understood that Recommendation 40, in part, focused on giving the investigation process more visibility, "providing complainants with information from the outset as to how the investigation will be handled and by whom."²³ As for policy implications, the PAIT Review noted that implementation of Recommendation 28 would require a subcommittee of the Police Department's Office of Professional Accountability and representatives from Human Resources and Workplace Responsibility.

Evidence in support of the Port and POSPD's consideration of 21CP's Recommendation 28 included communications from Commander Depolo, Katie Gerard, Senior Director Human Resources, and Milton Ellis, Assistant Director Labor Relations. Also included was a copy of a memorandum submitted to the Port of Seattle Commission by OEDI Senior Director Bookda Gheisar and POSPD Chief Michael Villa, dated October 10, 2025.

through a POSPD internal investigation verses those that should be referred to and investigated by Human Resources/Workplace Responsibility. Through a collaborative effort between the Police Department and Human Resources, Recommendation 25 was implemented and resulted in the creation of an Investigation Infographic for complaints handled through Workplace Responsibility, though timelines were not set.

²¹ 21CP provided POSPD and the Review Committee with sample copies of law enforcement complaint investigation policies that include timeline expectations.

²² Port of Seattle Police Department Policy Manual (11-24-2025), 1019.5.6.

²³ PAIT Review, 37.

On behalf of the Police Department, Commander Depolo noted that internal OPA investigations are governed by the POSPD Policy Manual and the Officer's Bill of Rights in the Collective Bargaining Agreements for Officers, Sergeants, and Commanders. The Bill of Rights is currently a subject under discussion between Labor Relations for the Port and the Teamsters Union.²⁴ Commander Depolo indicated that the specifics of bargaining could not be discussed but that everyone involved is aware of 21CP's Recommendation 28.

21CP requested and received an updated version of POSPD Policy 1019.5.6 that tracked the changes made. The Spring 2026 Policy Manual Update is slated to be released on May 15, 2026, and will include revised Policy 1019.5.6 that states, "In cases where extenuating circumstances exist, or in cases involving extremely complex or sensitive investigations, the completion due date may be extended by the Office of Professional Accountability (OPA), with the approval of the Chief of Police or designee."²⁵ Commander Depolo indicated that POSPD did not make other policy revisions in response to Recommendation 28 given the on-going bargaining taking place regarding due process components of the Bill of Rights.

Senior Director Gerard, on behalf of the Port of Seattle Human Resources, indicated that when complaints involving POSPD are investigated by Workplace Responsibility, notice is sent to the complainant, subject, and the subject's manager within 10 days of the case being assigned to an investigator.²⁶ While stating that, "Workplace Responsibility endeavors to complete investigations as quickly as possible,"²⁷ Senior Director Gerard indicated that timelines for completion of Workplace Responsibility investigations have not been established. In a follow-up interview, Senior Director Gerard indicated appreciation for some of the advantages in setting timelines, though noted ongoing staffing and other resource challenges make it difficult to predict case processing times.

The October 10, 2025, memorandum submitted to the Port of Seattle Commission by OEDI Senior Director Gheisar and POSPD Chief Villa notes steps taken by Human Resources and the Police Department to improve accountability and transparency regarding complaint investigations, including clarifying which types of complaints are to be investigated by POSPD verses those to be handled by Workplace Responsibility. The memorandum also refers to the ongoing negotiations concerning the Officer Bill of

²⁴ An email dated January 21, 2026, from Assistant Director of Labor Relations Ellis to Commander Depolo, indicated that negotiations to augment or modify due process components of the Bill of Rights, including any complaint investigation timelines that might emerge, emanate from the reopener option in earlier agreements.

²⁵ Email dated April 27, 2026, to 21CP from Officer Scott Colby, Office of Professional Standards, Marine Patrol Unit, and Emergency Vehicle Operations Cadre, that included a copy of Policy 1019.5.6 with changes highlighted and information concerning when the updated POSPD Policy Manual would be issued.

²⁶ Pursuant to changes made in response to 21CP's Recommendation 5, addressed in Implementation Progress Report 2 (2024), the Port and POSPD clarified that complaints involving allegations of discrimination, harassment, or retaliation involving POSPD officers are referred to Human Resources/Workplace Responsibility for investigation, while the Police Department's Office of Professional Standards and Development is generally responsible for overseeing investigations of all other complaints.

²⁷ Memorandum dated January 22, 2026, from Katie Gerard, Port of Seattle Human Resources Senior Director, regarding Recommendation 28.

Rights, discussed above. Recommendation 28 contemplated the potential need for deadline extensions and included the suggestion to clarify the circumstances under which an extension can be granted, though the October 10, 2025, memorandum to the Port Commission from OEDI Senior Director Gheisar and POSPD Chief Villa states that Workplace Responsibility investigations will not include "hard timelines (as they may compromise investigations)..."²⁸

While POSPD policy will address much of what is covered in Recommendation 28, including the overall timeline for conducting investigations and specifying the person with authority to grant extensions and situations when extensions might be necessary, further policy changes are dependent on collective bargaining outcomes. Human Resources has no plan to set investigation timelines, nor address other aspects of Recommendation 28 regarding complaints against POSPD officers investigated by Workplace Responsibility.

Satisfactory evidence was presented to 21CP that Recommendation 28 was considered by POSPD and that some revisions were made, but that the Police Department determined that full implementation was not possible at this time due to collective bargaining taking place regarding due process components of the Bill of Rights. In addition to the bargaining obstacle, the Office of Human Resources determined that implementation would not occur due to budget, staff, and other resource limitations.

Recommendation 30 - Oversight, Accountability, Equity, & Civil Rights

The Port should explore alternative dispute resolution (ADR) options for resolving some complaints, whether or not they involve the Police Department, as ADR does not appear to be an option for case processing in the POSPD, Human Resources, or Workplace Responsibility.

21CP's Recommendation Report noted that, although the number of complaints filed against POSPD officers and other Port employees might not justify the time and expense of setting up an alternative dispute resolution (ADR) program, it would be useful for Human Resources to consider dispute resolution programs.²⁹

PAIT rated Recommendation 30 as being of medium priority, observing that, while ADR is a good intervention tool, it would not replace the complaint investigation process. PAIT Review notes also mention that Workplace Responsibility can assist in identifying the appropriateness of the ADR option and concluded with, "ADR can be very taxing and time consuming, but worth it in the appropriate case."³⁰

²⁸ Memorandum dated October 10, 2025, from Bookda Gheisar, Office of Equity, Diversity and Inclusion Senior Director, and Michael Villa, Port of Seattle Police Department Chief, regarding Police Assessment Implementation Review Committee: Summary of 2025 Review, 3.

²⁹ Recommendations Report, 88.

³⁰ PAIT Review, 40.

As evidence that the Port considered but rejected Recommendation 30, the Police Department provided a copy of a memorandum dated January 22, 2026, from Katie Gerard, Human Resources Senior Director, noting that ADR is not available for complaints of discrimination investigated by Workplace Responsibility. However, ADR is an option through Employee Relations for complaints involving a dispute between two Port employees, including those in the Police Department.

In an interview with 21CP, Senior Director Gerard indicated an understanding of the potential benefits of ADR, though it was not apparent to her that the relatively small number of complaints received would justify the resources necessary to develop a formal internal ADR program. Also, although the Port does not have plans to create an internal ADR system, there are professional mediators throughout the Puget Sound area who could provide dispute resolution services if a complaint under investigation merited ADR consideration.

Note that, while Recommendation 30 mentions that POSPD does not have a formal ADR option either, the Port focused on the merits of developing a program through Human Resources/Workplace Responsibility. This approach apparently was followed because any formal ADR program situated in Human Resources theoretically could extend to complaints investigated internally at POSPD, and because the Police Department's complaint caseload is smaller relative to complaints handled through Human Resources.³¹

Satisfactory evidence was presented to 21CP that Recommendation 30 was considered, but that POSPD and Human Resources will not implement an ADR program due to the relatively low number of complaints involving POSPD personnel and budget, personnel, and other resource limitations.

Recommendation 31 - Oversight, Accountability, Equity, & Civil Rights

There are a number of ways to make the POSPD and complaint filing system more accessible to stakeholders, including modifying the complaint form, changing the on-line search system, and identifying police facilities on Sea-Tac airport maps.

As noted in Implementation Progress Report 3 (2025), a survey conducted during 21CP's POSPD assessment found that most respondents were aware of their options for filing a complaint.³² Nonetheless, Recommendation 31 recognized that there are a variety of ways that the complaint filing system, and Police Department itself, could be more accessible to stakeholders. Consequently, 21CP's Recommendations Report suggested the following:

³¹ Chief Villa indicated to the Review Committee that he has seen ADR implemented successfully in other police departments.

³² Implementation Progress Report 3 (2025), 11. Note that Report 3, along with earlier implementation reports, discuss POSPD's response to other recommendations made to enhance accountability and transparency regarding complaint processing, including development of an infographic that outlines the investigation process followed by Workplace Responsibility.

- The form available on the POSPD webpage refers to "inquiry, commendation, complaint, suggestions, and area of concern," is unnecessarily specific and should be limited to "concern or complaint."
- The online complaint form should provide directions, including for third party complaints, information on what to expect for next steps, an overview of the investigation process, and how a complainant can follow up (*i.e.*, provide a tracking number or contact information for investigator), along with providing confirmation once the complaint is received by the Department.
- A search for "police complaint" on the Port of Seattle website should take the search directly to the complaint form page.
- Identify the location of the POSPD and substation more clearly on Sea-Tac airport maps.³³

Recommendation 31 was considered by PAIT to be of low priority. The team indicated that a subcommittee comprised of representatives from POSPD's Office of Police Accountability and the Port's Offices of Human Resources and Workplace Responsibility would be required to address the changes recommended for POSPD's complaint system. A suggestion also was made that partnership with the Port's External Relations team would help advance website changes. Finally, PAIT stated, "For security reasons, it is ill advised to place officer locations on SEA maps and signage."³⁴

The Police Department's proof of implementation for Recommendation 31 included a series of email exchanges between Commander Depolo and individuals at POSPD involved with making the changes specified in the bullet points above, including Commander Kali Matuska, Commander Kyle Yoshimura, and Senior Administrative Assistant Jennifer Robinson. POSPD also provided an updated overview map of the SeaTac terminal.

The documentation provided indicates that POSPD is implementing each of the changes specified in Recommendation 31:

- The text on POSPD's website refers to "comment or complaint," rather than using the lengthy string of terms originally included.
- For individuals filing a complaint with POSPD, language has been developed to state that the complaint has been received and that the complainant will be contacted within seven days and provided with a case number. There also is a description of the investigation process, including useful information about the different stages of an investigation, the collection of evidence, and different ways a complaint might be handled depending on its nature and severity. The overview

³³ Recommendations Report, 89.

³⁴ PAIT Review, 41. Note that the Police Department and substations were already indicated on SEA-TAC maps and identified through signage, just not very clearly.

of the complaint investigation process states, "We take all complaints seriously and are committed to conducting thorough and impartial reviews," and concludes with, "Thank you for bringing your concerns to our attention. We are committed to ensuring complaints are reviewed thoroughly, fairly, and with professionalism."³⁵ POSPD reported that using a search engine, such as Google, to learn about filing a complaint against a Police Department officer will generally take a person directly to the POSPD website page regarding complaints.

- The updated Sea-Tac terminal map provided to 21CP uses a legend with different symbols for various services available at the airport, including dining, retail, security check points, and the like. Police services are indicated with a symbol of a police officer. Some changes in signage are in progress.

In discussions with Commander Depolo about the documentation submitted as proof of implementation for Recommendation 31, he clarified that the changes must be handled by Port Information Technology ("IT"), since most involve revisions to the POSPD website. The Police Department submitted a request to IT to make the changes, but does not know when IT will incorporate the revisions in the POSPD website.

Commander Depolo also indicated that the Police Department is exploring an alternative means to improving access to the complaint filing process which could be implemented more immediately, without having to coordinate with IT to the extent required with the initial approach used. The alternative involves setting up a complaint filing system that directly interfaces with IAPro, the case management system the Police Department already uses to track complaints and use of force. This approach has the added benefit of ensuring that anyone who files a complaint anonymously can remain anonymous, while providing a means to contact the complainant to collect more information, as needed.

Satisfactory evidence was presented to 21CP that the POSPD has made changes responsive to Recommendation 31, though implementation cannot be completed without the Port's Office of Information Technology's involvement or the adoption of an approach linking the complaint filing process directly to IAPro.

³⁵ The overview includes an admonishment that making a knowingly false or misleading material statement to a public servant is a gross misdemeanor under RCW 9A.76.175.

Recommendation 32 - Diversity in Recruitment & Hiring

The Port should coordinate with the Police Department, Human Resources, and other Port components to consolidate data sources with the goal of developing a robust data collection and analytic approach to better understand the recruitment and hiring of Police department personnel, including at which stage women and/or applicants of diverse ethnic and racial backgrounds have high fail rates, and identify opportunities for improvement.

In its original discussion of Recommendation 32, 21CP noted that Port Human Resources and the Police Department provided a great deal of information on the recruitment and hiring of officers in response to requests during 21CP's assessment of POSPD. In order to generate some of the information requested, the Port Information Technology Office and external entities that provide entry-level and other law enforcement testing also became involved. Gathering material from multiple sources was time-consuming, and external testing sources do not necessarily make available all of the information needed to analyze recruitment and hiring trends. Recommendation 32 was provided in part in recognition of the importance in having recruitment and hiring data more readily available to facilitate an on-going analysis of POSPD's recruitment and hiring trends.

PAIT's review indicated that Recommendation 32 was of low priority, that a Human Resources policy review would be necessary for implementation, and that the budget could be impacted if new or additional resources and systems were needed to track recruitment and hiring data.³⁶ PAIT noted that there was a need to identify the specific types of information needed for analyzing recruitment and hiring at the POSPD and that there may be a need to modify applicant tracking systems. The group indicated that Data Analysts from the Port Business Intelligence and Human Resources might be able to assist with implementing Recommendation 32. PAIT also noted that the Port should use equity and anti-racism language in all of its recruitment and hiring materials.

As proof of implementation, POSPD provided a copy of a memorandum dated January 16, 2026, from Ericka Singh, Human Resources Talent Acquisition Manager. The memorandum indicates at the outset that the Port agrees with the intent of this recommendation and that Human Resources and POSPD have a continuing goal to improve coordination and analysis of recruitment and hiring data across multiple stages of the process, including outreach, testing, background investigations, and hiring outcomes. The memorandum notes that up until recently, due to staffing shortages, HR and the Police Department continued to focus on capturing and coordinating available data from multiple internal and external sources.

³⁶ PAIT Review, 42.

Moving towards the goal to more fully implement Recommendation 32, the Police Department converted an existing position to establish a Police Recruitment Specialist role.³⁷ The new position is intended to support POSPD's recruitment efforts, "while also assisting with ongoing data collection and coordination related to hiring outcomes."³⁸ The Police Recruitment Specialist position is expected to enhance POSPD's ability to more systematically track recruitment and hiring data, and to flag any barriers or disparities discovered at different stages of the process. 21CP learned during follow-up interviews that an individual was hired to fill the role of Police Recruitment Specialist in late March 2026 and will report to Talent Acquisition Manager Singh, with their office located in the Police Department and with a dotted line reporting relationship to the Chief of Police.

As the Port continues to coordinate and consolidate data sources relevant to analyzing Police Department recruitment and hiring patterns, the Police Recruitment Specialist will work to manually pull data demonstrating where women and ethnic/racial minorities may fall out during the recruitment and hiring process. This information can then be used to determine if it is possible to make changes at one stage or another to increase the overall number of qualified candidates moving forward for consideration. 21CP understands that the Police Recruitment Specialist is expected to be more intentional in leading POSPD's recruitment strategy, hoping to increase the number of applicants across all demographics. Port Talent Acquisition Manager Erica Singh emphasized to 21CP that developing a robust data collection and analytic approach will be ongoing and refined over time.

While it is too early for the Port and POSPD to provide data analysis along the lines contemplated by Recommendation 32, the commitment to fostering a more coordinated and productive approach is demonstrated by the creation of the Police Recruitment Specialist position. Even as the person hired to fill the role will initially need to manually cull through the data available on recruitment and hiring, their experience will help inform what systems are required to consolidate data sources and to develop a robust analytic approach.

Satisfactory evidence was presented to 21CP that POSPD and Human Resources are in the process of implementing Recommendation 32, starting with the creation of the Police Recruitment Specialist position, whose role includes manually collating recruitment and hiring data while the Port determines how to incorporate a technological approach to analyzing relevant information.

³⁷ Memorandum dated January 16, 2026, from Ericka Singh, Human Resources Talent Acquisition Manager, regarding Recommendation 32.

³⁸ Ibid.

Recommendation 33 - Diversity in Recruitment & Hiring

The Port should develop clear guidance on the benchmarks to be used in assessing the availability and utilization of persons identifying with different ethnic and racial groups, including the rationale for using census data from specific areas.

At the time of 21CP's assessment, the Port primarily relied on EEO job groupings and U.S. census data for computing utilization and availability for each job group, as required for Affirmative Action Plans ("AAPs") which were mandatory for federal contractors.³⁹ However, this approach did not facilitate a more granular approach to identifying and assessing hiring goals and other benchmarks to foster development of a diverse POSPD workforce – a concern underpinning 21CP's Recommendation 33.

During PAIT's review of Recommendation 33, the group noted that multiple perspectives for setting benchmarks must be considered (*e.g.*, to maintain CALEA certification, any benchmarking changes must be congruous with CALEA expectations). PAIT indicated that it might be necessary to sync work between OEDI, Human Resources, Employee Relations, and the POSPD in order to align benchmarking approaches used in federal, King County, and CALEA reporting requirements. The PAIT team suggested that guidance be developed that advocates for the use of King County demographic data for benchmarking purposes.⁴⁰

The Port's progress regarding Recommendation 33 was initially addressed in a memorandum to 21CP dated January 16, 2026, from Ericka Singh, Human Resources Talent Acquisition Manager. At the outset, that memorandum noted that affirmative action obligations for federal contractors were rescinded in 2025⁴¹ and that the Port no longer prepares AAPs. Nonetheless, as representatives from the Police Department and Human Resources indicated to 21CP, and as stated in Talent Acquisition Manager Singh's memorandum, the "Port remains committed to monitoring workforce demographics and identifying potential barriers to equitable representation."⁴² The Port intends to continue conducting annual demographic analyses using a barrier analysis framework, assessing representation across job categories against regional benchmarks derived from U.S. Census data. "Regional census benchmarks will be based on the relevant recruiting areas for each job classification, and the rationale for selecting specific geographic census data will be documents as part of the analysis."⁴³

Similar to the situation regarding Recommendation 32, it is too early for the Port and POSPD to provide the specific benchmarking guidance contemplated by Recommendation 33. However, Talent Acquisition

³⁹ Recommendations Report, 99. An external contractor conducted the annual data analysis necessary to support the federal AAP reporting requirements.

⁴⁰ PAIT Review, 43.

⁴¹ Ending Illegal Discrimination and Restoring Merit-Based Opportunity, U.S. President. 14173 on January 21, 2025); 90 FR 8633.

⁴² Memorandum to 21CP dated January 16, 2026, from Ericka Singh, Human Resources Talent Acquisition Manager, regarding Recommendation 33.

⁴³ Ibid.

Manager Singh's memorandum and interview indicate to 21CP that the Port appears to have a specific analytic approach that will be used. The Port and POSPD have expressed a commitment to providing "transparency, clarity, and consistency in how benchmarks are established and applied, while continuing to support and monitor the Port's equity-related objectives."⁴⁴

Satisfactory evidence was presented to 21CP that Human Resources is in the process of implementing Recommendation 33.

Recommendation 37 - Recruitment

Consider a variety of recruitment suggestions made by the diversity in recruitment and hiring subcommittee to gather information and to reach out to youth and other communities to garner interest in policing and in the POSPD.

21CP's Recommendations Report offered suggestions developed in the Diversity in Recruitment and Hiring Task Force Subcommittee ("DRH Subcommittee") aimed at learning more about what attracts individuals to law enforcement generally and to work as an officer at POSPD specifically, and for garnering interest among youth and other community groups. These suggestions included:

- Seek more information from current lateral hires to determine if there is a typical point in their career they sought to transfer and whether that informs how the Port approaches recruitment and hires with this demographic.
- Consider encouraging POSPD officers representing diversity in the Department spend time serving as ambassadors to minority communities, to develop relationships and interest in law enforce.
- Use internships at the POSPD to encourage youth interest in law enforcement generally and the POSPD in particular.
- Collaborate with other law enforcement agencies through Washinton to develop strategies for encouraging youth to pursue a career in policing, such as bringing together different groups of current and former Latino, African American, and female Chiefs of Police to record them talking about their backgrounds and journey into policing for televised programs to be aired in select communities. Look for financial support for the project from organizations such as the Latino Civic Alliance, which might be particularly interested if other police departments experience a low rate of applications from Hispanic/Latino like that seen at the POSPD.

⁴⁴ Ibid.

- Explore the idea of identifying "Community Ambassadors" who can work in communities to help identify people with an interest in law enforcement careers, educate them about preparation and opportunities, and facilitate connections with the POSPD, the Washington State Criminal Justice Training Commission, and similar resources.
- Explore a collaboration with police departments in other communities to partner on Community Policing Academies and Explorer Programs, reducing the time and resources necessary for a single agency to invest in these programs.⁴⁵

PAIT rated Recommendation 37 as one of medium priority and noted that implementation by POSPD had already begun at the time PAIT reviewed the recommendation. PAIT Review notes stated that Recommendation 37 is similar to Recommendation 36 ("Develop a recruitment plan aimed at increasing the number of Hispanic/Latino individuals applying to be a police officer at the POSPD") and that many actions taken regarding Recommendation 36 will advance implementation of Recommendation 37.⁴⁶ PAIT indicated that Human Resources Internship Coordinator was working actively to engage with youth.

A memorandum dated February 11, 2026, from Commander Depolo regarding 21CP Recommendation 37 addressed recruitment and hiring suggestions made by the DRH Subcommittee. Regarding the recommendation to better understand why lateral officers are interested in working with POSPD, it appears that lateral recruitment was initially driven by highly competitive pay coupled with Teamsters medical coverage after retirement, which "largely attracted officers who were in the tail end of their careers, looking to obtain their pension defining "High Five" and medical coverage after retirement."⁴⁷

Commander Depolo indicated to 21CP more recently that other agencies have caught up to or surpassed POSPD in pay, hiring bonuses, take home cars, and medical coverage post-retirement. Consequently, POSPD recruitment efforts with laterals has shifted to target officers who are earlier in their career and who are looking for a different style of policing. Recruiting is now more focused on emphasizing wellness, work schedule, and the vast number of special assignments available to new members of POSPD. Commander Depolo stated that, "This shift has been largely beneficial as most of our most recent lateral hires will still be working at POSPD 10-15 years from now."⁴⁸

POSPD's staffing crisis has impacted its ability to fully explore other recruitment suggestions made by the DRH Subcommittee, as POSPD must prioritize staffing basic patrol functions and avoid mandatory overtime.⁴⁹ By mid-2025, the Police Department had approximately 35 vacancies, including patrol officers, sergeants, and command level-leadership. POSPD has been able to reduce vacancies down to 12 officers,

⁴⁵ Recommendations Report, 102 - 103.

⁴⁶ Recommendation 36 was addressed in 21CP's Implementation Progress Report 1 (2023), 19.

⁴⁷ Memorandum dated February 2, 2026, from Commander Andrew Depolo, Office of Professional Standards and Development, regarding Recommendation 37.

⁴⁸ Ibid.

⁴⁹ Ibid.

primarily through hiring entry level officers, though has had to rely on mandatory overtime throughout the past year, with many officers working a significant number of hours during the peak travel season. The staff shortages limited many opportunities for recruitment outreach, but POSPD still attended 57 recruitment events and 10 community outreach events, including “Coffee with a Cop, Battle of the Badges, Chinatown International District Parade, as well as recruiting events at local high schools, colleges, military bases and other community events.”⁵⁰

Commander Depolo indicated that POSPD would continue to partner with Human Resources, OEDI, and local community groups to explore new recruitment activities. The job description for the newly created Police Recruiting Specialist position identifies the main responsibilities of the job, including ensuring that recruitment efforts advance Port-wide equity, diversity, and inclusion objectives; targeting outreach to attract diverse, mission-driven candidates, focusing on underrepresented communities; and tracking recruitment data to evaluate outreach effectiveness and to identify areas for improvement.

While POSPD initially developed an internal recruitment team in 2022 and 2023 to enhance recruitment generally and to develop approaches to recruit diverse candidates including Hispanic/Latino individuals (Recommendation 36) and youth and other diverse communities (Recommendation 37) more specifically, the staffing situation described above appears to have hampered recruitment efforts. Although POSPD later had a dedicated recruiter through Human Resources, the Police Department's creation of the Police Recruitment Specialist position should foster a robust recruitment approach and support advancement of Port-wide equity, diversity, and inclusion objectives, through activities such as those suggested in Recommendation 37. Even as POSPD has not necessarily considered all ideas discussed in Recommendation 37, POSPD's commitment to the intent behind Recommendation 37 is demonstrated through the creation of the Police Recruitment Specialist position. The individual hired to fill the position is encouraged to consider all of the recruitment ideas that grew out of 21CP's assessment, along with developing approaches previously not considered.

Satisfactory evidence was presented to 21CP that Recommendation 37 is being implemented, though POSPD should encourage, to the extent it has not already done so, the Police Recruitment Specialist to consider the merits of pursuing specific recruitment ideas included in the recommendation.

⁵⁰ Ibid.

Recommendation 40 - Hiring: Oral Boards

Review oral board questions to determine if they are eliciting responses that address the subject area behind each questions, such as assessing character, and consider whether the oral board should include questions directly asking applicants about involvement in extremist groups, about an encounter with someone of a different race, sexual orientation, etc., whether they have ever been the subject of discrimination themselves, or the community groups they belong to.

Although 21CP's Recommendations Report includes a note that it was beyond the capacity of the DRH Subcommittee to conduct an in-depth analysis of oral board questions, Subcommittee members concluded that a review of the questions and responses in light of the underlying values at issue in the assessment would be worthwhile.⁵¹ The Subcommittee also suggested that POSPD consider using more direct questions to explore an interviewee's biases.

Recommendation 40 was rated by PAIT as being of medium priority, noting that aspects of the recommendation were mandated by Washington State legislation and that implementation had been started by POSPD. PAIT indicated that Human Resources was reviewing social media presence to discern whether or not applicants have less than desirable ethics, social presence, affiliations as it pertains to equity, diversity, and inclusion values. Human Resources also revamped questions to get at issues raised by Recommendation 40 more directly, PAIT noted a legal review might be required.

Proof of implementation was initially provided through a memorandum from Commander Depolo summarizing the Port and POSPD's consideration of Recommendation 40, along with copies of revised oral board questions for both entry-level and lateral candidates.⁵² The entire Police Department Command Team worked with POSPD's talent acquisition representative from Human Resources who helped facilitate discussions about the oral board questions. The Command Team did not want the oral board stage to be a gatekeeper in the hiring process but, instead, to serve as a piece of the overall picture about a candidate. In a series of meetings, the group identified traits and characteristics of the ideal candidate and discussed approaches to evaluating those qualities. Emphasizing high character standards and POSPD's purpose in providing safe passage through the Port's gateways, oral board questions were rewritten to develop more tightly focused and less confusing queries.

Similar to discussions that occurred during PAIT's consideration of Recommendation 40, the Command Team discussed the idea of using specific questions about involvement in community/extremist groups, discrimination, and experience with those from another race/sexual orientation. "Both the entry and lateral boards now include questions focused on interactions or relationship building with community

⁵¹ Recommendations Report, 105.

⁵² Memorandum dated February 11, 2026, from Commander Andrew Depolo, Office of Professional Standards and Development, regarding Recommendation 40.

members from different background than the applicant."⁵³ However, questions surrounding an applicant's experience being a victim of discrimination were determined to be too subjective to score. Additionally, based on input from a representative of the Port Commission Office, the definition of "extremist group" was determined to potentially vary too widely to be asked about in the oral board context. POSPD concluded that applicant background checks should be sufficient for discovery of involvement in such groups.

The revised questions generally appeared on their face to be designed to elicit relevant information, as contemplated by Recommendation 40, and have been tested in actual oral board settings. In a follow-up meeting with Commander Depolo, he indicated that the revised oral board questions for lateral applicants required more fine tuning, though questions for entry-level candidates seemed to be working well.

Satisfactory evidence was presented to 21CP that Recommendation 40 has been implemented.

Recommendation 43 - Hiring Process - Generally

While points can be added to an applicant's score if they speak a second language, consider a pay incentive or hiring preference for the ability to speak more than one language, encouraging multilingualism for applicants and current employees.

Given the diverse languages spoken by Port stakeholders, including travelers from around the world, having officers who can speak more than one language allows the Port to be able to respond to customer needs. The intent behind Recommendation 43 was to encourage multilingualism within the Police Department given the diversity of languages officers might encounter while providing police services.

When PAIT reviewed this recommendation, it was rated as being of medium priority. PAIT noted that the Port's Labor Relations would need to be involved with any negotiations and contractual changes required to implement the recommendation. PAIT Review notes also indicated that Human Resources and the Police Department would need to make job description changes to identify multilingualism as a preferred qualification. PAIT suggested that an alternative approach would be to give additional weight at the oral board stage to applicants who speak multiple languages. In addition, PAIT recommended that extra points be added to an applicant's score for community service, though did not provide further explanation.

The Port and POSPD considered Recommendation 43, though ultimately did not pursue implementation. POSPD provided 21CP with a memorandum dated January 7, 2026, from Commander Depolo, summarizing the Port's reasoning, along with an email explanation from Milton Ellis, Assistant Director of Labor Relations. According to the information provided, the Port considered developing a policy that would provide a pay premium for multilingual employees throughout the Port, with Human Resources

⁵³ Ibid.

determining whether a person would qualify for a premium. However, Human Resources ultimately determined it would not be developing a multilingual policy.

In meetings held in Q3 2025, to discuss the multilingualism premium, Human Resources expressed concern regarding implications for Civil Service rules and Police Department representatives voiced concerns about language verification slowing down the hiring process for officers in today's very competitive market. However, Commander Depolo's January 7, 2026, memorandum stated that the process has changed, such that all candidates receiving a passing score undergo a background review and are processed based on the timeliness of the candidate's background packet submission. Consequently, if the Port did develop a policy providing for a pay incentive or hiring preference for candidates who can speak more than one language, it would not impact POSPD's hiring process, as all candidates with passing scores move to the backgrounding stage.

Human Resources noted that pay for multilingual capability would be in support of the Language Access program which is led by OEDI. The Language Access program allows the Port to equip most employees who have passenger-facing roles with resources to assist non-English-speaking customers. Assistant Director of Labor Relations Ellis noted that "very few jobs" require that the incumbent be certified with multilanguage skills, such that the compensation component would not be broadly applied.⁵⁴ He also referred to a decision by Human Resources indicating until speaking multiple languages to assist customers becomes an essential task in a job's requirements, the Port will not apply a premium.⁵⁵

POSPD Dispatchers and Traffic Support Specialists bargaining groups expressed interest in the multilingualism benefit and the Port agreed to include a reopener in those respective contracts, with the understanding that any compensation associated with the benefit would derive from a Port policy.⁵⁶

Satisfactory evidence was presented to 21CP that Recommendation 43 was considered and that the Office of Human Resources determined that implementation was unnecessary given the few positions requiring multilanguage skills and the availability of translation services.

Recommendation 48 - Leadership Selection & Development

The POSPD should continue to utilize national and local leadership development opportunities, but with transparent selection criteria.

During 21CP's assessment of the POSPD, some officers expressed concern about the fairness of the selection process for leadership development programs. At the time, the Police Department had no

⁵⁴ Email communication dated January 7, 2026, from Milton Ellis, Assistant Director of Labor Relations, to Commander Depolo, regarding Recommendation 43.

⁵⁵ Ibid.

⁵⁶ Ibid.

established internal selection criteria, the selection process was not transparent, and sometimes the training experience was wasted on officers close to retirement, with POSPD possibly not receiving much benefit from such officers' leadership training.⁵⁷ As noted in the Implementation Progress Report 3 (2025) regarding special teams assignments, developing a process to ensure greater transparency and communication regarding the selection of officers for leadership development can help facilitate a sense of fairness and internal procedural justice within the Police Department.⁵⁸

PAIT Review notes indicated that Recommendation 48 was of medium priority. With respect to budgetary implications, the group suggested that POSPD consider designating "additional dollars to create more opportunities for Officer programming that promotes leadership skills and career development opportunities."⁵⁹ PAIT observed that most officers selected for leadership training had researched available options themselves and suggested better documentation of selection criteria and more communication about available opportunities.

A memorandum regarding Recommendation 48, dated January 13, 2026, from POSPD Deputy Chief Alycia McKinney, Patrol Bureau, was provided as proof of implementation. 21CP also met with Deputy Chief McKinney to discuss questions about the information she provided. The memorandum stated that the Department had made "significant and intentional investments in leadership development at all supervisory and command levels."⁶⁰ Factors that guided POSPD's review and enhancement of its leadership development program included, "clarity of expectations, consistency in training, accessibility to development opportunities, and alignment with the Department's Purpose, Values, and Goals."⁶¹

Deputy Chief McKinney's memorandum outlined nine initiatives undertaken by the Department in the preceding year to enhance leadership development:

- Leadership Expectations Framework - To ensure "transparency, consistency, and accountability in how leadership behaviors are defined, evaluated, and reinforced,"⁶² POSPD developed a list of "Leadership Expectations" that are also used as a framework for commendations, coaching, mentoring, and discipline. The memorandum notes that POSPD's Leadership Expectations align with the Police Department's stated purpose, values, and goals. The Leadership Expectations list includes the following principles:
 - Leadership
 - Team Development
 - Effective Communication
 - Problem-Solving

⁵⁷ Recommendations Report, 117.

⁵⁸ Implementation Progress Report 3 (2025), 18.

⁵⁹ PAIT Review, 58.

⁶⁰ Memorandum dated January 13, 2026, from Deputy Chief Alycia McKinney, Patrol Bureau, regarding Recommendation No. 48, 1.

⁶¹ Ibid.

⁶² Ibid.

- Supportive Environment
- Recognition
- Invest Time
- Integrity
 - Mission Commitment
 - Ethical Conduct
 - Impartial Leadership
- Accountability
 - Set the Standard
 - Performance Awareness
 - Transparent Decision Making

The one-page document listing Leadership Expectations includes definitions for each principle, with some including examples. A copy of the document is provided to each new officer joining the POSPD, is posted throughout the Police Department, and is referenced during training and otherwise. Further, each new POSPD hire meets with Command staff, to address an agenda that includes review of the purpose and values behind the Leadership Expectations.

- **Revised New Sergeant Training Program** - To supplement and improve upon supervisory training required by Washington State law through the Criminal Justice Training Center ("CJTC"), the Department redesigned its internal New Sergeant Training Program, "to strengthen leadership preparation and ensure consistent standards for new supervisors."⁶³ The revised program includes four days of classroom-based instruction⁶⁴ and nine-weeks of on-the-job training. New sergeants receive formal feedback at the end of this training and every three months afterward until the end of their nine-month probation period.
- **First Level Supervision (CJTC)** - POSPD sends new sergeants to CJTC's first-level supervisory training, in compliance with Washington State's requirement that all law enforcement personnel promoted, transferred, or hired into a supervisory or management position complete the core training requirements prescribed by CJTC.⁶⁵
- **Two-Day 11C Sergeant Leadership Workshop** - POSPD implemented a mandatory two-day workshop for all sergeants that focuses on mission critical teams, emotional intelligence, growth mindset, feedback and high-stakes conversions, wellness, and coaching and mentoring. Continuous professional growth is supported through individual, ongoing mentoring sessions for each sergeant to reinforce classroom learning.

⁶³ Ibid.

⁶⁴ Even if they have not been promoted, the four-day classroom training is available to other officers, increasing overall transparency and providing early access to leadership development for those interested.

⁶⁵ RCW 43.101.350; WAC 139-25-110.

- **PTO Leadership Training** - All Police Training Officers (PTOs) must complete a two-day advanced leadership course focused on leading and coaching, with key areas of instruction including reframing the role of the PTO, mentoring a multi-generational workforce, coaching techniques, reaching across personality types, developing high-performing teams, integration into agency culture, and principle-based training and values-based leadership.⁶⁶
- **Table Group Leadership Retreat** - Operations Bureau Sergeants, Commanders, and the Deputy Chief and Chief met in a one-day retreat facilitated by Patrick Lencioni's *Table Group*⁶⁷ to develop alignment on a roadmap for leadership decision-making.
- **Paul Butler Leadership Presentation** - Paul Butler, with 27 years of law enforcement experience, including as a Chief and Deputy Chief, gave a presentation to POSPD focused on "leadership, motivation, customer service, and attitude empowerment."⁶⁸
- **Gravity Leadership Series** - POSPD Commanders, Sergeants, and the Deputy Chief participated in a series of three-hour workshop sessions focused on decision-making, crucial conversations, and conflict management within teams.
- **External Leadership Development Opportunities** - POSPD encourages and supports participation in leadership development opportunities such as LEEDA, Build Your Leadership Toolbox, TEEX Enhanced Incident Command/Unified Command, TED Talks, and through professional leadership literature (*e.g.*, Sergeants and Commanders receive copies of the leadership books *The Advantage* and *The Ideal Team Player*).

Most of the leadership opportunities described above are required or made available to all officers within a certain cohort (*i.e.*, Sergeants and/or Commanders), which should allay concerns about the fairness of the selection process. Further, it appears that POSPD is using a cohesive approach to leadership development, tying leadership expectations into leadership training and advancement across the Police Department. Deputy Chief McKinney's memorandum concluded by noting, "These efforts align with national best practices, provide clear pathways for leadership growth, and [respond to Recommendation 48] by ensuring leadership development opportunities are intentional, inclusive, and grounded in organizational values."⁶⁹

Satisfactory evidence was presented to 21CP that Recommendation 48 has been implemented.

⁶⁶ Ibid., 2.

⁶⁷ Table Group, <https://www.tablegroup.com/?srsltid=AfmBOop7hpPRgRGG4HCeevQ6sEt2hb0HVom9bGjyFAWh5OClIrPGwUc8> (last visited Apr. 28, 2026).

⁶⁸ Ibid., 3.

⁶⁹ Ibid., 4.

Recommendation 51 - Engagement re: Legislation

The Port should continue to engage with key stakeholders and elected officials on emerging state and federal legislation.

21CP concluded its assessment of POSPD during a time when the Police Department and other law enforcement agencies in Washington State were considering significant changes impacting policing enacted during the 2021 legislative session. As noted in 21CP's Recommendations Report, some proposed reform approaches did not make it into law during that session, and more changes were likely to be introduced in the future. 21CP commended POSPD's regional leadership role in advancing policies related to the 2021 legislation and, through Recommendation 51, the Police Department was encouraged to continue to take a proactive role, along with the Port, to help shape evidence-based law and policy related to policing.

Recommendation 51 was deemed to be of medium priority during the PAIT review process. In considering the recommendation, the PAIT team observed that input from the Port's External Relations teams regarding existing efforts for coordination by federal, state, and local Government Affairs staff would be necessary.

The Police Department provided a memorandum from Deputy Chief Sean Gillebo (now Interim Chief) dated January 7, 2026, documenting specific activities taken by the Port to monitor developments, assess impacts, and share "the Port's unique operational and community-focused perspectives with policymakers."⁷⁰ POSPD also provided copies of email exchanges between Deputy Chief Gillebo (now Interim Chief), Eric Schinfeld, Sr. Manager, Federal & International Government Relations and John Flanagan, Sr. State Government Relations Manager, regarding their continual tracking of any state and federal legislation involving police services. Information in the email exchanges appear to have informed the memorandum by Interim Chief Gillebo.

Per POSPD's offer of proof, there are three recent issues the POSPD and Port have monitored:

- Implementation of Washington State's updated civil asset forfeiture statute,⁷¹ along with engagement in a statewide coalition of sheriffs and police chiefs tracking the statute's outcomes and any implementation concerns.
- Supplementation of proposed updates to public defender caseload limits, acknowledging the intersection between caseloads, due process, and justice system reforms

⁷⁰ Memorandum dated January 7, 2026, from Deputy Chief Sean Gillebo, regarding Recommendation 51.

⁷¹ Washington State civil asset forfeiture allows for the seizure of cash, vehicles, and property if shown by a "preponderance of the evidence" as being connected to a crime. The majority of proceeds resulting from civil asset forfeitures go to law enforcement. Effective January 1, 2026, the burden of proof was raised to "clear, cogent, and convincing evidence." RCW 10.105.010.

- Developing a strategy with the Washington State Department of Transportation and the Washington State Patrol regarding law enforcement efforts on the airport expressway subject to state-control, with a focus on police practices and jurisdictional roles.

In conclusion, the memorandum states, "[T]he Port will continue to evaluate proposed reforms, determine, their relevance to Port operations and communities, and engage with elected officials and stakeholders to help shape policies that advance accountability, equity, and public trust while supporting the Port's mission and workforce."⁷²

Satisfactory evidence was presented to 21CP that Recommendation 51 has been implemented.

CONCLUSION

This report documents continuing progress in reviewing and implementing improvement recommendations resulting from 21CP's assessment of the Police Department. 21CP made a total of 52 recommendations in September 2021, with POSPD selecting a subset to implement each year over a four-year period. During the first three years that 21CP was asked to monitor the implementation process (2023 through 2025), 39 recommendations were determined to be implemented, with one recommendation withdrawn as no longer applicable. During the 2026 reporting period, the remaining 12 recommendations were considered for implementation.

Many of the 12 recommendations discussed in this report required collaboration with other Port components, such as Human Resources. Other recommendations were directed to a Port component other than the Police Department. Regardless of where the ultimate responsibility for implementation might rest, representatives from throughout the Port readily contributed to the review and discussion about the merits and process of implementation. 21CP observed and benefitted from the input offered during Review Committee meetings and in interviews with numerous subject matter experts.

This Implementation Progress Report 4 (2026) addresses implementation efforts regarding 21CP's final 12 recommendations. Satisfactory evidence of implementation was provided regarding four recommendations and the POSPD or another Port component considered but rejected another four recommendations. Regarding the final four recommendations reviewed, 21CP determined that good progress on implementation was being made, but that more time or resources were needed, or POSPD was dependent on another Port component, before implementation could be fully realized.

As it has done previously regarding implementation of 21CP's recommendations and in accordance with the goal of ensuring transparency and accountability, POSPD should provide updates in its annual report to the Port Commission on the status of implementation for the remaining four recommendations. In

⁷² Memorandum dated January 7, 2026, from Deputy Chief Sean Gillebo, regarding Recommendation 51.

addition, consideration should be given to including implementation of the final four recommendations in POSPD's EDI goals. The Police Department appears relatively close to resolving concerns underlying 21CP's Recommendation 31. The POSPD has made substantive changes with its complaint filing system and has identified alternative approaches for improving access to the system. Recommendations 32, 33, and 37, all address aspects of robust officer recruitment and hiring data analysis, which is important to furthering the Port's equity-related goals. The POSPD and Human Resources have developed a collaborative, productive partnership, have been actively working together to address issues underlying these recommendations, and should continue to coordinate in providing information to the Port Commission on implementation progress. The recently on-boarded Police Recruitment Specialist is working to streamline data collection and pursue other means to enhance police recruitment and hiring data analysis. Having personnel dedicated to better understanding and improving the POSPD recruitment and hiring process and related analytics should allow the Police Department and Human Resources to move expeditiously in fully implementing the remaining 21CP recommendations.

Ensuring accountability and transparency regarding these final implementation steps serves the important work of the Task Force on Port Policing and Civil Rights and the contributions made by many internal and external stakeholders since 2020. 21CP is honored to have had the opportunity to support the Port of Seattle and POSPD in this important endeavor – and to see sustained, tangible evidence that the Port and Police Department have implemented meaningful changes across a host of dimensions to ensure safe, effective, and fair public safety services.



2026 Police Department Update Commission Briefing

Sean Gillebo, Interim Chief of Police
Andrew Depolo, Police Commander



Overview & Highlights



- Vision
- Department Activities
- Strategic Plan
- Staffing/Recruitment
- Use of Force data
- Policing Assessment

Our Vision

The Port of Seattle Police Department...A world-class law enforcement agency.

Providing excellence in public safety through impeccable character, dedicated professional staff, innovative technology, equipment, and a state-of-the-art facility.



Port of Seattle Police Department

Vision

A world-class law enforcement agency

Purpose

*We exist to protect and ensure safe passage
through our gateways*

Guiding Principles

Leadership, Integrity, and Accountability

Community Engagement



FIFA Preparation



2024-2026 Strategic Plan

Goals 1-2



90%

Achieve and Maintain optimal staffing at 95% by Q4 2025

Goals 3-6



100%

Increase Port capabilities for assisting persons in crisis



100%

Reduce LEO contacts with persons experiencing homelessness

Data unavailable

Reduce levels of persons trespassing

2024-2026 Strategic Plan

Goals 7-8

*updated SLA not complete
in 2025 budget for 2026
due to current vacancies
/economic restrictions*

Ensure delivery of Service Level Agreements

Goals 9-10

 100%

Improve internal organizational health and cohesion

Goals 11-13

 100%

Develop and implement a plan to increase anti-terrorism capabilities

2024-2026 Strategic Plan

Goals 14-16	
 62%	Update and improve technology and systems
Goals 17-19	
 20%	Review and plan for future facility needs
Goal 20	
 100%	Complete and validate 100% of 21CP recommendations by Q2 2026
New Goal+	
 100%	Prepare for 2026 FIFA World Cup—complete

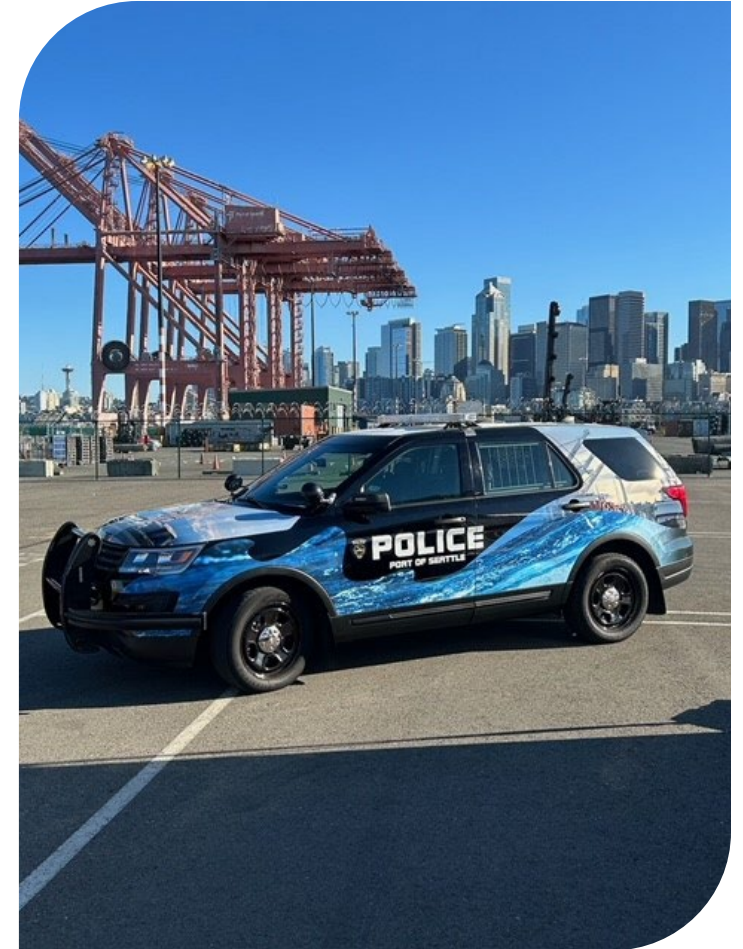
Staffing

Current Staffing 2026:

- Law Enforcement Officers: 137 (12 Vacancies)
- Non-Commissioned: 59 (7 Vacancies)
- Total Employees: 196 (19 Vacancies)

Hired in 2026 (YTD): 17 Officers (6 separations)

Q2 2026 - Full-Time Dedicated Police
Recruiting Specialist within the Department



Increasing capabilities for assisting persons in crisis

POSPD Training:

- 52% POSPD officers have completed enhanced 40-hour CIT training
- Ongoing de-escalation, trauma-informed policing, & crisis-themed training

Resources contributed by POSPD:

- Crisis communication, de-escalation, safety and incident reporting trainings for Port employees, stakeholders, airline/airport staff and volunteers.

Referrals:

- 25 to King County Mobile Rapid Response Crisis Team
- 1 to Recovery Navigator Program
- 1 to Crisis Diversion Facility
- 20 to hospitals (voluntary or involuntary)
- 17 to Shelters/Other Resources
- **64 Total referrals YTD 2026**



	2022	2023	2024	2025
Reportable Use of Force Events**	30	23	35	30
Pursuit Intervention Technique (PIT)	0	0	1	0
Pursuit	0	0	1	0
CS Gas	0	0	0	0
Takedown/Ground Control Technique	23	20	26	22
TASER Deployment	4	12	2	1
TASER Display	*N/A	*N/A	1	1
Strikes	1	2	0	1
Impact (40mm/Thrown)	1	0	1	1
Pointed Firearm	0	1	0	1
Firearm Discharge	0	0	0	0
OC Spray	0	0	1	0
Leg Restraint	7	5	2	1
WRAP	0	0	4	13

Use of Force

Washington Agency Data Exchange for Public Safety (WADEPS)

- Started in September 2025
- Greatly improves data sharing and transparency for public safety use of force data in Washington State.

**Events may have multiple force types used

*TASER deployment/display data only available for 2024 & 2025

Policing Assessment Implementation



- June 2023, after receiving Commission approval, 21CP was contracted to complete four yearly reviews of implementation efforts
- Early 2025: 40 of the 52 recommendations (77%) implemented
- Early 2026: POSPD has submitted responses to the 12 remaining recommendations
 - Four implemented
 - Four considered, but not implemented
 - Four still in progress

Policing Assessment Implementation



2026 In-Progress Objectives:

- **Recommendation 31:** Making complaint filing system more accessible to stakeholders and citizens.
 - Revised Airport maps showing Police Department locations (complete)
 - Letter to complainant detailing the intake and resolution process (complete)
 - Web form allowing complaint to be submitted directly to PD's IAPro/BlueTeam tracking system (In-progress)
- **Recommendation 32:** POSPD should coordinate with Human Resources on collecting data at which stage women or diverse applicants have high fail rates.
 - Task assigned to Police Recruiting Specialist, hired March 2026 (In-progress)

Policing Assessment Implementation

2026 In-Progress Objectives:



- **Recommendation 33:** Creation of benchmarks and rationale for using census data
 - Port HR no longer creates Affirmative Action Plans for women and minorities per Federal Executive Order 14173
 - The Port intends to continue conducting annual demographic analyses against regional benchmarks derived from U.S. Census data. (In-progress)
- **Recommendation 37:** Suggestions made by committee to gather information and promote outreach and interest in policing
 - Attended 57 recruitment events and 10 community outreach events in 2025 including Coffee with a Cop, Battle of the Badges, Chinatown Internation District Parade, and many others
 - Partner with Human Resources and OEDI on further outreach opportunities (In-Progress)

Department Demographics (2025)

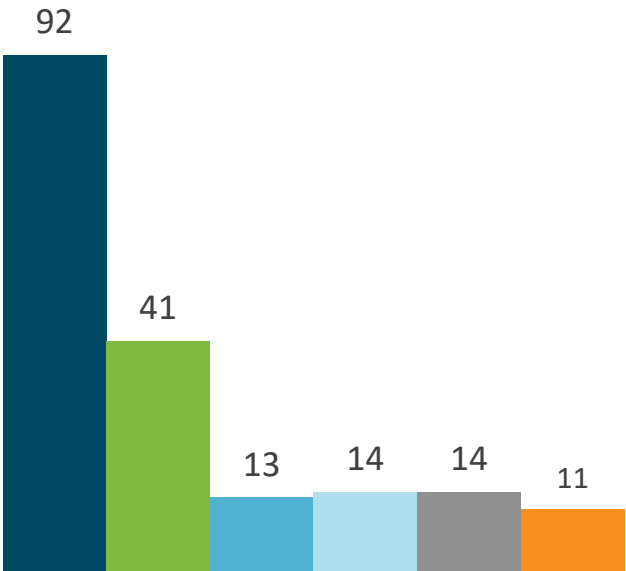
185 employees*

133 Commissioned personnel

52 Non-Commissioned personnel

Tenure

- 0-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 20-25 years
- 26+ years



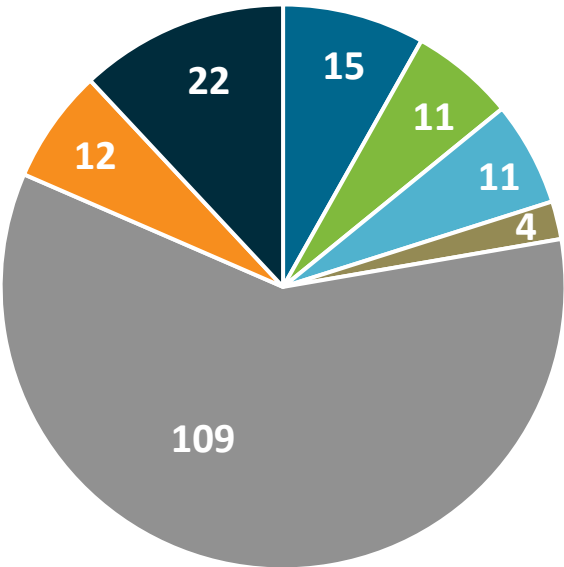
Number of Employees

Employee Age

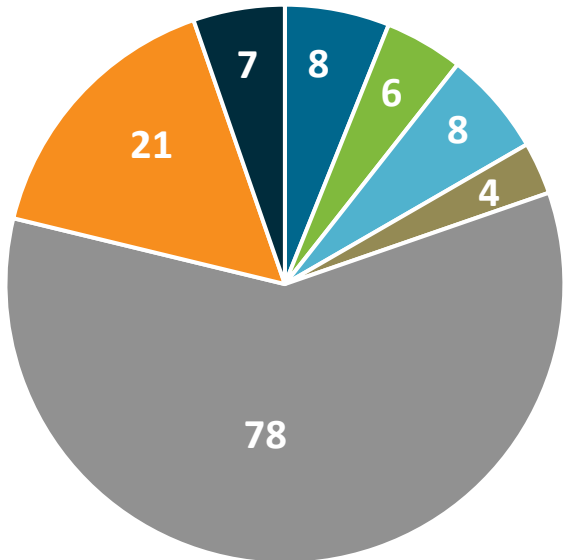


- Under 40
- 40 and Over

Ethnicity (Total)

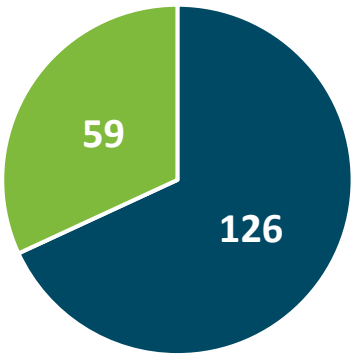


Ethnicity (Commissioned Officers)

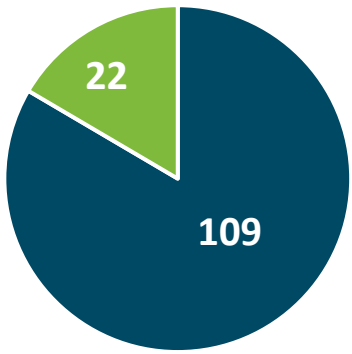


- Asian
- Black
- Hispanic
- Pacific Islander
- White
- not reported
- 2 or more

Gender (Total)



Gender (Commissioned Officers)



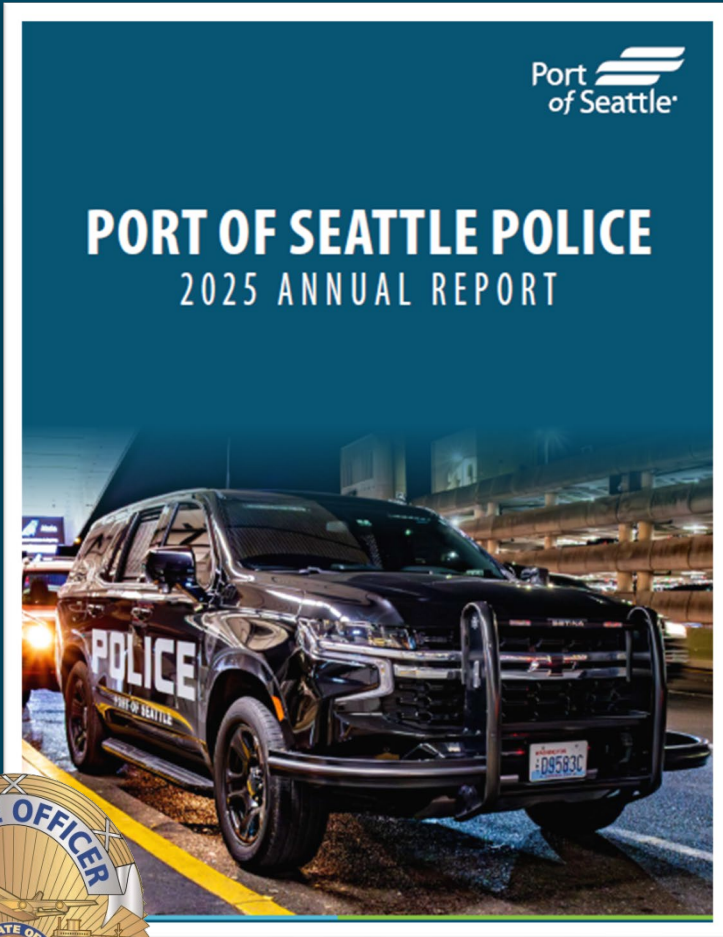
- male
- female

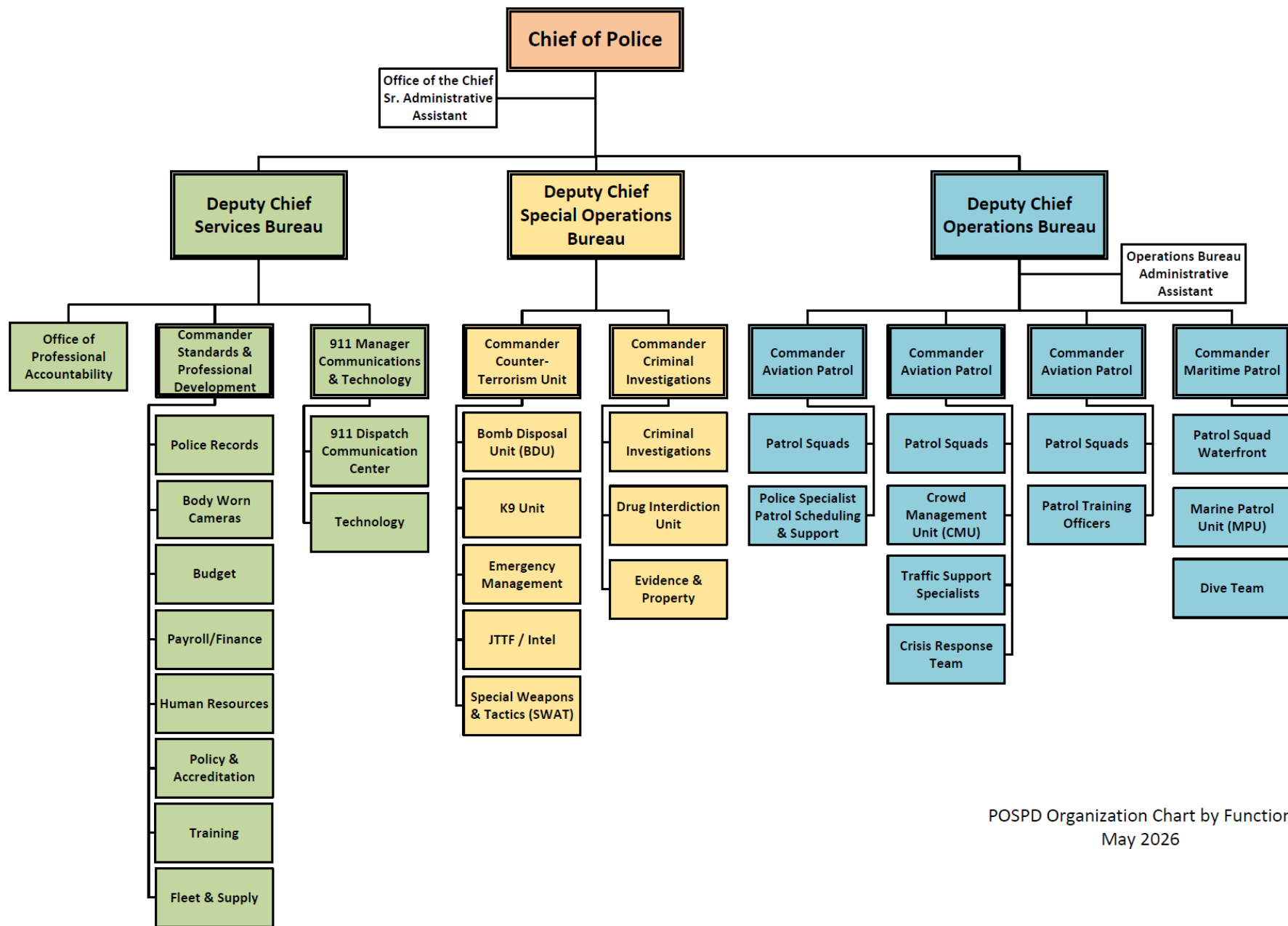
*active employees during the entire or partial 2025 calendar year, including hires/retires/terminations

2025 Annual Report
and other Police reports available
at website:



<https://www.portseattle.org/page/police-annual-reports>





POSPD Organization Chart by Function
May 2026