FlyHealthy@SEA

A plan for protecting the health of SEA passengers and employees and restoring confidence in air travel
Seattle-Tacoma International Airport (SEA) is the largest transportation hub in our five-state region and one of the region’s largest job sites. Home to more than 200 businesses and a critical asset for all of Washington’s key industries, SEA’s business revenue tops $22.5 billion. SEA generates more than 151,400 jobs (87,300 direct jobs), representing more than $3.6 billion in direct earnings and more than $442 million in state and local taxes.

A note from SEA Managing Director Lance Lyttle

I often use the word resilient to describe the cyclical nature of the aviation business. This takes on a whole new meaning during the COVID-19 pandemic. For Seattle-Tacoma International Airport (SEA), weathering this storm and emerging stronger starts with clarity of purpose and a plan.

We’re learning hard on our promise to prioritize customer well-being and to deliver an elevated airport experience. Until there is a clear path to eradicating COVID-19, FlyHealthy@SEA is our layered, comprehensive action plan to help keep you safe.

This plan represents our commitment to communicate with the public about the steps taken to create a safe travel experience, starting with the rapid transformation of our terminal (p. 12). We’re also looking ahead by planning for more touchless technology, implementing new sanitation methods and examining potential health protocols and information systems (p. 17). Our capital facility planning incorporates new health considerations.

As always, I welcome your feedback! In the meantime know that we are ready for travelers whenever they are ready to travel.

Lance Lyttle, Managing Director, Seattle-Tacoma International Airport (SEA)
Certainly 2020 has been a monumental year for SEA, though not in any way we imagined when launching our new brand. What looked like a year of exceptional advancements for one of the nation’s fastest growing airports, has become instead a sobering lesson in humility, agility, and the power of good planning.

“Certainly 2020 has been a monumental year for SEA, though not in any way we imagined when launching our new brand. What looked like a year of exceptional advancements for one of the nation’s fastest growing airports, has become instead a sobering lesson in humility, agility, and the power of good planning.

--Lance Lyttle
SEA brand launch,
January 22, 2020

At SEA, we promise to create, through a passionate service culture, an elevated travel experience that’s inspired by the original nature of the Pacific Northwest. 2020 is a monumental year at SEA, ushering in a new era of customer-centered travel with better services, facilities, and amenities.

--Lance Lyttle
SEA brand launch,
January 22, 2020
While the COVID-19 pandemic delivered severe economic fallout, it has done nothing to change our focus on providing an elevated travel experience — in fact, it has sharpened our commitment to customer safety and well-being.

**Phased Plan**
This is a phased effort, defined by immediate, medium, and long-term strategies and interventions. Our first phase is complete, accomplished in an urgent context that lacked our typical incremental elements — formal guiding principles, a budget, prioritized tasks informed by customer feedback.

As we work through future phases, we’re doing our best to integrate cost implications, customer feedback, and other insights in real time, recognizing that the situation is unpredictable, and the moment calls for innovation.

In the June issue of *The Economist*, Editor-in-Chief Zanny Minton Beddoes succinctly outlined the “winning combination” needed to confront global catastrophes like the COVID-19 pandemic: “Practical plans, the kit those plans require and the capacity to enact them.”

We strive for that winning combination in the FlyHealthy@SEA plan, which captures the work accomplished to date, and establishes a framework for the work ahead.

**COVID-19**
Public health officials announced the nation’s first COVID-19 case in Washington state on January 21. The onset of a public health emergency brought unprecedented changes to air travel.

By April 2020, SEA experienced its lowest passenger volumes since 1967. Domestic passenger traffic was down 93 percent and international traffic was down 97 percent.

**FlyHealthy@SEA**
In collaboration with our partners, we launched the FlyHealthy@SEA program in April as an overarching response to the pandemic to specifically focus on restoring customer confidence in air travel.

It is a layered approach that reflects the complexity in addressing this long-term challenge of providing health and safety assurances to customers.
The SEA Recovery Committee is a cross-airport team of six subcommittees:

1. Health
2. Public policy & advocacy
3. SEA business partners
4. Traveling public communications
5. Customer feedback
6. Terminal & landside customer experience

Our efforts focus on cleanliness (enhanced cleaning, hand sanitizer, touchless technology) and health (masks, physical distancing, plastic barriers, health screening, travel tips, on-site medical services). We act based on the expertise and insights of many, including Centers for Disease Control and Prevention (CDC), state and county public health department guidelines, Port of Seattle business forecasting, innovation, and customer feedback teams, as well as local and national customer surveys, tenant input and industry partner networks.

Cleanliness, health, and expert insight

To date, we have initiated more than two dozen actions, including physical changes, new procedures, and efforts to influence passenger and employee behavior.

Our approach incorporates multiple perspectives to ensure a comprehensive response.

The work is being implemented in three phases:

- Prepare (Spring 2020)
- Adjust (Summer/Fall 2020)
- Beyond (2021 forward)

Note that timeframes are fluid depending upon the status of the pandemic and impacts on passenger volumes.

Traveling public communications
Examples of safety visuals used throughout SEA.
Changing landscape
An emergent virus means constantly changing information about protocols and recommendations regarding numerous issues, including: the nature of COVID-19 and its cycles; the economic ability of people and businesses to travel; the way business travel might change due to remote-working success; Port and budget unknowns; whether consistent federal testing protocols will be approved; supply chain reliability.

Lack of space for physical distancing
This is already an issue even with passenger volumes at historic lows. We do not have enough room in key areas, such as security queues, gate waiting areas, the satellite train system, baggage claim and public transit to meet physical distancing guidelines as traffic increases.

Port financial challenges
SEA generates the majority of the revenue (82%) for the Port of Seattle. Fewer passengers mean dramatic reductions in significant revenue sources such as parking, airport dining and retail and landing fees. Also:
• the Port must maintain ample debt coverage ratios;
• the FAA limits how airport funds can be spent
• the Port provided financial relief to numerous airport-related businesses, an unanticipated expense.

Port statutory authority limitations
We will need strong cross-agency partnerships to succeed. For example, providing “health care services” is outside the Port’s statutory authority as a special-purpose government with an economic development mission.

Tradeoffs regarding personal data
For example, touchless technology solutions like facial recognition raise privacy concerns.

Challenges
Our only blueprint for airport recovery from a pandemic is the one you’re holding in your hands. Thus, like the best pilots, we’re relying on our knowledge, instincts and instruments — in this case a range of trusted experts — to point toward a safe landing, while navigating a host of challenges along the way, including:

Top four locations travelers are concerned about coming into contact with COVID-19:
1. On the Plane (54%)
2. Security Checkpoint (48%)
3. Other Passengers (41%)
4. Restrooms (39%)

88% of people who have travelled through SEA since April report that the majority of passengers were wearing face coverings and maintaining the appropriate social distance, while 85% note that airports were visibly taking all the necessary precautions.

With any great challenge comes the prospect of doing better.

Healthier travel
We are in the midst of establishing new standards and practices that will make healthier travel the new normal. The pandemic changes how we look at everything we do, including new projects at SEA (e.g., South Satellite renovations) which will now include reviews through a health and hygiene lens. Might there be a time in the future when people no longer blame their latest cold on their last flight?

Increased resilience
These FlyHealthy@SEA strategies, along with this plan and its deliverables, position SEA as a more resilient employer, landlord, partner and host to the millions of passengers who pass through our gates each year. In fortifying our ability to face another public health emergency or other catastrophe that forces drastic reductions in air traffic and passenger volumes, we strengthen SEA’s ability to sustain its role as one of the region’s essential economic engines.

Delivering the promise
This public health crisis gives us the chance to deliver on our promise of an elevated travel experience in an urgent new way. Everything we learn contributes to creating a better experience. We are showing what it means to keep customer well-being at the heart of SEA operations and decision-making.
Adapt facilities to reflect new customer health expectations

Safety and well-being come first at SEA. Our response to COVID-19 means a new focus on certain actions. Visitors at SEA will see a number of changes, from hand sanitizer dispensers and physical distancing reminders to new ways for people to shop and dine.

1. Enhanced cleaning in terms of frequency and supplies

**DONE**
- Contract for additional checkpoint deep cleaning
- Achieved Global Biorisk Advisory Council (GBAC) Star Accreditation
- Installed multiple Continuous Air and Surface Pathogen Reduction (CASPR) units, air and surface purifier, at Checkpoint 2 and Gate D5
- Installed new customer feedback tool, Optique, in the restrooms to measure satisfaction (QR Code feedback) and adjust cleaning protocols as needed (cleaning hour stamp on screen)
- Added nine robotic floor scrubbers to clean and sanitize the floors
- SEA received the Global Biorisk Advisory Council (GBAC) star accreditation; ISSA, the worldwide cleaning industry association established a formal partnership to accredit airports that meet the highest levels of cleanliness and safety at their facilities to minimize risk from coronavirus and other infectious agents
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2. Security Queues

**DONE**
- Blocked off lanes to provide side space; TSA provided ample staff
- Tested electrostatic cleaners in partnership with Delta Airlines – unsuccessful
- Installed continuous air and surface pathogen reduction (CASPR) units, air and surface purifier, at Checkpoint 2
- Determining new design specifications for restrooms, e.g. autoflush toilets will be required. Also added to future restroom renovation requirements.
- Testing electrostatic sprayers with safer, botanical-based disinfectant in jet bridges, checkpoints, gate hold rooms, food courts and restrooms
- Daily ATP testing on high touch points
- Testing CASPR air purifiers at Checkpoint 2
- Adding TSA-purchased sneeze guards at checkpoints: 25% installed, 75% on order
- Secure highly skilled contract staff for queue management January 2021
- Facility flow simulation/HVAC analysis
- Evaluating self-serve disinfecting wipes at checkpoints for busy holiday season
- Installed alert text system
- Installed 200+ barriers
- Additional barriers placed for airlines, customs, and Port of Seattle shared offices
- Determining new design specifications for restrooms, e.g. autoflush toilets will be required.
- Touchless soap, paper towels and autoflush included in Phase 2 of NSAT opening Q3 2021. Also added to future restroom renovation requirements.

**DOING**
- Installed alert text system
- Introduced electrostatic spray disinfection
- Installed stall occupancy indicator in busiest restrooms to reduce touching of stall doors
- Installed autoflush toilets in newly renovated Gate D5 restrooms
- Enhanced strength and frequency of cleaning
- Installed Touchless PT dispensers
- Installed Optique monitoring and feedback system
- Directional arrows added at restrooms entrances where needed for one-way flow
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3. Restrooms

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4. Plastic barriers to protect travelers and airport employees in close contact areas

**DONE**
- Installed 200+ barriers
- Additional barriers placed for airlines, customs, and Port of Seattle shared offices
- Planning for barriers in new IAF and NSAT expansion to be timed in conjunction with opening of facilities
- Testing CASPR air purifiers at Checkpoint 2
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Visitors at SEA will see a number of changes, from hand sanitizer dispensers and physical distancing reminders to new ways for people to shop and dine.

**STRATEGY #1**

Adapt facilities to reflect new customer health expectations

5. Remove seating
   - Air-trained food court style seating reduced at Central Terminal Expansion (CTE) by 40 chains, reduced by 60% at South Satellite, D Concourse
   - Placed gate waiting area stickers

6. Capacity limits in restaurants
   - Per Governor’s phases
   - Adjusting limited in-restaurant dining (based on Governor’s phases)
   - Accelerated launch of food ordering App (Q1 2021)

7. Satellite Train System
   - Installed signage limiting train ridership
   - Removed STS passenger limits; added staffing to assist in NSAT
   - Added significant signage for social distancing and masking on all trains
   - Added signage recommending people walk from A to B and from C to D Concourses
   - Opening of new International Arrivals facility bridge in Q1 2021 will reduce STS traffic from SSAT to Main Terminal traffic
   - Reopening for holidays, although, additional closure planned

8. Health Screening Services
   - Established partnership with CDC for positive result communication to Airlines
   - Proof concept with COVID-19 testing contractor November 2020
   - RFI for additional COVID-19 testing contractors and long-term placement, January 2021
   - Partnering with military operations for flight specific percentage based rapid testing
   - Consider terminal space for tenant wellness center

**Actions to keep the virus from taking off again > ADAPT FACILITIES**

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTION</th>
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<tbody>
<tr>
<td>PLANNING</td>
<td>Planning: Working with Delta and Maintenance to further reduce baggage claim seating</td>
</tr>
<tr>
<td>DONE</td>
<td>Planning to be completed by January 2021.</td>
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**DOING**

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9. Communication/Media

- Frequent press releases, media briefings, interviews, and updates as needed
- Web: FlyHealthy@SEA webpage, COVID-19 Status Updates webpage, COVID-19 FAQs webpage, COVID-19 positive tests tracker
- Weekly email newsletters: FlyHealthy@SEA [external], This Week@SEA [internal]
- Blog posts, videos, tours
- Customer responses: social, e-mail, phones, in-person

10. Signage, floor decals and stickers reminding people to honor physical distancing, face coverings etc.

- Installed 8,000+ signs/decal
- Frequent press releases, media briefings, interviews, and updates as needed
- Ongoing communication
- Launch SEA consumer newsletter
- Conduct consumer sentiment surveys
- Paid advertising
- Updated the SEA smartphone app to inform passengers of FlyHealthy@SEA initiatives and identify resources on its interactive wayfinding map

11. Audio announcements

- New announcements; multiple languages
- Continue announcements
- Specific STS messaging to prevent overcrowding
- Airline onboard announcements when arriving at satellite
- Ongoing through 2021

12. Digital messaging

- Common-use monitor and kiosk messages
- SEA app
- Travel alerts
- FAQs messages
- Clear Channel monitors
- Port common use monitors – ticketing and gate areas
- Airlines posted reservation numbers at ticket counters
- Wayfinding WMS signage on airport freeway
- Satellite train station digital messaging
- Updated the SEA smartphone app to inform passengers of FlyHealthy@SEA initiatives and identify resources on its interactive wayfinding map

13. SEA Partners (tenant stakeholders) group

- ADR required to develop detailed plans for safe operations
- SEA Partners (airport stakeholders) every three weeks; as needed task forces
- Business Intelligence forecasting
- Standing Groups (ISTAMA, Station Managers, AAAC)
- ADR tenants are closely adhering to Governor’s directives (e.g. temps, masks)
- Continue – every 3-4 weeks; as needed task forces
- Continue to provide forecast updates
- Continue meetings with Standing Groups
- As pandemic threat subsides, retain the group meetings, evolve as needed as a customer experience tool

14. Civic leaders

- Puget Sound Business Journal's Straight Talk: Roadmap to Recovery virtual event where Port Commissioner Peter Steinbrueck and SEA Managing Director Lance Lyttle spoke about plans to reopen the economy
- ADR patients are closely adhering to Governor’s directives (e.g. temps, masks)
- Continue – every 3-4 weeks; as needed task forces
- Continue to provide forecast updates
- Continue meetings with Standing Groups
- Tours (selected officials, business groups, civic leaders)
- Add to FlyHealthy@SEA newsletter list
- Continue FlyHealthy@SEA update presentations to external groups
- Continue this stakeholder engagement into 2021
- Explore virtual experiences to prepare travelers for travel in a new normal

As a key source of information for the traveling public regarding COVID-19, we are in constant communication across all channels regarding health-related changes and actions at SEA. Our aim is to be highly responsive to customer concerns and deliver transparent and frequent communication with airport stakeholders and employees.
Passengers want airports to follow the same public health guidelines regardless of local requirements.

SSA Airport continues to innovate with options for seamless, contact-free travel. We’re exploring new technologies that facilitate a touchless airport experience, and state-of-the-art programs that keep you safe behind the scenes.

**Deploy innovative products and procedures for a healthier travel experience**

- **Hand sanitizer dispensers**
  - Done: 280 installed, locations on App
  - Doing: Continue, consider additional signage to increase location visibility
  - Exploring addition of cleaning wipes dispensers near contact points with luggage

- **Medical grade cleaning and disinfecting products**
  - Done: Always used disinfectant, increased frequency for high contact touchpoints
  - Doing: Testing new cleaning products and technologies
  - Planning: Maintain sufficient supply levels

- **Touchless technology**
  - Done: Explored options for hygienic and contactless transactions:
    - Touchless and seamless arrival-to-boarding experience
    - Launched pre-booked parking so travelers can book parking prior to airport arrival as a convenient, cashless way to pay
  - Doing: Converted RFI to RFP for two vendor prototype for virtual queuing and a reservation system
  - Exploring touchless bag tag capability (for common use kiosks) — working with vendor on software update
  - PLanning: Securing additional touchless kiosk capacity which includes all check-in functions.
  - Dependent on aviation solution provider Q2 or Q3 2021

- **Actions to keep the virus from taking off again**
  - Planning: Implementation
  - Doing: Explore upgrade for access control system
  - Done: Implement one biometric air exit device for international customers in the SSAT by end of Q4
  - Exploring long-term installation of biometric technology for domestic customers
  - Implement Airport Dining and GRAB app, Q3 2021
18. Maintain operations for essential airport support services

DONÉ > Airport Dining and Retail (ADR) rent and other financial relief

DOING > ADR business resources

PLANNING > Assess business recovery; passenger volume growth

19. Influence federal public policy developments

DONÉ > Secured CARES Act funding ($192 million) for SEA

DONÉ > Tour with WA DOH

DONÉ > Tours for elected officials (e/airlines)

DONÉ > Ongoing updates

DONÉ > Working with industry partners to secure CARES Act 2 funding for airports

DONÉ > Pursue TSA grant funding for cleaning & sanitization

DONÉ > Working with Governor Inslee on statewide approach to airport health

PLANNING > Identify and articulate areas where national/international standards would be beneficial

20. Face coverings

DONÉ > Requirement to wear face coverings in SEA public areas began May 18

DONÉ > Additional Mask Up signage placed in Concourse A and Concourses B/C

DONÉ > Launched Mask Up Campaign in July, continued through August

DONÉ > PPE vending machines placed in terminal

DONÉ > Distributing facial coverings (info desk, central terminal podium, carts)

PLANNING > Potential for legislation implementing national safety standards at all airports, including possible mask requirements

PLANNING > Evaluating self-serve “grab a free mask” distribution points for employees and passengers throughout airport. Goal is to test dispersers and implement by Q2 2020.

21. Make internal audience aware of advocacy w/policymakers

DONÉ > Briefed Port of Seattle Commission on CARES Act implementation and advocacy related to a recent federal package

DONÉ > Periodic updates to Commission, Executive and Airport Managing Director on status of CARES 2 along with advocacy at state level

DONÉ > Briefing for Commission following potential enactment of CARES 2

Actions to keep the virus from taking off again > DRIVE POLICY DEVELOPMENTS

22. Coordinate across Port departments — airport/portwide — regarding advocacy

DONÉ > Convened FlyHealthy@SEA’s Policy Guidance and Advocacy Subcommittee

DONÉ > Weekly meetings of Policy Guidance/Advocacy Subcommittee to ensure cross-department coordination

23. Seek partnership from federal and state policymakers on enduring changes at SEA

DONÉ > Tour with HR DOH on 20 July for Elevated Body Temperature Proof of Concept

DONÉ > Continue meetings with King County and State Health Departments regarding COVID-19 testing and reporting protocols

PLANNING > Regular meetings with Governor Inslee’s policy team on direction of potential statewide airport standards

PLANNING > Continued engagement with health agencies, county and state leadership on potential statewide airport standards

24. Keep WA congressional delegation, other policymakers briefed on SEA actions/changes

DONÉ > Monthly updates to state delegation regarding travel numbers and confidence in SEA

25. Temperature screenings

DONÉ > In May 2020 the Port Commission directed its staff to develop a plan to facilitate temperature checks at SEA, which made our airport the first large airport in the U.S. to begin work on a formal plan for temperature checks and health

DONÉ > Conducted proof of concept with Alaska Airlines for checkpoint temperature screening. Resulted in zero elevated temperatures detected

DONÉ > Completed RFP to establish costs for airport-wide temperature screening

DONÉ > Conducted second proof of concept with Delta Airlines for checkpoint temperature screening. Resulted in zero elevated temperatures detected

PLANNING > Establish role of federal government for long-term elevated body temperature or COVID testing programs

26. Public health emergency preparedness

DONÉ > Track strategies, identify critical items etc.

DONÉ > Continue meetings with King County and State Health Departments regarding COVID-19 testing and reporting protocols

DONÉ > Continue weekly meetings of Policy Guidance/Advocacy Subcommittee to ensure cross-department coordination

PLANNING > Continue engagement with health agencies, county and state leadership on potential statewide airport standards

27. Anticipate new health processes

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DONÉ > Completed RFP to establish costs for airport-wide temperature screening

DONÉ > Conducted second proof of concept with Delta Airlines for checkpoint temperature screening. Resulted in zero elevated temperatures detected

DONÉ > Establish role of federal government for long-term elevated body temperature or COVID testing programs

PLANNING > Develop comprehensive Port All-Hazards Crisis Communications Plan by Q2 2021

PLANNING > Briefed Port comprehensive pandemic strategy plan

PLANNING > Develop comprehensive Port All-Hazards Crisis Communications Plan by Q2 2021
28. Use a disciplined structure to frame and regularly revisit at least 10 key unknowns, such as:

- "What health-related services will customers expect to see at an airport?"
- "Which touchless technology investments will create the highest level of customer confidence?"
- "How will common standards be developed for "immunity passports", or other health certifications, and what will be the role for airports?"

Actions to keep the virus from taking off again ➔ ACTIVELY EMBRACE THE UNKNOWN

SEA is intentional about seeking information and developing best practices to address the challenges of COVID-19. We’ve formed tighter partnerships with industry partners and airport stakeholders. We’re exploring new ways to keep travelers safe and making adjustments as medical knowledge evolves. We’re constantly examining the “what ifs” to keep our focus honed on a safe travel experience now and in the future.

STRATEGY #5

Actively embrace the unknown

DONE ➔
- Identified ten forward-looking key questions

DOING ➔
- Reforming the questions based on evolving COVID-19 information
- Securing and analyzing customer feedback around key questions
- Researching new technologies and health screenings
- Leveraging partnerships to gather new information
- Developing roadmap and strategy document for "SEA Touchless Journey" Q2 2021

PLANNING ➔
- Pursue specific actions, such as Requests For Information, to gain understanding about potential strategies
- Pursue ongoing customer feedback through surveys and Port communication tools
- Develop pilots to explore new technology and processes Q3-Q4 2021
- Reframing the questions based on evolving COVID-19 information
- Securing and analyzing customer feedback around key questions
- Researching new technologies and health screenings
- Leveraging partnerships to gather new information
- Developing roadmap and strategy document for "SEA Touchless Journey" Q4 2020

29. Position SEA as an industry leader in COVID recovery through visibility, partnerships and information sharing.

DONE ➔
- First U.S. West Coast Airport to secure ACI Health Accreditation
- Participated in initial ACI activities (e.g. daily ACI calls with large hub airport directors, initial ACI Recovery Committee, multiple topic committees)
- Provided FlyHealthy@SEA briefings to numerous stakeholders
- Managing Director participated in numerous panel discussions (ACRP, PBNJ) and media events
- Shared signage concepts and communication strategies with other airports
- Developed and published ACI-World’s iOS smartphone apps for passengers “Check & Fly” and aviation professionals “Airport Check”

DOING ➔
- Participating in panels, forums and tours with travel industry leaders (e.g. corporate travel managers, airlines, TravelConnect Virtual Series, etc.)
- Broadly sharing Mask Up campaign information with other airports
- Partnering with the Pacific Northwest Economic Region (PNWER) to pursue federal grant to explore a “pre-clearance” concept with health screenings
- Building a COVID-19 intelligence network
- Leveraging unique aspects of SEA (physical constraints, tech-savvy passengers) to build industry leadership around virtual queue processes
- Participating on AAAE Virtual Queuing team

PLANNING ➔
- Leverage accreditations to position SEA as an industry leader
- Leverage unique aspects of SEA (physical constraints, tech-savvy passengers) to build industry leadership around virtual queue processes
Looking ahead

Our airport experienced sudden, severe, and extended losses due to the pandemic-related reduction in trade and travel. At the same time, the Port of Seattle is well-positioned to lead the recovery.

Our approach is simple: stay operational and keep people employed. Provide targeted financial relief to ensure sustained airport services. Focus investment on the hardest-hit industries and communities. Aggressively implement safety measures to bring the public back to our gateways as soon as possible.

While aspects of our work have changed, our vision hasn’t. We are a globally competitive region with innovative industries, a cultural commitment to equity and inclusion, and a recognition that we must lead in sustainability. This continues to be our path to the future.

Looking ahead

We are committed to customer health and well-being and recognize that each person’s comfort level about travel is different. FlyHealthy@SEA will evolve as new health information emerges and as travelers return to the skies.