FlyHealthy@SEA

A plan for protecting the health of SEA passengers and employees and restoring confidence in air travel

SEA Seattle-Tacoma International Airport

Operated by the Port of Seattle

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.

FlyHealthy@SEA Goals

- **Maintain a safe and healthy airport environment**

- **Restore customer confidence in air travel**

- **Ensure confidence for airport-wide employees, tenants, and contractors**

- **Renew enthusiasm for travel**

- **Return passenger volumes and economic vitality**

- **Position for future public health emergencies**

A note from SEA Managing Director Lance Lyttle

FlyHealthy@SEA Action Plan

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 leaning 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.

We're working more closely than ever with SEA partners to provide a consistent, healthy experience throughout our airport. And, we talk daily with policy makers, peer airports, aviation experts, and airlines (p. 19).

Finally, we recognize the continued uncertainties posed by COVID-19. The list of "what ifs?" is long. We're taking reasoned steps to frame and address them, adjusting this plan as new information emerges (p. 20). Resilience is the ability to bounce back from adversity. FlyHealthy@SEA embodies the work of countless people deeply committed to serve our customers and emerge from this crisis as a stronger, smarter organization. It also reflects the economic region served by SEA: in constant motion, pursuing innovation at the forefront during this time of intense change to create a better customer experience.

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)

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>
> 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.
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> "
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> *–Lance Lyttle*
> *SEA brand launch,*
> *January 22, 2020*

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.

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.

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, particularly in the absence of a COVID-19 vaccine.

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.

Our approach incorporates multiple perspectives to ensure a comprehensive response.

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
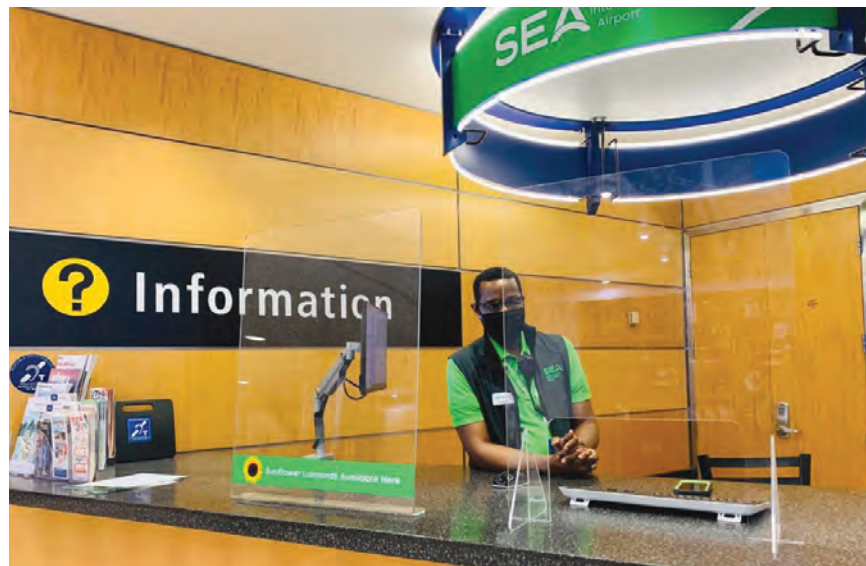
Cleanliness, health, and expert insight

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.

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.

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

Traveling public communications
Examples of safety visuals used throughout SEA.

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%)**

Source: Airports Council International, COVID-19 Recovery and Passenger Expectations, May 2020

Hand sanitizers have been installed throughout the terminal for your protection. Look for a dispenser wherever you see this symbol.

Search **"hand sanitizer"** on the SEA App to find a location near you.

Download the SEA App here.

SEA Seattle-Tacoma International Airport

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:

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 Transportation Security Administration (TSA) will take on aspects of the work; 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 (e.g. airports cannot spend airport-generated revenue on health screening programs);
- 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.

69% of travelers say they will return within six months.

Opportunities

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.**

STRATEGY #1

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 >
- 5,720 hours spent cleaning and disinfecting the buses and terminal at SEA each week
- Frequent disinfection with EPA-approved and medical-grade cleaning products
- Emphasis on high-touch areas such as buttons, handrails, and counters

DOING >
- Contract for additional checkpoint deep cleaning to be completed August 2020
- Pursuing Global Biorisk Advisory Council (GBAC), the worldwide cleaning industry association, have 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

PLANNING >
- Use new customer feedback tools to measure satisfaction and adjust cleaning protocols as needed
- Work with janitorial contractor tin ongoing assessments of emerging new projects and methods

2. Security Queues

DONE > Blocked off lanes to provide side space; TSA provided ample staff

DOING >
- Adjust, replace as needed; explore queue management technology; ensure TSA staffing is sufficient
- Promote increased enrollment in trusted traveler programs
- Testing CASPR air purifiers at Checkpoint 2
- Adding TSA-purchased sneeze guards at checkpoints
- Tested electrostatic cleaners in partnership with Delta Airlines – (unsuccessful)

PLANNING >
- Develop/implement new queue management concepts (e.g. reservations, touchless technologies, virtual queueing)
- Secure highly skilled contract staff for queue management
- Facility flow simulation/HVAC analysis
- Interested in piloting UV-C ASL Bin Cleaner

3. Restrooms

DONE > Enhanced strength and frequency of cleaning

DOING >
- Installing 200+ touchless paper towel dispensers
- Install touchless soap dispensers
- Optique monitoring and feedback system installed at 40 restrooms
- Directional arrows added at restrooms entrances for one-way flow
- Introducing new cleaning technologies such as electromagnetic sprayers, and a UV-C system for sanitizing escalator handrails

PLANNING > Revised design requirements for future restrooms. Autoflush toilets are new requirement

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

DONE > Installed 200+ barriers

DOING > Additional barriers placed for airlines, customs, and Port of Seattle shared offices

5. Remove seating

DONE > Airport-owned food court style seating reduced at Central Terminal Expansion (CTE) by 40 chairs, reduced by 60% at South Satellite, D Concourse

DOING > Place gate waiting area stickers

6. Capacity limits in restaurants

DONE > Per Governor's phases

DOING > Re-opened limited in-restaurant dining (based on Governor's phases)

PLANNING > Accelerated launch of food ordering App (1Q21)

7. Capacity limits in trains

DONE >
- Installed signage limiting train ridership
- Tested closure of B and C STS stations to reduce ridership

DOING >
- 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

PLANNING >
- Opening of new International Arrivals Facility bridge in 1Q21 will reduce STS traffic from SSAT to Main Terminal traffic
- Reopening of 3rd train car to NSAT

8. Health Services

PLANNING > Consider terminal space for tenant wellness center

STRATEGY #2

Communicate: Crisis to Confidence
health-related changes to provide reassurance

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.

9. Communication/Media

DONE >
- Frequent press releases, media briefings, interviews, and updates as needed
- Web: COVID-19 info, FAQs, etc.
- Weekly newsletters: FlyHealthy@SEA (external), This Week@SEA (internal)
- Blog posts, videos, tours
- Customer responses: social, e-mail, phones, in-person

DOING >
- Ongoing communication
- Launch SEA consumer newsletter
- Paid Advertising: international services

PLANNING >
- Ongoing communication
- Adjust newsletter frequency?
- Consider other paid advertising depending upon consumer sentiment

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

DONE > Installed 5,000+ signs/decals

DOING >
- Maintain/refine existing signage
- Added 3,000 stickers to leave space between seats in the gate waiting areas
- Used 360 stickers for physical distancing in the passenger loading bridges

PLANNING > Maintain/refine

11. Audio announcements

DONE > New announcements; multiple languages

DOING >
- Continue announcements
- Message may be modified over time; current focus is "Mask Up SEA"

PLANNING > Ongoing

12. Digital messaging

DONE >
- Common use monitor and kiosk messages
- SEA app
- Travel alerts
- FIDs messages
- Clear Channel monitors
- Port common use monitors – ticketing and gate areas
- Roadway VMS signage on airport freeway

DOING > Continued digital messages

Updated the SEA smartphone app to inform passengers of FlyHealthy@SEA initiatives and identify resources on its interactive wayfinding map

PLANNING > Determine whether digital messages continue

13. Launch SEA Partners (tenant stakeholders) group

DONE >
- 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)

DOING >
- 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

PLANNING > As pandemic threat subsides, retain the group meetings, evolve as needed as CX tool

14. Civic leaders

DONE > 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

DOING >
- Tours (elected officials, business groups, civic leaders)
- Add to FlyHealthy@SEA newsletter list

PLANNING > Ongoing

Passengers want airports to follow the same public health guidelines regardless of local requirements.

Source: Airports Council International, COVID-19 Recovery and Passenger Expectations, May 2020

STRATEGY #3

Deploy innovative products and procedures
for a healthier travel experience

SEA 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.

15. Hand sanitizer dispensers

DONE >   250+ installed; locations on App

DOING >   · Continue; consider additional signage to increase location visibility
· Evaluating larger one-gallon hand sanitizers for food court areas

16. Medical grade cleaning and disinfecting products

DONE >   Always used disinfectant, increased frequency for high contact touchpoints

DOING >   Testing new cleaning products and technologies - see strategy 1, action #2

PLANNING >   Maintain sufficient supply levels

17. 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 >   · Virtual Queue RFI released on July 28
· Touchless Bag Tag capability (for common use kiosks) — working with vendor on software update
· Securing additional ThruVision machines (eliminates patdowns for employees)

PLANNING >   · Implementation
· Explore upgrade for access control system
· Implement one biometric air exit device for international customers in the SSAT by end of Q4
· Explore long-term installation of biometric technology for domestic customers
· Implement Airport Dining and GRAB app

STRATEGY #4

Drive policy developments
around industry best practices and protocol consistency

We're leaning on strong engagement with the airport industry — trade associations and other airports — as well as lawmakers and federal agencies — and establishing clear objectives to ensure we're leading with best practices.

18. Maintain operations for essential airport support services

DONE >	• Airport Dining and Retail (ADR) rent and other financial relief • ADR business resources
DOING >	Assess business recovery; passenger volume growth
PLANNING >	Assess business recovery; passenger volume growth

19. Influence federal public policy development

DONE >	Secured CARES Act funding ($192 million) for SEA
DOING >	• Tours for elected officials (w/airlines) • Ongoing updates • CARES Act 2 letter with other airports • Pursue TSA grant funding for cleaning & sanitization • Tour with WA DOH • 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

DONE >	Requirement to wear face coverings in SEA public areas began May 18
DOING >	• Launched Mask Up Campaign in July; Continue through August • Additional Mask Up signage being added in Concourses and Concessionaires in August • PPE vending machines placed in terminal
PLANNING >	Potential for legislation implementing national safety standards at all airports, including possible mask requirements

21. Make internal audience aware of advocacy w/policymakers

DONE >	Briefed Port of Seattle Commission on CARES Act implementation and advocacy related to a next federal package
DOING >	Periodic updates to Commission, Executive and Airport Managing Director on status of CARES 2 along with advocacy at state level
PLANNING >	Briefing for Commission following potential enactment of CARES 2

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

DONE >	Convened FlyHealthy@SEA's Policy Guidance and Advocacy Subcommittee
DOING >	Weekly meetings of Policy Guidance and Advocacy Subcommittee to ensure cross-department coordination

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

DOING >	• Tour with WA DOH on 30 July for Elevated Body Temperature Proof of Concept • Meeting with Public Health Seattle King County Aug 6/follow up with a tour • Regular meetings with Governor Inslee's policy team on direction of potential statewide airport standards
PLANNING >	Continued engagement with health agencies, county leadership, state leadership on potential statewide airport standards

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

DOING >	Tours and info on changes
PLANNING >	Monthly updates to state delegation regarding travel numbers and confidence in SEA

25. Temperature screenings

DOING >	• 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 • RFP issued for medical staffing contract • Tested temp screening equipment in FIS (June)
PLANNING >	• Establish role of federal government for long term elevated body temperature or COVID testing programs

26. COVID-19 Testing

PLANNING >	Monitor/plan for possibility of "test before you fly" or onsite testing

27. Public health emergency preparedness

DOING >	Track strategies, Identify critical items etc.
PLANNING >	Create Port comprehensive pandemic strategy plan

28. Anticipate new health processes

PLANNING >	• Track developments around concepts such as IATA's "One ID" or immunity passports • Track contract tracing developments for airlines

STRATEGY #5

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 if's" to keep our focus honed on a safe travel experience now and in the future.

29. 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?"*

DONE >
Identified ten forward-looking key questions

DOING >
- Reframing the questions based on evolving COVID-19 information
- Securing and analyzing customer feedback around key questions
- Researching new technologies and health screenings
- Pursuing best practice ACI Health Accreditation to glean new insights
- Leveraging partnerships to gather new information

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

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

DONE >
- 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, PSBJ) and media events
- Shared signage concepts and communication strategies with other airports

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 in ongoing ACI activities

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.

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.

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