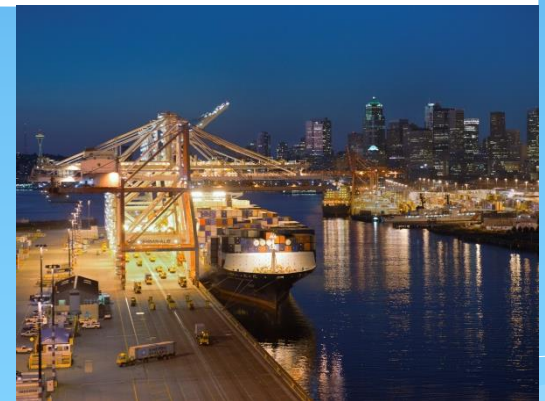


Port of Seattle

An Economic Engine for Washington State

Janice Zahn, PE, CCM
January 28, 2021



SAME Meet The Agencies

About the Port Of Seattle

- Seattle-Tacoma International Airport – 8th busiest in country
- Two cruise terminals
- Fisherman's terminal
- Four public marinas
- Real estate holdings
- Cargo handling terminals





2021 Business Activity Forecasts

Aviation Division:

- Forecast 61% reduction in passengers in 2020 and 30% drop in passengers for 2021 compared to 2019
- Take a long-term view on capital planning and projects

Maritime Division:

- Forecast 25% of cruise passengers in 2021 compared to 2019 actuals
- Expect Grain volume increases by 40% reduction from the 2020 budget
- Recreational Marina occupancy rate of 95%, same as 2020
- Fishing and Commercial Operations occupancy rate average of 86%, same as 2020

Economic Development Division:

- Commercial Properties target 95% occupancy rate at the end of 2021

2021 Key Budget Drivers

- Implement FlyHealthy@SEA strategies.
- Open the International Arrivals Facility and Phase 2 of North Satellite Renovation.
- Complete the Sustainable Airport Master Plan (SAMP) environmental review.
- Complete the Utility Master Plan.
- Implement a consolidated service contract for checkpoint queue management, international arrivals support, and ground transportation support services.
- Support maritime innovation initiatives to discover, promote and help advance promising maritime ventures and startups.
- Complete design work on Terminal 91 Uplands light industrial buildings.
- Continue to invest in Community Programs.
- Help Port small business tenants and partners recover from COVID pandemic.
- Continue to build internal capabilities through innovation, employee training and development, and process improvements.

2021 Community Initiatives

Create equitable opportunities throughout the region and invest in healthy communities and environment.



- Diversity in Contracting and WMBE
- Equity, Diversity and Inclusion
- Continue stakeholders engagement

- Workforce Development
- Internship program
- Maritime Secondary Education
- Youth Maritime Initiative
- Career Advancement Center

- Airport Community Ecology grants
- South King County Fund
- Duwamish Valley Community Equity Program (DVCEP)
- Low Carbon Fuel Policy

- Promote economic development for the region
- Expand tourism opportunities
- Continue local Community Advertising Program

Capital Plan Summary

Capital Plan Summary by Division

\$ in 000's	2020 Fcst	2021	2022	2023	2024	2025	2021-2025
Aviation	501,720	464,234	686,580	673,831	791,875	692,070	3,308,590
Maritime	21,875	26,383	52,663	41,955	49,650	67,675	238,326
Economic Development	10,167	5,874	26,812	31,089	6,711	3,585	74,071
Stormwater Utility	321	1,400	1,520	500	500	500	4,420
Central Services and Other	9,604	10,636	9,082	21,102	26,931	10,490	78,241
Total	543,687	508,527	776,657	768,477	875,667	774,320	3,703,648

Project Delivery Method Options

- Baseline: Design-Bid-Build
- GC/CM
- GC/CM with MC and EC/CM
- Heavy Civil GC/CM
- Traditional (Best Value Lump Sum) Design-Build
- Progressive (QBS/Price-Factor) Design-Build
- Building Engineered System (similar to DB)
- Job Order Contracting
- Tenant Reimbursement Agreement



SEA Strategic Priorities: Vision/Goals

AV Priorities	Vision/Long-term Goals
1. Health and Safety	Annually reduce major ground incidents by 5% 100% of employees go home safely, achieve 95% safety evaluation score annually
2. Security	Zero discrepancies on TSA audit Zero breaches, zero discovery of prohibited items in sterile area, zero incidents of intentional harm
3. Employees	75% of Aviation employees measure high engagement scores
4. Community	All Part 150 commitments met, additional noise reduction measures explored and implemented
5. Innovation	Lean and process improvements are ingrained in Port's culture
6. Social Responsibility	Sustainable share of Port economic opportunities go to disadvantaged businesses
7. Customer Experience	Skytrax 5-Star ranking; Top 10 ASQ U.S. mega-hub airports (25 in pool) 45 minutes from clocktower through security checkpoint Reduce international to domestic minimum connect times to 75 minutes 30 year-round int'l services over 2,000 miles by 2025
8. Environment & Sustainability	Achieve Port goals for green house gas emissions for 2030 and 2050 Sustainable Aviation Fuel 10% of jet fuel used at SEA by 2028
9. Financial Sustainability	Port can operate, maintain and upgrade facilities to accommodate regional demand while maintaining competitive CPE, manageable debt levels, and adequate debt service coverage
10. Asset Management Capital Development & Delivery	Provide facilities to meet demand for passenger and cargo service Achieve critical asset uptime of 99% Provide optimum level of service (at peak times)

SeaTac Airport 5 year CIP is \$3.3 Billion

Summary by Project Status

Capital Projects	CIP	2020 FCST	Cash Flows (Figures in \$000s)					2021 - 25 TOTAL
			2021	2022	2023	2024	2025	
Construction Authorized (Status 5-6)								
NS NSAT Renov NSTS Lobbies	C800556	156,246	93,014	32,956	-	-	-	125,970
International Arrivals Fac-IAF	C800583	185,340	57,679	-	-	-	-	57,679
Checked Bag Recap/Optimization	C800612	19,748	95,000	100,000	113,500	111,000	96,429	515,929
2021-25 AFLD Pvmnt&Spprt Infr	C800930	2,149	40,500	37,106	19,934	30,568	19,079	147,187
N. Terminals Utilities Upgrade	C800717	8,538	8,577	8,344	5,280	4,941	-	27,142
Other Construction Authorized Capital Projects	Multiple	125,451	128,497	75,651	36,483	20,889	5,885	267,405
Total - Construction Authorized		497,472	423,267	254,057	175,197	167,398	121,393	1,141,312
Design Authorized (Status 4)								
Widen Arrivals Roadway	C800866	2,020	1,254	1,514	3,539	15,491	16,221	38,019
Checkpoint 1 Relocation	C801093	989	3,600	29,306	3,564	-	-	36,470
Perimeter Intrusion Detect Sys	C800844	189	4,300	6,700	10,000	7,215	-	28,215
Condo Sound Insulation	C200095	878	2,609	4,929	7,651	6,890	163	22,242
Other Design Authorized Capital Projects	Multiple	26,145	64,567	61,053	85,621	111,698	143,283	466,222
Total - Design Authorized		30,221	76,330	103,502	110,375	141,294	159,667	591,168
Pending Authorization (Status 2-3)								
MT Infrastructure Upgrades	C801202	277	3,222	4,070	3,788	3,817	18,772	33,669
South Satellite Improvement	C801203	750	10,000	20,000	34,000	140,000	122,800	326,800
Apartment Sound Insulation	C200096	-	64	6,218	13,554	11,342	20,547	51,725
Zone 6&7 Reconfiguration	C801204	-	5,000	30,000	30,000	25,000	10,000	100,000
Other Pending Capital Projects	Multiple	7,217	31,044	217,917	273,040	303,024	238,891	1,063,916
Total - Pending Authorization		8,244	49,330	278,205	354,382	483,183	411,010	1,576,110
Subtotal		535,937	548,927	635,764	639,954	791,875	692,070	3,308,590
CIP Cashflow Adj Reserve	C801141	-	(84,693)	50,816	33,877	-	-	-
Grand Total		535,937	464,234	686,580	673,831	791,875	692,070	3,308,590

Major Projects

Major Projects	Cash Flows (Figures in \$000s)						2021 - 25 TOTAL
	Estimated Cost	2021	2022	2023	2024	2025	
SSAT Renovation/Renewal	1,000,000	10,000	20,000	34,000	140,000	122,800	326,800
IAF	931,445	57,679	-	-	-	-	57,679
Baggage Optimization	839,584	95,000	100,000	113,500	111,000	96,429	515,929
NSAT	691,916	93,014	32,956	-	-	-	125,970
MT Infrastructure Upgrades	350,000	3,222	4,070	3,788	3,817	18,772	33,669
Noise Programs	344,055	10,322	13,409	26,075	27,376	30,340	107,522
C1 Building	340,000	8,798	9,637	20,705	60,814	118,449	218,403
SAMP Planning	300,000	5,903	97,739	93,392	62,000	21,050	280,084
Airfield pavement	153,500	40,500	37,106	19,934	30,568	21,050	149,158
Zone 6&7 Reconfiguration	100,000	5,000	30,000	30,000	25,000	10,000	100,000
MT Low Voltage	86,760	7,258	12,372	21,814	22,608	16,152	80,204
Upgrade STS	76,000	4,494	10,238	26,084	27,326	7,157	75,299
CIPs Reserves		-	5,000	60,000	112,516	130,000	307,516
Other Capital Projects		123,044	314,053	224,539	168,850	99,871	930,357
Total	5,213,260	464,234	686,580	673,831	791,875	692,070	3,308,590

New Proposed Projects

CIP	Description	Cost Estimate	Cash Flows (Figures in \$000s)						2021 - 25
			2020	2021	2022	2023	2024	2025	TOTAL
C801158	Post IAF Realignment	35,000	22	110	460	12,500	18,600	2,000	33,670
C801171	Snow Dump Improvements	8,177	-	202	853	1,811	3,012	2,238	8,116
C801172	Water Reservoir Rehabilitation	1,572	-	196	493	862	21	-	1,572
C801173	Tyee Pond Effluent Pipe Replac	2,791	-	220	476	1,051	1,044	-	2,791
C801174	Stair Jet bridge Compliance	2,576	-	20	202	345	378	385	1,330
C801175	Single Piers on Concourse D	14,758	-	725	2,268	4,200	4,918	2,647	14,758
C801176	Out-bound Search Rooms in SSAT	353	-	63	35	148	107	-	353
C801177	Airfield Sanitary Sewer Improv	34,592	-	485	1,532	7,181	7,200	6,424	22,822
C801178	Concourse B HVAC	35,000	-	46	1,765	2,418	6,044	9,098	19,371
C801179	Building 161E Retro Commission	10,556	-	31	1,653	3,088	4,320	1,464	10,556
C801180	PLB Renew and Replacement	12,165	-	297	3,680	6,633	1,555	-	12,165
C801181	Chiller Panel Upgrades - II	1,288	-	31	291	665	301	-	1,288
C801182	Flow Meter Replacement CMP	2,954	-	31	493	976	1,438	16	2,954
C801183	Replace Elevators SSB SSC	3,877	-	31	576	798	993	991	3,389
C801184	Smart Restrooms	1,300	-	100	315	460	425	-	1,300
C801185	Keys to Card Readers	1,946	-	-	140	351	1,066	389	1,946
C801186	160th Lot Permanent Lighting	3,728	-	31	528	665	1,340	1,164	3,728
C801187	Potable Water Box Replacements	2,203	-	26	300	524	1,005	349	2,204
C801188	PAX Flow Measurements	630	-	-	630	-	-	-	630
C801189	IAF Enhancements Project	1,511	-	-	100	47	339	492	978
C801202	MT Infrastructure Upgrades	350,000	277	3,222	4,070	3,788	3,817	18,772	33,669
C801203	SSAT Renovation/Renewal	1,000,000	750	10,000	20,000	34,000	140,000	122,800	326,800
C801204	Zone 6&7 Reconfiguration	100,000	-	5,000	30,000	30,000	25,000	10,000	100,000
C801205	Concourse A Lounge Expansion	60,000	-	5,000	40,000	15,000	-	-	60,000
C801206	Concourse A Duty Free	25,180	-	630	1,350	1,100	12,050	10,050	25,180
C801207	Port Shared-Lounge Conc A	22,000	-	-	5,000	12,000	5,000	-	22,000
C801208	SSAT Lounge & ADR Upgrade	5,000	-	1,000	1,000	3,000	-	-	5,000
C801209	RCF CSB Re-demising	10,540	200	3,400	4,600	2,250	90	-	10,340
		1,749,697	1,249	30,897	122,810	145,862	240,063	189,279	728,911

Renewal and Replacement

Renewal and Replacement

#	CIP	Description	Cost Estimate	Cash Flows (Figures in \$000s)					2021 - 25 TOTAL
				2021	2022	2023	2024	2025	
1	C801177	Airfield Sanitary Sewer Improv	34,592	485	1,532	7,181	7,200	6,424	22,822
2	C801178	Concourse B HVAC	35,000	46	1,765	2,418	6,044	9,098	19,371
3	C801179	Building 161E Retro Commission	10,556	31	1,653	3,088	4,320	1,464	10,556
4	C801180	PLB Renew and Replacement	12,165	297	3,680	6,633	1,555	-	12,165
5	C801181	Chiller Panel Upgrades - II	1,288	31	291	665	301	-	1,288
6	C801182	Flow Meter Replacement CMP	2,954	31	493	976	1,438	16	2,954
7	C801183	Replace Elevators SSB SSC	3,877	31	576	798	993	991	3,389
8	C801187	Potable Water Box Replacements	2,203	26	300	524	1,005	349	2,204
9	C801203	SSAT Renovation/Renewal	1,000,000	10,000	20,000	34,000	140,000	122,800	326,800
TOTAL			1,102,635	10,978	30,290	56,283	162,856	141,142	401,549



Business Need

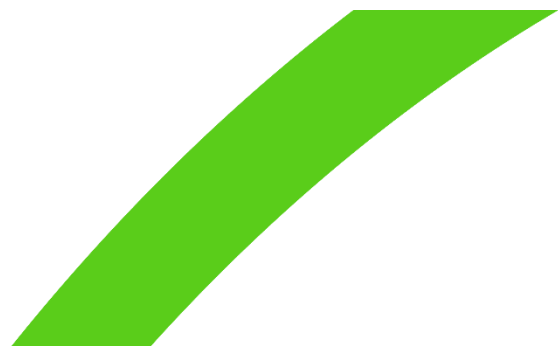
Business Need

#	CIP	Description	Cost Estimate	Cash Flows (Figures in \$000s)					2021 - 25 TOTAL
				2021	2022	2023	2024	2025	
1	C801184	Smart Restrooms	1,300	100	315	460	425	-	1,300
2	C801188	PAX Flow Measurements	630	-	630	-	-	-	630
3	C801189	IAF Enhancements Project	1,511	-	100	47	339	492	978
4	C801158	Post IAF Realignment	35,000	110	460	12,500	18,600	2,000	33,670
5	C801204	Zone 6&7 Reconfiguration	100,000	5,000	30,000	30,000	25,000	10,000	100,000
6	C801205	Concourse A Lounge Expansion	60,000	5,000	40,000	15,000	-	-	60,000
7	C801206	Concourse A Duty Free	25,180	630	1,350	1,100	12,050	10,050	25,180
8	C801207	Port Shared-Lounge Conc A	22,000	-	5,000	12,000	5,000	-	22,000
9	C801208	SSAT Lounge & ADR Upgrade	5,000	1,000	1,000	3,000	-	-	5,000
10	C801186	160th Lot Permanent Lighting	3,728	31	528	665	1,340	1,164	3,728
TOTAL			254,349	11,871	79,383	74,772	62,754	23,706	252,486

Regulatory and Contractual

Regulatory and Contractual

#	CIP	Description	Cost Estimate	Cash Flows (Figures in \$000s)					2021 - 25 TOTAL
				2021	2022	2023	2024	2025	
1	C801171	Snow Dump Improvements	8,177	202	853	1,811	3,012	2,238	8,116
2	C801172	Water Reservoir Rehabilitation	1,572	196	493	862	21	-	1,572
3	C801173	Tyee Pond Effluent Pipe Replac	2,791	220	476	1,051	1,044	-	2,791
4	C801174	Stair Jet bridge Compliance	2,576	20	202	345	378	385	1,330
5	C801175	Single Piers on Concourse D	14,758	725	2,268	4,200	4,918	2,647	14,758
6	C801176	Out-bound Search Rooms in SSAT	353	63	35	148	107	-	353
7	C801209	RCF CSB Re-demising	10,540	3,400	4,600	2,250	90	-	10,340
8	C801202	MT Infrastructure Upgrades	350,000	3,222	4,070	3,788	3,817	18,772	33,669
TOTAL			390,767	8,048	12,997	14,455	13,387	24,042	72,929



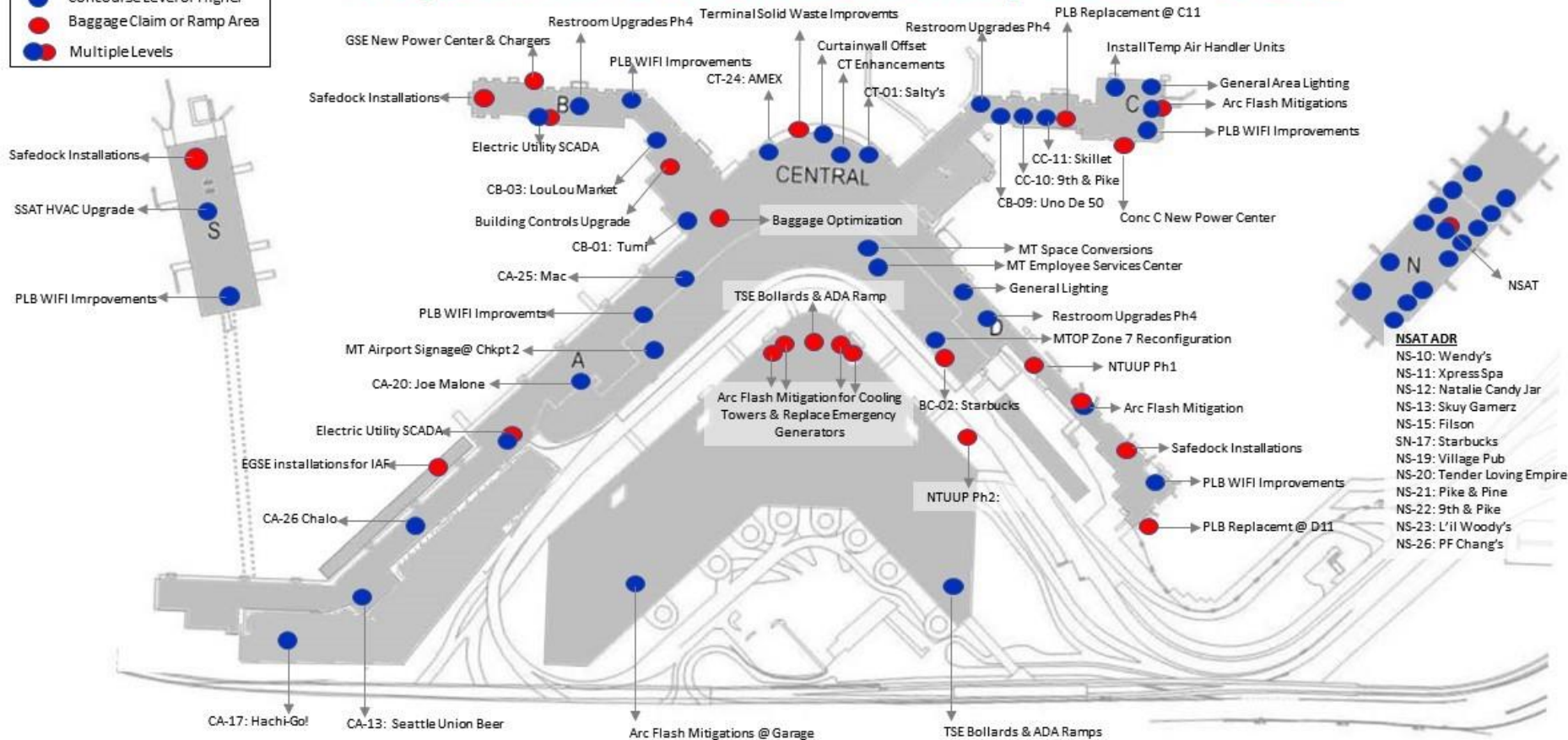
Current Mix of Projects – In Notebook/PDD

- 26 Projects Currently in the Notebook/PDD Phase
- \$481M Total Project Estimate
- Highlighted Projects:
 - Main Terminal Infrastructure Improvements - \$350M
 - Checkpoint 1 Relocation - \$40M
 - Communications Enhancements - \$11M
- 23 others totaling \$69M

Projects in Construction by Year – 2021

COLOR CODE KEY

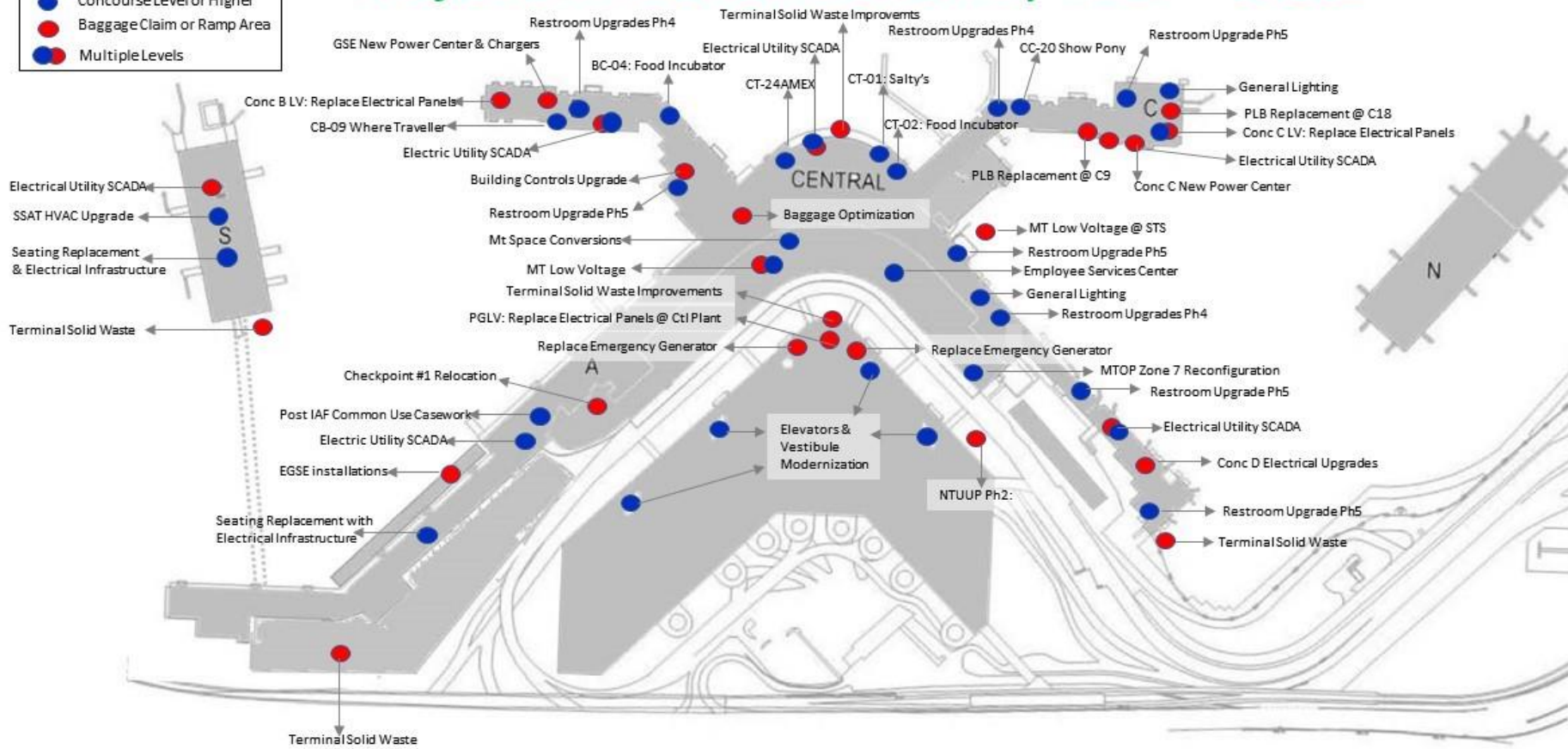
- Concourse Level or Higher
- Baggage Claim or Ramp Area
- Multiple Levels



Projects in Construction by Year – 2022

COLOR CODE KEY

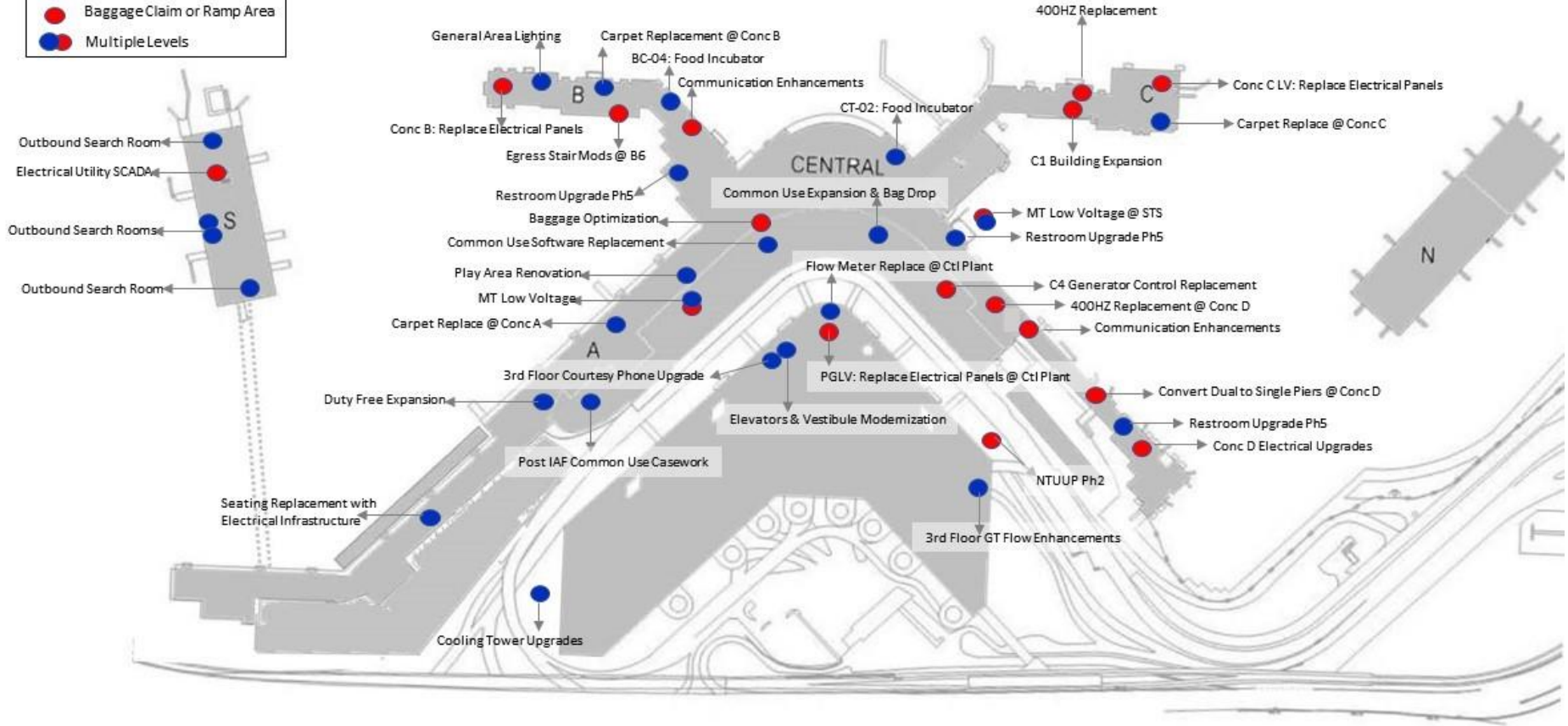
- Concourse Level or Higher
- Baggage Claim or Ramp Area
- Multiple Levels



Projects in Construction by Year – 2023

COLOR CODE KEY

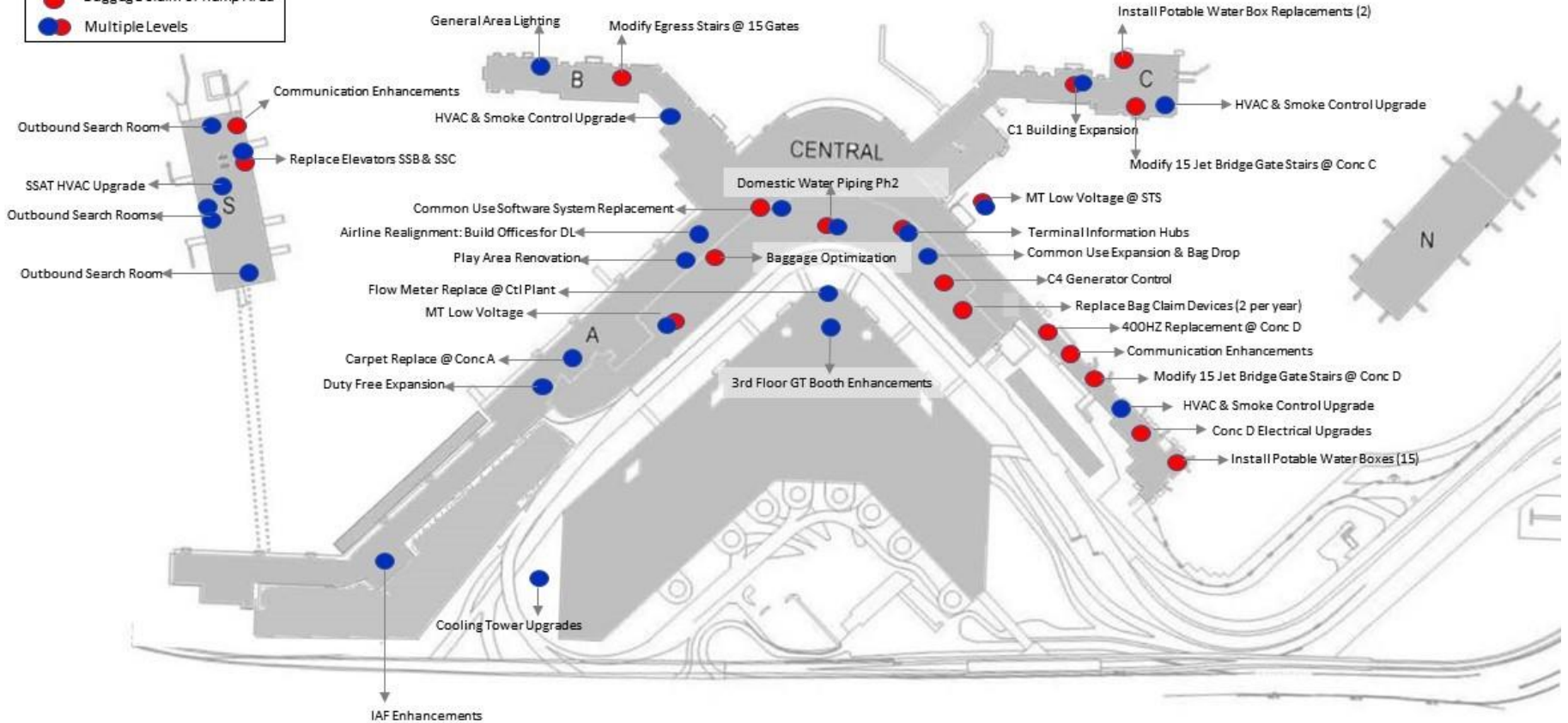
- Concourse Level or Higher
- Baggage Claim or Ramp Area
- Multiple Levels



Projects in Construction by Year – 2024

COLOR CODE KEY

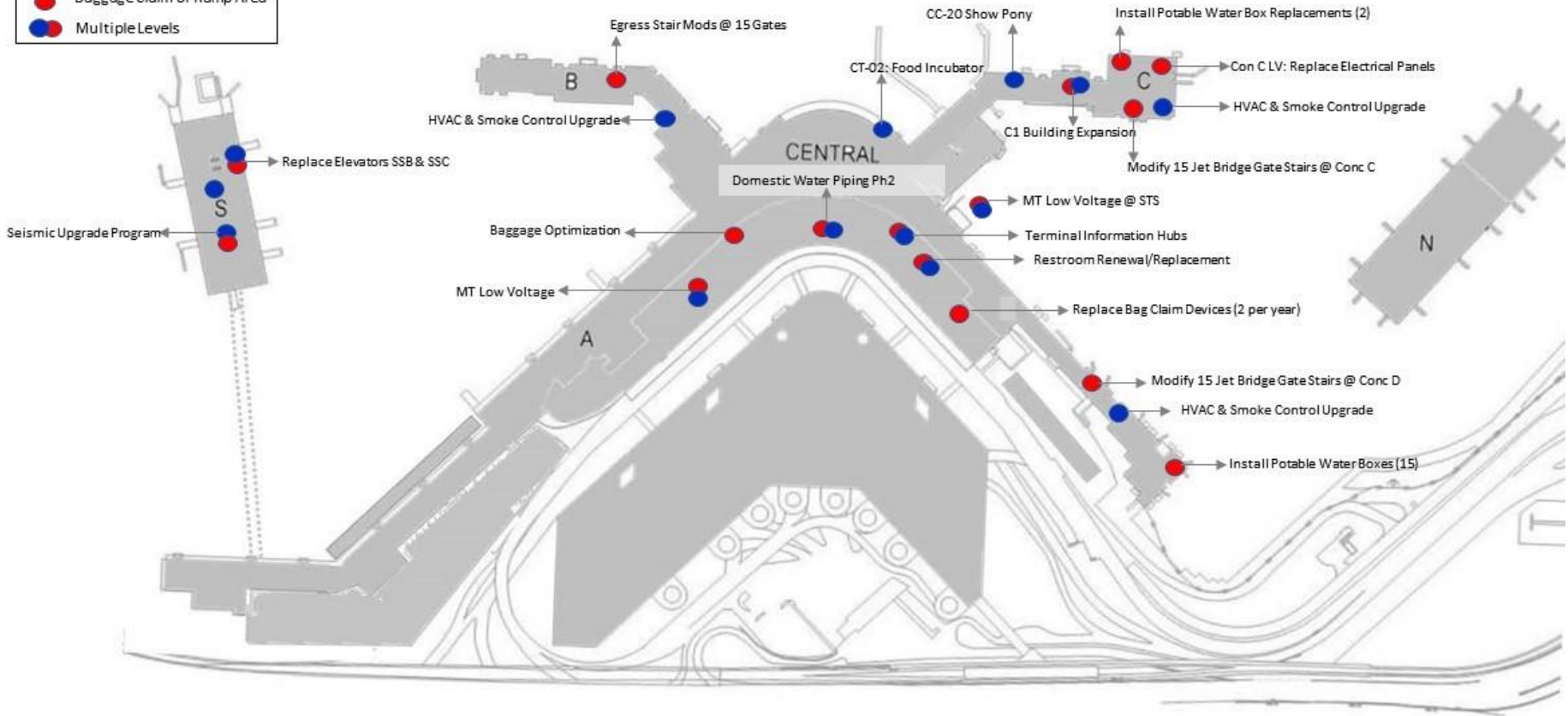
- Concourse Level or Higher
- Baggage Claim or Ramp Area
- ● Multiple Levels



Projects in Construction by Year – 2025

COLOR CODE KEY

- Concourse Level or Higher
- Baggage Claim or Ramp Area
- ● Multiple Levels



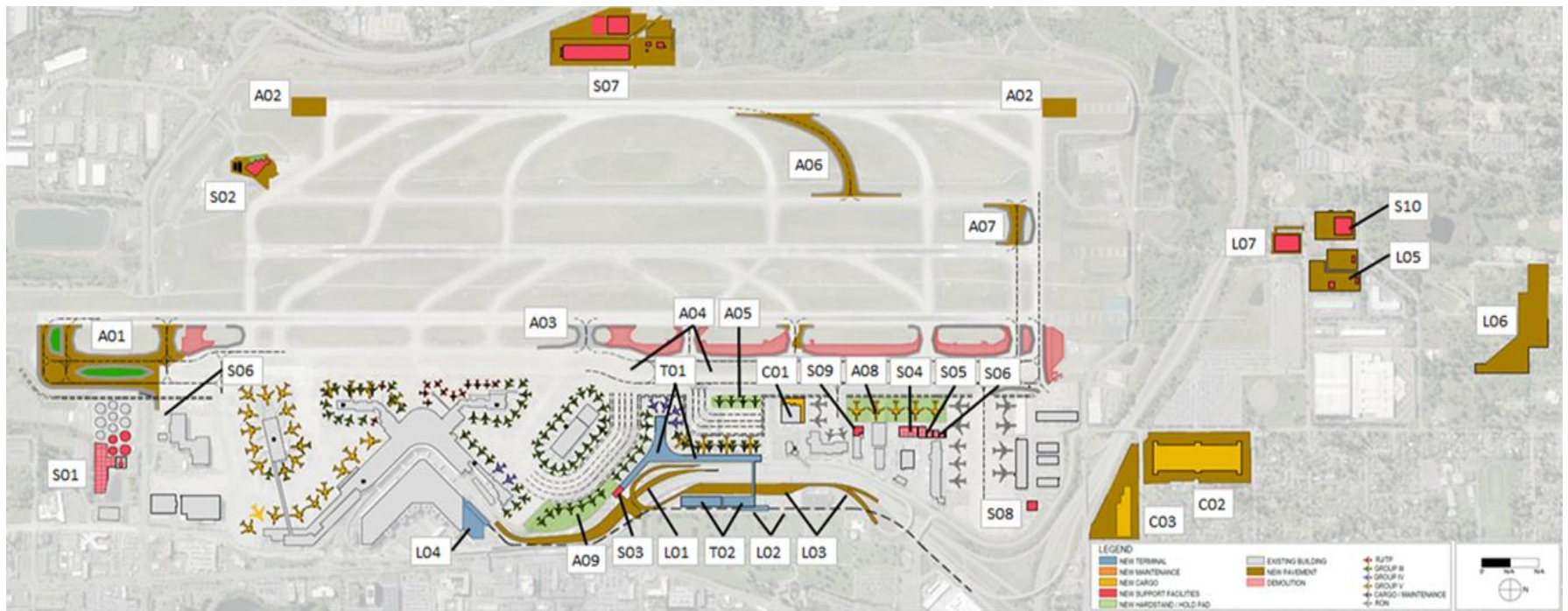
Noise Remediation Program

- Single-Family Sound Insulation
 - Approximately 140 potentially eligible
- Condominium Sound insulation
 - 3 complexes / 133 units potentially eligible
- Apartment Sound Insulation
 - 18 complexes / 903 units potentially eligible
- Places of Worship
 - 7 structures
- Voluntary Acquisition of South 3rd Runway Approach Transition Zone (ATZ)
 - 1 apartment building / 2 single family homes



Sustainable Airport Master Plan

Environmental review underway





PORT FACILITIES

Maritime Division Projects

- * Pier 66 Shore Power
- * New T46 Cruise Terminal - delayed
- * Cruise Upgrade for COVID-19
- * Terminal 91 New Cruise Gangways

2021-2025 Capital Budget of \$367mil

Economic Development Division – Real Estate

- * 4,300 Acres
- * 40 Acres of Parks

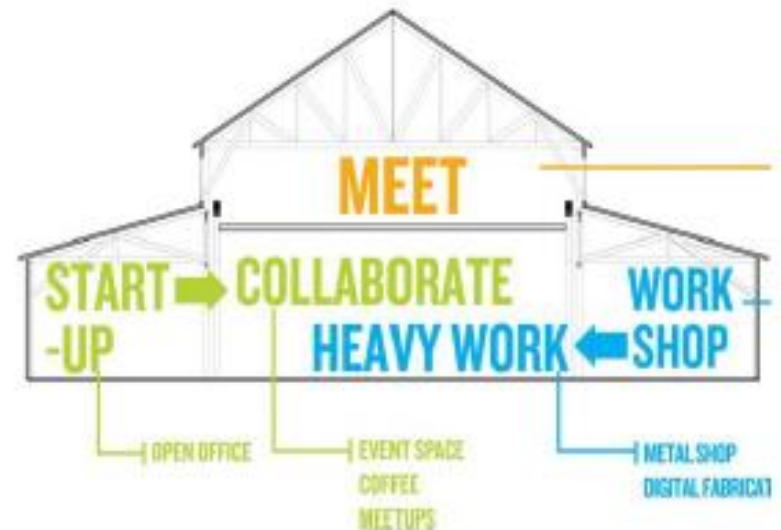
Projects:

- * Terminal 91 Uplands
- * Fishermen's Terminal Development
- * Pier 69 Underdock Utilities
- * Pier 69 Clerestory & Skylight Replacement
- * Maritime Innovation Center



2nd Largest Land Owner in King County

Maritime Innovation Center Construction Authorization



The Northwest Seaport Alliance

- * Consolidated Container Cargo Operations between Tacoma & Seattle
- * Single Commercial Entity
- * 50/50 Ownership
- * 3rd Largest Gateway in N.A.
- * Supports WA AG & MFG
- * Economic Impact:
 - * 48,000 Jobs
 - * \$4.3B Business Revenue
 - * \$1.1B State & Local Taxes



Collaboration Improves Asset Utilization, Creates Jobs, and Our Competitive Position

The Northwest Seaport Alliance

- * Terminal 46 Central Lighting Controls
- * Terminal 46 NW Bulkhead Rehabilitation
- * Terminal 18 Dock Rehabilitation
- * Terminal 18 Shore Power

Executed in North Harbor by the Port of Seattle
for the Alliance

Environmental Stewardship

Air Emissions & Energy
Reduction Programs
Storm Water Management
Habitat Restoration
Clean Up & Remediation



- Lower Duwamish Waterway Clean Up
- Terminal 25 South Habitat Creation
- Terminal 5 Access Bridge

Be the Greenest & Most Energy Efficient Port in N.A.

Harbor Island Marina Improvement Projects



<https://www.portseattle.org/business/bid-opportunities>

Diversity in Contracting - Bid Opportunities



View/Register for Current Bid Opps
VendorConnect



View Future Bid Opportunities



VendorConnect External User Guide



Find Certified Firms

Minority, Women and Disadvantaged
Business Enterprises



Contractor Data System

Log in to CDS