



Port of Seattle Special Commission Business Meeting

October 13, 2026



COMMISSION SPECIAL MEETING AGENDA

October 13, 2026

To be held virtually via MS Teams and in person at Port of Seattle Headquarters Building, Commission Chambers, located at 2711 Alaskan Way, Seattle Washington. You may view the full meeting live at meetings.portseattle.org. To listen live, call in at +1 (206) 800-4046 or (833) 209-2690 and Conference ID 768 270 447#

ORDER OF BUSINESS

9:30 a.m.

1. CALL TO ORDER

2. EXECUTIVE SESSION – *if necessary, pursuant to RCW 42.30.110 (executive sessions are not open to the public)*

► 12:00 p.m. – PUBLIC SESSION

Reconvene or Call to Order and Pledge of Allegiance

3. APPROVAL OF THE AGENDA *(at this time, commissioners may reorder, add, or remove items from the agenda)*

4. SPECIAL ORDERS OF THE DAY

5. EXECUTIVE DIRECTOR'S REPORT

6. COMMITTEE REPORTS

7. PUBLIC COMMENT – *procedures available online at <https://www.portseattle.org/page/public-comment-port-commission-meetings>*

During the regular order of business, those wishing to provide public comment (in accordance with the Commission's bylaws) on Commission agenda items or on topics related to the conduct of Port business will have the opportunity to:

1) Deliver public comment via email: All written comments received by email to commission-public-records@portseattle.org will be distributed to commissioners and attached to the approved minutes. Written comments are accepted three business days prior to the meeting and before 9 a.m. on the day of the meeting. Late written comments received after the meeting, but no later than the day following the meeting, will be included as part of the meeting record. All written comments must identify the purpose of the writing is for public comment at a Commission meeting.

2) Deliver public comment via phone or Microsoft Teams conference: To take advantage of this option, please email commission-public-records@portseattle.org with your name and agenda item or topic related to the conduct of Port business you wish to speak to by 9:00 a.m. PT on Tuesday, October 13, 2026. **(Please be advised that public comment is limited to agenda items and topics related to the conduct of Port business only.)** You will then be provided with instructions and a link to join the Teams meeting.

3) Deliver public comment in person by signing up to speak on your arrival to the physical meeting location: To take advantage of this option, please arrive at least 15 minutes prior to the start of any regular meeting to sign up on the public comment sheet available at the entrance to the meeting room to speak on agenda items and topics related to the conduct of Port business.

For additional information, please contact commission-public-records@portseattle.org.

8. CONSENT AGENDA (*consent agenda items are adopted by one motion without discussion*)

8a. Approval of the Regular Meeting Minutes of September 22, 2026. **(no enclosure)**

8b. Monthly Notification of Prior Executive Director Delegation Actions September 2026. **(memo enclosed)**
– For Information Only.

8c. Authorization for the Executive Director to Establish Budget Authority of \$10,000,000 and Contracting Authority for One or Multiple Vendor Agreements to Supply Fuel Commodities and Fueling Services for a Five-Year Period to Ensure Uninterrupted Fueling Across Port Operations. **(memo enclosed)**

8d. Authorization for the Executive Director to Execute an Indefinite Delivery, Indefinite Quantity Contract for Technology Services as Needed to Support Systems, Projects, and Services for a Total Amount Not-to-Exceed \$3,000,000, with a Contract Ordering Period Not to Exceed Five Years. There is no funding request associated with this authorization. **(memo enclosed)**

8e. Authorization for the Executive Director to Approve Funding in the Amount of \$1,200,000 for Design and Long Lead Material Procurement for the T91 Feeder 205 Replacement Project for a Total Project Authorization of \$1,250,000, and an Estimated Total Project Cost of \$3,900,000. (CIP #C802159) **(memo and presentation enclosed)**

8f. Authorization for the Executive Director to Take All Steps Necessary to Complete Two Construction Contracts for 2027 Airfield Projects and Limited Utility Installation Scope on Behalf of the S Concourse Evolution Program Located at the Cargo 7 Hardstand Area, in the Requested Amount of \$40,000,000 and a Total Estimated Project Cost of \$400,000,000. (CIP #C801379) **(memo and presentation enclosed)**

8g. Authorization for the Executive Director to Authorize the 2027 Rate Amendment Agreement in the Amount of up to \$2,232,250 for Services Provided by South Correctional Entity (SCORE) in Conjunction with the SCORE Interlocal Agreement for Inmate Housing with the Port of Seattle. **(memo, amendment, and agreement enclosed)**

9. UNFINISHED BUSINESS

- 9a. Authorization for the Executive Director to Execute a Contract for Security Services to Support Employee Parking Operations at the North Employee Parking Lot and Three New Leased Parking Lots Known as Lots A, C, and M for a Total Estimated Cost of \$6,200,000.00 Over Five Years, and Request for \$700,000 to Fund and Maintain Existing Security Coverage for the Duration of the Request for Proposal Process and Through the Contract's Final Extension (October 2027), for a Total Authorization Requested of \$6,900,000. (Postponed from September 22, 2026) **(memo and presentation enclosed)**

10. NEW BUSINESS

- 10a. Introduction and Adoption of Resolution No. 3855: A Resolution of the Port of Seattle Commission Expressing Opposition to Initiative Measure No. IL26-638, Concerning Sex Verification Requirements for Participation in Girls' School Sports, Appearing on the November 3, 2026, General Election Ballot; and Reaffirming the Commission's Commitment, First Expressed in Order No. 2022-08, to Protect the Privacy of Personal Health Information and Health Care Decisions. **(memo and resolution enclosed)** *(Consolidation of readings is requested, to allow adoption on the same day as introduction.)*
- 10b. Introduction and Adoption of Resolution No. 3856: A Resolution of the Port of Seattle Commission Expressing Opposition to Initiative Measure No. IL26-001, Concerning the Disclosure of Private Student Medical and Mental Health Records Without Student Consent, Appearing on the November 3, 2026, General Election Ballot; and Reaffirming the Commission's Commitment, First Expressed in Order No. 2022-08, to Protecting the Privacy of Personal Health Information and Health Care Decisions. **(memo and resolution enclosed)** *(Consolidation of readings is requested, to allow adoption on the same day as introduction.)*

11. PRESENTATIONS AND STAFF REPORTS

- 11a. 2027 Aviation Division Operating and CIP Budgets Briefing.
(memo and presentation enclosed)
- 11b. 2027 Maritime Division Operating and CIP Budgets Briefing.
(memo and presentation enclosed)

12. QUESTIONS on REFERRAL to COMMITTEE and CLOSING COMMENTS

13. ADJOURNMENT



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**APPROVED MINUTES
COMMISSION REGULAR MEETING
September 22, 2026**

The Port of Seattle Commission met in a regular meeting Tuesday, September 22, 2026. The meeting was held at the Seattle-Tacoma International Airport Conference Center, located at 17801 International Blvd, Seattle Washington, and virtually on Microsoft Teams. Commissioners Calkins and Felleman were excused from attendance.

1. CALL to ORDER

The meeting was convened at 12:07 p.m. by Commission Secretary Sam Cho who led the flag salute.

2. EXECUTIVE SESSION pursuant to RCW 42.30.110

No executive session was held.

3. APPROVAL of the AGENDA

The agenda was approved, as presented.

4. SPECIAL ORDERS OF THE DAY

4a. Presentation of Lifesaving Award.

Executive Director introduced the Special Orders of the Day presentation of the Port's first Lifesaving Award, joined by Port of Seattle Fire Chief Randy Krause and Interim Port of Seattle Police Chief Sean Gillebo. The Lifesaving Award is a newly designed recognition opportunity to distinguish non-first responder individuals who provide lifesaving actions on another's behalf. Executive Director Metruck welcomed the award recipient, Papaloea Seiuli, Port of Seattle Security Access Specialist.

Chief Krause and Chief Gillebo spoke regarding the incident occurring on Sunday, May 17, 2026, at the Seattle-Tacoma International Airport where Mr. Seiuli responded to a family in distress with an acutely ill child. Through Papaloea's efforts, lifesaving measures were administered to the child while first responders were in route, allowing first responders to arrive and transport the child for additional medical intervention.

Mr. Seiuli was nominated by his peers for the award. Executive Director Metruck, Members of the Commission, and Chief Krause and Chief Gillebo thanked Papaloea for his compassionate and selfless assistance, presenting him with the Lifesaving Award.

Digital recordings of the meeting proceedings and meeting materials are available online – www.portseattle.org.

5. EXECUTIVE DIRECTOR'S REPORT

Executive Director Metruck previewed items on the day's agenda and made general and meeting-related announcements.

6. COMMITTEE REPORTS

Committee Strategic Aide, Preston Tucker, provided the committee reports as follows:

Sustainability, Environment, and Climate (SEAC) Committee

Commissioners Calkins and Felleman convened the SEAC Committee on September 15, 2026. The committee received an update on Phase 1 of the SEF T91 project, including the status of the overall project. The committee also received a briefing on the Port's Green Marine certification.

Portwide Arts and Culture Board

Commissioners Mohamed and Felleman joined Port staff and public members of the Port's Public Art Board for a committee meeting on September 15, 2026. The committee discussed ongoing public art projects and the art team's capacity to oversee the maintenance of existing artwork and the development of new projects at both the seaport and airport. Members also discussed revising the Board's internal governance guidelines and filling the ninth vacant position on the Board. The Board agreed to elect a new member by proxy vote via email before its next scheduled quarterly meeting. All Board members may submit nominations for the vacant position by October 1, 2026.

7. PUBLIC COMMENT

- The following person spoke regarding the Sustainable Airport Master Plan (SAMP) State Environmental Policy Act (SEPA) draft Environmental Impact Statement (DEIS), and the near-airport cities submitting comments in opposition to the plan, citing economic and environmental justice: Brian Davis, Burien Airport Committee.
- The following person spoke regarding the Africa Lounge at SEA and asked the Port Commission to extend their time in the airport to allow them to build-out a new space comparable in size to their current space, preserving the 38 jobs the restaurant currently provides: Eddie Rye Jr.
- The following people spoke regarding the TNC rideshare lot and need for safe and covered permanent prayer space, and in the interim, a temporary shelter: Mohamud Adan; Dirie Halane; and Abdirahman Awed, drivers' union.
- The following person spoke regarding American Cruise Lines' (ACL) operations at Shilshole Bay Marina and asked the Port to reconsider their agreement with the Port, speaking regarding their unsafe labor practices and violation of Port rules: Chris Peeler.
- The following person spoke regarding support for the minority-owned business, Africa Lounge, and asked the Port of Seattle to work to continue Africa Lounge's presence at SEA by providing comparable replacement space to their current space at SEA: Heyward Evans, Seattle-King County NAACP.
- The following person spoke regarding SEA airport workers, their need for affordable health care, and their requests for Port assistance: Nancy Kibocha, SEIU6. The following people shared their support through a demonstration of silence: Bruce Batul; Osman Mohamed; Hayat Hassen;

Chalacew Shiref; Maria Rivera Monroy; Cece Hooks; Nihal Mohamed; Anthony Simpson; Muna Aidid; Koami Mfanmna; and Kalkiden Mulat, SEIU6.

[Clerk's Note: No written comments were received for this meeting.]

8. CONSENT AGENDA

[Clerk's Note: Items on the Consent Agenda are not individually discussed. Commissioners may remove items for separate discussion and vote when approving the agenda.]

8a. Approval of the Regular Meeting Minutes of September 9, 2026.

8b. Approval of the Claims and Obligations for the Period of August, 2026, through August 31, 2026, Including Accounts Payable Check Nos. 965034 through 965557 in the Amount of \$17,257,204.41; Accounts Payable ACH Nos. 087442 through 088308 in the Amount of \$66,126,505.31; Accounts Payable Wire Transfers Nos. 069732 through 069756 in the Amount of \$17,553,458.27; Payroll Check Nos. 230802 through 230911 in the Amount of \$110,964.15; and Payroll ACH Nos. 1333720 through 1338967 in the Amount of \$19,830,461.42, for Total Payments of \$120,878,593.56.

Request document(s) included an agenda memorandum.

8b.1 Approval of the Claims and Obligations for the Period of July 1, 2026, through July 31, 2026, Including Accounts Payable Check Nos. 964498 through 965033 in the Amount of \$12,525,339.67; Accounts Payable ACH Nos. 086482 through 087441 in the Amount of \$87,712,227.98; Accounts Payable Wire Transfers Nos. 069713 through 069731 in the Amount of \$20,340,614.23; Payroll Check Nos. 230632 through 230801 in the Amount of \$194,828.12; and Payroll ACH Nos. 1325898 through 1333719 in the Amount of \$30,428,509.89, for Total Payments of \$151,201,519.89

Request document(s) included an agenda memorandum.

8c. Authorization for the Executive Director to Sign and Execute an Administrative Settlement Agreement and Order on Consent with the Environmental Protection Agency Requiring Removal Design and Removal Action at Terminal 25 South (T-25S).

Request document(s) included an agenda memorandum, agreement, and presentation.

The motion to approve the Consent Agenda, made by Commissioner Mohamed, carried by the following vote:

In favor: Cho, Hasegawa, and Mohamed (3)

Opposed: (0)

9. UNFINISHED BUSINESS

- 9a. Authorization for the Executive Director to Execute a Contract for Security Services to Support Employee Parking Operations at the North Employee Parking Lot and Three New Leased Parking Lots Known as Lots A, C, and M for a Total Estimated Cost of \$6,200,000.00 Over Five Years, and Request for \$700,000 to Fund and Maintain Existing Security Coverage for the Duration of the Request for Proposal Process and Through the Contract's Final Extension (October 2027), for a Total Authorization Requested of \$6,900,000. (Postponed from September 9, 2026).**

Requested document(s) included an agenda memorandum and presentation.

Presenter(s):

Peter Lindsay, Assistant Director Airport Operations Business Unit, Landside Operations
Sariah Adviento, Airport Ops Development Manager, Landside Operations

Clerk Hart read Item 9a into the record and Executive Director Metruck introduced the item.

Commission Secretary Cho advised that the main motion was on the floor from the September 9, 2026, Commission meeting and postponed to today's meeting.

The presentation addressed:

- locations of four remote parking sites – the North Employee Parking Lot; Lot A; Lot C; and Lot M;
- purpose of the action to provide on-site security guard services for 24-hour, 7-days a week, 365 days a year service;
- scope of the agreement – to provide security guard presence, regular operational reports and daily logs, access control, and supplemental security;
- a map of the facilities;
- action requested – to execute a new contract for security services in Q4 2027 to support employee parking operations at these lots over a five-year period; and
- contract schedule.

Discussion ensued regarding:

- if there has been communication with members of the union who have raised concerns regarding this agreement;
- comparison and differences between security screening work that happens at the airport and the job of security at the employee lots;
- options included in the memo, specifically Option 2 which allows these services to be managed and operated internally by the Port of Seattle, and who would perform the functions internally – landside operations and would be a new scope for the division, as the services are currently contracted out.

Commissioner Mohamed inquired regarding receiving additional information regarding the scope of the work. Peter Lindsay, Assistant Director of Airport Operations Business Unit, Landside Operations, responded by detailing the current operational model and noted that a staffing plan would need to be created and employees provided to support the work internally.

Commissioner Mohamed requested the additional information be provided regarding staffing and supporting the services in-house. She further requested a meeting be arranged with those union members who have elevated the issue for Commissioners to participate with them in advance of the October 13, 2026, meeting.

The motion, to postpone to a time certain of October 13, 2026, made by Commissioner Hasegawa, carried by the following vote:

In favor: Cho, Hasegawa, and Mohamed (3)

Opposed: (0)

10. NEW BUSINESS

10a. Authorization for the Executive Director or his Designee to Execute a Lease and Concession Agreement for a Non-Aeronautical Financial Institution (Credit Card) Lounge on A Concourse with AD Partnership, LLC, Operating a Chase Sapphire Lounge.

Requested document(s) included an agenda memorandum and presentation.

Presenter(s):

Jeff Wolf, Director Aviation Commercial Management
Khaila Moore-Parkes, Assistant Director Airport Dining and Retail
Scott Van Horn, Manager Airport Dining and Retail Business Development

Clerk Hart read Item 10a into the record and Executive Director Metruck introduced the item.

The presentation addressed:

- the action requested to authorize the Executive Director to execute the lease and concessions agreement for a non-aeronautical airport lounge on A Concourse;
- previous aviation lounge plans were to provide a Port-controlled premium lounge product to the traveling public – as part of the Delta Lounge buildout, a secondary lounge was built to support A Concourse Shared-Use Lounge operations;
- Commission's prior approval in April 2025 approving the completion of a new A Concourse Shared-Use Lounge project;
- utilizing the space for non-aero revenue through the project;
- location of the lounge;
- lease terms;
- lounge amenities offering; and
- lounge renderings.

Discussion ensued regarding:

- why another lounge is needed;
- the nature of Chase Sapphire and the card holders it will serve;
- who will have access to the lounge;
- the Request for Information process used and other responses to the RFI; and
- the desire to understand the lounge further prior to considering adoption of the item.

The motion was made by Commissioner Mohamed to approve Item 10a.

The motion was made by Commissioner Mohamed, to postpone Item 10a to a time certain of October 27, 2026, carried by the following vote:

In favor: Cho, Hasegawa, and Mohamed (3)

Opposed: (0)

11. PRESENTATIONS AND STAFF REPORTS

11a. Green Marine International Environmental Certification Program Briefing.

Presentation document(s) included an agenda memorandum and presentation.

Presenter(s):

Stephanie Jones Stebbins, Managing Director of Maritime
Sarah Ogier, Director of Maritime Environment and Sustainability
Michael DeSota, Sr. Enviro. Program Manager, Enviro. Planning Permit and Compliance
Eleanor Kirtley, Sr. Program Manager, Green Marine (External Presenter)

Clerk Hart read Item 11a into the record and Executive Director Metruck introduced the item.

The presentation addressed:

- green marine – the most comprehensive environmental program for the maritime industry that exists today;
- membership;
- the Green Marine International Strategic Plan;
- value proposition;
- program scope and performance indicators;
- performance indicator framework and development;
- annual certification process;
- Port of Seattle 2025 results;
- Port of Seattle's sustained record of leadership;
- Program communication tools; and
- why certification matters.

Discussion ensued regarding:

- value to the Port through participation in the program;
- rationale for changes in the Port's community impact score due to changing criteria of the program; and
- membership fee and the full annual cost including staff time.

Members of the Commission thanked the team for their presentation and their work.

11b. 2027 Central Services Preliminary Budget and Portwide Rollup Briefing.

Presentation document(s) included an agenda memorandum and presentation.

Presenter(s):

Chris Wimsatt, Chief Financial Officer

Michael Tong, Director of Corporate Budget

Clerk Hart read Item 11b into the record and Executive Director Metruck introduced the item.

The presentation addressed:

- 2027 budget timeline;
- strategy to budget;
- environmental scan summary;
- budget strategies;
- 2020 – 2027 portwide O&M budget summary;
- Central Services proposed 2027 budget;
- 2027 Central Services budget results;
- modified zero-based budget summary by department;
- 2027 Central Services payroll budget;
- 2027 Central Services full-time employee summary;
- 2027 Central Services non-payroll budget;
- 2027 Operating Expense budget changes;
- 2027 baseline budget summary;
- 2027 new budget requests summary;
- approved 2027 division new budget request items;
- Central Services equity spending trend;
- 2027 Central Services equity spending highlights;
- equity impact from budget reductions;
- Portwide community programs;
- 2027 port community program funding by activity;
- 2027 port community program funded by the levy;
- Central Services Capital Projects summary;
- Commission authorized projects;
- projects pending authorization;
- small capital projects; and
- the remaining 2027 budget schedule.

Discussion ensued regarding:

- financial sustainability;
- funding for port community programs – some equity spending included;
- the cost of operating community programs;
- ranking priority of need for ICT projects;
- engineering capacity and any impacts on capital projects as a result; and
- the Commission Office budget – making sure all is transparent, including full-time employees.

Members of the Commission thanked the budget team for their presentation and their work.

12. QUESTIONS on REFERRAL to COMMITTEE and CLOSING COMMENTS

Commissioner Hasegawa wished everyone a happy Yom Kippur.

13. ADJOURNMENT

The meeting adjourned at 3:15 p.m.

Prepared:

Attest:

Michelle M. Hart, Commission Clerk

Sam Cho, Commission Secretary

Minutes approved: October 13, 2026

COMMISSION
AGENDA MEMORANDUM
FOR INFORMATION ONLY

Item No. 8b
Date of Meeting October 13, 2026

DATE: October 1, 2026
TO: Stephen P. Metruck, Executive Director
FROM: Karen R. Goon, Deputy Executive Director

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

APPROVAL SUMMARY

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

Category of Approval	Request#	Description of Approvals September 2026	Category Amount
Projects & Associated Contracts	3040-2026	Audio Visual System Refresh AoB Conference Center	\$1,184,830.00
Projects & Associated Contracts	2875-2026	Parking Garage Dry Standpoint Budget Amendment (C802128)	\$110,000.00
Projects & Associated Contracts	2899-2026	T106 S Nevada St Drainage Improvement	\$620,000.00
Projects & Associated Contracts	2950-2026	Budget and Procurement Authorization for a Second Rubber Removal Truck – Aviation	\$1,500,000.00
Projects & Associated Contracts	2973-2026	Delegation of Authority to Submit Grant Application 2026 NOAA Seattle Waterfront Sea Level Rise Vulnerability Assessment in Grants.gov	\$1,000,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	2989-2026	Request to Amend Budget for RFP Leave Administration for Port Employees	\$1,500,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	3017-2026	Law Enforcement Officers Reimbursement Program (LEORP) - 2026 SEA Individual Agreement	\$410,625.00

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Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	3001-2026	Credential Center Services Contract Increase	\$540,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	3036-2026	ORAT Software Renewal Contract	\$330,000.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	2970-2026	2026 Annual USDA Interlocal Agreement for Waterfowl Management	\$2,500.00
Non-Project Procurement of Goods & Purchased Service Contracts, Other Contracts, & Tenant Reimbursement	2978-2026	Funding Request for FV New St Joseph Salvage and Disposal	\$750,000.00
Real Property Agreement		No Approvals in September	
Utilization of Port Crews		No Approvals in September	
Sale of Surplus Port Property		No Approvals in September	
Total Value of Executive Director Approvals			\$7,947,955.00

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

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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

October 13, 2026

DATE : October 7, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Daniel Alter, Mgr AV Maint-Fleet
Mike Tasker, Dir AV Maint
Eric Schaefer, Asst Dir Aviation Maint
Louis Ekler, Asst Mgr AV Maint-Fleet

SUBJECT: Bulk Fuel Contract

Amount of this request: \$10,000,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to establish budget authority of \$10,000,000 million and contracting authority for one or multiple vendor agreements to supply fuel commodities and fueling services for a five-year period.

EXECUTIVE SUMMARY

The current fuel contract's budget authority is forecasted to be financially exhausted during 2027, and a singular or multiple contracts must be executed in 2026 to ensure continued fueling support for Port of Seattle fleet operations, emergency response assets, and stationary generators.

JUSTIFICATION

The contract(s) will be used for Port vehicles equipment and will supply required fuel including renewable diesel.

Diversity in Contracting

Diversity in Contracting reviewed the scope of work and the available marketplace and believe that there are not enough WMBE firms in the area that perform this type of work to reasonably justify setting a WMBE participation goal. In addition, subcontracting does not present a viable option for this project.

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DETAILS

The Aviation Maintenance Division, in coordination with Marine Maintenance, seeks Commission authorization for a new five-year bulk fuel contract(s) to ensure uninterrupted fueling across Port operations. The current contract is forecasted to be depleted in 2027, requiring execution of a new agreement in 2026 to maintain reliable support for fleet vehicles, emergency response units, stationary generators, and all Aviation and Maritime fueling locations. The prior contract exhausted early primarily due to higher than anticipated use of emergency fuel for maintenance and repairs.

The new contract(s) will supply a full range of conventional and renewable fuels—including gasoline, diesel, biodiesel, renewable diesel, R99, renewable gasoline, propane, and renewable propane and will provide essential fueling services such as bulk delivery, onsite fueling, wet hosing, and emergency response fueling during severe weather or operational disruptions.

In alignment with the updated scope, the contract(s) will also include the option of comprehensive fuel quality management through routine fuel testing, laboratory analysis, fuel polishing, fuel additive application during bulk drops and long-term storage, remote tank monitoring and scheduled generator fuel testing and servicing to ensure emergency power systems remain prepared and compliant.

The contract(s) will offer flexibility to incorporate emerging alternative fuels as they become available. Estimated expenditures total approximately \$10,000,000 million over five years, supporting operational readiness, fuel reliability, and sustainability goals consistent with the Port’s Sustainable Fleet Plan.

Approval will enable the Central Procurement Office to conduct a competitive process and secure vendors that provide best value, stable fuel supply and comprehensive fuel quality services.

Purchases from Year over Year

The chart below shows fuel purchases from the last twelve months. This has been a low usage period due to a low number of emergency fuel needs (typically needed for emergency power via generators and major snow events).

Item Code Desc	Quantity	Avg. Price	Sale Amt.
87 Gasoline	142,042.30	\$3.91	\$555,478.41
Renewable Diesel 99%	46,761.80	\$4.42	\$206,794.29
#2 Diesel Offroad	3,820.70	\$4.06	\$15,494.87
Total Gallons 9-26-25 to 9-25-26	192,624.70		\$793,104.63

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Scope of Work

The bulk fuel contract(s) will provide a full range of fuel products including gasoline, diesel, biodiesel, renewable diesel, and emerging alternative fuels. Services cover delivery to all Aviation and Maritime fuel sites, ensuring uninterrupted availability for fleet vehicles, emergency response requirements for inclement weather, emergencies, and generator systems.

The contract(s) will include emergency fueling capability, enabling rapid onsite refueling during severe weather or operational emergencies. The contract(s) will also provide fuel testing, quality analysis, and fuel polishing services to maintain storage integrity and ensure reliable performance of both underground, above ground, and emergency generators.

Supporting services include the use of fuel additives during deliveries or for long term storage to prevent contamination, degradation, or cold weather issues. The contract(s) will also include generator fuel testing, remote fuel monitoring, and service to verify fuel quality and ensure backup power systems fuel is operationally ready.

Schedule***Activity***

In-use date	Q1 2027
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Cost Breakdown

	This Request	Total Request
Total	\$10,000,000	\$10,000,000

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Use public fuel locations in lieu of on-site fueling and vendor services.

Cost Implications: Fuel costs would increase, with lost labor time estimated at 3,750 hours spent traveling to and from public local fuel sites.

Pros:

- (1) Reduction of fuel stored on-site, reducing environmental concerns.
- (2) No need to maintain fuel infrastructure or spend money on inventory.

Cons:

- (1) Increase in labor cost and complexity to refuel vehicles on an individual basis.
- (2) Not all Port equipment is road legal and would extend downtime for possible critical equipment waiting on remote fueling.
- (3) This alternative is reliant on public fuel locations in emergency cases.
- (4) The Port would need to issue more Fleet fuel cards which complicates our ability to reconcile fueling, reduces data being collected, increases exposure to fraud, and reduces or eliminates the Port's ability to procure alternative fuel vehicles.

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- (5) Non road legal and specialty equipment would need fuel delivered to individual vehicles or groups, increasing cost per gallon and complexity of operations.
- (6) 5,000 on-site fueling transactions would be moved to public fuel sites.
- (7) Sustainable lower CI fuels are not readily available.
- (8) Does not meet the full scope of desired contract meaning onsite generators would not be refueled.

This is not the recommended alternative.

Alternative 2 – Vendor provides services to fuel Port vehicles and equipment: fuel vendor would come on site with a fuel tanker to refuel Port vehicles on a scheduled basis.

Cost Implications: Cost would increase per gallon by about \$.50/gallon or about \$150,000/year.

Pros:

- (1) Reduction of Port labor time spent refueling Port vehicles and equipment.
- (2) No need to maintain fuel infrastructure or spend money on inventory.

Cons:

- (1) Vendor equipment and personnel would have to have access to Port property.
- (2) Increase in cost and complexity to refuel vehicles on an individual basis.
- (3) Difficult to correctly schedule enough supply without over-scheduling, increasing cost.
- (4) Additional risk of spills and fuel releases from mobile tankers.
- (5) Some Port properties do not allow wet hose/mobile fueling due to environmental regulations.
- (6) Lacks flexibility to provide fuel as needed.

This is not the recommended alternative.

Alternative 3 – Execute a singular or multiple agreements between Port of Seattle and vendor(s) (cooperative agreement or competitive process) to provide fuel and fuel services to be used by gasoline or diesel-powered equipment including Fleet for both the Aviation and Maritime fuel locations.

Cost Implications: Would stay the same as the current state as the Port currently has a contract for fuel.

Pros:

- (1) Proven effective for current operations.
- (2) Port can select the type of fuel used in vehicles and equipment.
- (3) Provides options for alternative lower CI fuels to allow higher rate of use.
- (4) Increases resiliency by giving options for onsite fuel quality checks and polishing.
- (5) Lowest cost option.

Cons:

- (1) Requires use of storage and space for onsite fuels.
- (2) Requires ongoing maintenance of Port fuel site infrastructure.

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

This will not increase cost to the Port as this is replacing a current fuel contract. Cost is expected to stay similar and fluctuate based on fuel consumption and price per gallon. The fuel cost expenses will be included in the annual operating budget.

Cost Estimate/Authorization Summary

Capital

Expense

Total

COST ESTIMATE			
Original estimate	\$0	\$10,000,000	\$10,000,000
AUTHORIZATION			
Previous authorizations	0	0	0
Current request for authorization	0	\$10,000,000	\$10,000,000
Total authorizations, including this request	0	\$10,000,000	\$10,000,000
Remaining amount to be authorized	\$0	\$0	\$0

Annual Budget Status and Source of Funds

Fuel cost is an annually budgeted item for AVM, Fire, and MM through the Port budget process.

ATTACHMENTS TO THIS REQUEST

None

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

The previous fuel contract was approved for \$7.75 million for seven years at the January 21, 2021 Commission meeting and is running out of funds earlier than initially projected.

**COMMISSION
AGENDA MEMORANDUM**

Item No.

8d

ACTION ITEM

Date of Meeting

October 13, 2026

DATE: October 2, 2026
TO: Stephen P. Metruck, Executive Director
FROM: Krista Sadler, Director Technology Delivery
SUBJECT: Technology Services Contract Authorization

Amount of this contract: \$3,000,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to execute an indefinite delivery, indefinite quantity (IDIQ) contract for technology services as needed to support systems, projects, and services for a total amount not to exceed \$3,000,000, with a contract ordering period not to exceed five years. There is no funding request associated with this authorization.

SUMMARY

The Information and Communication Technology (ICT) Department must intermittently utilize information technology contractors whenever specific services or unique technical skills are required or additional resources are needed temporarily for project delivery. For this contract, we would be looking for a vendor who can supply a wide range of skills to support our staff with emerging needs that we cannot immediately deploy existing staff to, or temporary needs that may not warrant even a limited duration hire.

In the past, examples of specialized systems skills included wireless network redesign, and upgrades to Maximo, Salesforce, and SharePoint. Resource requirements for these specialized services and skills can fluctuate significantly with project workloads and system maintenance requirements. It is therefore impractical to hire full-time staff to meet these short-term specialized needs. In addition, there are numerous occasions where these specialized skills are needed on short notice to resolve problems, implement a system enhancement, or quickly meet an unanticipated compliance issue.

IDIQ contracts provide the Port with the flexibility to meet business requirements as they arise by issuing individual service directives to accomplish tasks within a general, pre-defined scope of work on an as needed basis for a fixed period and a maximum contract amount. ICT is working with the Diversity in Contracting Department to determine the appropriate women- and-minority-owned business enterprise (WMBE) aspirational goal.

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Commission has previously authorized ICT to utilize this type of IDIQ contract five times over the past nineteen years to streamline the process of hiring temporary contractors to supplement Port technical staff. Commission last authorized this IDIQ in 2020.

There are no attachments to this memo.

**COMMISSION
AGENDA MEMORANDUM**

Item No.

8e

ACTION ITEM

Date of Meeting

October 13, 2026

DATE: September 11, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Jennifer Maietta, Director, Real Estate Asset Management
Brandon Klett, Capital Project Manager, Waterfront Project Management
Evan Conroy, Capital Project Manager, Waterfront Project Management

SUBJECT: T91 Feeder 205 Replacement Design/Long-Lead Purchase Request (C802159)

Amount of this request: \$1,200,000

Total estimated project cost: \$3,900,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to approve funding in the amount of \$1,200,000 for design and long lead material procurement for the Terminal 91 (T91) Feeder 205 Replacement Project (C802159) for a total project authorization of \$1,250,000, and an estimated total project cost of \$3,900,000.

EXECUTIVE SUMMARY

The electrical cable for Feeder 205 at T91 is at the end of its service life and requires immediate replacement. This project will remove and replace all existing electrical cables for Feeder 205 between Main Substation 2 (MSS 2) and Switch SW7. Feeder 205 includes three lengths of electrical cable that run from MSS 2 on the north end of the terminal to provide power to multiple locations onsite. This work will restore a primary reliable power source to Building W-40, Lift Station 7, Cruise Parking, and the Marine Maintenance North Operations (MMNO) building. The work will require scheduled power outages. Temporary power/lighting accommodations will be provided to impacted locations during construction.

The T91 Uplands Development Phase 1 project will perform similar electrical upgrades within the same duct bank in which Feeder 205 is located. Scope for T91 Feeder 205 Replacement will be incorporated into the progressive design-build (PDB) contract for T91 Uplands Development Phase 1 to consolidate work efforts that will be taking place in the same work area. Additionally, this approach provides the opportunity to strategically plan the duct bank work for both projects

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to reduce the overall required outage time, streamline electrical cable procurement, and capitalize on operational and construction efficiencies using a single contractor.

The current procurement lead-time for the required electrical cable is 65 weeks. This funding authorization will allow for early incorporation of the project into the T91 Uplands Development Phase 1 project, and rapid procurement of the cable to ensure minimization of impact due to material lead-time.

JUSTIFICATION

The Port of Seattle T91 Energy and IT Plan, published on September 18th, 2026, identified Feeder 205 Replacement as a priority project required to preserve the reliability of power distribution to some critical elements of the terminal, including Building W-40 (which is occupied by Independent Packers Corp, a cold storage operation), Lift Station 7, Cruise Parking, and Marine Maintenance North Operations (MMNO). This project is one of several asset preservation projects included in the capital plan that will ensure reliable power distribution throughout Terminal 91.

Feeder 205 was installed between 1997 and 1999. It was tested during an electrical condition assessment at T91 that was delivered to Waterfront Project Management in January 2026. The resulting measurements showed that insulation resistance readings for the feeder electrical cables are lower than the industry standard minimum and are at end of service life and in critical need of repair. Operating Feeder 205 in this condition increases the risk of power interruptions. If Feeder 205 fails, operational impacts affecting T91 operations, tenant operations at Building W-40, and the Cruise parking lot would result in costly temporary power requirements.

Diversity in Contracting

The design-builder for the T91 Uplands Development Phase 1 PDB contract has committed to a 25% WMBE aspirational goal with an additional 5% for veteran owned businesses.

DETAILS

Feeder 205 consists of three (3) electrical cables within a concrete encased duct bank. The project scope will include removal and replacement of the existing electrical cables for Feeder 205 between Main Substation 2 (electrical source) and Switch SS 7. The electrical cables of Feeder 205 between Maintenance Hole 16 and Substation 5 will also be demolished but not be replaced in accordance with the recommendations of the Port of Seattle T91 Energy and IT Plan. This work will require a scheduled temporary power outage to execute. Provisions for temporary power will be supplied to affected locations during construction.

Because the Terminal 91 Uplands project already planned to replace Feeder 207, the Feeder 205 project can utilize the same contract. This will allow more streamlined procurement. Coordinating the Feeder 205 work with the Feeder 207 work will also allow for fewer service alignment disruptions had the two projects been done separately.

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Scope of Work

The Feeder 205 replacement work will include the following components:

- (1) Demolition and removal of all existing electrical cables for Feeder 205 (roughly 5,100 linear feet)
- (2) Replacement of electrical cables from Main Substation 2 to Switch SW7 (roughly 3,100 linear feet)
- (3) New terminations at all equipment connection locations and in the maintenance holes between Main Substation 2 and Switch SW7
- (4) Provide temporary power/lighting to affected areas/buildings during construction

Schedule

This project will be coordinated with T91 Uplands Development Phase 1.

Activity

Commission design/long-lead authorization	2026 Quarter 4
Design/long-lead procurement start	2026 Quarter 4
Commission construction authorization	2027 Quarter 1
Construction Start	2028 Quarter 1
Feeder 205 in-use date	2028 Quarter 2

Cost Breakdown

	This Request	Total Project
Design	\$525,000	\$575,000
Electrical Cable (Long Lead Material) Procurement	\$675,000	\$675,000
Construction	\$0	\$2,650,000
Total	\$1,200,000	\$3,900,000

ALTERNATIVES AND IMPLICATIONS CONSIDERED**Alternative 1 – Do nothing**

Cost Implications: Savings of \$3.9M to Capital Plan.

Pros:

- (1) Retain Port capital for other projects and financial initiatives
- (2) Avoid disruptions due to removal of existing cable and installation of new cable

Cons:

- (1) Existing cables do not meet reliable power standards
- (2) Increased risk of power interruptions to Port and tenant operations due to Feeder 205 cable failure, in the event of an unscheduled outage, the cost for generators to provide emergency power would be high

This is not the recommended alternative.

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Alternative 2 – Demolish and replace all existing cable for Feeder 205

Cost Implications: Anticipated costs will be higher than recommended alternative due to extended scope. Estimated cost \$5M.

Pros:

- (1) Full replacement of Feeder 205 cable as it exists today, including between Maintenance Hole 16 and Substation 5 would provide power redundancy to Substation 5.
- (2) Extends service life of Feeder 205 by 25-30 years

Cons:

- (1) Full power redundancy is not required
- (2) This is a more costly approach
- (3) Substation 5 location will likely move with the Substation 5 Replacement project, requiring new cable to be pulled at that time

This is not the recommended alternative.

Alternative 3 – Demolish all electrical cable for Feeder 205 and replace only the electrical cable between Main Substation 2 and Switch SW7

Cost Implications: Estimated cost of \$3.9M.

Pros:

- (1) Meets the goal of providing reliable power to the designated locations (Building W-40, Lift Station 7, Cruise Parking, MMNO) per the Port of Seattle Terminal 91 Energy and IT Master Plan
- (2) Extends service life of Feeder 205 by 25-30 years
- (3) Achieves project goal at a lower cost

Cons:

- (1) Does not provide power redundancy to the current Substation 5 location

This is the recommended alternative.

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

	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$3,900,000	\$0	\$ 3,900,000
AUTHORIZATION			
Previous authorizations	\$50,000	\$0	\$50,000
Current request for authorization	\$1,200,000	\$0	\$1,200,000
Total authorizations, including this request	\$1,250,000	\$0	\$1,250,000
Remaining amount to be authorized	\$2,650,000	\$0	\$2,650,000

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Annual Budget Status and Source of Funds

This project is proposed in the 2027 Capital Plan under C802159 T91 Feeder 205 Replacement with a total project cost of \$3,038,000.

This project is funded by the General Fund.

Financial Analysis and Summary

Project cost for analysis	\$3,900,000
Business Unit (BU)	Maritime Portfolio Management
Effect on business performance (NOI after depreciation)	This project will increase annual depreciation by approximately \$156K based on an estimated 25-year service life.
IRR/NPV (if relevant)	N/A
CPE Impact	N/A

Future Revenues and Expenses (Total cost of ownership)

This project will provide reliable and resilient electrical power to the facilities powered by Feeder 205 for the next 25-30 years. The Port assets that are currently powered by Feeder 205 are Building W-40, Lift Station 7, Marine Maintenance North Operations building, and Cruise Parking. Maintaining existing assets will preserve the economic vitality of Port operations and serve the Port, tenants, and their customers by providing a safe and sustainable working environment.

ATTACHMENTS TO THIS REQUEST

- (1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

None

T91 Feeder 205 Replacement Design/Long- Lead Purchase Funding

WP# N10958 / CIP# C802159

Jennifer Maietta, Director, Real Estate Asset Management
Brandon Klett, Capital Project Manager, Waterfront Project Management
Evan Conroy, Capital Project Manager, Waterfront Project Management



Action Requested

- Request Commission authorization for the Executive Director to approve funding in the amount of \$1,200,000 for design and long lead material procurement for the T91 Feeder 205 Replacement project (C802159) for a total project authorization of \$1,250,000, and an estimated total project cost of \$3,900,000.

Overview

- Project Justification
- Project Scope
- Project Budget
- Project Risks
- Preliminary Schedule



Project Justification

- Feeder 205 is designated as the primary power source to Building W-40, Lift Station 7, Cruise Parking, and Marine Maintenance North Operations (MMNO). This project will restore this feeder as a reliable power source, supporting asset preservation at T91.
- Per an electrical assessment conducted in January 2026, Feeder 205 is at the end of its service life.
- If Feeder 205 fails, operational impacts affecting Port T91 Operations, cold storage tenant operations at Building W-40, and the Cruise parking lot would result in costly temporary power requirements.
- The cable required for this replacement currently has a 65-week lead-time. Ordering the cable early will help offset that length of time.

Project Scope

- The project scope will include the following:
 - Removal of all existing electrical cable in Feeder 205.
 - New feeder cable installation from Main Substation 2 (electrical source) to Switch SW7.
 - New terminations at source location, equipment connection locations, and all maintenance hole locations.
 - This work will require power outages, so temporary power/lighting will be supplied to affected locations during construction.

Project Location – T91



- Feeder 205 from MSS-2 to SW-7- scope includes demolition and replacement of existing electrical cable
- Feeder 205 from MH-16 to Sub 5 - scope includes only demolition of existing electrical cable

Project Budget

Cost Breakdown	This Request	Total Project
Design	\$525,000	\$575,000
Cable Purchase	\$675,000	\$675,000
Construction	0	\$2,650,000
Total	\$1,200,000	\$3,900,000

Project Risks

RISKS	DESCRIPTION	PROBABILITY	IMPACT	MITIGATION
Lead-time length could increase	The lead-time on the electrical cable has increased over the past several months. There is a risk that the lead time could increase further if we wait to order the cable.	Med 	High 	We are requesting funding to order the cable early to minimize potential for longer lead-times.
Electrical cable cost increase	The cost of copper, which is an integral component of electrical cable, has increased significantly over the last year. There is the risk the cost of cable could increase even more if we wait to order the required cable.	Med 	Med 	We are requesting funding to order the cable early to minimize potential for increased material cost.
Existing conduit could be in poor condition	There is a risk that after the existing electrical cable is removed from the existing conduit that the conduit could be found to be in poor condition. This would prevent existing conduit from being reutilized for the new cable which could necessitate installation of new conduit.	Low 	Med 	The electrical assessment conducted in January found that the spare conduit in the duct bank is still in good condition. If the current conduit is not usable, we believe we can use the spare conduit instead.
Coordination with overlapping projects at Terminal 91	There are many other projects scheduled on Pier 91 that could impact one another if not coordinated effectively: T91 Uplands Development, T91 Feeder 102 Replacement, T91 Communication Infrastructure, T91 Lighting Upgrade, T91 Fiber Infrastructure Upgrade	Med 	Med 	PRR (regional communications and engagement firm) has been engaged to help facilitate communication and coordination among the various T91 projects, operations, community, and tenants.

Coordination with T91 Uplands Development

Coordinating with the T91 Uplands Development Phase 1 project brings three main advantages:

- Strategically plan the duct bank work for both projects to reduce the overall required outage time
- Streamline electrical cable procurement
- Capitalize on operational and construction efficiencies using a single contractor.

Schedule

Commission design/long-lead authorization	2026 Q4
Design/long-lead procurement start	2026 Q4
Commission construction authorization	2027 Q1
Construction start	2027 Q1
Feeder 205 in-use date	2028 Q2

**COMMISSION
AGENDA MEMORANDUM**

Item No. 8f

ACTION ITEM

Date of Meeting October 13, 2026

DATE : October 5, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Eileen Francisco, Director Aviation Project Management
Sabin Mudaliar, Acting Director Airport Operations
Keri Stephens, Director Aviation Facility and Capital Program

SUBJECT: 2027 Airfield Projects (CIP # C801379)

Amount of this request: \$40,000,000

Total estimated project cost: \$400,000,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to take all steps necessary to complete two construction contracts for 2027 Airfield Projects and limited utility installation scope on behalf of the S Concourse Evolution (SCE) Program located at the Cargo 7 hardstand area.

The total amount of this authorization request is \$40,000,000.

EXECUTIVE SUMMARY

These two construction contracts are comprised of two interdependent Capital Improvement Projects (CIPs). Construction Contract #1 encompasses federally funded pavement and utility infrastructure scope while Construction Contract #2 consists of all other airfield project work in 2027 and SCE power and communication utility installation scope at the Cargo 7 hardstand area. Funding for the Cargo 7 utility scope was included in the Commission Authorization on August 11th, 2026, for design and construction under SCE CIP C801203. Due to overlapping design functionality, interdependent operational impacts, and shared 2027 schedule milestones, the Cargo 7 utility scope as part of the SCE Program was designed and phased to be delivered concurrently with the Airfield Program scopes for purposes of Airfield safety, efficiency, and minimization of operational impacts.

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CIP Name/#	Amount of this Request	Amount Authorized to Date, incl. this Request	Total Estimated Project Cost
2026-2030 Airfield Pavement and Supporting Infrastructure Replacement Program C801379	\$40,000,000	\$175,698,000	\$400,000,000

Total Authorization of this Request \$40,000,000

2026-2030 Airfield Program (C801379) receive federal grant funding for eligible items meeting Federal Aviation Administration (FAA) standards with an anticipated FAA grant reimbursement of \$10.96M for the year 2027 and a total of approximately \$56M expected for the life of the program.

JUSTIFICATION

The 2027 Airfield scope is part of the 2026-2030 Airfield Program, which is a continuation of a programmatic approach for airfield infrastructure renewal and replacement scope needed to keep the airfield within regulatory compliance. The overarching goal of the Program is to provide safe and efficient conditions for aircraft operations at SEA and to meet FAA and other regulatory requirements.

Diversity in Contracting

The project staff, in coordination with the Diversity in Contracting Department, have set goals for both contracts. However, Airfield Contract #1 is federally funded work and due to the Federal adjustments to their Disadvantaged Business Enterprises (DBE) program, this goal will be TBD. Contract #2 is not federally funded and as such will include a 10% Woman and Minority Business Enterprise (WMBE) aspirational goal. These goals are based upon the projects' scopes of work, and baseline availability of certified DBE and WMBE businesses to perform the work under the two separate contracts.

DETAILS

These projects will interface with other projects and airline operations. Continual coordination with Airport Operations, Airlines, and related Tenants will ensure the least possible operational impact during construction.

A project labor agreement will be used for these projects based on the importance of labor continuity and the need to minimize any risk of impact to operations during construction.

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2027 Airfield Contract #1 does not replace or add additional concrete. 2027 Airfield Contract #2 has limited pavement scope for individual concrete panels. For awareness, SEA's concrete meets FAA design standards and exceeds industry standards for solar reflectivity minimizing heat island effect. We also conduct routine maintenance including sweeping and runway rubber removal that maintains solar reflectivity.

Scope of Work

The 2027 project scope includes replacement of distressed pavement at TW B, Taxilane W, Apron and Cargo areas; replacement of aging and failing airfield utilities located within the Runway Safety Area (RSA) for RW16R/34L; replacement of failing non-standard flush fire hydrant access hatches; renewal and replacement of electrical circuits with low megger readings and installation of LED lighting fixtures and signs for RW16R/34L and connecting taxiways; removal of turf edge dams along RW16R/34L, connecting taxiways and access roads; mitigation of water ponding areas and installation of anti-perching devices within the RW16R/34L RSA.

The 2027 Contract #2 will also construct utility installation scope at Cargo 7 as a facilitating project on behalf of the SCE program.

Schedule

Activity

Construction Contract #	Contract #1	Contract #2
Construction start	2027 Quarter 2	2027 Quarter 2
In-use date	2027 Quarter 4	2027 Quarter 4

Cost Breakdown

	This Request	Total Project
Design	\$0	\$71,298,000
Construction	40,000,000	328,702,000
Total	\$40,000,000	\$400,000,000

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Proceed only with federally funded 2027 Contract #1 Airfield work including the replacement of aging and failing airfield utilities, non-standard flush fire hydrant access hatches, electrical circuits, lighting fixtures and signs; removal of turf edge dams; mitigation of ponding spots and installation of anti-perching devices at RW 16R/34L, connecting taxiways, infield areas and vehicle service road. Do not proceed with the scope in 2027 Contract #2 including replacement of distressed pavement at TW B, Taxilane W, Apron and Cargo areas, and installation of power and communication at Cargo 7 area.

Cost Implications: \$33M in Cost for 2027 Contract #1.

Pros:

- (1) Reduced capital spending in 2027.

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- (2) Less construction impacts to airport operations in 2027.
- (3) Grant funded renewal and replacement work will proceed.
- (4) Less complexity for budget tracking during construction.
- (5) In alignment with FAA’s 5-year ACIP and receive grants.

Cons:

- (1) Safety risks associated with failing airfield pavement and supporting infrastructure included in 2027 Contract #2 are not addressed.
- (2) Alternative is not in alignment with the current Port Century Agenda Goals. Aviation Asset Management Goal: To deliver world-class SEA infrastructure and Achieve 99% uptime for all critical assets by minimizing downtime across all CIP projects to enhance operational reliability. Develop Sustainable and Resilient Facilities and Infrastructure.
- (3) Increased cost in the future due to escalation.
- (4) Operational impacts from emergency repair/replacement.

This is not the recommended alternative.

Alternative 2 – Move forward with full scope proposed for 2027

Cost Implications: \$40M in Cost for 2027 Contract #1 & Contract #2.

Pros:

- (1) Provides safe and efficient conditions for aircraft operations and meets Federal Aviation Regulations and other regulatory requirements.
- (2) Programmatic replacement of aged and distressed pavements and related infrastructures.
- (3) In alignment with FAA’s 5-year ACIP and receive grant.
- (4) Reduces safety risks, minimizes operational impacts and increases efficiencies as coordination and construction is managed as combined construction contracts.
- (5) Reduces maintenance costs by investing in renewal of critical assets.
- (6) Meets Port goals.

Cons:

- (1) Large capital costs in 2027.
- (2) Increase complexity for budget tracking during construction.
- (3) Operational impacts during construction.

This is the recommended alternative.

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

	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$390,000,000	\$10,000,000	\$400,000,000

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AUTHORIZATION			
Previous authorizations	134,298,000	1,400,000	135,698,000
Current request for authorization	39,330,000	670,000	40,000,000
Total authorizations, including this request	173,628,000	2,070,000	175,698,000
Remaining amount to be authorized	\$216,372,000	\$7,930,000	\$224,302,000

Annual Budget Status and Source of Funds

2026-2030 Airfield program was included in the 2026-2030 capital budget and plan of finance. Project C801379 - 2026-2030 Airfield program anticipates approximately \$56M in Federal Aviation Administration (FAA) entitlement funds with the opportunity to receive additional discretionary funds. The funding sources will be the Airport Development Fund, FAA grants, and revenue bonds. This project is subject to the Port's Very Large Project Process per Signatory Lease Operating Agreement (SLOA) V.

Financial Analysis and Summary

Project cost for analysis	\$400,000,000
Business Unit (BU)	Airfield movement and Airfield apron
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	Total project cost CPE of \$1.06 in 2031; annual CPE of \$0.09

Future Revenues and Expenses (Total cost of ownership)

This program will reduce the amount of time currently spent by the Port Maintenance team on joint seal and pavement spall repairs. The new pavement will have a 40-year asset life and a greatly reduced risk of loose gravel and rock Foreign Object Debris ("FOD") that could be picked up by vehicle tires or blown by jet engine exhaust and spread across the apron, taxiways and runways.

The recircuiting scope will cause a decrease in annual operating & maintenance costs. This is because the project will install more resilient LED lighting and signs, which is easier to maintain as it has a longer life than the current incandescent lighting and signs. Furthermore, PVC conduit will be installed, which makes cable pulling easier.

ATTACHMENTS TO THIS REQUEST

- (1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

2026-2030 Airfield Program (CIP C801379)

Meeting Date: October 13, 2026

October 28, 2025 – The Commission authorized for the Executive Director to (1) advertise and execute two construction contracts for 2026 Airfield Projects and limited utility installation scope in S Concourse Evolution (SCE) Program located in the S Concourse Taxilane between the Southwest Corner of the S Concourse and the Cargo 7 hardstand area (Spot 99); and (2) authorize use of Port crews for abatement work. The total amount of this authorization request is \$73,040,000.

September 24, 2024 - The Commission authorized for the Executive Director to (1) advertise and execute a service agreement for design and engineering services for the airfield capital improvement program with the combined value not to exceed \$28,000,000; (2) authorize design and preparation of construction documents for the 2026-2030 Airfield Program at the Seattle-Tacoma International Airport (SEA); (3) procure long lead material items; (4) enter into agreements with the Federal Aviation Administration (FAA) and/or other public agencies for the evaluation of impacts, protection and/or relocation of utilities and performance of flight checks; and (5) approve the use of a project labor agreement (PLA) for each year's construction contract. The use of a PLA will be subject to approval by the FAA for work receiving federal funding. Total request for this action is \$71,000,000. The total program cost is estimated at \$400,000,000.

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2027 Airfield Projects Construction Authorization (CIP # C801379)

Seattle-Tacoma International Airport



2027 Airfield Projects

- Request Commission authorization for the Executive Director to take all steps necessary to complete two construction contracts for 2027 Airfield Projects and limited utility installation scope on behalf of the S Concourse Evolution (SCE) Program located at Cargo 7 hardstand area.
- The total amount of this authorization request is \$40,000,000

CIP Name/#	Amount of this Request	Total Estimated Project Cost
2026-2030 Airfield Pavement and Supporting Infrastructure Replacement Program C801379	\$40,000,000	\$400,000,000

Justification

- 2027 Airfield Projects are part of 2026-2030 Airfield Program:
 - Airfield infrastructure renewal and replacement & Projects needed to provide safe and efficient conditions for aircraft operations at SEA and meet FAA and other regulatory requirements.
- Cargo 7 utility scope as part of the SCE Program was designed and phased to be delivered concurrently with the 2027 Airfield scopes
 - Overlapping design functionality, interdependent operational impacts, and shared 2027 schedule milestones;
 - For purposes of Airfield safety, efficiency, and minimization of operational impacts.

2027 Airfield Contract #1 – Federally Funded

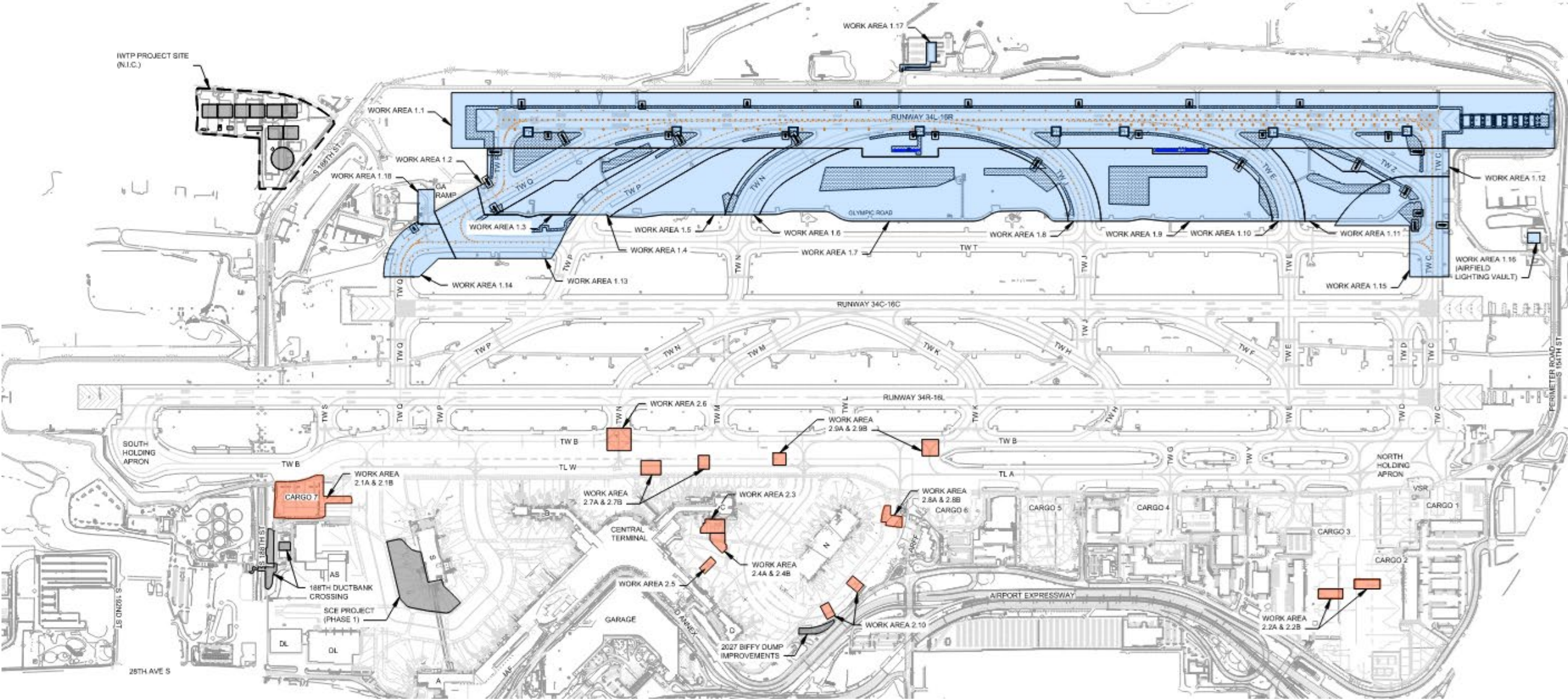
- 2026-2030 Airfield Program (CIP #C801379)
 - Replacement of aging and failing utilities, non-standard flush fire hydrant access hatches, electrical circuits, lighting fixtures and signs at RW 16R/34L, connecting taxiways, infield areas and vehicle service road;
 - Removal of turf edge dams, mitigation of ponding spots and installation of anti-perching devices at RW 16R/34L, connecting taxiways and infield areas.

Entitlement Funds Anticipated in 2027: ~\$10,960,000

2027 Airfield Contract #2

- 2026-2030 Airfield Program (C801379)
 - Replacement of distressed pavement at TW B, Taxilane W, Apron and Cargo areas.
- S Concourse Evolution Program (C801203)
 - Installation of power and communication utility duct bank at Cargo 7 area.

2027 Airfield Projects Map

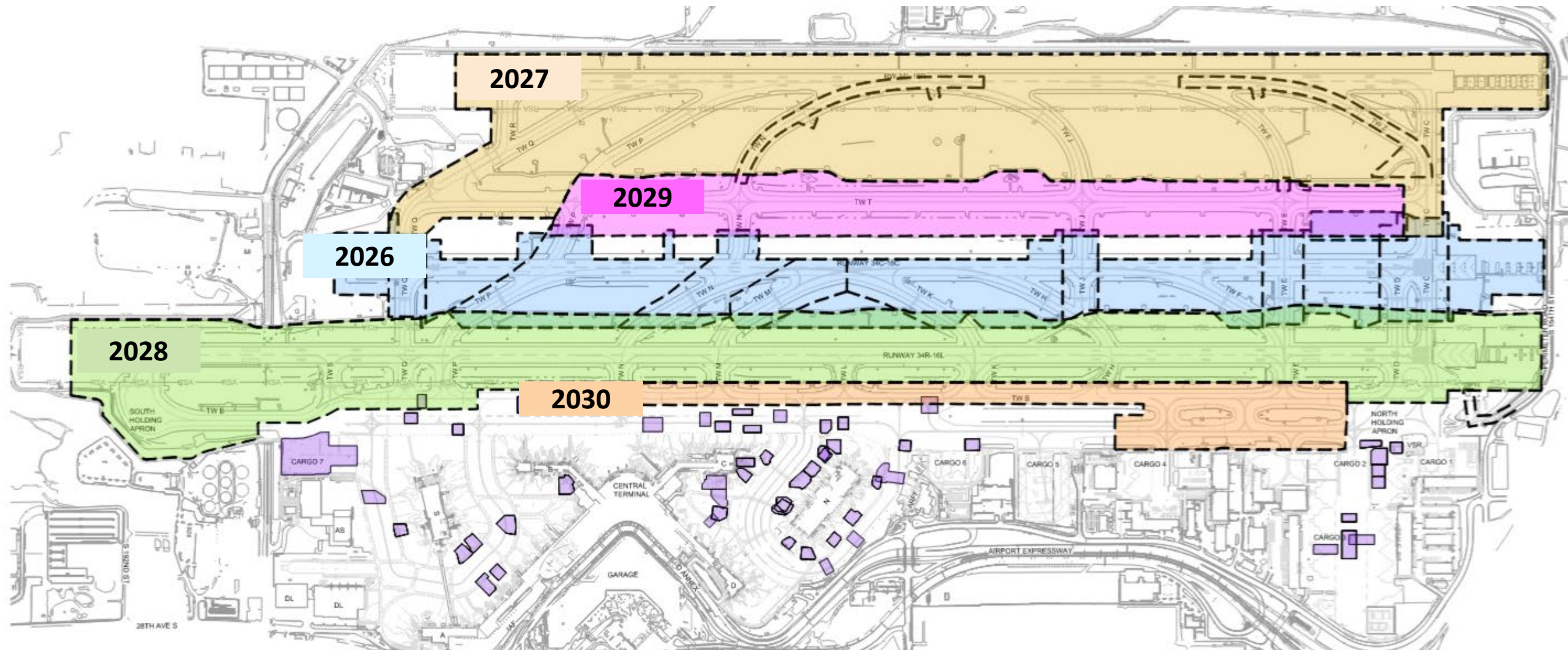


2027 AIRFIELD CONTRACT 1.



2027 AIRFIELD CONTRACT 2.

2026-2030 Airfield Program Overview



2027 Airfield Projects Schedule

Construction Contract #	Contract #1	Contract #2
Construction start	2027 Quarter 2	2027 Quarter 2
In-use date	2027 Quarter 4	2027 Quarter 4

2027 Airfield Projects Budget

CIP Name/#	Amount of this Request	Amount Authorized to Date, incl. this Request	Total Estimated Project Cost
2026-2030 Airfield Pavement and Supporting Infrastructure Replacement Program C801379	\$40,000,000	\$175,698,000	\$400,000,000
Total Authorization of this Request	\$40,000,000		

QUESTIONS?



**COMMISSION
AGENDA MEMORANDUM**

Item No.

8g

ACTION ITEM

Date of Meeting

October 13, 2026

DATE : September 1, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Alycia McKinney, Deputy Chief of Police

SUBJECT: SCORE Public Safety Funding 2027

Amount of this request: \$2,232,250

Total estimated project cost: \$2,232,250

ACTION REQUESTED

Request Commission authorization for the 2027 Rate Amendment Agreement in the amount of up to \$2,232,250 for services provided by South Correctional Entity (SCORE) in conjunction with the SCORE Interlocal Agreement for Inmate Housing with the Port of Seattle.

EXECUTIVE SUMMARY

The Port of Seattle Police Department currently utilizes jail services under an ILA between the Port of Seattle and SCORE. SCORE is an efficient and effective solution for booking since it is located approximately at the southern border of SEA Airport, in Des Moines, Washington, and is the primary booking entity for most South King County law enforcement agencies.

On an annual basis, SCORE posts revised rates for the upcoming year to be executed as an Amendment that extends the original Interlocal Agreement. This item will authorize the Rate Amendment Agreement for 2027, and the funding required to support this Amendment. Without the authorization of this amendment, the original agreement will expire on November 1, 2026, and we would no longer be able to book into the facility.

JUSTIFICATION

SCORE remains the most practical primary booking facility for the Port of Seattle Police Department. Located approximately 3.5 miles south of SEA Airport, SCORE provides general housing, medical and mental health care, transportation, and virtual court services. Arrestees are generally held through their initial appearance, reducing the likelihood that they will immediately return to the airport following an arrest. Some arrestees also require individual housing because of safety concerns, while others require enhanced medical or mental health care. These circumstances increase costs but are necessary to safely manage individuals in custody. Other

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facilities considered were not viable because of higher costs, greater travel distances, limited capacity, booking restrictions, or facility conditions.

Key 2027 rates include:

Billable Bed Type	2027 Rates
General Guaranteed	\$171.26
General Non-Guaranteed	\$235.02
Medical Surcharge (in addition to daily rate)	
Mental Health General	\$187.78
Medical Acute	\$256.28
Mental Health Acute	\$328.31
Other Charges (in addition to daily rate)	
Booking Fee	\$99.75
Transports/Hospital Security	\$98.70
Virtual Court Admin Fee	\$78.75

The adopted 2027 SCORE rates also compare favorably with the rates established under the King County jail agreement, and in the six most critical expense categories, SCORE offers either substantially more favorable or equal rates to King County. SCORE's guaranteed general-housing rate is \$171.26 per day, compared with King County's 2025 base maintenance charge of \$278.60 per day, a difference of \$107.34 before applying King County's required annual inflation adjustments. SCORE's booking fee is \$99.75, compared with King County's base booking fee of \$199.81 and standard booking fee of \$293.28 when King County provides personal-recognizance screening.

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SCORE and King County jail-rate comparison

SCORE 2027 adopted rates compared with King County 2025 contractual base rates.



Specialized-care amounts include the base housing rate plus the applicable surcharge. SCORE calculations use the guaranteed-bed rate. King County rates are 2025 base amounts subject to annual inflation.

SCORE also offers lower specialized care costs. When the guaranteed housing rate and applicable surcharge are combined, SCORE's daily costs are \$359.04 for mental health care, \$499.57 for acute psychiatric care, and \$427.54 for medical acute care. King County's corresponding 2025 base daily costs are \$415.77, \$756.30, and \$726.03, respectively. Although the agencies' hourly transportation and guarding rates are comparable, SCORE's lower housing, booking, and specialized-care costs, together with its proximity to SEA, make it the more efficient and cost-effective primary booking option.

Actual SCORE expenditures totaled \$1,522,225 in 2025, a 26.3% increase over 2024. Recorded expenditures through July 2026 totaled \$892,424. SCORE attributed its 2027 rate increases primarily to rising medical-care and insurance costs and continued investments in jail safety associated with the opioid epidemic. These costs remain dependent on booking volume, length of stay, housing classification, and the medical or mental health needs of each person booked.

Authorization of \$2,232,250 will provide the funding capacity necessary to maintain uninterrupted jail services throughout 2027 while accounting for these variables and increasing costs. Continued access to SCORE supports public safety, reduces officer travel and booking time, and allows officers to return to patrol duties more efficiently.

Diversity in Contracting

South Correctional Entity (SCORE) is a public entity and does not adversely or positively impact Diversity in Contracting goals.

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DETAILS

Scope of Work

If the authorization is granted, jail services will continue under the current ILA without interruption.

ALTERNATIVES AND IMPLICATIONS CONSIDERED

The following alternatives were considered:

Alternative 1 – Do not approve the 2027 SCORE Rate Amendment Agreement and rely primarily on King County jail facilities.

Cost Implications: This alternative would avoid authorizing \$2,232,250 for SCORE services; however, jail costs would shift to King County and would likely be higher. King County's 2025 base maintenance charge is \$278.60 per day, compared with SCORE's 2027 guaranteed housing rate of \$171.26. King County's base booking fee is \$199.81, or \$293.28 when personal-recognition screening is provided, compared with SCORE's \$99.75 booking fee. King County's rates are also subject to annual inflation adjustments. The total cost cannot be reliably projected because it would depend on booking volume, length of stay, housing classification, and medical or mental health needs.

Pros:

- (1) Avoids committing up to \$2,232,250 for SCORE services.
- (2) Maintains King County as an available booking option when its capacity and booking criteria permit.

Cons:

- (1) King County's housing, booking, medical, and mental health charges are generally higher than SCORE's rates.
- (2) King County may impose booking restrictions or experience capacity limitations that prevent the acceptance of some arrestees.
- (3) Greater travel distances and longer booking times would keep officers away from SEA and maritime patrol duties for longer periods.
- (4) Additional officer time, fuel, vehicle use, and potential overtime costs would reduce or offset any savings from not authorizing SCORE.
- (5) Relying primarily on King County would reduce the Department's operational flexibility and could limit its ability to safely address repeat or serious criminal activity.

This is not the recommended alternative.

Alternative 2 – Reduce custodial bookings and use cite-and-release, diversion, or other non-custodial options whenever legally and operationally appropriate.

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Cost Implications: Annual SCORE expense could range from \$0 to the requested ceiling of \$2,232,250 depending on how often a custodial booking remains necessary. Any savings cannot be reliably predicted.

Pros:

- (1) May reduce jail expenditures below the requested authorization based on actual use.
- (2) Preserves custodial booking for cases involving warrants, significant public-safety concerns, or individuals who are not suitable for release.

Cons:

- (1) Savings cannot be guaranteed because booking volume, length of stay, and medical or mental health needs are not fully within the Port's control.
- (2) Further limiting of bookings could result in individuals returning immediately to Port property and could reduce the Department's ability to address repeat or serious criminal activity.

This is not the recommended alternative.

Alternative 3 – Approve the 2027 SCORE Rate Amendment Agreement and authorize up to \$2,232,250 for SCORE jail services.

Cost Implications: Up to \$2,232,250 in 2027 operating expense, based on actual utilization at the adopted rates.

Pros:

- (1) Maintains uninterrupted access to a jail located near SEA and supports the prompt return of officers to patrol duties.
- (2) Provides access to general housing, medical and mental health care, transport or hospital security, and virtual court services.

Cons:

- (1) Commits up to \$2,232,250 in 2027 operating expense and incorporates the adopted rate increases.
- (2) Actual costs will vary with booking volume, length of stay, and the level of medical or mental health care required.

This is the recommended alternative.

FINANCIAL IMPLICATIONS

This request authorizes a maximum of \$2,232,250 in 2027 operating expense for SCORE jail services. Charges will be based on actual utilization at the adopted 2027 rates.

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Cost Estimate/Authorization Summary

Capital

Expense

Total

COST ESTIMATE			
Original estimate	\$0	\$2,232,250	\$2,232,250
AUTHORIZATION			
Previous authorizations	0	0	0
Current request for authorization	0	\$2,232,250	\$2,232,250
Total authorizations, including this request	0	\$2,232,250	\$2,232,250
Remaining amount to be authorized	\$0	\$0	\$0

Annual Budget Status and Source of Funds

The requested \$2,232,250 is included in the Police Department's 2027 operating budget. Expenditures will be charged to the Police Department operating expense budget and monitored against actual bookings, housing days, medical and mental health services, transportation or security services, and virtual court activity.

Financial Analysis and Summary

Project cost for analysis	\$2,232,250
Business Unit (BU)	Police Department
Effect on business performance (NOI after depreciation)	2027 operating expense of up to \$2,232,250
IRR/NPV (if relevant)	Not Applicable
CPE Impact	Not Applicable

Future Revenues and Expenses (Total cost of ownership)

The authorization applies to 2027 services only. Future annual costs will depend on SCORE's adopted rates and the Port's actual utilization. Any authorization required for later years will be presented through the applicable agreement and budget process.

ATTACHMENTS TO THIS REQUEST

- (1) Attachment A - 2027 Rate Amendment Agreement
- (2) Interlocal Agreement Between SCORE and Port of Seattle for Inmate Housing

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

October 24, 2023 – The Commission approved ongoing funding for SCORE (2023-2026)
 September 12, 2021 – The Commission approved a five-year renewal with SCORE
 September 8, 2020 – The Commission approved a new housing agreement with SCORE
 September 1, 2012 – The Commission approved a new housing agreement with SCORE

AMENDMENT TO ORIGINAL AGREEMENT FOR INMATE HOUSING**(Amending Exhibit A: Fees and Charges and Services. Amending Housing Agreement: Section 7.)**

THIS AMENDMENT TO INTERLOCAL AGREEMENT FOR INMATE HOUSING (this “Amendment”), dated October 1, 2026, is made and entered into by and between the South Correctional Entity, a governmental administrative agency formed pursuant to RCW 39.34.030(3) (“SCORE”) and Port of Seattle, a [municipal corporation] organized under the laws of the State of Washington (hereinafter the “Contract Agency” together with SCORE, the “Parties” or individually a “Party”).

RECITALS

WHEREAS, the Parties previously entered into an Interlocal Agreement for Inmate Housing dated November 1, 2021, as amended and as may be further amended from time to time (the “Original Agreement”) pursuant to which SCORE provides housing, care and custody of Contract Agency inmates housed at the SCORE consolidated correctional facility located in the City of Des Moines (the “SCORE Facility”); and

WHEREAS, the Parties now desire to amend Exhibit A to the Original Agreement (as amended by this Amendment, the “Agreement”) with regard to fees and charges for such services as provided herein;

Section 1. Definitions. Terms not otherwise defined herein (including in the recitals, which are incorporated herein by this reference) shall have the meanings set forth in the Original Agreement.

Section 2. Amendment.

- (1) Amendment to Exhibit A.** Daily Housing Rates, Daily Rate Surcharges, Booking Fee, Transport Fee and Virtual Court Admin Fee in Exhibit A to the Original Agreement are hereby replaced in their entirety as follows:

Daily Housing Rates

General Population – Guaranteed Beds	\$171.26	No. of Beds: <u>15</u>
General Population – Non-Guaranteed Beds	\$235.02	

Daily Rate Surcharges:

Mental Health – Residential Beds	\$187.78
Medical – Acute Beds	\$256.28
Mental Health – Acute Beds	\$328.31

<u>Booking Fee</u>	\$99.75
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<u>Transport/Security Fee</u>	\$98.70/hr.
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<u>Virtual Court Admin Fee</u>	\$78.75
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Daily Rate Surcharges are in addition to the daily bed rates and subject to bed availability. The Booking Fee will be charged to the jurisdiction responsible for housing the inmate. Fees, charges, and services will be annually adjusted each January 1st.

Section 3. Effective Date of Amendment. The amendments to rates and charges set forth in Section 2 hereof shall become effective on January 1, 2027, at 12:01 a.m.

Section 4. Entire Agreement. Except as hereby amended by this Amendment, the remaining terms and conditions of the Original Agreement are hereby ratified and confirmed in all respects.

Section 5. Severability. The invalidity or unenforceability of any provision hereof as to any one or more jurisdictions shall not affect the validity or enforceability of the balance of the Agreement as to such jurisdiction or jurisdictions, or affect in any way such validity or enforceability as to any other jurisdiction.

Section 6. Headings. The captions in this Amendment are for convenience of reference only and shall not define or limit the provisions hereof.

Section 7. Execution. This Agreement shall be executed the Parties hereto by their duly authorized representative. This Amendment may be executed in one or more counterparts.

SOUTH CORRECTIONAL ENTITY

Signature

Title/Name Executive Director Devon Schrum

NOTICE ADDRESS:

SOUTH CORRECTIONAL ENTITY
20817 17th Avenue South
Des Moines, WA 98198
Attention: Devon Schrum

Email: dschrum@scorejailwa.gov
Telephone: 206-257-6262

Signature

Title/Name: Executive Director Stephen P. Metruck

NOTICE ADDRESS:

PORT OF SEATTLE POLICE DEPARTMENT
PO Box 68727
Seattle, WA 98168
Attention: Chief of Police

INTERLOCAL AGREEMENT FOR INMATE HOUSING

THIS INTERLOCAL AGREEMENT FOR INMATE HOUSING (hereinafter "Agreement") is made and entered into by and between the SOUTH CORRECTIONAL ENTITY, a governmental administrative agency formed pursuant to RCW 39.34.030(3) ("SCORE") and the PORT OF SEATTLE a municipal corporation organized under the laws of the State of Washington (hereinafter the "Contract Agency" together with SCORE, the "Parties" or individually a "Party").

RECITALS

WHEREAS, SCORE was formed by its Owner Cities (as defined herein) as a governmental administrative agency pursuant to RCW 39.34.030(3) to operate and maintain a consolidated correctional facility located in the city of Des Moines (the "SCORE Facility") to serve the Owner Cities, federal and state agencies and other local governments that contract with SCORE from time to time to provide correctional services essential to the preservation of the public health, safety and welfare; and

WHEREAS, the Contract Agency desires to transfer custody of certain inmates to SCORE to be housed at the SCORE Facility; and

WHEREAS, this Agreement is entered into by and between the Parties pursuant to chapters 39.34 and 70.48 RCW, which provide for interlocal agreements for sharing of correction/detention facilities between local governments;

In consideration of the mutual covenants, conditions, and promises contained herein, the Parties hereto mutually agree as follows:

SECTION 1. DEFINITIONS.

Terms defined in the recitals of this Agreement are incorporated herein as if fully set forth in this Agreement. Capitalized terms used herein shall have the following meanings. Terms not otherwise defined herein shall have the meanings set forth in the Interlocal Agreement.

Detainer means a legal order authorizing or commanding another agency a right to take custody of a person.

Commencement Date means November 1, 2021

Contract Agency Inmate means a person or persons subject to the Contract Agency's custody who is transferred to SCORE's custody under this Agreement.

Daily Bed Rate means the daily rate the Contract Agency is charged to occupy a general population bed, as set forth in Exhibit A.

Daily Surcharge Rates means any of the following special charges as defined in Exhibit A: Daily Surcharge Rates: Medical-Acute; Mental Health-Acute; and Mental Health-General Population.

Guaranteed Bed Rate means a reduced Daily Bed Rate - Guaranteed, as set forth in Exhibit A.

Inmate means a person or persons transferred to SCORE's custody to be housed at the SCORE Facility. The term "Inmates" includes Contract Agency Inmates.

Interlocal Agreement means the Amended and Restated SCORE Interlocal Agreement dated as of October 1, 2009 and amended December 11, 2019, executed among the parties thereto for the purpose of forming SCORE.

Mental Health - Residential Beds means Inmates clinically determined by SCORE Health Services Provider, or its successor charged with the same duties, as needing ongoing mental health care services and specialized housing in SCORE's Mental Health - Residential Unit.

Medical – Acute Beds means an Inmate clinically determined by SCORE Health Services Provider, or its successor charged with the same duties, as needing the level of medical services and housing provided in SCORE's medical clinic.

Mental Health – Acute Beds means an Inmate clinically determined by SCORE Health Services Provider, or its successor charged with the same duties, as needing the level of psychiatric services and specialized housing in SCORE's Mental Health - Acute Unit.

Owner City has the meaning set forth in the Interlocal Agreement.

Non-Guaranteed Bed Rate means a higher daily housing bed rate and subject to availability, as set forth in Exhibit A.

SCORE Facility means the correctional facility maintained and operated by SCORE located at 20817 17th Avenue South, Des Moines, WA 98198.

Termination Date means November 1, 2026

SECTION 2. TERM.

This Agreement shall commence at 12:00 a.m. PST on the Commencement Date and terminate at 11:59 p.m. PST on the Termination Date, unless sooner terminated by either Party in accordance with this Agreement. This Agreement may be renewed for any successive period by written addendum under terms and conditions acceptable to the Parties.

SECTION 3. INMATE HOUSING AND SERVICES.

Subject to the terms of this Agreement, SCORE hereby agrees to accept Contract Agency Inmates and to provide housing, care, and custody of those Contract Agency Inmates pursuant to SCORE policies and procedures. Additional related services and associated fees, if any, to be provided to Contract Agency Inmates and/or the Contract Agency are listed in Exhibit A.

To the greatest extent permitted by law, SCORE shall have the right to refuse to accept an individual in custody of the Contract Agency or to return any Contract Agency Inmate to the Contract Agency for any reason, including but not limited to if, in the sole discretion of SCORE, such individual presents a substantial risk of escape, of injury to self or other persons or property, of adversely affecting or significantly disrupting the operations of the SCORE Facility, and/or has a medical illness or injury that makes housing such individual not in the best interest of SCORE or other Inmates as described in Exhibit D. Final acceptance of an individual based on illness or injury is determined upon approval of medical staff at the time of booking.

SECTION 4. COMPENSATION.

In consideration of SCORE's commitment to provide housing and related services for Contract Agency Inmates, the Contract Agency agrees to pay SCORE the fees and charges set forth in Exhibit A.

Such fees and charges may include, but are not limited to, booking, daily bed rate, medical and specialty, mental health, transportation, security, other charges and/or negotiated fees.

SCORE may from time to time revise the fees and charges for housing and related services under this Agreement during the term of this Agreement. SCORE shall give advance notice of any change to its fees and charges for such service in order to allow the Contract Agency sufficient time to adjust its annual budget. Unless otherwise agreed to by the Parties hereto, any new fees and charges under a new fee schedule shall become effective on January 1 of the following year.

The Contract Agency shall acknowledge receipt of the rates and charges schedule in writing and such acknowledgement shall be deemed to be an amendment to this Agreement and incorporated as if fully set forth herein without the necessity of a formal amendment or separate approval by the legislative authority of the Contract Agency or the Administrative Board of SCORE.

SECTION 5. TRANSPORTATION, BOOKING, CLASSIFICATION, DISCIPLINE AND RELEASE PROCEDURES.

- A. Transportation. The Contract Agency is responsible for the transportation of Contract Agency Inmates to the SCORE Facility, including all costs associated therewith.
- B. Booking. Contract Agency Inmates shall be booked pursuant to SCORE's booking policies and procedures. Pursuant to RCW 70.48.130, and as part of the booking procedure, SCORE shall obtain general information concerning the Contract Agency Inmate's ability to pay for medical care, including insurance or other medical benefits or resources to which a Contract Agency Inmate is entitled. The information is used for third party billing.
- C. Classification. Contract Agency Inmates shall be classified pursuant to SCORE's classification policies and procedures, and within the sole discretion and reasonable judgment of SCORE. The Contract Agency shall provide sufficient information regarding each Contract Agency Inmate as needed to allow SCORE to make such classification. Contract Agency Inmates shall be assigned to housing pursuant to SCORE's policies and procedures, and within the sole discretion and reasonable judgment of SCORE as provided in Exhibit F.
- D. Inmate Discipline. SCORE shall discipline Contract Agency Inmates according to SCORE policies and procedures and in the same manner which other Inmates are disciplined; provided, however, nothing contained herein shall be construed to authorize the imposition of a type of discipline that would not be imposed on a comparable Inmate, up to and including the removal of earned early release credits as approved by the Contract Agency.
- E. Release. Except for work programs or health care, and during emergencies, Contract Agency Inmates shall not be removed and/or released from the SCORE Facility without written authorization from the Contract Agency or by the order of a court of competent jurisdiction. Other jurisdictions may "borrow" a Contract Agency Inmate according to policies and procedures of SCORE and as listed in Exhibit G.

Contract Agency Inmates will be transported at the time of release as follows: SCORE will release each Contract Agency Inmates to the Contract Agency at a mutually agreeable location. Alternatively, SCORE will provide transportation upon release to either the closest Owner City of arrest, or the Owner City of residence, whichever is closer, unless confirmed transportation is available at the time of release. Additional fees, if any, for transportation outside of King County are included in Exhibit A.

Contract Agency Inmates for whom bail is posted, or who otherwise have a right to be released, may choose to remain in custody at the SCORE Facility by signing written waiver and return to the Contract Agency by the regularly scheduled transport, be released to a family Owner or friend with confirmed transportation, or be released via private taxi.

SECTION 6. INMATE MEDICAL RECORDS, CLOTHING, BEDDING, PROPERTY AND WORK PROGRAMS.

- A. Inmate Medical Records. Should a Contract Agency Inmate receive medical care for injuries or illness at the time of arrest and prior to booking at the SCORE Facility, the Contract Agency shall provide medical documentation pertaining to injury or illness to SCORE at the time of booking if the Contract Agency has access to such records. If the Contract Agency cannot provide such records, SCORE, in its sole discretion, may refuse to accept a Contract Agency Inmate.
- B. Inmate Property. SCORE agrees to provide each Contract Agency Inmate with necessary or appropriate clothing and essential hygiene items. SCORE shall accept, hold and handle, and return any Contract Agency Inmate property in accordance with SCORE's policies and procedures, and shall be responsible only for Contract Agency Inmate property actually delivered into SCORE's possession. In the event a Contract Agency Inmate is being transported from a Contract Agency designated detention or correction facility, it will be the responsibility of the Contract Agency to process the Contract Agency Inmate's property not delivered and accepted into SCORE's possession as provided in Exhibit E.
- C. Work Programs. SCORE may assign Contract Agency Inmates to work programs such as inside and outside work crews, kitchen and facility duties, and other appropriate duties pursuant to SCORE's policies and procedures and within the sole discretion and judgment of SCORE.
- D. Visitation. SCORE shall provide reasonable scheduled visitation for Contract Agency Inmates. Inmate visitation may be accessible via video connection by third party provider at off-site locations for an access fee. Complimentary video visit access is available at the SCORE Facility. Confidential telephones or visitation rooms shall be available to a Contract Agency Inmate to communicate with his or her legal counsel.
- E. Inmate Accounts. SCORE shall establish and maintain a non-interest bearing account for each Contract Agency Inmate. Upon returning custody of a Contract Agency Inmate to the Contract Agency, SCORE shall transfer the balance of that Contract Agency Inmate's account that is not subject to charges, to the Contract Agency Inmate or to the Contract Agency in the form of cash, check, debit card or other agreed upon method in the name of the Contract Agency Inmate.

SECTION 7. HEALTH CARE.

SCORE shall provide in-facility medical care commonly associated with corrections operations as guided by American Correctional Association (ACA) or National Commission on Correctional Health Care (NCCHC).

Contract Agency Inmates shall be responsible for co-payment for health services according to SCORE policy. The Contract Agency shall not be responsible to SCORE for Contract Agency Inmate co-payments. No Contract Agency Inmate shall be denied necessary health care because of an inability to pay for health services.

In-facility medical, dental, and mental health services are included in the daily rate set forth in Exhibit A. Should a Contract Agency Inmate require medical, mental health, dental, and/or other medical services at an outside medical or health care facility, SCORE shall notify the Contract

Agency's designee (either by written or electronic means) within a reasonable time period before the Contract Agency Inmate receives such medical, mental health, dental or any other medical services. Notwithstanding the foregoing, the Contract Agency acknowledges that such notice may not be reasonably possible prior to emergency care.

Except to the extent that a Contract Agency Inmate can pay pursuant to Section 5.B, the Contract Agency shall pay for all medical, mental health, dental or any other medical services or equipment that are required to care for Contract Agency Inmates outside of the SCORE Facility in addition to the charges listed in Exhibit A. Lack of prior notice shall not excuse the Contract Agency from financial responsibility for such expenses, and shall not be a basis for imposing financial responsibility for related medical expenses on SCORE. SCORE shall bear the expense of any such medical care necessitated by improper conduct of SCORE, or of its officers or agents.

If a Contract Agency Inmate is admitted to a hospital, the Contracting Agency will be responsible for hospital security unless other arrangements are made with SCORE. SCORE, in its sole discretion, may, or at the request of the Contract Agency shall, provide hospital security services for an additional charge as provided in Exhibit A.

SECTION 8. DETAINERS.

Warrants and Contract Agency Inmates in a "Detainer" status shall be handled according to SCORE policies and procedures and as provided in Exhibit B attached hereto.

SECTION 9. RELEASE OF HOLDS AND COURT APPEARANCES.

If a court of limited jurisdiction releases a hold on a Contract Agency Inmate still incarcerated at the SCORE Facility, SCORE will not facilitate further court appearances of that Contract Agency Inmate except if the Contract Agency wishes to use the video arraignment system at the SCORE Facility.

SECTION 10. ESCAPE; DEATH.

If a Contract Agency Inmate escapes SCORE's custody, SCORE shall notify the Contract Agency as soon as reasonably possible. SCORE shall use all reasonable efforts to pursue and regain custody of escaped Contract Agency Inmates.

If a Contract Agency Inmate dies while in SCORE custody, SCORE shall notify the Contract Agency as soon as reasonably possible. The King County Medical Examiner shall assume custody of the Contract Agency Inmate's body. Unless another agency becomes responsible for investigation, one or more Owner City shall investigate and shall provide the Contract Agency with a report of its investigation. The Contract Agency may participate in the investigation. If another agency becomes responsible for investigation, SCORE shall serve as a liaison or otherwise facilitate the Contract Agency's communication with and receipt of reports from the other agency.

The Contract Agency shall provide SCORE with written instructions regarding the disposition of the Contract Agency Inmate's body. The Contract Agency shall pay for all reasonable expenses for the preparation and shipment of the body. The Contract Agency may request in writing that SCORE arrange for burial and all matters related or incidental thereto and the Contract Agency shall be responsible for all costs associated with this request.

SECTION 11. REPORTING AND INSPECTION.

SCORE agrees to use reasonable efforts to work with the Contract Agency to provide access to and/or reports from jail management systems that provide statistical information about Inmates. The Contract Agency shall have the right, upon reasonable advance notice, to inspect the SCORE

Facility at reasonable times. During such inspections, the Contract Agency may interview Contract Agency Inmates and review Contract Agency Inmates' records. The Contract Agency shall have no right to interview Inmates housed for other jurisdictions or to review their records, unless Contract Agency is properly authorized to do so by the Inmate or the other jurisdiction.

SECTION 12. TECHNOLOGY.

SCORE and the Contract Agency may each permit the other continuous access to its computer database regarding all Contract Agency Inmates housed by SCORE. This continuous access feature may be accomplished through a computer link between a computer(s) designated by the Contract Agency and appropriate computer(s) of SCORE.

SECTION 13. BILLING AND PAYMENT.

SCORE shall provide the Contract Agency with monthly statements itemizing the name of each Contract Agency Inmate; the number of days of housing, including the date and time booked into the SCORE Facility and date and time released from SCORE; and itemization of any additional charges including a description of the service provided, date provided and reason for service. Payment shall be due to SCORE within 30 days from the date the bill is received. SCORE may bill the Contract Agency electronically. Payments not received by the 30th day shall bear interest at the rate of 1% per month until payment is received. Any fees or charges for Inmates housed on charges from multiple agencies (including but not limited to outside medical care) will be divided equally among those agencies.

SECTION 14. BILLING DISPUTE RESOLUTION.

The Contract Agency must provide written notice of dispute to SCORE within 60 days of billing or other disputed charges. SCORE shall respond in writing to such disputes within 60 days of receipt of such disputes. SCORE and the Contract Agency shall attempt to resolve the dispute by negotiation. If such negotiation is unsuccessful, either Party may refer the dispute to the SCORE Operations Board for resolution. The decision of the SCORE Operations Board is the final internal administrative remedy the Contract Agency must exhaust before pursuing other contractual, legal, equitable, or alternative dispute resolutions.

SECTION 15. INDEPENDENT CONTRACTOR.

In providing services under this Agreement, SCORE is an independent contractor and neither it nor its officers, nor its agents nor its employees are employees of the Contract Agency for any purpose, including responsibility for any federal or state tax, industrial insurance, or Social Security liability. Neither shall the provision of services under this Agreement give rise to any claim of career service or civil service rights, which may accrue to an employee of the Contract Agency under any applicable law, rule or regulation. Nothing in this Agreement is intended to create an interest in or give a benefit to third persons not signing as a Party to this Agreement.

SECTION 16. HOLD HARMLESS, DEFENSE, AND INDEMNIFICATION.

SCORE shall hold harmless, defend, and indemnify the Contract Agency, its elected officials, officers, employees, and agents from and against any and all suits, actions, claims, liability, damages, judgments, costs and expenses (including reasonable attorney's fees) (also including but not limited to claims related to false arrest or detention, alleged mistreatment, alleged violation of civil rights, injury, or death of any Contract Agency Inmate, or loss or damage to Contract Agency Inmate property while in SCORE custody) that result from or arise out of the acts or omissions of SCORE, its elected officials, officers, employees, and agents in connection with or incidental to the performance or non-performance of SCORE's services, duties, and obligations under this Agreement.

The Contract Agency shall hold harmless, defend, and indemnify SCORE, its elected officials, officers, employees, and agents from and against any and all suits, actions, claims, liability, damages, judgments, costs and expenses (including reasonable attorney's fees) (also including but not limited to claims related to false arrest or detention, alleged mistreatment, alleged violation of civil rights, injury, or death of any Contract Agency Inmate, or loss or damage to Contract Agency Inmate property while in SCORE custody) that result from or arise out of the acts or omissions of the Contract Agency, its elected officials, officers, employees, and agents in connection with or incidental to the performance or non-performance of the Contract Agency's services, duties, and obligations under this Agreement.

In the event the acts or omissions of the officials, officers, agents, and/or employees of both the Contract Agency and SCORE in connection with or incidental to the performance or non-performance of the Contract Agency's and or SCORE's services, duties, and obligations under this Agreement are the subject of any liability claims by a third party, the Contract Agency and SCORE shall each be liable for its proportionate concurrent negligence in any resulting suits, actions, claims, liability, damages, judgments, costs and expenses and for their own attorney's fees.

Nothing contained in this section or this Agreement shall be construed to create a right in any third party to indemnification or defense.

SCORE and the Contract Agency hereby waive, as to each other only, their immunity from suit under industrial insurance, Title 51 RCW. This waiver of immunity was mutually negotiated by the Parties hereto.

The provisions of this section shall survive any termination or expiration of this Agreement.

SECTION 17. INSURANCE.

SCORE and the Contract Agency shall provide each other with evidence of insurance coverage, in the form of a certificate or other competent evidence from an insurance provider, insurance pool, or of self-insurance sufficient to satisfy the obligations set forth in this Agreement.

SCORE and the Contract Agency shall each maintain throughout the term of this Agreement coverage in minimum liability limits of one million dollars (\$1,000,000) per occurrence and two million dollars (\$2,000,000) in the aggregate for its liability exposures, including comprehensive general liability, errors and omissions, auto liability and police professional liability. The insurance policies shall provide coverage on an occurrence basis.

Each Party shall provide to the other Party at least 30 days advance notice of any cancellation, suspension or material change in coverage.

SECTION 18. TERMINATION.

Either Party may terminate this Agreement, with or without cause, by providing the other Party with 90 days written notice of termination as provided in RCW 70.48.090.

SECTION 19. RECORDS.

The Parties hereto shall maintain all records, reports, and documents created, held or maintained under this Agreement and the services to be provided hereunder in accordance with chapter 42.56 RCW (the Washington Public Records Act), chapter 40.14 RCW (Preservation and Destruction of Public Records) and all other applicable federal, state and local laws and regulations.

SECTION 20. OPERATION OF SCORE FACILITY; PRISON RAPE ELIMINATION ACT.

SCORE shall manage, maintain, and operate the SCORE Facility in compliance with all applicable federal, state, and local laws and regulations. SCORE acknowledges and complies with the terms of the Prison Rape Elimination Act regarding custodial sexual misconduct as set forth in Exhibit C.

SECTION 21. HIPAA AND HITECH COMPLIANCE.

The Parties shall comply with all requirements of the Federal Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the Federal Health Information and Technology for Economic and Clinical Health Act (HITECH Act) as applicable, which relate to the Parties' responsibilities under this Agreement, as well as state laws and regulations including chapter 70.02 RCW.

SECTION 22. EQUAL OPPORTUNITY.

Neither Party shall discriminate against any person on the grounds of race, creed, color, religion, national origin, sex, age, marital status, sexual orientation, veterans and military status, political affiliation or belief or the presence of any sensory, mental or physical handicap in violation of any applicable federal law, Washington State Law Against Discrimination (chapter 49.60 RCW) or the Americans with Disabilities Act (42 USC 12110 *et seq.*).

SECTION 23. MISCELLANEOUS.

- A. Real or Personal Property. It is not anticipated that any real or personal property will be acquired or purchased by the Parties solely because of this Agreement.
- B. Assignment. This Agreement, or any interest herein, or claim hereunder, shall not be assigned or transferred in whole or in part by a Party to any other person or entity without the prior written consent of the other Party. In the event that such prior written consent to an assignment is granted, then the assignee shall assume all duties, obligations, and liabilities of the assigning Party stated herein.
- C. Non-Waiver. The failure of either Party to insist upon strict performance of any provision of this Agreement or to exercise any right based upon a breach thereof or the acceptance of any performance during such breach shall not constitute a waiver of any right under this Agreement.
- D. Severability. If this Agreement, or any portion of this Agreement, is held invalid by a court of competent jurisdiction, the remainder of the Agreement shall remain in full force and effect.
- E. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington. If any dispute arises between the Parties under any of the provisions of this Agreement, resolution of that dispute shall be available only through the jurisdiction, venue and rules of the King County Superior Court, King County, Washington.
- F. Attorneys' Fees. In any claim or lawsuit for damages arising from the Parties' performance of this Agreement, each Party shall be responsible for payment of its own legal costs and attorney's fees incurred in defending or bringing such claim or lawsuit; however, nothing in this subsection shall limit the each Parties' right to indemnification under this Agreement.
- G. Approval and Filing. Each Party shall approve this Agreement by resolution, ordinance, motion or otherwise pursuant to the laws of the governing body of each Party. The signatures of the authorized signatories below shall constitute a presumption that such approval was properly obtained. A copy of this Agreement shall be filed and/or posted pursuant to chapter 39.34 RCW.

- H. Amendment. Except as otherwise provided in Section 4 of this Agreement, no waiver, alteration, or modification of any of the provisions of this Agreement shall be binding unless evidenced in writing signed by duly authorized representatives of both Parties.
- I. No Joint Venture or Partnership. No joint venture, separate administrative or governmental entity, or partnership is formed as a result of this Agreement
- J. Compliance with Applicable Laws and Standards. SCORE agrees to manage the Contract Agency Inmates and the SCORE Facility in accordance with applicable federal and state laws and regulations and to maintain staffing levels at the SCORE Facility in sufficient numbers and rank to maintain the safety of the public, staff, Inmates, and to reasonably carry out the provisions of this Agreement.
- K. Continuation of Performance. In the event that any dispute or conflict arises between the Parties while this Agreement is in effect, the Parties hereto agree that, notwithstanding such dispute or conflict, they shall continue to make a good faith effort to cooperate and continue work toward successful completion of assigned duties and responsibilities. Provided that if the Contract Agency fails to pay for the services provided by the SCORE, SCORE can cease providing such services until payment is made.
- L. Representatives; Notices. The individuals listed below the signature blocks included in this Agreement are designated as representatives of the respective Parties. The representatives shall be responsible for administration of this Agreement and for coordinating and monitoring performance under this Agreement. In the event such representatives are changed, the Party making the change shall notify the other Party. Any notice or other communication given hereunder shall be deemed sufficient, if in writing and delivered personally to the addressee, or sent electronically or by certified or registered mail, return receipt requested, addressed as provided after the signature blocks included in this Agreement, or to such other address as may be designated by the addressee by written notice to the other Party.
- M. Entire Agreement. This Agreement, together with any subsequent amendments, constitutes the entire Agreement between the Parties and supersedes all prior agreements for inmate housing between the Parties.

SECTION 24. EXECUTION.

This Agreement shall be executed by the Parties hereto by their duly authorized representative. This Agreement may be executed in one or more counterparts.

THIS AGREEMENT is hereby effective as of the Commencement Date.

SOUTH CORRECTIONAL ENTITY



Signature

9-21-2021

Date

PORT OF SEATTLE

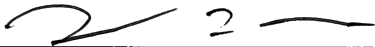
Contract Agency Name



Signature Stephen P. Metruck, Executive Director
10/20/2021

Date

ATTESTED BY:



Signature Michael Villa, Interim Chief of Police

NOTICE ADDRESS:

SOUTH CORRECTIONAL ENTITY
20817 17th Avenue South
Des Moines, WA 98198

Attention: Devon Schrum, Executive Director

Email: dschrum@scorejail.org

Telephone: (206) 257-6262

Fax: (206) 257-6310

**DESIGNATED REPRESENTATIVE FOR PURPOSES OF
THIS AGREEMENT:**

Name: Devon Schrum

Title: Executive Director

NOTICE ADDRESS:

Port of Seattle Police Department

PO Box 68727

Seattle, WA 98168

Attention: Michael Villa

Email: villa.m@portseattle.org

Telephone: (206) 450-1601

Fax: (206) 787-7134

**DESIGNATED REPRESENTATIVE FOR PURPOSES
OF THIS AGREEMENT:**

Name: Michael Villa

Title: Interim Chief of Police

Exhibit A

FEES AND CHARGES AND SERVICES

2021 Daily Housing Rates:

General Population – Guaranteed Beds	\$128.00	Number of Beds: <u>2</u>
General Population – Non-Guaranteed Beds	\$184.00	

2022 Booking Fee:¹ \$35.00

2022 Daily Housing Rates:

General Population – Guaranteed Beds	\$131.84	Number of Beds: <u>2</u>
General Population – Non-Guaranteed Beds	\$189.52	

Daily Rate Surcharges:²

Mental Health – Residential Beds	\$159.00
Medical - Acute Beds	\$217.00
Mental Health – Acute Beds	\$278.00

Health Care Services:³

In-Facility Care	Included
Co-Payments	Inmate responsibility
Outside Medical Services	Contract Agency billed
Emergency Care	Contract Agency billed
Pharmaceuticals	Medications billed to Contract Agency

Transportation Fees:

SCORE Officer Transport	\$65.00/per hour
Released at Owner City ⁴ Location	Included

Security Services:

Hospital Security	\$65.00/per hour
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Video Court:

In-Custody Arraignment	Included
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Other Terms & Conditions:

¹ Charged to the jurisdiction responsible for housing the inmate

² Surcharges are in addition to daily housing rates and subject to bed availability

³ Guided by American Correctional Association(ACA) and/or National Commission on Correctional Health Care (NCCHC)

⁴ Auburn, Burien, Des Moines, Renton, SeaTac, Tukwila

Exhibit B

WARRANTS/OTHER COURT ORDERS/DETAINERS

The following shall apply to Contract Agency Inmates who are subject to warrants from other jurisdictions or to other court orders for confinement or detainers:

1. When receiving a Contract Agency Inmate, the booking officers at SCORE shall review all paperwork provided by the Contract Agency for all grounds to hold the Contract Agency Inmate.
2. Prior to releasing a Contract Agency Inmate, SCORE shall check the NCIC and WACIC systems to determine if the Contract Agency Inmate is subject to any valid warrants or other detainers.
 - a) If the Contract Agency Inmate is subject to a warrant that is limited to King County, SCORE will, upon receiving written permission (e-mail) from the Contract Agency, transport the Inmate to the custodial agency for the jurisdiction that issued the warrant. However, SCORE will not assume responsibility to serve any such warrants.
 - b) If the Contract Agency Inmate is subject to a warrant from a western Washington jurisdiction outside King County, SCORE will either process the Inmate for transfer on the Cooperative Transport Chain or provide transfer to a jurisdiction that participates in Cooperative Transport Chain.
 - c) If the Contract Agency Inmate is subject to a warrant from an eastern Washington jurisdiction, SCORE will send the Inmate to a jurisdiction that participates in the Cooperative Transport Chain.
 - d) If, upon return from SCORE to the Contract Agency, the Inmate is subject to a warrant that provides for statewide extradition, SCORE will either transport the Inmate to the detention/correction facility in King County designated by the agency/jurisdiction that issued the warrant if it is in King County, or will send the Inmate to the agency/jurisdiction that issued the warrant on the Mini- Chain.

Exhibit C

PREA ACKNOWLEDGMENT - CUSTODIAL AND SEXUAL MISCONDUCT

1. **Compliance**
SCORE agrees to ensure that all of its employees, contractors, vendors, and volunteers that have contact with Contract Agency Inmates comply with all federal and state laws regarding sexual misconduct including, but not limited to:
 - a) The Prison Rape Elimination Act of 2003 (PREA)
 - b) The standards for adult Prisons and Jails or Community Confinement Facilities, whichever is applicable, as promulgated by the US Attorney, and
 - c) Zero tolerance toward all forms of sexual abuse and sexual harassment.
2. **Monitoring**
SCORE agrees to provide the Contract Agency documented compliance with the Federal Prison Rape Elimination Act standards. Monitoring may include, but is not limited to:
 - a) Site visits,
 - b) Access to facility data, and
 - c) Review of applicable documentation.
3. **Contract Agency may terminate this Agreement**
 - a) Should SCORE fail to provide documentation that demonstrates that the SCORE is actively and effectively working toward and is making substantive progress toward achieving compliance; or
 - b) Should SCORE fail to maintain PREA compliance between auditing periods, after being given a reasonable opportunity to cure.
4. **The Contract Agency will terminate this Agreement**
 - a) Should SCORE elect to discontinue pursuit of PREA compliance;
 - b) Should SCORE be found in noncompliance through a PREA Audit and fail to cure such noncompliance within the identified time-frames; or
 - c) Should SCORE be found to be in egregious violation of PREA.

Exhibit D

MEDICAL ACCEPTABILITY

SCORE shall determine the medical and mental acceptability of Inmates for booking or housing using the following guidelines. However, final acceptance is based upon approval of medical staff at the time of booking. Excluding criteria include but are not limited to:

1. Signs of untreated broken bones or dislocated joints.
2. Any injury or illness requiring emergency medical treatment.
3. Unconsciousness.
4. Inmates unable to stand and walk under their own power, unless they normally use an assistive device, such as a wheelchair, for mobility.
5. Bed bound individuals.
6. Individuals with attached IV or requiring IV medications.
7. Individuals requiring the use of oxygen tanks.
8. AMA (Against Medical Advice) from the hospital.
9. Individuals having had major invasive surgery within the last 72 hours. Non-invasive surgery such as oral surgery, laser-eye surgery and minor surgery may be evaluated on a case by case basis.
10. Wounds with drainage tubes attached.
11. Persons with Alzheimer's, dementia or other psychological conditions to the point where the Inmate cannot perform activities of daily living ("ADL's") or who do not have the capacity to function safely within a correctional environment.
12. Persons who are diagnosed as developmentally delayed and who do not have the capacity to function safely within a correctional environment or who cannot perform ADL's.
13. Persons undergoing chemotherapy and/or radiation treatment.
14. Persons undergoing dialysis.
15. Persons with suicidal ideations or gestures within the past 72 hours.
16. Persons, if prescribed, who have not taken psychotropic medications for at least 72 hours.
17. Persons who have by self-disclosure, admitted to attempting suicide within the last 30 days.
18. Persons who have attempted suicide during their current incarceration.
19. Persons displaying current psychotic episode.

Exhibit E

PROPERTY

1. SCORE will *not accept or transport* the following:
 - a) Backpacks, suitcases, etc.
 - b) Unpackaged food products.
 - c) Food products in packaging that have been opened.
 - d) Any type of weapon (includes pocket knives).
 - e) Liquids.
 - f) Helmets or any kind.
 - g) Large items that will not fit into a common paper grocery bag.
 - h) Material deemed to be contraband.

SCORE will limit property returned with the Inmate to the Contract Agency according to these criteria.

Exhibit F

CLASSIFICATION

SCORE maintains a classification plan to guide staff in the processing of individuals brought into the facility. The plan includes an initial screening process, as well as a process for determining appropriate housing assignments (28 CFR 115.42) and uses an objective screening instrument and procedures for making decisions about classification and housing assignments. The plan includes, and not limited to, an evaluation of the following criteria:

1. Behavior during arrest and intake process
2. Potential risk of safety to others or self
3. Medical needs
4. The inmate's own perception of his/her vulnerability
5. Any other criteria as deemed appropriate by the Executive Director or designee

The Contract Agency shall supply SCORE with the following Classification related information, if known to or in possession of the Contract Agency:

1. If the Contract Agency Inmate has been classified to a special housing unit.
2. If the Contract Agency Inmate has been classified as protective custody.
3. If the Contract Agency Inmate:
 - a) Is a violent offender or has displayed violent behavior during present or past incarcerations
 - b) Is identified as a threat to law enforcement
 - c) Is an escape risk

Exhibit G

BORROWING

One contracting agency may "borrow" another Contract Agency's Inmate as follows:

1. If a Contract Agency requests the transport of another contracting agency's Inmate from SCORE the requesting agency must notify each agency with rights to custody of the Inmate, and if each agency with rights to custody of the Inmate notifies SCORE in writing (e-mail) of its approval, SCORE shall provide the requested transport to the requesting agency. SCORE will complete a custody transfer form that lists all outstanding detainers. The custody transfer paperwork will accompany the Inmate.
2. Once custody of the Inmate has been transferred to the requesting agency, it is the responsibility of the requesting agency to determine whether the Inmate shall be returned to the custody of SCORE, and if so, the requesting agency shall make all necessary and proper arrangements with SCORE and any agency with rights to custody of the Inmate, for the Inmate's return according to the terms of this Agreement. The requesting agency, to the full extent permitted by law, defend, indemnify, save and hold harmless SCORE as provided in Section 16 of the Agreement.
3. SCORE will not track the Inmate once he or she has left the SCORE Facility.
4. If the Inmate is returned to the custody of SCORE, the requesting agency shall provide SCORE with sentencing/charge information. The requesting agency shall supply all pre-sentence, and post-sentence paperwork from agreeing agencies that authorized the borrowing of the Inmate. This will aid SCORE in determining split billing and release dates.
5. SCORE will transport the Inmate only to an agency that also contracts with SCORE for Inmate housing.

COMMISSION
AGENDA MEMORANDUM

Item No. 9a

ACTION ITEM

Date of Meeting October 13, 2026

DATE: September 9, 2026
TO: Stephen P. Metruck, Executive Director
FROM: Peter Lindsay, Assistant Director, Airport Operations
SUBJECT: SEA Airport Tenant Employee Parking Security Contract

Amount of this request: \$6,900,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to execute a contract for security services in support of employee parking operations at the North Employee Parking Lot and three new leased parking lots known as Lots A, C, and M for a total estimated cost of \$6,200,000 over five years. The initial contract will be for a 1-year base term with four annual renewal options at the discretion of the Port, for a maximum term of five years. Additionally, requesting \$700,000 to fund & maintain existing security coverage for the duration of the RFP process and through the contract's final extension (October 2027). Total authorization requested is \$6,900,000.

EXECUTIVE SUMMARY

On-site guard services are an expected service and best practice to safeguard tenant employees, Port of Seattle staff, and port assets supporting the airport's employee parking operation. For this procurement, guard services are proposed for the North Employee Parking Lot (NEPL) located north of the airfield and newly leased areas, specifically parking lots A, C, and M—located along International Boulevard in the City of SeaTac. Collectively, these parking facilities provide over 5,500 parking stalls and are designed to accommodate the needs of more than 18,000 airport tenants who work at SEA airport, ensuring they have reliable access to parking for the next decade.

Security guards provide essential support and access control for the airport's employee parking facilities. They continuously monitor the premises, manage access, and report any criminal or suspicious activities with either on-premises surveillance or patrol surveillance. Additionally, these guards oversee traffic control and deliver high-quality customer service to our airport tenant parkers.

This action seeks to award a contract for comprehensive security guard services for a duration of up to five (5) years through an RFP process. The contract will consist of an initial 1-Year term,

Meeting Date: October 13, 2026

with options for four (4) additional 1-Year extensions based on performance and service evaluations such as dependability, customer feedback, and responsiveness.

Guard service staffing is estimated at \$1.2M to \$1.3M annually, expenditures which are recovered through parking fees. The proposed expenditures will be absorbed within the existing phased annual rate plan, which assumes an average year-over-year increase of approximately 7.3% through 2031.

Employee Parking's existing security contract (S-00321204) is scheduled to expire in October 2027. Existing funds are insufficient to support the remaining term of the contract while completing procurement and transition to a successor contract. This authorization is requesting funding to both maintain uninterrupted security services under S-00321204 and procure a new security services contract.

JUSTIFICATION

To maintain a safe operation, security and access control are needed for airport employee parking lots as staff anticipate constant year-round use by employees. Staffing needs call for a constant guard presence, patrol, and on-duty 24-hours, 7-days a week, and 365-days per year with the following key scope elements:

- Ensure only authorized persons have access to the lot
- Assist customers when they have issues with their access cards
- Provide 24-hour surveillance of the lot
- Available security presence on-hand and ready to react to emergent issues if necessary

The airport evaluates multiple factors when deciding to contract services versus assigning duties to Port employees. The primary factors that support the use of contracted services are the type of work, the need to maintain regulatory requirements or financial security, variable operational needs such as seasonality, and connectivity to other departments.

This contract covers a limited range of non-specialized tasks, does not require regulatory procedures or financial transactions, and does not require close coordination with other departments for efficiency or success, making this work a preferred scenario for contracted services.

Contracting also creates opportunities for small businesses and provides many operational and financial advantages for the Port.

The airport can more easily adjust staffing levels of contracted employees to meet emerging needs compared to changing employee job duties or schedules. Maintaining 24-hour, 365-day coverage poses operational challenges for an in-house workforce, as staff call-outs and shortages necessitate overtime or the maintenance of redundant staffing levels to ensure continuous coverage. A vendor specializing in security services is structurally better positioned to absorb

Meeting Date: October 13, 2026

staffing fluctuations, drawing on a broader labor pool and established relief-staffing protocols as a core part of its business model.

The contracting process identifies firms with specialized training, supervision, and employee development programs that are directly tied to the security tasks, making those firms more efficient in delivering the work and avoiding the Port having to build a dedicated internal security management function solely for this purpose.

Contracting gives the Port built-in performance accountability that ensures we continue to meet customer service expectations. Finally, contracting services relieves the Port of equipment acquisition and on-going maintenance requirements.

Contracting non-regulatory services such as airport parking security allows Port staff to focus on regulatory safety and security, such as Aviation Security and SIDA Access Control.

Diversity in Contracting

Staff have contacted the Diversity in Contracting Office, which recommended a 5% women and minority owned-business participation (WMBE). Previous iterations of the contract have successfully added to the Port of Seattle's diversity in contracting goals, and the current contract holder is a WMBE firm.

DETAILS

This request is to provide site security for the entire employee parking operation, to reduce the risk of criminal activity, provide customer assistance, and monitor access control for facility security. Some units will be located on-site while others will provide mobile patrol surveillance with a vehicle.

Scope of Work

The successful contractor shall provide patrol and on-duty guard services for the NEPL and Lot C. A mobile patrol guard service shall be provided to Lots A and M. The service shall be performed 24-hours, 7-days a week, including holidays. The contractor will ensure only authorized personnel are allowed access to the lot, report any operational issues to the Landside Control Center, maintain a daily log of events, and provide a weekly update to Landside Management.

Specific scope elements include:

- (1) Security Guard Presence – one security guard on-duty throughout the day, including a mobile patrol guard
- (2) Regular Operational Reports and Daily Log – regular communications to advise management of lot activity, irregularities, and concerns
- (3) Access Control – assist with lot access and customer service
- (4) Supplemental Security – enhanced patrols and security evaluations around the lot perimeter

Meeting Date: October 13, 2026

Airport Operations intends to continue offering guard services with increased resources to allow flexibility, greater response for site security, and public safety needs.

Schedule***Activity***

Commission Authorization	2026 Quarter 3
RFP Development	2026 Quarter 4
Solicitation	2027 Quarter 1
Proposal Reviews	2027 Quarter 2
Award Contract	2027 Quarter 3
Contract Start Date	2027 Quarter 4

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Meeting Date: October 13, 2026

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Add Port staff to perform these functions. This option would eliminate the need for a contract to provide guard services at Employee Parking facilities and task the Port of Seattle and SEA with responsibility for all site-security services.

Cost Implications: Further analysis estimates the five-year cost to transition security services to Port employees is approximately \$12.1M, compared to \$6.9M for contracted security services over the same period. This estimate is based on a blended rate of current airport security positions and includes wages and benefits required for a minimum staffing model of 15 full-time employees (FTE) which satisfy three required security posts for 24-hour, 7-days a week, and 365-days coverage.

This estimate also includes incremental corporate overhead and other non-payroll operating expenses associated with supporting the additional FTEs, such as uniforms, equipment, fuel, training, and recruitment. These costs would go to annual expenses and are significant. The estimate, however, does not include collective bargaining-related costs or negotiated wage adjustments.

For 2027 alone, the Port staffing model is estimated at approximately \$2.2M, consisting of \$2.13M in wages and benefits, \$27,600 in corporate overhead, and \$71,783 in other non-payroll related expenses. The five-year forecast assumes an annual payroll and corporate overhead escalation rate of 5.5%, as provided by F&B; and 1% annual escalation of recurring non-payroll expenses beginning in 2028. Based on these assumptions, the Port staffing model is approximately \$5.97M greater—almost double—than the five-year contracted security proposal.

Pros:

- (1) Port staff are more knowledgeable of Port policies and procedures and Employee Parking procedures and could answer questions and provide improved customer service to Employee Lot customers.

Cons:

- (1) Disruptive to business operations. New staff would be needed to perform this new role, and many lines of business have difficulty filling existing positions. Staff is concerned that business continuity and site security may suffer from a lack of headcount or the inability to find qualified personnel.
- (2) Increase supervisory work. Maintaining a 24/7 coverage program requires additional supervisory work to handle real-time call outs and staffing shortages. Creating this program will add to recruiting, training, development, and supervisory programs.
- (3) Increase operational expenses. The Port will accept responsibility for any equipment required by the new employees.

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- (4) Declined Women and Minority Business Enterprise (WMBE) participation. The current security contract is 100% WMBE. Transitioning to a Port of Seattle employment model would eliminate the guard service contract opportunity for WMBE firms.

This is not the recommended alternative.

Alternative 2 – Discontinue dedicated security services at Employee Parking facilities and rely on existing Port passive security measures such as cameras, lighting, access controls, and standard operational reporting procedures.

Cost Implications: Eliminates the cost of a dedicated security contract or equivalent in-house staffing costs. Reduces ongoing expenses to zero relating to security personnel, vehicles, & associated operating costs. May require future investments in security technology or infrastructure enhancements to mitigate reduced on-site presence.

Pros:

- (1) Lowest overall operating costs while also allowing funding to be redirected to other operational or capital priorities.
- (2) Eliminates long-term contractual or staffing obligations while reducing administrative oversight associated with managing a security program.

Cons:

- (1) No site security presence to deter criminal activity or provide immediate response.
- (2) Increased risk of theft, vandalism, trespassing, and customer safety concerns.
- (3) Reduced ability to proactively identify and resolve operational or safety incidents.
- (4) Increases potential for liability and risk following security and safety-related incidents.
- (5) Increased reliance on Port Police or King County law enforcement, which may result in longer response times.

This is not the recommended alternative.

Alternative 3 – Execute a contract for security services. Consistent with existing customer expectations and service levels since the NEPL began operations, this option would maintain the practice of using a contract security firm for NEPL guard services.

Cost Implications: Guard service staffing is estimated at \$1.2M to \$1.3M annually, expenditures which are recovered through parking fees.

Pros:

- (1) Provides operational flexibility to supplement security needs without adding Full Time Equivalent (FTE) employees.
- (2) Efficient use of Port funds as the procurement process helps the business unit attain competitive rates for services.
- (3) Provides opportunity for WMBE contract participation. The current contractor is a 100% WMBE firm.

Meeting Date: October 13, 2026

Cons:

- (1) Variability in guard experience due to third-party scheduling needs and staffing requirements. Although guards are typically dedicated to the operation, at times, personnel are moved between sites.

This is the recommended alternative.

FINANCIAL IMPLICATIONS

As an enterprise, Employee Parking is a cost-recovery business whereby the expenditures necessary to operate and maintain the service are recovered directly from tenant customers and users of the service, inclusive of all necessary taxes and fees. As per existing SLOA agreements, current 2026 monthly parking rates are fixed at \$107 per month; monthly parking rates are projected to increase to \$114 per month for the 2027 calendar year, with the forecasted increase of approximately 7.3% annually through 2031.

Annual Budget Status and Source of Funds

The Employee Parking baseline budget in 2026 includes \$1.19M in 2027 for guard services across all employee parking lots.

Financial Analysis and Summary

Project cost for analysis	\$6,900,000.00
Business Unit (BU)	Landside Operations, Employee Parking
Effect on business performance (NOI after depreciation)	Absorbed in phased annual rate plan per SLOA, assuming average YOY increase of approx. 7.3% through 2031
IRR/NPV (if relevant)	N/A
CPE Impact	N/A

Future Revenues and Expenses (Total cost of ownership)

Current financial analysis forecasts \$14.1M in 2026 year-end revenue. This figure includes revenue generated from the recently opened employee parking lots also known as Lots A and C.

Cost Breakdown***This Request***

Existing Contract (S-00321204) Expires Oct 2027	\$700,000
Contract Year 1 (New Executed Agreement)	\$1,165,000
Contract Year 2	\$1,200,000
Contract Year 3	\$1,236,000
Contract Year 4	\$1,273,000

COMMISSION AGENDA – Action Item No. 9a

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Meeting Date: October 13, 2026

Contract Year 5	\$1,311,000
Total	\$6,900,000

Note: Total sums are rounded.

ADDITIONAL BACKGROUND

None.

ATTACHMENTS TO THIS REQUEST

- (1) Presentation

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

September 22, 2026 – Action postponed to October 13, 2026, meeting.

September 9, 2026 – Action postponed to September 22, 2026, meeting.

August 9, 2022 – The Commission authorized a 5-year contract for NEPL security services.

August 4, 2017 – The Commission authorized a 5-year contract for NEPL security services.

SEA Employee Parking Security Contract

SEA Employee Parking Facilities

Locations: Four (4) Remote Parking Sites

- North Employee Parking Lot (NEPL)
- Lot A
- Lot C
- Lot M

Purpose: To provide on site security guard services for 24-hour, 7-days a week, 365-days a year

Scope: Security guard presence; regular operational reports & daily log; Access Control; Supplemental Security

Facility Map



Action Requested

Request Commission authorization for the Executive Director to execute a new contract for security services in Q4 2027 to support employee parking operations at NEPL, Lot A, Lot C, & Lot M for a total estimated cost of \$6,200,000.00 over five (5) years.

Additionally, requesting \$700,000.00 to fund the existing security contract (S-00321204) for the duration of the new contract's RFP process and through the contract's final extension.

Total authorization requested is \$6,900,000.00.

Five-Year Forecast & Cost Basis Comparison

Year	Contract Costs incl. contingency ¹	Port Payroll Escalated Base ²	Port Corporate Overhead ³	Other Port Non-Payroll Costs ⁴	Total Costs Port Staff
2027	\$1,164,624	\$2,127,181	\$27,600	\$71,783	\$2,226,564
2028	\$1,199,562	\$2,244,176	\$29,118	\$14,422	\$2,287,716
2029	\$1,235,549	\$2,367,606	\$30,719	\$14,551	\$2,412,876
2030	\$1,272,616	\$2,497,824	\$32,409	\$14,682	\$2,544,915
2031	\$1,310,794	\$2,635,204	\$34,192	\$14,813	\$2,684,209
Totals	\$6,183,146	Total Wages, Benefits, Overhead, & Non-Payroll Expenses (Port Staff)			\$12,156,280

Contract Schedule

Cost Breakdown	This Request
Existing Contract (S-00321204) Expires Oct 2027	\$700,000
Contract Year 1 (New Executed Agreement)	\$1,165,000
Contract Year 2	\$1,200,000
Contract Year 3	\$1,236,000
Contract Year 4	\$1,273,000
Contract Year 5	\$1,311,000
Total	\$6,900,000.00

Scheduled Milestones:

- RFP Development – 2026 Q4
- Solicitation & Reviews – 2027 Q1 to Q2

With additional authorization, existing security contract (S-00321204) expected to expire Q3 2027.

Anticipated completion of RFP process and award of new contract Q3 2027.



QUESTIONS?



**COMMISSION
AGENDA MEMORANDUM**

ACTION ITEM

Item No.

10a

Date of Meeting

October 13, 2026

DATE: October 13, 2026
TO: Stephen P. Metruck, Executive Director
FROM: Aaron Pritchard, Commission Chief of Staff
Francis Choe, Strategic Advisor, Commission Office
SUBJECT: **Port of Seattle Commission Resolution Opposing Initiative IL26-638**

ACTION REQUESTED

Request Commission adoption of Resolution No. 3855, a resolution to Initiative Measure No. IL26-638, Concerning Sex Verification Requirements for Participation in Girls' School Sports, Appearing on the November 3, 2026, General Election Ballot; and Reaffirming the Commission's Commitment, First Expressed in Order No. 2022-08, to Protect the Privacy of Personal Health Information and Health Care Decisions.

EXECUTIVE SUMMARY

During the general election on November 3, 2026, Washington voters will act on two statewide ballot measures sponsored by the political committee Let's Go Washington. Both were filed as initiatives to the Legislature; when the Legislature declined to act on them during the 2026 session, they advanced to the general election ballot for a vote of the people. Initiative Measure No. IL26-638 would prohibit students it defines as "biologically male" from competing in certain school athletic activities intended for female students only. It would require verification of biological sex by students' healthcare providers.

The measure implicates Port interests on three fronts. First, it rests on the premise the Commission rejected in Order No. 2022-08 following the *Dobbs v. Jackson Women's Health Organization* decision, a 2022 U.S. Supreme Court ruling, in which the court ruled that the government may compel the disclosure of private health information as a condition of participation in public life. Second, the Port's aviation, cruise, and tourism lines of business depend on this region's reputation as a welcoming destination, reflected in SEA's record-setting

Meeting Date: October 13, 2026

passenger traffic during the FIFA World Cup in June and July 2026. Third, the students the measure would subject to verification and exclusion are the same young people the Port recruits into its Career Connected Learning programs, high school internships, and the Youth Maritime Career Launch program.

This resolution is brought forward alongside a companion resolution opposing Initiative Measure No. IL26-001 to establish the Port of Seattle Commission's opposition to IL26-638 on the November 2026 ballot, consistent with the Commission's record: its 2016 opposition to Initiative 1515 (Motion 2016-04), its gender-inclusive facilities direction (Motion 2018-08), its June 2023 Pride proclamation, its equity principle "Prioritizing the Most Vulnerable," and Order No. 2022-08 (aligning Port policy with Washington's Directive 22-21 cooperation or assistance with out-of-state abortion and other reproductive health care investigations, prosecutions or other legal actions).

ADDITIONAL BACKGROUND

Statewide

Let's Go Washington filed the measure in June 2025 and submitted 445,187 signatures on January 2, 2026. The Secretary of State completed signature verification on January 22, 2026, and the Legislature declined to act on the measure before the end of the 2026 session, certifying it to the November 3, 2026, general election ballot. Verification under the measure may be based on reproductive anatomy, genetic makeup, or normal endogenously produced testosterone levels, and applies to every girl seeking to play girls' sports regardless of gender identity. Opposition has been announced by the Washington State PTA, the ACLU of Washington, the Washington Education Association, and the No Hate in WA State coalition. On July 28, 2026, the Tacoma City Council unanimously adopted Resolution No. 41972 expressing opposition to both of Let's Go Washington's initiatives. On September 22, 2026, King County Council also formally adopted resolutions opposing Initiatives IL26-638 and IL26-001.

Port of Seattle

The Port's exposure is reputational and economic as well as values based. SEA serves more than 50 million travelers each year; the record 2025 cruise season carried nearly two million revenue passengers and generated an estimated \$1.2 billion in regional economic activity, with a record 2.1 million cruise passengers expected in 2026.

The Port also invests millions of dollars each year in young people now enrolled in Washington's public schools — through Career Connected Learning, high school internships at SEA, the \$4.1 million Youth Maritime Career Launch program developed with the Urban League of Metropolitan Seattle and Washington Maritime Blue, and Duwamish Valley youth programs.

Meeting Date: October 13, 2026

Measures that push young people out of school activities, or make schools less safe, directly undermine those investments in the Port’s future workforce.

ATTACHMENTS TO THIS REQUEST

- (1) Draft Resolution

Sponsor: Hasegawa

**PORT OF SEATTLE
RESOLUTION NO. 3855**

A RESOLUTION of the Port of Seattle Commission expressing opposition to Initiative Measure No. IL26-638, concerning sex verification requirements for participation in girls' school sports, appearing on the November 3, 2026 general election ballot; and reaffirming the Commission's commitment, first expressed in Order No. 2022-08, to protect the privacy of personal health information and health care decisions.

WHEREAS, the voters of King County authorized and approved the formation of a port district coterminous with King County to be known as the Port of Seattle in a special election on September 5, 1911; and

WHEREAS, the Port of Seattle Commission is the legally constituted governing body of the Port of Seattle; and

WHEREAS, the Port of Seattle's Century Agenda commits the Port to "become a model for equity, diversity, and inclusion," and the Port has long recognized that our region's prosperity — our ability to attract a talented workforce, welcome visitors from around the world, and grow our maritime and aviation economies — depends on communities where every person is treated with dignity and respect; and

WHEREAS, the Port of Seattle established the Office of Equity, Diversity, and Inclusion in 2019, the first standalone equity department at any port authority in the United States, and through its Welcoming Port Policy Directive has committed to ensuring that every person who works at, travels through, or does business with Port facilities feels welcome, safe, and able to access services, benefits, and opportunities; and

WHEREAS, in 2016, the Commission publicly opposed Initiative 1515, which sought to restrict transgender people's access to facilities consistent with their gender identity, and in the years since the Port has acted on that commitment: by Motion 2018-08 the Commission directed the development of a gender-inclusive restroom plan for Seattle-Tacoma International Airport, and the Port has since opened all-gender facilities that are among the first of their kind at any North American airport and expanded services for transgender, nonbinary, and gender-nonconforming travelers, so that our airport serves as a safe and welcoming gateway for all; and

WHEREAS, in June 2023, the Commission's Pride proclamation expressly recognized that "new discriminatory and bigoted laws targeting the LGBTQIA2S+ community are on the rise" and committed the Port to rejecting discrimination and supporting LGBTQIA2S+ individuals, their families, and their fight for equal rights; and

48 **WHEREAS**, among the Port’s core equity principles, adopted in its equity framework
49 Values in Action, is “Prioritizing the Most Vulnerable,” which provides: “In developing policies,
50 practices, and procedures, we are committed to engaging those who are most directly and
51 adversely impacted by our work,” and which defines vulnerable stakeholders to include both
52 people within the Port and vulnerable communities and no community the Port serves is more
53 vulnerable than children, so a measure that targets children, compelling the disclosure of their
54 most private information at an age when they are least able to protect themselves, is precisely the
55 harm the Port’s equity commitments oblige this Commission to speak against; and
56

57 **WHEREAS**, the Port’s aviation, cruise, and tourism lines of business anchor a visitor
58 economy that depends directly on this region’s reputation as a safe and welcoming destination:
59 Seattle-Tacoma International Airport serves more than 50 million travelers each year; the Port’s
60 record 2025 cruise season carried nearly two million revenue passengers and generated an
61 estimated \$1.2 billion in regional economic activity; and a record 2.1 million cruise passengers
62 are expected in the 2026 season; and
63

64 **WHEREAS**, in June and July 2026 the Port helped welcome the world to Seattle for the
65 FIFA World Cup, during which Seattle-Tacoma International Airport recorded three of the
66 busiest days in its history and more than 750,000 fans attended official fan celebrations across
67 the city, a demonstration that the international sporting events, conventions, and tourism the Port
68 competes to attract are awarded to, and succeed in, destinations known for welcoming every
69 athlete, fan, and visitor; and
70

71 **WHEREAS**, the experience of other states demonstrates that laws perceived as licensing
72 discrimination carry measurable economic consequences: after North Carolina enacted House
73 Bill 2 in 2016, an Associated Press analysis projected more than \$3.76 billion in lost economic
74 activity over twelve years as employers canceled expansions, conventions relocated, and the
75 NCAA and NBA moved championship events and the All-Star Game out of the state, losses
76 concentrated in precisely the aviation-, tourism-, and event-driven sectors on which the Port’s
77 revenues and the region’s jobs depend; and
78

79 **WHEREAS**, the Port invests millions of dollars each year in the young people now
80 enrolled in Washington’s public schools, through its Career Connected Learning programs and
81 high school internships at Seattle-Tacoma International Airport, the \$4.1 million Youth Maritime
82 Career Launch program developed with the Urban League of Metropolitan Seattle and
83 Washington Maritime Blue, and its Duwamish Valley youth programs, because today’s students
84 are the Port’s future workforce, and measures that make schools less safe or push young people
85 out of school activities directly undermine those investments; and
86
87
88
89

90 **WHEREAS**, on July 12, 2022, following the United States Supreme Court’s decision in
91 *Dobbs v. Jackson Women’s Health Organization* overturning *Roe v. Wade*, the Port of Seattle
92 Commission unanimously adopted Order No. 2022-08, aligning Port policing policy with
93 Washington State Governor Jay Inslee’s Directive 22-12 and directing the Port of Seattle Police

Department to refrain from cooperating or assisting with any out-of-state investigation, prosecution, or other legal action concerning reproductive health care that is lawful in Washington; and

WHEREAS, in adopting Order No. 2022-08, the Commission affirmed an enduring principle: that a person’s private health care information and health care decisions belong to that person, and that government must not compel their disclosure, weaponize them, or condition participation in public life upon surrendering them; and

WHEREAS, Initiative Measure No. IL26-638, sponsored by the political committee Let’s Go Washington, was certified to the November 3, 2026 general election ballot after the Legislature declined to act on it during the 2026 session; the measure would require school districts and nonprofit athletics organizations to prohibit students it defines as “biologically male” from competing in athletic activities designated for female students, and would require every student seeking to participate in girls’ sports, in kindergarten through twelfth grade, to submit documentation from a health care provider verifying her sex on the basis of reproductive anatomy, genetic makeup, or endogenously produced testosterone levels; and

WHEREAS, Initiative Measure No. IL26-638 is the most far-reaching measure of its kind in the nation: it is the only such measure that would subject cisgender girls, and not only transgender girls, to medical sex verification, and it would expose children to invasive, medically unnecessary examinations and the compelled disclosure of private medical information as the price of playing school sports; and

WHEREAS, Initiative Measure No. IL26-638 rests on the same premise the Commission rejected in Order No. 2022-08, that government may compel the disclosure of private health information and intrude upon deeply personal health care matters, and would single out transgender young people, and indeed all girls, for surveillance and exclusion contrary to the protections of the Washington Law Against Discrimination, chapter 49.60 RCW; and its enactment would mark Washington, in the eyes of the athletes, governing bodies, event organizers, and visitors this region has successfully courted, as a state that polices children’s bodies as a condition of play, the very reputation that caused sports leagues and event organizers to abandon other states; and

WHEREAS, civic institutions across the region and state have urged rejection of the measure, including the Washington State PTA and the American Civil Liberties Union of Washington, and on July 28, 2026, the Tacoma City Council unanimously adopted Resolution No. 41972 expressing its opposition to both of Let’s Go Washington’s initiatives; and

WHEREAS, the Port of Seattle is a major public employer that competes nationally for talent, and workers, employers, and visitors alike choose regions whose laws protect their employees, their children, and their neighbors; discrimination against any community, including the LGBTQIA2S+ community, diminishes the welcoming region, thriving workforce, and

vibrant economy that the Port exists to advance.

NOW, THEREFORE, BE IT RESOLVED by the Port of Seattle Commission as follows:

SECTION 1. The Port of Seattle Commission hereby expresses its opposition to Initiative Measure No. IL26-638, finding that the measure would compel the disclosure of private health information, endanger young people, undermine the Port’s investments in its future workforce, threaten the welcoming reputation on which the Port’s aviation, cruise, tourism, and events businesses depend, and conflict with the values of equity, dignity, and inclusion that guide the Port of Seattle.

SECTION 2. The Commission reaffirms Order No. 2022-08 and the principles underlying it, including the protection of private health care information and health care decisions from compelled disclosure and government intrusion, and directs that the policies implemented under Order No. 2022-08 remain in full force and effect.

SECTION 3. The Commission reaffirms its Welcoming Port Policy Directive and its commitments to equity, diversity, and inclusion, and affirms that all people, including transgender youth and the LGBTQIA2S+ community, are welcome, valued, and safe at the gateways and in the workplaces of the Port of Seattle.

ADOPTED by the Port of Seattle Commission at a duly noticed public meeting thereof, held this 13th day of October, 2026, and duly authenticated in open session by the signatures of the commissioners voting in favor thereof and the seal of the Commission.

Port of Seattle Commission

**COMMISSION
AGENDA MEMORANDUM**

Item No. 10b

ACTION ITEM

Date of Meeting October 13, 2026

DATE: October 6, 2026
TO: Stephen P. Metruck, Executive Director
FROM: Aaron Pritchard, Commission Chief of Staff
Francis Choe, Strategic Advisor, Commission Office
SUBJECT: **Port of Seattle Commission Resolution Opposing Initiative IL26-001**

ACTION REQUESTED

Request Commission adoption of Resolution No. 3856, a resolution expressing opposition to Initiative Measure No. IL26-001, Concerning the Disclosure of Private Student Medical and Mental Health Records Without Student Consent, Appearing on the November 3, 2026, General Election Ballot; and Reaffirming the Commission's Commitment, First Expressed in Order No. 2022-08, to Protecting the Privacy of Personal Health Information and Health Care Decisions.

EXECUTIVE SUMMARY

During the general election on November 3, 2026, Washington voters will act on two statewide ballot measures sponsored by the political committee Let's Go Washington. Both were filed as initiatives to the Legislature; when the Legislature declined to act on them during the 2026 session, they advanced to the general election ballot for a vote of the people. Initiative Measure No. IL26-001 would partially repeal the student privacy protections of Engrossed Substitute House Bill 1296, enacted by the Legislature in 2025, by allowing certain private student medical and mental health records to be disclosed to parents without the student's consent and by requiring parental notification before medical services are offered.

The measure rests on the same premise the Commission rejected in Order No. 2022-08 following the *Dobbs v. Jackson Women's Health Organization* decision, a 2022 U.S. Supreme Court ruling, in which the court ruled that government may compel the disclosure of private health information. The students affected attend the same public schools from which the Port draws participants for its Career Connected Learning programs, high school internships at SEA, and the Youth Maritime Career Launch program.

This resolution is brought forward alongside a companion resolution opposing Initiative Measure No. IL26-638 to establish the Port of Seattle Commission's opposition to IL26-001 on the November 2026 ballot, consistent with the Commission's record: its 2016 opposition to Initiative

Meeting Date: October 13, 2026

1515 (Motion 2016-04), its gender-inclusive facilities direction (Motion 2018-08), its June 2023 Pride proclamation, its equity principle “Prioritizing the Most Vulnerable,” and Order No. 2022-08 (aligning Port policy with Washington’s Directive 22-21 cooperation or assistance with out-of-state abortion and other reproductive health care investigations, prosecutions or other legal actions).

ADDITIONAL BACKGROUND**Statewide**

Initiative Measure No. IL26-001 was filed on May 22, 2025, and certified to the November 3, 2026 general election ballot after the Legislature declined to act on it during the 2026 session. The measure would roll back changes the Legislature made in 2025 through ESHB 1296, which updated the parental-rights framework created by Initiative 2081 (2024) to protect the confidentiality of certain student medical and mental health records. Opposition has been announced by the Washington State PTA, the ACLU of Washington, the Washington Education Association, and the No Hate in WA State coalition. On July 28, 2026, the Tacoma City Council unanimously adopted Resolution No. 41972 expressing opposition to both of Let’s Go Washington’s initiatives. On September 22, 2026, King County Council also formally adopted resolutions opposing Initiatives IL26-638 and IL26-001.

Port of Seattle

The Port’s equity framework, Values in Action, includes a principle titled “Prioritizing the Most Vulnerable,” committing the Port to engaging those most directly and adversely impacted by its work and expressly naming vulnerable communities as relevant stakeholders. The draft resolution applies this principle to the initiative’s effect on students, on the premise that children are among the Port’s most vulnerable stakeholders. The Commission’s June 2023 Pride proclamation recognized that discriminatory laws targeting the LGBTQIA2S+ community are on the rise and committed the Port to supporting LGBTQIA2S+ individuals and their families; Order No. 2022-08 affirmed that private health care information belongs to the person and must not be subject to compelled disclosure.

The Port’s economic stake parallels the companion measure: a visitor economy – more than 50 million SEA travelers annually and a record cruise season generating an estimated \$1.2 billion – that depends on the region’s welcoming reputation, and a multi-million-dollar annual investment in student-age young people through Career Connected Learning, SEA high school internships, the \$4.1 million Youth Maritime Career Launch program, and Duwamish Valley youth programs.

ATTACHMENTS TO THIS REQUEST

(1) Draft Resolution

Sponsor: Hasegawa

PORT OF SEATTLE RESOLUTION NO. 3856

A RESOLUTION of the Port of Seattle Commission expressing opposition to Initiative Measure No. IL26-001, concerning the disclosure of private student medical and mental health records without student consent, appearing on the November 3, 2026 general election ballot; and reaffirming the Commission's commitment, first expressed in Order No. 2022-08, to protect the privacy of personal health information and health care decisions.

WHEREAS, the voters of King County authorized and approved the formation of a port district coterminous with King County to be known as the Port of Seattle in a special election on September 5, 1911; and

WHEREAS, the Port of Seattle Commission is the legally constituted governing body of the Port of Seattle; and

WHEREAS, the Port of Seattle's Century Agenda commits the Port to "become a model for equity, diversity, and inclusion," and the Port has long recognized that our region's prosperity — our ability to attract a talented workforce, welcome visitors from around the world, and grow our maritime and aviation economies — depends on communities where every person is treated with dignity and respect; and

WHEREAS, the Port of Seattle established the Office of Equity, Diversity, and Inclusion in 2019, the first standalone equity department at any port authority in the United States, and through its Welcoming Port Policy Directive has committed to ensuring that every person who works at, travels through, or does business with Port facilities feels welcome, safe, and able to access services, benefits, and opportunities; and

WHEREAS, in 2016, the Commission publicly opposed Initiative 1515, which sought to restrict transgender people's access to facilities consistent with their gender identity, and in the years since the Port has acted on that commitment: by Motion 2018-08 the Commission directed the development of a gender-inclusive restroom plan for Seattle-Tacoma International Airport, and the Port has since opened all-gender facilities that are among the first of their kind at any North American airport and expanded services for transgender, nonbinary, and gender-nonconforming travelers, so that our airport serves as a safe and welcoming gateway for all; and

47 **WHEREAS**, in June 2023, the Commission’s Pride proclamation expressly recognized
48 that “new discriminatory and bigoted laws targeting the LGBTQIA2S+ community are on the
49 rise” and committed the Port to rejecting discrimination and supporting LGBTQIA2S+
50 individuals, their families, and their fight for equal rights; and
51

52 **WHEREAS**, among the Port’s core equity principles, adopted in its equity framework
53 Values in Action, is “Prioritizing the Most Vulnerable,” which provides: “In developing policies,
54 practices, and procedures, we are committed to engaging those who are most directly and
55 adversely impacted by our work,” and which defines vulnerable stakeholders to include both
56 people within the Port and vulnerable communities and no community the Port serves is more
57 vulnerable than children, so a measure that targets children, compelling the disclosure of their
58 most private information at an age when they are least able to protect themselves, is precisely the
59 harm the Port’s equity commitments oblige this Commission to speak against; and
60

61 **WHEREAS**, the Port’s aviation, cruise, and tourism lines of business anchor a visitor
62 economy that depends directly on this region’s reputation as a safe and welcoming destination:
63 Seattle-Tacoma International Airport serves more than 50 million travelers each year; the Port’s
64 record 2025 cruise season carried nearly two million revenue passengers and generated an
65 estimated \$1.2 billion in regional economic activity; and a record 2.1 million cruise passengers
66 are expected in the 2026 season; and
67

68 **WHEREAS**, in June and July 2026 the Port helped welcome the world to Seattle for the
69 FIFA World Cup, during which Seattle-Tacoma International Airport recorded three of the
70 busiest days in its history and more than 750,000 fans attended official fan celebrations across
71 the city, a demonstration that the international sporting events, conventions, and tourism the Port
72 competes to attract are awarded to, and succeed in, destinations known for welcoming every
73 athlete, fan, and visitor; and
74

75 **WHEREAS**, the experience of other states demonstrates that laws perceived as licensing
76 discrimination carry measurable economic consequences: after North Carolina enacted House
77 Bill 2 in 2016, an Associated Press analysis projected more than \$3.76 billion in lost economic
78 activity over twelve years as employers canceled expansions, conventions relocated, and the
79 NCAA and NBA moved championship events and the All-Star Game out of the state, losses
80 concentrated in precisely the aviation-, tourism-, and event-driven sectors on which the Port’s
81 revenues and the region’s jobs depend; and
82

83 **WHEREAS**, the Port invests millions of dollars each year in the young people now
84 enrolled in Washington’s public schools, through its Career Connected Learning programs and
85 high school internships at Seattle-Tacoma International Airport, the \$4.1 million Youth Maritime
86 Career Launch program developed with the Urban League of Metropolitan Seattle and
87 Washington Maritime Blue, and its Duwamish Valley youth programs, because today’s students
88 are the Port’s future workforce, and measures that make schools less safe or push young people
89 out of school activities directly undermine those investments; and
90
91
92

93 **WHEREAS**, on July 12, 2022, following the United States Supreme Court’s decision in
94 Dobbs v. Jackson Women’s Health Organization overturning Roe v. Wade, the Port of Seattle
95 Commission unanimously adopted Order No. 2022-08, aligning Port policing policy with
96 Washington State Governor Jay Inslee’s Directive 22-12 and directing the Port of Seattle Police
97 Department to refrain from cooperating or assisting with any out-of-state investigation,
98 prosecution, or other legal action concerning reproductive health care that is lawful in
99 Washington; and

100
101 **WHEREAS**, in adopting Order No. 2022-08, the Commission affirmed an enduring
102 principle: that a person’s private health care information and health care decisions belong to that
103 person, and that government must not compel their disclosure, weaponize them, or condition
104 participation in public life upon surrendering them; and

105
106 **WHEREAS**, Initiative Measure No. IL26-001, sponsored by the political committee
107 Let’s Go Washington, was certified to the November 3, 2026 general election ballot after the
108 Legislature declined to act on it during the 2026 session; the measure would partially repeal the
109 student privacy protections of Engrossed Substitute House Bill 1296, enacted by the Legislature
110 in 2025, by allowing certain private student medical and mental health records to be disclosed to
111 parents without the student’s consent and by requiring parental notification before medical
112 services are offered; and

113
114 **WHEREAS**, not every young person has a supportive or safe adult at home, and stripping
115 students of confidential access to counseling, health care, and trusted school staff would place
116 lesbian, gay, bisexual, transgender, and queer students and other vulnerable youth at heightened
117 risk of harm, rejection, and instability, and would chill young people from seeking the care and
118 support they need; and

119
120 **WHEREAS**, Initiative Measure No. IL26-001 rests on the same premise the Commission
121 rejected in Order No. 2022-08, that government may compel the disclosure of private health
122 information and intrude upon deeply personal health care matters, and the students it would strip
123 of confidential counseling and care are the same young people the Port recruits into its
124 internships, career-connected learning, and maritime career programs, so that harm to their
125 stability, mental health, and school engagement is harm to the Port’s own workforce pipeline;
126 and

127
128 **WHEREAS**, civic institutions across the region and state have urged rejection of the
129 measure, including the Washington State PTA and the American Civil Liberties Union of
130 Washington, and on July 28, 2026, the Tacoma City Council unanimously adopted Resolution
131 No. 41972 expressing its opposition to both of Let’s Go Washington’s initiatives; and

132
133 **WHEREAS**, the Port of Seattle is a major public employer that competes nationally for
134 talent, and workers, employers, and visitors alike choose regions whose laws protect their
135 employees, their children, and their neighbors; discrimination against any community, including
136 the LGBTQIA2S+ community, diminishes the welcoming region, thriving workforce, and
137 vibrant economy that the Port exists to advance.

139 **NOW, THEREFORE, BE IT RESOLVED** by the Port of Seattle Commission as
140 follows:
141

142 SECTION 1. The Port of Seattle Commission hereby expresses its opposition to Initiative
143 Measure No. IL26-001, finding that the measure would compel the disclosure of private health
144 information, endanger young people, undermine the Port’s investments in its future workforce,
145 threaten the welcoming reputation on which the Port’s aviation, cruise, tourism, and events
146 businesses depend, and conflict with the values of equity, dignity, and inclusion that guide the Port
147 of Seattle.
148

149 SECTION 2. The Commission reaffirms Order No. 2022-08 and the principles
150 underlying it, including the protection of private health care information and health care decisions
151 from compelled disclosure and government intrusion, and directs that the policies implemented
152 under Order No. 2022-08 remain in full force and effect.
153

154 SECTION 3. The Commission reaffirms its Welcoming Port Policy Directive and its
155 commitments to equity, diversity, and inclusion, and affirms that all people, including transgender
156 youth and the LGBTQIA2S+ community, are welcome, valued, and safe at the gateways and in
157 the workplaces of the Port of Seattle.
158

159 **ADOPTED** by the Port of Seattle Commission at a duly noticed public meeting thereof,
160 held this 13th day of October, 2026, and duly authenticated in open session by the signatures of
161 the commissioners voting in favor thereof and the seal of the Commission.
162

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172

Port of Seattle Commission

**COMMISSION
AGENDA MEMORANDUM**

Item No. 11a

BRIEFING ITEM

Date of Meeting October 13, 2026

DATE: October 6, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Wendy Reiter, Managing Director, Aviation Division
Hiedi Popochock, Director, Aviation Finance & Budget

**SUBJECT: 2027 Aviation Division Operating and Capital Improvement Program (CIP)
Budgets Briefing**

EXECUTIVE SUMMARY

The purpose of this briefing is to discuss with the Commission the 2027 preliminary operating and capital improvement program budgets for the Aviation Division. Staff would also like to seek Commission feedback on the preliminary budgets.

This is one of a series of budget briefings to the Commission starting from June. Staff will discuss the three operating divisions' operating and capital budgets on October 13, 2026, and subsequently the 2027 Tax Levy and Draft Plan of Finance on October 27, 2026, prior to Commission approval of the 2027 budget in November.

ATTACHMENTS TO THIS BRIEFING

- (1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

October 13, 2026 – 2027 Aviation Division Operating and CIP Budget Briefing
September 22, 2026 – Central Services 2027 Preliminary Budget and Port-wide Rollup Briefing
July 14, 2026 – 2027 Budget Development Briefing
June 23, 2026 – Commission 2027 Budget Study Session



Seattle-Tacoma
International
Airport

Item No.	11a_supp
Date of Meeting:	October 13, 2026

AVIATION DIVISION

2027 Proposed Operating & Capital Budgets

Commission Briefing
October 13, 2026

Outline for Aviation Division Presentation

- Mission and Vision
- Strategic Priorities
- 2027 Proposed Budget Overview
- 2027 Proposed Operating Budget
 - Commission Priorities
 - Equity Spending Highlights
- 2027-2036 (10-Year) Proposed Financial Forecast
- 2027-2036 (10-Year) Proposed Capital Program Forecast
- Appendix

SEA: Mission and Vision

MISSION

Seattle-Tacoma International Airport (**SEA**) promotes regional economic vitality by operating a world-class international airport, providing an extraordinary customer experience, and being a model of environmental innovation for our region and industry.

VISION

Connecting the region to the world through flight. The journey begins here.

Century Agenda Drives Division Plans and Budgets

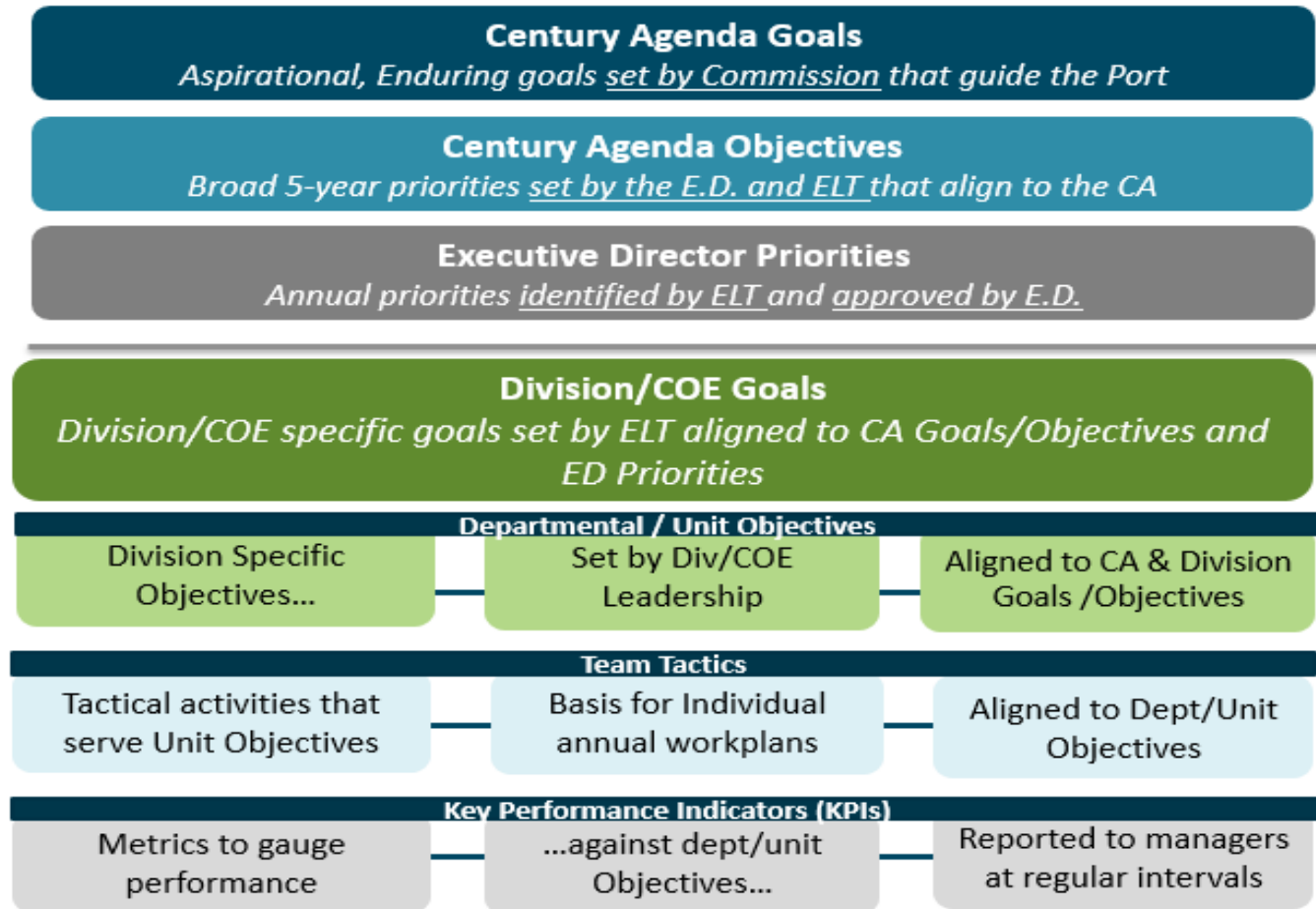
Port-wide Strategic Alignment under the Century Agenda

The Century Agenda (CA) is the guiding force behind Port business planning initiatives.

Widely embraced throughout the Port, Directors and Managers ensure vertical alignment of their operations and initiatives under the CA.

The Executive Director Priorities (EDPs) are the initiatives identified each year as being most important or impactful.

By aligning all our work under the CA, all Port staff can see and understand how their individual work contributes to Port goals.



SEA Key Priorities



2027 PROPOSED BUDGET OVERVIEW

2027 Aviation Division Budget Context

- Aviation Budget Target:
 - Target: 4.5% increase compared to the 2026 Revised Budget
 - Current: 2% increase compared to the 2026 Revised Budget
- Aviation Division Proposed Budget:
 - Payroll unfilled (vacancy) FTE rate of 2%
 - Medical benefit rate increases
 - Environmental remediation liability costs
 - Emergency mitigation on critical infrastructure

2027 Aviation Division Budget Considerations

- Slowing economic growth and geopolitical uncertainties
- Enplanement forecast in 2027 Budget shows modest growth compared to 2026 Forecast
- Growing baseline costs (primarily payroll)
- Build capital capacity (how much we can afford):
 - Manage growth of costs
 - Deliver consistent growth through innovation in non-aeronautical revenues

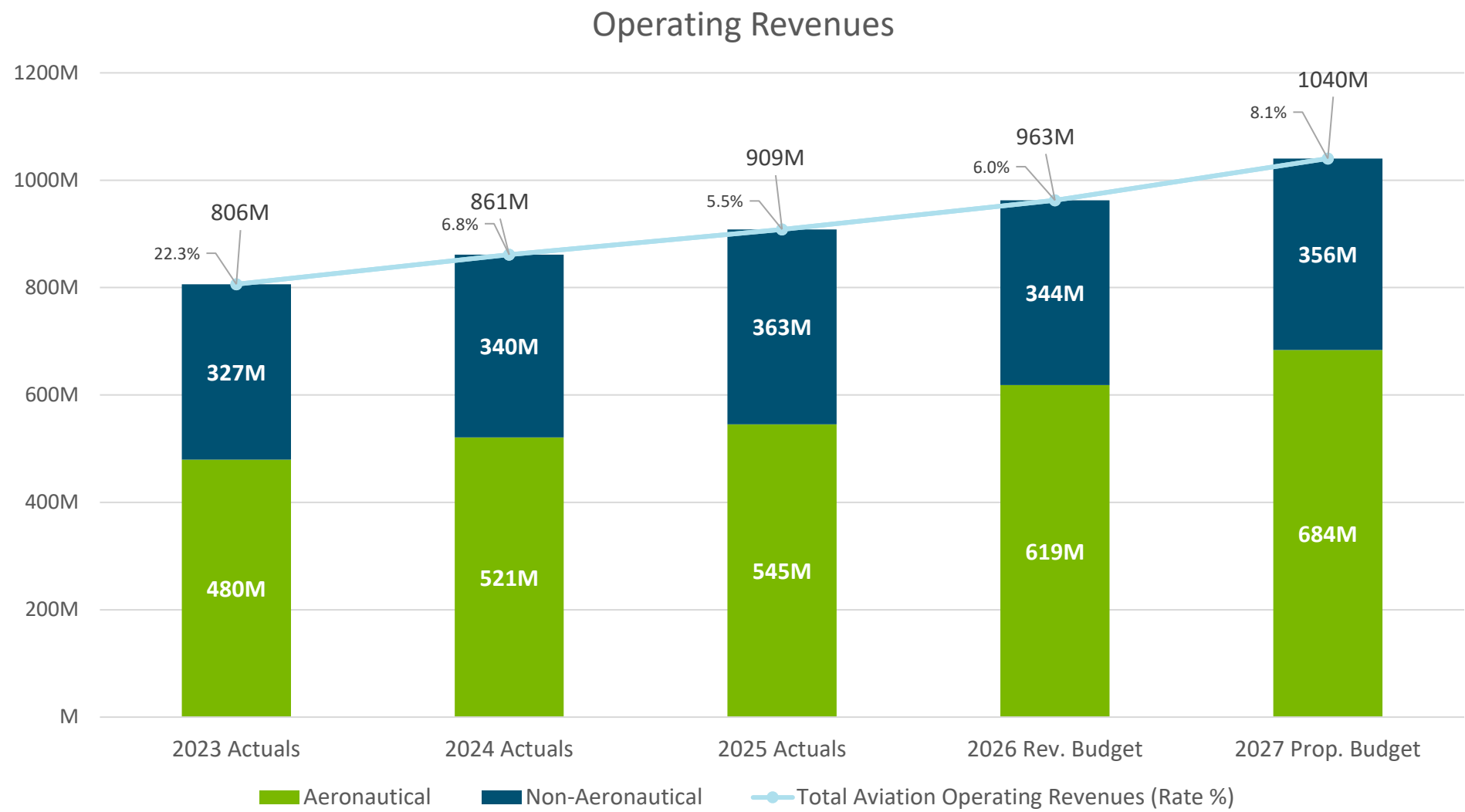
Preliminary Passenger Forecast



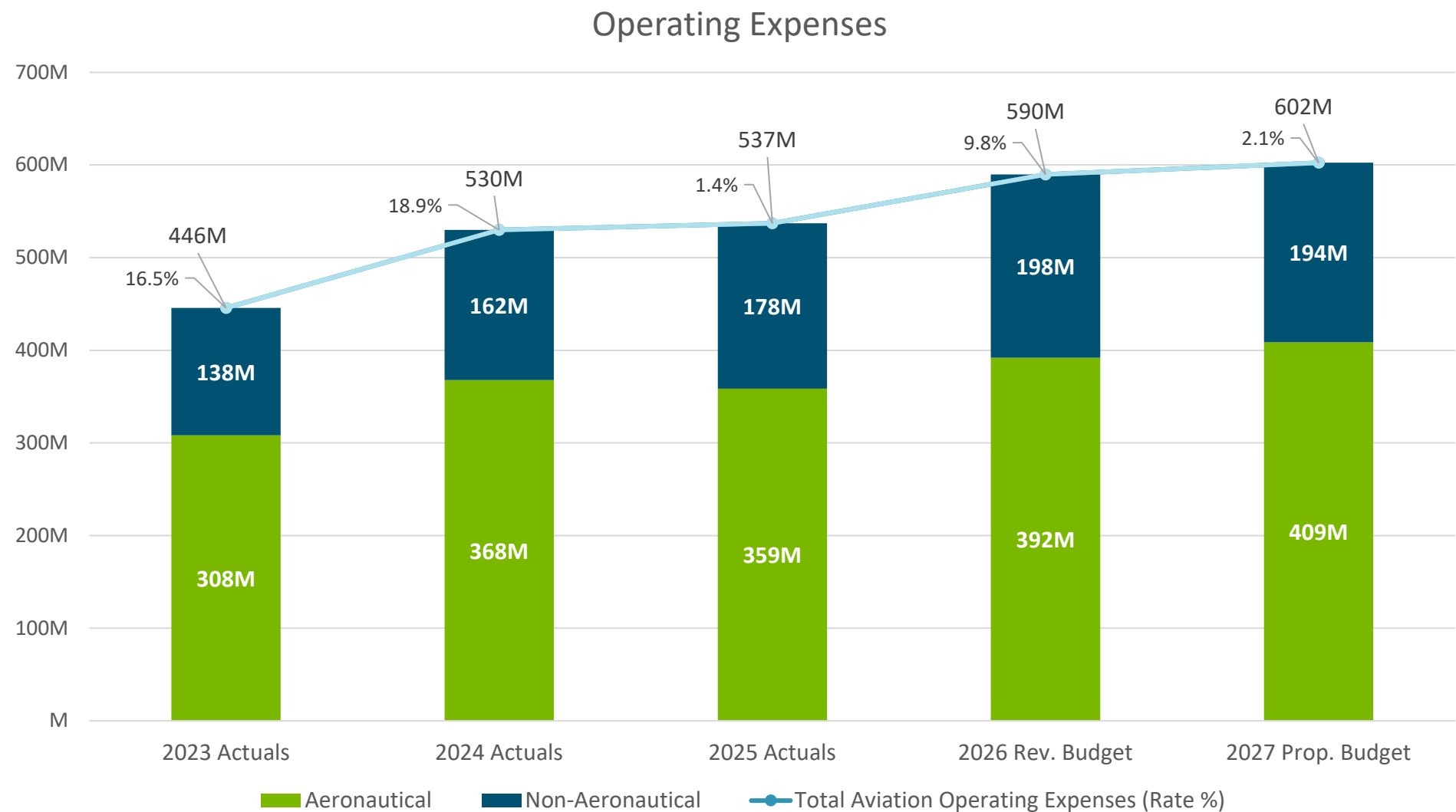
Annual Passenger Growth (%)	
2023 Actual	10.7%
2024 Actual	3.5%
2025 Actual	0.1%
2026 Budget	2.6%
2026 Forecast vs 2025 Actual	0.8%
2027 Budget vs 2026 Forecast	1.3%

→ 2026 Passenger Forecast is 1.8% ⬇ below the 2026 Budget

Operating Revenues Summary in 2027



Operating Expenses Summary in 2027



Airport Budget Summary and Key Indicators

Airport Budget Summary (figures in thousands)	2024 Actuals	2025 Actuals	2026 Forecast	2026 Budget	2026 Revised Budget	2027 Proposed Budget	Fcst vs. Rvsd_Bud Variance		Inc/(Dec) from 2026 Revised Budget	
							\$	%	\$	%
Operating Revenue										
Aeronautical Revenues	520,942	545,307	613,884	617,786	618,565	683,949	(4,681)	-1%	65,384	11%
Non-Aeronautical Revenues	340,360	363,215	357,877	367,381	344,087	356,471	13,790	4%	12,383	4%
Total Operating Revenue	861,301	908,522	971,761	985,167	962,652	1,040,419	9,109	1%	77,767	8%
GASB 87_96_103 Revenues	15,948	(7,646)	9,872	(13,422)	9,872	13,195	-	0%	3,323	34%
Total Operating Revenues GASB Comparable Basis	877,249	900,876	981,633	971,745	972,524	1,053,614	9,109	1%	81,090	8%
Total Operating Expenses¹	529,828	537,028	590,810	588,135	589,858	602,382	953	0%	12,524	2%
GASB 87_96_103 Expenses	2,033	5,167	8,101	9,800	8,101	8,265			165	2%
Total Operating Expenses GASB Comparable Basis	531,861	542,195	598,911	597,935	597,958	610,648	953	0%	12,689	2%
Net Operating Income without GASB Comparable Basis	331,473	371,495	380,951	397,032	372,795	438,037	8,157	2%	65,243	18%
Net Operating Income GASB Comparable Basis	345,388	358,681	382,722	373,810	374,566	442,967	8,157	2%	68,401	18%
Debt Service Coverage	1.89	1.90	1.60	1.56	1.57	1.56	0.03	2%	(0.01)	-1%
ADF Balance	743,355	828,716	882,596	882,204	882,204	903,084	392	0%	20,880	2%
CPE	18.26	19.06	21.43	21.16	21.19	23.56	0	1%	2.37	11%
Non-Aeronautical NOI ²	178,268	184,831	157,197	170,452	146,253	162,796	10,944	7%	16,543	11%
Enplanned Passengers	26,295	26,317	26,514	27,031	27,031	26,890	(517)	-2%	(141)	-1%
Capital Expenditures	684,442	840,459	658,616	658,954	658,954	836,306	(338)	0%	177,352	27%

¹ Payroll expenses include DRS pension credits in 2024 and 2025

² Unadjusted - not including CFC Surplus

2027 PROPOSED OPERATING BUDGET

Total Airport Expense Summary

Total Airport Expense Summary (\$ in thousands)	2024 Actuals	2025 Actuals	2026 Forecast	2026 Budget	2026 Revised Budget	2027 Proposed Budget	Inc/(Dec) from 2026 Revised Budget	
							\$	%
Operating Expenses								
Payroll	223,027	243,179	248,847	253,455	253,455	259,680	6,225	2%
Outside Services	104,086	115,992	126,149	124,030	124,030	110,481	(13,549)	-11%
Utilities	25,543	26,959	26,992	26,936	26,936	27,822	886	3%
Other Expenses	22,150	24,957	20,612	19,657	19,717	32,599	12,882	65%
Total Airport Direct Charges	374,806	411,087	422,600	424,077	424,138	430,581	6,444	2%
Environmental Remediation Liability	2,600	2,693	2,587	2,267	2,267	5,000	2,733	121%
Total Exceptions	2,600	2,693	2,587	2,267	2,267	5,000	2,733	121%
Total Airport Expenses	377,406	413,780	425,187	426,344	426,405	435,581	9,177	2%
Corporate	124,058	93,940	118,661	114,558	116,220	115,693	(528)	0%
Police	39,709	42,925	39,248	39,200	39,200	42,449	3,249	8%
Maritime/Economic Development/Other	7,232	7,493	7,714	8,033	8,033	8,659	626	8%
Total Charges from Other Divisions	170,999	144,358	165,623	161,790	163,453	166,801	3,348	2%
Total Operating Expenses without Pension True-Up	548,405	558,138	590,810	588,135	589,858	602,382	12,524	2%
DRS Pension True-up Exp	(18,577)	(21,111)	-	-	-	-	-	
Total Operating Expenses w/Pension True-Up	529,828	537,028	590,810	588,135	589,858	602,382	12,524	2%
GASB 87_96_103 Expenses	2,033	5,167	8,101	9,800	8,101	8,265	165	2%
Total Operating Expenses GASB Comparable Basis	531,861	542,195	598,911	597,935	597,958	610,648	12,689	2%

Modified Zero-Based Budget Overview¹

2027 Budget Reductions and Efficiencies Savings

Modified Zero-Based Budgeting (ZBB) reductions & efficiencies	(\$2,902,696)	(1.7%)
Travel and Training reduction	(\$541,824)	(20%)

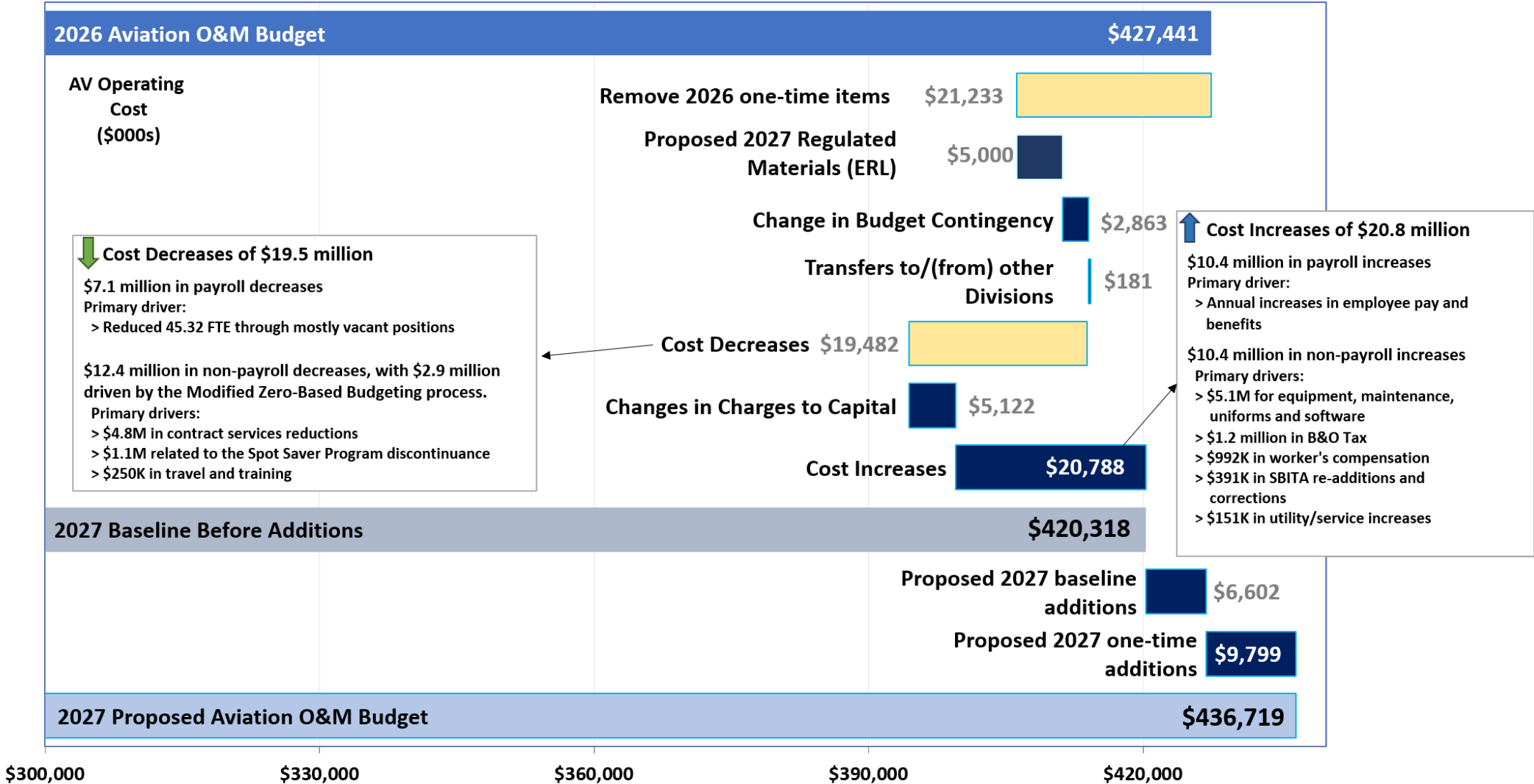
Cost Categories	2026 Revised Budget	2027 Zero Based Budget	Net Change	Net Change %
Equipment Expenses	\$6,003,301	\$6,877,015	\$873,714	14.6%
General Expenses	\$35,336,065	\$31,256,646	(\$4,079,419)	-11.5%
Outside Services	\$95,267,406	\$92,071,709	(\$3,195,696)	-3.4%
Supplies & Stock	\$7,171,829	\$9,852,339	\$2,680,510	37.4%
Telecommunication	\$886,907	\$928,119	\$41,212	4.7%
Utilities	\$26,943,758	\$27,720,742	\$776,984	2.9%
Grand Total	\$171,609,266	\$168,706,570	(\$2,902,696)	-1.7%

¹This table is abbreviated excluding depreciation, SBITA, amortization, non-operating expenses, taxes, travel and training, and workers comp, which remain unchanged for this modified ZBB exercise.

¹Table illustrates baseline budget reductions exclusively.

Source: ZBB Final Analysis (Category rollup), Analysts ZBB 2026 vs. 2027 Proposed.

Aviation Operating Expense Budget Changes



Note: Aviation Division **Org Basis** – this chart does **not** include direct charges or allocations from other divisions. Budget requests are net of grants.

Total Charges from Other Divisions to Aviation

Total Charges from Other Divisions	2024 Actuals ¹	2025 Actuals ¹	2026 Forecast	2026 Budget	2026 Revised Budget	2027 Proposed Budget	Inc/(Dec) from 2026 Revised Budget	
<i>(\$ in thousands)</i>							\$	%
Engineering	6,841	7,361	11,941	11,918	11,918	8,541	(3,377)	-28%
Port Construction Services	6,225	7,752	7,986	7,682	7,682	6,353	(1,329)	-17%
Information & Comm. Technology	24,515	25,244	27,200	27,646	27,646	27,634	(12)	0%
Police Department	36,810	39,476	39,248	39,200	39,200	42,449	3,249	8%
Other Central Service Departments	79,751	46,191	71,535	67,311	68,974	73,164	4,190	6%
Total Central Services	154,142	126,025	157,909	153,757	155,420	158,142	2,722	2%
Maritime	3,872	4,501	4,596	4,594	4,594	4,559	(35)	-1%
Economic Development	3,053	2,853	3,118	3,439	3,439	4,100	662	19%
Total Charges from Other Divisions	161,067	133,380	165,623	161,790	163,453	166,801	3,348	2%

¹2024 and 2025 includes the DRS Pension Credit

Primary drivers for **increases**:

- Police court & jail contract costs
- Reduced unfilled (vacancy) factor from 4% to 2%

Primary driver for **decreases**:

- Eliminated unfilled & filled FTEs

2027 Budget Requests by Business Plan Category

Category	\$000s	# of Requests	Baseline	Non-Baseline	Total
Asset & Financial Stewardship		13	\$530	\$5,253	\$5,783
Employee Engagement		1	\$0	\$200	\$200
Health, Safety, and Security		13	\$5,761	\$1,301	\$7,062
Sustainability & Community		8	\$311	\$2,995	\$3,306
TOTAL		35	\$6,602	\$9,749	\$16,351

Largest Approved Budget Requests

Description	Total (\$000s)
STAC/TSA Staffing – Exit Lane Coverage & Divesting	\$4,830
Expense Items with Capital Projects	\$2,181
Tenant Project Manager Support – Tenant/ADR	\$1,855
Part 150 Noise and Land Use Compatibility Study	\$1,400
Self Contained Breathing Apparatus (SCBA) Replacement	\$750
Clean Buildings Energy Efficiency Measures	\$700
Pavement Management Plan	\$460
New Air Service Incentives	\$350

Aviation 2027 Budget \$7M in FTE Reductions

➔ Reviewed all unfilled positions including positions unfilled for a year

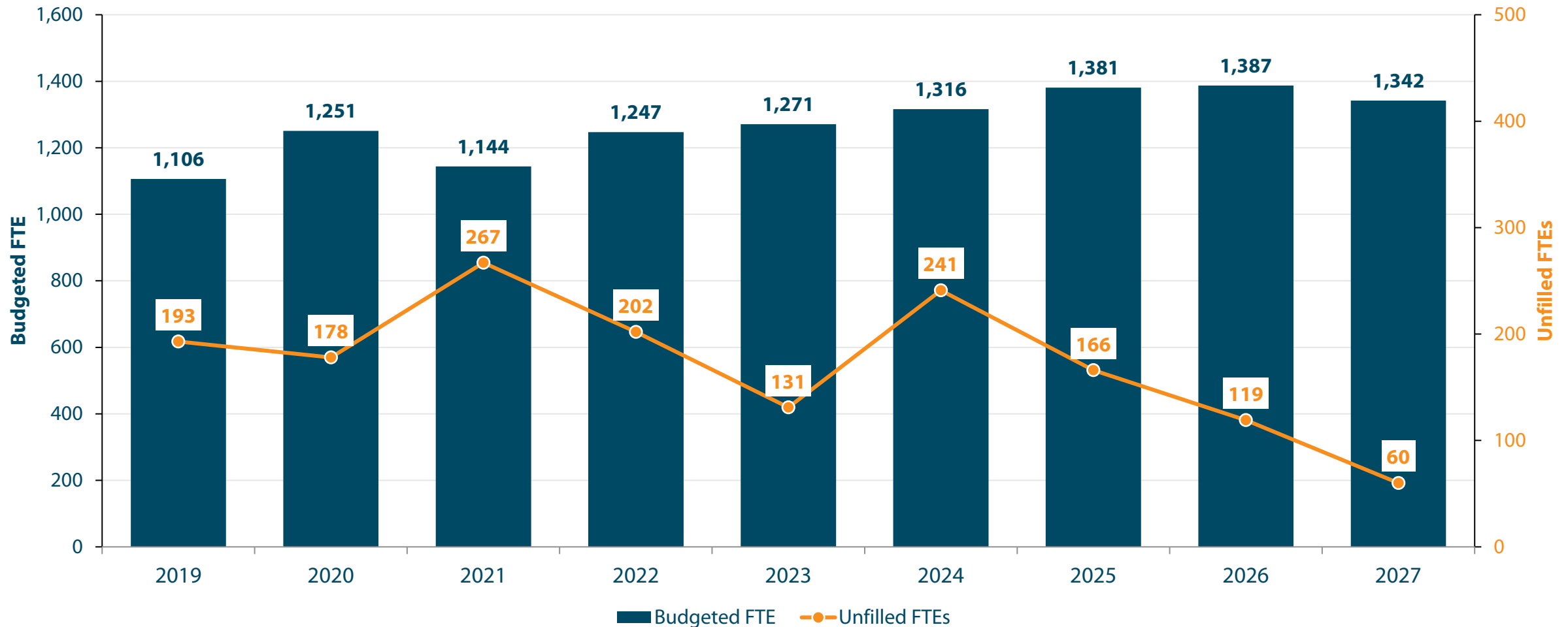
FTE Action	FTE	% of Total
Unfilled FTE Reduction	32.32	71%
Filled Reduction	13.00	29%
TOTAL	45.32	100%

32.32 FTE | 71%
Unfilled Positions

13.00 FTE | 29%
Filled Positions

Position count exceeds FTE due to two partial positions (0.20 and 0.12).

Aviation Budgeted FTEs and Unfilled FTEs, 2019–2027



2027 reduced by 45.32 FTE or (3.3%), with unfilled FTEs down from a high of 267 in 2021 to 60 in 2027.
Unfilled FTEs are included in total budgeted FTE counts for each year.

Aeronautical NOI

Aeronautical NOI (\$ in thousands)	2024 Actuals	2025 Actuals	2026 Forecast	2026 Budget	2026 Revised Budget	2027 Proposed Budget	Inc/(Dec) from 2026 Revised Budget \$ %	
Rate Base Revenues								
Airfield Movement Area	170,821	164,804	180,891	183,818	184,220	201,453	17,234	9%
Airfield Apron Area	32,270	33,404	34,892	35,416	35,443	40,328	4,884	14%
Terminal Rents	279,722	271,462	320,057	319,223	319,543	353,582	34,039	11%
Federal Inspection Services (FIS)	15,206	48,849	52,257	53,542	53,571	59,628	6,057	11%
Total Rate Base Revenues	498,019	518,520	588,097	591,999	592,777	654,991	62,213	10%
Airfield Commercial Area	22,922	26,787	25,787	25,787	25,787	28,958	3,170	12%
Total Aeronautical Revenues	520,942	545,307	613,884	617,786	618,565	683,949	65,384	11%
GASB 87_96_103 Revenues	7	415	-	-	-	-	-	
Total Aeronautical Revenues GASB Comparable Basis	520,949	545,722	613,884	617,786	618,565	683,949	65,384	11%
Total Aeronautical Expenses	367,736	358,644	390,555	391,206	392,023	408,707	16,684	4%
GASB 87_96_103 Expenses	250	315	163	163	163	210	47	29%
Total Aeronautical Expenses GASB Comparable Basis	367,986	358,959	390,718	391,369	392,186	408,917	16,731	4%
Aeronautical NOI GASB Comparable Basis	152,956	186,348	223,166	226,417	226,378	275,032	48,653	21%
Debt Service	(157,518)	(176,250)	(201,468)	(202,992)	(202,992)	(248,741)	(45,750)	23%
Net Cash Flow	(4,562)	10,098	21,698	23,426	23,387	26,290	2,904	12%

Notes:

Aeronautical revenues follow a cost recovery model under FAA regulations and the Signatory Lease & Operating Agreement. Aeronautical operating, debt service of capital costs net of grants are recovered through airlines rates and charges. Increases in revenues are tied to increases in costs.

Net cash flow balance increases due to amortization with cash funding on capital projects.

2026 Revised to 2027
Budget

Revenues ↑ 11%
NOI ↑ 21%

Primary drivers for
increases in 2027
revenues:

- Debt service for completed capital projects
- O&M expenses

Non-Aeronautical NOI

Non-Aeronautical NOI (\$ in thousands)	2024 Actuals	2025 Actuals	2026 Forecast	2026 Budget	2026 Revised Budget	2027 Proposed Budget	Inc/(Dec) from 2026 Revised Budget \$ %	
Non-Aeronautical Revenues								
Public Parking	116,535	116,870	118,419	114,531	114,531	124,929	10,399	9%
Rental Cars	64,434	67,479	45,624	67,862	43,555	46,478	2,924	7%
Ground Transportation	23,946	24,376	23,758	24,896	24,896	26,258	1,363	5%
Employee Parking ¹	10,462	12,532	14,092	14,138	14,138	16,724	2,586	18%
Airport Dining & Retail ¹	72,234	73,777	77,209	77,078	77,596	69,182	(8,413)	-11%
Non-Aero Commercial Properties	17,639	18,625	22,786	20,475	20,475	21,716	1,240	6%
International Place (STOC)	-	10,174	12,214	11,712	11,712	12,277	566	5%
Clubs and Lounges	16,709	19,528	19,292	16,153	16,153	10,531	(5,622)	-35%
Non-Airline Terminal Leased Spc	7,559	8,584	9,481	8,157	8,157	9,727	1,571	19%
Utilities	9,578	10,837	11,202	10,551	10,551	12,140	1,589	15%
Other ²	1,264	434	3,729	1,829	2,325	6,507	4,182	180%
Total Non-Aeronautical Revenues	340,360	363,215	357,806	367,381	344,087	356,471	12,383	4%
Less: Total Non-Aeronautical Expenses	162,092	178,384	200,609	196,929	197,834	193,675	(4,159)	-2%
Plus: GASB Comparable Basis Net Change ³	(12,835)	(16,046)	1,957	(21,855)	1,934	5,139	3,205	166%
Non-Aeronautical NOI GASB Comparable Basis	165,433	168,785	159,154	148,597	148,187	167,935	19,748	13%
Debt Service	(43,887)	(33,957)	(57,802)	(57,369)	(57,369)	(60,331)	(2,962)	5%
Net Cash Flow	121,546	134,828	101,352	91,228	90,818	107,604	16,786	18%

¹ Includes lease payments from tenants as non-operating interest income instead of operating revenues

² Other revenue also includes revenues from Transportation Mgmt Association, Tenant Marketing, and Airport Office Building Conference Center

³ The implementation of GASB 103 has reclassified CFC revenue from operating to non-operating, which is reflected in 2026 Forecast and Revised Budget

Note: Lease payments from tenants treated as non-operating interest income and lease interest expenses

2026 Revised to
2027 Budget
Revenues ⬆ 4%
NOI ⬆ 13%

Primary drivers for
increases in 2027
revenues:

- Public Parking
- Rental Cars

Primary drivers for
decreases in 2027
revenues:

- SCE project impacts to ADR tenants & S Concourse Lounge
- TASCR

Commission 2027 Budget Priorities

- **\$200K Childcare Bridge Strategy** to support SEA childcare policy implementation efforts in partnership with External Relations and Office of Equity, Diversity, and Inclusion.
- Continue to make progress on preconditioned air equipment maintenance, replacement, and usage.



SEA = Seattle-Tacoma International Airport

EQUITY SPENDING

Equity Spending Highlights

NEW EQUITY SPENDING IN 2027

\$187K

South 160th St. Holding Lot EV Chargers

Approved for Transportation Network Companies (TNC) and on-demand taxis

Community Investments. A budget item that invests in Black, Indigenous, and People of Color (BIPOC) communities and/or structurally excluded communities.

Equity in Budgeting: 2027 Reductions Review

With resource-conscious efforts and 2027 expense targets, every reduction of \$10K or more was analyzed for impacts on our **workforce, communities, contracting, and operations.**

KEY PATTERNS – AVIATION DIVISION

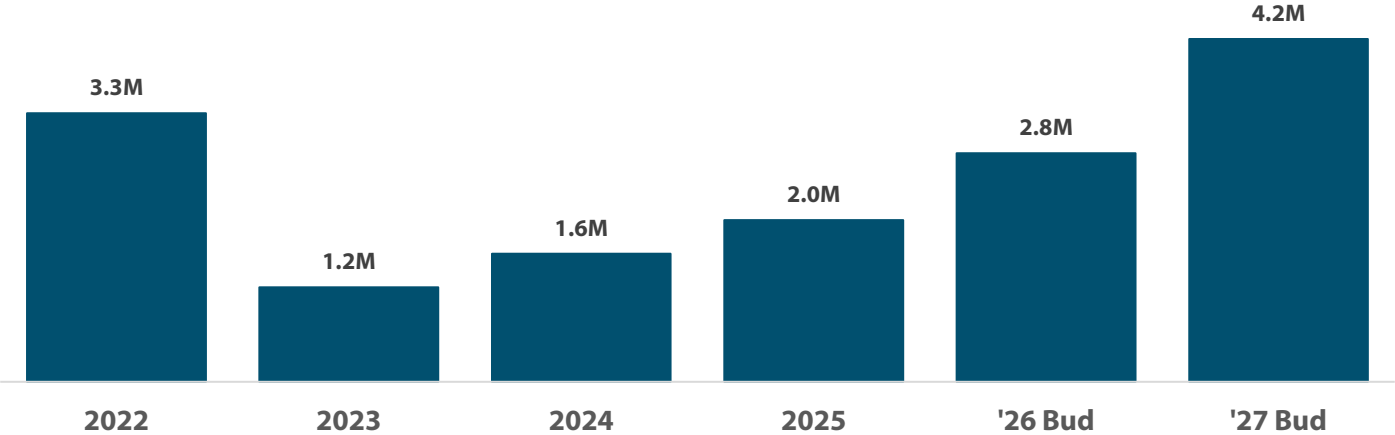
- 1 **Most non-payroll budget reductions did not have an EDI impact**
- 2 **Reduction in contractors / consultants**
 - Reduced project workload lowers the need for consultants
 - Could impact Port staff when short-staffed
- 3 **One department reduced their Language Access budget**

Aviation – Equity Spending by Year

TOTAL EQUITY SPENDING BY YEAR

Dollars in millions

\$1.4M increase from 2026

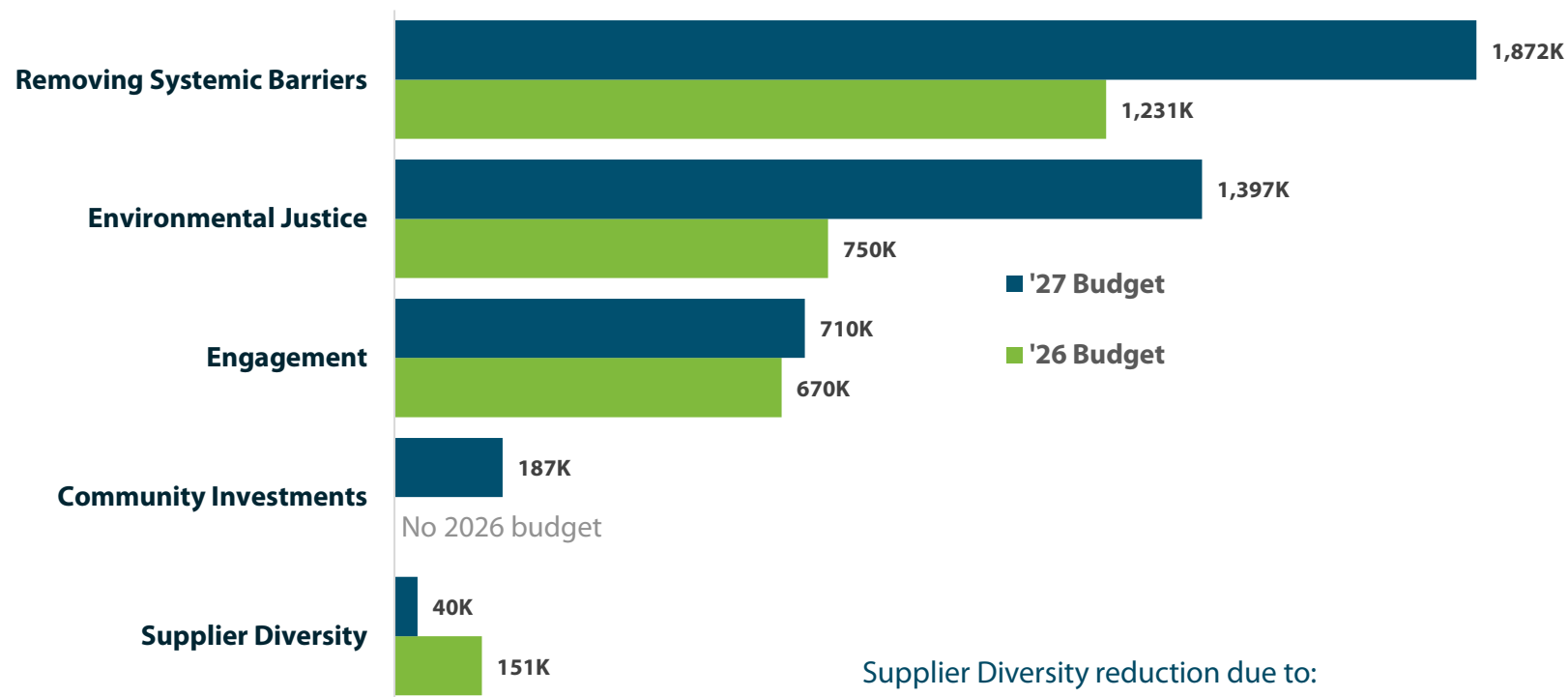


ONGOING INVESTMENTS

Part 150 Noise Compatibility Study	\$1.4M
SEA Moves Program	\$1.5M
ADR Celebrations / Cultural Events	\$600K
Childcare Initiative	\$200K
Community Outreach	\$110K
Language access / translation / interpretation costs	\$112K
Customer Service focus on Accessibility	\$25K
Airport Minority Advisory Council Sponsorship	\$25K

Aviation Division Equity Spending Graphs

Equity Spending by Category (\$000s)



Supplier Diversity reduction due to:

- \$100K ACDBE Tracking Software system funds repurposed due to current FAA pause of program until further notice
- \$11K reduction to Airport Minority Advisory Council Sponsorship

2027 Aviation Operating Budget Key Takeaways

Revenues

up 8%

- Modest passenger forecast up 1.3% over the 2026 Forecast amid slowing economic growth and geopolitical uncertainty
- Total operating revenues of \$1.053B, up 8% (\$81M) over the 2026 Revised Budget
- Aeronautical up 10.6% (\$65.4M); cost recovery of debt service on completed capital projects
- Non-Aeronautical up 4% (\$12M); conservative, consistent growth through innovation
- Landside up 10% (\$19M) on parking and ground transportation rate increases
- ADR down 11% (\$8M) from SCE and tenant construction closures

Expenses

up 2%

- 2% increase over the 2026 Revised Budget, below the 4.5% target
- Payroll is the primary baseline cost driver: 2% COLA, 1.76% Pay for Performance and collective bargaining (CBA) standards plus medical benefit rate increases
- Offset by a 2% payroll vacancy (unfilled FTE) rate; \$7M payroll decrease
- Modified Zero-Based Budgeting decreased O&M \$2.9M; Travel and Training decreased \$540k
- Addition of \$5M Environmental Remediation Liability (ERL)
- Emergency mitigation on critical infrastructure

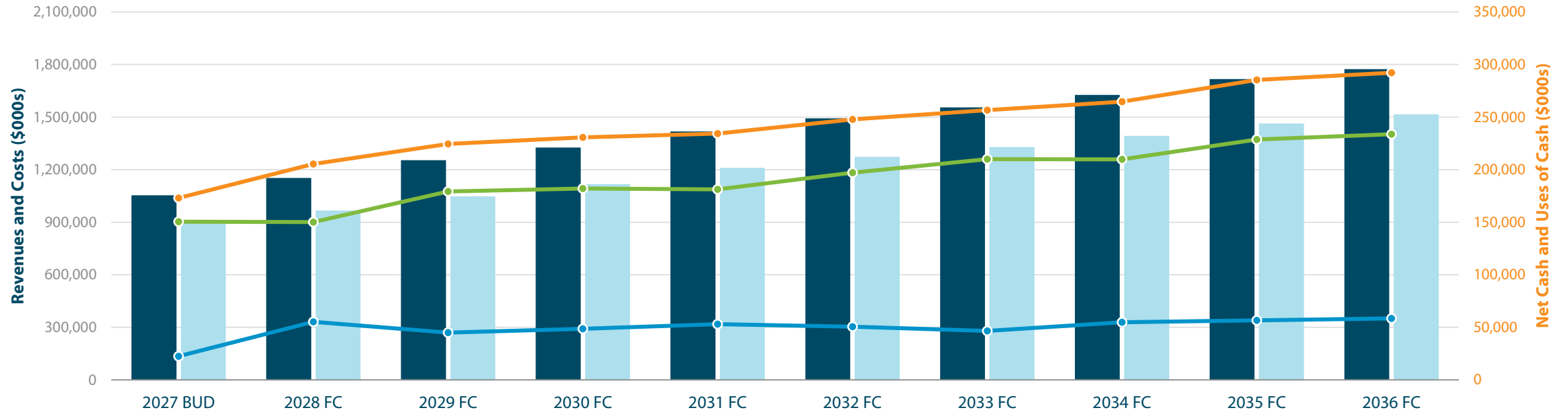
2027-2036 PROPOSED FINANCIAL FORECAST

Aviation Strategic and Financial Objectives

- **Aviation Division's Strategic and Business Plan Objectives**
 - Safety and security of operations
 - Top 25 ASQ World Ranking
- **Ensure the airport's ten-year financial outlook meets or exceeds the financial performance targets.**
 - Achieve debt service coverage of >1.40 times
 - Build cash balance in the Airport Development Fund to 18 months of O&M expenses
 - Deliver consistent growth through innovation in non-aeronautical revenues

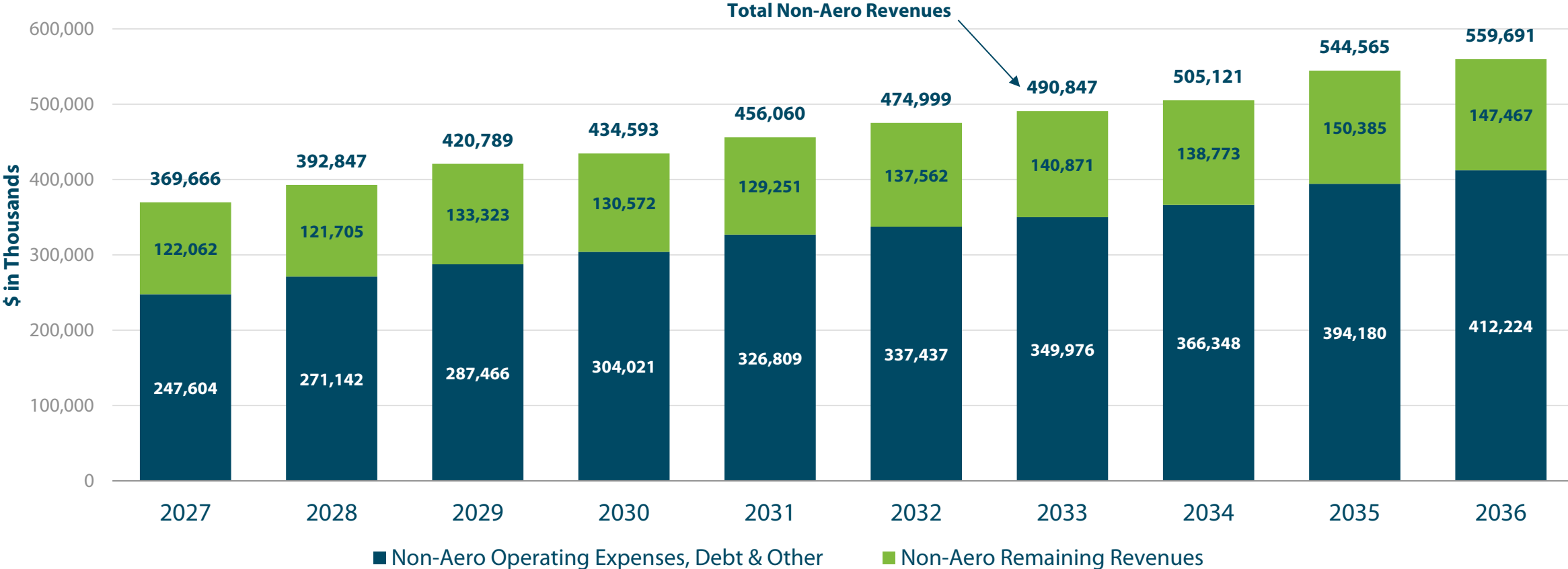
2027–2036 Financial Forecast

2027 Budget and 2028–2036 Forecast, in \$000s — revenue with-GASB 87 basis



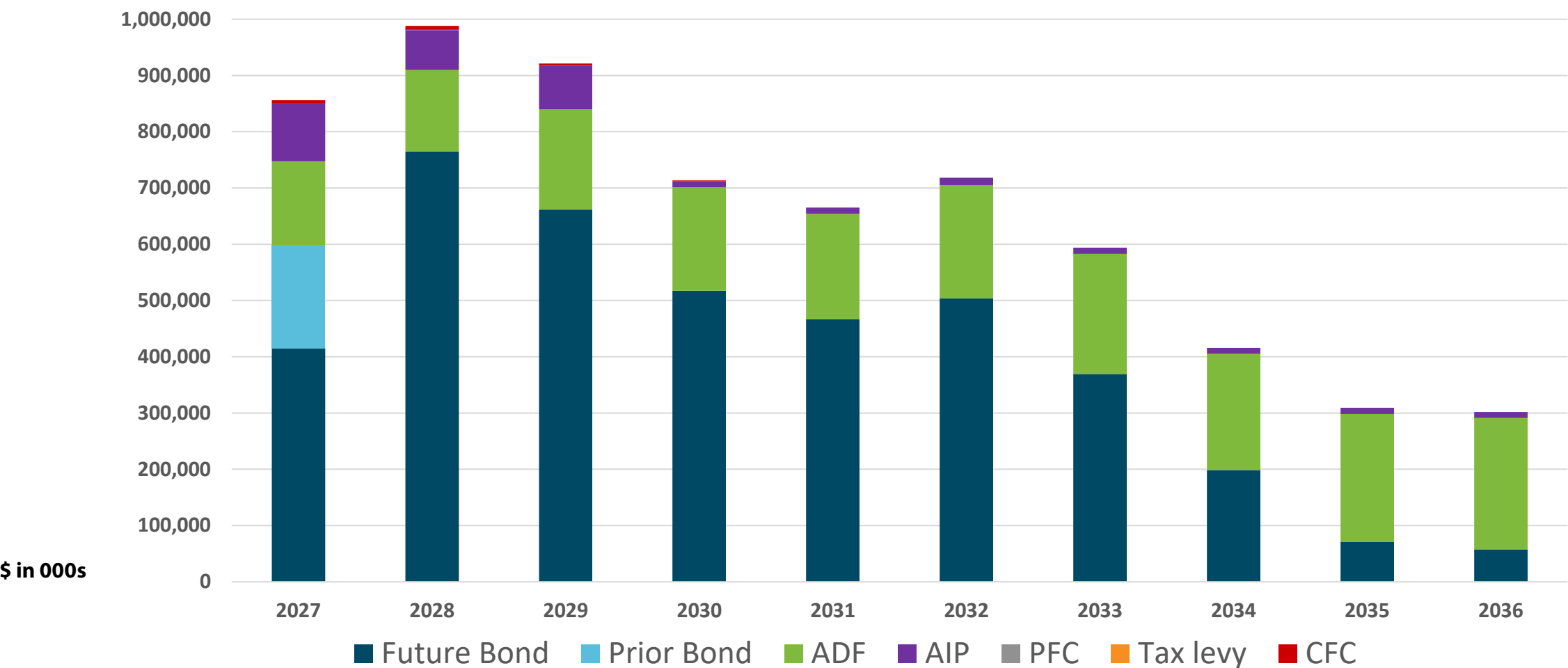
In \$000's	2027 BUD	2028 FC	2029 FC	2030 FC	2031 FC	2032 FC	2033 FC	2034 FC	2035 FC	2036 FC
Total Operating Revenue	1,053,614	1,152,483	1,254,127	1,326,053	1,418,638	1,492,336	1,555,660	1,626,593	1,717,660	1,774,050
O&M, Debt & Other	911,454	967,346	1,047,966	1,118,244	1,210,694	1,273,127	1,328,541	1,392,678	1,464,379	1,515,473
Net Cash	173,089	205,445	224,435	230,679	234,443	247,760	256,692	264,640	285,354	292,236
Increment to build 18-month O&M target	22,531	55,296	45,075	48,553	53,074	50,642	46,623	54,759	56,600	58,483
Cash Use for Capital	150,558	150,149	179,361	182,126	181,369	197,118	210,069	209,881	228,755	233,753

Increasing Remaining Non-Aero Revenues



Remaining revenues grow 21% from \$122.1M in 2027 to \$147.5M in 2036 as revenue growth outpaces operating expenses, debt service, and other costs.

10-Year Capital Funding Plan



Includes CIPs from Central Services and other divisions of \$59M

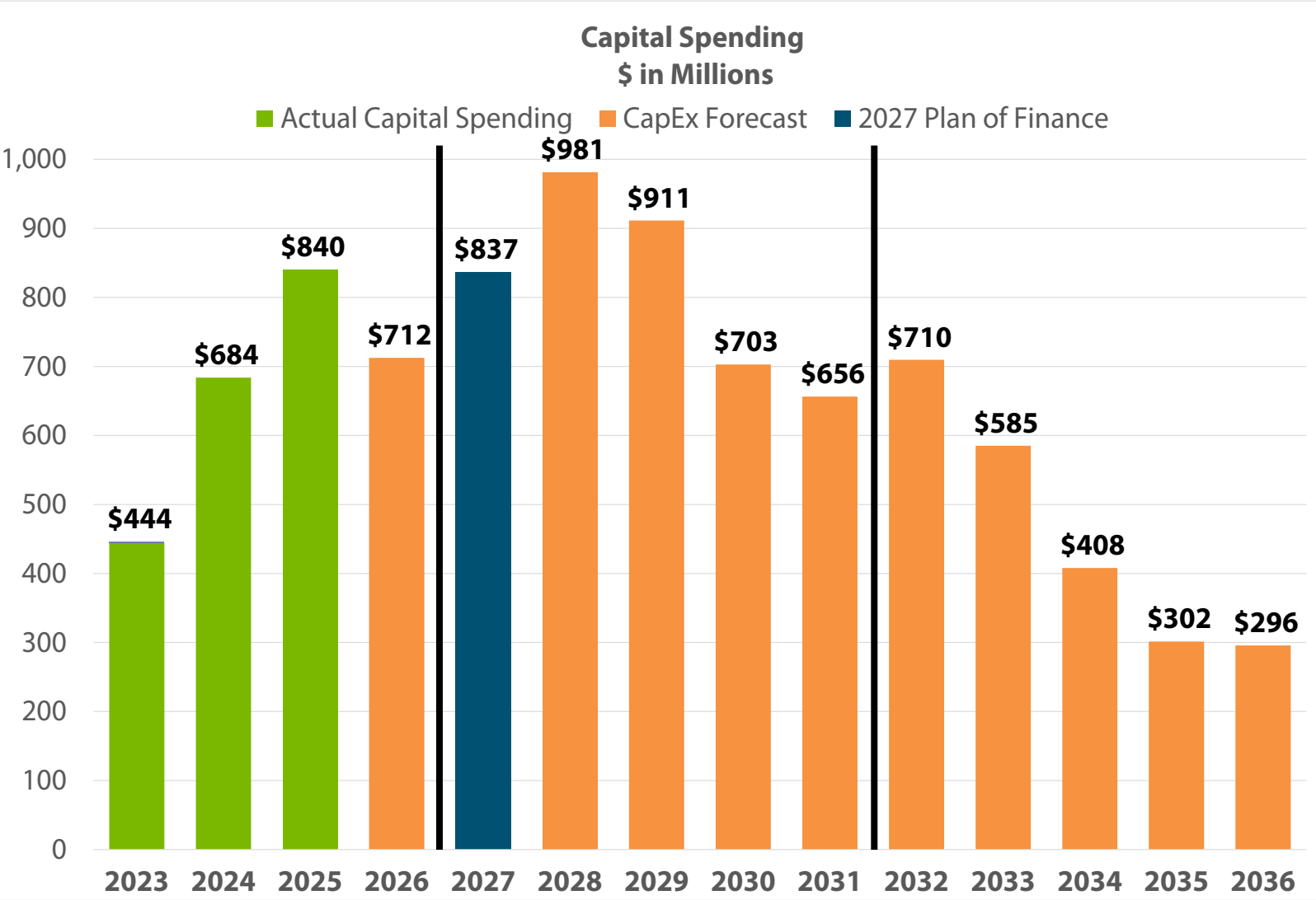
ADF = Airport Development Fund
AIP = Airport Improvement Plan

CFC = Customer Facility Charge
CIP = Capital Improvement Program

PFC = Passenger Facility Charge

2027–2036 PROPOSED CAPITAL PROGRAM FORECAST

\$6.4B Aviation Capital Program over 10 Years (2027-2036)



- **\$6.4B AV CIP Spending**
 - \$4.1B CIP spending forecast in first 5-year (2027-2031) period
 - \$2.3B CIP spending forecast in second 5-year (2032-2036) period
- **\$300M CIP addition in 2027 POF versus 2026 POF**
 - 2027 POF CIP is \$6.4B over 10 years compared to \$6B over the same 10 years in the 2026 POF CIP
- Around 63% of first 5-year capital spending is from Mega projects with a budget of \$300M or more
- 10-year forecast includes \$290M for Sustainable Airport Master Plan (SAMP) Preliminary Planning & Design

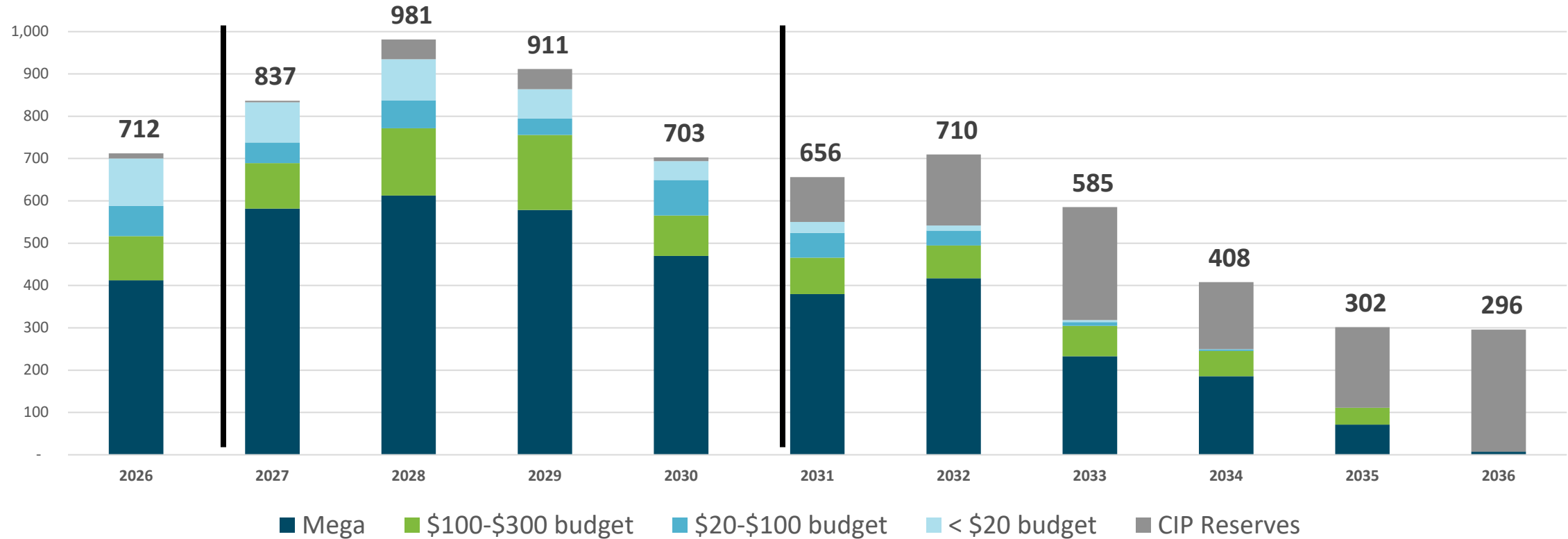
2027 – 2036 Capital Project Forecast Summary

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2027 - 36 TOTAL
Mega Projects												
S Concourse Evolution	82,829	381,496	357,035	299,798	278,114	262,974	266,982	232,695	185,566	71,098	7,376	2,343,133
Baggage Optimization	106,891	136,218	121,072	131,511	60,160	-	-	-	-	-	-	448,961
2026-2030 Airfield Pavement Program	34,012	76,668	98,969	79,224	81,835	16,510	-	-	-	-	-	353,205
Main Terminal Improvement	357	4,800	10,500	30,500	50,000	100,000	150,000	-	-	-	-	345,800
SEA Gateway	72,633	35,107	-	-	-	-	-	-	-	-	-	35,107
C Concourse Expansion	115,689	9,523	-	-	-	-	-	-	-	-	-	9,523
Subtotal - Mega Projects	412,412	643,813	587,576	541,033	470,109	379,484	416,982	232,695	185,566	71,098	7,376	3,535,730
Other Capital Projects	283,139	262,412	252,918	162,762	65,746	39,037	44,220	39,235	33,299	7,660	-	907,289
SAMP Preliminary Planning / Design	264	3,494	37,418	37,514	35,203	48,308	34,447	34,153	27,060	32,403	-	290,000
Proposed New Projects	4,255	13,665	20,530	67,995	122,995	83,175	46,100	12,525	3,445	-	-	370,430
CIPs Reserves	12,379	26,499	37,457	34,157	8,819	106,296	167,780	266,577	158,674	190,350	288,300	1,284,907
Subtotal	300,037	306,070	348,323	302,427	232,762	276,815	292,547	352,490	222,478	230,413	288,300	2,852,626
CIP Cashflow Adj Reserve	-	(113,252)	45,301	67,951	-	-	-	-	-	-	-	-
Total CIP	712,449	836,631	981,200	911,412	702,871	656,299	709,529	585,184	408,044	301,511	295,676	6,388,356

- 2027 capital spending has been reduced by \$113M CIP Cashflow Adjustment and moved to 2028 and 2029. CIP Cashflow Adjustment was implemented to adjust CIP cashflows to better reflect expected project spending trends in aggregate. This adjustment affects the timing of spending only.

Mega Projects Drive Capital Program

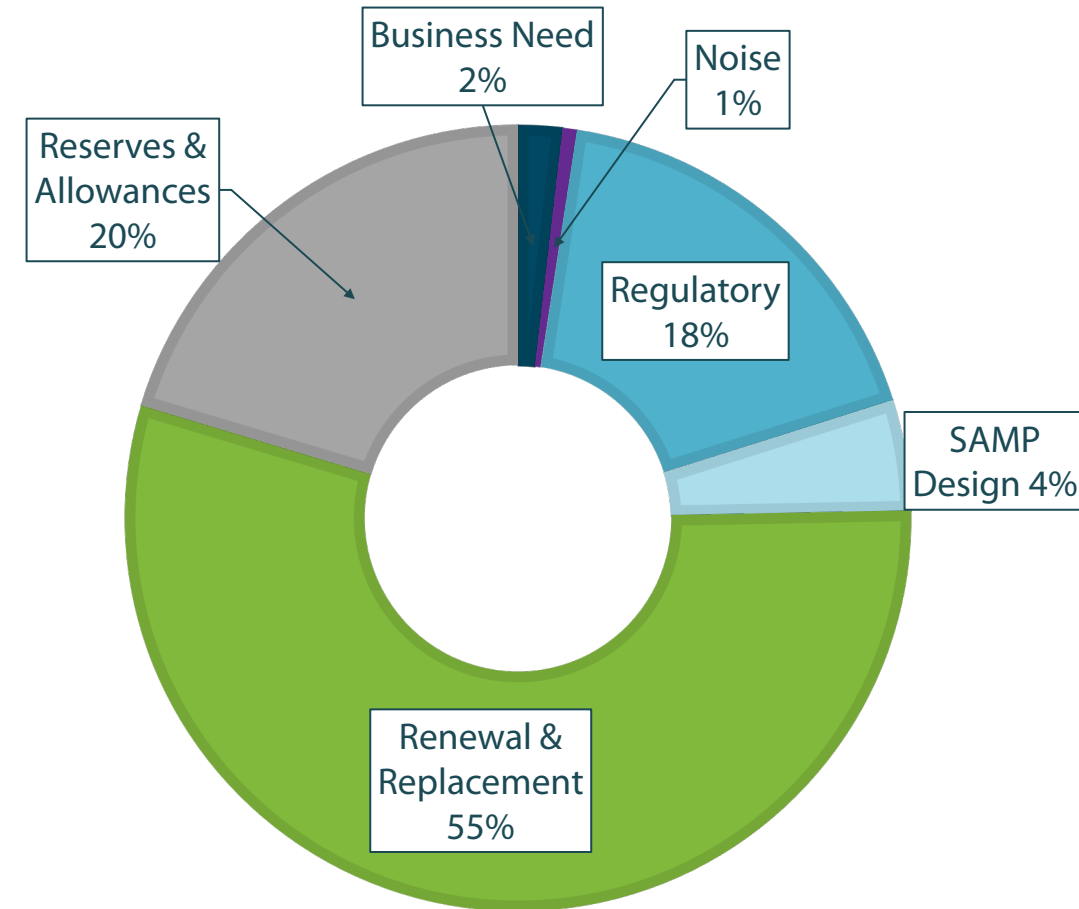
\$ in Millions



- **Total 2027-2036 mega projects of \$3.5B** include Baggage Optimization, South Concourse Evolution and Airfield Pavement, and Main Terminal Renovation, and projects closeout of C Concourse, SEA Gateway.
- 10-year CIP Reserves of \$1.3B
- Spending forecast includes Sustainable Airport Master Plan Preliminary Planning & Design for \$290M
- Excludes other divisions' projects funded by the airport

2027-2036 Capital Forecast Categorization

Category	Total 10-year Cash Flow*
Regulatory & Contractual	\$1.1B
Renewal & Replacement	\$3.5B
Business Needs	\$116M
Noise	\$38M
SAMP Design Pre-approval in SLOA	\$290M
Reserves & Small Capital	\$1.3B
TOTAL	\$6.4B



*Excludes other divisions' projects funded by the airport

Capital Project Counts by Year

Number of active capital projects

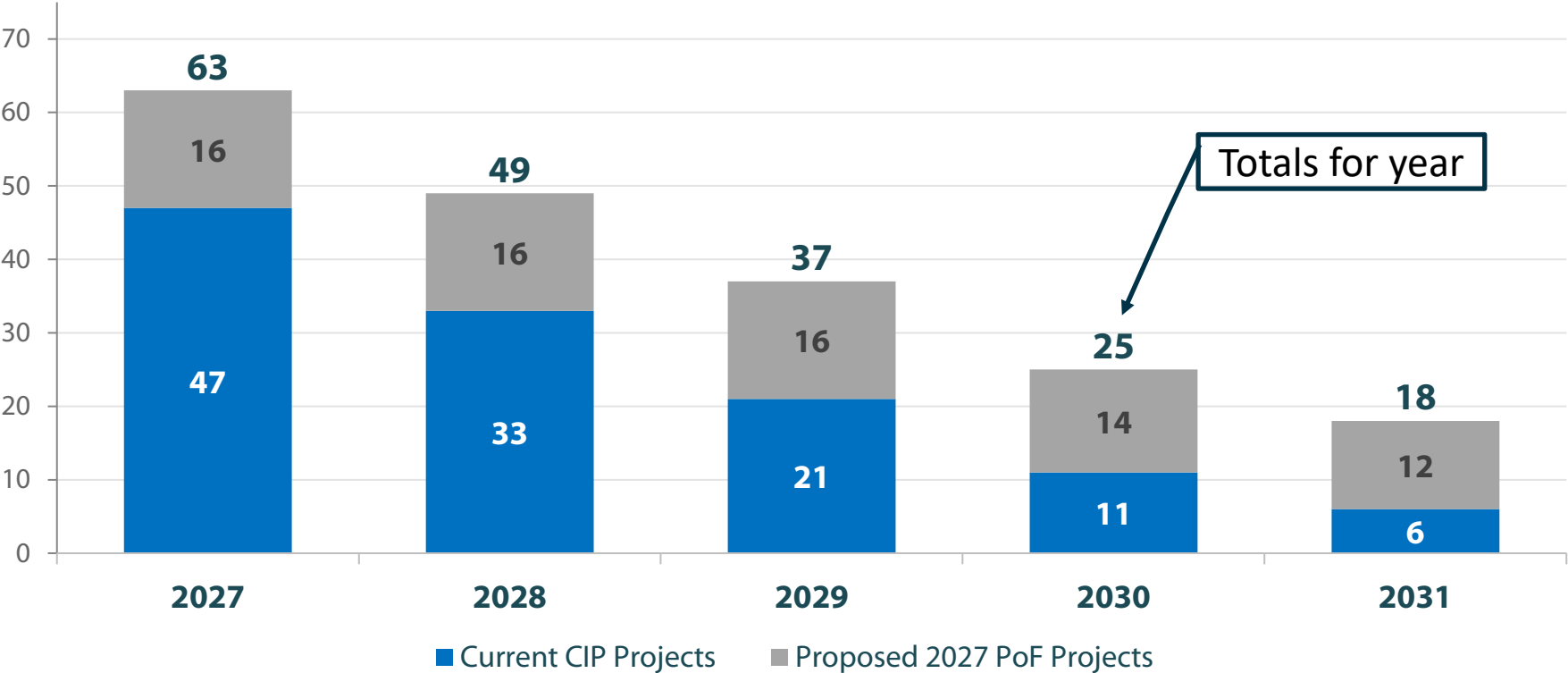
CURRENT YEAR

2026

93

Active CIP Projects

Baseline for the five-year forecast



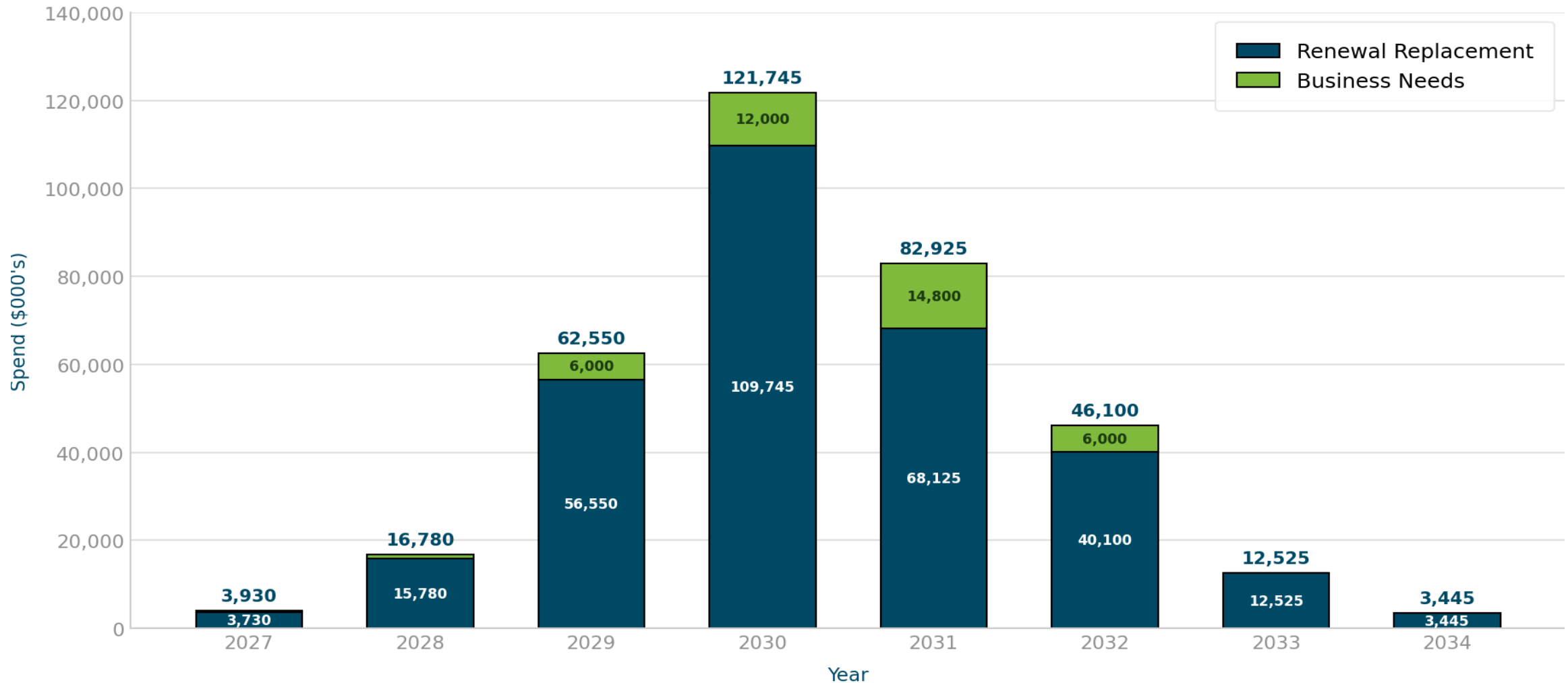
- **Total active projects fall from 93 in 2026 to 63 in 2027 and 18 by 2031**
- Current CIP projects decline as the existing program closes out 47 in 2027 to 6 in 2031
- Proposed 2027 POF projects hold steady at 16 per year through 2029, then taper to 12 in 2031
- Proposed 2027 POF project count excludes, reserve CIPs, fleet purchase program and purchase of rental car facility EV buses.

Summary of 2026 Mid-year Projects



- 70% Renewal Replacement / 30% Business Needs
- 12 new capital projects totaling \$24M over 2026–2031

Summary of 2027 Proposed New Projects



- **Renewal & Replacement 89% / Business Needs 11%**
- **22 new capital projects totaling \$350M (2027–2034)**

Aviation 2027-2036 Capital Key Takeaways

Financial Forecast

- Steady non-aero revenue growth; future risk from tenant turnover & capital
- Debt service coverage: 1.56x (2027)
- 18 months of O&M cash on hand
- CPE: \$23.56 (2027)

Capital Forecast

- \$6.4B capital spending over 10 years
- 22 new capital projects totaling \$350M over ten years

QUESTIONS?



APPENDIX – AVIATION DIVISION



Aviation Appendix Table of Contents

1. Operating Budget

- 2027 Proposed Budget Request Listings
- Aeronautical Business Detail
- Non-Aeronautical Business Detail
- Capital and Financial Forecast Detail

2. Other Supporting Information

- Aviation Historical FTE Trend
- Historical Charges from Other Divisions
- Planning Studies Detail
- Preconditioned Air Projects
- Environmental Remediation Liability Detail
- Acronym List

2027 PROPOSED BUDGET REQUESTS



Budget Requests: Asset & Financial Stewardship

Budget Request	\$000s	Baseline	Non-Baseline	Total
Expense Items with Capital Projects		\$0	\$2,181	\$2,181
Tenant Project Management Support – Tenant/ADR		\$0	\$1,855	\$1,855
Pavement Management Plan		\$0	\$460	\$460
2027 New Air Service Incentives		\$0	\$350	\$350
New T2 Credit Card Readers Fee		\$265	\$0	\$265
2027 Baker Tilly PFC and Single Audit Fees		\$190	\$0	\$190
2027 SEA BIM Model		\$0	\$168	\$168
STOC Tenant Incentives Allowance		\$0	\$100	\$100
2027-2030 Airfield Projects		\$0	\$90	\$90
SCE Project – Parts Budget for 24 New Cobus buses		\$75	\$0	\$75
2027 Financial Consulting		\$0	\$50	\$50
Capital Project Management Support		\$0	\$6,460	\$6,460
Capital Project Management Support – Offset		\$0	(\$6,460)	(\$6,460)
TOTAL		\$530	\$5,253	\$5,783

Budget Requests: Health, Safety, and Security

Budget Request	\$000s	Baseline	Non-Baseline	Total
STAC/TSA Staffing - Exit Lane Coverage & Divesting		\$4,830	\$0	\$4,830
Self Contained Breathing Apparatus (SCBA) Replacement		\$0	\$750	\$750
Fire Alarm System Upgrade		\$0	\$265	\$265
Airfield Study		\$0	\$200	\$200
GSE Tracking & Congestion Enforcement		\$200	\$0	\$200
Safedock Lasers		\$196	\$0	\$196
Snow Removal Vendor Contract		\$165	\$0	\$165
Fire Alarm Equipment		\$80	\$36	\$116
Structural Consultant Services		\$100	\$0	\$100
Airfield Herbicide Project		\$100	\$0	\$100
CBP X-Ray Service Plan - US Testing		\$55	\$0	\$55
X-Ray Machine Repair – South Employee Screening		\$0	\$50	\$50
IDS5 Workstation Communications Software		\$35	\$0	\$35
TOTAL		\$5,761	\$1,301	\$7,062

Budget Requests: Employee Engagement / Sustainability & Community

Employee Engagement	\$000s	Baseline	Non-Baseline	Total
Workforce Childcare Bridge Strategy - Commission Priority		\$0	\$200	\$200
EMPLOYEE ENGAGEMENT TOTAL		\$0	\$200	\$200

Sustainability & Community	\$000s	Baseline	Non-Baseline	Total
Part 150 Noise and Land Use Compatibility Study		\$0	\$1,400	\$1,400
Clean Buildings Energy Efficiency Measures		\$0	\$700	\$700
TNC EV Charging		\$311	\$0	\$311
Sustainable Airport Master Plan (SAMP) Near Term Project (NTP) Environmental Review		\$0	\$300	\$300
Electrical Demand/Supply Study		\$0	\$300	\$300
PFAS Pilot Study		\$0	\$200	\$200
Programmatic 6pppd-q Biological Analysis for SEA Projects		\$0	\$60	\$60
Salmon Safe Certification Renewal		\$0	\$35	\$35
SUSTAINABILITY & COMMUNITY TOTAL		\$311	\$2,995	\$3,306

AERONAUTICAL BUSINESS



Aeronautical Business

- Cost recovery of aeronautical operating and capital expenses
 - Per FAA regulations
 - Revenue use policy: all airport revenue must be used to support the operating and capital costs of the airport
 - Rates and Charges policy guides aeronautical rate setting
 - » Airline rates must be fair, reasonable and not unjustly discriminatory
 - » Airfield rates must be based on cost recovery
 - » Airports may set airline rates by resolution, ordinance or agreement
 - Based on Signatory Lease & Operating Agreement (SLOA)
 - Signatory Lease & Operating Agreement (SLOA V runs from 2025 – 2034)
 - Positive cash flow after paying debt service due to amortization of cash funded capital projects
- Charge airlines for space and/or activity
- Cost per enplanement (CPE) is a key management metric
- Cost increases reflect growth in rate based operating expenses and debt service on new assets placed in service. As a result, CPE increased by 11% in the 2027 Budget.

Aeronautical Rate Base Revenues

Revenue Category	Description	Aeronautical Fee/Rate Examples
Airfield Movement Area	Runways, taxiways, landing areas and related support facilities (field lighting, navigational aids)	Landing Fees
Airfield Apron Area	Paved ramp/taxi lanes around the terminal used for aircraft parking and ground service equipment	Apron Fees
Terminal Rents	Airline-leased terminal space: gates, ticket counters, baggage areas, offices, security checkpoint areas & lounges	Terminal Rental Rates
Federal Inspection Services	The International Arrivals Facility space used to process and clear arriving international passengers	FIS Fee
Airfield Commercial Area	Land, ramps and facilities outside the movement area used mainly for cargo and aircraft maintenance	Cargo & Aircraft Maintenance Area Fees

Aeronautical Cost Drivers

Aeronautical Cost Drivers (\$ in 000's)	2026	2026	2027	Incr (Decr) Change from Bud	
	Budget	Revised Bud	Proposed Budget	\$	%
O&M ⁽¹⁾	377,634	378,417	395,799	18,166	4.8%
Debt Service Before Offsets	277,614	277,614	320,081	42,467	15.3%
Debt Service PFC Offset	(92,468)	(92,468)	(92,758)	(290)	0.3%
Net Debt Service	185,146	185,146	227,324	42,177	22.8%
Amortization	33,685	33,685	37,997	4,311	12.8%
Space Vacancy	(2,710)	(2,714)	(3,090)	(380)	14.0%
Cost of Incentives	(1,194)	(1,196)	(1,789)	(595)	49.8%
Grants and Other	(563)	(563)	(1,250)	(688)	122.2%
Rate Base Revenues	591,999	592,777	654,991	62,992	11%
Commercial area	25,787	25,787	28,958	3,170	12%
Total Aero Revenues	617,786	618,565	683,949	66,163	11%

(1) O&M, Debt Service Gross, and Amortization do not include commercial area costs or the international incentive expenses

Cost per Enplanement (CPE) Metric

Airline cost per enplanement reflects the overall cost to the airlines for each passenger enplaned.

The CPE measures the total costs borne by the passenger airlines operating at the airport divided by the number of enplaned passengers (roughly half of the total passengers).

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Revised Budget	2027 Budget
Cost per Enplanement	\$15.93	\$16.09	\$17.52	\$18.14	\$19.06	\$21.19	\$23.56

Cost per Enplanement at Other Airports

Airport (Large Hub)	2027 CPE Forecast
DEN*	16.75
SEA*	23.56
PDX	28.00
SFO*	29.44
ORD*	30.67
LAX*	42.85

* Sources: 2027 Budget documents or Preliminary Official Statement on bond issuance

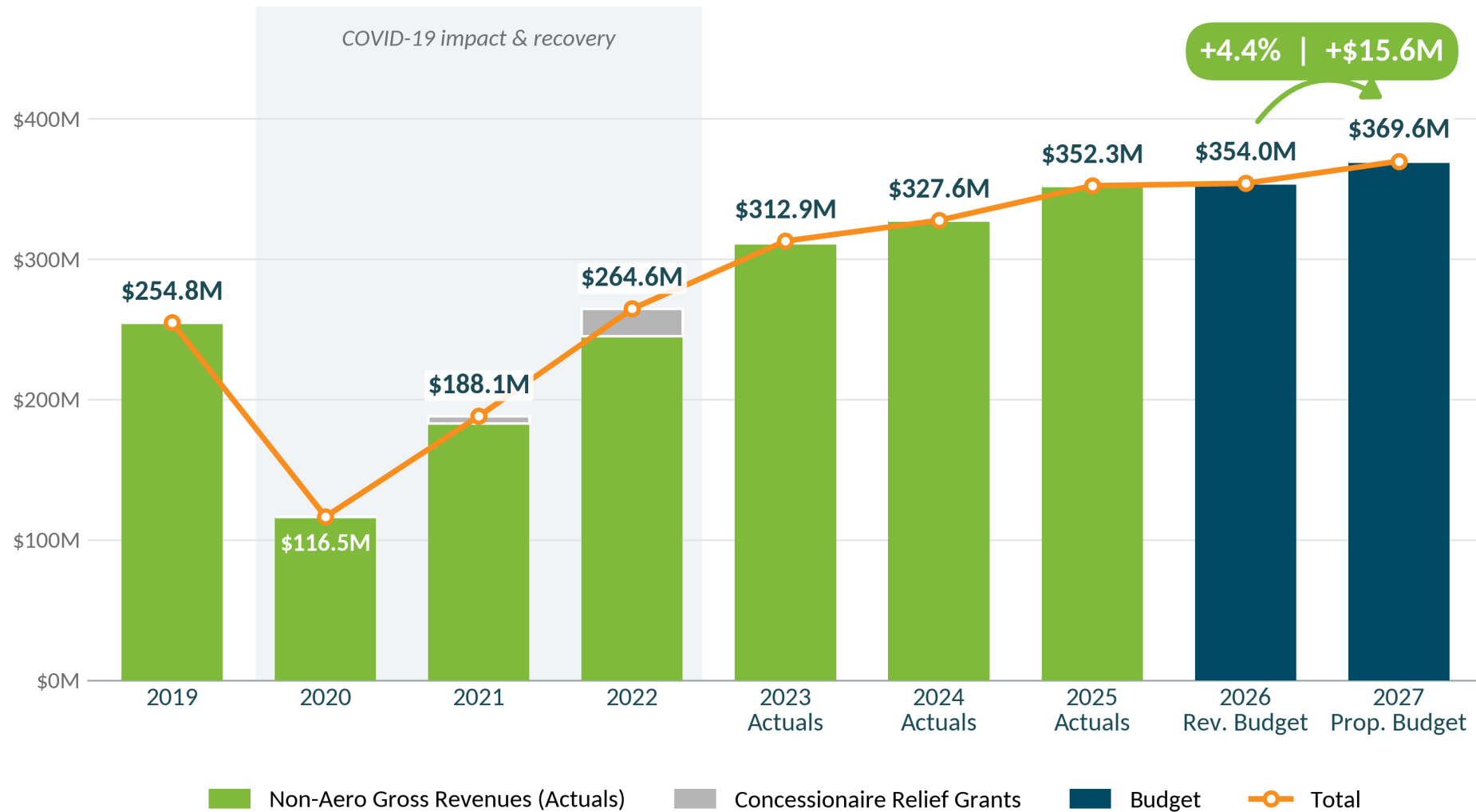
NON-AERONAUTICAL BUSINESS



Non-Aeronautical Business

- Non-Aeronautical lines of business include:
 - Pre-security: Public Parking, Rental Cars, Taxis & other Ride Share vehicles, Airport Conference Center, Real Estate leases
 - Air Terminal: Dining & Retail, Port-owned Clubs, Other leased space
- Most rates are set based on fair market value
- Some rates are set based on cost recovery
 - *e.g., Select Ground Transportation Operators*
- Non-Aeronautical lines of business generate cash flow used to reinvest in the Airport

Non-Aeronautical Gross Revenues



Non-Aero Operating Revenues

Revenue Summary by Dept. (in \$000s)	2024 Full Year	2025 Full Year	2026 Full Year		2027 Full Year	27 Budget vs. '26 Revised Budget		27 Budget vs. '26 Forecast	
<i>Non-Aero Operating Revenue Subtotal</i>	Actual	Actual	Forecast	Revised Budget	Proposed Budget	\$ Var	% Var	\$ Change	% Change
<i>Last refresh: 9/29/2026</i>									
3413-Transportation Mgmt Assoc	0	0	717	717	870	153	21.3%	153	21.3%
3420-Public Parking	116,567	116,983	118,419	114,531	124,929	10,399	9.1%	6,510	5.5%
3430-Rental Cars	64,434	67,479	45,624	43,555	46,478	2,924	6.7%	854	1.9%
3440-Employee Parking	10,464	12,540	14,092	14,138	16,724	2,586	18.3%	2,632	18.7%
3450-Ground Transportation	23,946	24,376	23,758	24,896	28,514	3,619	14.5%	4,757	20.0%
O3400-Landside	215,411	221,378	202,610	197,837	217,516	19,679	9.9%	14,906	7.4%
3630-Non-Aero Commercial Properties	17,645	18,642	22,786	20,475	21,716	1,240	6.1%	(1,070)	-4.7%
3635-SeaTac Office Center	0	10,174	12,214	11,712	12,277	566	4.8%	63	0.5%
3645-Non-Airline Terminal Leased Spc	7,559	8,584	9,481	8,157	9,727	1,571	19.3%	247	2.6%
3690-Club International Lounge	16,694	19,515	19,292	16,153	10,531	(5,622)	-34.8%	(8,761)	-45.4%
O3600-Airport Properties	41,898	56,915	63,773	56,497	54,252	(2,245)	-4.0%	(9,521)	-14.9%
3650-Airport Dining and Retail	72,246	73,770	77,948	77,596	69,182	(8,413)	-10.8%	(8,765)	-11.2%
3653-Tenant Marketing	902	1	1,919	503	1,687	1,184	235.2%	(232)	-12.1%
4572-Conference Center	252	205	200	228	220	(8)	-3.5%	20	10.0%
O3500-AV Commercial Management	73,415	73,989	80,067	78,327	71,090	(7,237)	-9.2%	(8,977)	-11.2%
Non-Aero Operating Revenue Subtotal	330,724	352,281	346,450	332,661	342,858	10,197	3.1%	(3,593)	-1.0%
Utilities and Other	9,636	10,934	11,427	11,427	13,613	2,186	19.1%	2,186	19.1%
Total Non-Aeronautical Revenue	340,360	363,215	357,877	344,087	356,471	12,383	3.6%	(1,407)	-0.4%
<i>Total Enplanements</i>	<i>26,295</i>	<i>26,317</i>	<i>26,500</i>	<i>27,031</i>	<i>26,890</i>	<i>(141)</i>	<i>-0.5%</i>	<i>390</i>	<i>1.5%</i>
<i>O&D Enplanement</i>	<i>18,354</i>	<i>18,316</i>	<i>18,471</i>	<i>18,760</i>	<i>18,716</i>	<i>(44)</i>	<i>-0.2%</i>	<i>245</i>	<i>1.3%</i>
<i>International Enplanements</i>	<i>3,276</i>	<i>3,528</i>	<i>3,684</i>	<i>3,819</i>	<i>3,813</i>	<i>(7)</i>	<i>-0.2%</i>	<i>129</i>	<i>3.5%</i>
GASB 103 Adj (CFC to Non-Op)									
3430-Rental Cars	43,557	44,382	45,624	43,555	46,478	2,924	6.7%	854	1.9%
O3400-Landside	194,535	198,281	202,610	197,837	217,516	19,679	9.9%	14,906	7.4%
Non-Aero Operating Revenue Subtotal	309,847	329,185	346,450	332,661	342,858	10,197	3.1%	(3,593)	-1.0%
Total Non-Aeronautical Revenue	319,483	340,118	357,877	344,087	356,471	12,383	3.6%	(1,407)	-0.4%

Key Messages

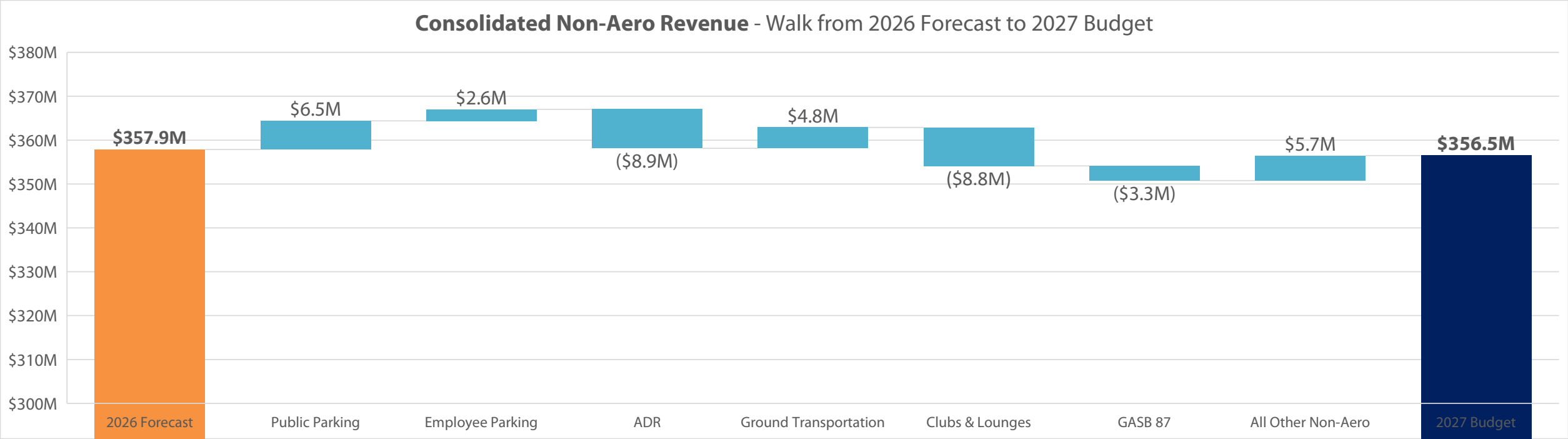
- **Total Non-Aero: +\$12.4M, or +3.6% vs. 2026 Revised Budget**
- **Landside: +\$19.7M, or +9.9% vs. 2026 Revised Budget**
 - Public Parking +\$10.4M vs. Budget, driven by rate increase
 - Rental Cars +\$2.9M; (transactions up +0.4%, average ticket +6.6%)
- **Business & Properties: (\$2.2M), or (4.0%) vs. 2026 Revised Budget**
 - Comm Properties +\$5.0M, driven by Flight Kitchens and Des Moines Creek West land rent but partially offset by (\$3.8M) GASB 87 accounting entry
 - Clubs & Lounges (\$5.6M); S Lounge Feb closure for SCE
- **Commercial Management: (\$7.2M), or (9.2%) vs. Revised 2026 Budget**
 - ADR (\$8.4M), driven by construction impacts
 - Tenant Marketing +\$1.2M, driven by restarting collections in 2026
- **Utilities/Other: +\$2.2M, or +19% vs. 2026 Revised Budget**
 - Utilities +\$1.6M, or +15% driven by increased costs

ADR = Airport Dining & Retail
CFC = Customer Facility Charge

GASB = Governmental Accounting Standards Board
O&D = Origin & Destination

➔ Includes GASB 87 lease interest
payments reporting adjustments

Non-Aero Revenue Walk to 2027 Budget

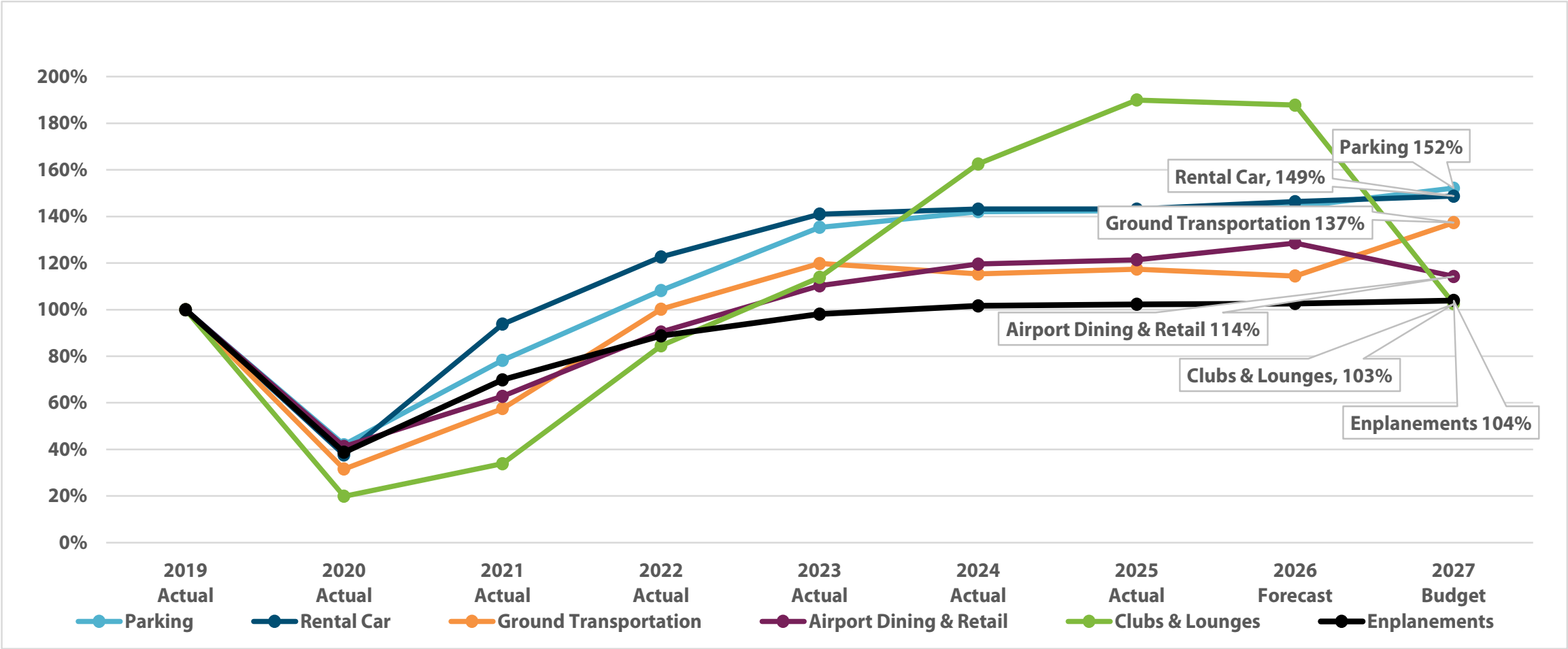


2027 Non-Aero Revenues expected to be lower than 2026 forecast by **(\$1.4M) / (0.4%)**, but higher than 2026 budget by **+\$12.4M / +3.6%**

- Growth for Public Parking and Employee Parking (in addition to Master Park lot availability) driven by rate increases
- Construction impacts (SCE, Conc A Duty-Free expansion, TASCOR) reducing ADR and Clubs & Lounges revenue
- Ground Transportation growth driven by TNCs (EV discounting phasing), TNC/Taxi EV charging and P2P car sharing
- All Other Non-Aero growth driven primarily by Business & Properties land leases and Utilities

Non-Aero Revenue Recovery as % of 2019 Actual

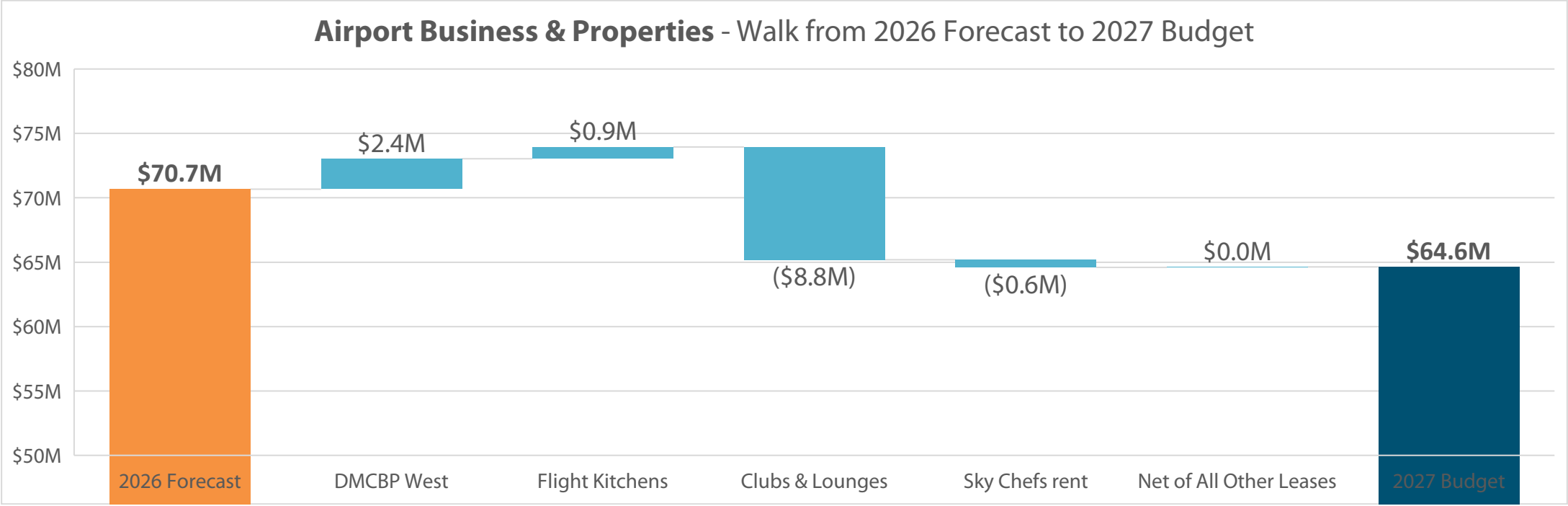
Growth outpacing passenger volume recovery



BUSINESS & PROPERTIES DETAIL

Walk to AVBP 2027 Revenue Budget

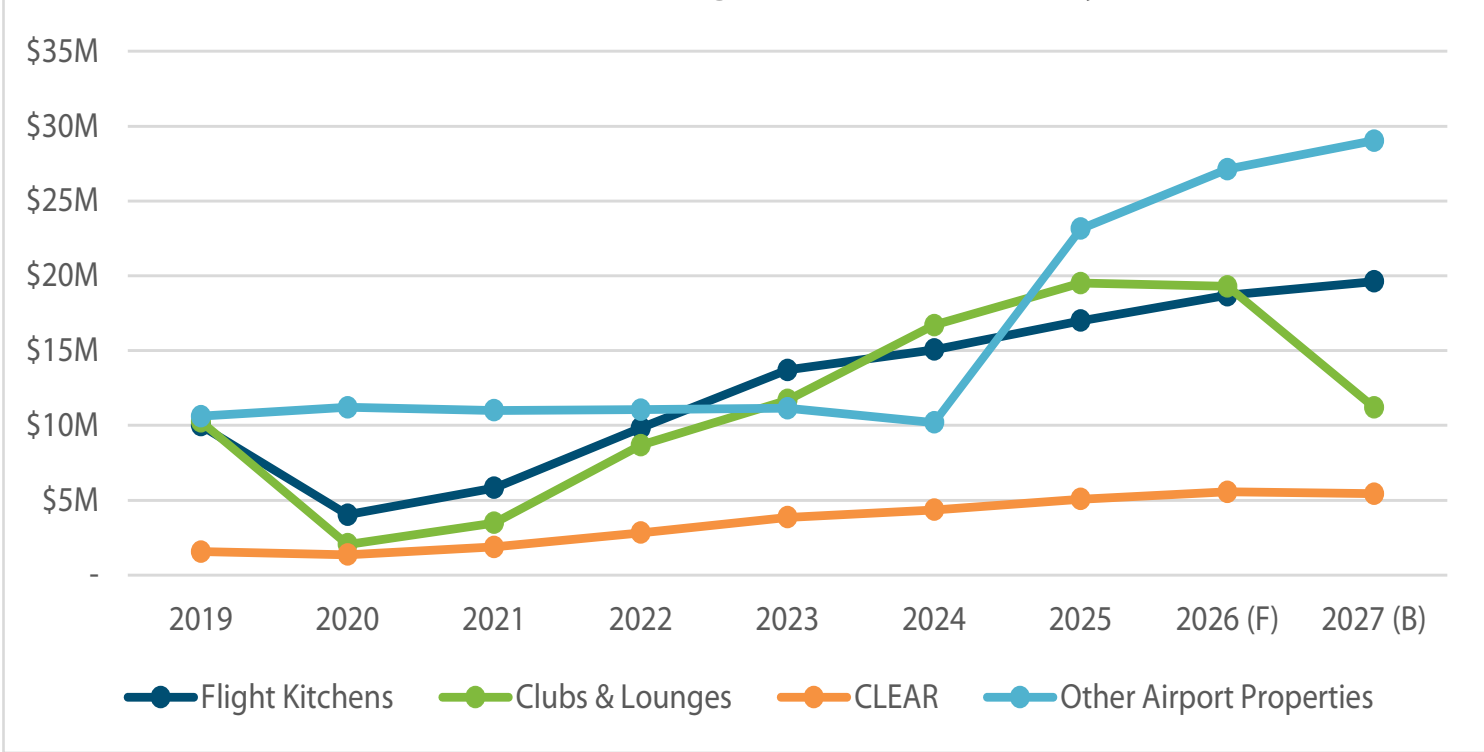
Revenue Excludes GASB 87 Reporting Adjustments



- 2027 AVBP Revenues are expected to come in **(\$6.0M) / (8.5%)** below the FY26 Forecast (+\$1.2M / +2.0% above the 2026 Revised Budget). Growth driven primarily by DMCBP West and Flight Kitchens, offset by Clubs & Lounges.
 - \$2.4M DMCBP West – rent moves from construction rent to full rent in Q4 2026; growth driven by annualization of full rent
 - \$0.9M Flight Kitchens – driven by inflation and international enplanement growth
 - (\$8.8M) Clubs & Lounges – SCE expected to close S Lounge in Q1 of 2027
 - (\$0.6M) Sky Chefs rent – tenant moving to new location outside of Port property in 2027

Non-Aeronautical – Airport Properties Revenue

Airport Properties Segment Revenues by Year



2027 Combined: 100.5% above 2019

Commercial Real Estate (Other Airport Properties) Revenues – includes STOC property acquisition; primarily fixed rates per sq. ft. and therefore relatively unaffected by COVID-19 passenger volume declines/recovery.

Flight Kitchen Revenue – Closely tied to passenger volume. Revenue growth reflects both strong demand and upward pressure on prices which is reflected in concession fees on higher gross sales.

CLEAR Revenue – Concession fee on CLEAR memberships were relatively unaffected by passenger volume decline/recovery. These memberships provide expedited access to other large venues, in addition to airport checkpoint queuing.

Third-Party Operated Lounges – Although recovered slower post-pandemic, demand continues to grow, and long-term outlook remains strong with increased demand from growing international enplanements. Future revenues will be temporarily impacted by construction-driven closures.

AV Business & Properties Revenue

Revenue Excludes GASB 87 Reporting Adjustments

Commercial Properties: +\$2.7M, +12% vs. 2026 forecast

- +\$1.9M Land / Space rent
 - +\$2.4M Des Moines Creek West property annualization (\$29K/mo. construction rent ends in Q3 2026 and increases to \$292K/mo. full rent)
 - (\$0.6M) Sky Chefs moving into new facility outside of Port property
- +\$0.9M Flight Kitchens concessions, +4%; driven by +3.5% CPI/inflation and +0.5% enplanements (+1.3% total enplanement growth, but adjusted down slightly for mix – Asia long-haul flights provide more revenue than Europe or US domestic flights)
- Land and space rent budget based on contracted terms in lease

STOC: (\$0.1M), (1%) vs. 2026 forecast

- +\$0.1M Rent – rental income remains steady compared to 2026
- (\$0.2M) Parking revenue
- Rent budget based on lease terms and projected renewal rates for expiring agreements

Non-Airline Terminal Lease: +\$0.2M, +2% vs. 2026 forecast

- +\$0.3M rent - terminal lease rate increase
- (\$0.1M) Clear; 2026 Q2 forecast overstated, +8% monthly growth assumption before new agreement effective
 - +\$80K vs. revised 2026 forecast (not yet published) – assumes +2% monthly growth for remainder of 2026 and +2% 2027 growth

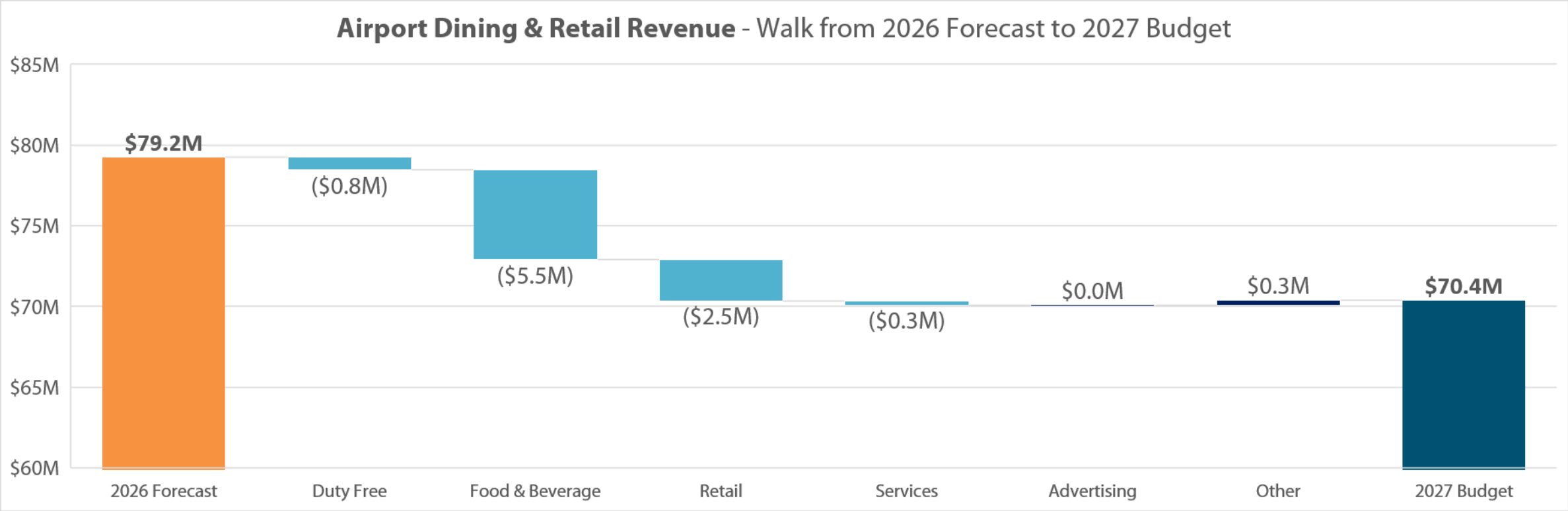
Clubs & Lounges: (\$8.8M), (45%) vs. 2026 forecast

- +\$1.2M A Lounge – S Lounge migration, increased capacity with new location; +9% increase in guest visits for the A lounge
- (\$10.0M) S Lounge closure for SCE

COMMERCIAL MANAGEMENT DETAIL

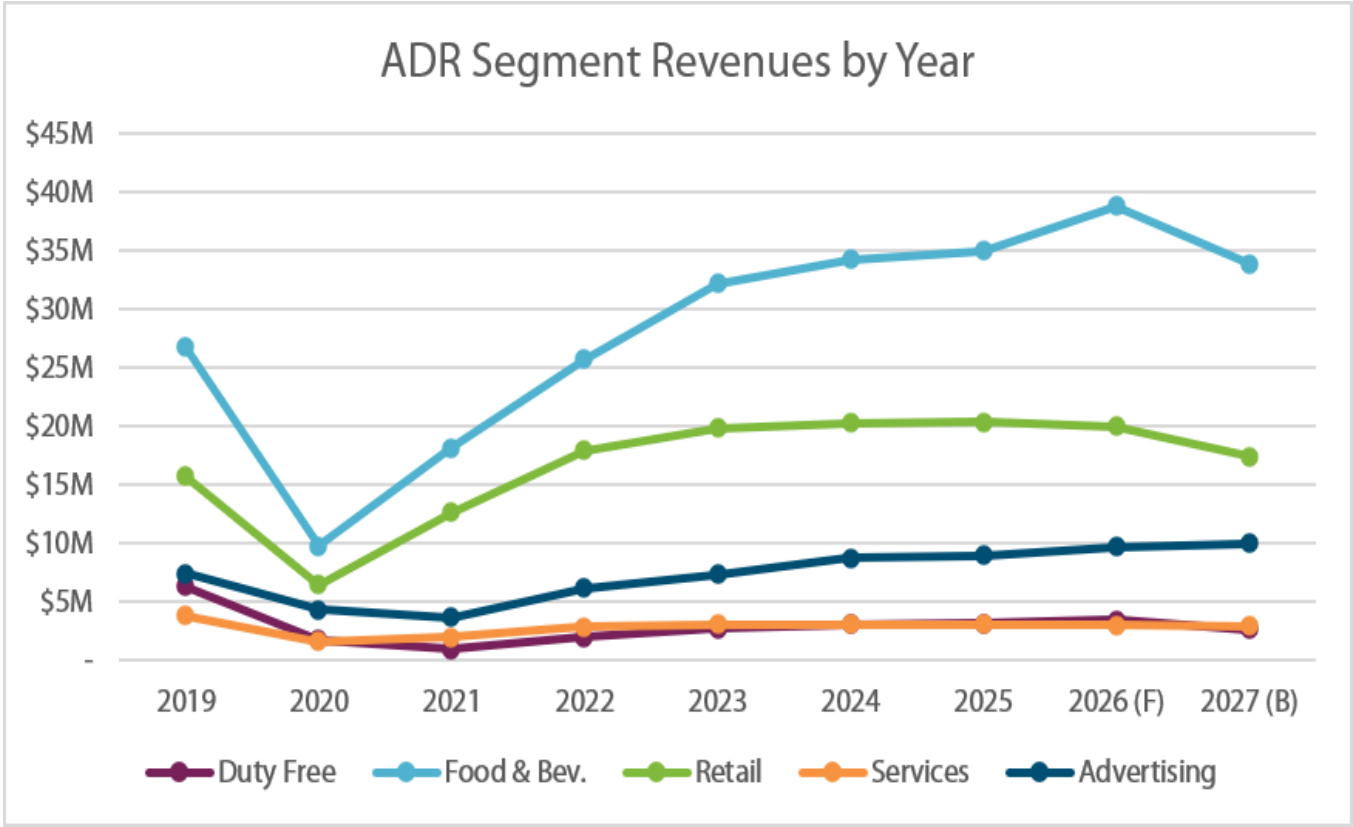
Walk to Airport Dining & Retail 2027 Revenue Budget

Revenue Excludes GASB 87 Reporting Adjustments



- 2027 ADR Revenues are expected to come in **(\$8.8M)** / **-11.2%** below the FY26 Forecast and (\$8.0M / -10.2%) below the 2026 Budget. Decrease primarily driven by TASCOR and SCE closures.

Non-Aeronautical – Airport Dining & Retail Revenue



2027 Combined: 14.2% above 2019

Airport Dining & Retail – ADR performance continues to stabilize, with several segments exceeding pre-pandemic activity. As we enter 2027, construction in key concourses is expected to moderate revenues by restricting space and reducing exposure to passenger traffic.

Duty Free Revenue – has steadily improved with the recovery in international travel. In 2027, the planned closure of the South Concourse Duty Free location will drive a temporary decline, partially offset by limited interim offerings.

Food & Beverage – has seen a strong rebound as passenger activity increases. In 2027, South Concourse construction and TASCRC impacts will dampen steady growth experienced in recent years.

Retail Revenue – has shown resilience and consistent demand from travelers. In 2027, TASCRC will close several convenience retail stores, creating significant temporary impact.

Advertising – continues to perform well, building on several strong years. Excluding the one-time FIFA activity in 2026, Clear Channel revenue is anticipated to show modest underlying growth.

Service Revenue – has improved gradually with international travel. Updated lease terms for the foreign currency vendor reduce concession fees and temper revenue.

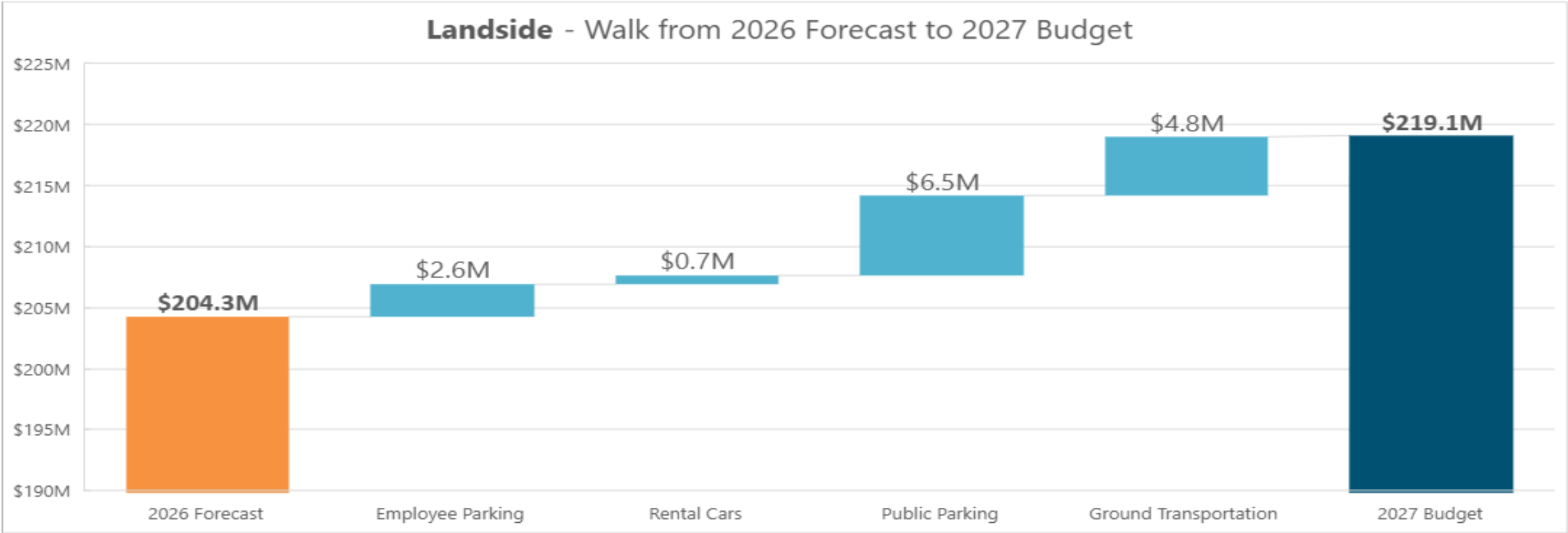
Other Commercial Management Revenue

- **Tenant Marketing Fund** resumed collections February 2026. While 2027 budgeted collections fall slightly below 2026 Forecast (\$231K or -12.1%), collections will be higher than 2026 Budget (+\$1.2M or +235%)
- **Conference Center revenue** is planned to be \$220K in the 2027 Budget, an increase of \$20K, or 10%, above the current year forecast for 2026
 - Approximately 69% of business in the Airport Conference Center is for internal Port meetings (not revenue generating) and 31% of the Conference Center business activity is external (revenue-generating).

LANDSIDE DETAIL

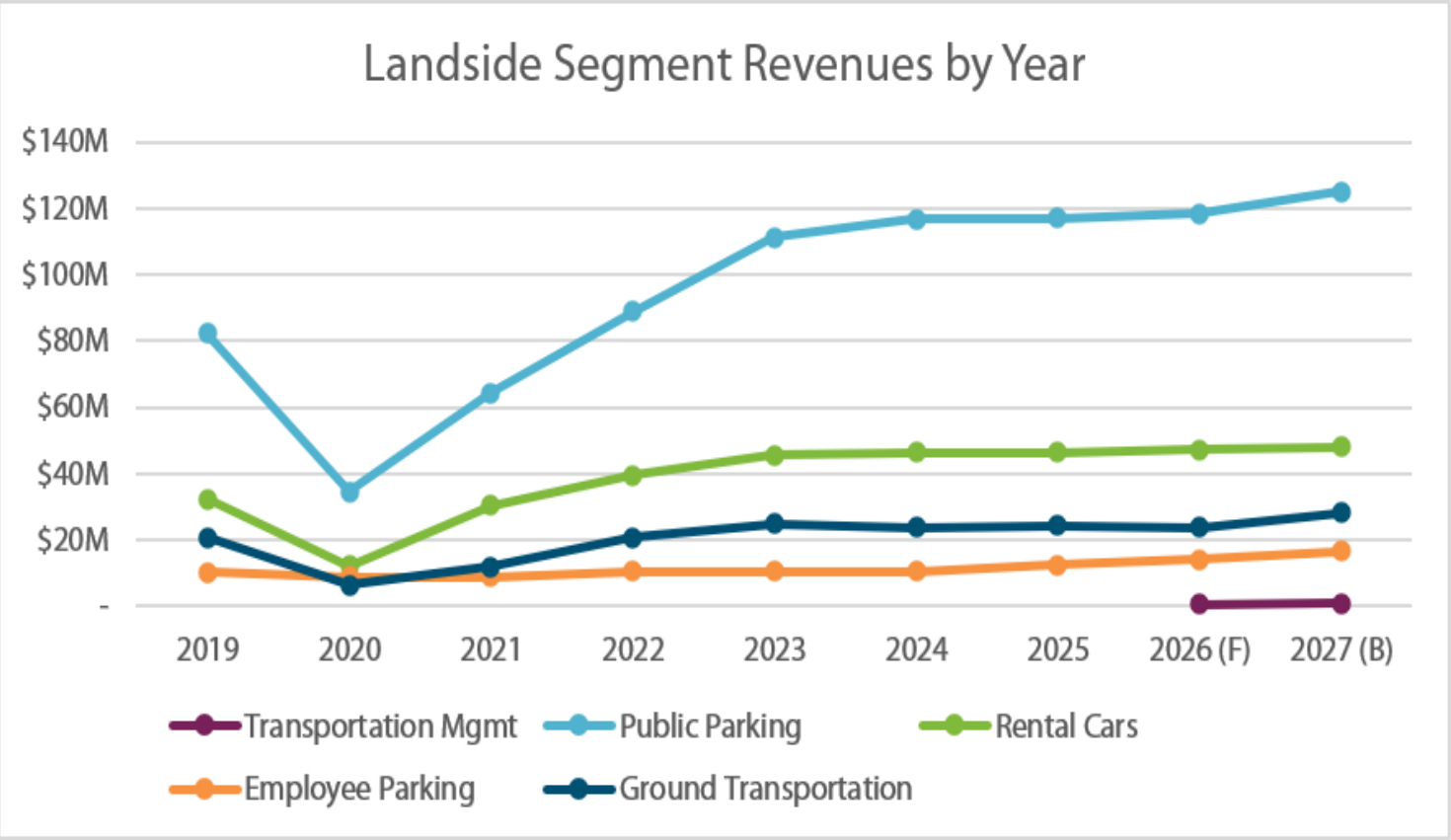
Walk to 2027 Landside Revenue Budget

Revenue Excludes GASB 87 Reporting Adjustments



- 2027 Landside Revenues are expected to be **\$14.8M** / 7.2% above the 2026 Forecast. Growth driven by rate increases, the opening of lots A&C, and the launch of both the TNC / taxi EV charging service and the peer-to-peer car sharing program.

Landside Revenue Recovery



2027 Combined: 50.3% above 2019

Parking is the largest source of Non-Aero revenue at the airport.

- Demand for self-parking remained relatively high during the pandemic
- Strong revenue recovery reflects continued preference for close-in parking, as well as parking rate increases (prior increases implemented in 2019, 2022, & 2023)

Rental Cars – Limited vehicle availability since 2020 drove higher concession fees on lower activity volume. This has stabilized, and we expect for rental rates to increase in 2027, with transaction growth also stabilizing.

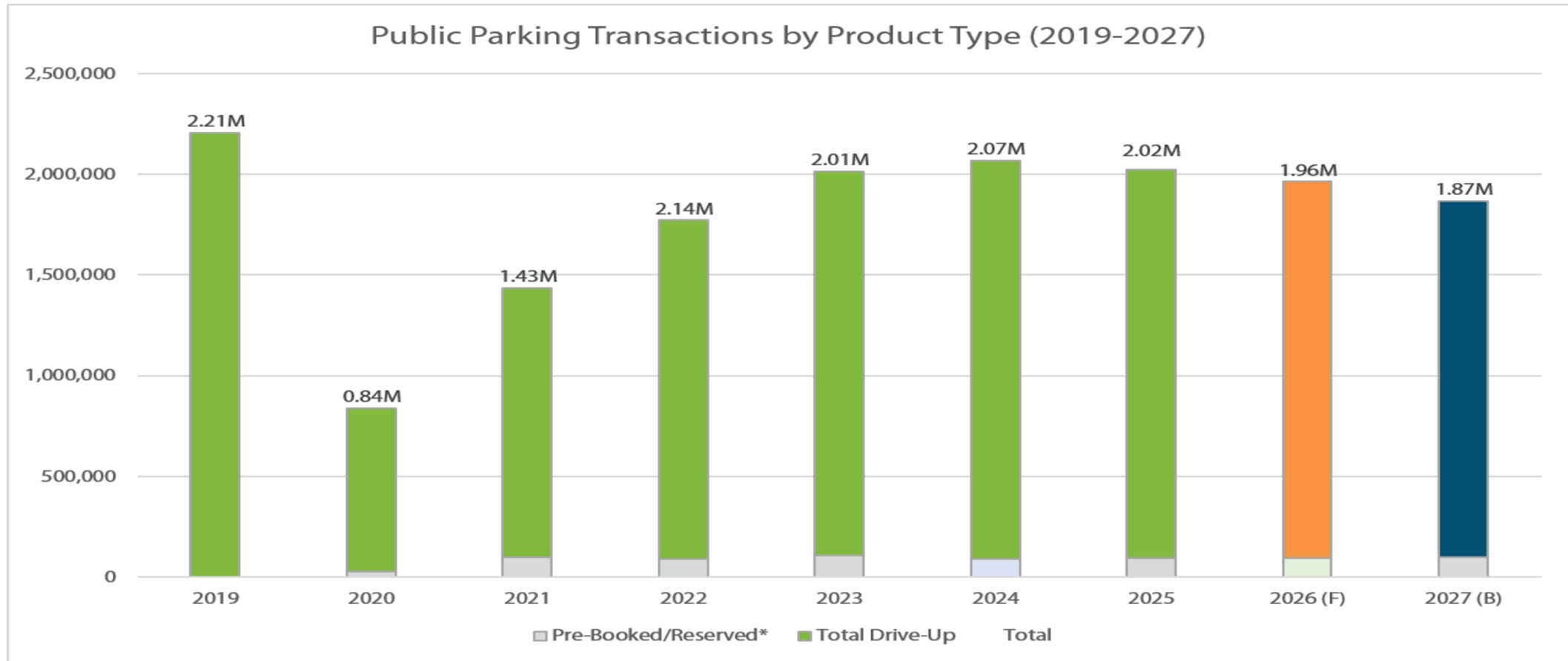
Ground Transportation – Slower recovery path reflected a longer timeline for customer preference to shift back to shared ride options, though now largely recovered

Employee Parking – Cost recovery revenue now reflects NEPL and Lots A&C

2027 Public Parking Revenue

- Parking Revenue is expected to be \$124.9M, an increase of \$7.9M, or 6.7%, compared to 2026
 - Demand for Public Parking is expected to continue being split in 2026
 - Drive-Up Transactions: 1.77M, decreasing (99K, ~5.3%) under 2026
 - Reserved Transactions: 98K, increasing 4.7K, 5.0% over 2026
 - Reserved Parking program launched in March 2024 on Floor 4 has seen high utilization. Occupancy rate has averaged ~92% since its launch. Expansion to half of Floor 5 is planned to open in October 2026 and has been added into budget for 2027.

Public Parking Transactions



- Public Parking transactions are expected to decrease by (-94K, -4.8%) under the 2026 Forecast
 - Reserved Parking transactions are expected to continue to grow in 2027 with the expansion to half of the 5th floor

2027 Public Parking Rates

Planned Implementation January 1, 2027

Product	Type	Current Rate	Proposed Rate	\$ Increase	% Increase	Reference 2023 Rate % / \$ Increase
General Parking <i>(Drive-up Parking: Levels 1-3, 5-8)</i>	Hourly	\$8	\$9	\$1	12.5%	33% (\$2)
	Daily	\$37	\$42	\$5	13.5%	9% (\$3)
	Weekly ¹	\$222	\$273	\$51	23%	31% (\$53)
Reserved Parking <i>(Online Reservations: Levels 4-5)</i>	Hourly ²	\$10	Eliminate			43% (\$3)
	Daily	\$47	\$52	\$5	10.6%	12% (\$5)
	Weekly	\$329	\$364	\$35	10.6%	12% (\$35)
Passport Parking <i>(Monthly Parking: Levels 1-3, 5-8)</i>	Monthly	\$500	\$590	\$90	18%	18% (\$75)
Passport Gold Parking <i>(Monthly Parking: Level 4)</i>	Monthly	\$1000	\$1180	\$180	18%	New Program 2023

- Last SEA Airport Public Parking rate increase - June 1, 2023.
- Rate increases help to maintain fair market rates and keep pace with local inflation and annual City of SeaTac Parking Tax. Seattle-Tacoma-Bellevue CPI-W has increased 10.5% since last rate increase.
- Rates are inclusive of all taxes and fees, including EST 2027 City of SeaTac Commercial Parking Tax of \$4.41 per transaction and 10.45% WA State Sales Tax.

1. General Parking Weekly Rate: Reduction in weekly discounted rate from 1 day free to 0.5 day free (6.5 days). Goal to eliminate weekly discounted rate in 2029.
2. Reserved Parking Hourly Rate: Elimination of hourly rates for exception pulled tickets (OPS assisted transactions) and all RP overstay transactions (for time over initial reservation period).

Public Parking Rate Increase Summary

Public Parking Garage

Tariff Parking Rate Change Summary

General Parking	2007	2010	2017	2019	2022	2023	2024	2025	2026	2027
Hourly	\$ 2.00	\$ 3.00	\$ 4.00	\$ 5.00	\$ 6.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 9.00
Daily	\$ 26.00	\$ 28.00	\$ 30.00	\$ 32.00	\$ 34.00	\$ 37.00	\$ 37.00	\$ 37.00	\$ 37.00	\$ 42.00
Weekly	\$130.00	\$130.00	\$140.00	\$149.00	\$169.00	\$222.00	\$222.00	\$222.00	\$222.00	\$273.00
Hourly		50%	33%	25%	20%	33%	0%	0%	0%	13%
Daily		8%	7%	7%	6%	9%	0%	0%	0%	14%
Weekly		0%	8%	6%	13%	31%	0%	0%	0%	23%
Reserved (previously Terminal Direct)	2007	2010	2017	2019	2022	2023	2024*	2025	2026	2027
Hourly	\$ 4.00	\$ 4.00	\$ 5.00	\$ 6.00	\$ 7.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	N/A
Daily	\$ 35.00	\$ 35.00	\$ 37.00	\$ 39.00	\$ 42.00	\$ 47.00	\$ 47.00	\$ 47.00	\$ 47.00	\$ 52.00
Weekly	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Hourly		0%	25%	20%	17%	43%	N/A	N/A	N/A	N/A
Daily		0%	6%	5%	8%	12%	0%	0%	0%	11%
Weekly										

*Terminal Direct converted to Reserved Parking in late 2023, rate subject to demand-based adjustments

2027 Other Landside Revenue

Revenue Excludes GASB 87 Reporting Adjustments

- **Rental Car** Revenue is expected to be \$48.0M, an increase of \$0.5M, 1.0% over 2026
 - Concession Revenue: \$43.1M, increasing \$0.5M, 1.0% over 2026
 - Average rental rates stabilized in 2026 with anticipated modest growth in 2027; transactions growing with O&D enplanements
 - CFC rate is expected to increase by \$0.25 in 2027 to \$8.25
- **Employee Parking** Revenue is expected to be \$15.9M, an increase of \$1.7M, 12.2% over 2026.
 - Rate increase from \$107/ month to \$114/ month.
 - Budget has MasterPark lots A&C budgeted for all of 2027
 - No revenue planned from MasterPark lot M in 2027
- **Ground Transportation** Revenue is expected to be \$28.5M, an increase of \$3.6M, 14.5% over 2026
 - TNC: \$19.1M, increasing \$1.5M, 8.7% over 2026
 - Primary Driver of Revenue Increase: Beginning the phase out of the drop-off EV discount
 - TNC Activity expected to slightly outpace Enplanement growth
 - Total Expected Trips: 4.7M, up 2.0% from 2026
 - On-Demand Taxi: \$2.9M, decreasing (-\$55K), (-1.8%) from 2026
 - Total Expected Trips: 489K, down (-1.8%) from 2026
 - New TNC/ Taxi EV Charging Service: \$2.3M in 2027
 - New Peer-to-Peer Car Sharing Program: Concessions of \$1.0M in 2027

CAPITAL AND FINANCIAL FORECAST



2027-2036 Financial Forecast Metrics

	Budget 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035	Forecast 2036
Key Measures										
Debt Service Coverage	1.56	1.63	1.62	1.58	1.52	1.52	1.52	1.51	1.53	1.54
ADF Balance - Months of O&M	18	18	18	18	18	18	18	18	18	18
CPE	\$ 23.56	\$ 26.01	\$ 28.34	\$ 30.12	\$ 32.40	\$ 34.03	\$ 35.39	\$ 36.97	\$ 38.41	\$ 39.49
O&M per Enplaned Passenger	\$ 22.40	\$ 23.44	\$ 24.53	\$ 25.66	\$ 26.88	\$ 27.99	\$ 29.01	\$ 30.22	\$ 31.48	\$ 32.79
Debt per Originating Passenger	\$ 294	\$ 325	\$ 348	\$ 365	\$ 377	\$ 390	\$ 394	\$ 387	\$ 371	\$ 353
<i>PFC fund balance (in \$000's)</i>	\$ 52,358	\$ 52,162	\$ 52,753	\$ 21,241	\$ 11,771	\$ 11,788	\$ 17,026	\$ 13,417	\$ 13,123	\$ 17,047
<i>CFC fund balance (in \$000's)</i>	\$ 61,220	\$ 57,377	\$ 42,436	\$ 45,978	\$ 54,625	\$ 54,149	\$ 52,743	\$ 59,800	\$ 65,990	\$ 71,431
<i>New Debt Service (in \$000's)</i>	\$ -	\$ 85,853	\$ 141,976	\$ 195,248	\$ 244,348	\$ 292,384	\$ 328,770	\$ 356,500	\$ 368,691	\$ 376,851
<i>Capital Spending (in \$000's)</i>	\$ 856,037	\$ 1,009,703	\$ 930,915	\$ 714,937	\$ 668,185	\$ 718,329	\$ 593,825	\$ 415,920	\$ 309,265	\$ 302,521
<i>Capital Spending ADF (in \$000's)</i>	\$ 150,558	\$ 150,149	\$ 179,361	\$ 182,126	\$ 181,369	\$ 197,118	\$ 210,069	\$ 209,881	\$ 228,755	\$ 233,753
Activity										
Enplaned Passengers(000's)	26,890	27,279	27,497	27,717	27,911	28,135	28,360	28,586	28,815	29,046
Enplanement Growth Rate	1.3%	1.4%	0.8%	0.8%	0.7%	0.8%	0.8%	0.8%	0.8%	0.8%

- Debt Service Coverage is based on the Airport only calculation per Signatory Lease & Operating Agreement (SLOA).

2027-2036 Financial Forecast

In \$000's	Budget 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035	Forecast 2036
Aeronautical Revenue	\$ 683,949	\$ 759,636	\$ 833,338	\$ 891,460	\$ 962,578	\$ 1,017,337	\$ 1,064,813	\$ 1,121,472	\$ 1,173,095	\$ 1,214,358
Non-Aeronautical Revenue	356,471	392,847	420,789	434,593	456,060	474,999	490,847	505,121	544,565	559,691
Total Operating Revenue	\$ 1,040,419	\$ 1,152,483	\$ 1,254,127	\$ 1,326,053	\$ 1,418,638	\$ 1,492,336	\$ 1,555,660	\$ 1,626,593	\$ 1,717,660	\$ 1,774,050
GASB 87_96_103 Revenues	13,195	-	-	-	-	-	-	-	-	-
Total Operating Revenue with GASB Comparable Basis	\$ 1,053,614	\$ 1,152,483	\$ 1,254,127	\$ 1,326,053	\$ 1,418,638	\$ 1,492,336	\$ 1,555,660	\$ 1,626,593	\$ 1,717,660	\$ 1,774,050
Operating Expense	602,382	639,513	674,466	711,342	750,246	787,558	822,736	863,873	907,066	952,420
Net Operating Income	\$ 451,232	\$ 512,970	\$ 579,661	\$ 614,711	\$ 668,392	\$ 704,778	\$ 732,924	\$ 762,720	\$ 810,594	\$ 821,630
Net Non-Operating Income/Expense ³	59,797	47,245	42,723	45,552	48,955	51,230	52,433	53,832	55,289	56,995
GASB 87_96_103 Expenses	(15,955)	(14,025)	(11,539)	(9,772)	(9,547)	(9,771)	(9,954)	(10,201)	(10,311)	(10,433)
CFC Excess	(12,913)	(12,912)	(12,911)	(12,910)	(12,909)	(12,908)	(12,907)	(12,906)	(12,905)	(12,904)
Available for Debt Service	\$ 482,162	\$ 533,278	\$ 597,935	\$ 637,581	\$ 694,891	\$ 733,329	\$ 762,497	\$ 793,445	\$ 842,667	\$ 855,289
Gross Debt Service (net of cap i)	\$ 430,614	\$ 455,890	\$ 509,296	\$ 575,911	\$ 605,920	\$ 624,766	\$ 641,372	\$ 674,419	\$ 700,723	\$ 703,398
CP Principal & Interest	\$ 3,034	\$ 3,080	\$ 3,080	\$ 3,080	\$ 3,080	\$ 3,080	\$ 2,617	\$ 2,617	\$ 2,617	\$ 2,617
CFC Offset	(24,576)	(26,187)	(33,882)	(34,145)	(32,264)	(34,730)	(34,999)	(35,273)	(35,552)	(35,828)
PFC Offset	(100,000)	(104,950)	(104,995)	(137,945)	(116,288)	(107,548)	(103,185)	(112,958)	(110,476)	(107,134)
Net Debt Service	\$ 309,072	\$ 327,833	\$ 373,499	\$ 406,902	\$ 460,449	\$ 485,569	\$ 505,805	\$ 528,805	\$ 557,313	\$ 563,053
Net Cash Flow	\$ 173,089	\$ 205,445	\$ 224,435	\$ 230,679	\$ 234,443	\$ 247,760	\$ 256,692	\$ 264,640	\$ 285,354	\$ 292,236

- Aeronautical revenues forecast higher debt service when projects are completed.
- Consistent non-aero revenue growth but future impacts from tenant turnover and capital projects.
- Average annual net debt service is projected to grow by 18% due to growth in capital expenditures.
- Includes other divisions' projects funded by the airport

2027-2036 Non-Aero Remaining Revenue Forecast

	Budget 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035	Forecast 2036
Non-Aero Revenues										
Public Parking	124,929	129,773	133,948	138,258	142,573	147,164	151,903	156,796	161,849	167,535
Employee Parking includes TMA	17,594	17,588	19,398	21,615	24,441	26,881	29,425	32,072	35,412	37,624
Rental Car ¹	46,478	48,797	49,949	50,990	52,007	53,092	54,199	55,328	56,482	57,811
Ground Transportation	28,514	31,860	34,817	35,234	35,625	36,045	36,470	36,870	37,293	37,810
Concessions ¹	69,182	85,220	101,209	103,558	112,729	119,480	122,943	125,032	133,738	136,353
Tenant Marketing	1,687	1,949	2,200	2,257	2,323	2,436	2,490	2,522	2,742	2,770
Commercial Properties ¹	21,716	29,775	30,348	31,131	32,161	32,883	33,631	34,349	35,238	36,419
International Place Office	12,277	15,622	15,714	16,030	16,320	16,752	17,074	17,615	17,418	16,623
Non-Airline Terminal Leased Space ¹	9,727	9,762	10,054	10,356	10,667	10,987	11,316	11,656	17,668	18,028
Club International Lounge	10,531	10,462	10,546	11,961	13,384	14,842	16,322	17,138	30,284	31,543
Utilities	12,140	11,367	11,905	12,472	13,068	13,642	14,244	14,875	15,537	16,232
Airport Conference	220	227	234	241	248	255	263	271	279	287
Service Orgs	1,473	445	467	490	515	541	568	596	626	657
Total Non-aero Operating Revenues	356,471	392,847	420,789	434,593	456,060	474,999	490,847	505,121	544,565	559,691
GASB 87_96_103 Revenues ²	13,195	-	-	-	-	-	-	-	-	-
Total Operating Revenues GASB Comparable Basis	369,666	392,847	420,789	434,593	456,060	474,999	490,847	505,121	544,565	559,691
Non-Aero Operating Expenses	(193,675)	(205,557)	(216,815)	(228,693)	(241,223)	(253,242)	(265,001)	(278,251)	(297,403)	(312,274)
GASB 87_96_103 Expenses	(8,056)	(8,474)	(8,664)	(8,856)	(9,099)	(9,351)	(9,609)	(9,876)	(10,150)	(10,433)
Total Non-Aero Operating Expenses GASB Comparable Basis	(201,731)	(214,031)	(225,479)	(237,548)	(250,323)	(262,592)	(274,610)	(288,127)	(307,554)	(322,707)
Non-Aero Net Income	167,935	178,816	195,310	197,045	205,737	212,407	216,237	216,994	237,011	236,985
CFC Operating Revenue ³	27,370	27,302	21,626	23,240	25,355	26,399	26,439	26,475	26,508	26,728
Less: CFC Excess	(12,913)	(12,049)	(5,534)	(6,264)	(7,445)	(7,593)	(6,693)	(5,741)	(4,737)	(3,869)
Non-Aero Debt Service	(60,331)	(72,363)	(78,079)	(83,449)	(94,396)	(93,651)	(95,112)	(98,954)	(108,397)	(112,376)
Total Non-aero Other Costs and Income	(45,873)	(57,110)	(61,988)	(66,472)	(76,486)	(74,845)	(75,366)	(78,221)	(86,627)	(89,518)
Non-Aero Remaining Revenues	\$ 122,062	\$ 121,705	\$ 133,323	\$ 130,572	\$ 129,251	\$ 137,562	\$ 140,871	\$ 138,773	\$ 150,385	\$ 147,467

¹ Excludes GASB 87 revenues classified in non-operating revenues

² Lease Interest Income is included in the GASB 87 Revenues

³ CFC Operating Revenue as non-operating account.

10-Year Forecast Landing Fee, FIS Fee, Apron Fee and Terminal Rate

	Budget 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035	Forecast 2036
Landing Fee	\$ 5.83	\$ 6.34	\$ 6.72	\$ 7.29	\$ 7.56	\$ 7.82	\$ 7.91	\$ 8.06	\$ 8.31	\$ 8.32
FIS Fee	\$ 18.74	\$ 17.73	\$ 19.82	\$ 20.79	\$ 22.35	\$ 23.56	\$ 24.70	\$ 25.98	\$ 30.60	\$ 28.95
Apron Fee	\$ 0.97	\$ 1.16	\$ 1.37	\$ 1.58	\$ 1.64	\$ 1.66	\$ 1.71	\$ 1.72	\$ 1.74	\$ 1.74
Terminal Rate	\$ 186.56	\$ 207.63	\$ 231.26	\$ 240.21	\$ 265.86	\$ 287.19	\$ 312.07	\$ 338.53	\$ 351.69	\$ 378.78

10-Year PFC Forecast

	Budget 2027		Forecast 2028		Forecast 2029		Forecast 2030		Forecast 2031		Forecast 2032		Forecast 2033		Forecast 2034		Forecast 2035		Forecast 2036	
Available PFCs to Spend																				
Beginning Balance	\$	49,772,718	\$	53,942,103	\$	53,746,544	\$	54,337,533	\$	22,824,898	\$	13,355,217	\$	13,371,943	\$	18,610,589	\$	15,001,637	\$	14,707,271
Collections	\$	101,521,731	\$	102,989,102	\$	103,813,014	\$	104,643,518	\$	105,376,023	\$	106,219,031	\$	107,068,784	\$	107,925,334	\$	108,788,737	\$	109,659,046
Interest income		2,647,653		1,765,476		1,772,545		1,788,537		1,442,260		1,345,210		1,354,958		1,423,529		1,392,642		1,399,121
PFC Revenues	\$	104,169,384	\$	104,754,578	\$	105,585,559	\$	106,432,055	\$	106,818,284	\$	107,564,242	\$	108,423,742	\$	109,348,863	\$	110,181,378	\$	111,058,168
Available PFC Revenues	\$	153,942,102	\$	158,696,681	\$	159,332,103	\$	160,769,588	\$	129,643,182	\$	120,919,458	\$	121,795,685	\$	127,959,452	\$	125,183,016	\$	125,765,439
Interest income rate		3.50%		2.25%		2.25%		2.25%		2.25%		2.25%		2.25%		2.25%		2.25%		2.25%
PFC - USAGE																				
Revenue Bond DS Offset:																				
Third Runway	\$	30,500,059	\$	31,025,321	\$	31,023,868	\$	40,137,624	\$	28,470,703	\$	9,737,067	\$	9,738,607	\$	510,705	\$	-	\$	-
Baggage - Existing		-		-		-		-		-		-		-		-		-		-
STS/STEP		5,208,447		5,196,651		5,179,368		4,254,360		4,254,283		4,254,328		-		-		-		-
IAF		31,977,965		37,950,162		38,194,412		37,956,642		37,961,323		37,960,215		37,962,065		37,963,648		26,494,067		36,652,401
NSAT - Building		26,294,824		24,797,458		24,654,412		24,653,844		24,658,420		24,653,561		24,565,849		24,565,241		24,563,620		24,563,084
NSAT - Apron		3,491,627		3,440,544		3,402,510		3,402,221		3,403,235		3,402,345		3,378,575		3,378,220		3,378,057		3,378,216
NSAT - PLB		1,547,011		1,550,000		1,550,000		1,550,000		1,550,000		1,550,000		1,550,000		1,550,000		1,550,000		1,550,000
NSAT - GUTL		980,067		990,000		990,000		990,000		990,000		990,000		990,000		990,000		990,000		990,000
Future Project		-		-		-		25,000,000		15,000,000		25,000,000		25,000,000		44,000,000		53,500,000		40,000,000
Total (B)	\$	100,000,000	\$	104,950,136	\$	104,994,570	\$	137,944,690	\$	116,287,965	\$	107,547,515	\$	103,185,096	\$	112,957,815	\$	110,475,744	\$	107,133,701
Pay-Go PFC spending:																				
Total Pay-Go PFC spending (C)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total PFC Usage (A+B+C)	\$	100,000,000	\$	104,950,136	\$	104,994,570	\$	137,944,690	\$	116,287,965	\$	107,547,515	\$	103,185,096	\$	112,957,815	\$	110,475,744	\$	107,133,701
Ending Balance	\$	53,942,103	\$	53,746,544	\$	54,337,533	\$	22,824,898	\$	13,355,217	\$	13,371,943	\$	18,610,589	\$	15,001,637	\$	14,707,271	\$	18,631,737
Target (10% of collection)	\$	10,152,173	\$	10,298,910	\$	10,381,301	\$	10,464,352	\$	10,537,602	\$	10,621,903	\$	10,706,878	\$	10,792,533	\$	10,878,874	\$	10,965,905

Summary of 2026 Mid-Year Projects

(\$ in 000's)			Cost Estimate								Total Cashflows
Category	CIP	Description		2026	2027	2028	2029	2030	2031	2027-2036 Total	
Renewal Replacement	C802148	PD Emergency Roof Replacement	642	642	-	-	-	-	-	-	642
Renewal Replacement	C802152	FIDS System Replacement	1,200	25	1,175	-	-	-	-	1,175	1,200
Business Needs	C802153	Meter Data Management System (MDMS)	4,000	5	1,000	1,500	1,495	-	-	3,995	4,000
Renewal Replacement	C802154	OpsLan Network Refresh	7,000	50	4,000	1,500	1,450	-	-	6,950	7,000
Renewal Replacement	C802155	Vertical Transportation Monitoring System	485	-	485	-	-	-	-	485	485
Renewal Replacement	C802156	Airline Activity Management (AAM)	500	-	500	-	-	-	-	500	500
Business Needs	C802171	PC Air Trolleys	2,000	1,000	1,000	-	-	-	-	1,000	2,000
Renewal Replacement	C802172	PC Air endofline Bypass Install	808	808	-	-	-	-	-	-	808
Renewal Replacement	C802170	Conference Center AV	1,200	200	1,000	-	-	-	-	1,000	1,200
Renewal Replacement	C802181	Central Mechanical Plant Boiler	650	325	325	-	-	-	-	325	650
Business Needs	C802182	Rubber Removal Truck 2026	1,200	1,200	-	-	-	-	-	-	1,200
Renewal Replacement	C802183	Baggage Claim 8 Replacement	5,000	-	250	750	2,500	1,250	250	5,000	5,000
Subtotal - 2026 Mid year projects Additions			24,685	4,255	9,735	3,750	5,445	1,250	250	20,430	24,685

- 12 new projects added mid-year in 2026 totaling ~\$20M over the next ten years.

2026 Mid-Year Project Descriptions

- **PD Emergency Roof Replacement:** This project will address the recurring roof leaks that are continuing to worsen on the 3rd floor of the Police Department.
- **FIDS System Replacement:** Project modernizes FIDS software with new Digital Signage Content Management System.
- **Meter Data Management System (MDMS):** Procure and implement a centralized Meter Data Management System to automate collection, validation, and management of data for 2,000+ smart electrical meters supporting Aviation electrical metering operations.
- **OpsLan Network Refresh:** Upgrade and modernize end-of-life Core, Distribution, and Access network infrastructure to strengthen operational resilience and cybersecurity.
- **Vertical Transportation Monitoring System:** Replace the end-of-life LiftNet system with Knaq's OEM-agnostic conveyance monitoring platform to restore full elevator, escalator, and walkway coverage and provide real-time reporting for asset management and capital planning.
- **Rubber Removal Truck Purchase:** Purchase one rubber removal truck to remove rubber that accumulates on runways from landing aircraft. Rubber removal helps with operations as it reduces friction of the runways.

2026 Mid-Year Project Descriptions (cont'd)

- **Airline Activity Management (AAM)**: Deliver a modern, secure, fully integrated replacement for the AAM system to improve automation, data integrity, and efficiency in airline activity reporting, billing, and public airport statistics.
- **PC Air Trolleys**: Purchase 55 PC Air hose trolleys to reduce hose kinks, improve airflow delivery to aircraft, and eliminate the need to drag heavy hoses across the ground at gate positions.
- **PC Air End-of-Line Bypass Install**: Install end-of-line bypass valves at 14 gates and integrate Siemens controls to provide more consistent chilled water for aircraft cooling, reduce APU fuel use, and enhance passenger comfort.
- **Conference Center AV**: Replace and upgrade all audio/visual systems in the AOB mezzanine Conference Center to improve functionality and reliability for meetings and events.
- **Baggage Claim 8 Replacement**: This project will replace the entire Baggage Claim 8 system, including the claim device and inbound conveyor line, and install new controls to integrate with the existing platform and reporting.
- **Central Mechanical Plant Boiler**: This project will replace the replace refractory system and four water tubes in Boiler #4 at the Central Mechanical Plant.

Summary of 2027 Proposed New Projects

(\$ in 000's)			Cost Estimate										Total Cashflows
Category	CIP	Description		2027	2028	2029	2030	2031	2032	2033	2034	2027-2036 Total	
Renewal Replacement	C802174	Fuel Farm Resiliency	28,000	280	1,400	4,200	9,800	9,800	2,520	-	-	28,000	28,000
Renewal Replacement	N1C802175	Parking Garage Elevators Modernization Phase 2	12,000	120	1,200	1,800	4,800	2,400	1,680	-	-	12,000	12,000
Renewal Replacement	N2C802175	Vertical Circulation Urgent R/R (Ph1A)	10,000	100	1,500	2,000	4,000	1,000	1,400	-	-	10,000	10,000
Renewal Replacement	N3C802175	MT-1 Controls & Fixtures	2,000	100	200	1,000	400	300	-	-	-	2,000	2,000
Renewal Replacement	N4C802175	MT-3F Full Replacement	4,000	200	400	2,000	800	600	-	-	-	4,000	4,000
Renewal Replacement	RC802175	Vertical Circulation R/R Reserve	3,000	-	-	750	750	750	750	-	-	3,000	3,000
Renewal Replacement	N1C802176	Air Cargo Road Phase 2	40,000	100	1,000	2,000	14,000	14,900	8,000	-	-	40,000	40,000
Renewal Replacement	N2C802176	Parking Garage Rehabilitation + Security	65,000	130	650	6,500	13,000	16,250	16,250	8,775	3,445	65,000	65,000
Renewal Replacement	N3C802176	Distribution Warehouse Structural Retrofit	10,000	25	300	3,500	5,000	1,175	-	-	-	10,000	10,000
Renewal Replacement	RC802176	Landside Improvements Reserve	5,000	-	-	-	1,250	1,250	1,250	1,250	-	5,000	5,000
Renewal Replacement	N1C802177	SD 6/7 Pipe Repair	1,000	100	555	300	45	-	-	-	-	1,000	1,000
Renewal Replacement	N2C802177	Central Terminal Heat Exchange R/R	8,000	800	1,600	4,000	1,600	-	-	-	-	8,000	8,000
Renewal Replacement	N4C802177	HVAC Burst Heating Coil R/R	6,000	300	900	3,000	1,500	300	-	-	-	6,000	6,000
Renewal Replacement	N5C802177	STOC Boiler R/R	2,000	100	1,000	900	-	-	-	-	-	2,000	2,000
Renewal Replacement	RC802177	Mechanical R/R Reserve	2,000	-	-	500	500	500	500	-	-	2,000	2,000
Business Needs	N1C802178	CT Infrastructure	40,000	200	1,000	6,000	12,000	14,800	6,000	-	-	40,000	40,000
Renewal Replacement	N2C802178	Flight Information Displays Replacement	10,000	50	500	3,000	3,000	3,450	-	-	-	10,000	10,000
Renewal Replacement	N3C802178	Signage and Wayfinding R/R (Ph1)	35,000	175	875	5,250	10,500	12,950	5,250	-	-	35,000	35,000
Renewal Replacement	N4C802178	SEA WiFi Refresh	5,000	250	2,500	2,250	-	-	-	-	-	5,000	5,000
Renewal Replacement	RC802178	Terminal Improvements Reserve	10,000	-	-	-	2,500	2,500	2,500	2,500	-	10,000	10,000
Renewal Replacement	C802179	Fleet Purchase Program	6,000	900	1,200	2,100	1,800	-	-	-	-	6,000	6,000
Renewal Replacement	C802180	RCF EV Buses	46,000	-	-	11,500	34,500	-	-	-	-	46,000	46,000
Subtotal - 2027 Proposed Additions			350,000	3,930	16,780	62,550	121,745	82,925	46,100	12,525	3,445	350,000	350,000

- 22 new projects proposed to be added in 2027 totaling \$350M over the next ten years.

2027 Proposed New Project Descriptions

- **B-4 Reconfiguration**: This project is up-gauging Gate B4 to accommodate Group III Aircraft.
- **Fuel Farm Resiliency**: This project provides much needed slope stabilization in certain sloped areas and constructs a three-truck defueling system at the Fuel Farm.
- **Airside Improvements Reserve**: Provides reserve funding for future airside improvement needs to support safe and efficient airfield operations.
- **Parking Garage Elevators Modernization Phase 2**: Modernizes aging parking garage elevators to ensure reliability, code compliance, and improved passenger movement.
- **Vertical Circulation Urgent R&R (Ph1A)**: Replaces critical elevator and escalator components that are past life expectancy and pose reliability risks.
- **MT-1 Controls & Fixtures**: Updates MT-1 elevator controls and fixtures that are obsolete, enabling continued safe and reliable operation.

2027 Proposed New Project Descriptions (cont'd)

- **MT-3F Full Replacement**: Fully replaces the MT-3F traction elevator due to obsolete parts and ongoing reliability issues.
- **Vertical Circulation R&R Reserve**: Provides reserve funding for future elevator and escalator renewal and replacement across the terminal.
- **Air Cargo Road Phase 2**: Reconstructs deteriorated pavement and adds pedestrian/ADA facilities and lighting to bring Air Cargo Road up to safety standards.
- **Parking Garage Rehabilitation + Security**: Repairs structural defects and enhances security controls in the aging parking garage to extend asset life and reduce safety risks.
- **Distribution Warehouse Structural Retrofit**: Implements seismic upgrades to achieve collapse-prevention performance and improve life-safety during an earthquake.
- **Landside Improvements Reserve**: Provides reserve funding to support future landside improvement needs across airport facilities.

2027 Proposed New Project Descriptions (cont'd)

- **SD 6/7 Pipe Repair**: Repairs a severely damaged storm drain segment to prevent failure, flooding, and major liability risks.
- **Central Terminal Heat Exchange R&R**: Replaces failing domestic hot water systems serving tenants and restrooms to prevent outages that disrupt operations.
- **HVAC Burst Heating Coil R&R**: Replaces burst heating coils in key HVAC units to restore reliable heating and cooling in airport facilities.
- **STOC Boiler R&R**: Replaces aging boilers in STOC's North and South towers to maintain reliable heating and avoid costly emergency failures.
- **Mechanical R&R Reserve**: Provides reserve funding for urgent repair and replacement of mechanical infrastructure across the airport.
- **Computed Tomography Machines Infrastructure**: Provides funding to upgrade and maintain core Central Terminal infrastructure systems.

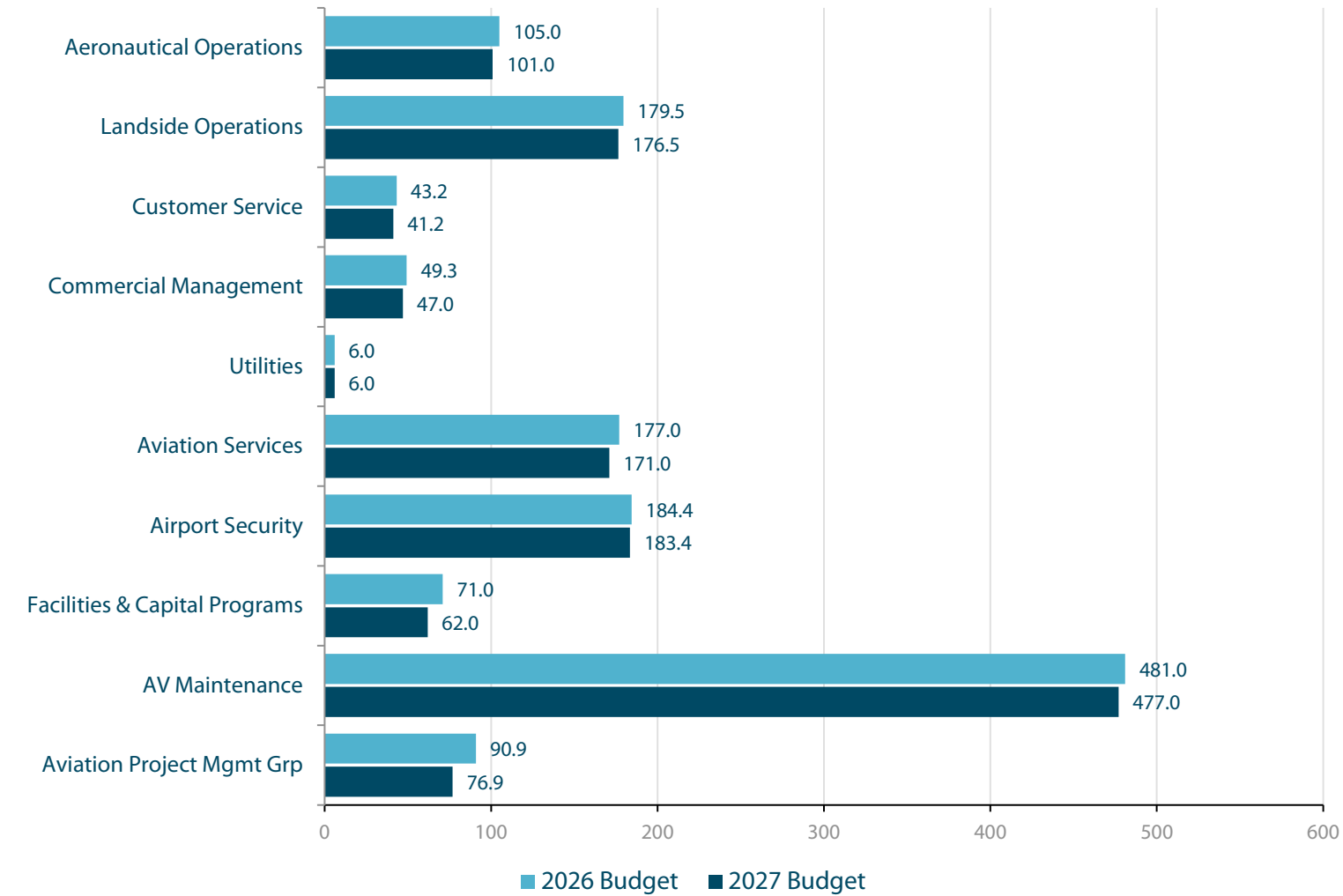
2027 Proposed New Project Descriptions (cont'd)

- **Flight Information Display Systems (FIDS) Replacement:** Replaces aging FIDS screens and casework to ensure clear, reliable passenger flight information displays.
- **Signage and Wayfinding R&R (Ph1):** Replaces outdated signage with modern, consistent wayfinding solutions across key public areas of SEA.
- **SEA Wi-Fi Refresh:** Refreshes end-of-life Wi-Fi hardware and software to deliver reliable, secure, high-performance connectivity for passengers and staff.
- **Terminal Improvements Reserve:** Provides reserve funding for future terminal renovation and modernization needs.
- **Fleet Purchase Program:** Replaces aging fleet vehicles to support daily operational needs and transition to more efficient, lower-emission equipment.
- **RCF EV Buses:** Purchases 29 electric buses to replace aging CNG buses and meet SEA's emission-reduction goals.

OTHER SUPPORTING INFORMATION



FTE Count by Org: 2026 vs. 2027 Budget



Total Aviation Division FTE



Change: (45.32) FTE / (3.3%)

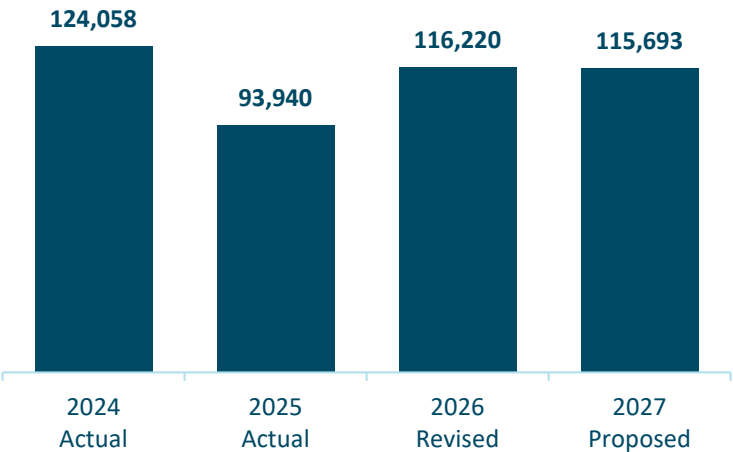
ORG	Organization
O3700	Aeronautical Operations
O3400	Landside Operations
O4200	Customer Service
O3500	Commercial Management
O3905	Utilities
O4000	Aviation Services
O4800	Airport Security
O4500	Facilities & Capital Programs
O4590	AV Maintenance
O4550	Aviation Project Management Grp

Charges from Other Divisions, 2024–2027

expense summary (subclass view) · figures in 000s

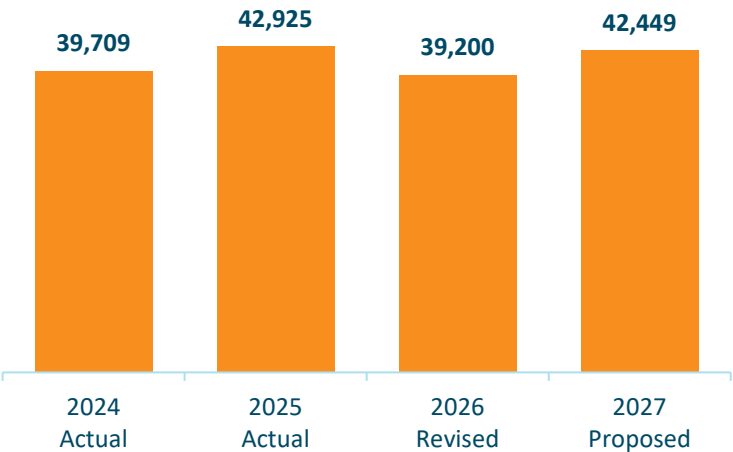
Corporate

2024 → 2027 -8,365 (-6.7%)



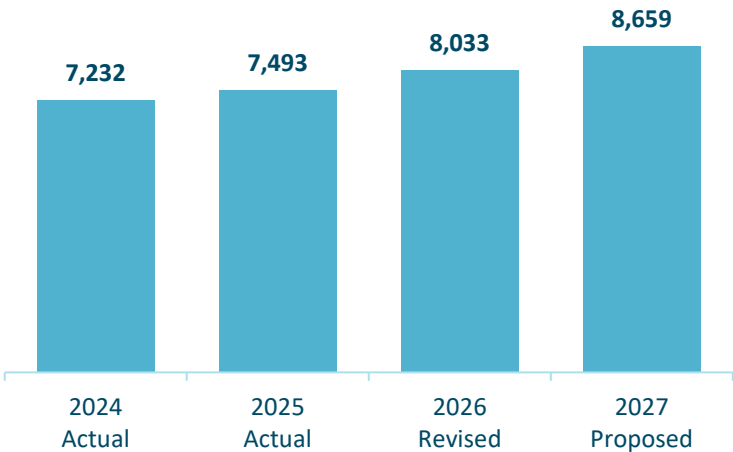
Police

2024 → 2027 +2,740 (+6.9%)



Maritime / Economic Development / Other

2024 → 2027 +1,427 (+19.7%)



Charges from Other Divisions	2024 Actual	2025 Actual	2026 Forecast	2026 Budget	2026 Revised	2027 Proposed	Chg 26R → 27
Corporate	124,058	93,940	118,661	114,558	116,220	115,693	(528)
Police	39,709	42,925	39,248	39,200	39,200	42,449	3,249
Maritime/Economic Development/Other	7,232	7,493	7,714	8,033	8,033	8,659	626

Charges from Other Divisions (by Dept.), 2026-2027 Net Change

Increases	2026	2027	Change	Net change
4300-Police Department	39,199,668	42,448,902	3,249,234	
1980-Information Security	3,481,564	4,240,447	758,883	
1910-ICT Technology Delivery	9,040,387	9,702,135	661,748	
1311-Records	849,081	1,069,011	219,930	
2290-AFR Capital Services	1,421,031	1,563,796	142,765	
1360-Health & Safety	1,638,545	1,771,088	132,543	
2280-Internal Audit	1,880,358	1,996,488	116,130	
2260-AFR General Accounting	2,436,998	2,546,945	109,947	
1853-Talent Management	3,053,585	3,140,743	87,158	
2270-AFR Business Technology	1,145,375	1,227,218	81,843	
1855-Organizational Effectiveness	2,563,999	2,644,377	80,378	
1850-Human Resources	2,301,657	2,380,929	79,272	
2410-Office of Strategic Initiatives	1,298,590	1,374,787	76,197	
1640-Survey and Mapping Services	1,139,336	1,211,646	72,310	
1852-EEO and Professional Standards	1,254,334	1,324,887	70,553	
1330-Risk Management	1,106,456	1,160,624	54,168	
1854-Total Rewards	2,696,317	2,736,414	40,097	
1856-College/Graduate Intern	1,534,587	1,574,465	39,878	
1936-ICT Product Engineering	6,055,011	6,070,461	15,450	
1310-Attorney Services	4,783,435	4,796,105	12,670	
2240-AFR Disbursements	1,883,654	1,886,469	2,815	

Decreases	2026	2027	Change	Net change
1700-Port Construction Services	7,682,314	6,352,889	(1,329,425)	
1970-ICT Entrprs Infrastructure Svc	12,550,783	11,830,894	(719,889)	
1605-Engineering General Services	2,425,682	1,729,325	(696,357)	
1630-Construction Services	4,790,703	4,124,961	(665,742)	
1610-Design Services	2,440,512	2,117,768	(322,744)	
1660-Construction Safety	630,240	311,360	(318,880)	
9205-Central Procurement Office	6,645,906	6,341,739	(304,167)	
1680-CPO Construction	857,809	560,489	(297,320)	
2710-Envr & Sustainability Admin	1,919,077	1,633,399	(285,678)	
1335-Insurance	4,836,101	4,557,110	(278,991)	
1650-Engineering Administration	491,703	248,357	(243,346)	
2220-AFR Revenue Services	2,237,869	2,090,710	(147,159)	
1810-Labor Relations	1,626,411	1,505,079	(121,332)	
1100-Executive	2,407,009	2,304,291	(102,718)	
1200-Commission Office	4,382,989	4,286,317	(96,672)	
1510-Business Intelligence	2,229,223	2,162,161	(67,062)	
1420-External Relations	6,716,710	6,671,095	(45,615)	
2210-AFR Core Services	737,781	705,886	(31,895)	
2100-Finance & Budget	2,909,568	2,877,727	(31,841)	
1460-Equity, Diversity and Inclusion	1,700,668	1,670,319	(30,349)	
2910-Commission Contingency	83,229	82,750	(479)	

Departments with little or no net change have been removed from this year over year comparison.

Planning Studies Detail

On-Call Planning	Amount	Description
Electricity Demand/ Supply Study	\$300,000	Development of Future Requirements and Implementation Plan which will confirm existing conditions and capacity, evaluate future needs based on critical electrification projects, and deliver a dynamic prediction tool SEA can use into the future for internal planning and communication/ coordination with utility providers. The current estimate for this work is \$600k. \$300k is requested for 2027 with an anticipated \$300k request for 2028 to complete the study.
Airfield Study	\$200,000	Continuation of work completed in 2026 to complete study evaluating alternatives to comply with 500 ft separation requirement. Includes gate allocation modeling, airfield simulation and cost estimation to conduct cost benefit analysis of potential compliance scenarios.
PM Support and Small Planning Tasks	\$700,000	Provides funds to conduct work outside of individual Service Directives, including conducting overall contract program management; responding to emerging issues and requests for planning assistance from other departments; and providing technical support as needed to Port Planning staff. Work also includes concept development and evaluation of operational and facilities improvements to optimize efficiency and increase capacity in all functional areas of the airport system. Anticipated work includes, but is not limited to, annual Airport Capacity Analysis and terminal and landside modeling.
TOTAL	\$1,200,000	

Pre-Conditioned Air Projects

Past

Project	Year
PCAP Chiller Ops Adjustment	2026
TAD to Flex Transition (Phase 1)	2026
VFD Faults (Phase 1)	2026
Flex Hoses (Phase 1)	2026
Replacement AHUs (13 Gates)	2026

Current

Project	Year
End of Line Bypasses	2027
TAD to Flex Transition (Phase 2)	2026-2027
VFD Faults (Phase 2)	2027
Flex Hoses (Phase 2)	2027
Trolleys and Power Hose Reels Installation	2027
Telescoping Air Duct Leak Fixes	2026-2027

Future

Project	Year
PCAHU Renewal and Replacement (82 Gates)	2027-2030

Environmental Remediation Liability (ERL) Expense

Environmental Remediation Liability (ERL) Expense <i>Org Basis (in 000's)</i>	2025	2026	2026	2027	Forecast Change 2027 B v 2026 F	
	Actuals	Budget	Forecast	Budget	\$	%
Asbestos & PCB						
Baggage Optimization Phase 3	-	400	-	400	-	0%
Deaerator and Condensate	-	210	-	210	-	0%
S Concourse Evolution (Phase 1)	-	-	-	330	330	-
Main Terminal (MT) Low Voltage System Upgrade	-	-	203	-	-	-
NMT Redevelopment, Alaska SEA Gateway	836	-	-	-	-	-
Airline Realignment	498	-	423	-	-	-
Garage Elevator Modernization	6	-	7	-	-	-
Checkpoint 1 ERL	200	-	56	-	-	-
CUSS Renewal/Replacement	-	-	5	-	-	-
Noise Program Apartments	-	607	500	-	(607)	(100%)
Subtotal	1,540	1,217	1,192	940	(277)	(23%)
Soils						
Airfield Pavement (2021-2025)	-	-	20	-	-	-
Airfield Pavement (2026-2030)	-	450	50	60	(390)	(87%)
C Concourse ERL	481	-	186	-	-	-
Subtotal	481	450	236	60	(390)	(87%)
Groundwater						
SEA Airport PFAS	672	600	850	4,000	3,400	567%
Subtotal	672	600	850	4,000	3,400	567%
Total ERL Expense	2,693	2,267	2,279	5,000	2,733	121%

Acronyms: A-J

AAG	Alaska Air Group
AAM	Airline Activity Management
ACDBE	Airport Concession Disadvantaged Business Enterprise
ADA	Americans with Disabilities Act
ADF	Aviation Development Fund
ADR	Airport Dining & Retail
AFFF	Aqueous Film Forming Foam
AIP	Airport Improvement Program
AOB	Airport Office Building
ASQ	Airport Service Quality
AVBP	Aviation Business & Properties (Port Dept)
AVPMG	Aviation Project Management Group (Port Dept)
B&O	Business & Occupation Tax
BIM	Building Information Modeling
BRITE	LED in-pavement runway guard lights
CA	Century Agenda
CBP	US Customs & Border Protection
CFC	Customer Facility Charge
CIP	Capital Improvement Program
CMP	Central Mechanical Plant
CNG	Compressed Natural Gas
COE	Center of Expertise
COLA	Cost of Living Adjustment
CP	Commercial Paper
CPE	Cost Per Enplanement

CPI	Consumer Price Index
CT	Computed Tomography
CUSE	Common Use Systems Equipment
CUSS	Common Use Self Service
DMCBP	Des Moines Creek Business Park
DRS	Department of Retirement Systems
EDD	Economic Development Division (Port Division)
EDI	Equity, Diversity, & Inclusion
EDP	Executive Director Priorities
EIS	Environmental Impact Statement
ELT	Executive Leadership Team
ERL	Environmental Remediation Liability
EV	Electric Vehicle
FAA	Federal Aviation Administration
FIFA	Fédération Internationale de Football Association
FIDS	Flight Information Display System
FIS	Federal Inspection Services (US Customs)
FOD	Foreign Object Damage/Debris
Forecast	Snapshot in Time
FTE	Full-Time Equivalent (employee)
GASB	Governmental Accounting Standards Board
GHG	Green House Gas
GSE	Ground Service Equipment
IAF	International Arrivals Facility
IWTP	Industrial Wastewater Treatment Plant

Acronyms: K-Z

MCT	Minimum Connect Time
MDMS	Meter Data Management System
NEPL	North Employee Parking Lot
NMT	North Main Terminal
NOI	Net Operating Income
NPDES	National Pollutant Discharge Elimination System
NSAT	North Satellite
NTP	Near-Term Projects or Notice to Proceed
O&D	Origin & Destination
O&M	Operating & Maintenance
ORAT	Operational Readiness, Activation & Transition (Port Dept)
PCAP	Pre-Conditioned Air Project
PCAHU	Pre-Conditioned Air Handling Unit
PFAS	Perfluoroalkyl and Polyfluoroalkyl Substances
PFC	Passenger Facility Charge
PIDS	Perimeter Intrusion Detection System
PLB	Passenger Loading Bridge
POF	Plan of Finance
P2P	Peer-to-Peer
QTA	Quick Turn Around
RCF	Rental Car Facility
RFP	Request for Proposal
RMM	Regulated Materials Management
R&R	Repair & Replace

SAMP	Sustainable Airport Master Plan
SBITA	Subscription Based Information Technology Arrangement
SCE	South Concourse Evolution
SD	Storm Drain
SEA	Seattle-Tacoma International Airport
SEPA	State Environmental Policy Act
SLOA	Signatory Lease & Operating Agreement
SMS	Surface Management System
STAC	Sea-Tac Airline Consortium
STOC	SeaTac Office Center
STS	Satellite Transit System
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TAD	Telescoping Air Duct
TASCR	Tenant ADR Shell & Core Renovations
TMA	Transportation Management Association
TNC	Transportation Network Companies (e.g., Lyft, Uber)
TSA	Transportation Security Administration
VFD	Variable Frequency Drive
ZBB	Zero-Based Budgeting

**COMMISSION
AGENDA MEMORANDUM**

Item No. 11b

BRIEFING ITEM

Date of Meeting October 13, 2026

DATE: October 6, 2026

TO: Stephen P. Metruck, Executive Director

FROM: Stephanie Jones Stebbins, Managing Director, Maritime Division
A Boungjaktha, Managing Director, Economic Development Division
Kelly Zupan, Director, Seaport Finance & Budget

SUBJECT: 2027 Maritime Division Operating and CIP Budgets Briefing

EXECUTIVE SUMMARY

The purpose of this briefing is to discuss with the Commission the proposed 2027 operating budgets and the 5-year capital improvement plans for the Maritime and Economic Development Divisions. Staff would like to seek Commission feedback on the preliminary budgets.

This is one of a series of budget briefings to the Commission starting from June. Staff will discuss the three operating divisions' operating and capital budgets on October 13, 2026 and 2027 Tax Levy and Draft Plan of Finance on October 27, 2026, prior to the formal Commission reviews and approvals of the 2027 budget in November.

ATTACHMENTS TO THIS BRIEFING

(1) Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

October 13, 2026 – 2027 Maritime and Economic Development Divisions Operating and CIP Budgets Briefing

September 22, 2026 – Central Services 2027 Preliminary Budget and Port-wide Rollup Briefing

July 14, 2026 – 2027 Budget Development Briefing

June 23, 2026 – Commission 2027 Budget Study Session



Maritime Division

2027 Proposed Budget – Commission Review | October 13



Seaport Budget Agenda

- Seaport Roll-Up (Including Joint Venture with the NWSA)
- Maritime Division Operating Budget
- Maritime Division Capital Improvement Plan (CIP)
- Economic Development Division Operating Budget

2027 Seaport Budget Considerations

- Cruise – Improved margins, but capacity constraints limiting growth
- High construction costs creating a challenging ROI environment
- Competition and high regional cost of doing business impacting growth at the NWSA
- Negative margin businesses continue to need expensive investments
- Stabilizing outlook for Environmental Remediation costs
- Terminal 91 demolition project driving Operating Budget

Seaport Rollup

	2021	2022	2023	2024	2025	2026	2026	2027	Change from 2026	
	Actual	Actual	Actual	Actual	Budget	Budget	Forecast	Proposed Budget	Budget	%
\$ in 000's									\$	%
Revenues										
Maritime	58,234	89,095	99,738	106,809	116,973	125,344	126,589	136,557	11,213	9%
Economic Development Division	2	4	17	16	21	16	16	0	(16)	-100%
Joint Venture	54,842	55,381	57,636	61,406	105,850	56,972	56,972	55,943	(1,029)	-2%
Total Revenue	113,079	144,480	157,391	168,231	222,844	182,331	183,576	192,500	10,169	6%
Expenses										
Maritime	65,174	81,600	93,596	101,991	111,643	124,728	120,474	139,062	14,335	11%
Economic Development Division	3,654	3,071	3,417	2,974	2,663	3,390	2,974	3,344	(46)	-1%
Joint Venture	2,390	2,539	3,466	2,354	11,516	5,564	5,564	6,507	944	17%
Total Expense	71,217	87,210	100,479	107,319	125,822	133,681	129,011	148,914	15,232	11%
NOI before Depreciation	41,861	57,270	56,912	60,912	97,022	48,650	54,565	43,586	(5,064)	-10%
Depreciation	36,556	36,772	37,120	38,327	36,113	38,344	38,344	43,058	4,714	12%
NOI After Depreciation	5,306	20,498	19,792	22,585	60,910	10,306	16,221	528	(9,778)	-95%

Note: Excludes impact of pension adjustments and other GASB adjustments.

- NOI Before Depr. of \$43.6M (\$59.5M absent T91 Demos) is a proxy for the Operational Cash Flow minus:
 - Debt Service Payments (Both POS and NWSA)
 - Environmental Remediation Expense (Both POS and NWSA)
 - Public Expense
- Operational cash flow is available to pay for capital investments and any new expenses. Anything not paid from operational cash flow must rely on the tax levy.

Maritime: Mission and Vision

MISSION

Build on our maritime legacy by leveraging our properties to create opportunities and support family wage jobs in the Maritime industry that are sustainable and equitable.

VISION

A vibrant working waterfront generating economic vitality for the region.

Maritime Focus Areas



Financial Strength & Sustainability

Prioritizing revenue generation and financial stability



Infrastructure Modernization

Investing in long-term resilience and future-ready systems



Sustainability & Resource Efficiency

Ensuring responsible environmental stewardship



Innovation & Adaptability

Driving operational excellence, employee engagement and industry-wide advancement



Equitable Opportunities

Creating an equitable, forward-looking industry

2027 Maritime Initiatives for Executive Director Priorities

- **Revenue:**

- Focused on occupancy rates at key facilities
- Strengthening financial performance through improved cost-recovery

- **Infrastructure Modernization:**

- Continued investment in aging assets to meet current demand
- Modernize maritime assets through coordinated planning and project delivery
- Improve asset management planning for key facilities and lifecycle needs

- **Decarbonization:**

- Deliver shore power expansion to reach full cruise vessel connectivity
- Decarbonize port fleet through lifecycle and utilization reviews



Equity Spending Highlights

KEY NEW EQUITY SPENDING IN 2027

**\$165K + Port
Payroll Cost**

Duwamish HUB transferred in

\$1.155M

Support for Tribal Fishing

Equity in Budgeting: 2027 Reductions Review

With resource-conscious efforts and 2027 expense targets, every reduction of \$10K or more was analyzed for impacts on our **workforce, communities, contracting, and operations.**

KEY PATTERNS – MARITIME DIVISION

- 1 Prioritizing **equitable, locally accessible professional development** opportunities across all departments.
- 2 **Increased sponsorship funding** to strengthen maritime workforce development pathways.
- 3 **Integrated Change Team** into business planning to ensure equity lens in decision-making

Commission 2027 Budget Priorities

\$100K Maritime Industrial Base– To analyze workforce, industry capacity, regulatory needs, and competitiveness to position Washington as a shipbuilding-ready center. *In EDD Budget.*

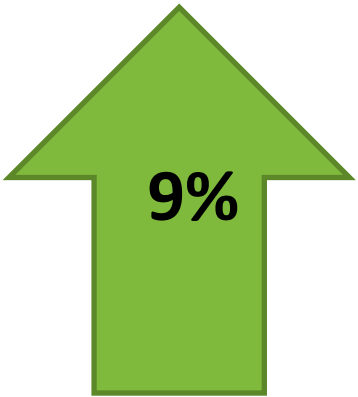
\$50K Sea Lion Mitigation – Seeking new & innovative ways to address this difficult challenge. (Could be closer to \$80K)

\$50K Cruise Alternative Fuel Tariff Assessment– Exploring an alternative fuel tariff could help accelerate low-carbon fuel adoption by offsetting cost barriers for cruise operators, and the Port will conduct legal and economic analysis to understand its feasibility and potential impacts. *In Legal Budget.*



Bottom Line Up Front:

Absent T91 Demolition Costs, Maritime has an improved financial position



REVENUE

at \$136.6M, up \$11.2M
from 2026 Budget

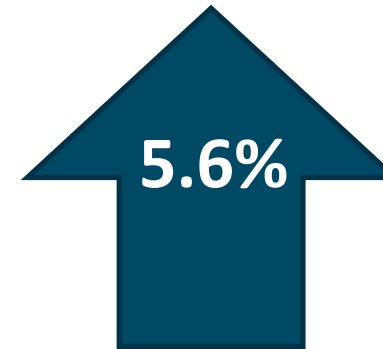
Growth Drivers:

- Cruise up
- Conference Centers up
- Rec Boating up
- Grain up



EXPENSES

at \$139M, up \$14.3M
from 2026 Budget
Including T91 Demos.



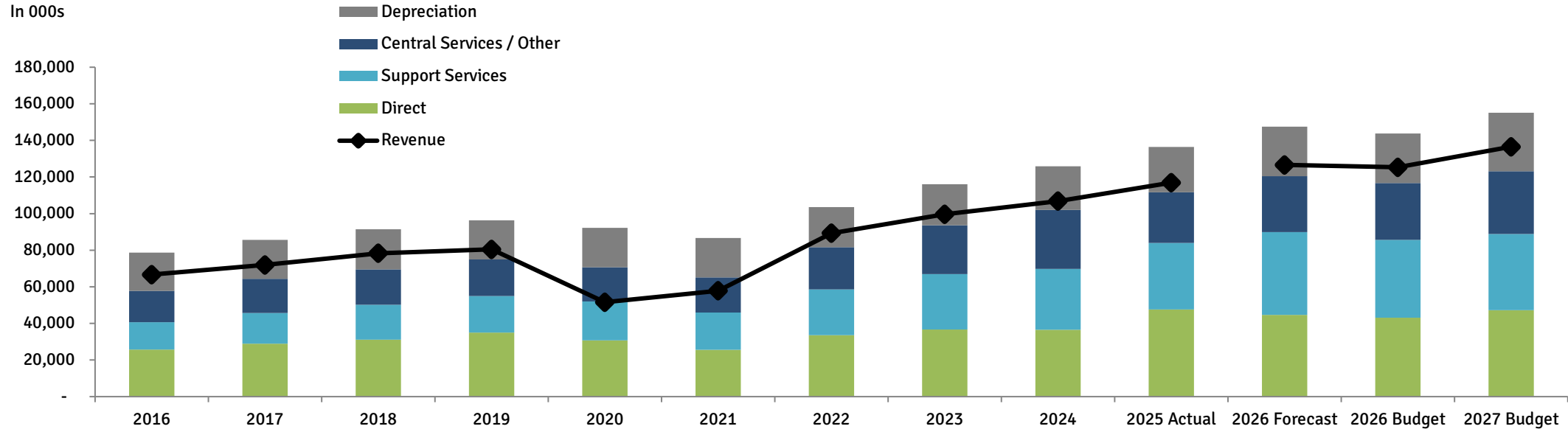
EXPENSES

at \$123M, up \$6.5M
from 2026 Budget
Excluding T91 Demos.

T91 Building Demolition Note: Prior years \$8M in Non-Ops. \$8M in 2026 Bud. \$8.1M + 7.8M ERL in 2027 Bud.

Total Maritime Trend (Bending the Curve)

Excluding Terminal 91 Demolition Costs



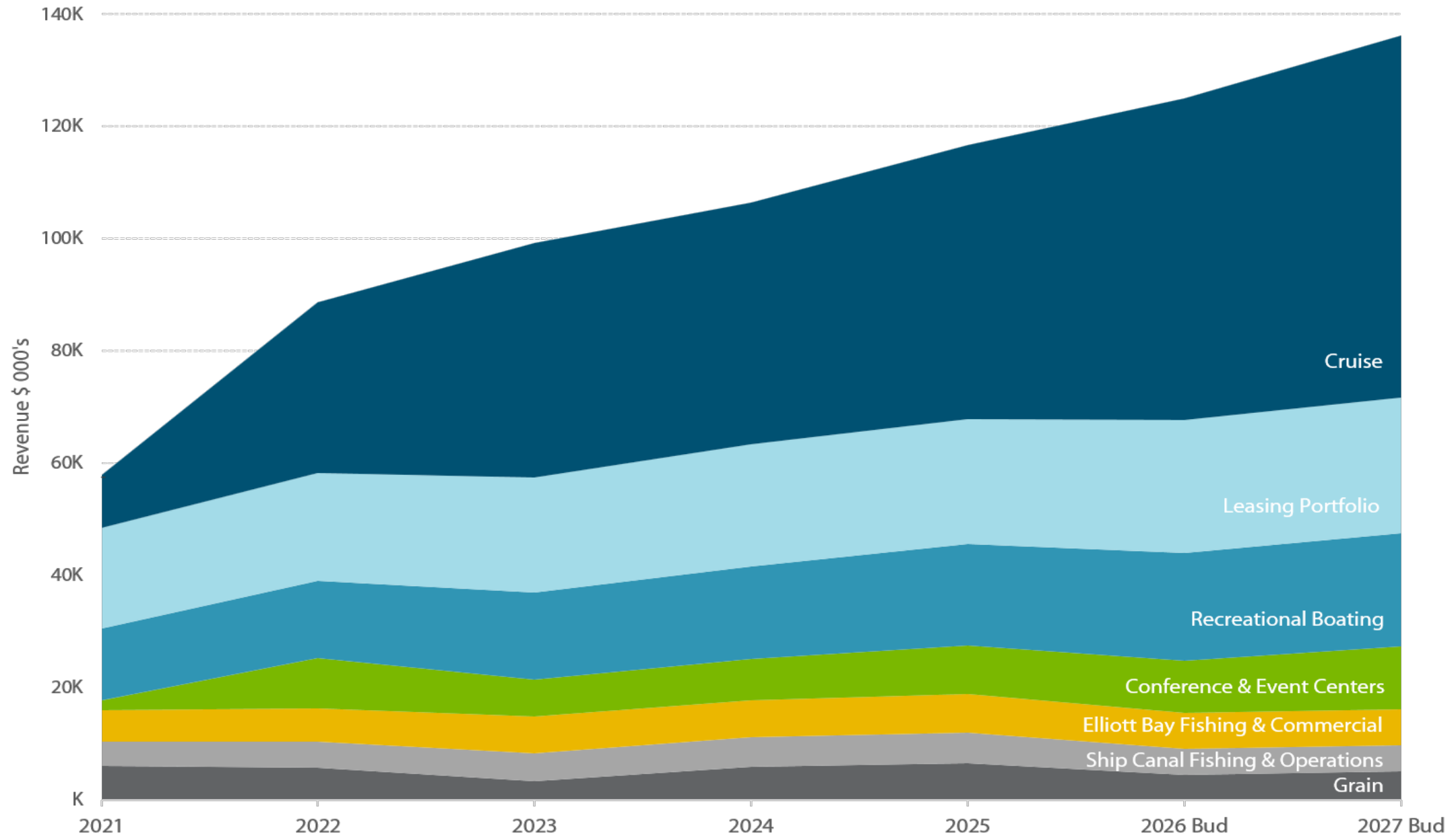
Revenue Impacts Post-Pandemic

- Growth in cruise
- T106 ground lease
- Conference & Events challenges
 - Teleconferencing
 - Competition
 - Construction on waterfront

Expense Impacts Post-Pandemic

- T46 lease payment starting in 2020
- Inflation:
 - Payroll (represented and non-represented)
 - Construction & Materials
- MCAAP & Environmental Remediation
- Focus on financial sustainability 2026-2027

Maritime Revenue Trends



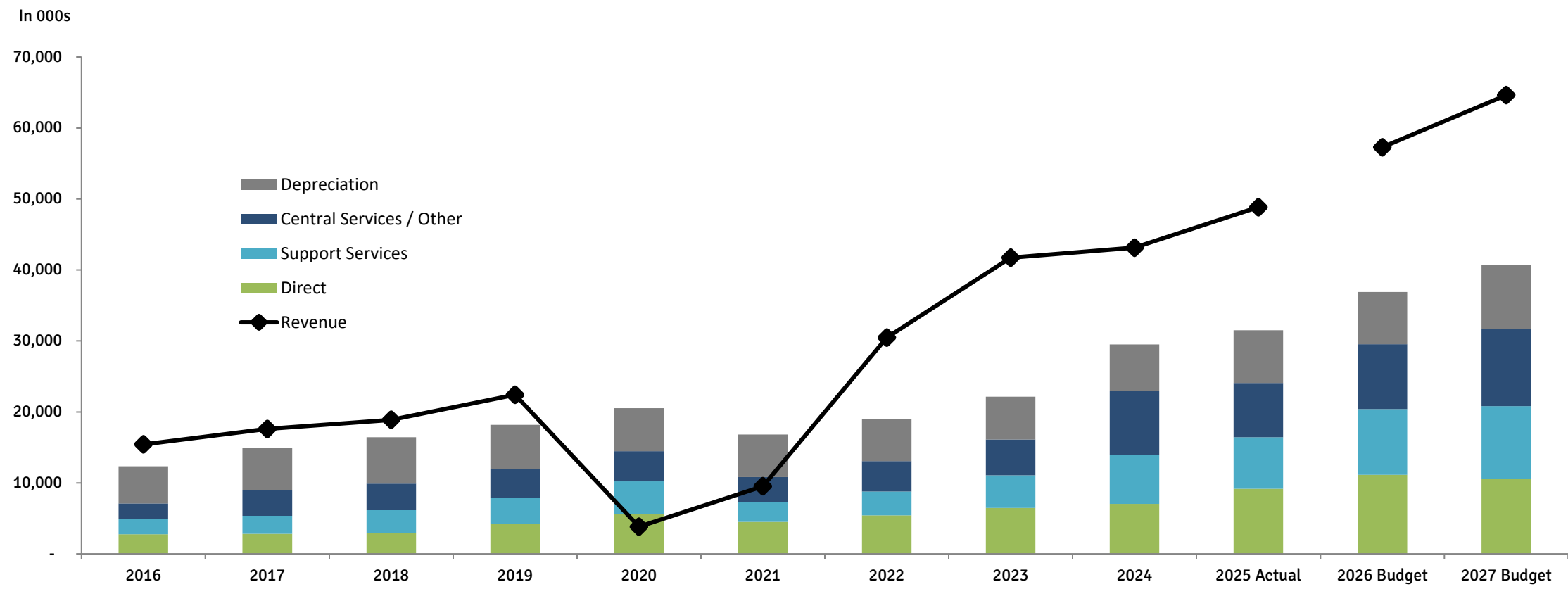
Maritime Expense Summary

	2022	2023	2024	2025	2026	2026	2027	Budget Variance	
\$ in 000's	Actual	Actual	Actual	Actual	Forecast	Budget	Budget	\$	%
Expenses									
Maritime Direct	33,602	34,086	36,953	46,469	43,119	43,119	47,186	4,067	9%
Business Related ERL	79	2,975	(358)	1,206	1,500	0		0	
Total Direct	33,680	37,061	36,595	47,675	44,619	43,119	47,186	4,067	9%
Maintenance Expenses	17,021	19,317	20,832	20,302	21,164	21,164	19,827	(1,337)	-6%
Economic Development	1,830	2,543	2,202	1,937	3,157	3,157	1,436	(1,721)	-55%
Env & Sustainability	3,356	4,028	4,992	6,751	8,852	8,152	7,457	(695)	-9%
Seaport Finance & Cost Recovery	1,506	1,738	2,222	2,390	2,380	2,380	2,425	45	2%
CDO/WPM	1,235	2,313	2,945	4,975	1,710	7,710	10,593	2,883	37%
Total Support Services	24,948	29,939	33,193	36,354	37,264	42,564	41,738	(825)	-2%
IT	4,296	4,731	5,250	5,757	5,827	5,733	6,146	414	7%
Police Expenses	3,902	5,620	6,044	5,546	5,688	5,697	5,655	(42)	-1%
External Relations	2,729	3,005	3,620	4,278	3,818	3,957	4,011	54	1%
Other Central Services	11,530	12,769	16,852	11,582	14,738	15,138	17,977	2,839	19%
Aviation Division / Other	514	471	436	452	521	521	549	28	5%
Total Central Services / Other	22,972	26,596	32,202	27,614	30,591	31,045	34,338	3,293	11%
Total Expense	81,600	93,596	101,991	111,643	112,474	116,728	123,262	6,535	5.6%

Note: Does not include costs in 2026 or 2027 associated with the demolition of 3 buildings on T91.

- Direct Growth 9% - Increases in Conference Center Costs and lower FTE vacancy factor (4% to 2% in 2027)
- Support Services (2%) - EDD Mix, ME&S Outside Services, more small works projects.
- Central Services Growth 11% - Growth in Insurance premiums and allocations for Accounting, Engineering, PCS, and other groups impacted by Aviation capital program.

Cruise



Includes Terminal 91 two-berth facility and Pier 66 one-berth facility

2027 Budget: Net Income \$24M, Operating Margin 51%

Cruise - Revenue

	2025	2026	2026	2027	Inc(Dec) from 26 Budget		Inc(Dec) from 26 Forecast	
(in 000s)	Actual	Forecast	Budget	Budget	\$ Change	% Change	\$ Change	% Change
Terminal 91 Cruise	34,489	43,390	40,244	46,754	6,510	16%	3,364	8%
Pier 66 Cruise	13,117	14,501	14,117	15,431	1,314	9%	930	6%
Total Revenue	47,605	57,892	54,361	62,185	7,825	14%	4,294	7%
Utility Sales Revenue	1,148	2,135	2,891	2,372	-519	-18%	237	11%

Rate Increases/Assumptions:

- Tariff – weekends 5%, weekdays 5%
- NCLH – 4.5%
- Carnival – 4.5%
- T91 assumes 93.5% revenue share with new operator PCST vs CTA's 88%
- No Marketing Allowance (10% of NCLH revenue)

Cruise – Expenses

Expenses

- ☐ Outside Services
 - Consultants no longer budgeted for FIFA impacts or T91 terminal operator transition
- ☐ Other Expenses
 - Reduced B&O taxes through new T91 terminal operator lease
 - Elimination of capital and maintenance allowances for T91 terminal operator
- ☐ Utilities
 - Reduced budget for T91 shore power costs

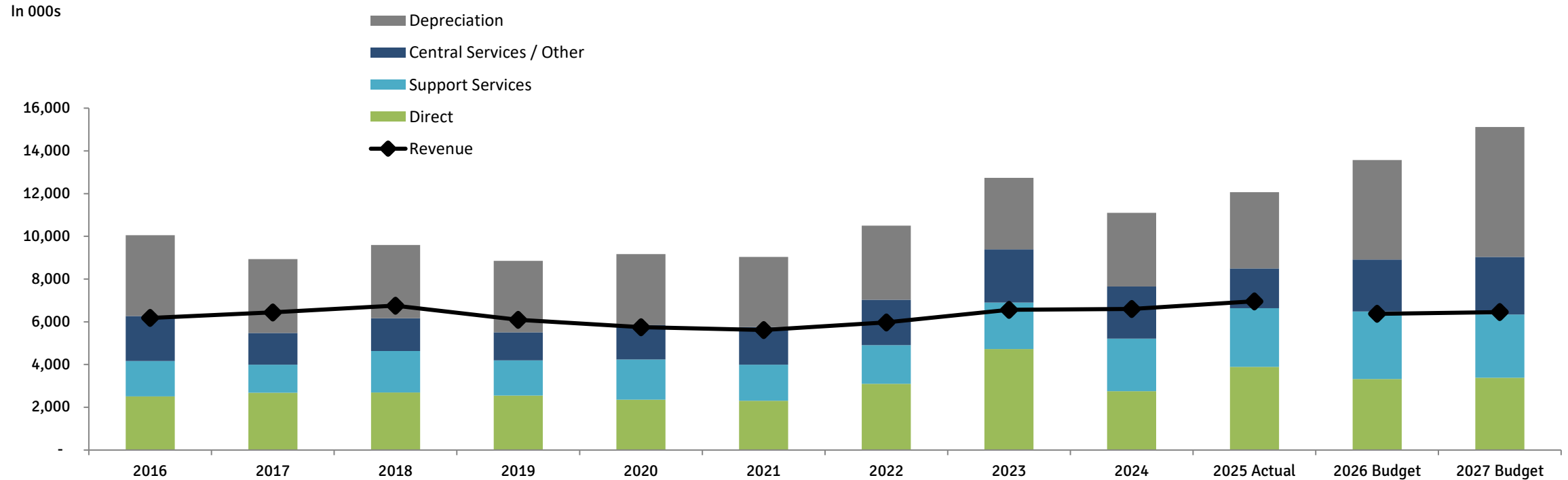
In \$000's	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	1,068	1,157	1,198	41	4%
Outside Services	1,918	2,151	2,066	(85)	(4%)
Other Expenses	3,225	3,595	3,138	(457)	(13%)
Utilities	1,221	2,997	2,676	(322)	(11%)
Total Expenses	7,432	9,901	9,078	(823)	(8%)

Note: Outside Services contains the Port Valet contract and Other Expenses contains the \$2.2M payment to NWSA.

New Requests

- ☐ Consolidated Receiving & Distribution Center Analysis - \$25K

Elliott Bay Fishing & Commercial Operations



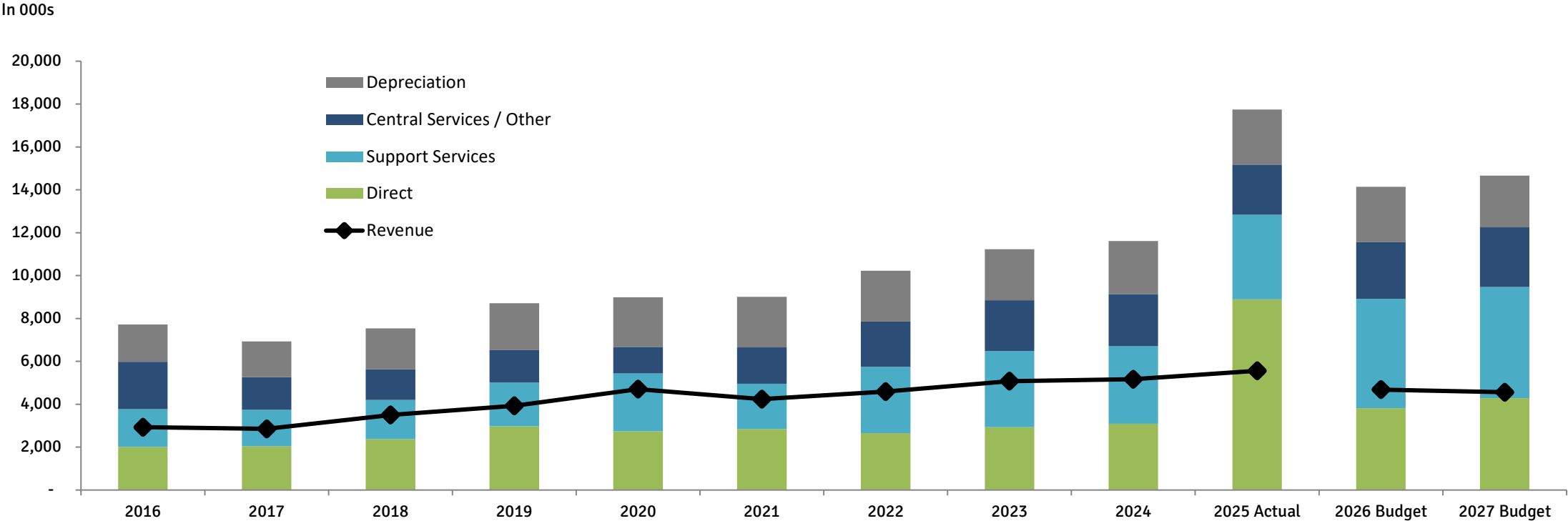
Includes non-cruise/cargo moorage at Terminal 91 and fishing & commercial dolphins, piers and docks in Elliot Bay and up the Duwamish.

Along with Fishermen's Terminal supports nearly 9,000 jobs or about \$2,000 per job.

Increase in depreciation from completion of T91 Berths 6&8

2027 Budget: Net Loss \$8.7M, Operating Margin -40%

Ship Canal Fishing & Operations

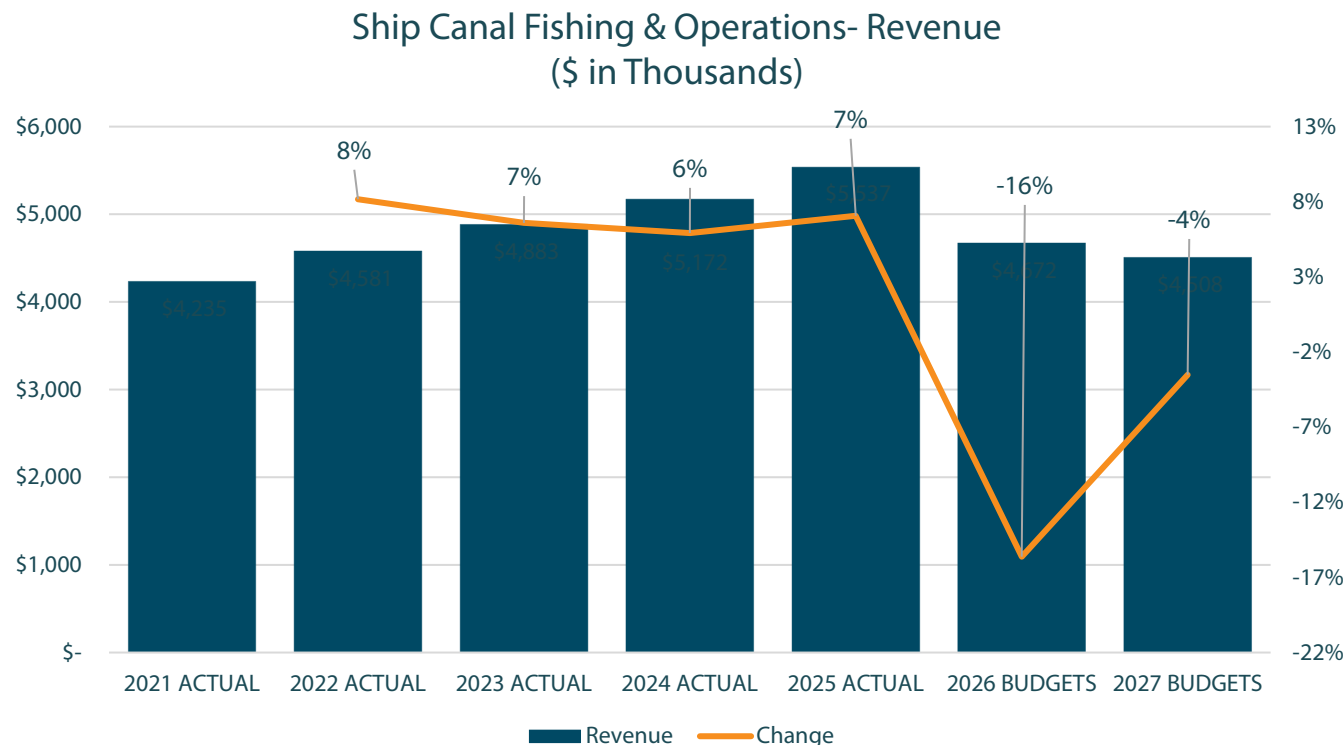


Includes waterside operations at Fishermen's Terminal, Salmon Bay Marina, and the Maritime Industrial Center

Increase in 2025 Actual costs from write-off of Salmon Bay Marina Docks AB&C

2027 Budget: Net Loss \$10.1M, Operating Margin -169%

Ship Canal Fishing & Operations - Revenue



2027 Revenue

- ☐ Salmon Bay Marina: covered moorage is decreasing due to the facility closure
- ☐ FT: ~\$200K revenue loss due to Silver Bay ending its occupancy in Sept 2025
- ☐ Commercial vessel rates: vary from **5% to 11%** based on vessel size
- ☐ Recreational moorage rates: vary from **7% to 13%** based on vessel size
- ☐ Salmon Bay Marina (dock D&E) rates – **7%**
- ☐ Guest Moorage rate: **7%**
- ☐ Transient Daily rate: **11%**
- ☐ Service rate: no change
- ☐ Small forklift & crane/hoist rental rate: no change

*Utility sales revenue not included

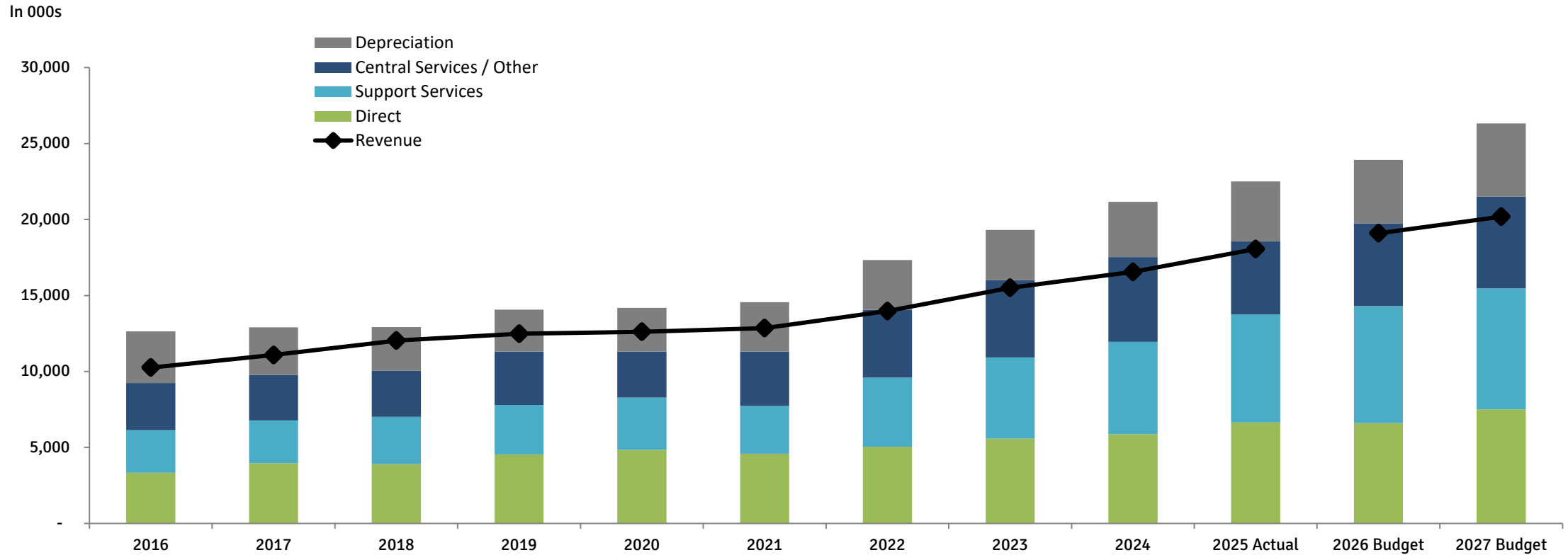
Ship Canal Fishing & Operations – Expenses

in \$000s	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	1,566	1,736	1,754	18	1%
Outside Service	40	90	124	34	38%
Other Expenses	5,142	378	391	14	4%
Utilities	791	866	884	19	2%
Total Expenses	7,539	3,069	3,153	85	3%

Expenses

- ❑ Note: 2025 includes \$4.5M in write-offs for Salmon Bay Marina
- ❑ Outside Service: 1 mobile parking lot security monitoring added to 2027 budget – in use since March 2026
- ❑ Other Expenses:
 - Bad debt - \$8K higher
 - Travel Expenses - \$5K higher

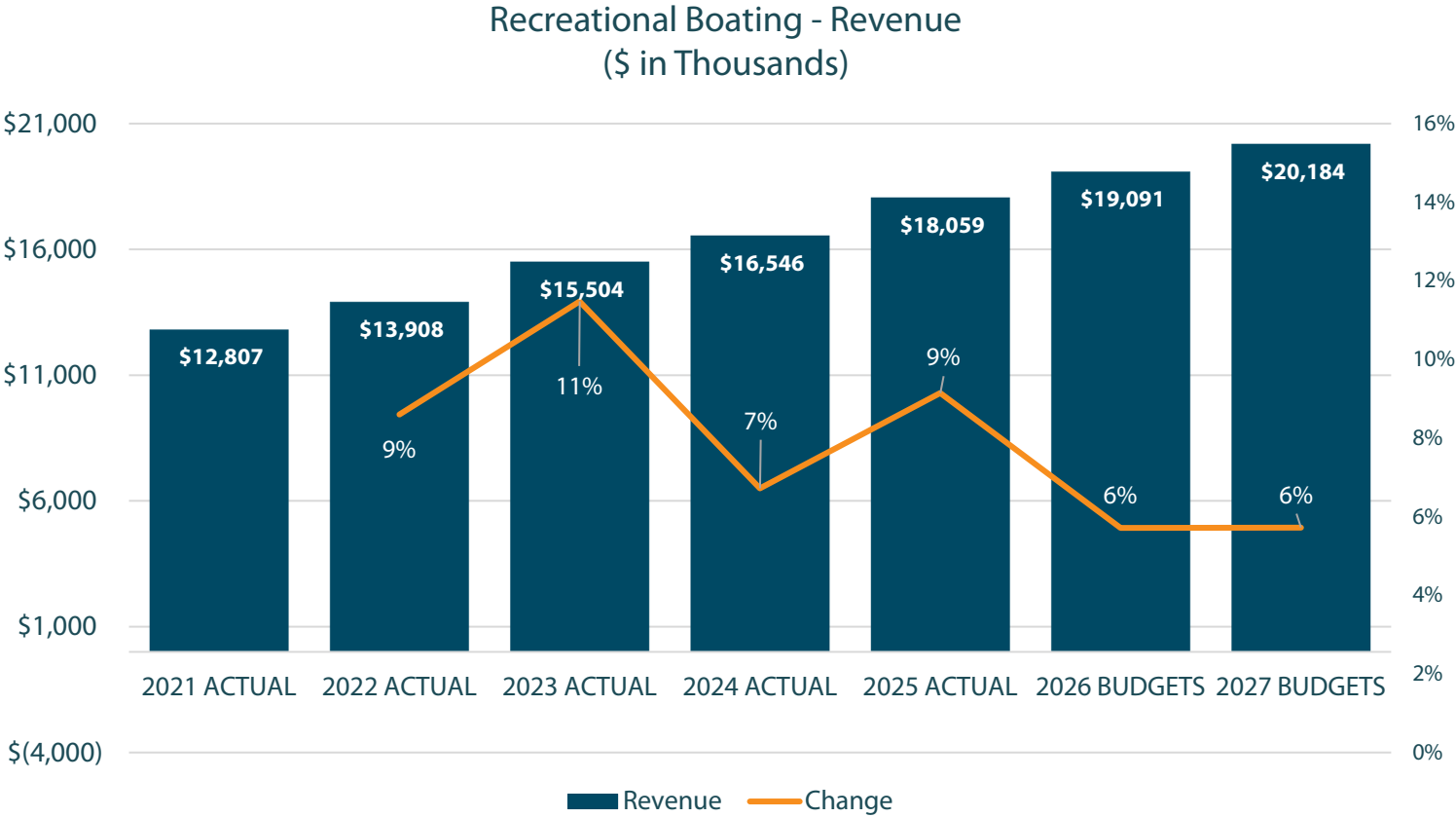
Recreational Marinas



Includes Shilshole Bay Marina waterside, Bell Harbor Marina, and Harbor Island Marina

2027 Budget: Net Loss \$6M, Operating Margin -7%

Recreational Boating - Revenue



2027 Revenue

- Monthly Moorage rates vary from **4% to 7% increases** based on slip size
 - SBM weighted: ~ 4.9%
 - HIM: ~ 5%
 - BHM: ~ 5%
- Guest Moorage: 5%
- Charter Vessels: 5%
- Commercial Monthly Moorage: 5%
- Dry Moorage: 5%
- Live-aboard rate: 5% increase
- Laundry machine usage fee: 14%
- Service rate: 5% increase

*Utility sales revenue included

Recreational Boating – Expenses

Expense Growth

- ☐ Payroll: Workers' comp - \$459K increase
- ☐ Outside Service:
 - Sealion Management - \$20K higher
- ☐ Other Expenses:
 - Bad Debt Expense - \$133K increase

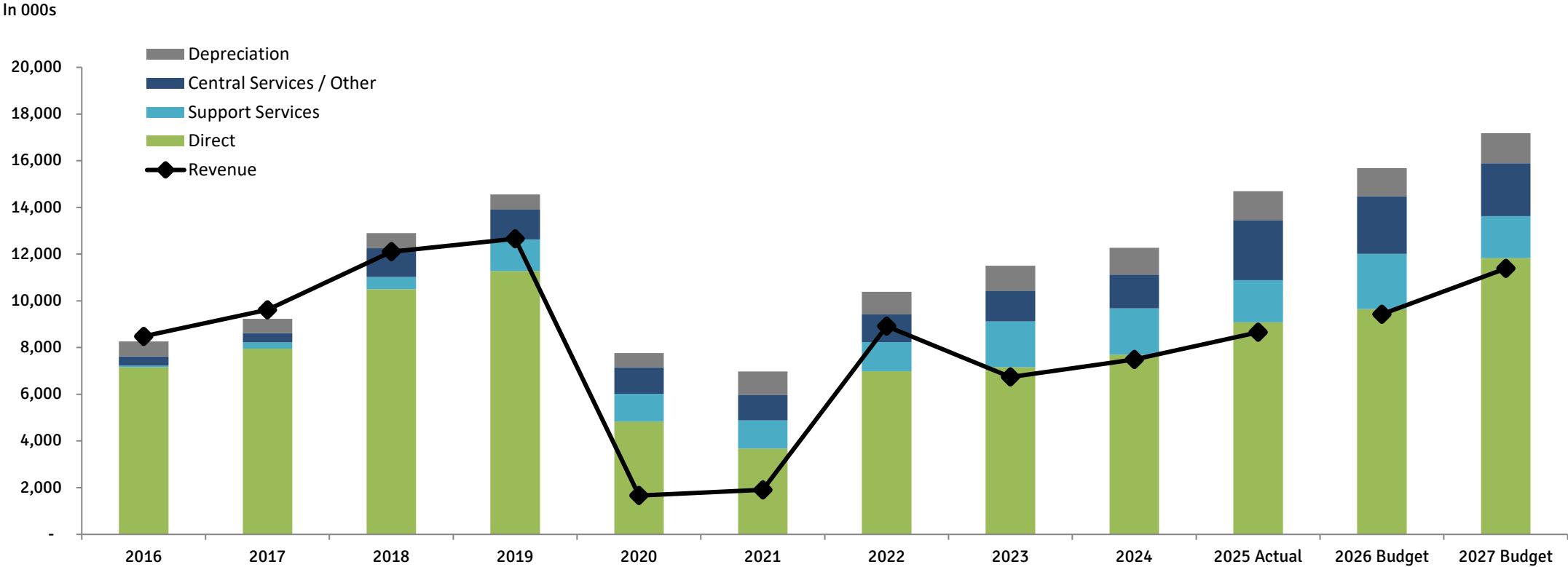
Expense Decrease

- ☐ Equipment Expenses: \$12K reduction for one-time Orca Kiosks expenditure
- ☐ Travel Expense - \$22K lower

New Requests: none

in \$000s	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	2,828	2,896	3,360	464	16%
Outside Service	140	192	213	22	11%
Other Expenses	499	439	508	69	16%
Utilities	1,093	1,324	1,548	224	17%
Total Expenses	4,559	4,850	5,628	778	16%

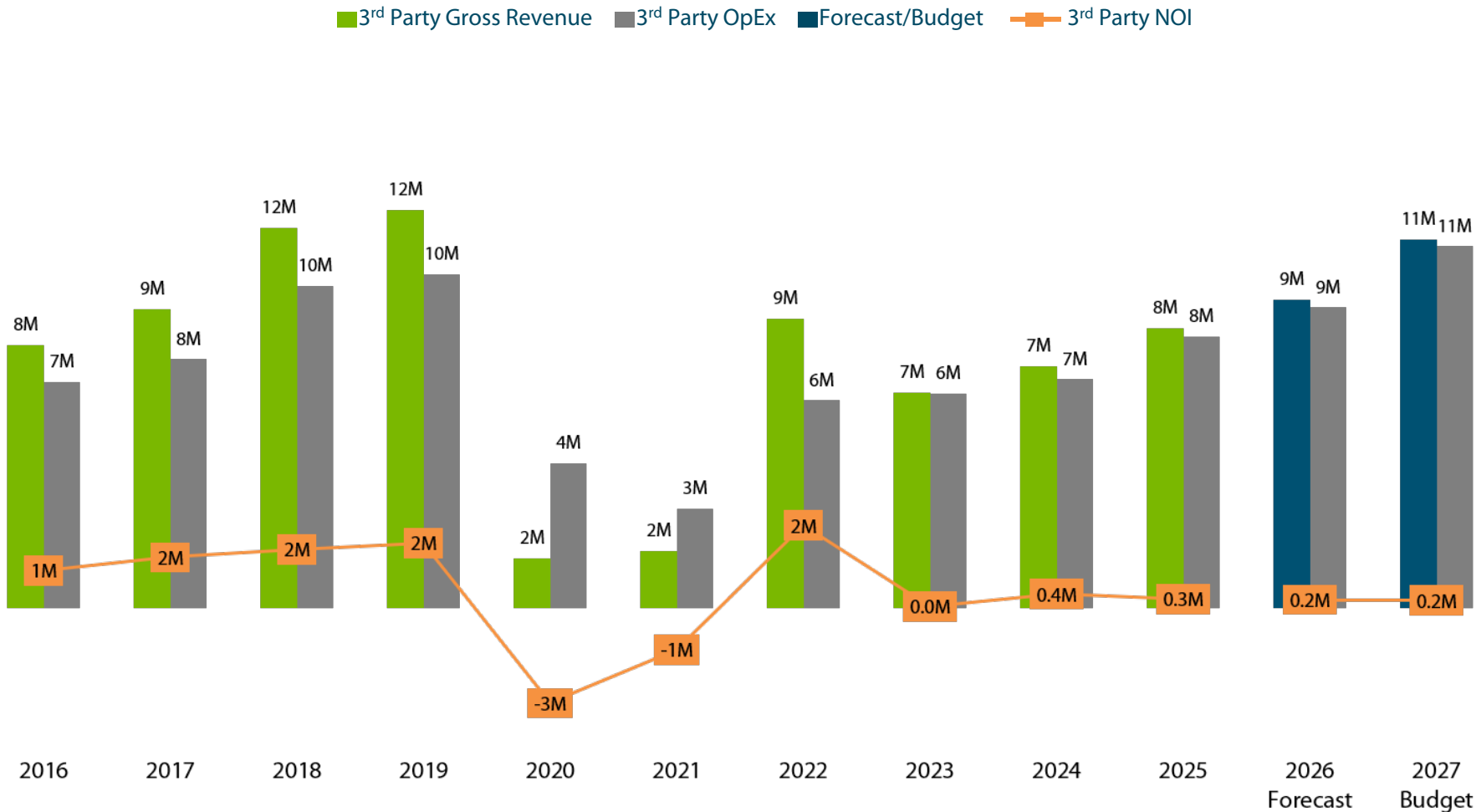
Conference and Event Centers



Includes Conference Centers at Bell Harbor, World Trade Center, and Smith Cove
Note: Under a Management Lease with Columbia Hospitality through 2032

2027 Budget Net Loss \$5.8M, Operating Margin -40%

Conference & Event Centers– 3rd Party NOI Trend



2027 Revenue Budget Drivers:

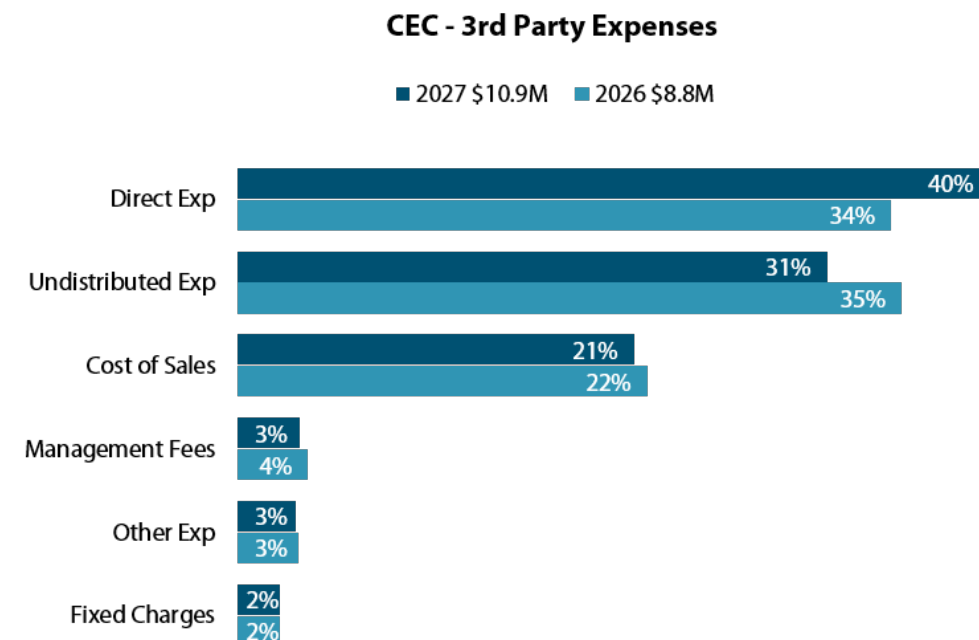
- Change in financial reporting approach to include all service charges collected (increase both revenue and expenses)
- Market recovery
- Waterfront revitalization impact further amplified by 2026 FIFA

Portfolio Management – CEC Expenses

Expense Growth

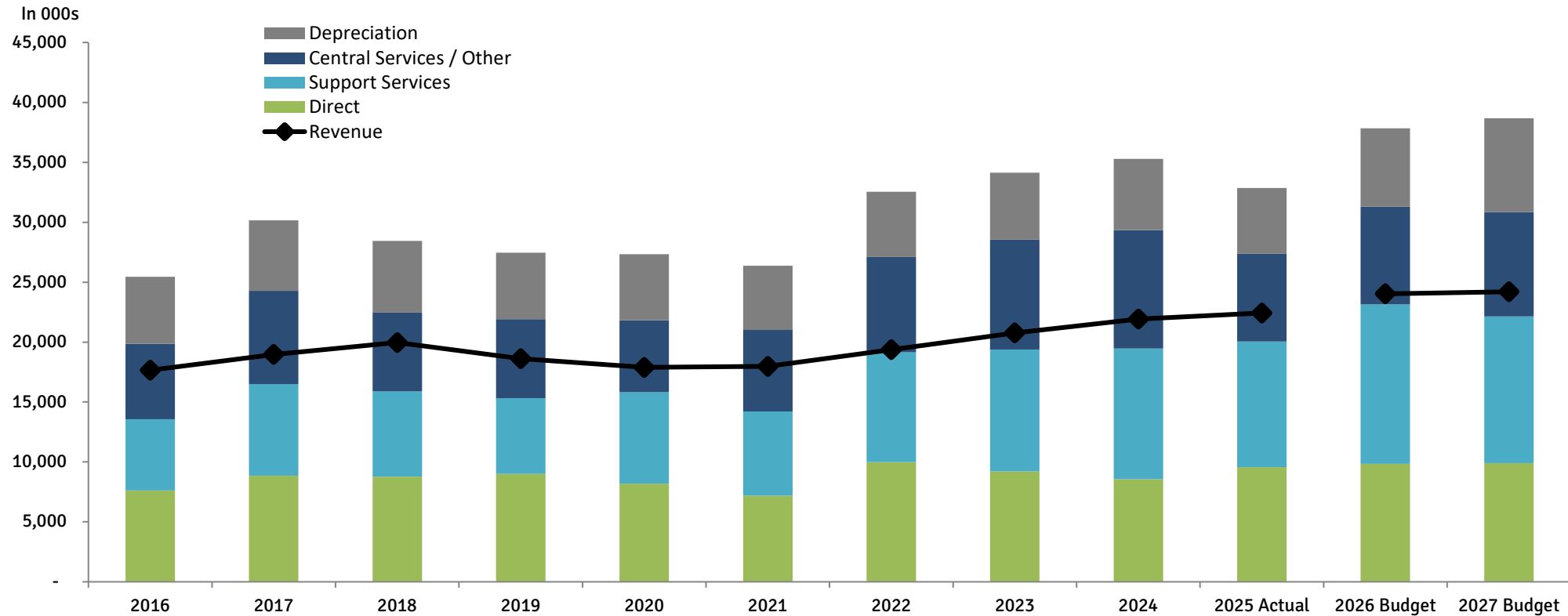
- ☐ CEC's new financial reporting approach
- ☐ Higher business volume led to higher capital reserve and variable operating expenses

In \$000's	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
3rd Party Expenses	8,209	8,768	10,947	2,179	25%
Utilities	129	187	220	33	18%
Total Expenses	8,337	8,955	11,166	2,211	25%



Portfolio Management

Real Estate Leasing Portfolio excluding Conference Centers



Includes landside operations at all non-NWSA Seaport facilities.

Note: Does not contain \$15.9M in demolition costs at Terminal 91

2027 Budget: Net Loss \$14.5M, Operating Margin -27%

Portfolio Management - Revenue

\$ in 000's	2025	2026	2027	Inc/(Dec) from 2026	
	Actual	Budget	Budget	\$ Change	% Change
Marina Office and Retail	3,488	3,524	3,626	101	3%
T91 Upland and Industrial	6,606	6,883	6,389	(494)	(7%)
P69 Lease and Passenger fees	754	769	802	33	4%
World Trade Center West	771	859	934	75	9%
Bell Street Garage	1,909	1,816	1,976	160	9%
Bell Street Retail	346	394	417	23	6%
Pier 2 & CEM	411	431	448	18	4%
Terminal 34	331	400	318	(74)	(19%)
Terminal 102	2,211	2,182	1,949	(1,248)	(57%)
Terminal 106	2,172	3,241	3,328	87	3%
Duwamish River Comm. Hub	21	16	18	2	15%
Other (FTZ, Tsubota, T5SE, T108)	279	270	369	99	36%
Utilities	3,021	3,089	3,489	400	13%
TOTAL	22,319	23,874	24,063	190	1%

Budget Drivers/Assumptions:

☐ Lease

- 3%-5% annual rate escalation
- Conservative revenue budget at T91 due to building demo & T91 Phase 1 project
- T102- Lease expirations and renewal uncertainty

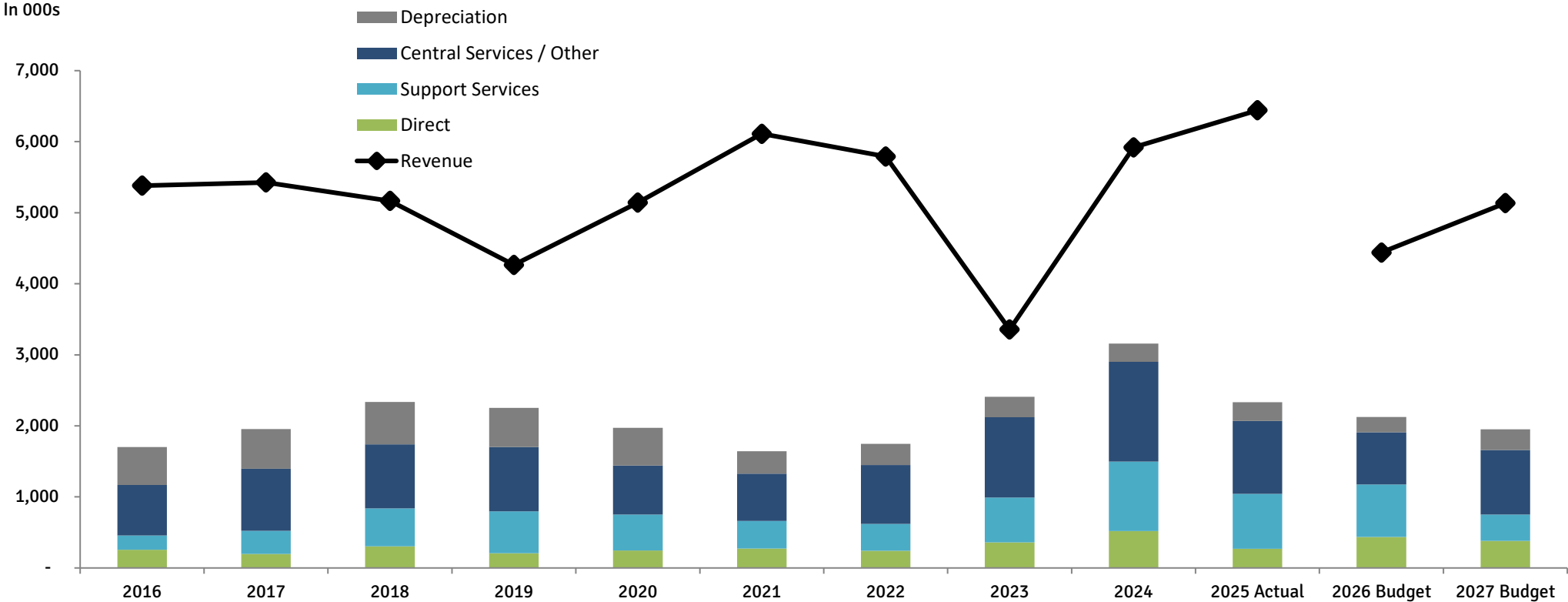
☐ Bell Garage

- Increased ticket price & monthly rate

☐ WTC West

- Occupancy projected at 57%

Grain Terminal – T86



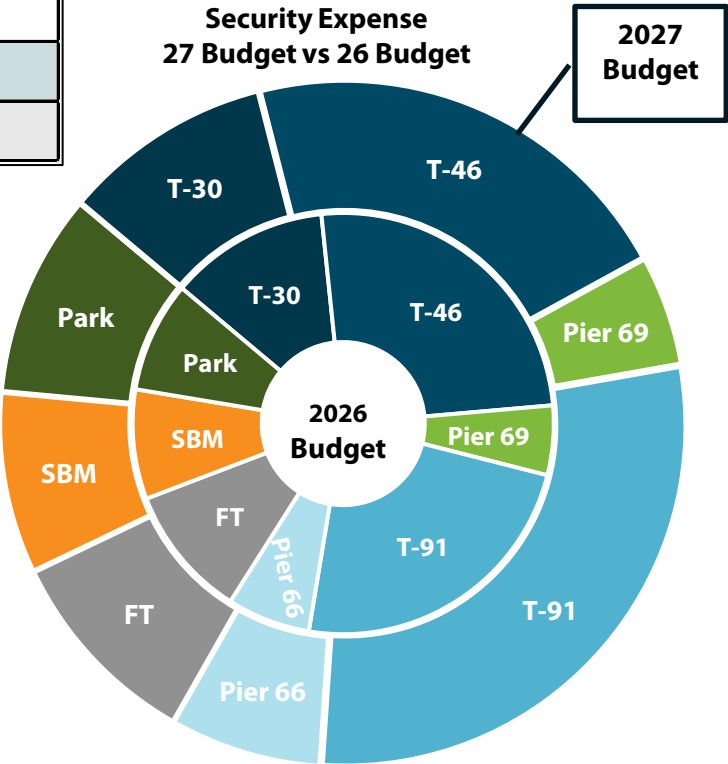
T86 grain terminal on the west side of Centennial Park
Note: Under lease with Louis Dreyfus Company through 2034

Maritime Security

In \$000s	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	393	410	431	20	5%
Outside Service	3,534	5,111	5,484	374	7%
Other Expenses	19	93	36	(57)	-62%
Total Expenses	3,946	5,614	5,951	337	6%

Expenses

- ❑ Outside Service: 2027 budget reflects 10.55% sales tax required under new legislation
- ❑ Other Expenses:
 - Equipment: \$60K for security barriers was included in the 2026 budget but no longer in 2027 budget



P69 Facilities Management Expenses

Expense Growth

- ☐ Salaries & Benefits: recent staffing changes
- ☐ Utilities: higher in electricity
- ☐ Supplies & Stock: increased supply usage due to increase activity at P69
- ☐ Outside Services: higher facility software costs and corrected carpet-cleaning rates

Expense Decrease

- ☐ Equipment: no planned furniture purchases

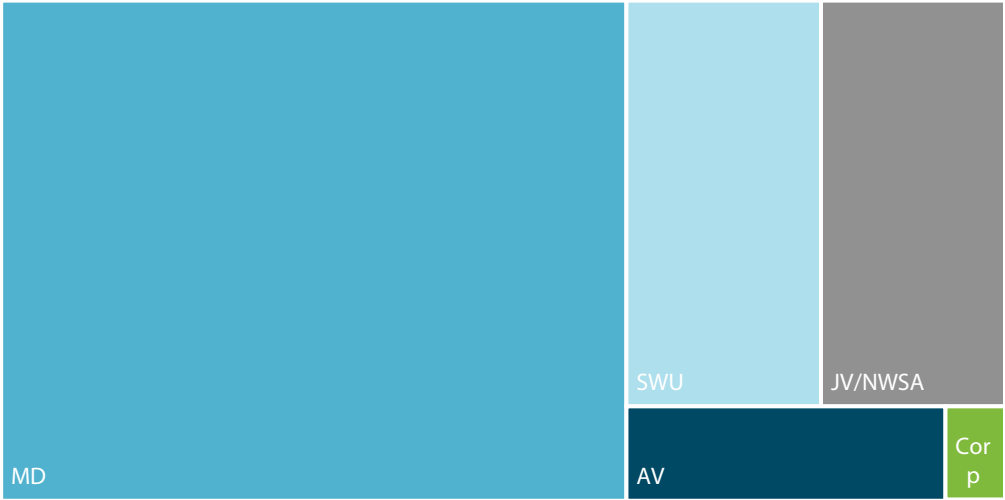
In \$000's	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	558	580	628	48	8%
Outside Services	358	369	396	27	7%
Other Expenses	426	448	432	(16)	(4%)
Utilities	326	385	429	44	11%
Total Expenses	1,668	1,782	1,884	103	6%

Marine Maintenance - Expenses

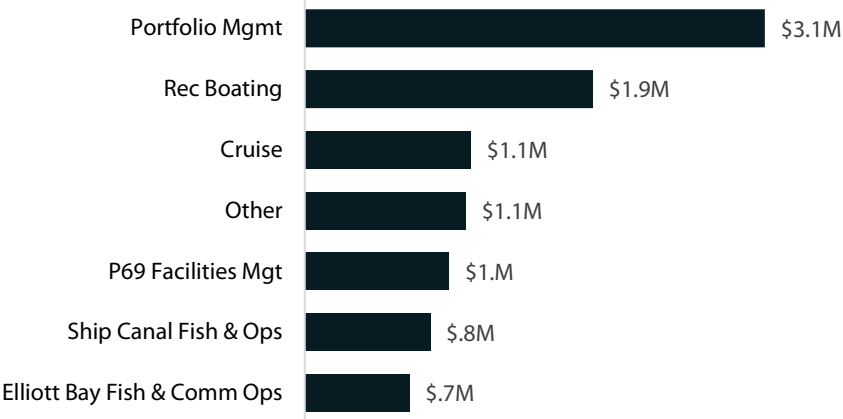
- ❑ **Expense Growth**
 - ❑ Expense decrease 17% excluding Payroll
 - ❑ Outside Services 11% (\$77k) due to review of one time and on call contracts.
 - ❑ Other expenses decrease 18% (\$861K) due to Workers Comp decrease (\$547K) and Supplies & Stock decrease (\$391K)
- ❑ **No New Requests**
- ❑ **No New FTEs**

In \$000s	2025 Actual	2026 Budget	2027 Budget	Inc/(Dec) From 26 Budget	
				\$ Change	% Change
Salary & Benefits	23,838	25,408	27,011	1,603	6%
Outside Service	416	708	631	(77)	(11%)
Other Expenses	4,627	4,761	3,901	(860)	(18%)
Utilities	293	422	383	(38)	(9%)
Total	29,173	31,299	31,927	628	2%

MM Spend by Division



Spend by Maritime Business Group



Waterfront Development Office - Expenses

- ❑ Expense Growth
 - ❑ Salary increases across Planning, Facilities, and WDO Admin (WPM decreased).
 - ❑ No new FTE Requests
 - ❑ Outside Services bearing costs of ERL and Large Expense (Demo) commitments.
 - ❑ Other expenses: Worker's Comp
 - ❑ Outside Services includes
 - ❑ T91
 - ❑ NWSA
 - ❑ ERL @ T91

- ❑ New Requests
 - ❑ WPM requested \$75k for HUB refinement post implementation.

The new Waterfront Development Office brings together existing functions to better integrate capital development and delivery in order to strengthen lifecycle asset stewardship and capital governance.

In \$000s	2025 Actual	2026 Budget	2027 Budget		
				\$ Change	% Change
Salary & Benefits	8,052	10,013	12,371	2,358	24%
Outside Service	4,175	6,792	24,265	17,473	257%
Charges to Capital	(4,198)	(5,118)	(4,861)	257	0%
Other Expenses	208	198	330	131	66%
Total	8,236	11,886	32,105	20,219	170%

Put total for Each bullet

Waterfront Project Management – Outside Services

- ❑ Other Large Expense Decrease
 - ❑ Will complete bulk of NWSA dredging work in 2026
 - ❑ Added T91 Dredging in 2027 (\$2.1M)
- ❑ ERL/Demo \$17M Increase

In \$000s	2026 Budget	2027 Budget	Inc/(Dec) From 26 Budget	
			\$ Change	% Change
Department Outside Services	506,638	518,075	11,437	-24%
Expense Project Costs				
T91 Building Demo		8,097,000	8,097,000	
ERL T91 Building Demo		7,800,000	7,800,000	
ERL T18 Watermain Replace (NWSA)		961,785	961,785	
ERL T18 Shore Power (NWSA)		859,000	859,000	
Other Large Expense	4,255,000	3,450,000	(805,000)	
Small Expense	1,329,407	1,496,800	167,393	
Expense Project Subtotal	5,584,407	22,664,585	17,080,178	308%
Department Costs Total	\$ 6,091,045	\$ 23,182,660	\$ 17,091,615	281%

Appendix

Maritime Environmental & Sustainability Expenses

In \$000s	2025 Actuals	2026 Budget	2027 Budget	25B v 26B	% Growth
Payroll	6,032	6,794	7,006	212	3%
Outside Service	2,157	3,290	2,611	(679)	(21%)
Other Expenses	-1,522	-780	-872	(91)	(12%)
Total Expenses	6,667	9,304	8,746	(558)	(6%)

- ❑ Expense Summary
 - ❑ **Payroll** lower than expected due to reduction of an unfilled FTE.
 - ❑ **Outside Services:**
 - ❑ Added \$350K for Derelict Vessels and \$60K for Urban Kelp Project
 - ❑ Lower spend for Clean Port Grant in 2027 by \$800k as project completes.
 - ❑ Other Expenses: An increase in Capital and ERL projected charging for 2026 approx. \$100K.

Maritime Environmental & Sustainability

Key Outside Services Projected Spend

Climate and Sustainability - \$883K

Maritime Energy Efficiency - \$200K

Climate and Air Program - \$75K

Maritime Fuels Program - \$200K

Clean Ports Grant Program - \$408K

Env Planning, Permitting & Compliance - \$1,696K

PORTfolio Planning Services - \$315K

T117 DRP Habitat Monitoring - \$190K

Duwamish Basin Steward MOA - \$35K

Quiet Sound Underwater Noise - \$55K

King County Groundwater Study - \$100K

UNMMP Implementation - \$60K

Urban Kelp Project - \$60K

Derelict Vessels - \$350K

Permitting Support - \$330K

Solid Waste and Env Compliance -\$201K



Note: Remediation team projects not included

FTE – Eliminated 2 unfilled Positions

2027 Maritime FTEs

Description	FTEs
2026 Proposed FTEs	324.5
Changes in 2026:	
Mid-Year Approvals	0.0
Eliminated	0.0
Transfer	0.0
2026 Baseline	324.5
2027 Budget Changes:	
Transfer	0.0
*Eliminated	-2.0
New FTEs Approved	0.0
Net Change	-2.0
2027 Proposed FTEs	322.5

Eliminated Unfilled Positions (2):

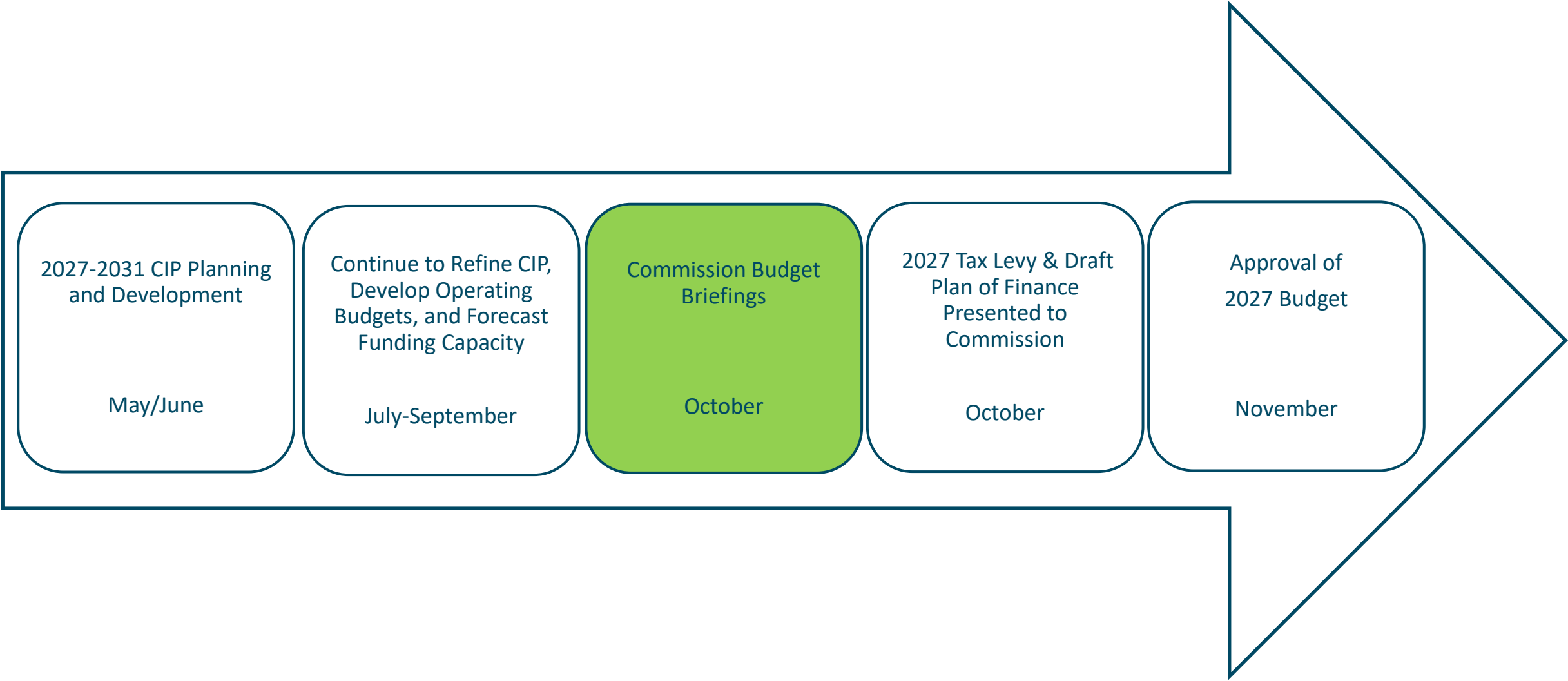
- Sr Environmental Program Manager
- Cost Estimator - WDO



Maritime Division
Draft 2027-31 Capital Improvement Plan (CIP)
2027 Draft Budget



CIP Timeline



Key Messages/Agenda:

- Waterfront Capital Program continues to grow
 - Continued growth in Asset Preservation projects
- Future need for Financial Sustainability projects
- Preliminary Funding Gap
 - Incorporating cost-savings
 - Management Reserve below Target
- Prospective & Potential Emergent Needs
 - Not included in CIP
 - Opportunities for project partnerships

Maritime CIP Priorities



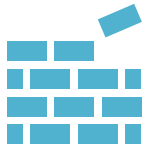
Financial Sustainability:

Making new investments that support the Port's long term funding capacity



Reserves:

Capacity for future & emergent needs



Economic Development:

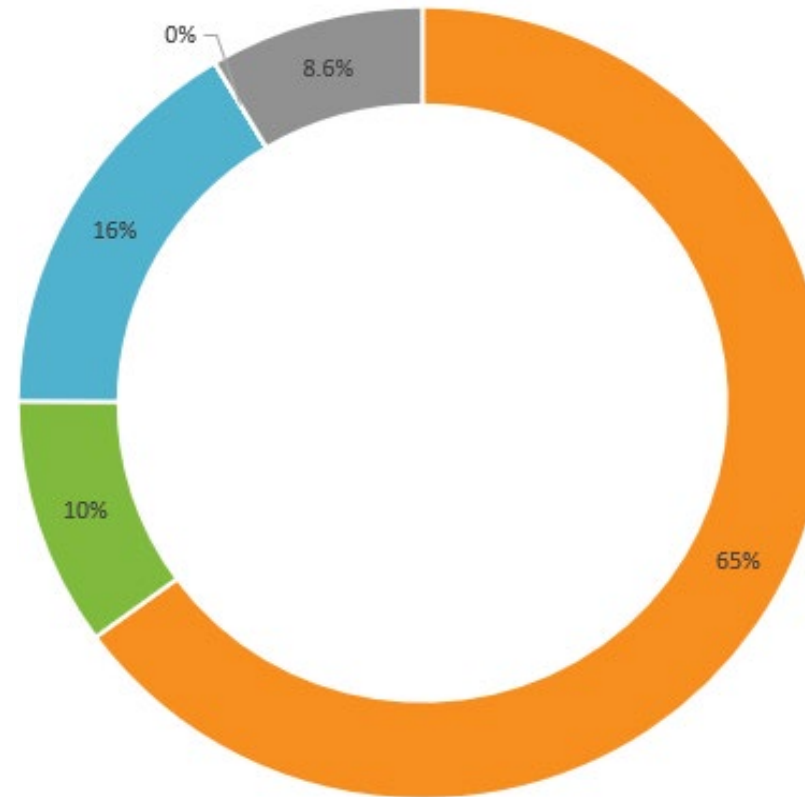
Real estate development to support maritime businesses and employment



Community & Environment:

Stewarding our environmental & social responsibilities

*All projects incorporate Community & Environment priorities when possible



Asset Stewardship:

Maintaining the Port's capital assets, existing revenue and preserving Seattle's iconic working waterfront

Asset Stewardship increasing from 49% to 65% (vs. 2023-2026 POF)

Asset Renewal & Modernization

Electrification/IT \$167M

- P66/T91 shore power extensions and upgrades
 - Included DU 9202 Dock Rehab
- Electrical system repair and rehabilitation
 - Over \$100M is at Terminal 91
- Smart meters, LED lighting, EV infrastructure, preliminary on-dock work

Dock Rehabilitation \$115M

- T91 P90/91 Dock Rehab
- P69 Concrete Dock Rehab
- FT NW Dock Improvements

Facility Modernization \$250M+

- T91 Uplands Development
- Marine Maintenance Fleet & Stormwater Facility
- T91 A2 Cruise Terminal Roof Replacement
- FT C15 Building Improvements

*Only displaying largest projects



Draft Maritime 2027-31 CIP: \$632M

	2027	2028	2029	2030	2031	5Y Total	Total
Large (\$10M+)	172,413	171,385	86,886	48,374	24,337	503,395	686,640
T91 Uplands Dev Phase I	76,527	22,157	-	-	-	98,684	111,000
T91 Berth 6 & 8 Redev	225	-	-	-	-	225	97,319
T91 P90/91 Dock Rehab	4,460	5,100	7,980	-	-	17,540	18,400
T91 Substation/Feeder Replacements	15,633	29,150	20,750	14,000	9,750	89,283	90,743
FT NW Dock West Improvements	-	-	-	1,615	9,900	11,515	11,516
P66/P91 Shore Power Extension	47,462	46,139	-	-	-	93,601	116,170
P69 Concrete Dock Rehab	5,550	35,310	14,663	-	-	55,523	55,600
MMSO Fleet & SWU Facility & Electrical Upgrades	2,000	8,000	23,400	16,000	531	49,931	50,273
FT Maritime Innovation Center	101	-	-	-	-	101	32,154
T91 A2 Cruise Terminal Building Roof Replacement	1,210	9,000	5,695	-	-	15,905	15,998
FT C15 Building Improvements	11,987	4,168	-	-	-	16,155	17,267
MIC Electrical Replacements	1,008	-	-	-	-	1,008	15,408
SBM Dock A Fixed Pier Rehab	550	500	5,000	8,699	-	14,749	14,843
P66 Building Envelope Rehab	300	650	4,398	4,762	4,156	14,266	14,266
Waterfront Smart Meters	2,150	2,500	5,000	3,298	-	12,948	13,483
T91 Telecom Meet Me Room	3,250	8,711	-	-	-	11,961	12,200
Mid-Cap (\$300k-\$10M)	31,942	48,522	9,641	7,962	1,979	100,046	132,180
Small Cap (Under \$300k)	3,907	3,700	1,500	1,500	1,500	12,107	14,393
Fleet/Technology	5,650	3,065	2,230	1,640	1,820	14,405	17,822
Reserve	10,895	10,311	10,260	10,250	10,250	51,966	54,205
Grand Total	224,807	236,983	110,517	69,726	39,886	681,919	905,240

Asset Stewardship
Economic Development
Community & Environment

*

*Projects primary CIP Priority – projects aim to incorporate all priorities when possible

Preliminary Funding

Preliminary 5yr Capacity	\$682M
Draft 5Y	\$630M
<u>Reserves (Mgmt, TI, Art)</u>	<u>\$52M</u>
Total Draft 5Y CIP	\$682M

Preliminary Capacity based on:

- 10Y operating forecast
- NWSA budget/CIP
- Environmental liabilities

Additional New Projects

- T91 Electrical Infrastructure Replacement – Phase I*: \$90M+
 - Substations, feeder line replacements
- P69 Concrete Dock Rehab \$56M
- T91 Fiber Infrastructure \$6M
- FT C15 West Utility Access \$5M
- P69 North Fender Panel Rehab \$4M

- Additional project under evaluation – not currently included in capital plan
 - Desimone Oxbow Mitigation Bank Project \$67M**

*Included in 2026 Capital Plan (\$32M)

**Not yet included in draft 2027 Plan – evaluating project returns

Potential Emergent Needs

- Not included in CIP
 - Salmon Bay Site
 - T91 Electrical Infrastructure Phase II
 - Waterfront Redevelopment
 - Real Estate Acquisition
 - Prospective backlog of asset preservation projects
 - Prospective energy and electrification projects
- Regulatory Requirements
 - Seismic, Energy, Flood Plain
 - Examples: P69 Dock Rehab, P69 & P66 HVAC Improvements
- Escalation 7%
 - Tracking above CPI, especially for mechanical, electrical, plumbing

Going Forward

- Improve capital governance
- Strengthen financial sustainability
 - Prioritize projects that increase and preserve revenues
 - Real estate optimization
- Enhance project delivery
 - Explore strategic project partnerships
 - Bundle projects for greater efficiency
 - Expand use of alternative delivery methods
- Strengthen lifecycle asset stewardship



Economic Development Division

2027 Proposed Budget – Commission Review | October 13



Economic Development Division

Connecting businesses, organizations, people, places, and opportunity across the region.



Economic Development Operations

- Strategy & action
- Partnerships
- Innovation



Diversity & Contracting

- Inclusive procurement
- Small business support & acceleration
- Creating access



Real Estate Development

- Strategic real estate redevelopment
- Public-private partnerships



Tourism Development

- Destination development
- Visitor economy experiences



Workforce Development

- Job training & career navigation
- Strategy, advocacy & convening

**ONE DIVISION → CREATING OPPORTUNITIES FOR BUSINESSES & PEOPLE → MORE JOBS →
A STRONGER REGIONAL ECONOMY**

EDD – 2026 and Core Work Activities

Business Development & Small Business Support Programs:

- Economic Development City Partnership Fund
- Maritime Innovation - Business Accelerator
- Greater Seattle Export Accelerator (GSP)
- PortGen Training & Accelerator Program
- Annual Goals for WMBE
- WMBE/DBE Adherence to Diversity in Contracting Policies
- **Food Truck Pilot Program (2026)**

Business Support:

- Business Outreach + Webinars
- Community Outreach to WMBE, SBE, & Veteran Businesses

Initiatives:

- King County MOU – FIFA Activation
- **Maritime Industrial Base Coalition (New 2026)**
- **Cascadia Sustainable Aviation Accelerator (CSAA SAF) (New 2026)**



Real Estate Development

Projects:

- MinC Construction (*Completed*)
- T91
Uplands, design authorization to construction documents
- Des Moines Creek West logistics final construction, lease up
- Real Estate Strategy Update
- Clean Energy Sandbox

Plans:

- Real Estate Strategy Update
- SoDo and WOSCA Development Strategies
- STOC Business and Revenue Plan
- Pier 2/CEM Development Plan

EDD – 2026 and Core Work Activities

Tourism Development

Key Programs:

- Tourism Marketing Support Program (i.e. “tourism grants”)
- “Guided by Good” responsible tourism campaign
- Visitor Info Chatbot
- Heritage Trail Signage Program

Core Activity:

- Global market development and travel trade partnerships
- Travel media relations and destination storytelling
- Trade shows, fam tour hosting, and sales missions
- Responsible tourism and destination stewardship engagement
- Local business support and expanding the visitor economy



Workforce Development

Key Programs:

- Airport Employment Center
- Maritime Career Launch
- Construction Pre-Apprenticeship

Core Activity:

- Build out Maritime Industrial Base workforce strategy and execute Maritime Career Launch
- Procure, manage and monitor WFD investments to meet employer/community need
- Launch Aviation Security Bridge Class
- Engage more construction employers in training
- Hold job fairs

NEW INITIATIVES - 2027 and Beyond

Business Development & Small Business Support

- Implementation of EDD Action Plan
- Port Leadership Missions
- Statewide Maritime Strategy (Maritime Industrial Base Implementation)
- Port & Clean Fuels Roadmap to Implementation
- Small Business Contract Readiness Program

Real Estate Development

- Updated real estate strategy
- T91 Construction authorization and pre-lease
- Assessment of WOSCA
- SEA new "non-aero" revenue
- STOC Business and Development planning
- Clean Energy Sandbox
- Upgrading land for "pad ready sites"
- Federal Center South
- T 91 Uplands – Phase 2
- Fishermen's Terminal / Salmon Bay Uplands – Development Planning

Tourism Development

- Responsible Tourism project inspired by Copenhagen's "DestinationPay" (possibly '28)
- Business Traveler Conversion
- Expansion of "Guided by Good" campaign
- Tourism literacy and community engagement
- Visitor data & research expansion
- Increased involvement at committee/board level w/ global and local tourism leadership orgs

Workforce Development

- Expand Maritime Industrial Base workforce development efforts beyond welding
- Construction Leadership Development revamp
- Career navigation and job training partnerships in Duwamish & Suquamish
- Port & Clean Fuels Roadmap workforce development

2027 Commission Budget Priorities

- **Maritime Industrial Base Shipbuilding Readiness**
 - \$90k total
 - \$40k for maritime workforce supply/demand analysis (included in baseline WFD budget)
 - \$50k for State Maritime Action Plan (included in baseline EDD operations budget)
- **Advancing Sustainable Fuels**
 - \$50k (included in baseline EDD operations budget)
- **Green Economy**
 - \$100k (included in baseline EDD operations budget)
- **Phase II: Small Business Contract Readiness**
 - \$50K (included in D&C baseline budget)
- **Core Plus Maritime Funding**
 - \$50k (included in WFD baseline budget)
- **Strengthening ESOL Pathways to Workforce Development**
 - \$200k (included in baseline budget with OEDI/WFD)

****All Commission Budget Priorities listed are included in baseline EDD budgets***

Economic Development Division Overall

In \$000s	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) From 2026 Budget	
				\$	%
Diversity & Contracting	1,924	2,463	2,388	(76)	-3%
EDD Operations	1,707	3,118	2,871	(247)	-8%
Real Estate Development	866	1,608	1,368	(240)	-15%
Tourism Development	1,908	2,134	2,124	(9)	0%
Workforce Development	4,557	4,972	5,018	46	1%
Total	10,962	14,296	13,769	(527)	-4%

- Largest Reductions in Outside Services
 - RE Development – lower property study needs
 - Workforce Dev – reduced feasibility studies
 - EDD Ops – reduced strategy support
 - Move of Duwamish Community Hub lease expenses to Maritime
 - Tourism – scope revisions for support contracts
- Increase in staff:
 - Filled vacancies (RE Dev, Tourism)

Tourism Development

In \$000s	2026 Bud	2027 Bud	Inc/(Dec) From 26 Bud	
			\$ Change	% Change
Staff	641	704	63	10%
Outside Services	1,184	1,109	(75)	(6%)
Promo Expenses	113	115	2	2%
Other Expenses	196	196	2	2%
Total Expenses	2,135	2,124	(9)	0%

Staff increase:

- Position backfilled
 - Payroll assumptions updated

Outside Services – Scope Revisions:

- Travel Trade/Tourism Contract, (\$30K)
- Tourism Marketing Support, (\$60K)

Real Estate Development

In \$000s	2026 Bud	2027 Bud	Inc/(Dec) From 26 Bud \$ Change	% Change
Staff	673	762	89	12%
Outside Services				
Aviation	230	140	(90)	(39%)
Maritime	395	175	(220)	(56%)
Other Expenses	35	15	(20)	(57%)
Total	1,608	1,368	(240)	(15%)

Completed in 2026:

- MInC and FT public improvements
- T91 Phase I Design
- Des Moines Creek West
- CEM feasibility study completed

Currently underway:

- R/E Strategic Plan update
- Clean Energy Sandbox partnership kicked off
- USCG Base Expansion T46 negotiation

Staff Increase: Development Associate position filled

- In 2026, budgeted to start mid-year

Outside Services – Revisions:

Aviation, (\$140K)

- Updated Real Estate Strategy
- STOC Business & Operations Strategy
- STOC Garage and Pedestrian improvements
- NERA 1 RFP & Developer selection

Maritime, (\$175K)

- WOSCA Development feasibility
- Updated Real Estate Strategy
- SODO/Industrial Lands Strategy (& Fed Center S)
- Duwamish Hub architectural study
- Clean Energy Sandbox Planning
- T46 and CEM Feasibility and Planning Efforts

Other Expenses:

- Travel & Other Expenses decrease, (\$20K)

Diversity & Contracting

In \$000s	2026 Bud	2027 Bud	Inc/(Dec) From 26 Bud	
			\$ Change	% Change
Staff	1,749	1,836	87	5%
Outside Services	476	411	(65)	(14%)
Promo Expenses	104	70	(34)	(49%)
Other Expenses	134	121	(13)	(11%)
Total Expenses	2,463	2,388	(76)	(3%)

Outside Services revision:

- Feasibility studies for Owner Controlled Insurance Program, (\$15K)
- Feasibility studies for Non-Airport Concession/Training Program, (\$50K)
- OMWBE Political Subdivision Fee, contract paid Biannually, (\$55K)

Promotional Expense revision:

- Industry Partner Training Classes, (\$25K)
- Port Industry Day Venue Rental, (\$20K)

Other Expense revision:

- Miscellaneous expense, (\$5K)
- Other expenses, (\$8K)

Workforce Development

In \$000s	2026 Bud	2027 Bud	Inc/(Dec) From 26 Bud	
			\$ Change	% Change
Staff	982	1,044	62	6%
Outside Services	3,920	3,855	(65)	(2%)
Promo Expenses	38	73	35	48%
Other Expenses	32	46	14	30%
Total Expenses	4,972	5,018	46	1%

- ❑ Outside Service Revision (\$65K)
 - ❑ Maritime High School (\$100K)
- ❑ Multi-Sector WFD Sponsored Events, \$40K
- ❑ Gulf Benchmarking & Study Mission Trip, \$16K

All expenses are covered by the Tax Levy, with one exception:

- Port Jobs Program funded by Airport Workforce Development, with a budget of \$1.145M

Economic Development Operations

In \$000s	2026 Bud	2027 Bud	Inc/(Dec) From 26 Bud	
			\$ Change	% Change
Staff	726	797	70	10%
Outside Services	1,687	1,347	(340)	(20%)
Promo Expenses	60	55	(5)	(8%)
Memberships	143	365	222	155%
Other Expenses	501	307	(194)	(39%)
Total Expenses	3,118	2,871	(247)	(8%)

Staff increase:

- Comp project adjustments

Outside Services revised:

- Maritime Innovation, \$180K --> \$100k
- Green Economy/Industrial Lands \$50K --> \$100K
- EDD Strategy & Implementation, \$150K --> \$65K

Promotional Expense revised:

- Sponsorships, (\$5K)

Memberships

- Greater Seattle Partners, \$200K
 - Previously budgeted in Outside Services
 - \$250K in 2026
- WPPA, \$50K
- Seattle Climate Hub, \$25K
- Clean Tech Alliance, \$10K

Other Expenses

- Moved Lower Duwamish Community Hub lease to Maritime Portfolio Management

EDD FTE Changes

2027 Economic Development Division FTEs

Description	FTEs	Notes
2026 Approved Budget	18.0	
Changes in 2026:		
Mid-Year Approvals	0.0	
Eliminated	0.0	
Transfer	5.0	Workforce Development move from Central Services
2026 Baseline	23.0	
2027 Budget Changes:		
Transfer	0.0	
Eliminated	0.0	
New FTEs Approved	0.0	
Net Change	0.0	
2027 Proposed FTEs	23.0	

Tax Levy Funded Items

LOB	Budget Item	FY2026	FY2027	Inc(Dec) From 26 Bud	
		Budget		2027 Vs. 2026	2027 Vs. 2026
Diversity & Contracting	Business Accelerator.	150	150	-	0%
	DBE/WMBE Training - WMBE/SBE Capacity Building Certifications.	50	50	-	0%
	DC Presents/PortGen Advanced.	50	50	-	0%
	Highline Small Business Development Center MOU.	50	50	-	0%
Tourism	State of Washington Tourism.	500	500	-	0%
	Tourism Marketing Support Program TMSP.	420	360	(60)	-17%
	WA Tourism Annual Conference.	10	10	-	0%
EDD Operations	EDD Partnership Grants.	950	950	-	0%
	Maritime Innovation.	180	100	(80)	-80%
	Shipbuilding Readiness.	100	-	(100)	0%
	Duwamish Valley Comm Equy Prog.	14	-	(14)	0%
	Duwamish Valley Comm Equy Prog.	58	-	(58)	0%
	Total	2,532	2,220	(312)	-14%

Maritime Appendix

2026 Preliminary Budget
Oct 14, 2025



SWOT Analysis – Maritime Division

	Helpful	Harmful		
Internal	STRENGTHS 	WEAKNESSES 	 	- Community & Industry Leadership - Strategic well positioned infrastructure - Commitment to Excellence & Sustainability - Financial Constraints - Structural & Process Inefficiencies - Communication & Collaboration Challenges
	External	 OPPORTUNITIES	 THREATS	 

Total Maritime

Excluding GASB

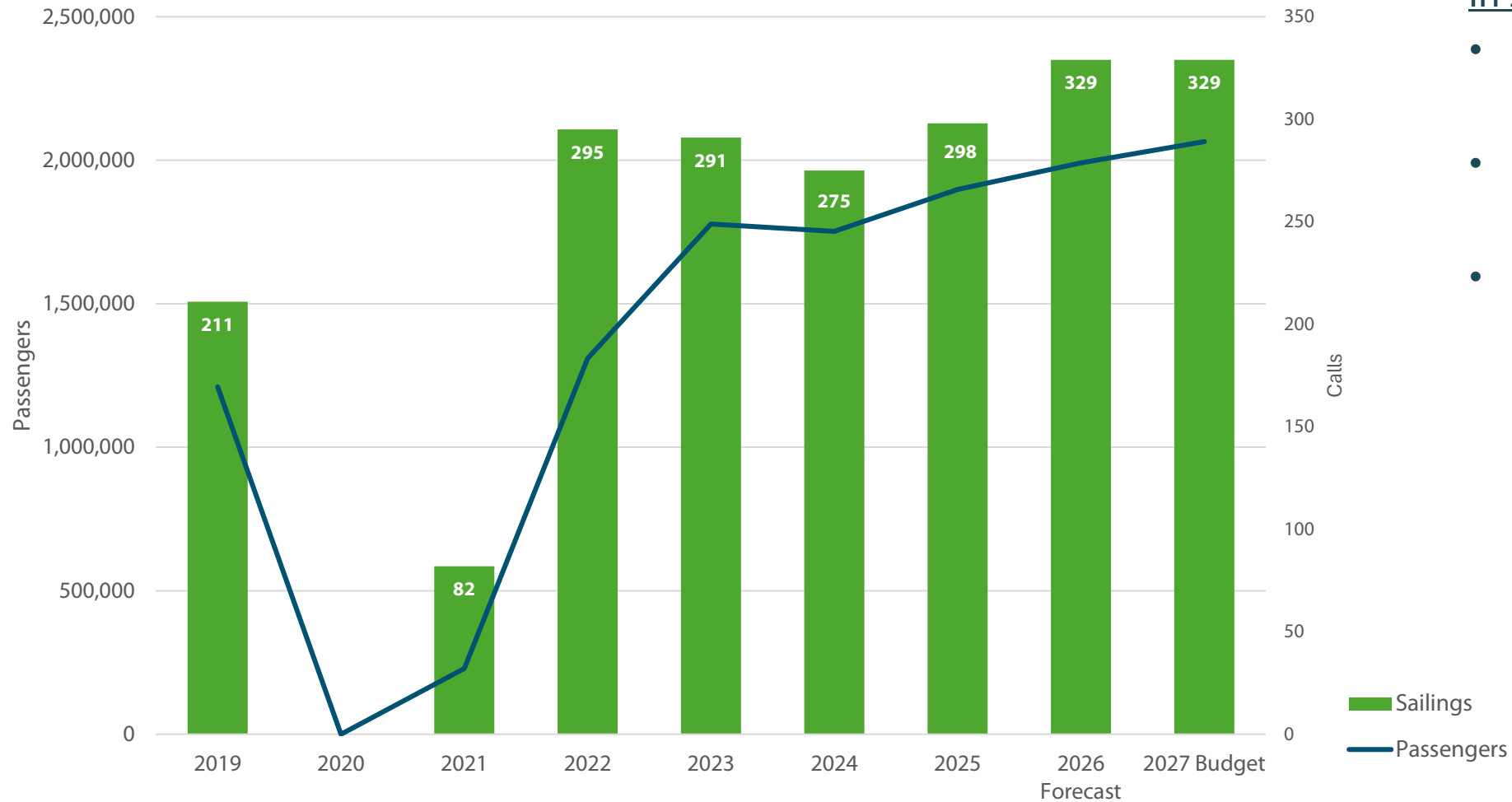
	2022	2023	2024	2025	2026	2026	2027	Budget Variance	
\$ in 000's	Actual	Actual	Actual	Actual	Forecast	Budget	Budget	\$	%
Ship Canal Fishing & Operations	4,592	5,076	5,169	5,562	4,504	4,684	4,559	(125)	-3%
Elliott Bay Fishing & Commercial Operations	5,975	6,564	6,602	6,963	6,574	6,374	6,459	86	1%
Recreational Boating	13,978	15,505	16,555	18,058	19,094	19,094	20,185	1,091	6%
Cruise	30,469	41,726	43,145	48,853	58,292	57,292	64,625	7,333	13%
Grain	5,792	3,356	5,920	6,442	4,665	4,440	5,136	696	16%
Conference & Event Centers	8,914	6,738	7,490	8,654	9,430	9,430	11,372	1,942	21%
Leasing Portfolio	19,367	20,764	21,920	22,432	24,029	24,029	24,202	173	1%
Other / DW Hub	10	10	8	10	0	0	18	18	
Total Revenue	89,095	99,738	106,809	116,973	126,589	125,344	136,557	11,213	8.95%
Expenses									
Maritime Direct	33,602	34,086	36,953	46,469	43,119	43,119	47,186	4,067	9%
Business Related ERL	79	2,975	(358)	1,206	1,500	0	7,800	7,800	
Total Direct	33,680	37,061	36,595	47,675	44,619	43,119	54,986	11,867	28%
Maintenance Expenses	17,021	19,317	20,832	20,302	21,164	21,164	19,827	(1,337)	-6%
Economic Development	1,830	2,543	2,202	1,937	3,157	3,157	1,436	(1,721)	-55%
Env & Sustainability	3,356	4,028	4,992	6,751	8,852	8,152	7,457	(695)	-9%
Seaport Finance & Cost Recovery	1,506	1,738	2,222	2,390	2,380	2,380	2,425	45	2%
CDO/WPM	1,235	2,313	2,945	4,975	9,710	15,710	18,593	2,883	18%
Total Support Services	24,948	29,939	33,193	36,354	45,264	50,564	49,738	(825)	-2%
IT	4,296	4,731	5,250	5,757	5,827	5,733	6,146	414	7%
Police Expenses	3,902	5,620	6,044	5,546	5,688	5,697	5,655	(42)	-1%
External Relations	2,729	3,005	3,620	4,278	3,818	3,957	4,011	54	1%
Other Central Services	11,530	12,769	16,852	11,582	14,738	15,138	17,977	2,839	19%
Aviation Division / Other	514	471	436	452	521	521	549	28	5%
Total Central Services / Other	22,972	26,596	32,202	27,614	30,591	31,045	34,338	3,293	10.61%
Total Expense	81,600	93,596	101,991	111,643	120,474	124,728	139,062	14,335	11.5%
NOI Before Depreciation	7,495	6,142	4,818	5,331	6,115	616	(2,505)	(3,122)	-506%
Depreciation	21,974	22,421	23,850	24,727	27,033	27,033	31,917	4,885	18%
NOI After Depreciation	(14,479)	(16,279)	(19,032)	(19,396)	(20,917)	(26,416)	(34,423)	(7,384)	-28%

Total Maritime

Including GASB

	2022	2023	2024	2025	2026	2026	2027	Change from 2026	
\$ in 000's	Actual	Actual	Actual	Actual	Forecast	Revised Budget	Revised Budget	\$	%
Ship Canal Fishing & Operations	4,592	5,076	5,169	5,562	4,504	4,684	4,559	(1,058)	-19%
Elliott Bay Fishing & Commercial Operations	5,975	6,564	6,602	6,963	6,574	6,374	6,459	(389)	-6%
Recreational Boating	13,978	15,505	16,555	18,058	19,094	19,094	20,185	1,036	6%
Cruise	30,469	41,726	43,145	48,853	58,292	57,292	64,625	9,440	19%
Grain	5,792	3,356	5,920	6,442	4,665	4,440	5,136	(1,777)	-28%
Conference & Event Centers	8,914	6,738	7,490	8,654	9,430	9,430	11,372	776	9%
Leasing Portfolio	19,367	20,764	21,920	22,432	24,029	24,029	24,202	1,597	7%
Other	10	10	8	10	0	0	18	(10)	100%
Total Revenue	89,095	99,738	106,809	116,973	126,589	125,344	136,557	9,616	8%
<u>Expenses</u>									
Total Direct	33,680	37,061	36,595	47,675	44,619	43,119	54,986	(3,056)	-6%
Total Support Services	24,948	29,939	33,193	36,354	45,264	50,564	49,738	8,910	25%
Total Central Services / Other	22,972	26,596	32,202	27,614	30,591	31,045	34,338	2,977	11%
Total Expense	81,600	93,596	101,991	111,643	120,474	124,728	139,062	8,831	8%
NOI Before Depreciation	7,495	6,142	4,818	5,331	6,115	616	(2,505)	785	15%
Depreciation	21,974	22,421	23,850	24,727	27,033	27,033	31,917	2,306	9%
NOI After Depreciation	(14,479)	(16,279)	(19,032)	(19,396)	(20,917)	(26,416)	(34,423)	(1,521)	-8%
<u>GASB/Pension Credit Impacts</u>									
Total Revenue	170	(90)	(18)	(15,889)	(14,828)	(14,828)	(13,933)	1,061	7%
Total Op Expenses, Pension Adj	(2,561)	(3,850)	(3,145)	(4,092)	15,180	15,900	3,336	19,272	471%
Total Depreciation				284	128	128	176	(156)	-55%
NOI After Depreciation with GASB	(11,748)	(12,519)	(15,905)	(31,476)	(51,053)	(57,272)	(51,867)	(19,577)	62%

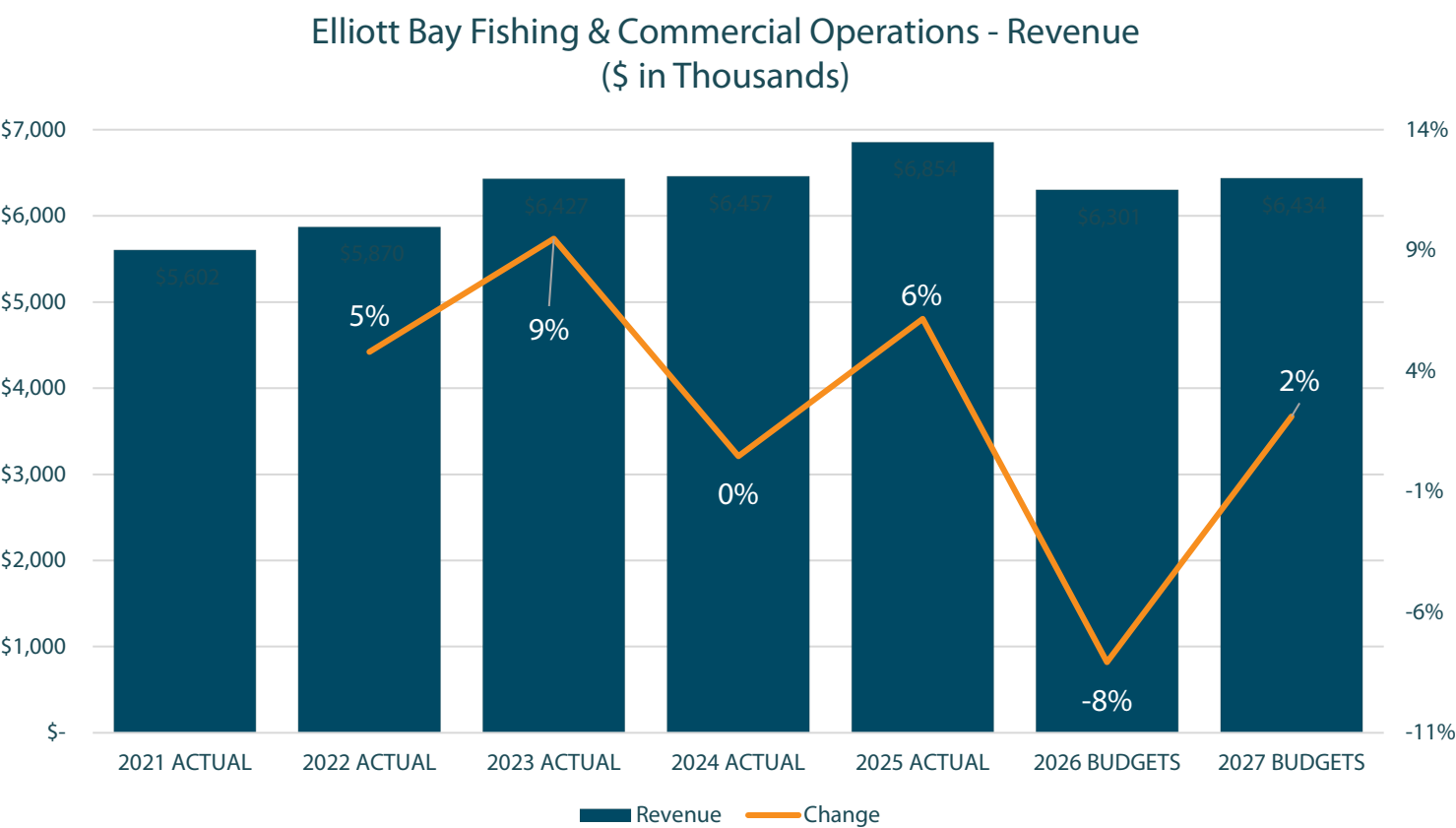
Cruise Sailings & Passengers



In 2027:

- 329 sailings
- 2M estimated passengers
- Number of sailings is flat but more large ships

Elliott Bay Fishing & Commercial Operations - Revenue



2027 Revenue

- ❑ Dockage/moorage rates are proposed to be **increased by 5%** unless indicated otherwise by the Consumer Price Index (CPI) in each lease agreement
- ❑ Less revenue at T-91 due to operational impacts during construction in 2027

*Utility sales revenue not included

Elliott Bay Fishing & Commercial Operations – Expenses

Expenses

- ☐ Payroll: \$45K lower due to recent staffing changes
- ☐ Other Expenses:
 - B&O taxes - \$25K lower
 - Travel expenses - \$16K reduction
- ☐ Utilities: \$43K lower based on current actuals

in \$000s	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	727	844	798	(45)	-5%
Outside Service	21	24	26	1	5%
Other Expenses	295	225	187	(38)	-17%
Utilities	1,096	1,161	1,118	(43)	-4%
Total Expenses	2,118	2,230	2,103	(126)	-6%

New Requests:

- None

Ship Canal Fishing & Operations Rate Increases

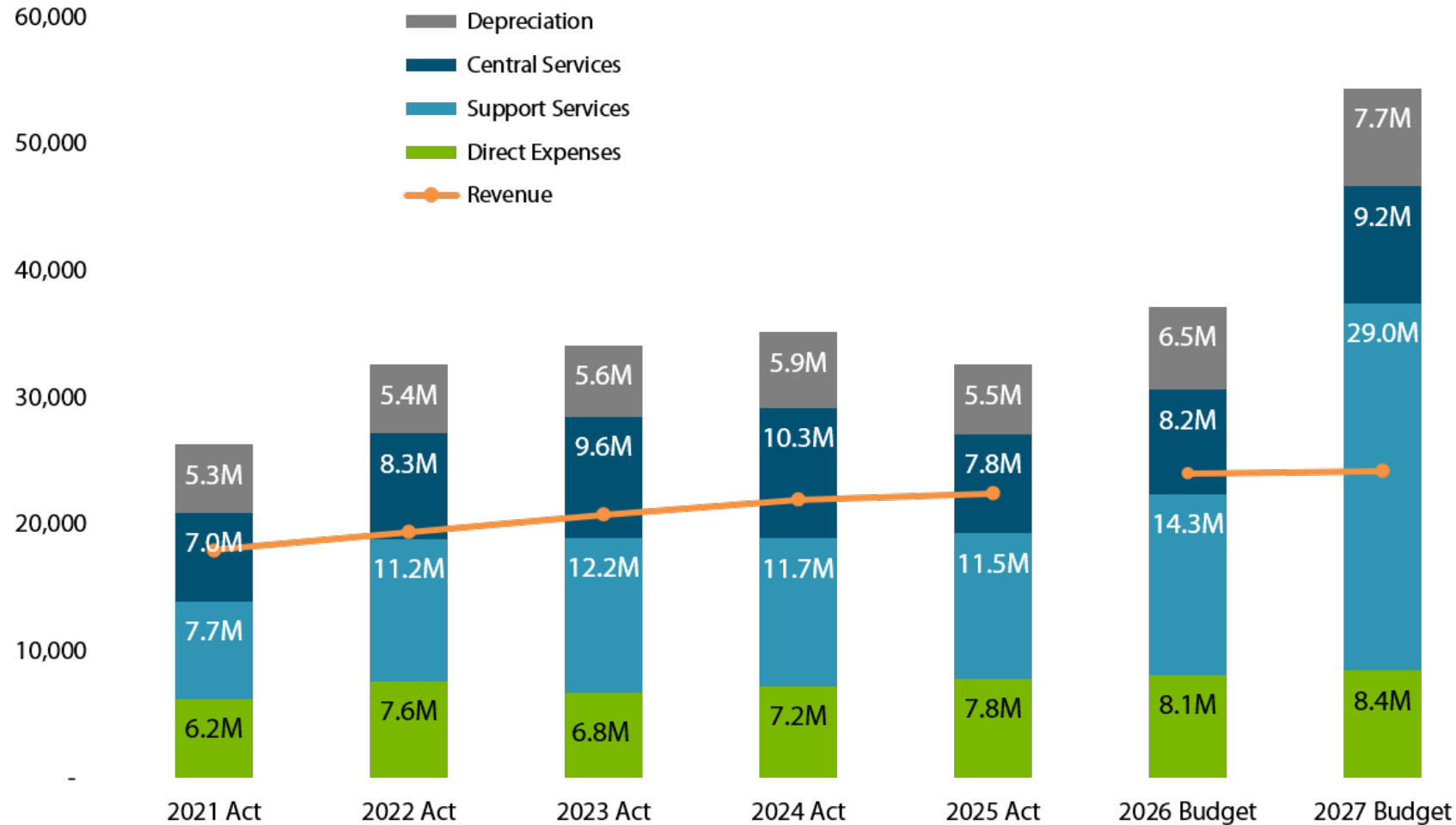
Location		Slip Size	Rate Change
FT & MIC	Commercial & Fishing	All	3%
	Charter	All	Increase from \$1.55 to \$1.77
	Transient Daily	All	Increase from \$1.75 to \$1.90
	Services & Storage	All	3%
	Small Forklift & Crane /Hosit Rental	All	0%
FT Rec	Monthly	Up to 30'	0%
		31' to 50'	6%
		Over 50'	10%
	Daily/Guest	all	3%
SalBM	Monthly	all	0%
	Daily/Guest	all	0%

Recreational Boating Rate Changes

Location	Slip Size	Rate Change	Slip Size	Rate Change
SBM	Up to 38'	5.0%	EOP 50' to 64'	6.5%
	40'	4.0%	EOP 65' to 74'	7.0%
	42'	7.0%	EOP 75' to 100'	6.0%
	46' to 60'	4.5%	EOP 111' and over	7.0%
	62'	5.0%	Live-aboard	5.0%
	65' to 67'	4.0%	Guest Moorage	5.0%
	70'	4.5%	Charter vessels	5.0%
	75'	5.5%	Dry Moorage	5.0%
	90'	6.5%	Laundry	14.0%
	100' and over	7.0%	All other	5.0%
HIM	Up to 46'	5.0%	Live-aboard	5.0%
	46' to 50'	5.0%	Commercial	5.0%
	61' to 65'	10.0%	Services & Other	5.0%
BHM	26' to 30'	5.0%	Guest Moorage	5.0%
	36' to 60'	5.0%	Commercial	5.0%
	66' to 70'	5.0%	Services & Other	5.0%

Portfolio Management – Excluding CEC

In \$000's

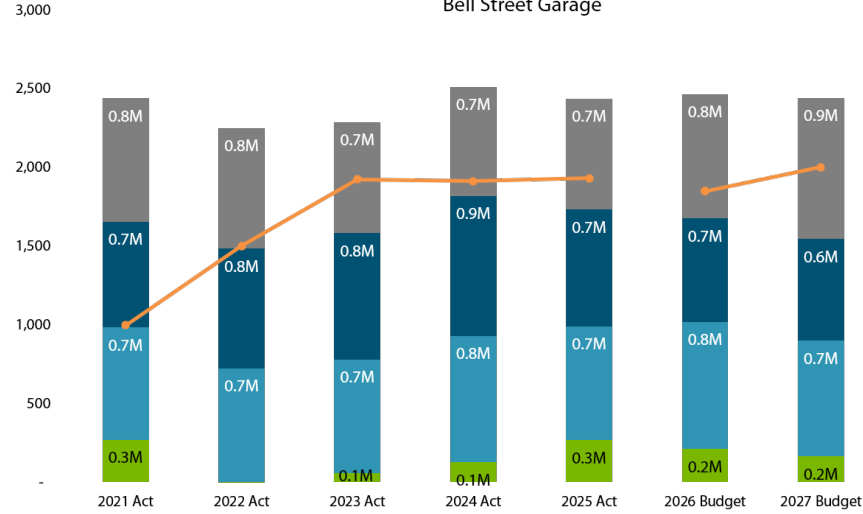
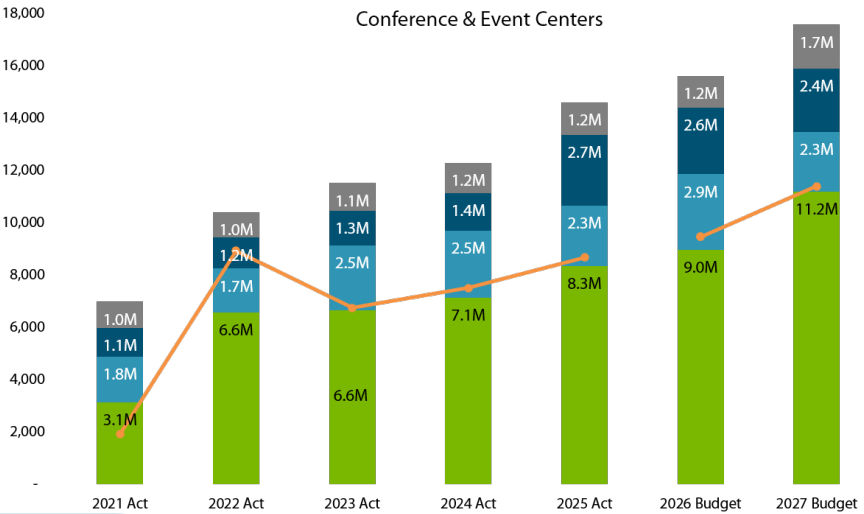
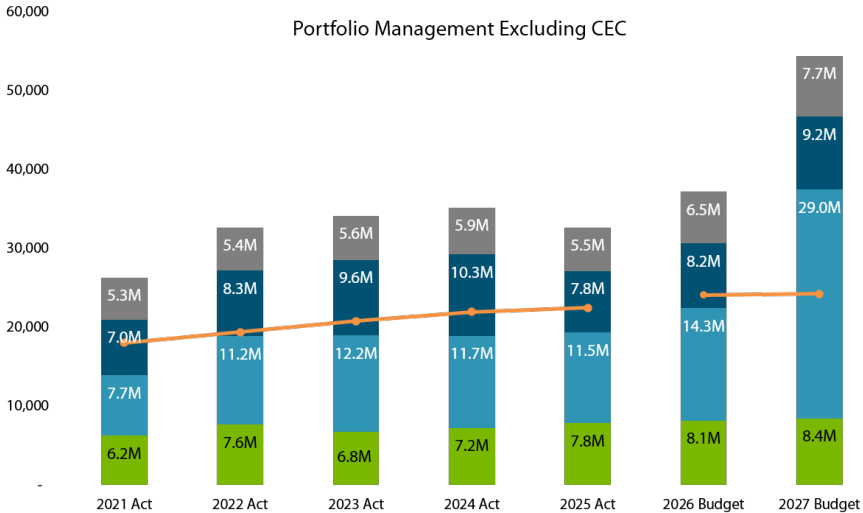
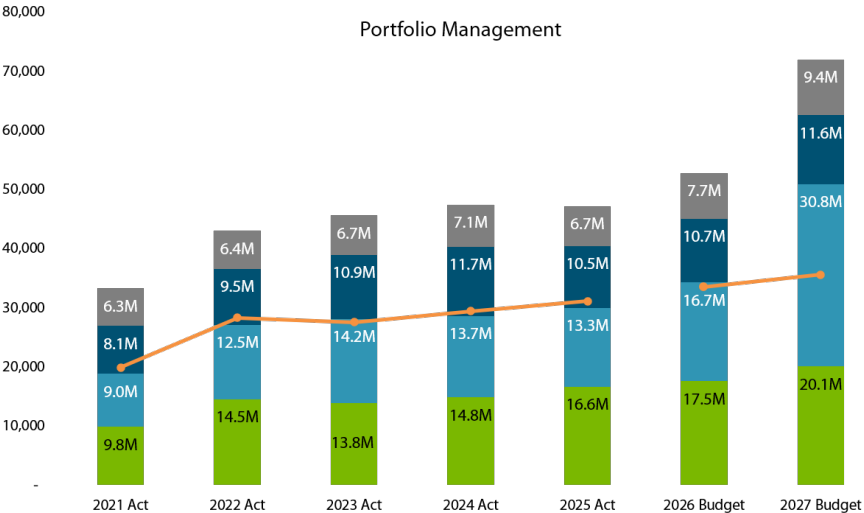


2027 Support Services:

- \$8M building demolition
- \$7.8M ERL building demo

Portfolio Management Trend

In \$000's



- Depreciation
- Central Services
- Support Services
- Direct Expenses
- Revenue

Portfolio Management – Expenses

Expense Growth

☐ Outside Services:

- Brokerage fees at WTCW
- Janitorial services*

☐ Other Expenses:

- Property Rental for DRC Hub** (previously booked under EDD)
- P69 SDOT permit cost (pass-through cost)

In \$000's	2025 Actuals	2026 Budget	2027 Budget	Inc/(Dec) from 26 Budget	
				\$ Change	% Change
Payroll	2,270	2,392	2,517	125	5%
Outside Services	506	639	663	24	4%
Other Expenses	1,611	1,445	1,601	156	11%
Utilities	3,918	4,109	4,145	36	1%
Total Expenses	8,305	8,585	8,925	340	4%

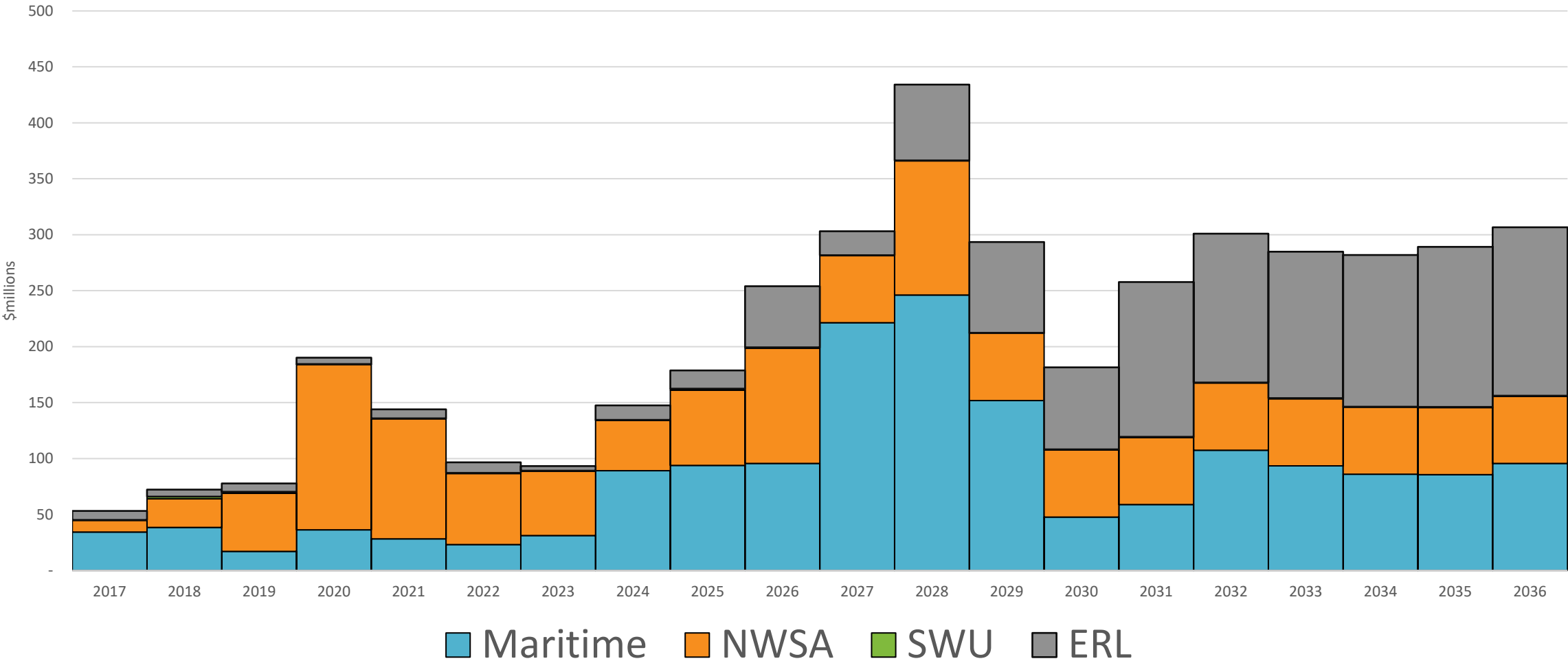
* Partially charged to or allocated across other LOB subclasses

** Charged to Tax Levy and MD Habitat subclasses

Maritime Division
Draft 2026-30 Capital Improvement Plan (CIP) - Appendix



Waterfront 10Y Delivery History/Forecast*



*Assumptions: 2026+ Draft MD CIP, 2028+ NWSA NH avg historical spend, and future ERL ROM
** Historical actual spend not inflation adjusted

Prospective Projects

Large (\$10M+)		42,220
T46 Replace N Pier Structure		65,000
T91 A2 Smith Cove Cruise Facility Buildout		37,800
P69 HVAC System Modernization		31,228
HIM ABCD Dock Rehab & Electrical Upgrade		25,000
FT S Wall Cl Fndr Rp & Cor Prt		22,980
MIC (Central, West) Fender System		20,897
FT W Wall N Fender Replacement		19,240
T5 - Harbor Mooring Dolphins		18,973
T5 N Reuse Dredged Material		10,000
T46 N Berth Vessel Charging		TBD
FT Pedestal & Electrical Upgrade		TBD
P2 Dolphin Replacement		TBD
SBM Seawall & Bulkhead Refurbishment		TBD
T91 Seawall Rehab		TBD
T91 Substation/Feeder - Phase 2		TBD
Waterfront EV Fleet Charging - Phase 2		TBD
Mid-Cap (\$300k-\$10M)	26	63,233

- Estimates very preliminary
 - Many still in early project/scope development
- Nearly all Asset Preservation
 - Waterside infrastructure
 - Electrical renewal/upgrades
 - Needed for MCAAP, WCES
- Planning & Facilities continue to build a better forecast of future needs

Economic Development Appendix

2027 Preliminary Budget
October 13, 2026



Port
of Seattle®

SWOT Analysis – EDD

Strengths



- **Strong Port leadership support** for ED departments and their work
- **Strategic investments and partnerships** advance regional equitable economic development
- **Meaningful impact and influence** through EDD programs and relationships
- **Talented, connected, trusted, and visible team** within the broader economic development community

Weaknesses



- **Local, State, and Federal regulations** and policies impact Port efficiency and competitiveness
- **Legacy Port properties expensive to develop** due to environmental remediation, labor, and access to capital etc.
- **Fractured regional efforts** in workforce development, small business assistance, and WMBE support
- **Staff reaching maximum capacity**

Opportunities



- **Strategic direction:** EDD Strategic Plan will guide project and division priorities
- **Cross-Port collaboration:** Partner across departments on complex, multidisciplinary initiatives
- **Maritime investment:** Use MINC and T-91 Uplands as models for sustainable, high-impact industrial land investments
- **Responsible tourism:** Advance Port values through ecotourism and responsible tourism campaigns
- **Regional ecosystem leadership:** Influence, invest in, and convene workforce development and small business partners

Threats



- **High cost of living, economic uncertainty, and geopolitics**
- **Difficulty aligning priorities** through federal, state, city, and the Port
- **Lack of regional and statewide collaboration** prevents us from creating and attracting jobs & investments
- **Climate Change**

MZBB Review Revisions & New Additions

LOB	MZBB Review Reductions & New Additions	Revisions	Additions
Diversity & Contracting	Feasability Study for Non-Airport Concession/Training Program (SBE/WMBE)	(\$50K)	-
	Industry Partner Training Classes (Construction & Consulting)	(\$25K)	-
	Port Industry Day Venue Rental	(\$20K)	-
	OMWBE Political Subdivision Fee	(\$55K)	-
Economic Dev Ops	Shipbuilding Readiness	(\$100K)	-
	Greater Seattle Partners	(\$50K)	-
	Green Economy/Industrial Lands Support & Activation	-	\$50K
	Energy Sandbox	-	\$50K
	WPPA	-	\$50K
	Seattle Climate Hub	-	\$25K
	2027 T91 DOE Grant Rev. - Grant No. 31	-	\$77K
Real Estate Development	DMC West ~ Onsite visits and meetings, tracking GLA items.	(\$20K)	-
	STOC post acquisition, buildings and facilities and business strategy/planning	(\$45K)	-
	Police Relocation	(\$30K)	-
	Bypass Road to CEM Study	(\$150K)	-
	T91 Pre-Development efforts including communications support	(\$25K)	-
	FT Redevelopment Cont'd	(\$30K)	-
Tourism	Tourism Marketing Support Program TMSP	(60K)	-
	Travel Trade Tourism Contract	(\$30K)	-
	SnoValley Heritage Trail (RTP)	-	\$25K
Workforce Development	Maritime High School	(\$100K)	-
	WFD Strategic Planning	(\$42K)	-
	Multi-Sector Sponsorships	-	\$40K
	Leadership Roles in Construction: Outreach, Training, Placement, and Retention Program	-	\$50K
	Total	(\$832K)	\$367K