



Seattle-Tacoma  
International  
Airport

# AVIATION DIVISION

## 2025 Preliminary Operating & Capital Budget

Commission Briefing

October 8, 2024

# Outline for Aviation Division Presentation

- Strategy to Budget
- Strategic Priorities
- 2025 Preliminary Budget Overview
- 2025 Preliminary Operating Budget
- Budget Policy Considerations
- Equity in Spending Highlights
- 2025 – 2029 Preliminary Capital Forecast
- 2025 – 2029 Preliminary Financial Forecast
- Appendix



# 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.

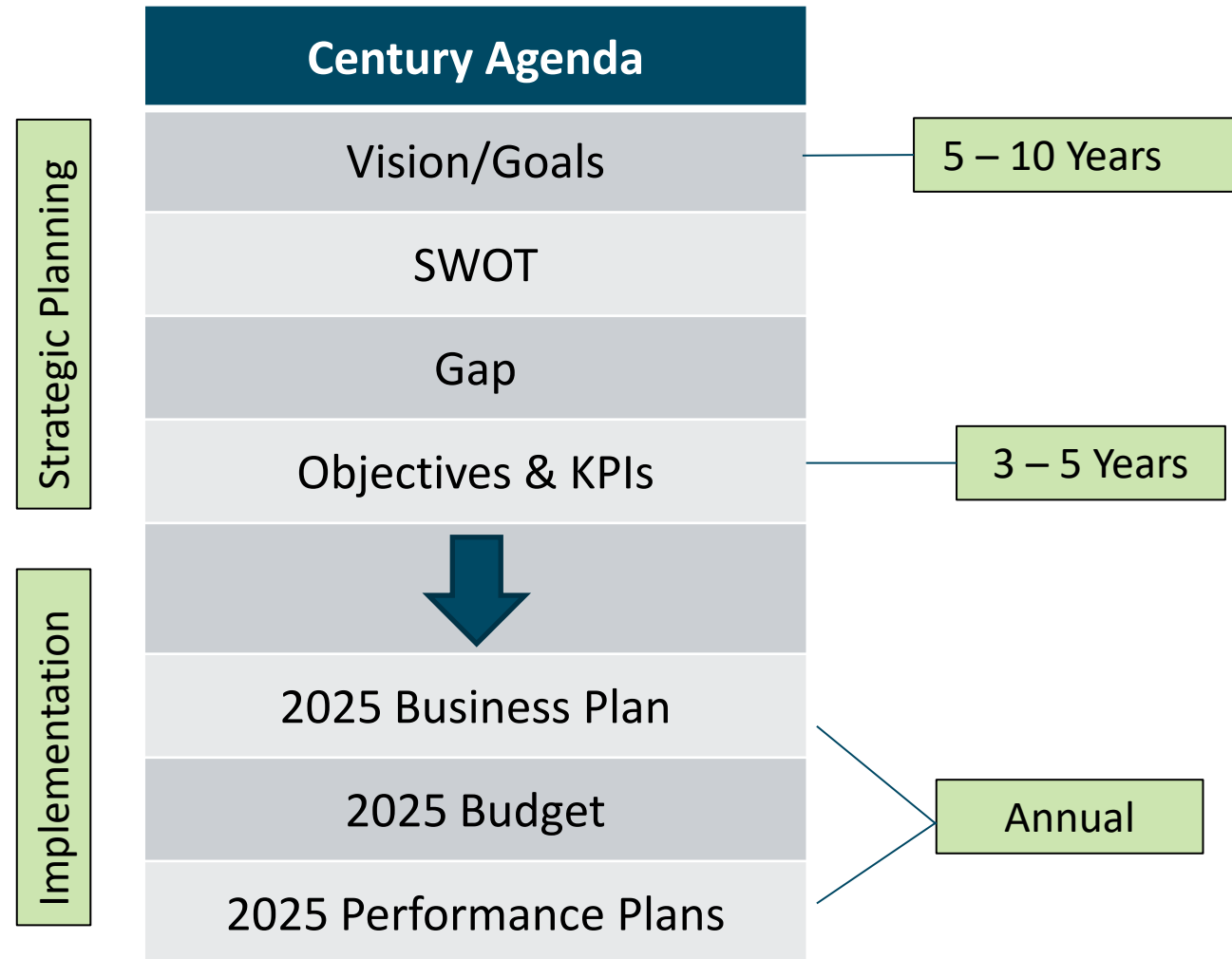
Widely embraced throughout the Port, Directors and Managers ensure vertical alignment of their operations and initiatives under the CA.

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.



# Strategy to Budget Process



# SEA: Mission and Vision

## SEA 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.

## SEA VISION

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

# SWOT Profile

## Strengths:

- New Facilities: International Arrivals Facility and North Satellite Gates
- Employees' ability to adapt and innovate
- SEA Brand, customer-focused culture

## Opportunities:

- Regional economy, demand for travel
- Emerging technologies to enhance customer experience
- Growth through AAG alliance with **Oneworld**
- Community priorities

## Weaknesses:

- Increasing airport cost to airlines/tenants
- Project construction impacts
- Capital program affordability; resources to deliver
- Staffing challenges

## Threats:

- Cyber attacks
- High inflation, risk of recession, volatile construction market, supply chains, increasing costs
- Delay on Sustainable Airport Master Plan environmental review



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- The logo is a circular gold emblem with a white border. At the top, there are four black five-pointed stars arranged in a slight arc. Below the stars, the text "4 STAR AIRPORT" is written in a bold, black, sans-serif font. Underneath that, the word "SKYTRAX" is written in a large, stylized, silver-colored font with a 3D effect. At the bottom of the emblem is a silver-colored graphic consisting of a central circle with three horizontal lines extending from each side, resembling a stylized wing or a propeller.

# Setting Aviation Division Priorities for 2025

- **Reviewed and updated for each of five focus areas:**
  - Vision and long-term goals
  - 2025 Objectives
- **Set priorities for 2025:**
  - Must Do/Regulatory
  - Wildly Important Goals (WIGs)
  - Pretty Important Goals (PIGs)



# Mandatory/Regulatory

**Health & Safety** – Zero Major, intermediate, or repeat Part 139 discrepancies

## **Security**

- Meet TSA Cyber Security Regulations
- Use AI integrated camera technology to mitigate risk for Piggy backing (SecOps)

**Community** – XX% completion, 2014 approved Part 150 noise remedy program, by end of Q4

## **Environment & Sustainability**

- **Environmental Review:** Obtain SAMP NTP NEPA EA and SEPA EIS Records of Decisions
- **Flight Corridor:** Meet 2019 Phase 1 and 2 SEPA compliance obligations by conducting plantings and invasive removal by Q4
- **Stormwater:** Meet or exceed agency requirements for stormwater leaving Port-owned or operated facilities

# Wildly Important Goals (WIGS)

**Health & Safety** – Achieve 5% reduction from the previous year in SMS major incident rate

**Employee Engagement** – Maintain 75% or higher in positive agreement in the 2025 Employee Engagement Survey

**Innovation & Operational Efficiencies** – 80% of people experience a TSA wait under 30 minutes

**Customer Experience** – Maintain Skytrax 4 Star - 2025

**Financial** – Achieve debt service coverage >1.4x

# Pretty Important Goals (PIGS)

## Health, Safety & Security

- Analyze feasibility of enhanced biometrics
- Initiate off property security access control program

## Employee Engagement

- Develop facility standards (office, breakrooms, restrooms)
- Create staff reward program for Innovation

## Sustainability, Community & Environment (Economic Opportunity; Social Responsibility; Environment)

- Conduct outreach events for WMBE firms by end of Q4
- Waste Reduction: Implement recommendations from Solid Waste Management Plan (5-year plan)

## Customer Experience (Passengers & Tenants; Operational Excellence & Efficiencies)

- Improve airport information delivery through multi-language access tools and remote interpretation for deaf travelers by Q4
- Test/Pilot 3 Innovation opportunities for Safety, Customer Service, Operations, Maintenance or Sustainability in 2025

## Financial Stewardship & Asset Management

- Achieve 75% of Capital Program schedule milestones in 2025 AV Business Plan Objectives and Actions
- Achieve 75% of planned expenditures for all CIP projects



# 2025 PRELIMINARY BUDGET OVERVIEW

# 2025 Aviation Division Preliminary Budget Context

- Passenger volume exceeds 2019 passenger level
- Non-Aeronautical revenues strong – 36% above 2019 level (pre-pandemic high)
- Planning for major capital program for next 5 – 10 years, so must increase capital capacity (how much we can afford):
  - Manage growth of costs
  - Consistently grow non-aeronautical revenues
- High inflation, baseline costs (payroll especially) growing

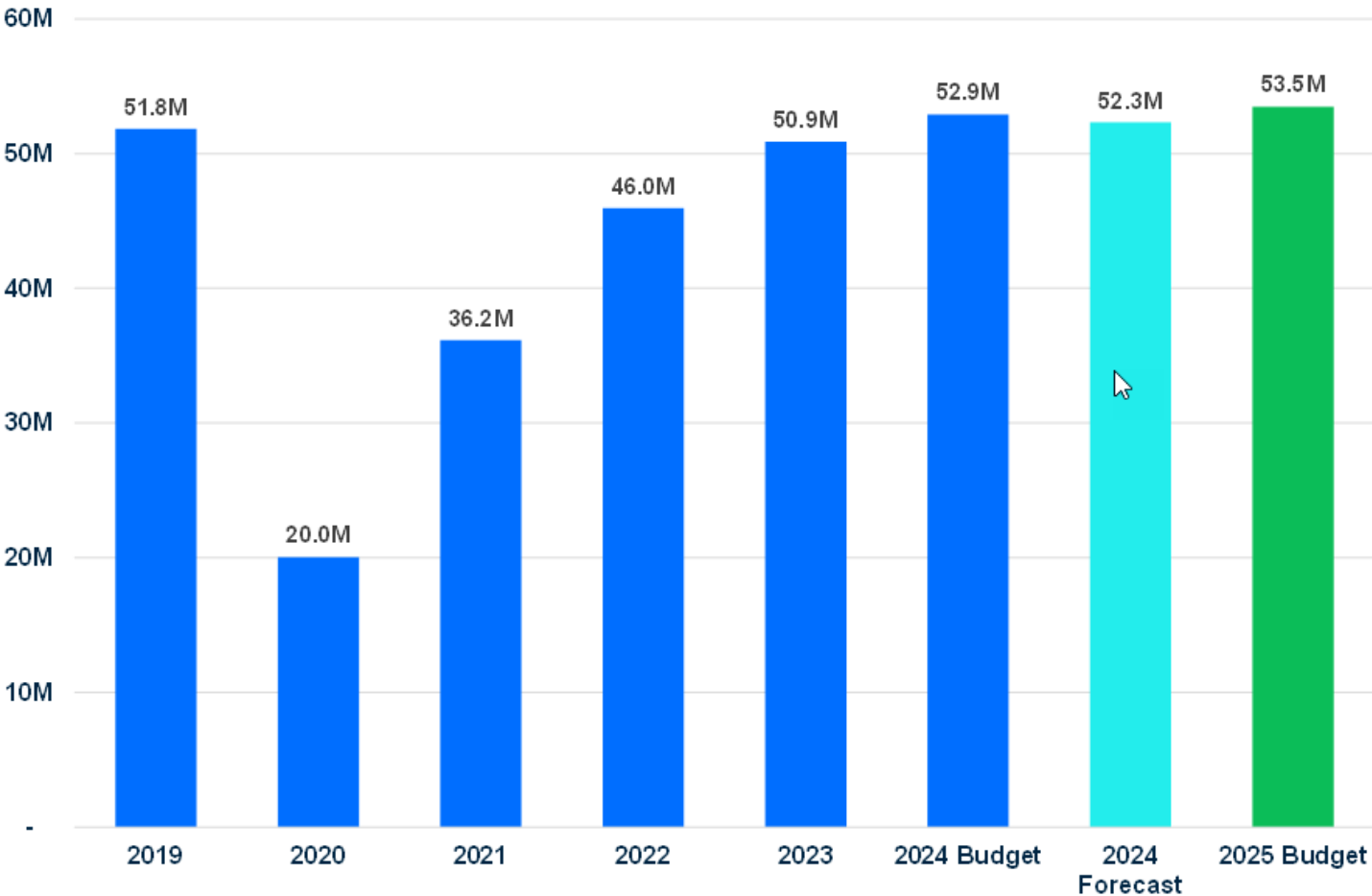
# 2025 Operating Budget Uncertainties/Risks

- Slowing economic growth
- Aviation Division Preliminary Budget:
  - Payroll vacancy rate of 5%
  - Medical benefit rate increases
  - HR compensation project not yet complete, impact estimated
  - Potential new air service incentives
  - Potential impacts of PFAS
  - Environmental remediation liability costs
  - Snow event(s)
  - Impacts of cyber incident



# Passenger Recovery Forecast

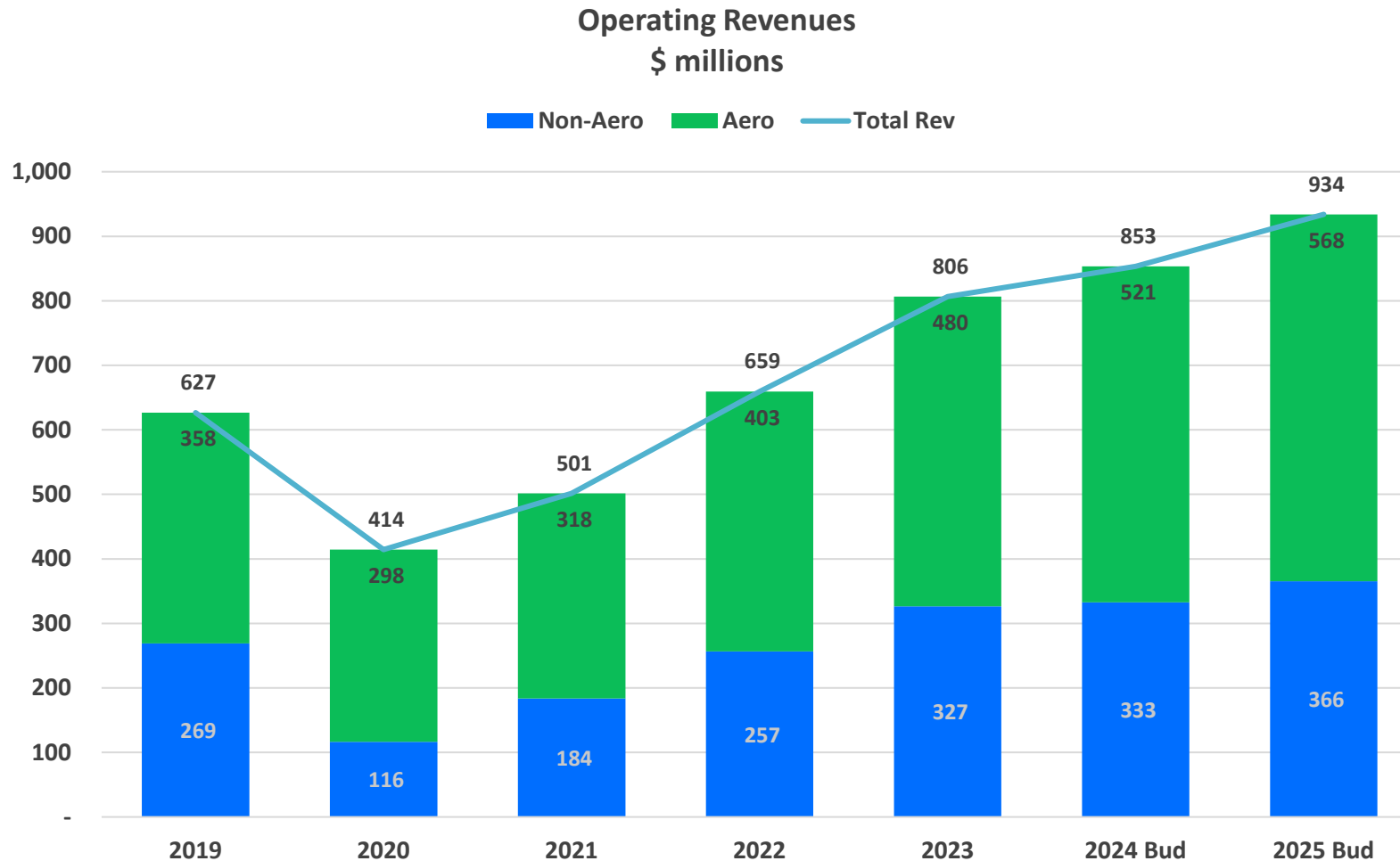
Passengers 2019 - 2026  
In millions



	Annual Change	Vs. 2019
2020	-61.3%	-61.3%
2021	80.4%	-30.2%
2022	27.1%	-11.3%
2023	10.7%	-1.8%
2024 F	2.8%	0.9%
2025 B	2.2%	3.2%

2025 Budget is expected to be 3.2% above 2019 passenger level.

# Strong Operating Revenue Recovery

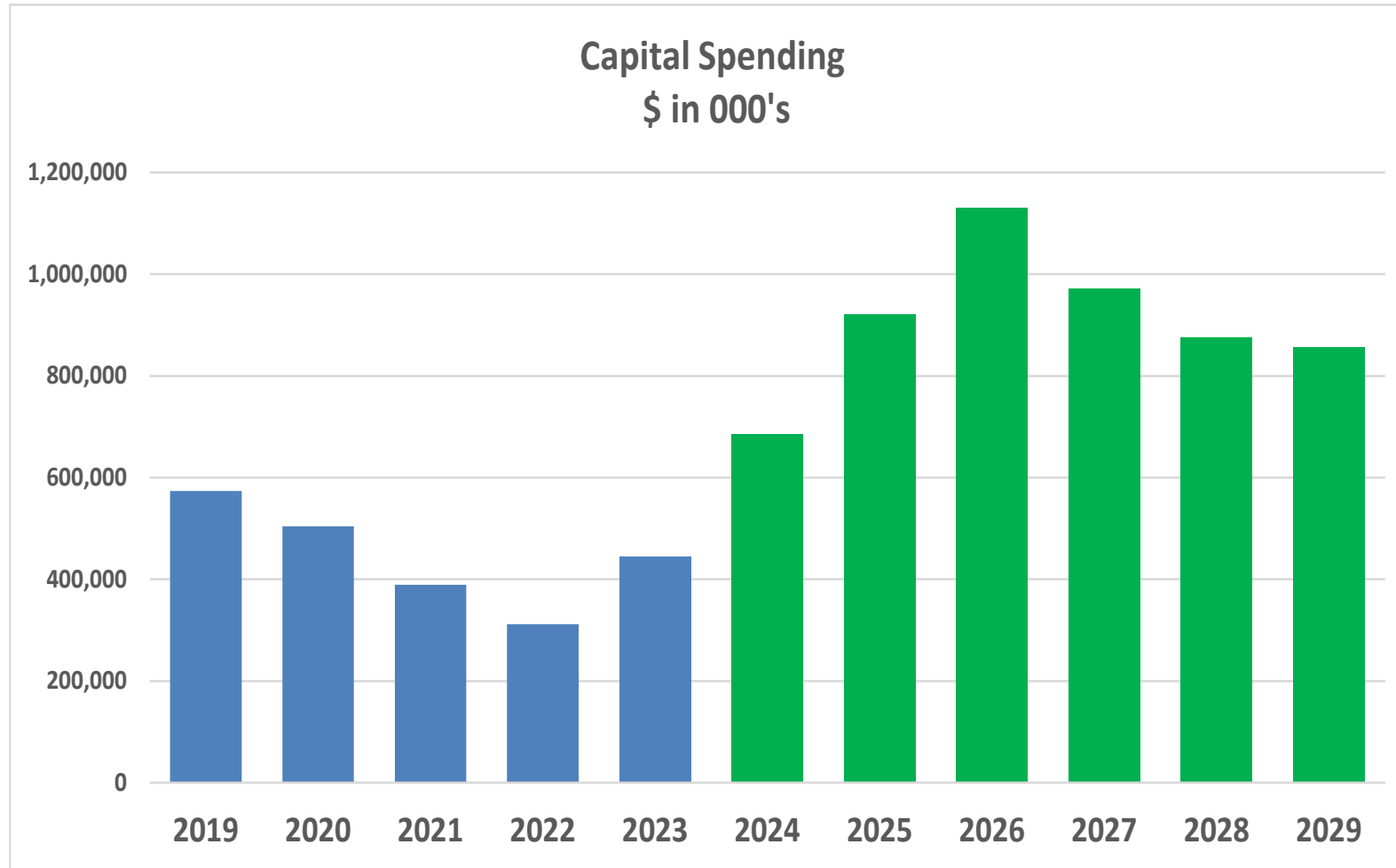


## 2025 Revenues:

- 9.4% above 2024 Budget
- 36% above 2019 Actuals
- Non-Aero revenue growing 10% compared to 2024 Budget
- Aero revenues are primarily cost recovery: costs are rising, and grant offsets are declining

*Revenues and Expenses calculated using manual allocation methods due to Financial System Outage.  
2025 Budget numbers provided are the best estimate and will be adjusted when system access restored.*

# Preparing for Major Growth of Capital Program



- 2026 would be highest annual spending ever
- 2025 Operating budget will add resources to effectively plan and deliver growing capital program
- Forecast includes Sustainable Airport Master Plan (SAMP) Preliminary Planning & Design for \$290M.



# Budget Summary and Key Indicators

Budget Summary (\$ in 000's)	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Proposed Budget	Incr (Decr) Change from 2024 \$ %	
<b>Operating Revenue</b>							
Aeronautical Revenues	317,513	402,540	479,697	520,600	568,372	47,772	9.2%
Non-Aeronautical Revenues	183,819	256,613	326,592	332,713	365,570	32,857	9.9%
<b>Total Operating Revenues</b>	<b>501,332</b>	<b>659,153</b>	<b>806,289</b>	<b>853,313</b>	<b>933,942</b>	<b>80,629</b>	<b>9.4%</b>
<b>Total Operating Expenses</b>	<b>341,679</b>	<b>394,990</b>	<b>468,932</b>	<b>495,724</b>	<b>562,571</b>	66,847	<b>13.5%</b>
<b>Net Operating Income</b>	<b>159,652</b>	<b>264,163</b>	<b>337,358</b>	<b>357,589</b>	<b>371,370</b>	<b>13,782</b>	<b>3.9%</b>
Debt Service Coverage	1.69	2.64	2.64	1.88	1.82	(0.06)	-3.2%
ADF Cash Balance - Months of O&M	12	14	14	17	18	1	5.9%
CPE	15.93	16.09	17.52	18.31	19.57	1.26	6.9%
Non-Aero NOI (\$ in 000s)	93,175	135,483	189,063	179,075	174,689	(4,385)	-2.4%
Enplaned passengers (in 000s)	18,073	22,966	22,966	26,457	26,737	280	1.1%
<b>Capital Expenditures (in 000s)</b>	<b>389,051</b>	<b>311,631</b>	<b>311,631</b>	<b>717,598</b>	<b>920,089</b>	<b>202,491</b>	<b>28.2%</b>

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# 2025 PRELIMINARY OPERATING BUDGET

# Total Airport Expense Summary

Total Airport Expense Summary	2021	2022	2023	2024	2025	Incr (Decr)	
(\$ in 000's)	Actual	Actual	Actual	Budget	Proposed Budget	Change from 2024	
						\$	%
<b>Operating Expenses</b>							
Payroll (excludes Pension Credit)	157,207	168,388	193,126	210,529	232,069	21,541	10.2%
Outside Services	62,382	75,064	87,450	126,842	134,358	7,516	5.9%
Utilities	20,175	22,880	23,285	23,938	26,966	3,028	12.7%
Charges to Capital	(22,399)	(20,460)	(24,378)	(48,627)	(40,184)	8,443	-17.4%
Other Expenses	23,918	35,602	42,037	39,226	51,834	12,608	32.1%
<b>Total Airport Direct Charges</b>	<b>241,284</b>	<b>281,474</b>	<b>321,521</b>	<b>351,908</b>	<b>405,043</b>	<b>53,135</b>	<b>15.1%</b>
Environmental Remediation Liability	1,583	(1,274)	13,017	157	639	482	307.0%
Airline Realignment	-	636	(86)	46	-	(46)	-100.0%
Capital to Expense	1,254	2,356	480	-	-	-	
<b>Total Exceptions</b>	<b>2,837</b>	<b>1,718</b>	<b>13,411</b>	<b>203</b>	<b>639</b>	<b>436</b>	<b>215.2%</b>
<b>Total Airport Expenses</b>	<b>244,121</b>	<b>283,191</b>	<b>334,931</b>	<b>352,111</b>	<b>405,682</b>	<b>53,572</b>	<b>15.2%</b>
Corporate	71,550	80,452	95,740	103,294	113,085	9,791	9.5%
Police	23,473	27,660	33,750	34,019	37,185	3,166	9.3%
Maritime/Economic Development/Other	2,536	3,687	4,510	6,301	6,620	319	5.1%
<b>Total Charges from Other Divisions</b>	<b>97,558</b>	<b>111,799</b>	<b>134,000</b>	<b>143,614</b>	<b>156,889</b>	<b>13,275</b>	<b>9.2%</b>
<b>Total Operating Expenses (Before Pension Credit)</b>	<b>341,679</b>	<b>394,990</b>	<b>468,932</b>	<b>495,724</b>	<b>562,571</b>	<b>66,847</b>	<b>13.5%</b>
Reduced by Pension Credit	(47,462)	(12,286)	(23,572)	-	-	-	
<b>Total Operating Expenses (After Pension Credit)</b>	<b>294,217</b>	<b>382,704</b>	<b>445,360</b>	<b>495,724</b>	<b>562,571</b>	<b>66,847</b>	<b>13.5%</b>

2025 Budget Expenses are calculated using manual allocation methods due to Financial System Outage.  
2025 Budget numbers provided are the best estimate and will be adjusted when system access restored.

## Payroll Expense:

- 5%\* Represented staff contract increases placeholder
- 5% Non-represented staff average COLA/PFP
- 5% payroll vacancy
- \$3.6M pay equity preliminary estimate
- 64.4 new FTEs

## Non-payroll Expense

- Other expenses related to Capital Projects
- Contractual increases

*Charges from Maritime/Economic Development/Other include the airport's pro rata share of Pier 69 Facility Costs allocated to Port Operating Divisions.*

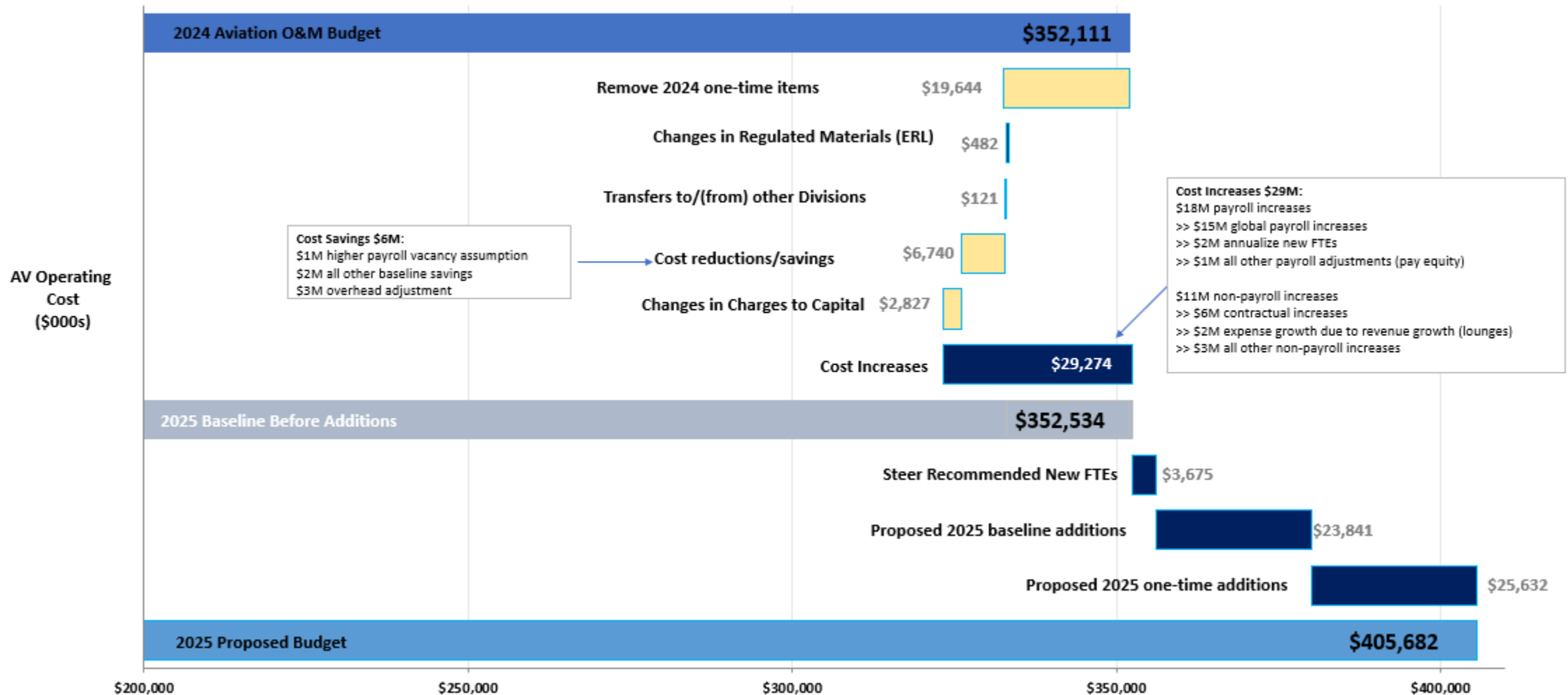
*Represented Wage increases will vary depending on final contract language. Several contracts impacting 2025 wage increases remain open as of this budget briefing.*

# Proposed Aviation Operating Expense Budget Summary

<b>2024 Approved Budget</b>	<b>352,111</b>	
<i>Remove 2024 One-time budget items</i>	<i>(19,644)</i>	
<i>Cost reductions &amp; Charges to Capital</i>	<i>(9,688)</i>	
<i>Cost increases &amp; Change in ERL</i>	<i>29,756</i>	
<b>2025 Baseline</b>	<b>352,534</b>	<b>&lt; 1%</b>
<i>Proposed budget requests</i>	<i>28,361</i>	
<b>Subtotal</b>	<b>380,895</b>	<b>8%</b>
<i>Commission Priorities &amp; Potential New Initiatives (excludes Noise Reinsulating categorized as non-operating expense)</i>	<i>24,787</i>	
<b>2025 Proposed Budget</b>	<b>405,682</b>	<b>15%</b>



# Aviation Operating Expense Budget Changes



Note: Aviation division **Org Basis** – this chart does not include direct charges or allocations from other divisions.

# Budget Requests by Strategic Focus

Budget Request Category	# of Requests	2025 Budget Requests (\$ in thousands)			
		FTEs	Baseline	Non-Recurring	Total
Financial Stewardship & Asset Management	59	0.4	\$ 1,429	\$ 9,258	\$ 10,687
Sustainability & Community	16	-	223	5,333	5,556
Health, Safety, and Security (includes passengers)	36	-	3,096	3,190	6,285
Customer Experience	26	-	817	1,194	2,011
Employee Engagement	17	-	131	16	147
<b>Subtotal Total</b>	<b>79</b>	<b>0.4</b>	<b>\$ 5,696</b>	<b>\$ 18,990</b>	<b>\$ 24,686</b>
STEER 2025 Staffing Recommendations	39	39.0	3,489	186	3,675
Commission Priorities & Potential New Initiatives	26	25.0	18,145	6,643	24,787
<b>Total</b>	<b>118</b>	<b>39.4</b>	<b>\$ 9,185</b>	<b>\$ 19,176</b>	<b>\$ 53,148</b>

# Largest Approved Budget Requests

- Potential new real estate opportunities pending final Commission approval
- Community investments for noise attenuation by updating the Part 150 compatibility study and a sound insulation repair & replacement pilot program
- Sustainability projects for decarbonization, continuing the SAMP environmental review, and wastewater management compliance

Largest Approved Budget Request	Amount (\$ in 000s)
Potential New Real Estate Opportunities	\$ 18,666
Sound Insulation Repair & Replacement Pilot Program	\$ 4,000
Environmental Compliance	\$ 2,350
Onsite Consultants to Tenant Expense	\$ 2,000
Industrial Waste System (IWS) Flow Increase	\$ 1,600
Employee Parking Bus Drivers	\$ 1,515
Terminal Zone 1 Custodial Services Increase	\$ 1,500
Airport Noise Mitigation	\$ 1,500
Capital Programs Concept Development & Modeling	\$ 1,250
Central Mechanical Plant Decarbonization & Resiliency Study	\$ 1,000
Sustainable Airport Master Plan (SAMP) Environmental Review	\$ 1,000
DAAC (Daifuku Airport America Corporation) Baggage	\$ 800
New Air Service Incentive Program	\$ 775
Airport Childcare Initiative	\$ 550
Ramp Tower Incremental Funding	\$ 529

# Aviation Workforce Analysis

- In 2023 the Port of Seattle engaged Steer, a global management consulting firm, to conduct a Workforce Analysis of the Aviation Division.
- Steer, supported by Seattle-based consultants Onit, carried out the work between October 2023 and April 2024.
- Steer's findings are complete and have been presented to the Aviation Directors along with supporting documentation to assist with onward communication of the findings throughout Aviation.

# Approved New FTEs Summary

## Strategic FTE additions to achieve key initiatives

Department Name	Position Title	FTEs	2025 Budget Impact
Airfield Operations	Manager, Airport Ops (Technology & Training)	1	\$113,260
Airport Director's Office	Art Program Manager	1	113,260
AV Building Dept	Building Inspector/Plans Examiner	1	89,695
AV Business & Properties	Business Analyst, Technology	1	98,664
AV Commercial Management	Manager, Aviation Commercial Management Project Development	1	113,260
AV Facilities & Infrastructure	Architect	1	99,664
	Assist. Manager, Mechanical	1	122,736
	Engineer, Assets	1	98,664
	Engineer, Electrical	1	98,664
	Structural Engineering Manager	1	133,159
	Signage & Wayfinding Specialist	1	83,223
AV Security Administration	Manager, Public Safety & Security Program	1	113,260
Aviation Finance & Budget	Principal Financial Analyst	2	212,991
Aviation Planning	Senior Planner	1	98,664
Combined Communication	Assistant Manager, ACC	1	96,814
	Operations Controller, ACC	1	69,878
Customer Communications	AV Storytelling Video/Graphics	1	84,189
Customer Care	Volunteer Specialist	1	77,339
Electric & Electronic Sys	Automated Control Specialist	2	194,558
	Foremen, Electronic	2	208,135

### STEER Recommendations – approved 2024 Mid-Year Additions:

- Environmental Services & Sustainability - Climate Protection Specialist
- Facilities & Infrastructure - Fire Specialist

Department Name	Position Title	FTEs	2025 Budget Impact
Facility, Fleet, Sys & Grounds	Laborer Group 3	3	238,742
Fire Dept	Firefighter A	2	188,048
Innovation	Business Analyst	1	98,664
Janitorial Services	AVM FSCM Assistant Manager	1	89,695
	AVM FSCM Program Manager	1	104,646
Landside Operations	Landside Business Analyst	1	77,339
	Landside Supervisor (Parking)	1	96,814
Maintenance Asset Mgt & Logistics	AVM Inventory Specialist	1	64,543
	AVM Inventory Specialist	1	64,543
	AVM Senior Systems Analyst	1	98,664
	BIM Analyst	1	99,664
	Sr. Admin Assistant	1	77,339
Program Controls	Business Analyst, Technology	1	98,664
Subtotal STEER: 39 FTEs			\$3,717,442
Landside Operations	Landside Supervisors	3	407,796
	Landside Assistant Manager	1	147,740
	Bus Drivers	20	1,515,097
	Landside Senior Admin	1	106,668
Subtotal Potential New Initiatives: 25.0 FTEs			\$2,177,476
Ground Transportation	Cruise Transportation Coordinators	0.4	48,175
Other: 0.4 FTEs			\$48,175
GRAND TOTAL: 64.4 FTEs			\$5,942,918



# Aeronautical NOI

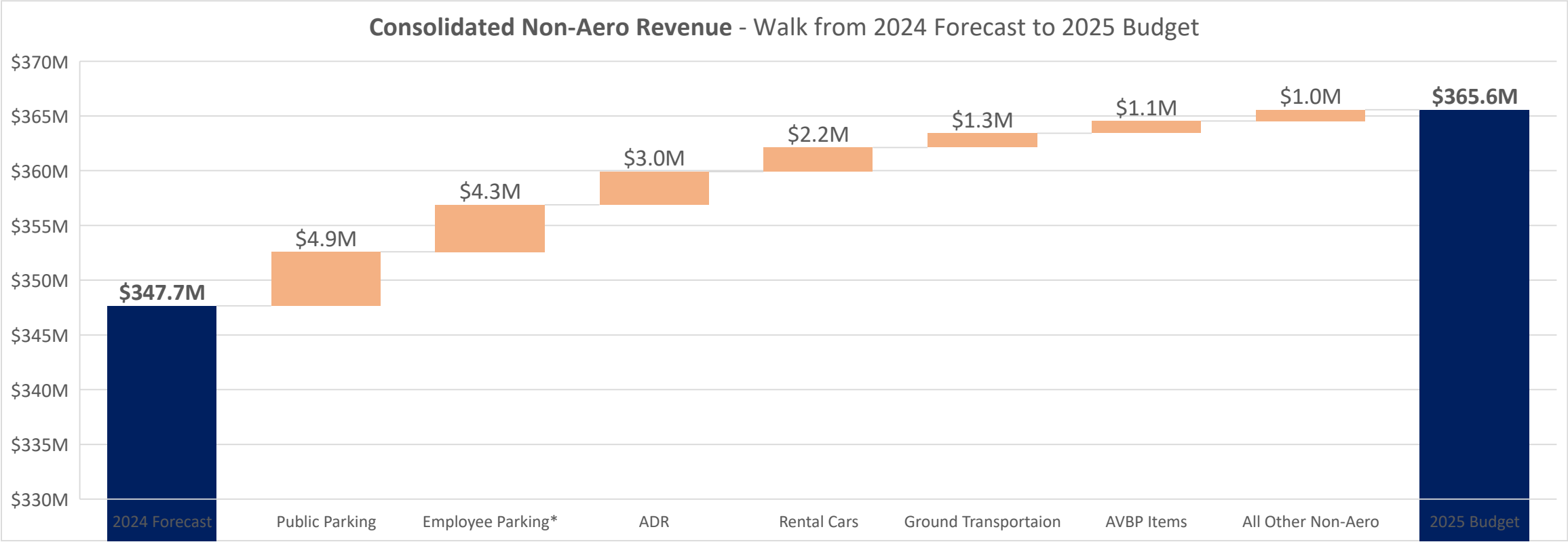
Aeronautical NOI	2021	2022	2023	2024	2025	Incr (Decr)	
(\$ in 000's)	Actual	Actual	Actual	Budget	Budget	Change from 2024	
						\$	%
<b>Rate Base Revenues</b>							
Airfield Movement Area	88,061	118,240	142,797	153,782	167,627	13,845	9.0%
Airfield Apron Area	17,146	17,211	26,118	31,816	35,651	3,835	12.1%
Terminal Rents	184,625	220,399	251,892	274,654	288,047	13,392	4.9%
Federal Inspection Services (FIS)	10,978	29,347	41,214	41,326	50,910	9,584	23.2%
<b>Total Rate Base Revenues</b>	<b>300,810</b>	<b>385,197</b>	<b>462,020</b>	<b>501,578</b>	<b>542,234</b>	<b>40,656</b>	<b>8.1%</b>
Airfield Commercial Area	16,702	17,343	17,677	19,022	26,137	7,116	37.4%
<b>Subtotal before Revenue Sharing</b>	<b>317,513</b>	<b>402,541</b>	<b>479,697</b>	<b>520,600</b>	<b>568,372</b>	<b>47,772</b>	<b>9.2%</b>
<b>Total Aeronautical Revenues</b>	<b>317,513</b>	<b>402,541</b>	<b>479,697</b>	<b>520,600</b>	<b>568,372</b>	<b>47,772</b>	<b>9.2%</b>
<b>Total Aeronautical Expenses</b>	<b>203,573</b>	<b>261,574</b>	<b>308,162</b>	<b>342,086</b>	<b>365,579</b>	<b>23,494</b>	<b>6.9%</b>
<b>Aeronautical NOI</b>	<b>113,940</b>	<b>140,967</b>	<b>171,535</b>	<b>178,514</b>	<b>202,792</b>	<b>24,278</b>	<b>13.6%</b>
Debt Service	(80,554)	(101,159)	(144,395)	(154,613)	(179,527)	(24,915)	16.1%
<b>Net Cash Flow</b>	<b>33,385</b>	<b>39,808</b>	<b>27,140</b>	<b>23,902</b>	<b>23,265</b>	<b>(637)</b>	<b>-2.7%</b>

*Revenues and Expenses calculated using manual allocation methods due to Financial System Outage.  
2025 Budget numbers provided are the best estimate and will be adjusted when system access restored.*

# Non-Aeronautical Revenue

Non-Aeronautical NOI	2019	2023	2024	2024	2025	Incr (Decr) Change from 2024 Forecast		Incr (Decr) Change from 2024 Budget		Incr (Decr) Change from 2019 Actuals	
(\$ in 000's)	Actual	Actual	Budget	Forecast	Budget	\$	%	\$	%	\$	%
<b>Non-Aeronautical Revenues</b>											
Public Parking	82,125	110,990	111,036	118,022	122,956	4,934	4.2%	11,920	10.7%	40,832	49.7%
Rental Cars	52,567	63,460	61,599	65,008	67,197	2,189	3.4%	5,598	9.1%	14,630	27.8%
Ground Transportation	20,765	24,878	25,333	24,657	25,962	1,305	5.3%	629	2.5%	5,197	25.0%
Employee Parking	10,438	10,574	11,656	11,051	15,350	4,299	38.9%	3,694	31.7%	4,913	47.1%
<b>Landside Total</b>	<b>165,894</b>	<b>209,902</b>	<b>209,625</b>	<b>218,738</b>	<b>231,466</b>	<b>12,728</b>	<b>5.8%</b>	<b>21,840</b>	<b>10.4%</b>	<b>65,571</b>	<b>39.5%</b>
Commercial Properties	15,773	20,370	20,496	20,724	21,574	850	4.1%	1,079	5.3%	5,802	36.8%
Non-Airline Terminal Leased Space	6,398	8,294	6,756	7,693	7,778	85	1.1%	1,022	15.1%	1,380	21.6%
Clubs and Lounges	10,274	11,710	12,024	15,685	15,868	183	1.2%	3,844	32.0%	5,594	54.5%
<b>AV Properties Total</b>	<b>32,444</b>	<b>40,374</b>	<b>39,275</b>	<b>44,102</b>	<b>45,220</b>	<b>1,118</b>	<b>2.5%</b>	<b>5,945</b>	<b>15.1%</b>	<b>12,776</b>	<b>39.4%</b>
Airport Dining & Retail	61,615	65,952	71,332	73,202	77,353	4,151	5.7%	6,022	8.4%	15,739	25.5%
Tenant Marketing	1,273	1,532	1,808	902	-	(902)	-100.0%	(1,808)	-100.0%	(1,273)	-100.0%
AOB Conference Center	462	185	203	237	280	43	18.1%	77	37.9%	(182)	-39.4%
<b>Commercial Management Total</b>	<b>63,350</b>	<b>67,670</b>	<b>73,343</b>	<b>74,341</b>	<b>77,633</b>	<b>3,292</b>	<b>4.4%</b>	<b>4,290</b>	<b>5.8%</b>	<b>14,283</b>	<b>22.5%</b>
Utilities	7,431	8,666	10,089	10,089	10,870	781	7.7%	781	7.7%	3,439	46.3%
Other	(82)	(20)	381	381	381	0	0.0%	0	0.0%	463	-563.8%
<b>Total Non-Aeronautical Revenues</b>	<b>269,037</b>	<b>326,592</b>	<b>332,713</b>	<b>347,651</b>	<b>365,570</b>	<b>17,919</b>	<b>5.2%</b>	<b>32,857</b>	<b>9.9%</b>	<b>96,533</b>	<b>35.9%</b>

# Non-Aero Revenue Walk to 2025 Budget



2025 Total Non-Aero Revenues expected to grow by **\$17.9M / 5.2%** vs. the latest FY24 Forecast – and grow by **\$32.9M / 9.9%** vs. the 2024 Budget

- AVBP includes: Flight Kitchens, CLEAR, SEA Clubs & Lounges, and other non-aero lease agreements
- All Other includes: \$1.0M NOI-neutral tenant trash management revenue, AOB Conf Center, Tenant Marketing Fund, and Utilities (cost-recovery)

\*Employee Parking is cost-recovery, and will be finalized later in the budget process

# 2025 Proposed Public Parking Rate Increases

*Effective Jan 1, 2025*

Product	Type	Current Rate	New Rate	\$ Change	% Change	Net Revenue to Port
<b>General Parking</b> <i>(Floors 1-3, 5-8)</i>	Hourly	\$8	<b>\$8</b>	NC	NC	\$3.50
	Daily	\$37	<b>\$38</b>	\$1	2.7%	\$30.73
	Weekly	\$222	<b>\$266</b>	\$44	19.8%	\$237.62
<b>Reserved Parking</b> <i>(Floor 4)</i>	Hourly	\$10	<b>\$10</b>	NC	NC	\$5.32
	Daily	\$47	<b>\$48</b>	\$1	2.1%	\$39.80
	Weekly	\$329	<b>\$336</b>	\$7	2.1%	\$301.14
<b>Passport Parking</b> <i>(Floors 1-3, 5-8)</i>	Monthly	\$500	<b>\$550</b>	\$50	10%	\$495.34
<b>Passport Gold Parking</b> <i>(Floor 4)</i>	Monthly	\$1000	<b>\$1100</b>	\$100	10%	\$994.43

*SEA Parking rates are adjusted annually to maintain fair market rates and keep pace with inflation and local tax increases.*

*Rates are inclusive of all taxes and fees, including a City of SeaTac Commercial Parking Tax of \$4.14 per transaction and 10.2% WA State Sales Tax (Rates effective Jan 1, 2025).*

# Public Parking Rate Increase Summary

## Public Parking Garage

### Tariff Parking Rate Change Summary

General Parking (all other floors)	2007	2010	2017	2019	2022	2023	2024	2025
Hourly	\$ 2.00	\$ 3.00	\$ 4.00	\$ 5.00	\$ 6.00	\$ 8.00	\$ 8.00	\$ 8.00
Daily	\$ 26.00	\$ 28.00	\$ 30.00	\$ 32.00	\$ 34.00	\$ 37.00	\$ 37.00	\$ 38.00
Weekly	\$130.00	\$130.00	\$140.00	\$149.00	\$169.00	\$222.00	\$222.00	\$266.00
Hourly		50%	33%	25%	20%	33%	0%	0%
Daily		8%	7%	7%	6%	9%	0%	3%
Weekly		0%	8%	6%	13%	31%	0%	20%
Terminal Direct/Reserved (Floor 4)	2007	2010	2017	2019	2022	2023	2024*	2025
Hourly	\$ 4.00	\$ 4.00	\$ 5.00	\$ 6.00	\$ 7.00	\$ 10.00	N/A	N/A
Daily	\$ 35.00	\$ 35.00	\$ 37.00	\$ 39.00	\$ 42.00	\$ 47.00	\$ 47.00	\$ 48.00
Weekly	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
Daily		0%	6%	5%	8%	12%	0%	2%
Weekly								

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

# Rental Car CFC Rate Increase Summary

## **Rental Car CFC Rate Change Summary**

	2006		2009		2012		2021		2022		2023		2024		2025	
Daily CFC Rate	\$	4.00	\$	5.00	\$	6.00	\$	6.50	\$	7.00	\$	7.25	\$	7.50	\$	7.75
CFC Rate Increase %				25%		20%		8%		8%		4%		3%		3%

Planned annual CFC rate increases implemented beginning in 2022, support rental car facility capital projects and growth in CFC-eligible operating expenses.



# BUDGET POLICY CONSIDERATIONS

# 2025 Budget Policy Considerations

- **\$19M for Potential New Real Estate Opportunities**
  - Commissioner briefings on potential opportunities are scheduled in October
- **FIFA Club World Cup in 2025 (recent development)**
- **SEA FIFA World Cup in 2026**
  - \$250K for planning work at the airport in 2025
  - **Status of Checkpoint Lanes during World Cup**
    - **Increased Throughput:** Removing Automated Screening Lanes (ASLs) at Checkpoints (CKP) 2 and 3 has consistently improved throughput efficiency. We'll apply the same approach for the new CKP-1 and the remodel of CKP-5.
    - **Checkpoint 1 Update:** Instead of demolishing the existing CKP-1, it will remain, and a new CKP-1 will be added, providing 3 additional lanes ahead of the FIFA World Cup.
    - **Checkpoint 5 Design:** The redesign ensures visible lanes and a straight queue, further increasing overall throughput.
    - **TSA Canine Use:** Without ASLs, TSA canine units can be deployed universally, also enhancing throughput efficiency.

# 2025 Budget Policy Considerations (cont'd)

Budget Request	2025 Budget Requests (\$ in thousands)		
	Baseline	Non-Recurring	Total
Sound Insulation Repair & Replacement Pilot Program	-	4,000,000	4,000,000
Expense Components of Capital Improvement Projects	-	2,350,000	2,350,000
Part 150 Noise Compatibility Study	-	1,500,000	1,500,000
Sustainable Airport Master Plan (SAMP) Environmental Review	-	1,000,000	1,000,000
Central Mechanical Plant (CMP) Decarbonization & Resiliency Study	-	1,000,000	1,000,000
PFAS Industrial Waste Treatment Plant Source Reduction Pilot	-	450,000	450,000
PFAS Ongoing Investigations & AFFF Transition Support	-	400,000	400,000
National Pollutant Discharge Elimination System (NPDES) Permit Renewal Sampling & Support	-	215,000	215,000
Clean Building Performance Standard Compliance	-	200,000	200,000
Healthcare Benefits for SEA Employees Study & Report	-	200,000	200,000
Electric Vehicle (EV) Charging - Near/Mid-Term Implementation	-	150,000	150,000
SEA Climate Action Plan	-	50,000	50,000
Stormwater Programmatic Permitting	-	50,000	50,000
Stormwater Programmatic Planning for 6PPD-q	-	50,000	50,000
Greenhouse Gas Reporting Rule Compliance	23,000	-	23,000
<b>Total Sustainability &amp; Community</b>	<b>23,000</b>	<b>11,615,000</b>	<b>11,638,000</b>
Grant Offsets	-	(2,175,000)	(2,175,000)
<b>Sustainability &amp; Community net of Grants</b>	<b>23,000</b>	<b>9,440,000</b>	<b>9,463,000</b>

\$11.7M in Sustainability & Noise Program Requests Recommended

\$4M Sound Insulation Repair & Replacement Pilot Program funded by tax levy

Grants offset \$2.2M of Sustainability Projects

# 2025 Budget Policy Considerations (cont'd)

Year	Project	Funding Source	Amount
<b>Future Grants – Unobligated</b>			
2026	South Concourse Evolution Construction	BIL Formula	\$189.0M
2026	Airfield Pavement & Infrastructure Program (2026-2030)	AIP Entitlement	\$40.0M
<b>Subtotal</b>			<b>\$229.0M</b>
<b>Existing Grants – Obligated</b>			
2023	South Concourse Evolution Design	BIL Formula	\$31.5M
2021	Sound Mitigation Measures (Apartment Buildings, Place of Worship, Single Family Home)	AIP - Noise	\$28.8M
2022	Restroom Renovation Concourses B, C and D (Phase 5)	BIL ATP	\$10.0M
2023	Checkpoint 1 Relocation	BIL ATP	\$13.8M
2023	Widen Airport Arrivals Drive	AIP Entitlement / BIL ATP	\$25.6M
2023	Snow Removal Equipment	AIP Entitlement	\$4.0M
2024	Part 150 Study	AIP Noise	\$5.7M
2024	Central Mechanical Plant Study	AIP Supplemental	\$0.9M
2024	PFAS Pilot Program	AIP Supplemental	\$0.5M
<b>Subtotal</b>			<b>\$120.8M</b>
<b>Total</b>			<b>\$349.8M</b>

- **\$229M** in *future* federal grants for 2 projects in 2026
  - 2024 Presidential election outcome may impact future grant opportunities
- **\$121M** in *existing* federal grants for 9 Aviation projects between 2021-2024

# Commission 2025 Budget Priorities

**\$88K for Anti-Human Trafficking** – To complete the Port’s 3-year anti-human trafficking campaign efforts. The airport’s share of the Port-wide costs is \$38K. Maritime and Corporate’s share is \$25K each.

**\$550K for Childcare Implementation** – To implement recommendations from the 2024 childcare study.

**\$850K for PFAS** – To evaluate technologies to address and/or reduce PFAS in IWS flows (\$450K). To perform PFAS ongoing investigations and provide aqueous film forming foams transition support (\$400K).

**Title VI Policy and Project Support** – Aviation Division will utilize existing staff to support this work at the airport. Aviation will collaborate with the proposed new Civil Rights Program Manager FTE in OEDI for 2025.



# Commission 2025 Budget Priorities (cont'd)

## **\$200K for Healthcare Benefits for SEA Employees Study & Report**

— Engage consultant and conduct study to determine whether healthcare benefits for employees would benefit SEA business outcomes around safety improvements, worker retention, operations efficiencies, and customer satisfaction.

**\$631K for SEA Moves** — To implement an external-facing SEA employee transportation resource and benefits program by forming a Transportation Management Association (TMA).

**\$500K for Transit Pass Program** — A pilot transit pass program for SEA employees in 2025 as part of the TMA.

**Child Protection Seat/Infant Docking Station** — Aviation Division will try to have the seats installed at the airport by the end of 2024.

**Period Products** — Aviation Division will complete the installation of the hygiene product dispensers in the restrooms at the airport in late 2024.





# EQUITY IN SPENDING

# Equity Spending Highlights

## New Equity Spending in 2025 Budget:

- \$550K - Airport Childcare Initiative
- \$200K - Healthcare Benefits for SEA Employees Study & Report

# 2025 – 2029 PRELIMINARY CAPITAL FORECAST

# Aviation Capital Program Objectives

- **Provide facilities to meet or exceed the Strategic & Business Plan objectives**
  - 5-Star Skytrax Rating and top 25 Airport Service Quality (ASQ)
  - 80% of people experience a TSA line wait under 30 minutes
  - 45 minutes processing time for international arrivals
  - 75 minutes Minimum Connect Time (MCT)
  - Leader in Accessibility
  - Greenest Airport

## **Example Projects:**

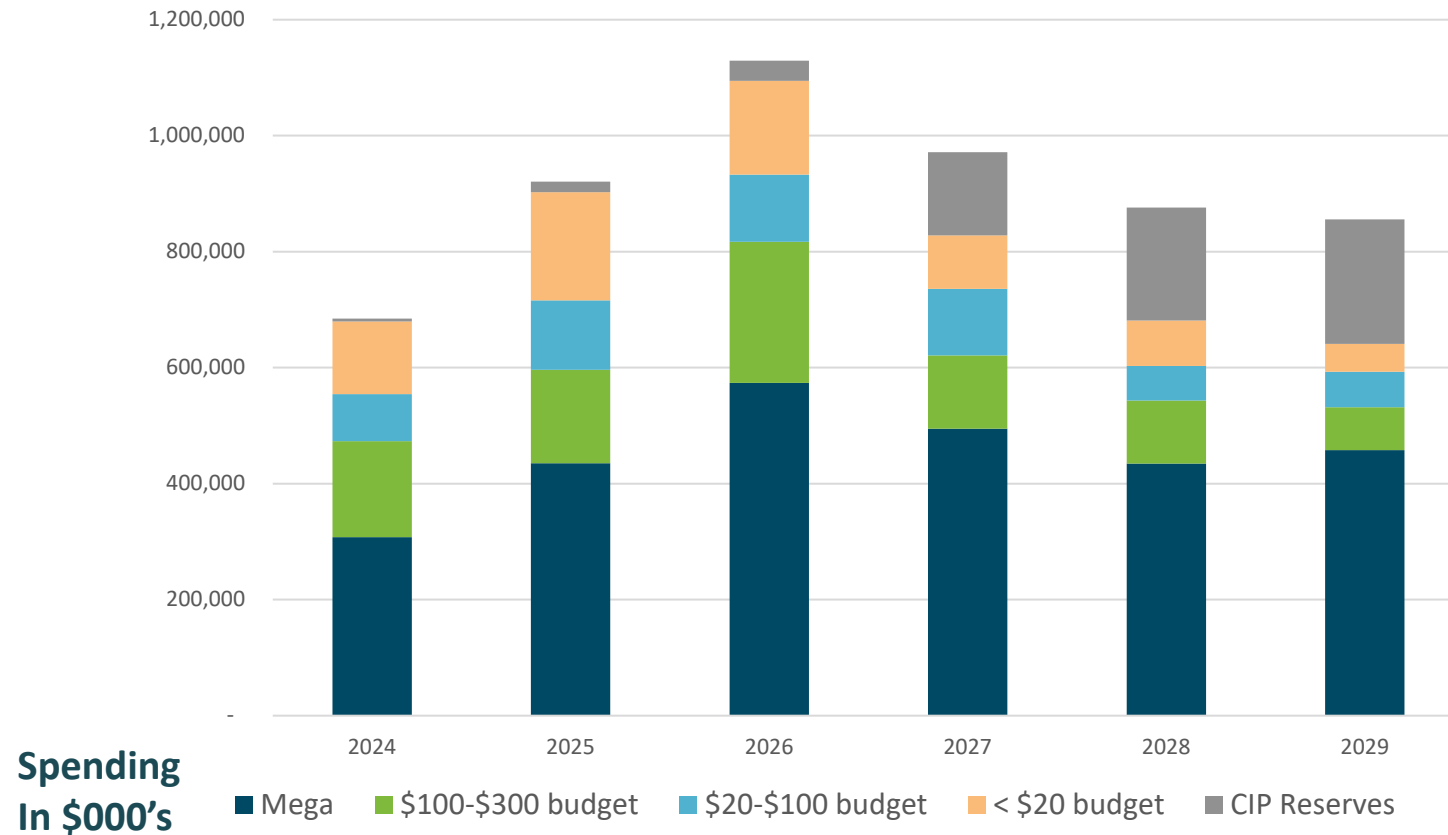
- *SEA Gateway/North Main Terminal Redevelopment Program*
- *C Concourse Expansion*
- *Baggage Optimization*

# 2025 – 2029 Preliminary Capital Forecast

	Cash Flows (Figures in \$000s)						
	2024	2025	2026	2027	2028	2029	2025 - 29 TOTAL
<b>Mega Projects</b>							
S Concourse Evolution	25,407	114,775	168,628	180,043	178,273	226,317	868,035
Baggage Optimization	58,942	74,655	90,351	103,540	107,184	83,099	458,829
SEA Gateway	159,612	156,409	80,829	49,916	-	-	287,153
C Concourse Expansion	62,238	142,789	110,285	20,394	-	-	273,467
Main Terminal Improvement	1,242	7,831	13,542	12,953	70,792	72,837	177,955
<b>Subtotal - Mega Projects</b>	<b>307,440</b>	<b>496,458</b>	<b>463,635</b>	<b>366,845</b>	<b>356,249</b>	<b>382,253</b>	<b>2,065,440</b>
Other Capital Projects	362,945	540,037	452,142	243,002	162,009	107,208	1,504,398
SAMP Preliminary Planning / Design	21	6,717	36,000	53,500	77,500	72,500	246,217
Proposed New Projects	14,692	29,733	84,847	83,175	85,344	78,961	362,060
CIPs Reserves	-	15,000	26,000	124,638	195,000	215,000	575,638
<b>Subtotal</b>	<b>377,658</b>	<b>591,486</b>	<b>598,989</b>	<b>504,315</b>	<b>519,853</b>	<b>473,669</b>	<b>2,688,312</b>
CIP Cashflow Adj Reserve	-	(166,955)	66,782	100,173	-	-	-
<b>Total Proposed CIP</b>	<b>685,098</b>	<b>920,989</b>	<b>1,129,406</b>	<b>971,333</b>	<b>876,102</b>	<b>855,922</b>	<b>4,753,752</b>

- Proposing 11 new projects totaling \$362M spending from 2025 through 2029
- CIP Reserve CIPs including Utility allowance represent around 12% of five-year capital forecast
- CIP cash flow adjustment reserve to adjust 2025 cash flows
- Excludes other divisions' projects funded by the airport

# Major Projects Drive Capital Program



## Mega projects 2025 – 2029:

- Baggage Optimization
- C Concourse Expansion\*
- SEA Gateway\*
- S Concourse Evolution
- 2026-2030 Airfield Pavement
- Main Terminal Renovation

**Total spending for  
2025 – 2029 = \$4.7 billion**

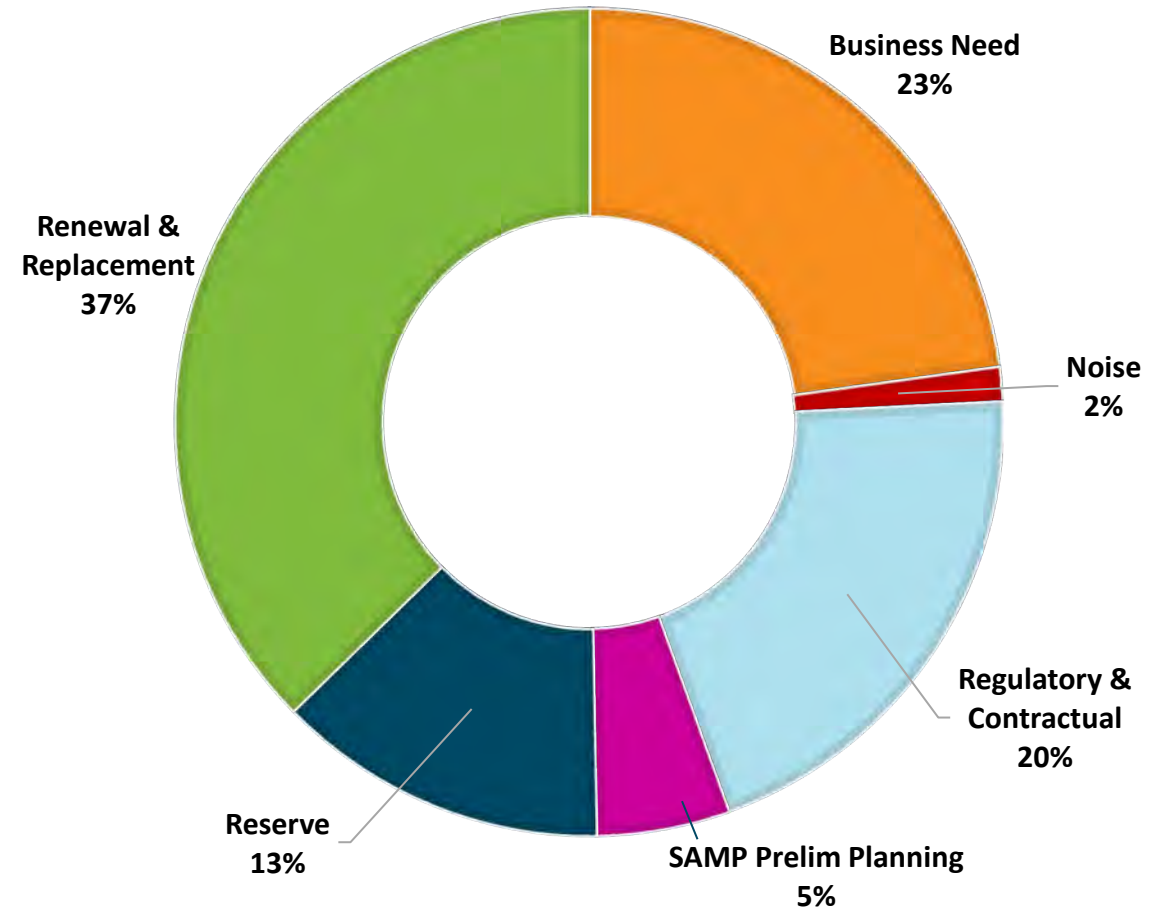
*\*Mega projects completed prior to  
the FIFA World Cup in 2026*

Spending forecast includes Sustainable Airport Master Plan Preliminary Planning & Design for \$246M.  
Excludes other divisions' projects funded by the airport

# 2025 – 2029 Preliminary Capital Forecast

## Category Breakdowns

Category	Number of Projects	Total 5-year Cash Flow
Regulatory & Contractual	26	\$964M
Renewal & Replacement	67	\$1.8B
Business Needs	66	\$1.1B
Noise	5	\$64M
SAMP Design Pre-approval in SLOA Agreement	6	\$246M
Reserves & Allowances	12	\$615M
<b>TOTAL</b>	<b>182</b>	<b>\$4.7B</b>



Excludes other divisions' projects funded by the airport



# Summary of Proposed New Projects

Justification	Category	CIP	Description	Cost Estimate	Cash Flows (Figures in \$000s)						
					2024	2025	2026	2027	2028	2029	2025-2029 Total
Asset Stewardship	Renewal Replacement	C801379	2026-2030 Airfield Pavements	390,000	109	17,527	76,108	76,845	78,547	75,807	324,834
Business Need	Business Need	C801427	Terminal ADR Shell & Core Renov	10,200	60	1,495	1,455	2,239	2,777	2,174	10,140
Regulatory	Regulatory	C801422	Elevator Lobby 2 Way Communications	9,952	-	170	1,482	3,300	4,020	980	9,952
Asset Stewardship	Renewal Replacement	C801377	STS Replacement	9,000	315	6,300	2,362	-	-	-	8,662
Regulatory	Regulatory	C801420	ASL replacement	8,250	6,076	63	-	-	-	-	63
Business Need	Business Need	C801436	Property Purchase Escrow Deposit	6,000	6,000	-	-	-	-	-	-
Asset Stewardship	Renewal Replacement	C801439	South STS Employee Screening Relocation	5,150	13	906	3,440	791	-	-	5,137
Asset Stewardship	Renewal Replacement	C801429	STS Standpipe Upgrades	1,971	719	1,252	-	-	-	-	1,252
Asset Stewardship	Renewal Replacement	C801440	Upper Drive Handrail	1,520	300	1,220	-	-	-	-	1,220
Asset Stewardship	Renewal Replacement	C801441	Bagwell Drive Improvements	1,200	400	800	-	-	-	-	800
Business Need	Business Need	C801428	DMC West Tract C	700	700	-	-	-	-	-	-
<b>Total</b>				<b>443,943</b>	<b>14,692</b>	<b>29,733</b>	<b>84,847</b>	<b>83,175</b>	<b>85,344</b>	<b>78,961</b>	<b>362,060</b>

# 2025 – 2029 PRELIMINARY FINANCIAL FORECAST

# Aviation Financial Forecast Objectives

- **Ensure the airport's five-year financial outlook meets or exceeds the financial performance targets in the Aviation Division's Strategic and Business Plan Objectives.**
  - Level of Service Optimum
  - Top 25 ASQ World Ranking
  - 5-Star Skytrax rating
  - Achieve debt service coverage of >1.40 times
  - Build cash balance in the Airport Development Fund to 18 months of O&M expenses
  - Consistently grow Non-Aeronautical revenues >\$365 million

# 2025 – 2029 Preliminary Financial Forecast

In \$000's	Budget 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Aeronautical Revenue	\$ 568,372	\$ 681,290	\$ 788,739	\$ 845,504	\$ 907,886
Non-Aeronautical Revenue	365,570	385,495	419,572	438,226	443,687
Total Revenue	\$ 933,942	\$ 1,066,785	\$ 1,208,311	\$ 1,283,730	\$ 1,351,573
Operating Expense	562,571	609,651	645,978	687,402	728,219
Net Operating Income	\$ 371,371	\$ 457,133	\$ 562,332	\$ 596,328	\$ 623,354
Net Non-Operating Income/Expense	27,970	30,512	32,343	34,466	36,533
CFC Excess <sup>(b)</sup>	(9,215)	(10,313)	(11,519)	(11,656)	(11,189)
Available for Debt Service	\$ 390,125	\$ 477,333	\$ 583,156	\$ 619,137	\$ 648,699
Gross Debt Service (net of cap i)	\$ 332,325	\$ 385,939	\$ 467,998	\$ 519,053	\$ 564,740
CP Principal & Interest	\$ 6,901	\$ 2,798	\$ 2,798	\$ 2,798	\$ 2,798
CFC Offset	(25,060)	(25,315)	(24,568)	(24,827)	(26,191)
PFC Offset	(100,000)	(100,367)	(100,384)	(104,385)	(104,387)
Net Debt Service	\$ 214,166	\$ 263,055	\$ 343,046	\$ 389,841	\$ 434,162
Net Cash Flow	\$ 175,959	\$ 214,278	\$ 240,110	\$ 229,296	\$ 214,537

- Aeronautical revenues forecast methodology based on existing Signatory Lease Operating Agreement (SLOA) IV which expires on 12/31/2024.
- Average annual net debt service is projected to grow by 20% due to growth in capital expenditures.

Includes other divisions' projects funded by the airport

# 2025 – 2028 Preliminary Financial Forecast Metrics

	Budget 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
<b>Key Measures</b>					
Debt Service Coverage	1.82	1.81	1.70	1.59	1.49
ADF Balance - Months of O&M	18	18	18	18	18
CPE	\$ 19.57	\$ 23.22	\$ 26.87	\$ 28.65	\$ 30.55
O&M per Enplaned Passenger	\$ 21.04	\$ 22.31	\$ 23.48	\$ 24.78	\$ 26.05
Debt per Originating Passenger	\$ 260	\$ 297	\$ 324	\$ 349	\$ 373
<i>PFC fund balance (in \$000's)</i>	\$ 48,760	\$ 54,206	\$ 60,466	\$ 63,680	\$ 67,800
<i>CFC fund balance (in \$000's)</i>	\$ 44,969	\$ 38,706	\$ 40,933	\$ 46,534	\$ 59,379
Enplaned Passengers(000's)	26,737	27,325	27,517	27,737	27,959
Enplanement Growth Rate	2.7%	2.2%	0.7%	0.8%	0.8%

# 2025 Aviation Preliminary Budget Key Takeaways

## Revenues

- Passenger volume exceeds 2019 passenger level
- Non-Aeronautical revenues strong – well above 2019 level
- 9.4% increase in total revenues

## Expenses

- 15.2% increase in total operating expenses
- 64 FTEs to achieve key initiatives
- Increases in payroll and medical benefits
- Increased spending to deliver capital program
- \$10M investment in the Aviation Sustainability plus \$1.4M in offsetting grants
- \$2.9M investment in Commission's budget priorities (includes \$2.1M also in equity spending below)
- \$4.6M planned equity spending at the airport

## Financial Forecast

- Debt service coverage at 1.82x in 2025
- 18 months of O&M cash on hand in 2025
- CPE forecast for 2025 is \$19.57

## Budget Uncertainties

- Slowing economic growth
- HR compensation project not complete yet
- Potential impacts of PFAS
- Environmental remediation liability costs
- Snow event(s)
- Impacts of cyber incident

QUESTIONS?



# APPENDIX – AVIATION DIVISION

# Aviation Appendix Table of Contents

## 1. 2025 Business Plan

## 2. Operating Budget

- 2025 Approved Budget Request Detail Listings
- Aeronautical Business Detail
- Non-Aeronautical Business Detail

## 3. Capital Program

- 2025-2029 Capital Funding Plan
- 2025-2029 Financial Forecast Assumptions
- Mega Capital Project Status Update

## 4. Other Supporting Information

- Environmental Remediation Liability Detail
- Acronym List

# 2025 BUSINESS PLAN

# Aviation Division Strategic Focus Areas



## Aviation Division 2025 Areas of Strategic Focus

### 1. Health, Safety, and Security (includes passengers)

### 2. Customer Experience:

- Passengers & Tenants
- Operational efficiencies & excellence



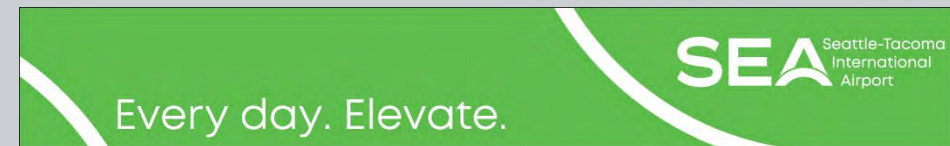
### 3. Financial Stewardship & Asset Management:

- Capital Program

### 4. Employee Engagement

### 5. Sustainability & Community:

- Economic Opportunity
- Social Responsibility
- Environment



# Must Do/Regulatory

1. **Safety:** Zero major, intermediate or repeat Part 139 discrepancies
2. **Security:**
  - a. Meet TSA Cyber Security Regulations
  - b. Use AI integrated camera technology to mitigate risk for Piggy backing
3. **Community:** XX% completion, 2014 approved Part 150 noise remedy program by end of Q4
4. **Environment & Sustainability:**
  - a. **Environmental Review:** Obtain SAMP NTP NEPA EA and SEPA EIS Record of Decisions
  - b. **Flight Corridor:** Meet 2019 Phase 1 and 2 SEPA compliance obligations by conducting plantings and invasive removal by Q4
  - c. **Stormwater:** Meet or exceed agency requirements for stormwater leaving Port-owned or Port-operated facilities

# Wildly Important Goals (WIGs)

1. **Health and Safety:** Achieve 5% reduction from the previous year in SMS major incident rate (airport workers)
2. **Employee Engagement:** Maintain 75% or higher in positive agreement in the 2025 Employee Engagement Survey
3. **Innovations & Operational Efficiencies:** 80% of people experience a TSA line wait under 30 minutes
4. **Customer Experience:** Maintain 4 Star Skytrax designation
5. **Financial Stewardship:** Achieve debt service coverage >1.4x

# Pretty Important Goals (PIGs)

## Health, Safety, & Security

- a. Procure or deploy vehicle and employee screening technology at vehicle gates
- b. Analyze feasibility of enhanced biometrics
- c. Implement security standards for AV facilities-Offsite 1; parking garage; Offsite 2
- d. Initiate off property security access control program
- e. Achieve Lost Workday Rate of XX%

## Employee Engagement

- a. Reduce X% of operational impacts (attrition, absenteeism, FMLA, turnover, snow time policy)
- b. Develop Facility standards (office, breakrooms, restrooms)
- c. Establish an AV Innovation Champion Program
- d. Create a staff reward program for Innovation



# Pretty Important Goals (PIGs)

## Sustainability, Community, & Environment (*Economic Opportunity; Social Responsibility; Environment*)

- a. Maintain a minimum 25% ACDBE share of ADR gross sales by end of Q4
- b. WMBE participation on non-construction services
- c. Achieve XX% DBE participation on FAA funded contracts (COO or CDO)
- d. Achieve XX% WMBE participation on Construction contracts
- e. And XX new WMBE firms with Aviation contracts
- f. Conduct outreach events for WMBE firms by end of Q4
- g. Scope 1 and 2 GHG emissions: Conduct research, develop and implement initiatives to maintain 50% goal and meet net zero by 2040
- h. Scope 3 GHG emissions: Conduct research, develop and implement initiatives to meet 2030 50% reduction goal and meet carbon neutral by 2050
- i. Waste Reduction: Implement recommendations from Solid Waste Management Plan (5-year plan)

# Pretty Important Goals (PIGs)

## Customer Experience (*Passengers & Tenants; Operational Excellence & Efficiencies*)

- a. Achieve a score of 30% or less on PETS (Passenger Experience Tracking System) of negative impacts on travel experience due to construction
- b. Develop baselines and 5-year plan to enhance workplace culture strengths and define priorities toward increased retention and surveyed job satisfaction
- c. Improve airport information delivery through multi-language access tools and remote interpretation for deaf travelers by Q4
- d. Expand inventory (parking stalls) & operations for employee parking Q2
- e. 25% increase in volunteer cohort
- f. Establish FIFA Working Group and Operation Plans by Q1
- g. Completed space planning recommendations for Port employees, airlines, and tenants
- h. Reduce international passenger requirement for in-bound passenger screening by XX%
- i. Test/Pilot 3 Innovation opportunities for Safety, Customer Service, Operations, Maintenance or Sustainability in 2025

# Pretty Important Goals (PIGs)

## Financial Stewardship & Asset Management

- a. Achieve cash balance of 18 months O&M (\$TBD million based on budget)
- b. Incorporate low interest government loans to implement the TIFIA & WIFIA loans
- c. Achieve 2025 O&M spending within +/-5% of budget (over/under \$TBD million based on budget)
- d. Achieve 2025 budget for non-aero revenues (\$TBD million)
- e. Create a Life Cycle Cost Analysis program to assist the division in making informed decision on assets early in the design phase
- f. Achieve all 2025 milestones for priority projects including SAMP NTP, planning studies and Asset Management by Q4
- g. Achieve 75% of Capital Program schedule milestones in the 2025 AV Business Plan Objectives and Actions
- h. Achieve 75% of planned expenditures for all CIP projects

# 2025 APPROVED BUDGET REQUESTS

# Approved Budget Requests: Customer Experience

Business Plan Priority			2025 Budget Requests (\$ in thousands)			
			FTEs	Baseline	Non-Recurring	Total
Customer Experience	Equitable Opportunities for All	Accessibility Program Manager Budget	-	25,000	-	25,000
		Mobile Video Remote Interpretation	-	20,000	-	20,000
		Language Access	-	105,000	-	105,000
		Pet Relief Renew & Replacement	-	-	4,000	4,000
		Speech to Text & Ground Transportation Dynamic Content Software	-	20,000	-	20,000
	Customer Experience	Agents of Discovery CX Application/Game	-	5,000	-	5,000
		Ambient Scent Contract - Service Level Increase	-	140,000	-	140,000
		Concourse Furniture Renewal & Replacement (Dining Tables and Chairs)	-	10,250	-	10,250
		Customer Engagement & Branding General Supplies Increase	-	15,000	-	15,000
		FIFA World Cup Advance Planning Support	-	-	250,000	250,000
		Innovation Department Implementation Funding	-	200,000	-	200,000
		New Aviation Employees Welcome Kits	-	5,000	-	5,000
		SEA Badge Holder Engagement & Culture Survey	-	10,000	-	10,000
		Terminal Furniture Repair & Replacements Baseline Increase	-	100,000	-	100,000
		Volunteer Program Support	-	5,000	-	5,000
		XOVIS Sensor additions at SCP2	-	-	30,000	30,000
	Processing Passengers	Consolidated Call Center Coverage	-	100,000	-	100,000
		DAAC (Daifuku Airport America Corporation) Baggage Communications	-	-	800,000	800,000
		Integrated Database Management System (IDMS) Software & Training	-	60,000	20,000	80,000
		Mobile Digital Signage	-	-	75,000	75,000
		Motor Pool Operations Support	-	20,000	-	20,000

# Approved Budget Requests: Customer Experience (con't) & Employee Engagement

Business Plan Priority		Budget Request	2025 Budget Requests (\$ in thousands)			
			FTEs	Baseline	Non-Recurring	Total
Customer Experience	Processing Passengers	Parking Garage Maintenance Materials	-	20,000	-	20,000
		RSVPify Registration Software & Application	-	8,500	-	8,500
		SEA Volunteer Uniforms	-	-	15,000	15,000
		Signage Supplies Baseline Increase	-	50,800	-	50,800
		Station Manager In-Person Meetings Costs	-	2,000	-	2,000
		<b>Subtotal, Customer Service</b>	-	<b>921,550</b>	<b>1,194,000</b>	<b>2,115,550</b>
Employee Engagement	Attract & Retain Qualified Employees	Airport Childcare Initiative	-	-	550,000	550,000
		Aviation Directors Retreats	-	8,000	-	8,000
		Fire Department Events (Promotion, Recruiting & Awards)	-	15,000	-	15,000
	Invest in Employee Training	Airfield Marking Professional (AMP) Symposium	-	-	6,000	6,000
		Auto Mechanic Training	-	20,000	-	20,000
		Communications Training for Airport Communications Center	-	-	2,000	2,000
		Water Works Training	-	-	7,500	7,500
		Baseline Travel & Training Increase - Multiple Departments	-	88,300	-	88,300
		<b>Subtotal, Employee Engagement</b>	-	<b>131,300</b>	<b>15,500</b>	<b>146,800</b>

# Approved Budget Requests: Financial Stewardship & Asset Management

Business Plan Priority			2025 Budget Requests (\$ in thousands)			
			FTEs	Baseline	Non-Recurring	Total
Financial Stewardship & Asset Management	Keeping Up with Growth at the Airport	Potential New Real Estate Opportunities	25.0	17,298,903	1,367,500	18,666,403
		Audio Visual Needs for SEA Conference Center	-	-	50,000	50,000
		Cruise Transportation Coordinators	0.4	44,175	4,000	48,175
		Development of Taxi Virtual Queue System	-	-	50,000	50,000
		IATA Airline Scheduling Software Implementation & Training	-	10,000	-	10,000
		New Air Service Incentive Program	-	-	775,000	775,000
		Terminal Flight Data Manager (TFDM) - Aerobahn Software	-	-	100,000	100,000
		Third Floor Ground Transportation (GT) Area Expansion	-	-	50,000	50,000
	Asset Management, Capital Development and Delivery Support	Capital Programs Concept Development & Modeling	-	-	1,250,000	1,250,000
		Capital Liaison Resources for AV Maintenance	-	-	750,000	750,000
		Capital Liaison Resources for AV Maintenance - Capital Offset	-	-	(750,000)	(750,000)
		Civil Asset Management Support	-	-	100,000	100,000
		Comprehensive Survey of Airport Property	-	-	200,000	200,000
		Consultant Resources for Controls (IDIQ Contract)	-	-	1,978,000	1,978,000
		Consultant Resources for Estimating (IDIQ Contract)	-	-	800,000	800,000
		Consultant Support for Capital Projects - Cost Offset	-	-	(2,720,000)	(2,720,000)
		Duty-Free Consultant Services	-	-	375,000	375,000
		Duty-Free Consultant Services - Capital Offset	-	-	(375,000)	(375,000)
		eGSE Charger Asset Management	-	90,000	-	90,000
		Enterprise Asset Management (EAM) Maximo System Enhancements	-	50,000	-	50,000



# Approved Budget Requests: Financial Stewardship & Asset Management (con't)

Business Plan Priority		Budget Request	2025 Budget Requests (\$ in thousands)			
			FTEs	Baseline	Non-Recurring	Total
Financial Stewardship & Asset Management	Asset Management, Capital Development and Delivery Support	Expense Work for Capital CIPs for Port Shared Use Lounges	-	-	2,101,000	2,101,000
		Grant Offset - 160th Street Lot EV Chargers Tenant Reimbursement	-	-	(500,000)	(500,000)
		HVAC Small Works Construction Services	-	-	383,000	383,000
		Maintenance Inventory Management System	-	200,000	-	200,000
		Onsite Consultants to Capital - (100% capital)	-	-	12,889,803	12,889,803
		Onsite Consultants to Capital - Offset	-	-	(12,889,803)	(12,889,803)
		Onsite Consultants to Tenant Expense	-	-	2,000,000	2,000,000
		Small Works Construction Services for Cargo Operations	-	100,000	-	100,000
		Technical Support for Capital Planning Project Development	-	-	200,000	200,000
	Financial Sustainability	Financial Consulting Services	-	-	100,000	100,000
		Life Cycle Cost Analysis (LCCA) Implementation	-	-	100,000	100,000
	Address Maintenance Needs and Standards	ADR Food Incubator Equipment - Extended Warranty & Maintenance	-	-	100,000	100,000
		Airport-Wide Window Cleaning Services	-	400,000	-	400,000
		Art Cleaning Contractor Services	-	50,000	-	50,000
		BIM Modeling Contract (Year 2)	-	-	500,000	500,000
		Cleaning of Parking Garage Detention Vaults	-	-	60,000	60,000
		Clearing Vegetation Around Ponds	-	50,000	-	50,000
		Communication Infrastructure Assessment	-	-	150,000	150,000
		Concrete Barrier Protection	-	-	50,000	50,000
		Dam Safety Inspections	-	-	50,000	50,000

# Approved Budget Requests: Financial Stewardship & Asset Management (con't)

Business Plan Priority		Budget Request	2025 Budget Requests (\$ in thousands)			
			FTEs	Baseline	Non-Recurring	Total
Financial Stewardship & Asset Management	Address Maintenance Needs and Standards	De-icer Tank for Pickup Truck	-	-	14,000	14,000
		EZMaximo Licenses	-	-	41,250	41,250
		Fire Alarm System Master Plan	-	-	200,000	200,000
		Increased Material Budget for Electric Shop: Lighting, EGSE, and Airfield	-	50,000	-	50,000
		International Arrivals Facility (IAF) EasyPower Study Conversion	-	-	125,000	125,000
		iPhone/iPad Refresh Program: 90 Devices Every Two Years	-	56,250	-	56,250
		Landside Pavement Program: Condition Assessment	-	-	100,000	100,000
		License Plate Recognition (LPR) Software License & Support	-	10,000	-	10,000
		Lift Station Condition Assessment	-	-	100,000	100,000
		Materials Budget Increase for Satellite Transit System (STS)	-	30,000	-	30,000
		Mobile Airfield Light Monitoring System (MALMS) Support Contract	-	25,000	-	25,000
		New Leases for Microwave Tower Space	-	42,000	-	42,000
		New License and Support Contract for TKH Security (Park Assist)	-	222,000	-	222,000
		Preliminary Work for Rental Car Facility (RCF) Re-bid	-	-	100,000	100,000
		Rental Car Facility (RCF) Full Reallocation	-	-	50,000	50,000
		Schindler Electronic Devices for New Service Contract in Maximo	-	-	15,400	15,400
		Service Equipment Purchases for Radio Shop	-	-	20,000	20,000
		Structural Assessment of Upper and Lower Drives	-	-	200,000	200,000
		UPS & Fire-rated Communication Rooms Feasibility Study	-	-	250,000	250,000
		Water Distribution Asset Management	-	-	100,000	100,000
		Water-Proof & Secure Storage Conex Boxes	-	-	11,000	11,000
		<b>Subtotal, Financial Stewardship &amp; Asset Management</b>	<b>25.4</b>	<b>18,728,328</b>	<b>10,625,150</b>	<b>29,353,478</b>

# Approved Budget Requests: Health, Safety & Security

Business Plan Priority			2025 Budget Requests (\$ in thousands)			
			FTEs	Baseline	Non-Recurring	Total
Health, Safety, and Security (includes passengers)	Maintain & Improve Safety of Airport Operations Area	AAAE Certified Member (C.M.) Review Course & Certification	-	-	45,000	45,000
		Airfield Safety & Standards Support & Implementation (IDIQ)	-	250,000	-	250,000
		Airport Operations Specialist Training	-	10,000	-	10,000
		Apparatus Parts & Maintenance for Mechanics	-	50,000	-	50,000
		Aviation Weather Forecast Service	-	-	20,000	20,000
		Fire Department Extinguisher Equipment and Supplies	-	-	42,000	42,000
		Fire Department Hazardous Materials Training & Equipment	-	-	235,000	235,000
		Fire Department Technical Rescue Equipment	-	-	45,000	45,000
		Fire Fighter Bunker Gear	-	-	145,000	145,000
		Fire Fighter Personal Protective Equipment (PPE), Safety Supplies, & Equipment	-	-	50,000	50,000
		Fire Fighter Uniform Replacement & Maintenance	-	100,000	-	100,000
		Incident Management Software for Tablet Command	-	-	65,000	65,000
		Machining Tools for Fire Department Mechanics	-	-	25,000	25,000
		New Avian Radar Vendor Transition & Onboarding	-	-	37,500	37,500
		Ramp Tower Incremental Funding	-	528,632	-	528,632
		Safety Management System (SMS) Safety Training for Employees	-	-	25,000	25,000
		Safety Risk Assessment (SRA) Facilitator Services	-	50,000	-	50,000
		Self-Contained Breathing Apparatus (SCBA) Inspection & Maintenance	-	-	75,000	75,000
		Tools & Equipment for Fire Department Apparatus	-	-	60,000	60,000
		Wildlife Habitat & Vegetation Management	-	-	100,000	100,000

# Approved Budget Requests: Health, Safety & Security (con't)

Business Plan Priority			2025 Budget Requests (\$ in thousands)			
			FTEs	Baseline	Non-Recurring	Total
Health, Safety, and Security (includes passengers)	Maintain & Enhance Overall Security at the Airport	Alarm Technician Equipment & Supplies	-	-	145,000	145,000
		Blank Slate Application Procurement	-	35,100	-	35,100
		Department of Homeland Security (DHS) Safety Act Certification	-	-	20,000	20,000
		Maintenance Service Plan for X-ray Machines - Employee Screening	-	20,196	-	20,196
		Rented Portable Cameras for Employee Parking Lots & Cargo Areas	-	99,600	-	99,600
	Operational Efficiencies	Accela & Bluebeam Plan Review Interface & Payment Adapter	-	-	25,000	25,000
		Elevator & Escalator Monitoring (Liftnet Replacement)	-	100,000	-	100,000
		Fire Blanket for Electric Vehicle Charging Area in Parking Garage	-	-	30,000	30,000
		Fire Protection Systems - Inspection, Testing, & Maintenance Services	-	200,000	-	200,000
		Fire Suppression Technology Feasibility Study	-	-	200,000	200,000
		HVAC Equipment Rental for Building 166B	-	81,500	-	81,500
		HVAC Equipment Rental for Building 167A	-	40,750	-	40,750
		Increase - ABD - Plan Review & Inspections	-	-	200,000	200,000
		Industrial Waste System (IWS) Flow Increase	-	-	1,600,000	1,600,000
		Stanchion Renewal & Replacement	-	30,000	-	30,000
		Terminal Zone 1 Custodial Services Increase	-	1,500,000	-	1,500,000
		<b>Subtotal, Health, Safety, and Security (includes passengers)</b>	-	<b>3,095,778</b>	<b>3,189,500</b>	<b>6,285,278</b>

# Approved Budget Requests: Sustainability & Community

Business Plan Priority		Budget Request	2025 Budget Requests (\$ in thousands)			
			FTEs	Baseline	Non-Recurring	Total
Sustainability & Community	Airport Noise Mitigation	Part 150 Noise Compatibility Study	-	-	1,500,000	1,500,000
		Part 150 Noise Compatibility Study - Grant Offset	-	-	(1,200,000)	(1,200,000)
		Sound Insulation Repair & Replacement Pilot Program	-	-	4,000,000	4,000,000
	Be the Greenest, and Most Energy Efficient Port in North America	Central Mechanical Plant (CMP) Decarbonization & Resiliency Study - Year 2 Completion	-	-	1,000,000	1,000,000
		Clean Building Performance Standard Compliance	-	-	200,000	200,000
		CMP Decarbonization & Resiliency Study - Year 2 Completion (Grant Offset)	-	-	(750,000)	(750,000)
		Electric Vehicle (EV) Charging - Near/Mid-Term Implementation	-	-	150,000	150,000
		Greenhouse Gas Reporting Rule Compliance	-	23,000	-	23,000
		SEA Climate Action Plan	-	-	50,000	50,000
	Become a Model for Equity, Diversity and Inclusion	SEA Employee Shuttle Service Feasibility Study (Ground Transportation Action Plan Item)	-	-	300,000	300,000
		SEA MOVES	-	231,000	200,000	431,000
		South King County TRIPS: Support for Commuting Resource Programming for Southeast Employees	-	-	25,000	25,000
		Transit Pass Program	-	500,000	-	500,000

# Approved Budget Requests: Sustainability & Community (con't)

Business Plan Priority			2025 Budget Requests (\$ in thousands)			
			FTEs	Baseline	Non-Recurring	Total
Sustainability & Community	Enhance Community Engagement	Anti Human Trafficking Campaign	-	-	88,000	88,000
		SEA Cultural Events	-	200,000	-	200,000
		Language Access	-	10,000	-	10,000
		IATA Slot Taskforce - SEA Hosting ACI North America and Slot	-	-	5,000	5,000
		Healthcare Benefits for SEA Employees Study & Report	-	-	200,000	200,000
	Environmental Compliance	Expense Components of Capital Improvement Projects	-	-	2,350,000	2,350,000
		National Pollutant Discharge Elimination System (NPDES) Permit Renewal Sampling & Support	-	-	215,000	215,000
		PFAS Industrial Waste Treatment Plant Source Reduction Pilot	-	-	450,000	450,000
		PFAS Industrial Waste Treatment Plant Source Reduction Pilot	-	-	(225,000)	(225,000)
		PFAS Ongoing Investigations & AFFF Transition Support	-	-	400,000	400,000
		Stormwater Programmatic Permitting	-	-	50,000	50,000
		Stormwater Programmatic Planning for 6PPD-q	-	-	50,000	50,000
		Sustainable Airport Master Plan (SAMP) Environmental Review	-	-	1,000,000	1,000,000
		<b>Subtotal, Sustainability &amp; Community</b>	-	<b>964,000</b>	<b>10,058,000</b>	<b>11,022,000</b>

# Approved Planning Studies Detail

On-Call Planning	Amount	Description
PM Support and Small Planning Tasks	\$325,000	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.
Airside Scenario Development and Modeling	\$200,000	Concept development and evaluation of airfield operational and facilities improvements to optimize efficiency. Anticipated work includes annual Airport Capacity Review.
GTAP Employee Shuttle Feasibility Study	\$200,000	Concept development and evaluation of landside operational and facilities improvements to optimize efficiency and increase capacity. Anticipated work includes Travel Demand Model (TDM) and microsimulation modeling support.
Terminal Scenario Development and Modeling	\$325,000	Concept development and evaluation of terminal operational and facilities improvements to optimize efficiency and increase capacity. Anticipated work includes continuation of Departures Hall Study initiated in 2024.
Landside Scenario Development and Modeling	\$200,000	Concept development and evaluation of landside operational and facilities improvements to optimize efficiency and increase capacity. Anticipated work includes Travel Demand Model (TDM) and microsimulation modeling support.
<b>TOTAL</b>	<b>\$1,250,000</b>	



# 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 and Operating Agreement (SLOA)
    - Signatory Lease & Operating Agreement (SLOA IV ran from 2018 – 2022 but has been extended to 12/31/2024)
  - Positive cash flow after paying debt service due to equity amortization of cash funded capital projects
- Charge airlines for space and/or activity
- Cost per enplanement (CPE) is a key management metric

# Aeronautical Business (cont'd)

- All Aero activity factors have recovered from the pandemic downturn.
- Cost increases reflect growth in rate based operating expenses and debt service on new assets placed in service. As a result, CPE increased by 7% in the 2025 Budget.

# Aeronautical Cost Drivers

\$ in 000's	2024 Budget	2025 Budget	Impact on Aero Revenues Budget vs Budget	
			\$	%
O&M <sup>(1)</sup>	331,860	362,970	31,110	9.4%
Debt Service Before Offsets	225,815	237,222	11,407	5.1%
Debt Service PFC Offset	(91,493)	(93,230)	(1,737)	1.9%
Net Debt Service	134,322	143,993	9,670	7.2%
Amortization	36,873	36,712	(161)	-0.4%
Space Vacancy	(719)	(682)	37	-5.1%
TSA Operating Grant and Other	(758)	(758)	0	0.0%
<b>Rate Base Revenues</b>	<b>501,578</b>	<b>542,234</b>	<b>40,656</b>	<b>8%</b>
Commercial area	19,022	26,137	7,116	37%
<b>Total Aero Revenues</b>	<b>520,600</b>	<b>568,372</b>	<b>47,772</b>	<b>9%</b>

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

# 5-year Forecast Landing Fee, FIS Fee, Apron Fee and Terminal Rate

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>	<b>Forecast 2029</b>
Landing Fee	\$ 4.35	\$ 4.56	\$ 5.03	\$ 5.80	\$ 6.40	\$ 6.67	\$ 6.96
FIS Fee	\$ 17.69	\$ 17.16	\$ 18.48	\$ 17.11	\$ 16.85	\$ 17.09	\$ 18.24
Apron Fee	\$ 0.55	\$ 0.67	\$ 0.83	\$ 1.03	\$ 1.30	\$ 1.44	\$ 1.65
Terminal Rate	\$147.19	\$149.25	\$153.79	\$195.33	\$227.55	\$244.52	\$ 268.43

# 2025-2029 PFC Forecast

(\$ in thousands)	Budget 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
<b>Available PFCs to Spend</b>					
Beginning Balance (a)	\$ 44,715	\$ 48,208	\$ 53,654	\$ 59,914	\$ 63,128
Collections	\$ 100,944	\$ 103,164	\$ 103,887	\$ 104,718	\$ 105,555
Interest income	2,549	2,649	2,757	2,881	2,952
PFC Revenues (b)	\$ 103,493	\$ 105,813	\$ 106,644	\$ 107,599	\$ 108,507
<b>Available PFC Revenues (c=a+b)</b>	<b>\$ 148,208</b>	<b>\$ 154,022</b>	<b>\$ 160,298</b>	<b>\$ 167,513</b>	<b>\$ 171,636</b>
<b>PFC - USAGE</b>					
Revenue Bond DS Offset (d):					
Third Runway	\$ 30,988	\$ 30,988	\$ 30,986	\$ 30,984	\$ 30,982
Satellite Transit System (STS) & S. Terminal Expansion (STEP)	5,475	1,015	942	942	925
International Arrivals Facility (IAF)	31,382	33,543	33,630	37,940	38,184
North Satellite (NSAT) - Terminal Building	26,137	28,792	28,795	28,542	28,357
NSAT - Apron	3,490	3,490	3,491	3,437	3,399
NSAT - Passenger Loading Bridges	1,547	1,550	1,550	1,550	1,550
NSAT - Gate Utilities	980	990	990	990	990
Baggage - Existing	-	-	-	-	-
Subtotal, Debt Service Offset	100,000	100,367	100,384	104,385	104,387
Pay-Go PFC spending (e):	-	-	-	-	-
<b>Total PFC Usage (f=d+e)</b>	<b>\$ 100,000</b>	<b>\$ 100,367</b>	<b>\$ 100,384</b>	<b>\$ 104,385</b>	<b>\$ 104,387</b>
<b>Ending Balance (c-f)</b>	<b>\$ 48,208</b>	<b>\$ 53,654</b>	<b>\$ 59,914</b>	<b>\$ 63,128</b>	<b>\$ 67,248</b>

- \$100M of PFC funds budgeted in 2025 for debt service offset
- \$48M year end balance forecasted
- Future application will spend down the balance for Pay-Go

# 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).

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Actual</b>	<b>2024 Budget</b>	<b>2025 Budget</b>
Cost per Enplanement (CPE)	12.86	26.50	15.93	16.09	17.52	18.31	19.57



# Cost per Enplanement at Other Airports

Airport (Large Hub)	2025 CPE Forecast
DEN*	15.82
LAX*	32.52
ORD*	29.08
<i>SEA</i>	<i>19.57</i>
SFO*	25.29

\* Sources: 2025 Budget documents or Preliminary Official Statement on bond issuance

# NON-AERONAUTICAL BUSINESS

# Non-Aeronautical Business

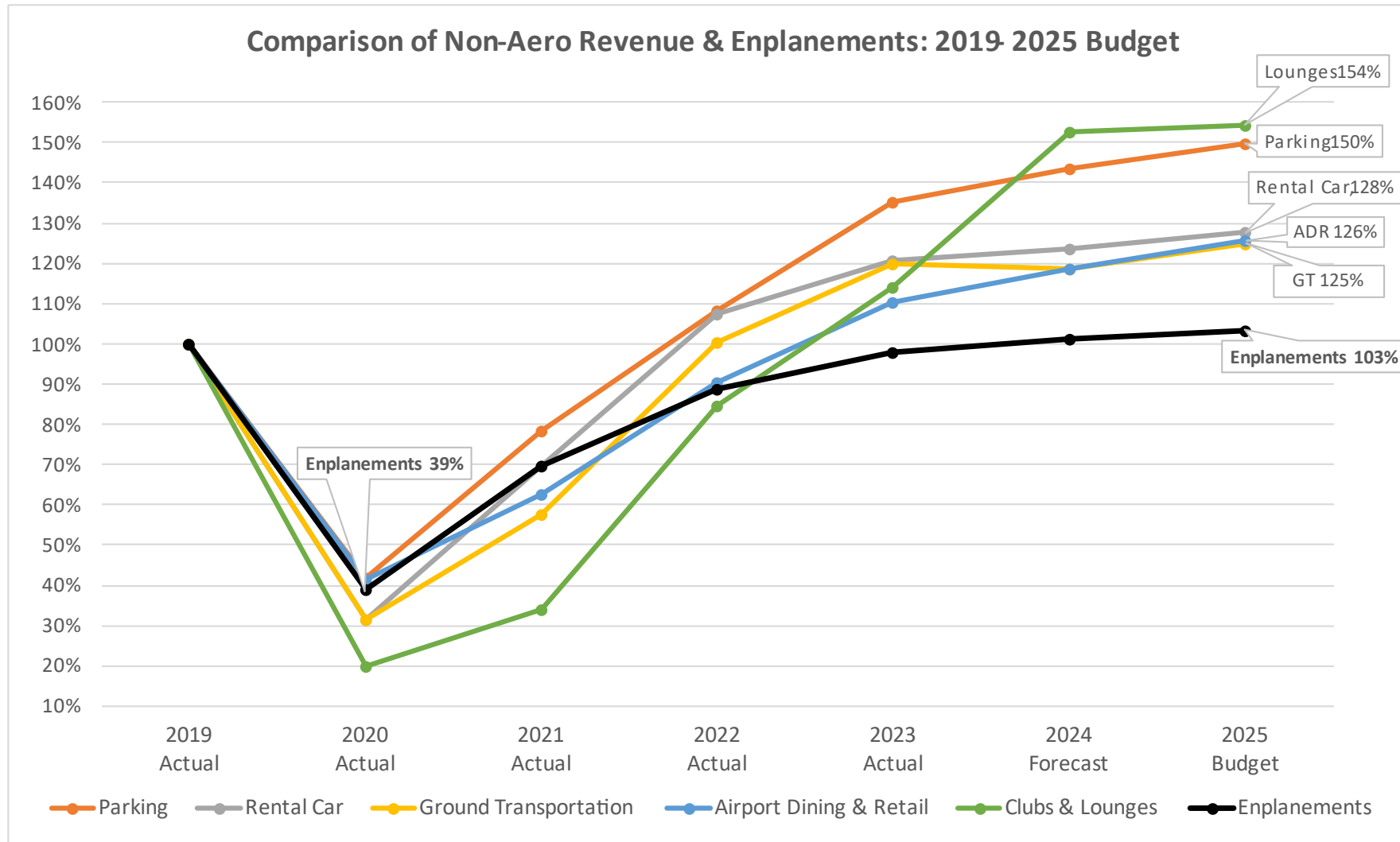
- Non-Aeronautical lines of business include:
  - Pre-security:
    - Parking, Rental Cars, Taxis and Ride Shares, Conference Center, Real Estate Leases, etc.
  - Air Terminal:
    - Dining and Retail, Clubs, Other Leased Space
- Most rates set based on fair market value
- Some rates set based on cost recovery
  - *e.g., Employee Parking and select Ground Transportation operators*
- Non-Aero lines of business generate cash flow used to reinvest in the Airport

# Non-Aeronautical Revenue

Revenue Summary by Dept. <i>(Non-Aeronautical Operating Revenue) Rollup</i>	2019	2024	2024	2025	Inc/(Dec) from 2024 Forecast		Inc/(Dec) from 2024 Budget	
	Actual	Budget	Forecast	Proposed Budget	\$ Change	% Change	\$ Change	% Change
3420-Public Parking	82,124,696	111,036,321	118,022,119	122,956,258	4,934,139	4.2%	11,919,937	10.7%
3430-Rental Cars	52,566,544	61,599,042	65,007,767	67,196,700	2,188,933	3.4%	5,597,658	9.1%
3440-Employee Parking	10,437,611	11,656,480	11,051,337	15,350,480	4,299,143	38.9%	3,694,000	31.7%
3450-Ground Transportation	20,765,185	25,333,348	24,656,773	25,962,108	1,305,335	5.3%	628,760	2.5%
<b>Landside</b>	<b>165,894,036</b>	<b>209,625,191</b>	<b>218,737,996</b>	<b>231,465,546</b>	<b>12,727,550</b>	<b>5.8%</b>	<b>21,840,355</b>	<b>10.4%</b>
3630-Non-Aero Commercial Properties	15,772,806	20,495,504	20,724,426	21,574,438	850,012	4.1%	1,078,934	5.3%
3645-Non-Airline Terminal Leased Spc	6,398,122	6,756,195	7,692,894	7,778,058	85,164	1.1%	1,021,864	15.1%
3690-Club International Lounge	10,273,504	12,023,676	15,684,957	15,867,888	182,931	1.2%	3,844,212	32.0%
<b>AV Business &amp; Properties</b>	<b>32,444,432</b>	<b>39,275,375</b>	<b>44,102,277</b>	<b>45,220,384</b>	<b>1,118,107</b>	<b>2.5%</b>	<b>5,945,009</b>	<b>15.1%</b>
3650-Airport Dining and Retail	61,614,369	71,331,628	73,201,769	77,353,184	4,151,415	5.7%	6,021,556	8.4%
3653-Tenant Marketing	1,273,472	1,808,303	901,844	0	(901,844)	-100.0%	(1,808,303)	-100.0%
4572-Airport Office Building Mgmt	461,711	203,000	237,142	280,000	42,858	18.1%	77,000	37.9%
<b>AV Commercial Management</b>	<b>63,349,552</b>	<b>73,342,931</b>	<b>74,340,755</b>	<b>77,633,184</b>	<b>3,292,429</b>	<b>4.4%</b>	<b>4,290,253</b>	<b>5.8%</b>
Utilities and Other	7,349,161	10,469,695	10,469,695	11,250,937	781,242	7.5%	781,242	7.5%
<b>Non-Aeronautical Operating Revenue</b>	<b>269,037,181</b>	<b>332,713,191</b>	<b>347,650,723</b>	<b>365,570,051</b>	<b>17,919,328</b>	<b>5.2%</b>	<b>32,856,860</b>	<b>9.9%</b>
<i>Total Enplanements</i>	<i>25,873,875</i>	<i>26,457,228</i>	<i>26,134,375</i>	<i>26,737,215</i>	<i>602,841</i>	<i>2.3%</i>	<i>279,987</i>	<i>1.1%</i>
<i>International Enplanements</i>	<i>2,857,964</i>	<i>2,927,471</i>	<i>3,253,709</i>	<i>3,338,279</i>	<i>84,570</i>	<i>2.6%</i>	<i>410,808</i>	<i>14.0%</i>
<i>O&amp;D Enplanements</i>	<i>18,163,460</i>	<i>18,467,145</i>	<i>18,241,793</i>	<i>18,609,102</i>	<i>367,308</i>	<i>2.0%</i>	<i>141,956</i>	<i>0.8%</i>

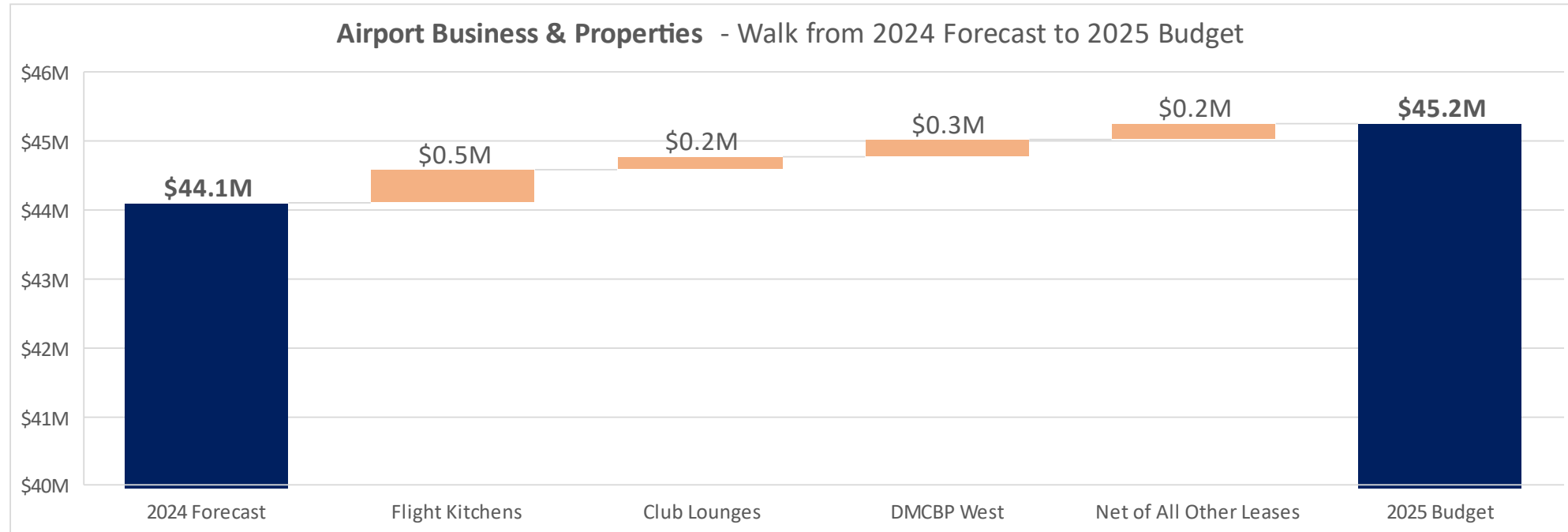
# Non-Aero Revenue Recovery as % of 2019 Actual

## Growth outpacing passenger volume recovery



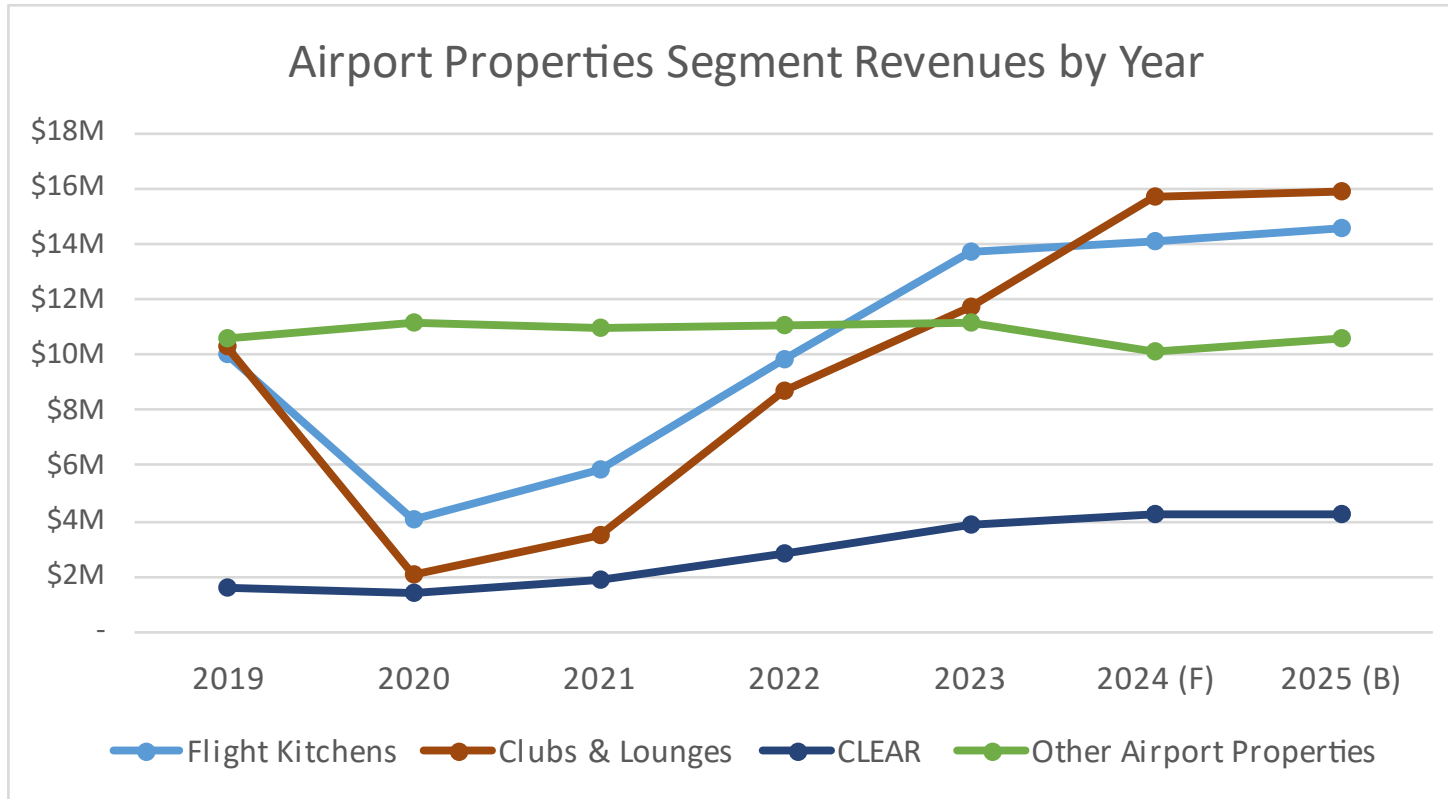
# BUSINESS & PROPERTIES DETAIL

# Walk to AVBP 2025 Revenue Budget



- 2025 AVBP Revenues are expected to come in **\$1.1M / 2.5%** above the FY24 Forecast (\$5.9M / 15.1% above the 2024 Budget)
- Key Drivers:
  - Flight Kitchens are expected to grow, before beginning to run into some capacity constraints
  - SEA's Concourse A & SSAT Club lounges will continue to build upon a strong year in 2024, also grow largely in line with enplanements
  - DMCBP West construction rent estimated to commence no later than 4/1/2025 based on DRAFT 1<sup>st</sup> Amendment
  - A modest growth rate for CLEAR concession revenues is assumed, though is trickier to forecast precisely

# Non-Aeronautical – Airport Properties Revenue



**Commercial Real Estate (Other Airport Properties) Revenues** - 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. However, space constraint will be a challenge for further growth.

**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.

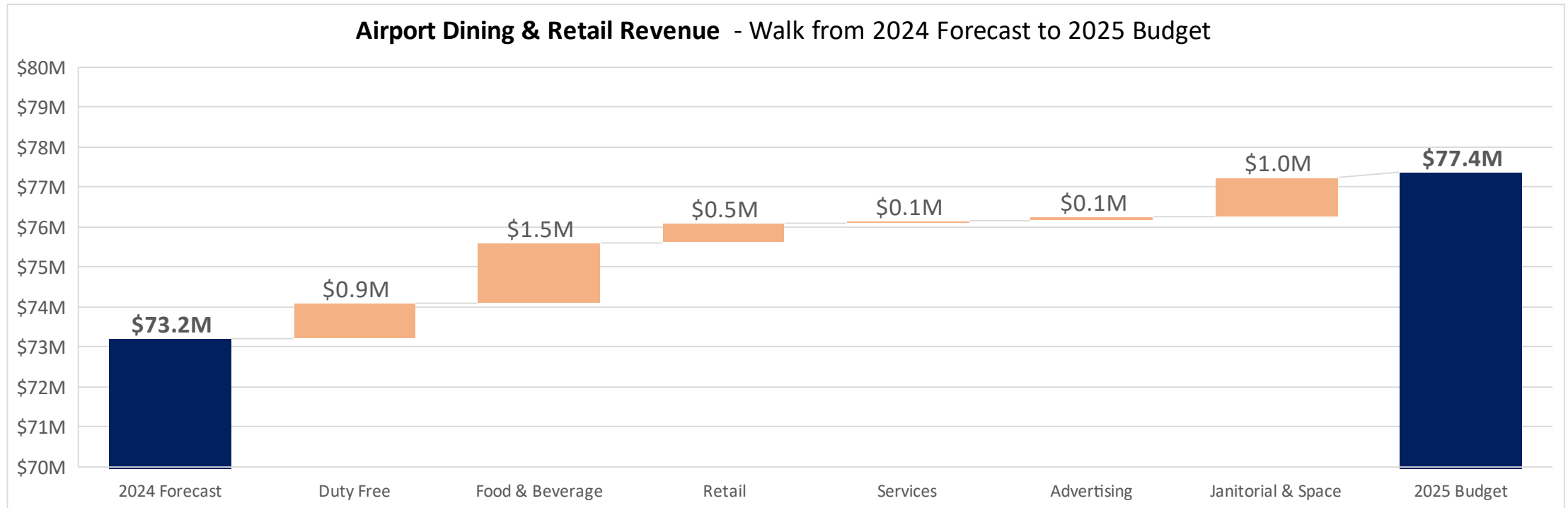
**Third-Party Lounges** – Although recovered slower post-pandemic, demand continues to grow, and future outlook is strong with increased demand from growing international enplanements.

2025 Combined: 39.4% above 2019



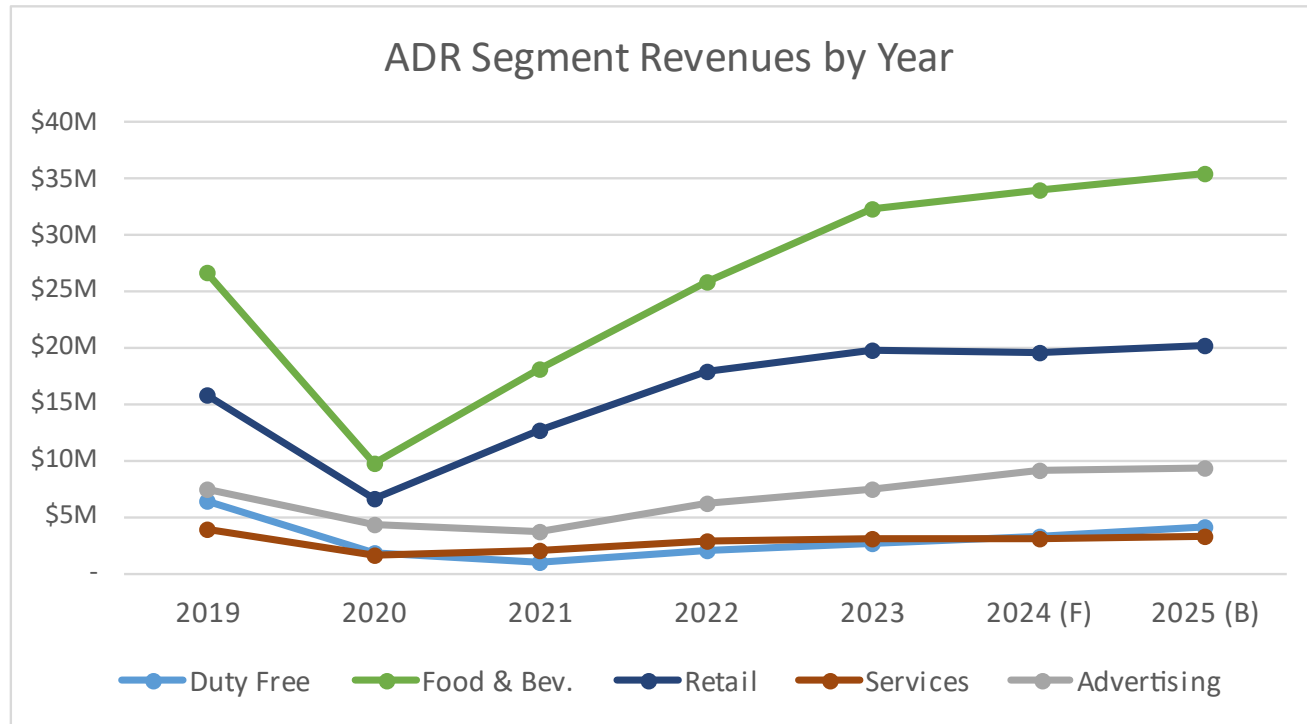
# COMMERCIAL MANAGEMENT DETAIL

# Walk to Airport Dining & Retail 2025 Revenue Budget



- Growth anticipated from higher enplanements and inflation/other factors are going to be partially offset by closures from the C Concourse Expansion project (currently estimated to be ~\$3.1M in 2025, or ~\$255K/month)
- *Note that the plan to execute and begin the \$1.0M of tenant janitorial trash removal may be subject to shifts, though any adjustment to revenue will also corresponds to an equal adjustment to expense*

# Non-Aeronautical – Airport Dining & Retail Revenue



2025 Combined ADR: 25.5% above 2019

**Airport Dining & Retail** – recovery is ongoing, with certain elements rebounding more quickly than others. Despite strong demand from returning passengers, staffing issues among ADR concessionaires have somewhat dampened this growth. Looking ahead, while overall demand for ADR is expected to be strong, short-term revenue growth will face pressure due to the continued impacts of capital project construction.

**Duty Free Revenue** – was most dramatically impacted during pandemic, however with increase of international passengers and new lease agreement, growth continues into 2025.

**Food & Beverage** – faced challenges by mandated closures during 2020, and recovery was further slowed due to staffing challenges. Recent revenue growth reflects both strong demand and upward pressure on prices which is reflected in concession fees on higher gross sales.

**Retail Revenue** – continues to perform strongly after rapid recovery to exceed pre-pandemic levels in 2022

**Advertising** – building off strong performance in 2023 and 2024, ClearChannel revenue will continue to see modest growth

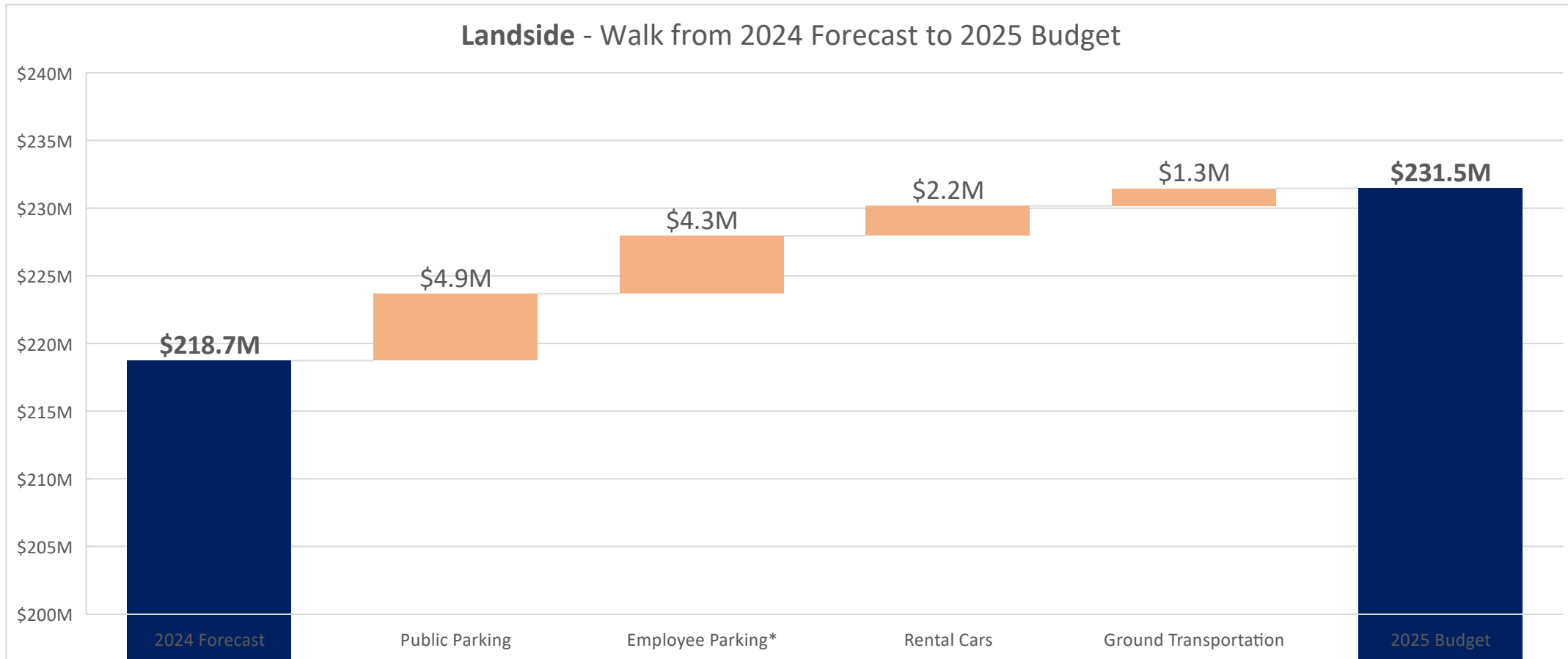
**Service Revenue** – slower recovery of international passengers impacts foreign currency vendor within this component of ADR

# Other Commercial Management Revenue

- Tenant Marketing Fund collection has been intentionally paused effective July 2024 through December 2025 to spend down existing balance
- Conference Center Revenue is planned to be \$280K in the 2025 Budget, an increase of \$43K, or 18%, above the latest forecast for 2024
  - Approximately 69% of business is internal Port meetings and 31% external (revenue-generating)

# LANDSIDE DETAIL

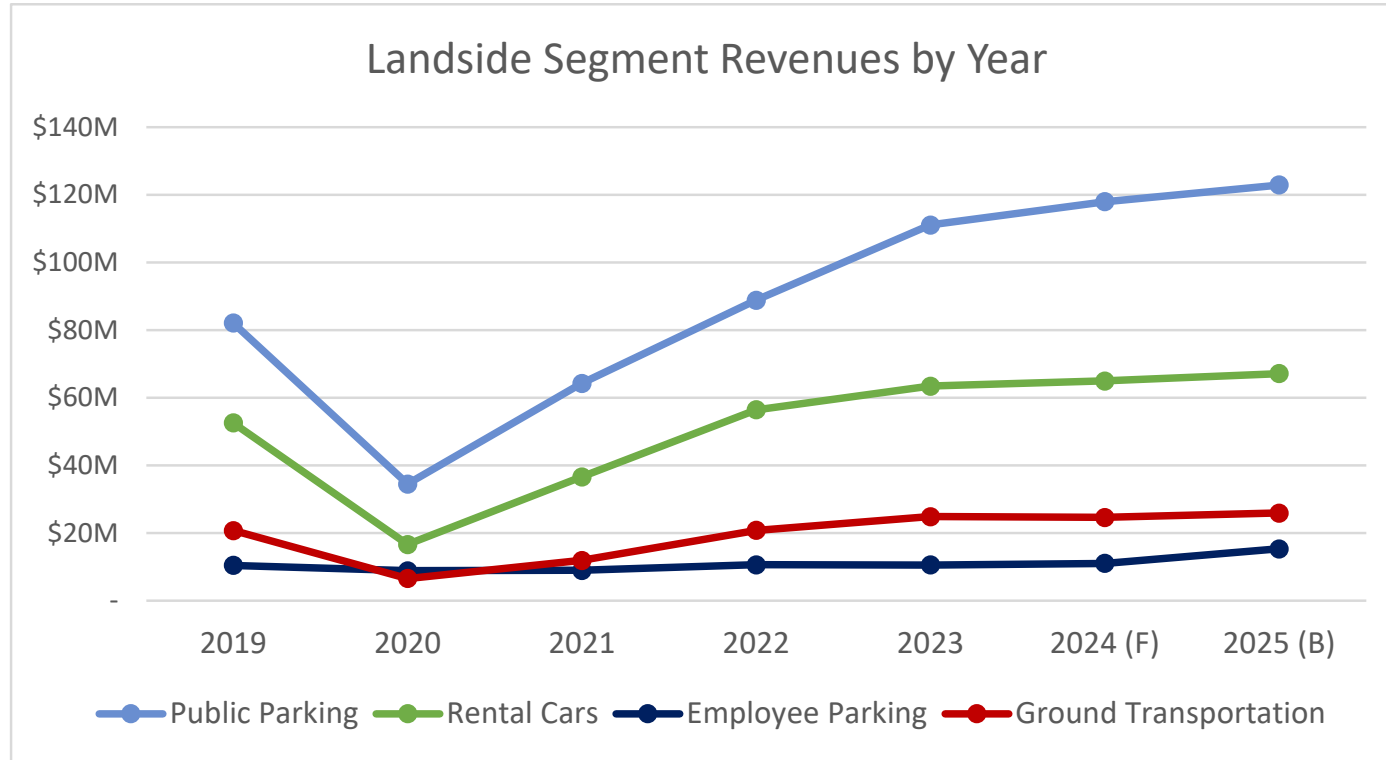
# Walk to 2025 Landside Revenue Budget



- 2025 Landside Revenues are expected to be **\$12.7M / 5.8%** above the 2024 Forecast (\$21.8M / 10.4% above the 2024 Budget). Growth anticipated from higher enplanements, planned rate increases, and other factors.

\*Employee Parking is cost-recovery, and will be finalized later in the budget process

# Landside Revenue Recovery



2025 Combined: 39.5% 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 (planned for January 1, 2025, prior increases implemented in 2019, 2022 & 2023)

**Rental Cars** – Limited vehicle availability since 2020 drove higher concession fees on lower activity volume. This has mostly stabilized, and we expect for rental rates to remain steady in 2025, with transaction growth also stabilizing. (~18%)

**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 reflects only existing NEPL expenses

# 2025 Public Parking Revenue

- Parking Revenue is expected to be \$123.0M, an increase of \$4.9M, 4.2% over 2024
  - Demand for Public Parking expected to remain stable in 2025, growing with enplanements
    - Drive-Up Transactions: 2.02M, increasing 31k, ~2% over 2024
    - Reserved Transactions: 87k, increasing 2k, ~3% over 2024
  - Reserved Parking program launched in March 2024 on Floor 4 and has seen high utilization. Occupancy rate has averaged 93% since its launch. Planned expansion to Floor 5 in 2025.
- Parking rate increased proposed for January 1, 2025\*
  - Drive-Up & Reserved: No change to hourly rates, \$1 increase in daily rates to reflect FMV pricing, Drive-Up weekly rate (7th day free) to be eliminated as part of a strategic shift toward growing the parking reservation program.
  - Monthly Parking program rates: Passport from \$500 to \$550, Passport Gold from \$1,000 to \$1,100



# 2025 Proposed Public Parking Rate Increases

*Effective Jan 1, 2025*

Product	Type	Current Rate	New Rate	\$ Change	% Change	Net Revenue to Port
<b>General Parking</b> <i>(Floors 1-3, 5-8)</i>	Hourly	\$8	<b>\$8</b>	NC	NC	\$3.50
	Daily	\$37	<b>\$38</b>	\$1	2.7%	\$30.73
	Weekly	\$222	<b>\$266</b>	\$44	19.8%	\$237.62
<b>Reserved Parking</b> <i>(Floor 4)</i>	Hourly	\$10	<b>\$10</b>	NC	NC	\$5.32
	Daily	\$47	<b>\$48</b>	\$1	2.1%	\$39.80
	Weekly	\$329	<b>\$336</b>	\$7	2.1%	\$301.14
<b>Passport Parking</b> <i>(Floors 1-3, 5-8)</i>	Monthly	\$500	<b>\$550</b>	\$50	10%	\$495.34
<b>Passport Gold Parking</b> <i>(Floor 4)</i>	Monthly	\$1000	<b>\$1100</b>	\$100	10%	\$994.43

*SEA Parking rates are adjusted annually to maintain fair market rates and keep pace with inflation and local tax increases.*

*Rates are inclusive of all taxes and fees, including a City of SeaTac Commercial Parking Tax of \$4.14 per transaction and 10.2% WA State Sales Tax (Rates effective Jan 1, 2025).*

# Public Parking Rate Increase Summary

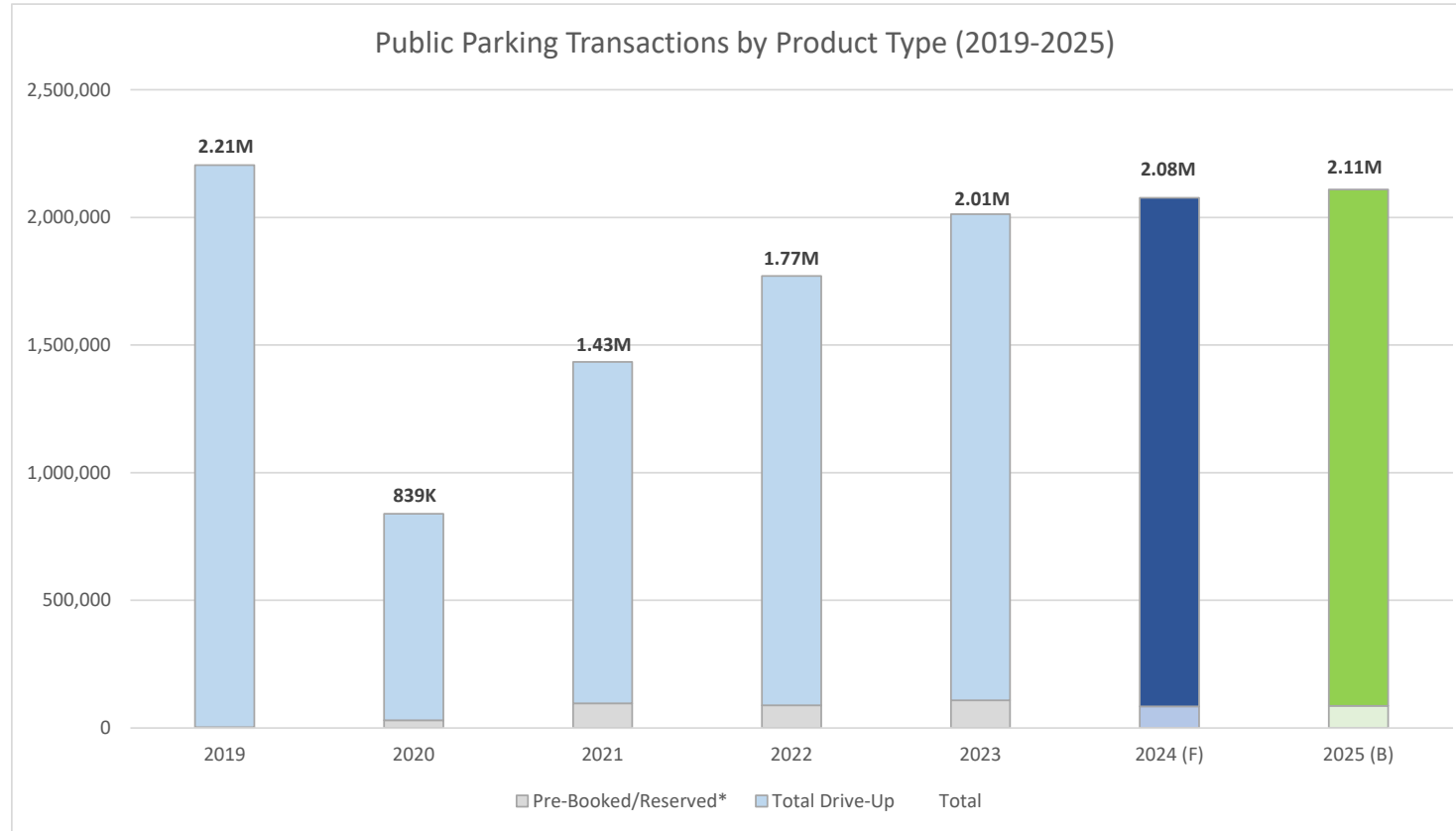
## Public Parking Garage

### Tariff Parking Rate Change Summary

General Parking (all other floors)	2007	2010	2017	2019	2022	2023	2024	2025
Hourly	\$ 2.00	\$ 3.00	\$ 4.00	\$ 5.00	\$ 6.00	\$ 8.00	\$ 8.00	\$ 8.00
Daily	\$ 26.00	\$ 28.00	\$ 30.00	\$ 32.00	\$ 34.00	\$ 37.00	\$ 37.00	\$ 38.00
Weekly	\$130.00	\$130.00	\$140.00	\$149.00	\$169.00	\$222.00	\$222.00	\$266.00
Hourly		50%	33%	25%	20%	33%	0%	0%
Daily		8%	7%	7%	6%	9%	0%	3%
Weekly		0%	8%	6%	13%	31%	0%	20%
Terminal Direct/Reserved (Floor 4)	2007	2010	2017	2019	2022	2023	2024*	2025
Hourly	\$ 4.00	\$ 4.00	\$ 5.00	\$ 6.00	\$ 7.00	\$ 10.00	N/A	N/A
Daily	\$ 35.00	\$ 35.00	\$ 37.00	\$ 39.00	\$ 42.00	\$ 47.00	\$ 47.00	\$ 48.00
Weekly	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
Daily		0%	6%	5%	8%	12%	0%	2%
Weekly								

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

# Public Parking Transactions



- Public Parking transactions are expected to increase by 30k, 1.4% over the 2024 Forecast
  - Reserved Parking transactions are expected to be relatively stable, given high occupancy rates (~93%) in 2024

# 2025 Rental Car Revenue

- Rental Car Revenue is expected to be \$67.2M, an increase of \$2.2M, 3.4% over 2024
  - Concession Revenue: \$46.1M, increasing \$638k, 1.4% over 2024
    - Average rental rates expected to stabilize in 2025; transactions growing with enplanements
      - Potential risk: Space constraints within Rental Car Facility + Project impacts
  - CFC Operating Revenue: \$21.6M, increasing \$1.6M, 7.7% over 2024
    - CFC Rate increase planned from \$7.50 to \$7.75
      - \$20M in Capital Projects between 2025-2028: RCF Fire Suppression System, RCF Customer Service Building Re-Demising, RCF Boiler Skid Replacement

# Rental Car CFC Rate Increase Summary

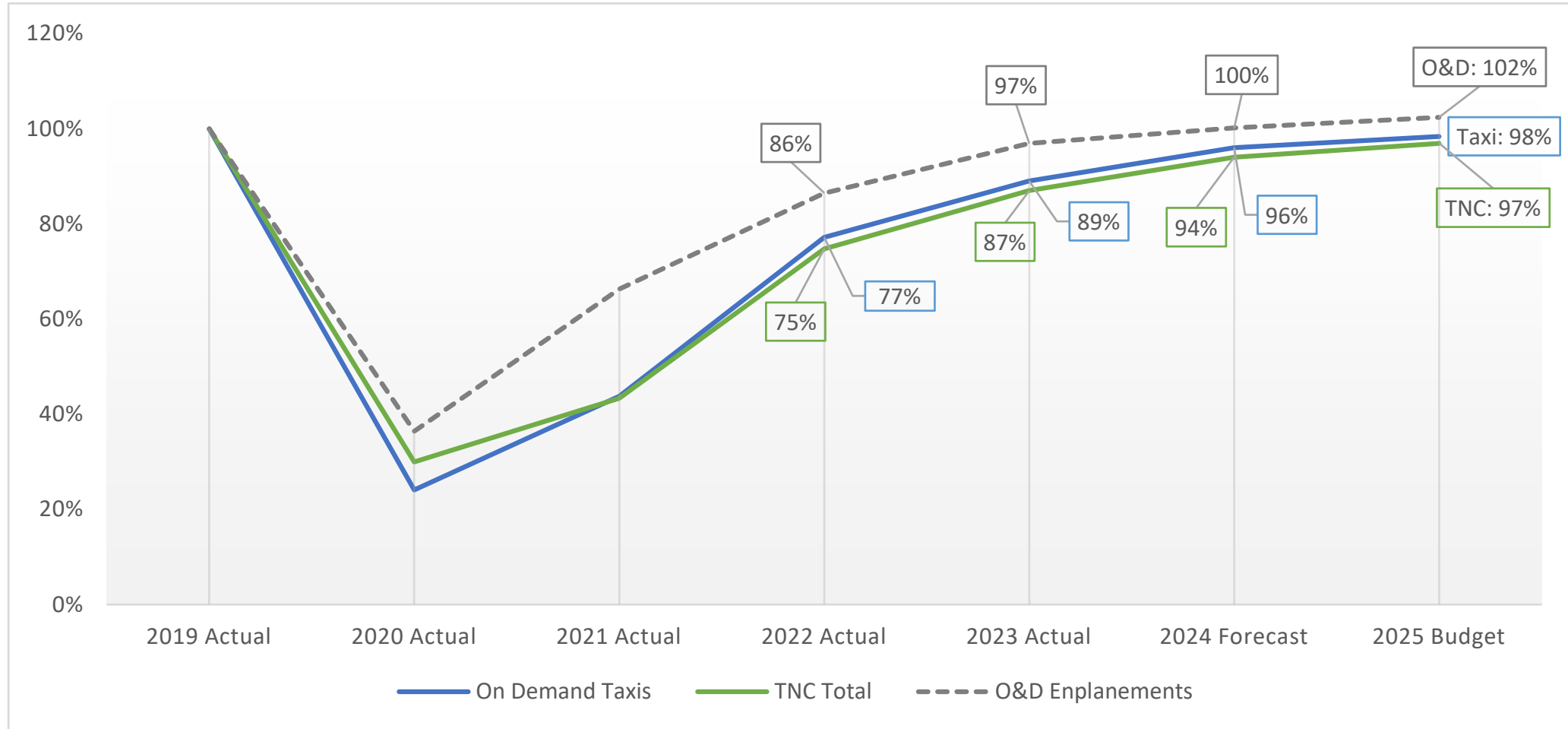
Rental Car <u>CFC Rate Change Summary</u>																
	2006		2009		2012		2021		2022		2023		2024		2025	
Daily CFC Rate	\$	4.00	\$	5.00	\$	6.00	\$	6.50	\$	7.00	\$	7.25	\$	7.50	\$	7.75
CFC Rate Increase %				25%		20%		8%		8%		4%		3%		3%

Planned annual CFC rate increases implemented beginning in 2022, support rental car facility capital projects and growth in CFC-eligible operating expenses.

# 2025 Ground Transportation Revenue

- Ground Transportation Revenue is expected to be \$26.0M, an increase of \$1.3M, 5.3% over 2024
  - TNC: \$19.3M, increasing \$1.2M, 6.6% over 2024
    - Primary Driver of Revenue Increase: Pick-up rate increasing from \$6.00 to \$6.50
    - TNC Activity expected to slightly outpace Enplanement growth
      - Total Expected Trips: 4.7M, up ~3% from 2024
  - On-Demand Taxi: \$3.7M, increasing \$90k, 2.5% over 2024
    - Total Expected Trips: 612k, up ~2.5% from 2024

# Ground Transportation – Trips & Metrics

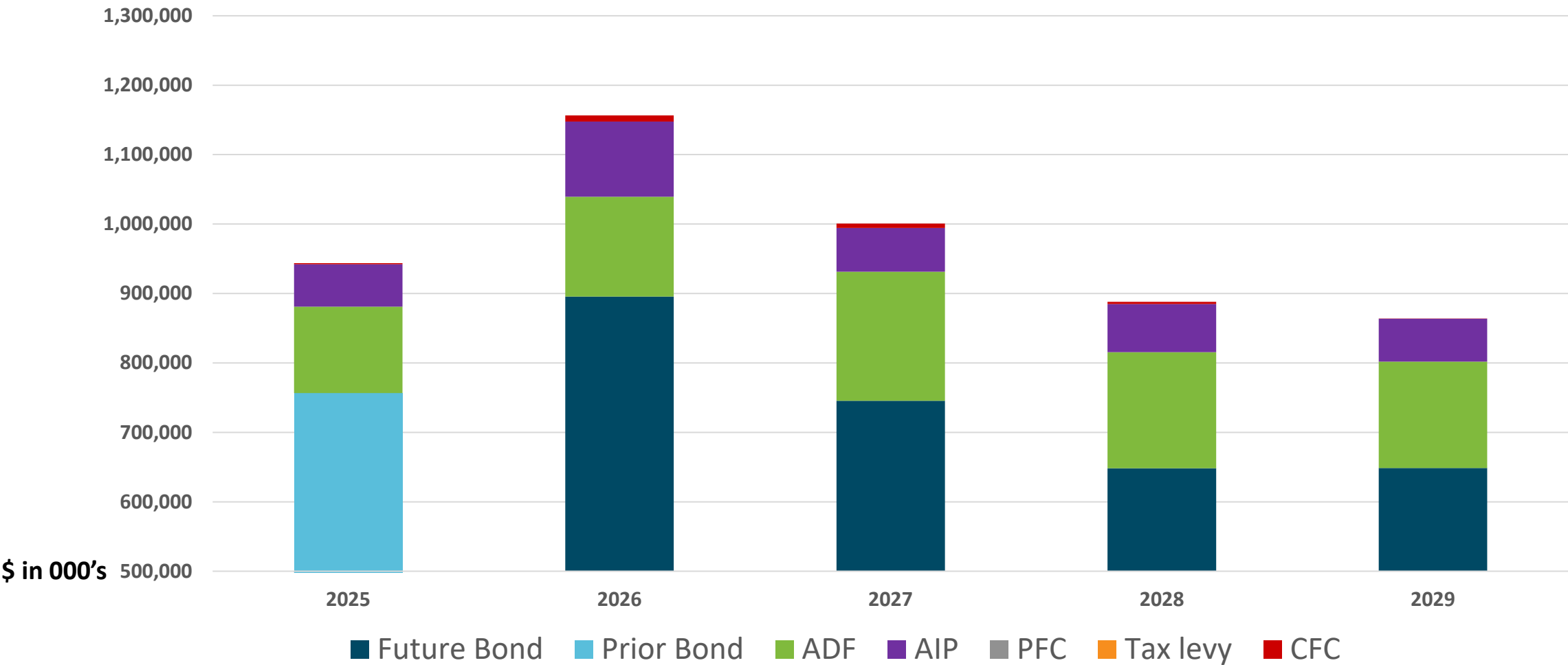


- GT Compensatory trips continue to rebound; O&D Enplanements and TNC/Taxi trip growth converging

# CAPITAL PROGRAM



# 2025 – 2029 Preliminary Capital Funding Plan



Includes CIPs from Central Services and other divisions of \$98.8M

ADF = Airport Development Fund  
AIP = Airport Improvement Plan

CFC = Customer Facility Charge  
PFC = Passenger Facility Charge

# 2025 – 2029 Preliminary Financial Forecast Assumptions

Forecast Assumptions:	2025 Budget		2026		2027		2028		2029	
Base O&M growth	5.9%		7.0%		6.0%		6.0%		6.0%	
Expenditure Growth <sup>1</sup>	13.5%		8.4%		6.0%		6.4%		5.9%	
Enplanement growth	1.1%		2.2%		0.7%		0.8%		0.8%	
Capital Expenditures (\$ in millions) <sup>2</sup>	\$	944	\$	1,156	\$	1,001	\$	888	\$	864
Non-airline revenue growth	9.9%		5.5%		8.8%		4.4%		1.2%	
Bond Interest Rate	5.25%		5.25%		5.25%		5.25%		5.25%	
Amortization Rate	4.6%		3.6%		3.6%		3.6%		3.6%	
Interest Earnings Rate	3.5%		3.5%		3.5%		3.5%		3.5%	

<sup>1</sup> Expenditure growth includes allocation from Central Services

<sup>2</sup> Capital Expenditures include public expenses, airport funded corporate and EDD capital projects

- *Expenditure growth differs from base O&M growth because Expenditure growth includes one-time items such as environmental remediation and airline realignment expenses*



Construction 20%

# Concourse C Expansion

**Scope:** Add 4 floors to the existing 3-floor C1 Building.  
Includes: Airport Dining and Retail space, office space, and lounge space, amenities such as nursing room, meditation room, and sensory room.

**Authorized Program Budget: \$400M**

**Schedule: May 4, 2026**

Design Complete Q1 2023  
Early Work Packages Start Q2 2022  
Full Construction Starts Q2 2023  
Substantial Completion Q2 2026



# SEA Gateway/North Main Terminal Redevelopment Program

**Scope:** Alaska Airlines is designing and constructing a tenant reimbursement agreement program to redevelop their Ticketing and other support areas of the Main Terminal to improve passenger check-in, bag drop, and security screening capacity.

**Authorized Program Budget: \$546M**

**Schedule: Q1 2021 – Q2 2026**

- **Design Start:** Q3 2021
- **Phase A Construction:** Q3 2022 – Q4 2024  
(Bridge/Promenade & Baggage Claim)
- **Phase B Construction:** Q3 2023 – Q3 2026  
(Ticketing, Mezzanine & Checkpoint 5)

Phase A – Construction 90%



Phase B – Construction 25%



70% Construction Complete

# Concourse A Building Expansion for Lounges Project



**Scope:** Tenant Reimbursement Agreement project with Delta Air Lines to design and construct a building addition at the end of the A Concourse that will house a new Delta Sky Club, a new Delta One lounge, and an expanded shared-use lounge Club @ SEA

**Authorized Project Budget: \$126.5M**

**Schedule: Q2 2021 – Q2 2025**

Construction Q3 2022 – Q2 2025  
TCO – Q2 2025

15% Design Complete



# S Concourse Evolution

**Scope:** This project will seismically and structurally strengthen the South Concourse, complete the effort of bringing all its building systems up to date, completely replace the lower-level FIS facility, and remodel and expand the retail, dining, and club space on the upper floors of the facility.

**Target Estimated Budget Range:** \$1.9B - \$2.2B

**Schedule:** Q4 2021 – 2033

Design Begin Q3 2023

Construction NTP Q3 2025

Substantial Completion 2033



PDD Initiated in 2022



# Main Terminal Improvements Program

**Total Estimated Program Budget: \$1B to \$1.2B**

**Scope Includes:** Smoke control and sprinkler installation, ceiling, lighting, mezzanine security improvements, restroom renovations, sewer & domestic water improvements, Baggage level optimization plan implementation, bag claim devices renewal and replacement, elevator renewal and replacement, new signage, updated standards/requirements, aesthetic visioning implementation, sustainability and innovation program allowances.

**Program Schedule Duration to 2038**

## RFP Solicitation for Duty Free Vendor Released



# Concourse A Duty Free

**Scope:** Design and construct a walk-through Duty Free on Concourse A, adjacent to the new IAF exit for connecting passengers. This 11,000 sq. ft. project will be delivered via a Tenant Reimbursement Agreement (TRA).

**Target Estimated TRA Budget: \$33M – \$45M**

**Schedule: Q3 2024 – Q4 2027**

Execute Lease Agreement w/ Duty Free Vendor Q4 2024

Design Start Q1 2025

Construction Q3 2025 - Q2 2027



PDD has started



# STS Replacement

**Scope:** Timely and cost-effective renewal and replacement of Satellite Transit System (STS) is required by 2030-2035 to continue operation and maintain efficient airport. The scope include replacement of end-of-life STS vehicles, structural rehabilitation of the current STS tunnels, and construction of a new north pedestrian connector (NSAT to Concourse D).

**Target Estimated Budget Range:** \$800M - \$1B

## **Schedule:**

PDD started in Q3 2024.

The total duration of PDD is 2 years.

Design and Construction duration is TBD.

The Project schedule will be determined during the PDD.

# OTHER SUPPORTING INFORMATION

# Environmental Remediation Liability (ERL) Expense

Environmental Remediation Liability Expense Org Basis (in 000's)	2023	2024	2024	2025	Budget Change 2025 B v 2024 B	
	Actuals	Budget	Forecast	Budget	\$	%
NMT - Task Order 1	178	-	187	-	-	-
NMT - Task Order 2	2,726	-	203	-	-	-
NMT - Task Order 3	3,853	-	658	-	-	-
<b>NMT Redevelopment (SEA Gateway)</b>	<b>6,757</b>	<b>-</b>	<b>1,047</b>	<b>-</b>	<b>1,047</b>	<b>-</b>
Country Square Apartments	-	-	-	109	(109)	-
Fairview Lenai Apartments	-	-	-	170	(170)	-
Hi View Apartments	-	-	-	104	(104)	-
<b>Noise Abatement - Apartments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>383</b>	<b>(383)</b>	<b>-</b>
MT Low Voltage System Upgrade	5,386	-	-	-	-	-
Concourse A Lounge (Delta TRA)	683	-	-	-	-	-
C Concourse Expansion	185	-	105	-	-	-
Airline Realignment	-	157	152	-	157	-
Concourse Low Voltage Upgrades	-	-	-	116	(116)	-
Taxiway A Circuit Replacement	-	-	-	90	(90)	-
PIDS Infrastructure	-	-	100	-	-	-
Widen Arrivals	-	-	100	-	-	-
Snow Storage Expansion	-	-	-	50	(50)	-
All other RMM expense	6	-	3	-	-	-
<b>Total ERL Expense</b>	<b>13,017</b>	<b>157</b>	<b>1,508</b>	<b>639</b>	<b>(482)</b>	<b>(307%)</b>

# Acronyms (A-J)

<b>AAAE</b>	American Association of Airport Executives
<b>AAHT</b>	Allies Against Human Trafficking
<b>AAG</b>	Alaska Air Group
<b>ACDBE</b>	Airport Concessions Disadvantaged Business Enterprise
<b>ADR</b>	Airport Dining & Retail
<b>ADF</b>	Aviation Development Fund
<b>AFFF</b>	Aqueous Film Forming Foam
<b>AIP</b>	Airport Improvement Plan
<b>AOA</b>	Airport Operations Area
<b>AOB</b>	Airport Office Building
<b>ARPA</b>	American Rescue Plan Act
<b>ASL</b>	Automated Screening Lanes
<b>B&amp;O Tax</b>	Business & Occupation Tax
<b>BIM</b>	Building Information Modeling
<b>CA</b>	Century Agenda
<b>CAGR</b>	Compound Annual Growth Rate
<b>CBP</b>	US Customs & Border Protection
<b>CFC</b>	Customer Facility Charge
<b>CIP</b>	Capital Improvement Program
<b>COE</b>	Center of Expertise
<b>COLA</b>	Cost of Living Adjustment
<b>CoST</b>	City of SeaTac
<b>CP</b>	Commercial Paper
<b>CPE</b>	Cost Per Enplanement

<b>DBE</b>	Disadvantaged Business Enterprise
<b>DMCBP</b>	Des Moines Creek Business Park
<b>DS</b>	Debt Service
<b>EA</b>	Environmental Assessment
<b>EDD</b>	Economic Development Division
<b>EDP</b>	Executive Director Priorities
<b>ELT</b>	Executive Leadership Team
<b>ERL</b>	Environmental Remediation Liability
<b>EV</b>	Electric Vehicle
<b>FAA</b>	Federal Aviation Administration
<b>FIFA</b>	Fédération Internationale de Football Association
<b>FIS</b>	Federal Inspection Services (US Customs)
<b>FOD</b>	Foreign Object Damage/Debris
<b>FTE</b>	Full-Time Equivalent (employee)
<b>GHG</b>	Green House Gas
<b>GIS</b>	Geographic Information System
<b>GMP</b>	Guaranteed Maximum Price
<b>GSE</b>	Ground Service Equipment
<b>GT</b>	Ground Transportation
<b>GTAP</b>	Ground Transportation Access Plan
<b>IAF</b>	International Arrivals Facility
<b>ICT</b>	Information and Communications Technology (Port Dept)
<b>ILA</b>	Interlocal Agreement
<b>ITS</b>	Intelligent Traffic System
<b>IWS</b>	Industrial Wastewater System

# Acronyms (K-Z)

<b>KPIs</b>	Key Performance Indicators
<b>MAP</b>	Million Annual Passengers
<b>NEPA</b>	National Environmental Policy Act
<b>NMT</b>	North Main Terminal Project
<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>NSAT</b>	North Satellite
<b>NTP</b>	Near-Term Projects <a href="#">or</a> Notice to Proceed
<b>NOI</b>	Net Operating Income
<b>O&amp;D</b>	Origin & Destination
<b>O&amp;M</b>	Operating & Maintenance
<b>Part 139</b>	FAA Airport Certification Status List
<b>Part 150</b>	FAA Regulation: Airport Noise Compatibility Planning
<b>PDD</b>	Pre-Design Definition
<b>PETS</b>	Passenger Experience Tracking Service
<b>PFAS</b>	Perfluoroalkyl and Polyfluoroalkyl Substances
<b>PFC</b>	Passenger Facility Charge
<b>PFP</b>	Pay for Performance
<b>P&amp;I</b>	Principle & Interest
<b>PIGs</b>	Pretty Important Goals
<b>PM</b>	Project Manager
<b>POS</b>	Port of Seattle
<b>POV</b>	Privately Owned Vehicle
<b>RFP</b>	Request for Proposal

<b>RMM</b>	Regulated Materials Management
<b>RPE</b>	Revenue per Enplanement
<b>RPIE</b>	Revenue per International Enplanement
<b>SAF</b>	Sustainable Aviation Fuel
<b>SAMP</b>	Sustainable Airport Master Plan
<b>SD</b>	Service Directive
<b>SEA</b>	Seattle-Tacoma International Airport
<b>SEPA</b>	State Environmental Policy Act
<b>SLOA</b>	Signatory Lease & Operating Agreement
<b>SMS</b>	Surface Management System
<b>SPU</b>	Seattle Public Utilities
<b>SSAT</b>	South Satellite
<b>StART</b>	Sea-Tac Telecommunications Architecture Review Team
<b>STS</b>	Satellite Transit System
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>TIFIA</b>	Transportation Infrastructure Finance and Innovation Act
<b>TCO</b>	Temporary Certificate of Occupancy
<b>TMF</b>	Tenant Marketing Fund
<b>TNC</b>	Transportation Network Companies (e.g., Lyft, Uber)
<b>TRA</b>	Tenant Reimbursement Agreement
<b>TSA</b>	Transportation Security Administration (US Customs)
<b>WIGs</b>	Wildly Important Goals
<b>WMBE</b>	Women & Minority Business Enterprise
<b>WIFIA</b>	Water Infrastructure Finance and Innovation Act