



Commissioners

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<http://www.portseattle.org/about/organization/commission/commission.shtml>

*(The approximate point in the audio recording for the specific item is identified by minutes and seconds; example: 01:30 – **Please note that the audio for the August 17 meeting is in three parts, and is noted as such within the minutes**)*

**APPROVED MINUTES
COMMISSION SPECIAL MEETING AUGUST 17, 2010**

The Port of Seattle Commission met in a special meeting at 9:00 a.m., Tuesday, August 17, 2010 in Commission Chambers, Pier 69, 2711 Alaskan Way, Seattle, WA. Commissioners Albro, Bryant*, Creighton, and Tarleton were present. Commissioner Holland was absent.

1. CALL TO ORDER

The special meeting was called to order at 9:09 a.m. by Gael Tarleton, Vice-Chair and Vice-President.

PLEDGE OF ALLEGIANCE

3. APPROVAL OF MINUTES

Motion for approval of the minutes of the June 8, 2010 regular meeting – Creighton

Second – Albro

Motion carried by the following vote:

In Favor: Albro, Creighton, Tarleton (3)

Commissioners Bryant and Holland were absent for the vote

4. SPECIAL ORDER OF BUSINESS

a. (00:03:10 – audio part one) 2010 Port of Seattle Awards

*Commissioner Bryant was present from this point forward.

Presentation document: Commission agenda [memorandum](#) dated August 10, 2010 from Jane Kilburn, Director, Public Affairs

Presenter: Mr. Yoshitani

Mr. Yoshitani provided brief background information on the following awards received by the Port of Seattle in 2010 from outside organizations:

- American Association of Port Authorities (AAPA)
 - 2010 Comprehensive Environmental Management Award
 - Award of Excellence – Annual Report to the Community 2008-2009
 - Award of Merit – Environmental Annual Report 2009-2010
 - Award of Merit – Employee Intranet site “Compass”

- Association of Public Treasuries – Certificate of Excellence
- Editors’ Choice Awards 2010 Best Airport for Concessions – SmarterTravel.com
- Government Finance Officers Association Distinguished Budget Presentation Award
- 2010 Transportation Comprehensive Security Administration Audit

Port staff was acknowledged for their involvement in each of these award-winning areas, and there was a photo opportunity for them with Mr. Yoshitani and the Commissioners.

5. UNANIMOUS CONSENT CALENDAR

None.

6. DIVISION, CORPORATE AND COMMISSION ACTION ITEMS

None.

7. STAFF BRIEFINGS

a. (00:24:34 – audio part one) 2011 Budget – Key Assumptions and Guidelines Discussion

Presentation documents: Commission agenda [memorandum](#) dated July 27, 2010 and computer slide [presentation](#) from Dan Thomas, Chief Financial and Administrative Officer and Michael Tong, Corporate Budget Manager

Presenters: Mr. Thomas and Mr. Tong

Mr. Thomas stated that at today's briefings, staff hopes to have conversations which will help provide context for understanding the connection of the business plans to the capital plans, noting that as part of the presentation the budget process calendar will be reviewed. He also provided background information related to where we have been financially over the past two years, and reviewing some of the proactive steps which were taken to address the economic situation. He called out the fact that the year-end financial report for 2009 reflected that the operating expenses were \$28 million below budget for the year, due in large part to intentional efforts on the part of staff to reduce costs.

Commissioner Albro stressed the importance of looking at fundamental budgeting assumptions throughout the budgeting process.

Mr. Thomas noted that due to current economic conditions and uncertainty, staff will be taking a relatively conservative baseline approach to the 2011 budget, with a continued focus on managing operating and maintenance (O&M) costs, and stated that the process will incorporate Commission guidance and questions are welcomed by staff.

Related to payroll assumptions, Mr. Thomas stated that in response to Commission requests, staff will be reviewing alternative options to salary increases and market data will be looked at to help in arriving at recommendations. He also noted that there will be separate discussions regarding both represented and non-represented employees.

Commissioner Albro requested that staff look at what it would look like if aggregated payroll costs were flat. He noted the importance of looking at both merit-based increases and COLA (Cost of Living) increases. He stated that he would like to see, in the budget, an alternative that would have zero growth in total aggregated payroll costs, including all loading, and then could look at options for making changes.

Commissioner Tarleton stated that related to payroll, she would like to know what the relative relationship is between the represented and the non-represented employees, in order to understand the impact on the total workforce.

Commissioner Creighton agreed with comments that there should be a sense of parity between the represented and non-represented employees.

Mr. Thomas stated that staff will return with revised information which will show the implications if the proposed budget is flat. Commissioner Albro requested that a number of choices be created in order to discuss options.

Commissioner Tarleton noted that it would be valuable to understand the actual payroll base, which would include the total cost of employing staff, not only payroll and benefits.

Mr. Thomas noted the following assumptions to the preliminary operating budget at this point:

- Modest increase in payroll costs
- Conservative "baseline" budget

- Some short-term cost increases due to deferred maintenance at existing facilities and certain new initiatives focused preparation for future growth

Mr. Tong reviewed the remaining 2011 budget calendar for the year as follows:

- August
 - 2010 budget guidelines released
 - Commission briefing on Q2 performance
 - Briefings to Commission on division business and capital plans
 - Commission briefing on budget assumptions
- September
 - Prepare preliminary operating and capital budgets
 - Internal budget reviews by each department and division
 - Executive preliminary budget reviews
 - Commission briefings on capital budgets (9/28)

A brief recess was called at 10:03 due to a lack of quorum, and the meeting was reconvened at 10:05.

Mr. Tong continued his review of the budget calendar:

- October
 - Commission briefings on division operating budgets (10/5)
 - Preliminary budget document available to the Commission on October 19
 - Commission briefing on draft plan of finance (10/26)
 - Release of 2011 preliminary budget and draft plan of finance document to the public (end of month)
- November
 - First reading of budget resolution (11/9)
 - Second reading and final passage of budget resolution (11/23)
- December
 - File statutory budget (12/2)
 - Release 2011 final budget and draft plan of finance document by 12/15

Commissioner Albro suggested that it might be advisable to have an opportunity for additional public discussion of budget assumptions.

b. (00:02:19 – audio part two) 2011 Budget – Aviation Business and Capital Plans

Presentation documents: Commission agenda [memorandum](#) dated July 27, 2010 and computer slide [presentation](#) from Mark M. Reis, Managing Director, Aviation Division

Presenter: Mr. Reis

Mr. Reis stated that the Airline industry, as a whole, continues to look up, and most airlines had significant profits for the second quarter of the year, due in large part to cost-cutting measures they

have taken and the discipline they have demonstrated. He also noted that, locally, Alaska Airlines reported record second quarter earnings.

Mr. Reis then provided current information of the 2010 enplanements at the Airport, noting that they are currently on the increase, and that load factors remain high.

The following information was reported by Mr. Reis on the State of Sea-Tac Airport:

- The recession has resulted in a drop in passengers and a drop in passenger spending, not only at Sea-Tac, but nationwide
- To mitigate impacts, steps taken by Sea-Tac have included deferred capital spending, cutting operating costs, and eliminating over 10% of FTEs
- Non-aeronautical net operating income has dropped, but debt service coverage remains well above the 1.25x target
- Cost cutting measures have been successful and the 2009 cost per enplanement (CPE) was the lowest since 2004

Mr. Reis then provided more specific information related to the following areas:

- Enplaned Passengers
 - Declining passenger levels at Sea-Tac have been modest in comparison to most other airports
 - June and July have seen positive enplanement growth
- Operating Costs
 - O&M costs for 2010 anticipated to be below those of 2008
 - Importance of recognizing that most operating costs are not tied to passenger levels; rather, they are driven by facilities expenses
- Non-aeronautical net operating income (NOI)
 - Highest impact has been in public parking
 - Expect to regain non-aero revenue peak within 2-3 years
 - Public parking gross revenue up in June and July
 - Forecast that sales per enplanement for primary concessions will be up 3% over 2009
- Cost Per Enplanement (CPE)
 - CPE has been lower than 2005 forecast in every year since then
- Cash, Debt Service Coverage
 - Unrestricted cash has been managed to exceed the target of 10 months of O&M costs each year
 - In spite of deep recession, Sea-Tac has maintained debt service coverage well above the 1.25x target

*** Commissioner Tarleton was excused from the meeting from this point forward*

Mr. Reis then continued by reviewing Key Considerations moving forward:

- Continued strong financial situation
- Rate of growth of economy, along with the demand for travel and related parking
- CPE, which is slowly edging downward
- Continued growth in international travel
- Major capital requirements
- Long-term planning issues, and the need to address things which have been deferred
- Technology – capacity and customer service

- Planning for the future:
 - Must focus on preparing for the future, after three years of crisis management
 - Airline industry is more stable and preparing for modest growth, with healthy financials
 - Sea-Tac's financial position is strong

Mr. Reis noted the following core business drivers within the Aviation Division:

- Operate a safe a secure airport
- Focus on maintaining and refurbishing the facility
- Supporting the local economy and community by assuring there is sufficient capacity to meet their needs going forward

He then addressed the following areas of focus for the Aviation Division:

- Strategic Areas of Focus:
 - Customer Service
 - Control Airline Costs
 - Maximize non-aeronautical NOI
 - Environmental sustainability
 - Organization Employee Growth and Effectiveness
 - Support Community and Social Responsibility

- Major "New" 2011-2015 Initiatives
 - Transformation of terminal facilities, including Airline realignment and technology deployment
 - Redevelopment and expansion of Federal Inspection Service (FIS) facilities
 - Increasing parking revenues
 - Concessions upgrades; new units, when the market allows; preparation for the next concessions contract cycle
 - Assure that the Comprehensive Development Plan is appropriately refreshed as it relates to planning for the future
 - Be prepared in the area of Real Estate Development as the market improves

- Work on “Lean” business processes, which will also be a Port-wide initiative, and an effort the Airport is likely to pilot, with a focus on cost control.
- Focus on asset management and sustainable facilities – how we can most effectively manage our capital going forward

Mr. Reis reviewed the two lines of business within the Aviation Division as follows, noting that most Port and Aviation Division initiatives support both of the lines of business:

- Aeronautical Business
 - Capacity and customer needs:
 - Expense
 - Planning for airline realignment
 - Planning for FIS improvements
 - Leasing of back-up power generators for the near term, and reviewing options for permanent back-up power for the long term
 - Capital
 - Airline realignment capital improvements over next three years
 - Technology integration to improve customer experience as well as to create capacity that will last for the long term
 - Baggage system enhancements
 - C-60 to C-1 interline connection
 - C-88 to C-1
 - Create aircraft parking positions – USPS site development
 - Acquisition of new jet bridges
 - Safety and Security
 - Expense
 - Continue implementation of safety management system for Airfield
 - Safety equipment replacement in the Fire Department
 - Capital
 - Upgrades to existing emergency generators
 - Permanent back-up power generation – target for 2010
 - Customer Service
 - Expense
 - Increased janitorial
 - Improved signage
 - Capital
 - New Club International (Delta)
 - Flight Information Management System (FIMS II) – updating equipment for system which provides scheduling data for the public
- Non-Aeronautical Business
 - Increase Parking/Ground Transportation Revenues
 - Expense

- Add resources to analyze and promote parking as a business enterprise
- Evaluate future options for Doug Fox lot
- Capital
 - Upgrade parking revenue control system
 - Upgrade floors 1 and 2 of garage
- Concessions
 - Expense
 - Plan for concessions program renewal, which will be an opportunity for many small businesses at the Sea-Tac
 - Capital
 - Divide current North Satellite duty free space into two new retail/duty free locations
 - Upgrading Central Terminal freight elevators
- Development of vacant Port property – anticipated by end of 2015 – sooner if the market allows
 - Lora Lake property
 - Burien property north of SR518
 - Des Moines Creek Business Park
 - 28th Avenue property, south of the Airport
- Capacity and Customer Needs
 - Expense
 - Add staff (approximately 100 FTEs) by 2012 associated with the Rental Car Facility, the majority of which will be related to the bus system, with the majority of those costs to be covered by Customer Facility Charges (CFC)
 - Capital
 - Complete construction of Rental Car Facility

Mr. Reis proceeded with a review of division-wide plans for the following areas:

- Environmental Sustainability
 - Reduction in carbon emissions
 - Increase in recycling rate
 - Other areas in the environmental arena – Pre-conditioned Air; Electric Ground Service Equipment and possible upgrades to lighting in the garage

Related to lighting upgrades, Commissioner Albro asked that staff look at not only the financial implications, but also the environmental implications of obsoleting useful lighting equipment, which is not at the end of its useful life.

- Comprehensive Development Plan Update
 - Expense
 - Need to understand long-term capacity of airport
 - Will follow completion of Terminal Development Strategy and study for Sound Transit alignment

- Environmental review in 2013 and 2014
- Supportive community and social responsibility
 - Complete Part 150 noise study
- Asset Management
 - Ensure that both life cycle and CPE growth is minimized

In closing, Mr. Reis Provided a brief overview of the Capital Overview figures for 2010—2014, as well as a Financial Forecast Summary for 2010—2015.

A recess was called at 11:45 for the purpose of a lunch break and to hold an Executive Session.

2. EXECUTIVE SESSION pursuant to RCW 42.30.110

An Executive Session was immediately convened for approximately 30 minutes to discuss RCW 42.30.110(1)(i) legal risk matters.

The Commission special meeting was reconvened to open public session at 2:05.p.m.

c. (00:00:54 – audio part three) 2011 Budget – Seaport Business and Capital Plans

Presentation documents: Commission agenda [memorandum](#) dated July 30, 2010 and computer slide [presentation](#) from Linda Styrk, Managing Director, Seaport Division

Presenter: Ms. Styrk

Ms. Styrk began her presentation stating that for 2011, the Seaport Division will be focusing on three major areas as long-term strategies, and provided information on each as follows:

Commercial Business

- Optimizing NOI and utilization of Port assets
- Retain and attract customers to our gateway
- Continue to capitalize on advantages
- Continue partnership with Port of Tacoma in Joint Cooperation efforts
- Continue to actively manage the many ongoing construction projects in and around the harbor area to assure that the freight mobility is high and that there is good access to the terminals, as well as to manage growth impacts
- Manage costs to assure best value and return on investments

Within the areas of Containers; Cruise; and Grain and Other, Ms. Styrk provided a breakout of issues of each as follows:

- Competitive threats
- Optimizing NOI
- Fostering a Green Agenda

Commissioner Tarleton suggested that within the area of Containers, the loss of support businesses should be added as a competitive threat.

Commissioner Albro also noted State of Alaska taxes as a possible threat to the Cruise line of business. He also stated that given the nature of the competitive threats as reviewed, he is not certain that the Port of Seattle will be able to achieve a capacity of 5 million TEUs, and that it would be helpful to see the information revamped in order to see what our current expectations are. Ms. Styrk clarified that the information as presented was regarding capacity and what the Port's terminals are actually capable of in terms of maximum volumes.

Seaport Asset Stewardship

- Complete projects currently underway
- Focus on asset condition assessments
- Clarify prioritization criteria for capital projects
- Incorporate Green Gateway criteria for projects
- Develop future schedule contingent upon available funding or other direction as received by Commission
- Manage costs to assure best value and return on investments

Again, Ms. Styrk provided a breakdown the areas of Containers, Cruise and Grain and Other related to both major capital and expense projects.

Green Gateway

- Monitor Clean Truck Program to assure objectives are met
- Continue to grow At Berth Clean (ABC) Fuels Program
- Continue to partner with stakeholders on stormwater issues
- Focus on 'Herbert Carbon Footprint Study' and continued related marketing
- Advance collaboration efforts to maintain Port competitiveness
- Consider future technologies that reduce impacts

Ms. Styrk then provided more specific detail for the Seaport Lines of Business as follows:

Container Business

Ms. Styrk noted that the container business is the biggest contributor to the bottom line, and reiterated the enormous success the Port has had this year in this line of business, noting that they were up over 61% for July over last year. She noted that the remainder of this year is expected to be fairly strong as well.

Commissioner Tarleton commented on the importance of retaining current customers and volumes.

Ms. Styrk noted that within a list of major work for the Container line of business, they will plan to complete existing projects; work with stakeholders to help minimize impacts of construction and

congestion; continue assessing and stewarding assets; and implementing a radio frequency identification detection (RFID) system to support the Clean Truck Program.

A brief financial overview of the Container business was then provided, as well as a summary of major capital projects.

Cruise Business

Ms. Styrk noted that the Cruise line of business is projecting growth for the upcoming year, globally at about 12%. She stated that for 2011, a decrease is expected in vessel calls for Alaska cruising, but there is optimism for an increase in 2012. She also noted that there is expected to be a 7% reduction in passengers related to the decrease in Alaska cruise business.

Major work planned for this line of business was noted to include marketing on mid-week slots in order to have better utilization of facilities; keeping abreast of cruise industry issues; seeking multi-year agreement with Pier 66; continuing to review shore power and how it can be made feasible at Pier 66.

Commissioner Tarleton commented on the importance of making shore power at Pier 66 a priority, especially in light of the fact that utilities in the central waterfront area will soon be redesigned and improved.

A brief financial overview of the Cruise business was then provided, as well as a summary of major capital projects.

Grain Business

Ms. Styrk noted that the project in this area for 2011 is another strong year, with corn and soybeans from the Midwest as well as a 10% increase in volume over 2010.

As major work for this area, Ms. Styrk noted that as a number of components at the grain facility are now beyond their useful life, and tower strengthening and spout replacement needs to be done. She also stated that negotiations for a new long-term lease of the facility are under way.

The financial overview of the grain business was provided, and it was noted that capital projects will include continued modernization of the Terminal 86 grain facility.

Other Maritime Business (Includes Fishing, Barges, Other miscellaneous harbor activity)

Ms. Styrk stated that in this arena, the same level of profit contribution does not currently exist as in the other major lines of business. She noted that the goal is to maintain full occupancy at facilities and also increase dock usage.

She commented on plans to complete scheduled capital projects, and noted that a recycling program is being developed for implementation at Terminal 91 facilities.

A brief financial overview of the businesses was provided, and Ms. Styrk noted that the goal is to optimize NOI. A list of major capital projects was also provided, and Ms. Styrk reiterated the fact that many of these projects are necessary as many areas at T90/91 have not had attention for decades, and this work can no longer be deferred.

Seaport Security

Ms. Styrk provided a list of planned capital projects associated with Seaport Security for 2011, which are a number of grants the Port has been pursuing.

Greenport and Other

Capital projects for 2011 in this area include the Seaport Green Port Initiative and other Seaport Small Projects.

Ms. Styrk then moved on to providing more detail in the area of Seaport Asset Stewardship. She noted the following as major asset categories within the division:

- Docks
- Utilities
- Cranes
- Buildings
- Pavement
- Dredging
- Various other

Major work for 2011 was noted to include dredging at Terminal 5; inspections of underdocks and inventory of utilities; and development of a more comprehensive asset inventory system.

Commissioner Tarleton raised the question of whether or not there may be new sources of money, either at the State or Federal level, which could be used for cost-sharing measures with us on critical infrastructure projects. Ms. Styrk responded that both Seaport and Government Affairs are collaborating to take advantage of opportunities that may arise in that area.

Ms. Styrk then reviewed a number of Port assets and corresponding projects as listed below, noting that all of the projects require a degree of collaboration at some level:

- Terminal 5
 - Acquisition of new cranes to replace current cranes which are now totally depreciated in value
- Terminal 18
 - Fender Damage Replacement
 - Pile Cap Improvements
 - Crane Drive Upgrades
 - Rail Crossings
 - South End Fendering

- Terminal 25
 - Container Yard Phase 2
- Terminal 46
 - T-46 Redevelopment
 - North Slip Sprinkler Replacement
- Pier 66
 - Shore Power
 - Bag Corridor and Passenger Screening
- Terminal 86
 - Grain Facility Modernization
- Terminal 10
 - Interim Development, which is currently underway
- Terminal 108
 - Paving and Stormwater Upgrade
 - Leased Area Paving

Commissioner Albro stated that it would be helpful for him to review the financial performance of all of the assets in terms of NOI, relative to the project plan for the asset. Ms. Styrk noted that there is not a current financial structure available to see that information in that way. Commissioner Albro noted that even if that capability is not currently available, it would be helpful to see even an estimated range of NOI or revenue.

Commissioner Creighton noted that although NOI is one metric which can be looked at, there are others, such as how many jobs are created in terms of a terminal or project.

Ms. Styrk provided a brief summary of the Seaport Draft Capital Plan, including a breakout of the years 2011, 2011-2015, and 2016-2020.

Related to the Financial Outlook for the Seaport Division, Ms. Styrk stated that operating revenue for 2011, excluding grants and reimbursements is projected to increase by 5% to the 2010 budget. She also stated that goals are to keep current leases in place; maintain volume in the areas of cruise, grain and crane rent; and continue to research opportunities for grants and reimbursements.

Regarding Expense trends and risks, she commented again on comprehensive asset condition assessments; maintenance dredging; repair costs and crane removal; stormwater issues; continuing with the Northwest Clean Air Strategy; environmental reserves, which are continuing to be formed; and the Tribal Fishing Coordination Program.

Commissioner Tarleton asked that staff provide information on which capital projects are related to meeting lease obligations.

In closing, Ms. Styrk reviewed briefly possible risks to the 2011 Seaport Business Plan:

- Competitive threats
- Economic recovery stalls

- Traffic congestion due to construction
- Increased taxes or fees due to State budgetary pressures
- Legislative or regulatory changes that impact port competitiveness

d. (01:23:16 – audio part three) 2011 Budget – Real Estate Business and Capital Plans

Presentation documents: Commission agenda [memorandum](#) dated July 30, 2010 and computer slide [presentation](#) from Joe McWilliams, Managing Director, Real Estate Division

Presenter: Mr. McWilliams

Mr. McWilliams began his presentation with a focus on initiatives and objectives for the Real Estate Division for the upcoming year, which included:

- Implementing State Auditor's Office (SAO) recommendations, as appropriate
- Provide for NOI consistent with 2010 levels
- Begin execution of deferred maintenance obligations
- Provide for amended real estate policies as necessary with regard to:
 - Purchase and sale of properties
 - Competitive process requirements
 - Establishment of asset ranking system

Mr. McWilliams commented on operating revenues for 2011, noting that the division is hoping to meet the goal of a flat NOI. He noted that the hospitality revenue at Bell Harbor Conference Center is exceeding what was anticipated, year-to-date, which has been taken as a positive sign that the hospitality market is continuing to strengthen, and that the assets are well-suited to this type of business. He also commented that real estate in general is continuing to improve, albeit at a very slow pace.

He then commented on a number of exposures or risks in the real estate arena, including:

- Potential higher vacancies in commercial properties and recreational marinas, depending on the market
- Eastside Rail Corridor and related issues
- Deferred maintenance costs
- SAO audit compliance implications
- Tenant improvement allowances

Mr. McWilliams then provided summary financial information for the Real Estate Division, as well as breakouts of the operating units of Harbor Services, Portfolio Management, Development and Planning, and the Eastside Rail Corridor.

Information related to capital projects for the division was then provided, and the complete list was included in the slide presentation. He commented that challenges are not insignificant as related to projects on aging infrastructure.

Within each of the operating units of the Real Estate Division, Mr. McWilliams provided additional information on proposed projects over the course of 2011, as follows:

Development and Planning

- North Bay
 - Complete development options study
 - Initiate the environmental review process
 - Engage the City and other stakeholders in the planned action ordinance
- Des Moines Creek
 - Finalize possible retail option agreement with City
- Other Projects
 - Complete SCORE (jail site) negotiation and transfer title
 - Respond as appropriate to the GSA/FAA office requirement for SeaTac and DesMoines sites
 - Continue discussions with Burien on Northeast Redevelopment Area (NERA)
 - Continue collaboration with City of SeaTac on property in the 28th Ave. S. area
 - Complete second land swap with WSDOT

Portfolio Management and Leasing

- Property Management
 - Achieve net operating income and occupancy targets
 - Fishermen's Terminal
 - Complete asset condition examination and adopt 20-year asset plan
 - Conduct due diligence and prepare to receive title to Downey Building
- Lease and Utilities administration
 - SAO audit compliance (review alternatives and select lease administration accounting/software packages)

Harbor Services

- Achieve net operating income
- Shilshole Bay Marina – Revise long-term masterplan
- Complete enterprise risk management (ERM) assessment plan

Pier 69 Facilities Management and Marine Maintenance

Information regarding these two issues were provided on the slide presentation. Mr. McWilliams also commented specifically on the fact that the Port is the owner of 22 parks, which are maintained by the Marine Maintenance department.

Commissioner Bryant requested that going forward in the budget process, a breakout be provided relating to the parks and public access areas.

8. NEW BUSINESS

9 POLICY ROUNDTABLE

None.

10. ADJOURNMENT

There being no further business, the regular meeting was adjourned at 4:05 p.m.

(A digital recording of the meeting is available on the Port's website)

Rob Holland
Secretary