

START OF TRANSCRIPT

[00:00:30] COMMISSION PRESIDENT IF I COULD JUST POP IN REAL QUICK. THIS IS  
[00:00:34] MICHELLE HART, COMMISSION CLERK. I WANT TO GO AHEAD AND JUST DO  
[00:00:37] A FORMAL ROLE FOR US IF WE COULD? PLEASE DO THAT, MICHELLE.  
[00:00:41] I'M SORRY. I SKIPPED PAST. YOU ARE FINE. WE DID GET PEOPLE  
[00:00:44] WHEN THEY WERE COMING ON. I JUST WANT TO NOTE IT FOR THE  
[00:00:46] RECORD. BEGINNING WITH COMMISSIONER BOWMAN.  
[00:00:53] COMMISSIONER BOWMAN.  
[00:01:04] I'M SORRY? OKAY COMMISSIONER CALKINS? HERE. COMMISSION CHO?  
[00:01:07] PRESENT.. THANK YOU. COMMISSIONER FELLEMAN.  
[00:01:24] LAUREN  
[00:01:51] AND I WILL ALSO BE MONITORING THE CHAT BOX AND ENCOURAGE  
[00:01:54] COMMISSIONERS TO USE IT TO LET US KNOW WHEN YOU DO WANT TO  
[00:01:57] HAVE A QUESTION SO THAT WE CAN QUEUE YOU UP IN THE ORDER YOU'VE  
[00:02:00] REQUESTED TO SPEAK. TODAY'S STUDY SESSION IS BEING RECORDED  
[00:02:04] AS NOTED BY THE COMMISSION PRESIDENT AND BROADCAST TO THE  
[00:02:07] VIEWING PUBLIC AND WILL BE ON DEMAND SHORTLY AFTER THE  
[00:02:10] MEETING CONCLUDES. IT IS A WORKING SESSION FOR THE  
[00:02:12] COMMISSION TODAY. AND THEREFORE WE DO NOT HAVE A PUBLIC COMMENT  
[00:02:17] AT THIS MORNING SESSION. THANK YOU. AND I THINK I SHOULD ADD  
[00:02:21] THAT THE CHAT BOX IS REALLY INTENDED JUST FOR MECHANICS AND  
[00:02:25] TECHNICAL ISSUES AND NOT FOR POLICY DISCUSSION PURPOSES,  
[00:02:28] WHICH SHOULD GO BEFORE THE ENTIRE AUDIENCE HERE.  
[00:02:35] THANK YOU. OKAY WITH THAT, LET'S GET STARTED. DIRECTOR  
[00:02:39] METRUCK, GOOD MORNING. GOOD MORNING PRESIDENT  
[00:02:42] STEINBREUCK AND THANK YOU COMMISSIONERS FOR MAKING TIME  
[00:02:45] TODAY FOR THIS IMPORTANT ISSUE. I KNOW WE HAVE A FULL  
[00:02:47] DAY SO I REALLY APPRECIATE YOU TAKING TIME ON THIS IMPORTANT  
[00:02:50] SUBJECT. BY FAR THE PORT OF SEATTLE'S LARGEST  
[00:02:54] INVESTMENTS IN CRITICAL INFRASTRUCTURE ARE AT OUR  
[00:02:57] AIRPORT. OVER THE NEXT FIVE YEARS WE'RE PLANNING TO SPEND  
[00:03:00] ABOUT 3.3 BILLION ON A HUNDRED AND FORTY-ONE PROJECTS TO  
[00:03:04] ENSURE SEA CONTINUES TO OPERATE SAFELY AND EFFICIENTLY  
[00:03:07] MEETING OUR REGULATORY, ENVIRONMENTAL, AND COMMUNITY  
[00:03:09] RESPONSIBILITIES. IN THE COVID-19 ERA, PROTECTING THE  
[00:03:14] HEALTH AND SAFETY OF EVERYONE AT THE AIRPORT IS OUR TOP  
[00:03:16] PRIORITY. NOW MORE THAN EVER, WE NEED TO TAKE THE LONG VIEW  
[00:03:20] ABOUT A NEEDS FOR THE AIRPORT'S IMPROVEMENTS AND THE  
[00:03:23] AIRPORT'S TREMENDOUS VALUE TO THE ECONOMY OF THE REGION  
[00:03:26] AND THE STATE. IN THESE TOUGH TIMES, OUR AIRLINE PARTNERS ARE  
[00:03:30] ADVOCATING FOR INVESTMENTS TO MEET THE NEEDS OF THE FUTURE AS  
[00:03:32] WELL. SEATTLE-TACOMA INTERNATIONAL AIRPORT IS VITAL  
[00:03:36] TO OUR RECOVERY AND THE RECOVERY FOR THE REGION. WE ACKNOWLEDGE  
[00:03:40] THAT THERE'S GREAT UNCERTAINTY ABOUT HOW QUICKLY THE INDUSTRY  
[00:03:42] WILL RECOVER OUR FORCASTS ARE BASED ON THE BEST INFORMATION  
[00:03:46] AVAILABLE, BUT THOSE ARE ONLY FORECASTS SO WE MUST PROCEED  
[00:03:49] RESPONSIBLY AND BE PREPARED TO ADJUST DEPENDING ON THE FACTS  
[00:03:53] AND THAT'S SOMETHING THAT LANCE LITTLE AND HIS TEAM ARE DOING.  
[00:03:56] WE LOOK FORWARD TO CONTINUING THE CONVERSATION WITH COMMISSION  
[00:03:59] ABOUT THESE VITAL INVESTMENTS FOR OUR COMMUNITY. I'LL NOW  
[00:04:02] TURN THE PRESENTATION OVER TO LANCE LITTLE, MANAGING  
[00:04:05] DIRECTOR AVIATION. LANCE.  
[00:04:10] GOOD MORNING, EVERYONE. THANK YOU STEVE. GOOD MORNING  
[00:04:15] COMMISSIONERS. CAN EVERYONE HEAR ME? GOOD MORNING LANCE.  
[00:04:19] COMMISSIONERS, THANK YOU AND STEVE THANKS FOR GIVING US THE  
[00:04:22] OPPORTUNITY TO PRESENT THE CIP THIS MORNING. I HAVE CARRIE  
[00:04:28] STEVENS, BORGEN ANDERSON, AND JENNIFER BROWN WHO WILL BE  
[00:04:32] PRESENTING WITH ME TODAY. AS COMMISSIONER STEINBREUCK SAID,  
[00:04:35] WE'RE GLAD FOR THE OPPORTUNITY TO PROVIDE AN OVERVIEW OF THE  
[00:04:37] CIP, TALK A LITTLE BIT ABOUT THE CIP PROCESS, HOW WE PRIORITIZE  
[00:04:42] OUR PROJECTS IN THE CIP, ALSO HOW THE CIP IS FUNDED AND HOW  
[00:04:47] WE TRIGGER PROJECTS MEANING HOW WE DETERMINE WHETHER

[00:04:50] A PROJECT IS ACCELERATED DELAYED CANCELED ETC. WE'RE ALSO GOING  
[00:04:54] TO SPEAK TO SEVERAL WHAT WE CALL [INAUDIBLE] PROJECTS.  
[00:04:58] THESE PROJECTS ARE VERY  
[00:04:59] IMPORTANT THEY MAKE UP ABOUT 75% OF THE  
[00:05:00] ENTIRE CIP. AND SO WE'RE GOING TO SPEAK ABOUT THOSE AND SOME  
[00:05:04] PROJECTS THAT ARE OF INTEREST TO COMMISSIONERS AND  
[00:05:06] TO THE AIRLINES AS WELL. AND FINALLY, WE'RE GOING TO SPEAK  
[00:05:10] ABOUT THE PEER REVIEW RECOMMENDATION THAT WAS MADE  
[00:05:13] LAST YEAR. OUR INTENTION WAS TO HAVE THE PEER-REVIEW  
[00:05:17] RECOMMENDATION IMPLEMENTED BY THE FIRST QUARTER OF THIS YEAR.  
[00:05:20] HOWEVER, COVID HAPPEN AND THAT DELAYED EVERYTHING. BUT I THINK  
[00:05:23] IT'S IMPORTANT THAT WE ALSO SPEAK ABOUT THE PEER REVIEW  
[00:05:27] RECOMMENDATION AND HOW THAT IS ALIGNED WITH OUR SUPPORT  
[00:05:32] CIP AS WELL. BUT BEFORE WE GET STARTED COMMISSION , I  
[00:05:35] REALLY WANTED TO TALK ABOUT THE VISION. THE CIP IS REALLY A  
[00:05:40] MEANS TO AN END. THE PROJECTS IN THE CIP ARE A MEANS TO AN END.  
[00:05:44] AND THE END, IT IS THE VISION THAT WE HAVE FOR THE AIRPORT.  
[00:05:47] AND WE REALLY WANT TO PROVIDE OR SHOW YOU WHAT WE HAVE IN  
[00:05:50] VISION AND TO GET YOUR FEEDBACK, TO GET COMMISSION GUIDANCE ON  
[00:05:54] WHAT THIS AIRPORT SHOULD LOOK AND FEEL LIKE OVER THE  
[00:05:56] NEXT 10 TO 20 YEARS. AND THEY SAY A PICTURE SAYS A THOUSAND  
[00:06:00] WORDS, VIDEO PROBABLY SAYS ABOUT TEN THOUSAND WORDS. SO WE HAVE  
[00:06:04] A VIDEO THAT WE WANT TO SHOW, AT LEAST THREE VIDEOS, THAT WE'RE  
[00:06:07] GOING TO SHOW. SHORT VIDEOS. THEY ARE STILL IN DRAFT AND  
[00:06:11] NOT COMPLETED THOUGHT IT WAS IMPORTANT TO AT LEAST SHOW  
[00:06:16] WHAT THEY DRAFTED SO WE CAN GET EARLY FEEDBACK  
[00:06:22] FROM YOU GUYS. ONCE WE'RE FINISHED, WE'LL HAVE A LONG  
[00:06:26] VERSION OF THE VIDEO [INAUDIBLE]  
[00:06:29] THEN WE HAVE A SHORTER VERSION THAT WOULD BE  
[00:06:32] CONSOLIDATED FOR PUBLIC CONSUMPTION.  
[00:06:37] WAITING FOR THE VIDEO TO GET ON THIS SCREEN HERE. YES, AND I  
[00:06:40] WILL WARN YOU THAT IT'LL MUTE. EVERYBODY WANTS THE POWERPOINT  
[00:06:44] GETS UP WITH THE VIDEOS. SO JUST BE PATIENT.  
[00:06:49] RIGHT AND THE PURPOSE OF SHOWING THE BIGGER.  
[00:06:52] COMMISSION, I THINK IT'S IMPORTANT TO UNDERSTAND THAT  
[00:06:54] WHEN WE COME TO YOU WITH VARIOUS DIFFERENT PROJECTS FROM  
[00:06:57] THE CIP OR FROM THE NEAR TERM  
[00:07:01] PROJECTS THAT ARE IN THE MASTER PLAN I THINK IT'S IMPORTANT TO  
[00:07:04] UNDERSTAND THAT THESE ARE NOT JUST AD HOC PROJECTS. THEY ARE  
[00:07:08] REALLY PART OF A WELL THOUGHT OUT STRATEGY AND  
[00:07:13] VISION THAT WE HAVE. AND I THINK THE ANALOGY I WOULD SAY IS IF  
[00:07:16] YOU GO TO PURCHASE A PUZZLE YOU LOOK AT THE BOX AND YOU SEE  
[00:07:20] WHAT THE PUZZLE LOOKS LIKE AT THE END AND THEN YOU START  
[00:07:22] PUTTING THE PIECES OF THE PUZZLE TOGETHER. SO WHAT WE  
[00:07:25] WANT TO SHOW IN THIS VIDEO IS ACTUALLY WHAT THE PICTURE ON  
[00:07:28] THAT BOX LOOKS LIKE AND THEN THE CIP ARE THE PIECES AND THE  
[00:07:33] PROJECTS IN THE NEAR TERM  
[00:07:35] [INAUDIBLE] IN THE MASTER PLAN ARE THE PIECES THAT  
[00:07:38] WORK TOGETHER TO REALIZE THIS VISION. AND THE OBJECTIVE  
[00:07:41] IS TO GET TO A FACILITY OR OTHER FACILITY IN THE AIRPORT  
[00:07:45] THAT WILL LEAVE WE CALL A LEVEL OF SERVICE OPTIMAL. YOU GUYS  
[00:07:48] HAVE HEARD ME SPEAK ABOUT THAT ON MULTIPLE OCCASIONS. WE HAVE  
[00:07:52] LOOKED AT THE AIRPORT IN ITS ENTIRETY FROM THE NORTH END OF  
[00:07:55] THE AIRPORT ALL THE WAY THROUGH TO THE SOUTH END AND DETERMINE  
[00:07:59] WHAT IS IT THAT WE NEED TO DO TO MAKE THIS ENTIRE AIRPORT A  
[00:08:02] WORK FAST FACILITY. AND IT'S TAKEN LONG TO GET THERE.  
[00:08:08] IS IT STILL LOADING? IT IS  
[00:08:10] . IT'S SLOW BUT I PROMISE THE QUALITY WILL BE GOOD.  
[00:08:12] THIS WAY TAKES A LITTLE LONGER TO GET UP GOING  
[00:08:16] THIS ROUTE, BUT IT'LL BE A MUCH MORE PLEASANT EXPERIENCE. OKAY.  
[00:08:22] AND COMMISSIONER AS I SAID, WE'RE GOING TO  
[00:08:26] DO A WALK-THROUGH OF THREE DIFFERENT APPROACHES COMING IN  
[00:08:30] FROM THE NORTH END OF THE AIRPORT GOING THROUGH FROM

[00:08:35] THE CHECK POINT FIVE END, ALASKA END, GOING THROUGH  
[00:08:39] CHECKPOINT THREE, GOING ALL THE WAY OVER TO THE NORTH  
[00:08:42] SATELLITE. YOU'RE GOING TO SEE WHAT THE AIRPORT LOOKS LIKE  
[00:08:45] COMING IN FROM THE SOUTH END GOING INTO THE NEW CHECKPOINT  
[00:08:48] ONE, AND GOING TO THE NEW SOUTH SATELLITE AS WE ENVISION IT.  
[00:08:53] YOU'RE ALSO GOING TO SEE WHAT THE AIRPORT LOOKS LIKE COMING  
[00:08:55] IN ON AN INTERNATIONAL FLIGHT THROUGH THE NEW INTERNATIONAL  
[00:08:59] ARRIVALS FACILITY, GOING OVER TO THE PARKING GARAGE, GOING  
[00:09:03] THROUGH OUR NEW  
[00:09:06] GROUND TRANSPORTATION CENTER, AND DRIVING ON  
[00:09:09] THE NEW BUS GUIDE, ALL THE WAY OVER TO THE NEW PROPOSED  
[00:09:15] WHAT WE CAN CALL IT T2, OR THE NEW NORTH TERMINAL THAT  
[00:09:19] WILL BE BUILT AS PART OF THE THE EVENTUAL MASTER PLAN.  
[00:09:25] DO WE HAVE THE VIDEO NOW? YES, CAN YOU SEE IT? YES.  
[00:09:44] LANCE, UNMUTE YOURSELF.  
[00:09:48] OKAY, CAN YOU HEAR ME NOW? YES. OKAY. SO THIS IS AS I SAID,  
[00:09:54] WE'VE LOOKED AT THE AIRPORT IN ITS ENTIRETY FROM THE NORTH END  
[00:09:57] OF THE AIRPORT ALL THE WAY TO THE SOUTH END INCLUDING  
[00:10:00] LANDSCAPING, THE NEW TERMINAL, THE NORTH SATELLITE, SOUTH  
[00:10:04] SATELLITE, THE NEW GROUND TRANSPORTATION CENTER, ALL THE  
[00:10:08] ROADWAY IMPROVEMENTS THAT ARE GOING TO BE NEEDED, THE C1  
[00:10:10] THAT WE'RE GOING TO TALK ABOUT A LITTLE BIT, THE NEW  
[00:10:13] INTERNATIONAL ARRIVALS FACILITY, AND THE SOME SATELLITE  
[00:10:17] FACILITY. SO WE HAVE LOOKED AT WHAT IS IT THAT WE NEED TO DO  
[00:10:23] IN THIS ENTIRE AIRPORT FACILITY THAT WE HAVE, OUTSIDE AND  
[00:10:26] INSIDE THE FACILITY, TO GET US TO THAT LEVEL OF SERVICE  
[00:10:31] OPTIMAL THAT WE STRIVE FOR.  
[00:10:35] AND NO NEED TO PAUSE. WE'LL JUST GO AHEAD.  
[00:10:40] SO ONE OF THE FIRST THING YOU'LL NOTICE IS A MONUMENT  
[00:10:42] SIGN. RIGHT, THE SIGNS THAT WE HAVE RIGHT NOW ARE REALLY  
[00:10:45] OUTDATED AND THE MONUMENT SIGN WILL ACTUALLY REFLECT THE NEW  
[00:10:49] LOGO THAT WE HAVE FOR A NEW BRAND, OUR SEA BRAND.  
[00:10:52] YOU'LL NOTICE ALSO THE LANDSCAPE AND WE'LL  
[00:10:54] TELL YOU MORE ABOUT THAT.  
[00:10:56] ALSO THE NEW ROADWAY SIGNS COMING INTO THE AIRPORT  
[00:10:59] AND WHAT YOU'RE LOOKING AT HERE IS  
[00:11:03] WHERE THE NEW GROUND TRANSPORTATION CENTER WILL BE.  
[00:11:07] SO COMING ON THE LIGHT RAIL, RATHER THAN GOING THROUGH THE  
[00:11:11] GARAGE, YOU'LL BE IN THIS REALLY NICE GROUND TRANSPORTATION  
[00:11:14] FACILITY.  
[00:11:18] SO THIS WILL BE A TOTALLY DIFFERENT EXPERIENCE FOR PEOPLE  
[00:11:21] COMING INTO THE AIRPORT COMING FROM GROUND TRANSPORTATION.  
[00:11:24] AND THE GROUND TRANSPORTATION CENTER WILL HAVE CONCESSIONS IN  
[00:11:31] IT WILL HAVE ALSO HAVE THE OFFICE SPACES.  
[00:11:35] WE PLAN TO CONSOLIDATE A LOT OF THE DECENTRALIZED  
[00:11:39] OFFICE LOCATIONS.  
[00:11:43] FROM THE PASSENGER PERSPECTIVE, THEY WILL FID, OR  
[00:11:48] FLIGHT INFORMATION DISPLAY, AND IF YOU'RE COMING FROM THE  
[00:11:51] THIRD FLOOR FROM A TAXI OR LIMOUSINE, YOU CAN COME UP INTO  
[00:11:54] THIS NEW GROUND TRANSPORTATION CENTER. AS I SAID BEFORE, WE'LL  
[00:11:57] HAVE AIRPORT DINING AND RETAIL. YOU'LL ALSO HAVE KIOSKS IN THIS  
[00:12:03] FACILITY. SO YOU'LL BE ABLE TO DO CHECK IN. SO THIS IS A PATH  
[00:12:07] THAT YOU ARE GOING TO TAKE FROM LIGHT RAIL COMING OVER TO  
[00:12:11] THE GARAGE WHICH IS CURRENTLY UNCONDITIONED. SO THIS IS GOING  
[00:12:15] TO BE CONDITIONED SPACE. WE'RE ALSO GOING TO BE  
[00:12:18] CREATING A GARAGE PLAZA WHERE THE GARAGE [INAUDIBLE]  
[00:12:22] THE TERMINAL ITSELF WITH MOVING SIDEWALKS [INAUDIBLE]  
[00:12:25] OVER AND OVER AGAIN. [INAUDIBLE] IMPORTANT THAT IS SO  
[00:12:28] THERE'LL BE MOVING SIDEWALKS THAT TAKE YOU OVER SO THAT  
[00:12:33] PEOPLE DO NOT HAVE IT TO WALK. THE GARAGE,  
[00:12:37] LANCE?  
[00:12:39] I'M SORRY. I'M SO SORRY TO INTERRUPT. I'M NOT SEEING  
[00:12:43] ANYTHING. I'M SEEING MICHELLE'S WRITING ME.

[00:12:46] I'M NOT SEEING ANY VIDEO OR ANY SLIDES. MICHELLE, IS  
[00:12:51] THERE SOMETHING I SHOULD BE DOING?  
[00:12:53] I APOLOGIZE. YOU CAN KEEP TALKING. I JUST CAN'T SEE  
[00:12:56] ANYTHING. SO IS EVERYBODY HAS NOT SEING ANYTHING?  
[00:13:01] I CAN SEE IT VERY WELL, YES. I'M GETTING VIDEO. I'LL LEAVE THE MEETING AND COME  
[00:13:09] BACK. ALRIGHT. WHILE WE'RE STOPPED,  
[00:13:12] IS THERE ANY WAY TO LOWER THE  
[00:13:14] MUSIC AND INCREASE LANCE'S VOLUME? AS LONG AS WE STOPPED,  
[00:13:17] JUST WANTED TO MENTION THAT.  
[00:13:23] I CAN TURN THE VOLUME OFF OF THE VIDEO IF THAT'S PREFERRED.  
[00:13:30] AND THEN STEPHANIE, ARE YOU STILL ON WITH US OR DID YOU HOP  
[00:13:32] OFF ALREADY?  
[00:13:35] OKAY.  
[00:13:40] LANCE CAN YOU REMIND ME WHERE WE WERE AT IN THE VIDEO?  
[00:13:43] WE JUST ENTERED THE PARKING GARAGE.  
[00:13:46] RIGHT HERE WHERE I'M GOING TO SHOW WHERE WE HAVE PARKING.  
[00:13:49] YEAH, WE CAN START BACK HERE AND I'LL CATCH UP.  
[00:13:52] LIKE I SAID, WE'LL HAVE MOVING SIDEWALKS  
[00:14:07] IN THIS FACILITY TO REDUCE THE AMOUNT OF TIME  
[00:14:09] PEOPLE HAVE TO WALK. PARKING GARAGES WILL HAVE  
[00:14:12] ELECTRIC CHARGING STATIONS ON EVERY FLOOR EXCEPT THE  
[00:14:15] THIRD FLOOR, AND OF COURSE WITHOUT PARKING LOCATION SYSTEM  
[00:14:19] WHERE OUR PASSENGERS WILL BE ABLE TO EASILY FIND AND LOCATE  
[00:14:22] A PARKING SPACE WITHOUT HAVING TO SEARCH. THE GARAGE PLAZA  
[00:14:29] AREA WILL LOOK AND FEEL VERY SIMILAR TO THE  
[00:14:34] TERMINAL VERSUS THE POURED CONCRETE  
[00:14:38] [INAUDIBLE]  
[00:14:43] CHECK-IN KIOSK EVEN BEFORE YOU GET INTO THE TERMINAL BUILDING  
[00:14:47] ITSELF. PROBABLY LET'S PAUSE RIGHT HERE. I WANT TO TALK A  
[00:14:51] LITTLE BIT ABOUT THE ACCESSIBILITY IMPROVEMENTS THAT  
[00:14:53] WE'RE GOING TO HAVE ON THE LOWER DRIVES COMING IN.  
[00:14:57] IN THE ENTIRE LOWER DRIVE IS BASICALLY GOING TO BE WHAT WE  
[00:15:01] CALL ZERO CURB MEANING THERE IS NO LEDGE. SO THE ENTIRE LOWER  
[00:15:05] CURVE IS GOING TO BE ADA ACCESSIBLE AND ON THE  
[00:15:10] UPPER DRIVE WILL HAVE ADA-ACCESSIBLE POINTS  
[00:15:14] EVERY 50 FEET. ACCESSIBILITY IS A MAJOR COMPONENT OF  
[00:15:18] THE VISION THAT WE HAVE HERE AS WE HAVE BEEN  
[00:15:21] GIVEN THE DIRECTION TO BE THE MOST ACCESSIBLE AIRPORT IN  
[00:15:25] WORLD AND THAT'S WHAT WE'RE TRYING TO DO.  
[00:15:30] WE CAN CONTINUE.  
[00:15:40] GO AHEAD, CONTINUE.  
[00:15:45] OKAY. SO THIS IS A DEPICTION OF WHAT WE EXPECT THE ZONE 617  
[00:15:51] OCCUPIED BY ALASKA SHOULD LOOK. LIKE WE'RE GOING TO TALK ABOUT  
[00:15:54] THAT PROJECT AS WELL. AND AS YOU MOVE FROM ZONE 617 DOWN TO  
[00:15:58] THE CHECKPOINT THREE, WE'RE GOING TO EXPAND CHECKPOINT 3 SO  
[00:16:03] WE CAN HAVE MORE THROUGHPUT, MORE EFFICIENCY WE'LL USE THE  
[00:16:07] LATEST TECHNOLOGY THAT'S APPROVED BY THE TSA AT NOT ONLY  
[00:16:13] THIS CHECKPOINT, BUT PRETTY MUCH ALL THE CHECKPOINTS THAT  
[00:16:17] WE HAVE AT THE AIRPORT. BUT FOR THIS PATH, WE'RE GOING THROUGH  
[00:16:20] CHECKPOINT THREE, ONCE YOU GET TO THE CHECKPOINT 3, BY THIS  
[00:16:23] TIME THE CENTRAL TERMINAL NORTH END OF THE AIRPORT DINING AND  
[00:16:29] RETAIL PROGRAM SHOULD BE COMPLETED.  
[00:16:37] DID YOU PAUSE IT?  
[00:16:40] I DID NOT. APPARENTLY SOME PEOPLE ARE STILL GETTING MUSIC.  
[00:16:43] SO, YOU KNOW TECHNOLOGY IS NOT PERFECT. I'M NOT SURE.  
[00:16:47] I TRY TO SPEAK OVER THE MUSIC.  
[00:16:51] I CAN HEAR YOU GREAT, BUT.  
[00:16:55] [CROSSTALK]  
[00:17:09] IT IS NOT MOVING.  
[00:17:11] IT'S MOVING FOR US. I'M NOT SEEING IT MOVE HERE.  
[00:17:16] YOU'RE AT RESTROOM IMPROVEMENTS.  
[00:17:19] YEAH, I'M NOT.  
[00:17:32] I WAS ON THE RESTROOMS. WE'RE TALKING ABOUT THE C1

[00:17:35] BUILDING AND YOU'RE GOING TO GET A GLIMPSE  
[00:17:38] OF WHAT THIS WOULD LOOK LIKE AS YOU GO UP THE ESCALATOR IN THE  
[00:17:42] C1 BUILDING. WE'RE GOING TO HAVE NEW LOUNGES, WE'RE GONNA  
[00:17:46] HAVE AIRPORT DINING AND RETAIL. WE'RE GOING TO HAVE  
[00:17:49] NURSING STATIONS, NEW RESTROOMS, OFFICE SPACES IN THIS FACILITY,  
[00:17:55] AND IT'S GOING TO HAVE THIS NICE OPEN, AIRY FEELING AND FROM  
[00:17:59] THE DIFFERENT LEVELS OF THE C1 BUILDING YOU CAN LOOK  
[00:18:02] DOWN AND SEE THE C CONCOURSE ON HERE. SO THIS IS KIND OF A  
[00:18:07] [INAUDIBLE]  
[00:18:10] IS GOING TO BE WHITENED, [INAUDIBLE]  
[00:18:14] HAVE TO REMOVE THE EXISTING ANNEX BEFORE WE DO  
[00:18:17] THAT. AND AS WE GO OVER TO THE NORTH SATELLITE, YOU'VE SEEN  
[00:18:21] WHAT THE FIRST PHASE OF THE NORTH SATELLITE LOOKS LIKE.  
[00:18:25] RIGHT NOW, WE'RE UNDER CONSTRUCTION FOR THE SOUTH  
[00:18:29] END OF THAT.  
[00:18:31] THAT IS GOING TO BE COMPLETED IN 2022. WINTER.  
[00:18:35] WE WILL BE READY TO MEET  
[00:18:42] [INAUDIBLE] AND THIS IS  
[00:18:46] PRETTY MUCH WHAT THE FIRST PHASE OF NORTH SATELLITE  
[00:18:50] LOOKS LIKE NOW AND GIVES YOU A GOOD IDEA WHAT THE ENTIRE  
[00:18:52] PROJECT.  
[00:18:54] LOUNGES IS GOING TO BE NEXT [INAUDIBLE] ON LOCATION  
[00:19:00] AND WE WANT TO ASSURE THAT ALL OUR LOUNGES ARE.  
[00:19:05] IF YOU LOOK AT THE ALASKA LOUNGE NOW, THEY  
[00:19:08] HAVE TOP-NOTCH FIRST CLASS LOUNGE. LOOK AT THE DELTA  
[00:19:11] LOUNGE, WE HAVE ANOTHER TOP- NOTCH FIRST CLASS LOUNGE.  
[00:19:14] WE WANT WANT TO ENSURE THAT ALL THE LOUNGE'S INCLUDING THE  
[00:19:16] UNCOMMON LOUNGES THAT WE MEET THAT SOPHISTICATION.  
[00:19:20] OUR LANDSCAPING IS GOING TO BE EXTREMELY IMPORTANT TO US.  
[00:19:24] IT WILL AFFECT THE LOOK OF THE PACIFIC  
[00:19:28] NORTHWEST EVERGREEN FORESTS, AGRICULTURE, ETC.  
[00:19:32] AND OF COURSE WATER  
[00:19:35] CONSERVATION IS GOING TO BE EXTREMELY IMPORTANT AND ART IS  
[00:19:39] ALWAYS A MAJOR COMPONENT OF EVERYTHING THAT WE DO AND  
[00:19:43] YOU'LL SEE THIS IN THE OTHER PRESENTATION. LET'S RUN THE  
[00:19:46] NEXT VIDEO AND THIS ONE COMING IN WILL SHOW US COMING  
[00:19:48] IN FROM THE SOUTH AND GOING THROUGH THE NEW CHECKPOINT ONE.  
[00:19:53] GOING OVER TO THE WHAT WE ENVISION THE NEW SOUTH  
[00:19:55] SATELLITE TO LOOK LIKE.  
[00:19:58] ALL RIGHT, I'M GONNA PRESS PLAY ON THE VIDEO FOR THIS ONE. IT'S  
[00:20:01] GOING TO MUTE EVERYBODY AGAIN. SO LANCE YOU'LL NEED TO UNMUTE  
[00:20:04] YOURSELF ONCE IT STARTS PLAYING. THANK YOU.  
[00:20:08] LAUREN, COMMISSIONER BOWMAN IS STILL HAVING ISSUES WITH THE  
[00:20:12] TICKING. I DID ADVISE THAT THE NEXT TWO FILES  
[00:20:15] ARE SMALLER IN SIZE. SO HOPEFULLY IT WILL HAVE A LITTLE  
[00:20:19] BIT BETTER, YOU KNOW REACTION ON THE OTHER END. OKAY, AND  
[00:20:23] I'VE BEEN TOLD BY OUR TECH PERSON OVER ON SCCTV THAT  
[00:20:28] EVERYTHING IS COMING IN FINE ON HIS END AS WELL AND THE VIDEOS  
[00:20:33] OBVIOUSLY, THEY'LL BE MUCH SMOOTHER IF SOMEBODY GOES BACK  
[00:20:36] TO WATCH ON THE LIVESTREAM. PERFECT.  
[00:20:42] UNMUTE AGAIN. OKAY, COMMISSIONERS AND STEVE. SO  
[00:20:45] THIS IS ACTUALLY NOW COMING IN FROM THE SOUTH END AND THIS  
[00:20:50] WILL BE THE EXPERIENCE THAT OUR PASSENGERS AND VISITORS WILL  
[00:20:53] HAVE COMING IN FROM THE SOUTH END GOING THROUGH THE NEW  
[00:20:57] CHECKPOINT POINT OF COURSE, AS I [INAUDIBLE]  
[00:21:00] REFLECTS OUR NEW  
[00:21:03] BRAND WILL BE VISIBLE.  
[00:21:10] ALSO ANOTHER FEATURE OF THE CURVE WILL BE DYNAMIC  
[00:21:14] SIGNS AND THAT WOULD  
[00:21:17] GIVE US FLEXIBILITY AND ALLOW US TO MANAGE THE CURVES FAR  
[00:21:21] FAR MORE EFFICIENTLY THAN WE DO RIGHT NOW WITH THE STATIC  
[00:21:25] SIGNS THAT WE HAVE AND THE COLUMNS WE HAVE VARIOUS  
[00:21:29] DIFFERENT



[00:21:31] OPTIONS THAT WE'RE LOOKING AT. AS TO WHAT WE DO WITH THOSE  
[00:21:33] COLUMNS, MAYBE WE HAVE SPONSORSHIP, MAYBE SOMETHING  
[00:21:36] DIFFERENT BUT WE WANT THE CURB TO ACTUALLY LOOK AND  
[00:21:39] FEEL LIKE YOU'RE IN THE TERMINAL AS WELL. SO THIS IS  
[00:21:41] COMING IN THE GINAMARIE LEVEL AND YOU'RE GOING THROUGH  
[00:21:45] THE NEW SECURITY CHECKPOINT ONE  
[00:21:49] RIGHT HERE.  
[00:21:51] AND AGAIN, YOU'LL SEE PRETTY MUCH AN ALL OF OUR VIDEOS YOU  
[00:21:54] WILL SEE ART DEPICTED. ART IS GOING TO BE A MAJOR  
[00:21:58] COMPONENT OF OUR VISION CURRENT AND OUR VISION GOING FORWARD  
[00:22:03] AS WELL. SO THIS IS COMING THROUGH THE NEW SECURITY  
[00:22:05] CHECKPOINT 1.  
[00:22:10] YOU'RE GONNA BE COMING OUT BASICALLY MIDWAY  
[00:22:14] OF INTERSTITIAL LEVEL [INAUDIBLE]  
[00:22:17] IF GO LEFT HERE YOU'LL BE GOING UP AT THE CONCOURSE A AND  
[00:22:22] IF YOU GO DOWN THE ESCALATOR YOU'RE GETTING ON THE TRAIN AND  
[00:22:25] THEN YOU'RE GOING TO GO OVER TO THE SOUTH SATELLITE. YOU'RE  
[00:22:27] GOING TO SEE A LITTLE BIT WHAT WE ENVISIONED THE SOUTH  
[00:22:29] SATELLITE LOOKS LIKE. THE FIRST LEVEL AT THE SCS LEVEL WE'RE  
[00:22:33] GOING TO HAVE DUTY FREE. WE'RE STILL [INAUDIBLE]  
[00:22:36] PRODUCTS RIGHT NOW. WE'RE GOING TO HAVE MULTIPLE LEVELS WITHIN  
[00:22:40] THE SOUTH SATELLITE WHILE IT IS GOING TO BE  
[00:22:44] DESIGNED AND CONSTRUCTED SO THAT EVEN WHEN YOU HAVE  
[00:22:47] MULTIPLE LEVELS , YOU WILL STILL FEEL AS IF YOU'RE IN ONE  
[00:22:50] SPACE AND YOU'RE GONNA FEEL AS IF YOU'RE ACTUALLY VERY CLOSE  
[00:22:54] TO  
[00:22:55] YOUR GATES.  
[00:22:59] [INAUDIBLE]  
[00:23:05] IF YOU GO UP TO THE CONCOURSE  
[00:23:08] [INAUDIBLE]  
[00:23:10] AND ABOVE THAT MEZZANINE LEVEL THAT WILL HAVE ADDITIONAL  
[00:23:14] CLUBS AND AIRPORT DINING AND RETAIL SOUND FACILITY AS  
[00:23:18] WELL.  
[00:23:23] JUST IMAGINE YOU EVEN THOUGH  
[00:23:26] YOU'RE AT MULTIPLE LEVELS YOU HAVE THIS FEELING AS IF YOU'RE  
[00:23:29] IN ONE FACILITY. RESTROOMS, BASICALLY THE STANDARD RESTROOM  
[00:23:34] IS GOING TO LOOK AT THE ONE THAT WE HAVE IN THE NEW NORTH  
[00:23:37] TERMINAL AND OF COURSE ADA COMPLIANCE IS EXTREMELY  
[00:23:41] IMPORTANT TO US.  
[00:23:44] SERVICE AREAS. WE ARE GOING TO HAVE SENSORY ROOM FOR TO  
[00:23:48] REDUCE ANXIETY AND FOCUS AND OF COURSE MEDITATION ROOM.  
[00:23:53] AND WE HAVE SET A STANDARD AT AIRPORTS  
[00:23:57] WORLDWIDE FOR THE NURSING STATIONS THAT WE HAVE AND THAT  
[00:23:59] WOULD BE THE STANDARD THROUGHOUT THE NEW FACILITIES  
[00:24:02] THAT WE DID HERE. I'M NOT SEEING THE NURSING  
[00:24:05] SUITE THAT LOOKS ANY BETTER THAN THE ONE THAT WE  
[00:24:08] HAVE ON THE NORTH SATELLITE RIGHT NOW. THAT'S REALLY  
[00:24:10] WHAT WE WANT WITH THE STANDARDS FOR THE FACILITY. AND SO THIS  
[00:24:13] IS WHAT IT WILL LOOK LIKE GOING TO THE SOUTH SATELLITE. NOW THE  
[00:24:18] NEXT VIDEO WE'RE COMING IN AND THIS IS THE LAST ONE. WE'RE  
[00:24:20] GOING TO BE COMING IN ON AN INTERNATIONAL FLIGHT, COMING IN  
[00:24:24] THROUGH THE SOUTH SATELLITE AND GOING THROUGH THE GINAMARIE  
[00:24:29] HALL. YOU'RE GONNA GO ALL THE WAY OVER TO THE NEW TERMINAL ON  
[00:24:32] THE NORTH END OF THE AIRPORT. WE CAN RUN THE THIRD ONE.  
[00:24:40] YEP, I WILL GET IT STARTED NOW.  
[00:24:47] SO THIS IS THE EXPERIENCE THAT  
[00:24:51] OUR GUEST OR VISITOR WILL HAVE COMING INTO THE NEW SOUTH  
[00:24:57] SATELLITE FACILITY.  
[00:24:59] WE SHOW THE INSIDE. THIS IS POTENTIALLY WHAT THE OUTSIDE OF  
[00:25:03] THE FACILITY MAY LOOK LIKE, WHICH IS TOTALLY DIFFERENT THAN  
[00:25:06] IT IS RIGHT NOW. I'M ACTUALLY LOOKING AT IT. YOU'RE GOING TO  
[00:25:08] GO UP SOME OF THE LONGEST ESCALATORS YOU'LL SEE,  
[00:25:10] YOU GO OVER THE BRIDGE WHICH IS THE LONGEST BRIDGE

[00:25:13] ACROSS A TAXIWAY ANYWHERE IN THE WORLD AND YOU'LL GO INTO  
[00:25:17] OUR NEW  
[00:25:18] INTERNATIONAL ARRIVALS FACILITY 450,000. AGAIN THE ART THAT YOU  
[00:25:22] WILL SEE AND HEAR REFLECTS THE MOUNTAIN RANGES WITHIN THE  
[00:25:26] REGION. ART'S VERY IMPORTANT TO US AND THE WOODWORK HERE  
[00:25:30] IN ARCHITECTURE REFLECTS THE PACIFIC NORTHWEST. GET INTO A  
[00:25:34] BAGGAGE BAY HERE THAT'S FIVE TIMES THE SIZE OF THE ONE THAT  
[00:25:37] WE HAVE RIGHT NOW. SMOOTH PROCESS ALL THE WAY THROUGH. AND  
[00:25:41] YOU WILL EXIT THIS FACILITY INTO THE GINAMARIE HALL.  
[00:25:49] RIGHT HERE, EXITING INTO THE GINAMARIE. NOW IF YOU'RE GOING  
[00:25:53] TO THE NEW TERMINAL, WE'RE JUST GOING TO TAKE A PATH, YOU'RE  
[00:25:55] GOING TO GO OVER TO THE GARAGE OVER TO THE FOURTH FLOOR. AND  
[00:25:59] AGAIN THE FOURTH FLOOR, ESPECIALLY THIS SECTION  
[00:26:04] OF THE FOURTH FLOOR IS GOING TO BE DESIGNED TO LOOK AND FEEL  
[00:26:07] LIKE ALL THE REST OF THE TERMINAL. EXPECTATION IS BY THIS  
[00:26:14] TIME, WE HAVE AUTONOMOUS VEHICLES, BUT IF WE DON'T  
[00:26:18] HAVE THIS VEHICLE, MY EXPECTATION IS THESE ARE GOING  
[00:26:21] TO BE ALL ELECTRIC VEHICLES THAT WOULD BE MOVING PEOPLE  
[00:26:24] THROUGH THE PLAZA, THE GARAGE PLAZA AND ALSO THEY WILL  
[00:26:30] BE AROUND FROM THE FOURTH FLOOR DOWN TO THE SECOND  
[00:26:33] FLOOR AND YOU'LL BE ABLE TO GO ALL THE WAY OVER TO  
[00:26:38] THE NEW TERMINAL RT TO OUR NORTH TERMINAL, NOT SURE  
[00:26:41] EXACTLY WHAT WE'RE GOING TO CALL IT YET.  
[00:26:45] AND ONCE WE GET OVER THERE YOU SEE WHERE  
[00:26:48] EVEN THOUGH IT'S A TERMINAL ON THE NORTH SIDE, THE ENTIRE  
[00:26:51] THING IS CONNECTED. SO THIS IS BUS [INAUDIBLE]  
[00:26:59] IF WE COULD PAUSE REAL QUICK. SO THIS IS THE BUS GUIDE  
[00:27:02] THAT LEADS OVER TO THE NEW TERMINAL.  
[00:27:05] AS WE SAID LANDSCAPE IS IN PLACE, NEW SIGNAGE, BUT IF YOU  
[00:27:07] LOOK TO THE LEFT, THAT WOULD BE THE NEW CONCOURSE THAT WE'LL  
[00:27:11] HAVE ON THE NORTH END OF THE AIRPORT AND ON THE RIGHT IS  
[00:27:13] THE NEW PROCESSING  
[00:27:16] CENTER THAT WE'LL HAVE. THERE  
[00:27:17] WILL BE A BRIDGE THAT CONNECTS THE  
[00:27:19] PROCESSING AREA OVER TO THE CONCOURSE AND IF YOU LOOK AT  
[00:27:22] THE NEW CONCOURSE ON THE NORTH SIDE, THERE'S ALSO A BRIDGE  
[00:27:24] THAT LEADS BACK TO THE NORTH SATELLITE. SO THE ENTIRE  
[00:27:28] AIRPORT IS ACTUALLY CONNECTED. CONTINUE. WE'RE AT THE END.  
[00:27:44] LANCE, YOU ARE MUTED. YEAH  
[00:27:55] YOU HAVE TO UNMUTE EACH TIME. [LAUGHTER]  
[00:27:58] THIS IS GLIMPSE AT WHAT THE NEW TERMINAL WILL LOOK LIKE.  
[00:28:03] EXIT SIGN WE'LL GET RID OF THAT DOT MATRIX AND HAVE A REAL MORE  
[00:28:07] MODERN SIGN THAT REFLECTS  
[00:28:09] OUR TECHNOLOGY REGION HERE. SO THIS PRETTY MUCH IS WHAT WE  
[00:28:16] ENVISIONED THE AIRPORT SHOULD LOOK LIKE MAYBE THE NEXT 10- 20  
[00:28:21] YEARS FROM NOW. THESE PROJECTS THAT WE HAVE IN THE CIP. YOU  
[00:28:25] WILL SEE HOW EACH OF THESE PROJECT FITS INTO REALIZING  
[00:28:28] THIS VISION. I THINK IT'S VERY IMPORTANT FOR US TO GET  
[00:28:30] GUIDANCE FROM COMMISSIONERS AND FEEDBACK FROM COMMISSIONERS AS  
[00:28:34] WE GO ALONG. SO WHEN WE BRING PROJECTS TO YOU COMMISSIONERS  
[00:28:37] AS PART OF THE CIP, WE'RE BRINGING THESE PROJECTS IN THE  
[00:28:40] CONTEXT OF THIS IS THE VISION. WE'RE TRYING TO GET TO A  
[00:28:43] WORLD-CLASS AIRPORT THAT MEETS THE LEVEL OF SERVICE OPTIMAL  
[00:28:46] DOWN THE ROAD. SO WITH THAT SAID, I AM GOING TO STOP HERE  
[00:28:50] AND I'M GOING TO HAND OVER TO CARRIE UNLESS COMMISSIONERS  
[00:28:53] HAVE ANY QUESTIONS OR STEVE?  
[00:28:55] I'LL HAND OVER TO CARRIE TO WALK THROUGH THE CIP PROCESS.  
[00:28:59] WILL THESE VIDEOS BE PUT ON THE WEBSITE SO THAT THE PUBLIC CAN  
[00:29:04] HAVE THE OPPORTUNITY TO VIEW THEM? YES, ONCE WE'RE  
[00:29:06] FINISHED, THIS IS STILL IN DRAFT COMMISSIONERS, ONCE WE'RE  
[00:29:08] FINISHED WE'RE GOING TO HAVE A FULL-BLOWN VIDEO WITH ACTUALLY  
[00:29:11] NARRATION IN IT. I WONT DO THE NARRATION, SOMEONE WITH A  
[00:29:14] MUCH BETTER VOICE [LAUGHTER] AND

[00:29:17] WE'LL HAVE IT ON, WE'LL HAVE IT FOR THE PUBLIC TO VIEW IT.  
[00:29:20] THAT'S GREAT BECAUSE THEY'RE REALLY HELPFUL IN TERMS OF  
[00:29:23] VISUALIZATIONS. SO  
[00:29:26] SO THE FIRST TIME I'VE EVER SEEN THE ENTIRE VISION  
[00:29:30] PROJECTED THIS WAY IN A VISUALIZATION SEQUENCE.  
[00:29:35] A GOOD PIECE OF WORK. WELL, WE HAVE JUST A GREAT TEAM  
[00:29:39] OF EXPERTS THAT HAVE PUT A WHOLE LOT OF  
[00:29:43] WORK INTO LOOKING AT THIS ENTIRE AIRPORT. AND WHAT ARE  
[00:29:46] THE FACILITIES THAT WE NEED? WHAT ARE THE PROJECTS THAT WE  
[00:29:48] NEED TO GET US TO THAT END STATE? AND WANT TO SAY KUDOS TO  
[00:29:51] THE TEAM THAT HAVE DONE A TREMENDOUS JOB.  
[00:29:56] PIECES OF THE PUZZLE COMING TOGETHER.  
[00:30:01] SO WE'RE GOING TO GO TO THE PIECES OF THE PUZZLE  
[00:30:03] SO CARRIE IF YOU COULD.  
[00:30:11] YEAH, SO EVERYBODY CAN HEAR ME NOW?  
[00:30:15] ARE WE GOING TO PROJECT THE PRESENTATION? YEP, I'M WORKING  
[00:30:23] ON IT ON MY END. GIVE ME A MOMENT. OKAY. WELL, LET ME  
[00:30:29] JUST START OFF. SO GOOD MORNING COMMISSIONERS, EXECUTIVE  
[00:30:33] DIRECTOR METRUCK, MY NAME IS  
[00:30:35] CARRIE STEVENS. I'M A MANAGER IN THE  
[00:30:37] AVIATION CAPITAL PROGRAMS DEPARTMENT. WILL TRY TO SPEED  
[00:30:40] THROUGH THIS AS FAST AS I CAN. I KNOW IT'S 9:30 RIGHT NOW. WE  
[00:30:43] HAVE A HARD STOP I BELIEVE AT 10:50 SO I WANT TO GET THROUGH  
[00:30:49] THIS. WE'VE GOT A LOT OF STUFF TO PRESENT AND  
[00:30:52] HOPEFULLY I CAN GET THROUGH ALL YOUR QUESTIONS.  
[00:30:55] SO YOU MAY HAVE HEARD OF THE CAPITAL PROGRAMS DEPARTMENT AND  
[00:30:59] SEEN SOME OF MY TEAM MEMBERS PRESENT IN THE PAST AND MAYBE  
[00:31:03] EVEN WONDERED, YOU KNOW, WHAT WE DO. SO HOPEFULLY THROUGH THIS  
[00:31:05] PRESENTATION YOU'LL GET A FLAVOR FOR THAT. BUT IN A  
[00:31:09] NUTSHELL, OUR FUNCTION IS TO MONITOR AND CONSULT ON THE  
[00:31:12] EXISTING CAPITAL PROGRAM AS WELL AS DEVELOP SCOPE FOR THE  
[00:31:16] FUTURE CAPITAL PROJECTS AND PROGRAMS.  
[00:31:20] WE ALSO ACT AS LIAISON AND FACILITATOR BETWEEN DEPARTMENTS  
[00:31:25] TO SET THE PROGRAM OBJECTIVES AND REQUIREMENTS.  
[00:31:29] SO BEFORE WE REALLY GET GOING HERE, YOU KNOW, I HAVE MADE  
[00:31:33] SOME CHANGES TO THE PRESENTATION. WE HAD SOME SMALL  
[00:31:38] ADJUSTMENTS THAT WE MADE TO THE APPENDIX SLIDE SOME OF THE  
[00:31:40] NUMBERS WE HAD TO MAKE SOME ADJUSTMENTS TO. I DID TAKE OUT A  
[00:31:45] SLIDE, I DON'T KNOW IF YOU GUYS HAVE THE MOST CURRENT OR IF  
[00:31:48] YOU HAVE THE PAPER COPIES FROM FRIDAY. POTENTIALLY,  
[00:31:53] YOU DON'T HAVE THE MOST CURRENT. I DID TAKE OUT THE DESIGN CASH  
[00:31:56] FLOW SLIDE BECAUSE AFTER GOING THROUGH IT, I FELT THAT IT  
[00:31:59] REALLY DID NOT PROVIDE MUCH  
[00:32:01] MEANINGFUL INFORMATION. SO  
[00:32:03] ANYWAYS FROM THERE, THAT'S WHERE WE'RE AT. AND THE ONLY  
[00:32:06] OTHER THING THAT I'M THINKING OF LAUREN IS POTENTIALLY  
[00:32:10] PAUSING AFTER THESE FIRST COUPLE OF SECTIONS JUST BECAUSE  
[00:32:13] THEY KIND OF CORRELATE WELL WITH EACH OTHER  
[00:32:17] AND JUST TO KEEP THIS MOVING AS MUCH AS POSSIBLE. I THINK WE'VE  
[00:32:20] GOT SOME, YOU KNOW HIGH-LEVEL INFORMATION AND SOME  
[00:32:23] PROBABLY SOME QUESTIONS FROM SOME DIRECTORS AT THE AT THE  
[00:32:26] END OF IT. SO OTHER THAN THAT, LET'S KEEP GOING ON THIS.  
[00:32:31] NEXT SLIDE, PLEASE.  
[00:32:33] OKAY. SO THIS WAS YOU KNOW, THIS IS OUR AGENDA.  
[00:32:38] AND I THINK YOU KNOW LANCE HAS ALREADY KIND OF SPOKEN ABOUT  
[00:32:41] ALL OF THESE THINGS, WHAT WE PLAN TO  
[00:32:44] ACTUALLY  
[00:32:46] SHOW YOU GUYS TODAY, AND WE'VE ALREADY GONE THROUGH THE  
[00:32:50] SEATTLE VISION 2040. SO LET'S MOVE ON FROM HERE. NEXT SLIDE,  
[00:32:54] PLEASE.  
[00:33:06] OKAY, SO THE CIP PROCESS.  
[00:33:10] SO I THINK I HEARD SOME QUESTIONS ON THE PROCESS A  
[00:33:14] CAPITAL PROJECT GOES THROUGH SO I WANTED TO



[00:33:16] HIGHLIGHT THAT FIRST WHAT WE SEE IS OUR CAPITAL PROJECT  
[00:33:22] DRIVERS HERE, BUT REALLY THESE ARE AVIATION GOALS THAT RELATE  
[00:33:26] TO CAPITAL WORK. WE'LL DISCUSS THESE AGAIN WHEN WE TALK ABOUT  
[00:33:30] PRIORITIZATION LATER ON. NEXT SLIDE, PLEASE.  
[00:33:41] SO, I BELIEVE YOU'VE SEEN THIS SLIDE BEFORE. THESE ARE THE  
[00:33:45] GATEWAYS THAT EACH PROJECT GOES THROUGH. THIS REPRESENTS REALLY  
[00:33:49] A SIMPLE DESIGN BID BUILD TYPE OF PROJECT WHICH REALLY MOST OF  
[00:33:54] OUR PROJECTS STILL ARE.  
[00:33:57] PROJECTS ARE INITIALLY REQUESTED BY A SPONSORING  
[00:34:00] DEPARTMENT AND THEY GAIN APPROVAL  
[00:34:03] AT THE DEPARTMENT DIRECTOR'S DISCRETION.  
[00:34:08] AND THEN YOU KNOW IN STATUS ONE, WHICH IS THE NEXT LEG DOWN,  
[00:34:13] CAPITAL PROGRAMS, OUR GROUP, TAKES TO DEVELOP AND LAYOUT  
[00:34:18] SCOPE WITH THE STAKEHOLDERS. WE PROVIDED AN ALTERNATIVE  
[00:34:22] REVIEW WITH MULTIPLE CONCEPTS INCLUDING  
[00:34:26] OPERATIONAL ALTERNATIVES.  
[00:34:28] OUR GOAL IS TO UNCOVER ALL OF THE REQUIREMENTS PUT ON A  
[00:34:32] PROJECT AND DO OUR BEST TO MAKE SURE THE HIDDEN REQUIREMENTS  
[00:34:37] DON'T COME UP IN DESIGN AND CONSTRUCTION.  
[00:34:41] WORKING WITH PNG, WE DEVELOP A SCHEDULE AND BUDGET AND PRESENT  
[00:34:44] THAT PACKAGE TO OUR INVESTMENT COMMITTEE FOR  
[00:34:48] DIVISION APPROVAL. THIS IS ALSO THE ORIGINAL BUDGET YOU SEE IN  
[00:34:54] THE PROJECT DOCUMENTS AND IT IS ON THE FAR LEFT SIDE OF THE  
[00:34:58] CONE OF CERTAINTY. SO OVER USUALLY A SIX-MONTH PERIOD  
[00:35:02] BEGINNING OF THE YEAR, WE GO THROUGH AROUND 80 PROJECT  
[00:35:06] REQUESTS. BUT USUALLY A LITTLE LESS THAN 40 MAKE IT TO  
[00:35:11] DIVISION APPROVAL. THAT TYPICALLY EQUATES  
[00:35:15] TO AROUND 300 TO 400 MILLION DOLLARS IN CAPITAL PROJECT  
[00:35:19] INCLUSION INTO THE CAPITAL PLAN. BUT WITH THIS YEAR, WITH  
[00:35:23] THE ADJUSTMENTS THAT WE MADE FOR COVID, WE WERE ABLE TO  
[00:35:26] PROVIDE A NET ZERO PROGRAM BUDGET INCLUSION.  
[00:35:31] PRESIDENT STEINBREUCK, COMMISSIONER BOWMAN HAS A  
[00:35:34] QUESTION. OKAY.  
[00:35:37] COMMISSIONER BOWMAN. THANK YOU. I DON'T MEAN TO GO TOO FAR  
[00:35:41] BACKWARDS. BUT LOOKING AT THIS SLIDE, CARY, THANK YOU VERY  
[00:35:44] MUCH FOR THIS. IS THERE ANOTHER STEP WHERE THE COMMISSION WOULD  
[00:35:49] BE INVOLVED BETWEEN BEFORE STEP 3 WHERE WE'RE JUST BROUGHT A  
[00:35:54] PROJECT FOR DESIGN APPROVAL? THE REASON I ASK IS THAT  
[00:35:57] FREQUENTLY I KNOW THAT IN THE REVIEW OF OUR CURRENT FIVE-YEAR  
[00:36:01] CIP, THE STAFF HAD MADE THE DECISION TO CONTINUE WITH  
[00:36:05] PROJECTS THAT WERE ALREADY IN DESIGN, EVEN THOUGH THE FULL  
[00:36:09] PROJECT HADN'T BEEN AUTHORIZED BY THE COMMISSION. SO MY  
[00:36:12] QUESTION IS AT WHAT POINT DOES THE COMMISSION HAVE, IN YOUR  
[00:36:16] OPINION, HAVE THE ABILITY TO STEP IN AND SAY HOLD ON WE'VE  
[00:36:21] DONE SOME DESIGN WORK. WE'RE NOT SURE THAT WE WANT TO MOVE  
[00:36:24] FORWARD. IT FEELS LIKE WE'RE, THERE'S OBVIOUSLY A GREAT DEAL  
[00:36:28] OF STAFF WORK BEING PUT INTO THESE PROJECTS THINKING THROUGH  
[00:36:32] WHERE THEY FIT INTO THE BIG PICTURE, IT WOULD BE HELPFUL TO  
[00:36:36] KNOW WHEN WE COULD SEE MORE OF THAT BIG PICTURE BESIDES JUST  
[00:36:39] THE VIDEO. DOES THAT MAKE SENSE? I FEEL LIKE  
[00:36:43] THERE'S A VISION THAT THE STAFF IS PUT FORWARD. I'M  
[00:36:46] NOT CERTAIN, AFTER SEVEN YEARS ON THE COMMISSION, I DON'T FEEL  
[00:36:51] LIKE I'VE BEEN PART OF AN APPROVAL PROCESS FOR SEA  
[00:36:54] 2040. AND SO I'M JUST TRYING TO FIGURE OUT WHERE THE COMMISSION  
[00:36:58] FITS IN BESIDES JUST AT STATUS NUMBER THREE. AND  
[00:37:02] COMMISSIONER BOWMAN IF I COULD ADD, I THINK THAT'S AN  
[00:37:04] EXCELLENT QUESTION. IT WAS EXACTLY SORT OF MY THOUGHT  
[00:37:07] AS I WAS LOOKING AT THIS IS WHERE ARE THE COMMISSION  
[00:37:09] CHECKPOINTS IN THIS SCHEDULE OF  
[00:37:14] DEVELOPMENT PROJECT DELIVERY AND I THINK AN IDEAL OPPORTUNITY  
[00:37:18] HERE, IF I COULD INTERJECT, FOR AN INTERIM LEVEL COMMISSION  
[00:37:24] REVIEW AND APPROVAL WOULD BE BETWEEN SCHEMATIC DESIGN AND  
[00:37:28] DESIGN DEVELOPMENT. AND FOR THAT I MEAN BETWEEN STATUS

[00:37:33] NUMBER 3 AND STATUS NUMBER FOUR. THE DESIGN DEVELOPMENT IS WHEN  
[00:37:39] THE ACTUAL HEAVY LIFTING GOES INTO THE DETAILED CONSTRUCTION  
[00:37:44] DESIGN INCLUDING ARCHITECTURE, ENGINEERING, AND ALL OF THE  
[00:37:49] MECHANICAL WORK AND EVERYTHING. AND IT BECOMES MUCH MORE  
[00:37:52] EXPENSIVE AT THAT STAGE AND THE SCHEMATIC WOULD ALLOW FOR THE  
[00:37:57] COMMISSION TO HAVE AN INTERIM CHECKPOINT TO REVIEW  
[00:38:00] AND CONSIDER COST UPDATES, THE OVERALL PROJECT  
[00:38:06] DIRECTION AND VISION BEFORE TAKING THE NEXT BIG LEAP. SO I  
[00:38:10] THINK THAT'S A REALLY GOOD QUESTION, COMMISSIONER BOWMAN.  
[00:38:13] SO COMMISSIONER I'M GOING TO ASK TO JEFFREY BRAUN TO JUST  
[00:38:16] RESPOND TO THAT. COULD SOMEONE UNMUTE JEFFREY, PLEASE? THEN  
[00:38:21] WE'LL TRY TO GET BACK ON TRACK WHEN WE CAN.  
[00:38:24] CAN YOU HEAR ME? SO COMMISSION BOWMAN,  
[00:38:29] STEINBREUCK, THANKS FOR THE QUESTION.  
[00:38:32] PER THE CURRENT PROCESS WE HAVE IN PLACE, BEFORE WE SPEND 300  
[00:38:37] THOUSAND OR MORE ON ANY PROJECT, WE HAVE TO COME TO THE  
[00:38:40] COMMISSION FOR AUTHORIZATION. SO I MEAN MOST LIKELY ON  
[00:38:44] THIS PROJECT WE WILL BE COMING TO YOU BEFORE  
[00:38:47] WE GET TO SCHEMATIC DESIGN.  
[00:38:52] I HOPE THAT ANSWERS THE QUESTION. [CROSSTALK]  
[00:39:11] ENVIRONMENTAL GOALS FOR THE  
[00:39:12] PROJECT. SO THERE IS AN EARLY PLACE  
[00:39:15] FOR SOME COMMISSION INSIGHT AND IT SHOULD JUST BE REQUIRED  
[00:39:18] THAT THE COMMITTEE REPORT OUT TO THE FULL COMMISSION. I'D  
[00:39:22] LIKE STAFF TO TAKE NOTE OF THESE QUESTIONS AND WE'LL GET  
[00:39:25] BACK TO THEM. WE'RE ABOUT 15 MINUTES BEHIND HERE. I DO WANT  
[00:39:28] TO BE SURE TO COMMISSIONERS GET THEIR QUESTIONS OUT THERE ON  
[00:39:31] THE TABLE AND WE CAN ALWAYS FOLLOW UP. THIS IS  
[00:39:35] EXECUTIVE DIRECTOR METRUCK. I DO KNOW THAT COMMISSION  
[00:39:38] BOWMAN'S QUESTION IS DIFFERENT TO COMMISSIONER STEINBREUCK. SO  
[00:39:40] WE'VE GOT BOTH OF THOSE AND WILL GET BACK ON BOTH OF THOSE.  
[00:39:44] OKAY, SO I'M JUST GOING TO KEEP GOING ON  
[00:39:47] THROUGH THE THREE R GATEWAYS HERE AND KIND OF DESCRIBE EACH  
[00:39:51] OF THE LEVELS HERE A LITTLE BIT MORE. WE DO, I THINK, AS  
[00:39:56] COMMISSIONER STEINBREUCK WAS TALKING ABOUT, WE DO HAVE THAT  
[00:40:00] AUTHORIZATION AT BASICALLY SCHEMATIC DESIGN BEFORE WE GO  
[00:40:04] INTO DETAIL DESIGN. THAT AUTHORIZATION IS REQUIRED. BUT  
[00:40:09] AT STATUS TWO LEVEL, YOU KNOW, WE'VE GOT DIVISION APPROVAL AT  
[00:40:13] THIS POINT IN TIME BUT WE STILL NEED TO DO CAPITAL  
[00:40:16] PLANNING. WE STILL NEED TO DO A LOT OF THAT SCHEMATIC  
[00:40:19] DESIGN. SO THIS IS WHERE PNG TAKES CONTROL. THEY WORK ON THE  
[00:40:23] PROCUREMENT, THE PHASING PLAN, RISK ANALYSIS, SCOPE DEFERMENT,  
[00:40:27] EXCUSE ME, SCOPE REFINEMENT, AMONG OTHER THINGS AND A LOT OF  
[00:40:32] TIMES THEY WORK WITH OUR IDIQ DESIGNERS TO PROVIDE A HIGHER  
[00:40:36] LEVEL OF DESIGN FOR SCOPE AND BUDGET REFINEMENT. AT THE END,  
[00:40:41] WE HAVE A PRODUCT NOTEBOOK THAT GETS APPROVED BY OUR INVESTMENT  
[00:40:44] COMMITTEE. ON LARGER PROJECTS WE ARE STARTING TO GO WITH  
[00:40:48] PROJECT DEFINITION DOCUMENTS, OR PDD'S, TO PROVIDE A HIGHER LEVEL  
[00:40:53] OF SCOPE DEFINITION AND DESIGN AND THEREFORE BUDGET CLARITY  
[00:40:56] SINCE WE TYPICALLY BRING ON A CONSULTANT.  
[00:41:00] THE COST FOR PDD'S, IS HIGHER DURING STATUS TWO  
[00:41:06] AND WE TYPICALLY HAVE TO GET MORE AUTHORIZATION FROM  
[00:41:10] COMMISSION. SO IN THAT MODE ANYTHING OVER 300  
[00:41:14] THOUSAND, JEFFREY TALKED ABOUT, WE GO TO COMMISSION AND GET  
[00:41:18] ADDITIONAL AUTHORIZATION AND WE'VE DONE THAT FOR LITERALLY  
[00:41:23] EVERY PDD THAT WE'VE PUT OUT IN THE LAST COUPLE OF YEARS, C1  
[00:41:27] BEING ONE OF THE FIRST.  
[00:41:32] SO AT STATUS THREE, WE ARE MOST LIKELY PUTTING THE PROJECT OUT  
[00:41:37] FOR MII APPROVAL  
[00:41:39] AND REQUESTING DESIGN AUTHORIZATION FROM COMMISSION.  
[00:41:43] AND SO AND THEN THE REMAINING GATEWAYS YOU GUYS ARE VERY,  
[00:41:47] SHOULD BE FAIRLY AWARE OF, AND AND FAIRLY SELF-EXPLANATORY.  
[00:41:53] STATUS FOUR, THAT GATEWAY ACTION IS REALLY.

[00:41:59] WE'RE GOING THROUGH DESIGN, AT THE END OF DESIGN WE REQUEST  
[00:42:03] AUTHORIZATION FOR CONSTRUCTION AND WE GO THROUGH  
[00:42:07] CONSTRUCTION AND THEN WE GO THROUGH CLOSE OUT.  
[00:42:11] OBVIOUSLY, THERE'S CHANGES HERE WHEN YOU  
[00:42:13] DO ALTERNATIVE DELIVERY, YOU KNOW, THERE'S CHANGES WHERE  
[00:42:17] WE'VE DONE A SINGLE AUTHORIZATION INSTEAD OF THESE  
[00:42:23] DOUBLE AUTHORIZATIONS FOR DESIGN AND CONSTRUCTION. WE  
[00:42:25] BUNDLE IT TOGETHER. SO THOSE TYPES OF THINGS HAVE  
[00:42:30] HAPPENED ALSO  
[00:42:32] AND WE CAN GO ON TO THE NEXT SLIDE UNLESS THERE'S ANY  
[00:42:35] QUESTIONS ON THAT.  
[00:42:42] OOPS, KEEP GOING.  
[00:42:46] OKAY CIP PRIORITIZATION. SO LET'S GO ON TO THE NEXT SLIDE.  
[00:42:55] SO WE'VE CREATED A PRIORITIZATION TOOL THAT IS  
[00:42:58] ANALYTICAL IN NATURE. WE USE WEIGHTED AVIATION GOALS AND  
[00:43:02] THEN DEVELOPED A SYSTEM OF METRICS THAT REGISTER  
[00:43:04] SIGNIFICANCE TO EACH GOAL. EACH PROJECT IS REVIEWED FOR EACH  
[00:43:09] PRIORITIZE GOAL AND SCORES ACCUMULATE DOWN THE LINE. THIS  
[00:43:13] IS ALL COMPLETED IN THE STATUS ONE TIME FRAME. IN THE END,  
[00:43:17] WE'VE CREATED AN OBJECTIVE, PRIORITIZED LIST FOR THE  
[00:43:21] DIRECTIONS TO DISCUSS HOW THEY WANT TO PLACE THESE PROJECTS  
[00:43:23] INTO THE CAPITAL PLAN, IF APPROVED.  
[00:43:28] PLEASE.  
[00:43:32] SO NOW I WANT TO GO INTO A HIGH-LEVEL OVERVIEW OF OUR  
[00:43:36] CURRENT FIVE-YEAR CIP.  
[00:43:39] I THINK YOU GUYS HAVE SEEN A LOT OF THE DETAILS IN THE  
[00:43:41] APPENDIX SLIDES. THAT'S WHERE WE CAN DISCUSS SOME OF  
[00:43:44] THOSE THINGS BUT WE'RE GOING TO STAY AT A HIGH LEVEL AT THIS  
[00:43:47] STAGE. I THINK BORGAN'S GOING TO DO SOME PRESENTATION THAT'S  
[00:43:50] GOING TO GIVE YOU A LITTLE BIT MORE NUMBERS, BUT WE CAN CALL  
[00:43:53] IT THE APPENDIX SLIDES IF WE NEED TO. CARRIE? YA? JUST TO  
[00:43:58] PAUSE IT FOR JUST A SECOND. I'D LIKE TO UNDERSTAND BETTER  
[00:44:02] THE ROLE FOR CARRIERS IN THE PRIORITIZATION PROCESS AND WE  
[00:44:05] CAN COME BACK TO THAT. I DON'T WANT TO INTERRUPT THE FLOW  
[00:44:08] HERE.  
[00:44:11] SO WHAT ARE THE ROLES FOR THE AIRLINES IN THE PRIORITIZATION  
[00:44:13] PROCESS? YES.  
[00:44:17] OKAY,  
[00:44:20] SO LET'S GO TO NEXT SLIDE.  
[00:44:29] OKAY. SO IN THIS VIEW WE'VE DIVIDED THE PROJECTS INTO THE  
[00:44:33] THREE CAPITAL PHASES FOR A PROJECT: PLANNING, DESIGN AND  
[00:44:37] CONSTRUCTION. WE'VE ALSO PUT THEM IN CATEGORIES BY TYPE OF  
[00:44:42] PROJECT. THIS CORRELATES TO OUR GOALS AND DRIVERS THAT I SHOWED  
[00:44:46] EARLIER. ONE OF THE FIRST SLIDES.  
[00:44:49] RENEWAL AND REPLACEMENT  
[00:44:51] CORRELATES TO ASSET MANAGEMENT BUT THERE'S USUALLY  
[00:44:52] OTHER DRIVERS WRAPPED IN, R&R IS JUST THE DOMINANT ONE.  
[00:44:59] THE SAME KIND OF THOUGHT CAN BE SAID FOR SAFETY AND SECURITY.  
[00:45:03] REGULATORY IS ACTUALLY OUR COMPLIANCE WORK. IT HAS DRIVERS  
[00:45:07] IN SAFETY, SECURITY, ENVIRONMENTAL, AND ASSET  
[00:45:10] MANAGEMENT. AND BUSINESS NEED REALLY COVERS A LOT OF OUR  
[00:45:14] REMAINING DRIVERS SUCH AS CUSTOMER SERVICE AND REVENUE  
[00:45:18] GENERATION. IT'S MORE DISCRETIONARY IN NATURE.  
[00:45:23] ON THE RIGHT, YOU SEE OUR TALLY OF OUR MEGA PROJECTS. THESE ARE  
[00:45:27] PROJECTS THAT ARE OVER 300 MILLION. WE'VE HAD THREE  
[00:45:31] PROJECTS THAT YOU KNOW A LOT ABOUT. WE ARE GOING  
[00:45:35] TO BE ADDING THREE MORE PROJECTS TO THE CAPITAL PLAN  
[00:45:41] AND THEN OUR RECENTLY PROPOSED ARE PROJECTS THAT WE PUT INTO  
[00:45:45] THE CAPITAL PLAN, REALLY IN THE LAST COUPLE OF WEEKS. DIRECTORS  
[00:45:48] FEEL THAT WE WILL BE ACTING ON THESE PROJECTS AND THEY  
[00:45:52] VISIBILITY IN THE CAPITAL PLAN. WE STILL HAVE QUITE A BIT OF  
[00:45:56] WORK TO DO TO IRON THESE ONES OUT THOUGH.  
[00:46:00] ANY QUESTIONS? I CAN GO ON THE NEXT SLIDE.

[00:46:04] WHEN WILL WE GET DETAILS ABOUT THE RECENTLY PROPOSED PROJECTS?  
[00:46:08] SO I'M GOING TO GO THROUGH THOSE AT THE END.  
[00:46:11] WE HAVE A COUPLE OF SLIDES ON THE RECENTLY PROPOSED PROJECTS  
[00:46:14] THAT'LL GIVE YOU SOME, YOU KNOW, HIGH LEVEL  
[00:46:17] DETAILS. WE CAN ASK QUESTIONS, WE CAN TALK THROUGH THOSE.  
[00:46:24] OKAY, SO NEXT SLIDE, PLEASE.  
[00:46:31] OKAY. SO THIS IS PROJECT BY LOCATION. SO OUR MAIN TERMINAL  
[00:46:34] COMPLEX WAS BUILT 50 YEARS AGO. SO WE HAVE QUITE A BIT OF  
[00:46:38] RENEWAL REPLACEMENT. MAJORITY OF OUR PROJECTS IN THE MAIN  
[00:46:41] TERMINAL OUR INFRASTRUCTURE IN NATURE AND YOU KNOW FOR  
[00:46:46] LANDSIDE, THAT'S ALSO GOING TO INCLUDE ALL THE WORK THAT WE  
[00:46:50] HAVE IN THE GARAGE. SO MAINLY THIS IS MAIN TERMINAL  
[00:46:55] AND YOU'LL SEE RENEWAL REPLACEMENT IS A BIG PORTION  
[00:46:58] OF IT,  
[00:47:00] INFRASTRUCTURE.  
[00:47:02] NEXT SLIDE PLEASE.  
[00:47:08] ON OUR FIVE YEAR CASH FLOW,  
[00:47:10] AND WHAT WE'RE WORKING ON IS A PERCENTAGE OF COST.  
[00:47:14] MOST OF THE CASH FLOW IS GOING TO RENEWAL  
[00:47:17] REPLACEMENT AS YOU CAN SEE HERE. YOU'LL SEE A BREAKDOWN  
[00:47:20] LATER, BUT THIS EQUATES TO OVER THREE BILLION IN CASH FLOWS  
[00:47:25] OVER THE FIVE-YEAR PERIOD.  
[00:47:28] NEXT SLIDE.  
[00:47:32] AND SO HERE YOU CAN SEE PROJECTS THAT ARE CURRENTLY IN  
[00:47:36] CONSTRUCTION IN THE CAPITAL PLAN. WE HAVE 51  
[00:47:39] PROJECTS AND THE OVERWHELMING MAJORITY OF THEM ARE  
[00:47:43] RENEWAL REPLACEMENT. AND I SOMEWHAT THINK THAT THIS IS  
[00:47:46] ACTUALLY KIND OF KEY WITH WHAT'S GOING ON RIGHT NOW. THIS  
[00:47:50] CREATES A GOOD FOUNDATION FOR HOW WE RECOVER FROM THE  
[00:47:55] PANDEMIC. WE GET THROUGH A LOT OF OUR RENEWAL REPLACEMENT.  
[00:47:58] ALLOWS US TO CREATE THAT STRUCTURE, THAT  
[00:48:02] FOUNDATION THAT WE CAN THEN EXPAND ON AND OPTIMIZE IN THE  
[00:48:07] FUTURE. SO WITH THAT MY COMMENTS ON THIS SECTION ARE  
[00:48:12] COMPLETE. ANY QUESTIONS I CAN GO THROUGH THAT. SO NOTE  
[00:48:16] THAT THIS PIE CHART IS DIFFERENT FROM THE ONE WE  
[00:48:20] RECEIVED EARLIER. THE NUMBERS HAVE CHANGED.  
[00:48:25] WELL, YOU KNOW. THE ONE YOU'RE LOOKING  
[00:48:29] AT MIGHT BE DESIGN. IF YOU SEE THAT UP OFF THE TOP  
[00:48:32] BY YOUR CASH FLOW DESIGN.  
[00:48:35] ITS IT LOOKS LIKE EXACTLY THE SAME SLIDE ONLY THE NUMBERS ARE  
[00:48:39] DIFFERENT. TOTAL FIVE YEAR CAPITAL CASH FLOW, CATEGORY  
[00:48:43] BREAKDOWNS. I'VE GOT 51 PERCENT. FOR THE BIG ONE,  
[00:48:49] RENEWAL AND REPLACEMENT 53% AND YOU GOT 80% IN THIS ONE  
[00:48:58] I THINK WE HAVE THE WRONG  
[00:49:00] HEADERS. SOMETHING HAS BEEN ALTERED SINCE THE PREVIOUS  
[00:49:03] DIGITAL VERSION WAS DELIVERED TO COMMISSIONERS.  
[00:49:08] ARE YOU LOOKING AT SLIDE 14?  
[00:49:13] THIS SAYS SLIDE 12 IN FACT. OH, THAT IS THE  
[00:49:19] FULL FIVE-YEAR CASH FLOW. THAT'S FOR ALL PROJECTS. THE  
[00:49:25] SLIDE 14 WAS FOR JUST PROJECTS IN CONSTRUCTION NOW.  
[00:49:32] OKAY, I APOLOGIZE. OKAY, THANK YOU.  
[00:49:35] SO IF YOU'RE LOOKING JUST AT THAT  
[00:49:38] FIVE-YEAR CASH FLOW, YES, 53% OF OUR PROJECTS OVER THE NEXT  
[00:49:42] FIVE YEARS ARE GOING TO BE RENEWAL  
[00:49:45] REPLACEMENT. OKAY, I WAS MISTAKEN. I WAS ON THE WRONG  
[00:49:48] SLIDE. THANKS, BUT NO, BUT I THINK THE SLIDES COULD BE  
[00:49:52] TITLED BETTER. I HAVE ONE QUICK QUESTION.  
[00:49:56] IF YOU WERE TO LOOK AT RENEWAL AND REPLACEMENT, SINCE IT IS  
[00:49:58] SUCH A HUGE CATEGORY, COULD YOU BREAK THAT UP? WHAT IS RENEWAL  
[00:50:02] AND WHAT IS REPLACEMENT? THAT WOULD BE A GOOD THING. YES.  
[00:50:07] YEAH, WE WOULD HAVE TO GO THROUGH, IT WOULD TAKE US A  
[00:50:09] LITTLE BIT OF TIME TO GO THROUGH AND REALLY  
[00:50:14] BREAK THAT UP, BUT WE COULD DO THAT,

[00:50:17] [CROSSTALK]  
[00:50:27] CORRECT. WE HAVE TO MAKE SOME. YEAH, WE'D HAVE TO MAKE SOME  
[00:50:30] ADJUSTMENTS. I AGREE. IN CERTAIN CASES, THIS IS ASSETS THAT WE  
[00:50:36] ARE REPLACING IN KIND AND THEN THERE ARE,  
[00:50:40] OTHERS THAT WE CAN FORMULATE [CROSSTALK]  
[00:50:44] CAN WE TAKE THAT AS A TAKEAWAY QUESTION TO RESPOND TO LATER ON  
[00:50:50] THE BREAKDOWN FOR RENEWAL REPLACEMENT?  
[00:51:07] ANY OTHER QUESTIONS?  
[00:51:22] ALL RIGHT. GOOD MORNING COMMISSIONERS. THIS IS BORGAN  
[00:51:24] ANDERSON, DIRECTOR OF AVIATION FINANCE AND BUDGET.  
[00:51:28] LET'S GO ON TO THE NEXT SLIDE, PLEASE.  
[00:51:33] THE MOST IMPORTANT DRIVER IS REALLY OUR PASSENGER LEVELS.  
[00:51:38] AND SO I'M GOING TO TALK TO YOU A LITTLE BIT ABOUT OUR FORECAST  
[00:51:42] AND WHAT'S PARTICULARLY NOTABLE IS THAT OUR FORECAST HASN'T  
[00:51:47] CHANGED SINCE WE FIRST PRESENTED YOU OUR UPDATES BACK  
[00:51:50] IN EARLY JUNE AND I WANTED TO ACKNOWLEDGE THE FINE WORK  
[00:51:54] OF MICHAEL DROLLINGER AND HIS TEAM IN THE BUSINESS  
[00:51:57] INTELLIGENCE AREA. THEY DO A REALLY SOLID JOB. SO WHAT WE'RE  
[00:52:01] LOOKING AT IS  
[00:52:04] OUR 2020 FORECAST WE STILL EXPECT TO BE 61 PERCENT DOWN  
[00:52:09] FOR THE YEAR.  
[00:52:10] AND FOR 2021, WE STILL ARE PLANNING TO BE DOWN 30%. WHEN WE  
[00:52:16] LOOK OUT BEYOND THAT, WE ARE ANTICIPATING A RECOVERY TO 2019  
[00:52:22] LEVELS BY 2024 SO THIS WOULD BE A FIVE-YEAR RECOVERY.  
[00:52:26] AND THIS IS PRETTY CONSISTENT WITH THE INDUSTRY EXPERT WE  
[00:52:30] BROUGHT IN. WE SPOKE TO YOU IN LATE JULY STEVEN BEEBE WHO WAS  
[00:52:34] TALKING ABOUT A TWENTY THREE TWENTY FOUR ISH KIND OF  
[00:52:37] RECOVERY TIME FRAME THAT HE WAS SEEING. AND WE'VE SEEN SIMILAR  
[00:52:41] THINGS FROM OUR YOU KNOW INDUSTRY EXPERTS  
[00:52:45] FROM ALASKA AND FROM DELTA. AND THERE'S YOU KNOW  
[00:52:49] OUTSIDE EXPERTS ALL OVER THE PLACE, BUT GENERALLY SPEAKING  
[00:52:52] THOSE WHO ARE A LITTLE ON THE MORE ON THE OPTIMISTIC SIDE  
[00:52:55] WOULD LOOK TO A RECOVERY TO 2019 LEVELS BY 2022 OR 23.  
[00:53:00] THOSE THAT ARE ON THE MORE PESSIMISTIC SIDE WOULD BE OUT  
[00:53:03] 25, 26. SO WE RECOGNIZE THERE'S A LOT OF UNCERTAINTY  
[00:53:07] ABOUT OUR FORECAST BUT WE THINK 2024 IS A PRETTY REASONABLE  
[00:53:10] TIME FRAME TO GET BACK TO 2019 LEVELS. BORGAN, I HAVE  
[00:53:16] A QUESTION. THIS IS STEPHANIE HAVE YOU, I'M ASSUMING  
[00:53:19] YOU ALL HAVE DIVIDED OUT FOR PASSENGER ENPLANEMENTS  
[00:53:23] ESTIMATES FOR INTERNATIONAL PASSENGERS VERSUS DOMESTIC  
[00:53:26] PASSENGERS?  
[00:53:28] YEAH, AND WHAT'S GOING ON THERE, I MEAN NO SURPRISE, IS  
[00:53:32] THAT THE INTERNATIONAL IS LAGGING DOMESTIC AND SO  
[00:53:38] I CAN GIVE YOU THE ACTUAL  
[00:53:41] NUMBERS IF YOU LIKE, BUT THEY'RE NOT IN THE FORECAST,  
[00:53:44] WHICH I'LL SHOW IN THE NEXT SLIDE. THERE'S S A LITTLE MORE  
[00:53:47] DETAIL ABOUT THIS, BUT I ACKNOWLEDGE YOUR QUESTION AND  
[00:53:50] WE'LL GET BACK TO YOU ON THAT BREAK OUT. THANK YOU.  
[00:53:56] LET'S GO TO THE NEXT SLIDE, PLEASE.  
[00:54:02] SO HERE IS THE THE MONTH BY MONTH VIEW OF WHAT'S GOING ON  
[00:54:06] AND  
[00:54:07] YOU CAN SEE THE BIG DROP EARLIER THIS YEAR AND WE'VE  
[00:54:11] BEEN COMING BACK SLOWLY BUT STEADILY.  
[00:54:14] THE GRAY  
[00:54:16] MARKER FOR JULY AND AUGUST I CAN REPLACE WITH ACTUAL BUT I  
[00:54:19] LEFT THE FORECAST HERE SO YOU CAN SEE HOW CLOSELY WE'VE BEEN  
[00:54:23] TRACKING. SO IN JULY WE WERE ACTUALLY DOWN 72% INSTEAD OF  
[00:54:27] 74%. IN AUGUST, WE WERE DOWN 70% INSTEAD OF 69%.  
[00:54:32] SO WE WERE SLIGHTLY BETTER IN JULY AND  
[00:54:36] JUST SLIGHTLY WORSE IN AUGUST. BUT OVERALL, WE ARE TRACKING  
[00:54:39] VERY CLOSELY TO THIS FORECAST, WHICH IS WHY WE'RE STILL USING  
[00:54:44] THIS  
[00:54:45] AS A BEST ESTIMATE OF OUR YEAR-END PASSENGER LEVELS.



[00:54:50] SO AGAIN, WE'D BE DOWN 61 PERCENT COMPARED TO 2019 BASED  
[00:54:55] ON THIS  
[00:54:56] FORECAST HERE. BORGEN, THIS IS RYAN. ARE YOU USING  
[00:55:01] AIRLINE BOOKING DATA TO INFORM NOVEMBER DECEMBER?  
[00:55:07] YEAH, MICHAEL DROLLENGER AND HIS TEAM LOOK AT A LOT OF  
[00:55:11] FACTORS AND  
[00:55:13] YOU KNOW, AIRLINE BOOKINGS ARE AN IMPORTANT PART OF THAT.  
[00:55:18] I THINK THAT YOU KNOW ONE ACKNOWLEDGES THAT AIRLINE  
[00:55:21] BOOKINGS ARE PROBABLY NOT AS CERTAIN AS THEY WOULD HAVE BEEN  
[00:55:24] IF YOU LOOKED AT THEM A YEAR AGO, BUT IT STILL CONTINUES TO  
[00:55:28] BE ONE OF THE INDICATORS THAT ARE TAKEN INTO  
[00:55:30] CONSIDERATION.  
[00:55:34] OKAY. THANK YOU. COMMISSIONER BOWMAN HAS A FOLLOW-UP QUESTION.  
[00:55:38] THANK YOU. BORGEN, I UNDERSTAND FROM THE AIRLINES  
[00:55:42] THAT THEY ARE ALREADY MAKING ADJUSTMENTS TO THEIR SEPTEMBER  
[00:55:45] NUMBERS AND MOVING ON TO THE FALL THAT THEY WERE SEEING  
[00:55:49] FLATTENING DEMANDS. HOW CLOSELY, I GUESS TO FOLLOW UP  
[00:55:54] ON COMMISSIONER CALKINS QUESTION, ARE WE IN TOUCH WITH  
[00:55:57] THE CARRIERS TO REALLY UNDERSTAND? OBVIOUSLY THEY  
[00:56:00] HAVE DAY-TO-DAY INFORMATION ABOUT BOOKINGS. I AM JUST  
[00:56:03] CONCERNED ABOUT WHAT I'M HEARING FROM THEM ABOUT FLATTENING  
[00:56:06] DEMAND THROUGHOUT THE FALL AND WINTER WHILE YOUR PROJECTIONS  
[00:56:11] WOULD LOOK FOR INCREASED DEMANDS. SO HELP ME. DO WE  
[00:56:16] HAVE AN ALTERNATIVE SCENARIO THAT YOU'RE CONSIDERING?  
[00:56:21] WE HAVE AN ALTERNATIVE. WE HAVE LOOKED. BACK IN JUNE WE  
[00:56:24] PRESENTED SOME ALTERNATIVES AND CLEARLY  
[00:56:27] THERE'S UNCERTAINTY SURROUNDING THIS. DON'T GET ME WRONG, BUT  
[00:56:30] I'M JUST SAYING THIS IS OUR BEST INDICATOR. THIS  
[00:56:34] FORECAST WAS ACTUALLY  
[00:56:37] QUITE CONSERVATIVE AT THE TIME. MANY OTHER AIRPORTS WERE  
[00:56:41] SHOWING BETTER FORECAST FOR 2020 THAN WE WERE. AND SO BASED  
[00:56:47] ON MY MOST RECENT CONVERSATIONS WITH MICHAEL DROLLINGER, YOU  
[00:56:52] KNOW, HE WOULD SAY THAT SOME OF THE UNCERTAINTY THAT THE  
[00:56:54] AIRLINES ARE NOW FACING AND SOME OF THE  
[00:56:58] PULLBACKS, IF YOU WILL, COMPARED TO WHAT THEY THOUGHT THEY WERE  
[00:57:01] GOING TO DO IS STILL REASONABLY CONSISTENT WITH THIS  
[00:57:05] FORECAST. SO IS IT GOING TO BE PERFECT? NO, NO FORECAST IS EVER  
[00:57:09] PERFECTLY ACCURATE, BUT WE STILL THINK THIS IS A  
[00:57:12] REASONABLE ESTIMATE OF WHAT COULD HAPPEN.  
[00:57:25] [CROSSTALK]  
[00:57:30] JUST A FOLLOW-UP. JUST WANT TO THANK YOU AND THE STAFF FOR  
[00:57:32] AND COMPLIMENT YOU AND THE STAFF ON  
[00:57:35] YOUR EARLY PROJECTIONS AND BEING MORE CONSERVATIVE IN THE  
[00:57:38] EARLY DAYS OF THE PANDEMIC. SO PLEASE DON'T GET ME WRONG THAT  
[00:57:41] I DON'T APPRECIATE ALL THE WORK. I'M JUST CONCERNED ABOUT  
[00:57:44] AGAIN WHAT I'VE HEARD DIRECTLY FROM THE AIRLINES ABOUT THEIR  
[00:57:48] CONCERNS MOVING INTO THE THIRD AND FOURTH QUARTERS OF THIS  
[00:57:51] YEAR. AND SO I JUST WANT TO. I WOULD PREFER TO BE MORE  
[00:57:55] CONSERVATIVE IN OUR ESTIMATES AS WELL AND THEN BE ABLE TO  
[00:57:59] HAVE MORE CAPITAL OR PLANNING ABILITY TO DIVE INTO  
[00:58:03] PROJECTS AS OPPOSED TO THINKING THAT, YOU KNOW, BY DECEMBER  
[00:58:07] THAT WE WOULD ONLY BE DOWN 50%. AND IN FULL  
[00:58:12] DISCLOSURE I'VE SAID THIS IN MANY MANY MEETINGS. THERE'S A  
[00:58:15] LOT OF OTHER VARIABLES OUT THERE THAT I'M ENCOURAGING OUR  
[00:58:18] AIRPORT STAFF TO TAKE A LOOK AT. YOU KNOW, AGAIN TALKING  
[00:58:21] DIRECTLY TO THE BUSINESSES THAT DEPEND ON BUSINESS TRAVEL, THE  
[00:58:25] AMAZONS, THE GOOGLES, THE MICROSOFTS, THE STARBUCKS,  
[00:58:29] TALKING TO THE HOTEL INDUSTRY ABOUT THEIR PROJECTIONS FOR  
[00:58:32] HOTEL OCCUPANCY. IT FEELS LIKE THERE'S OTHER FACTORS THAT I  
[00:58:35] HOPE THAT WE WOULD BE CONSIDERING IN ADDITION TO WHAT  
[00:58:39] WE NORMALLY USE FOR PASSENGER ENPLANEMENTS MODELS.  
[00:58:45] ALL GOOD POINTS. AND ONE OF THE THINGS THAT WE SEE  
[00:58:51] NATIONWIDE IS THAT THE MAJOR AIRLINES ARE CONSOLIDATING AT

[00:58:57] THEIR MAJOR HUBS AND SO OBVIOUSLY ALASKA IS  
[00:59:02] CONTINUING TO FOCUS ON SEATTLE AND DELTA IS STILL FOCUSING ON  
[00:59:07] SEATTLE AND THAT MAKES SEA-TAC SLIGHTLY MORE RESILIENT THAN  
[00:59:12] SOME OTHER AIRPORTS. AND SO,  
[00:59:16] YOU KNOW, ALL I CAN SAY IS THIS AS I JUST ONE OF MANY  
[00:59:18] THINGS THAT WE LOOK AT ON A MONTHLY BASIS AND AS CONDITIONS  
[00:59:22] CHANGE, WE WILL CHANGE THIS FORECAST. ALL I CAN SHARE WITH  
[00:59:27] YOU RIGHT NOW IS THAT BASED ON THE MOST RECENT MEETING  
[00:59:31] WE HAD WHICH WAS NOT TOO LONG AGO, THIS IS STILL OUR BEST  
[00:59:37] INDICATION. AND YOU KNOW, WE DO SPEAK WITH ALASKA AND DELTA ON  
[00:59:42] A REGULAR BASIS AND WHEN WE HAD SOME DISCUSSIONS ABOUT 2021  
[00:59:48] BUDGET, THEY LOOKED AT OUR FORECAST AND SAID, WE'RE  
[00:59:51] FOCUSING ON 2021 AT THE TIME, BUT THAT'S BEING BUILT OFF OF  
[00:59:55] THIS FORECAST AND THEY BASICALLY SAID, YOU KNOW,  
[00:59:57] THAT'S PROBABLY PRETTY REASONABLE. SO YOUR CONCERNS ARE  
[01:00:01] RIGHT ON AND WELL-FOUNDED AND WE TRY TO TAKE AS MUCH  
[01:00:06] INFORMATION AS WE CAN INTO BUILDING OUR FORECAST AND WE  
[01:00:10] REGULARLY REASSESS AND WE WOULD ADJUST IF WE SEE THINGS  
[01:00:15] POINTING IN A DIFFERENT DIRECTION. COMMISSIONER FELLEMAN  
[01:00:19] HAS A QUESTION.  
[01:00:21] YES, THANK YOU BORGEN. I WAS WONDERING IN TERMS OF FOR  
[01:00:25] AIRPORTS OF COMPARABLE SIZE THE RATIO OF DOMESTIC VERSUS  
[01:00:29] INTERNATIONAL FLIGHTS THAT WE HAVE COMPARED TO OTHERS BECAUSE  
[01:00:34] BASED ON THE COMMENTS WE GOT FROM A CONSULTANT WAS THAT THEY  
[01:00:38] THOUGHT THE DOMESTICS WERE GOING TO RECOVER QUICKER THAN  
[01:00:42] THE INTERNATIONAL. SO JUST WONDERING ARE WE MORE EXPOSED  
[01:00:46] THAN OTHERS?  
[01:00:48] SO WE GOT TO REMEMBER THAT INTERNATIONAL TRAFFIC AT  
[01:00:51] SEA-TAC HAS BEEN IN THIS SORT OF TEN TO ELEVEN PERCENT AS A  
[01:00:55] PERCENTAGE OF OUR TOTAL TRAFFIC. SO DEPENDING ON WHICH  
[01:00:59] AIRPORT YOU'RE POINTING TO,  
[01:01:02] YOU KNOW, WE ARE EITHER MORE EXPOSED OR A LOT LESS EXPOSED.  
[01:01:06] SO IT ALL DEPENDS. BUT I MEAN INTERNATIONAL IS A VERY  
[01:01:10] IMPORTANT PART OF OUR PASSENGER MIX BUT IT'S STILL HISTORICALLY  
[01:01:14] BEEN IN THE 10 TO 11 PERCENT RANGE NOT LIKE SOME OTHER  
[01:01:18] AIRPORTS WHERE IT WOULD BE IN THE 20S TO 30 PERCENT RANGE.  
[01:01:22] I'M JUST WONDERING FOR COMPRABLE SIZED AIRPORTS. DOES  
[01:01:25] THIS SUGGEST YOU KNOW, HOW CONSISTENT WITH OUR  
[01:01:28] ESTIMATES BE WITH SOME OF THE OTHER AIRPORTS OF OUR  
[01:01:31] DIMENSION?  
[01:01:35] YOU KNOW, I THINK IT EACH AIRPORT IS A LITTLE BIT  
[01:01:37] DIFFERENT AND IT DEPENDS ON THEIR CARRIER MIX AND IT  
[01:01:41] DEPENDS ON THEIR HUB STATUS.  
[01:01:47] YOU KNOW IF YOU GOT SOME SPECIFIC QUESTIONS, WE CAN TRY  
[01:01:49] TO LOOK INTO IT BUT IT'S HARD FOR ME TO GENERALIZE ABOUT HOW  
[01:01:53] WE COMPARE TO OTHER AIRPORTS OUR SIZE BECAUSE YOU KNOW WE'RE  
[01:01:56] THE, BASED ON 2019, THE 8TH LARGEST AIRPORT IN THE U.S. AND  
[01:02:03] BUT OUR CHARACTERISTICS ARE TO SOME EXTENT REFLECTIVE OF WHERE  
[01:02:07] WE ARE GEOGRAPHICALLY AND WHO OPERATES, MEANING ALASKA AND  
[01:02:11] DELTA, AT THIS AIRPORT AS WELL AS A SOLID MIX OF FOREIGN FLAG  
[01:02:15] CARRIER. SO  
[01:02:17] EVERY AIRPORT IS A LITTLE DIFFERENT AND INDIVIDUAL  
[01:02:20] AIRLINES ARE MAKING THEIR OWN DECISIONS AND IT'S JUST VERY  
[01:02:26] HARD FOR ME TO GENERALIZE. YOU SAID 11%. I MEAN  
[01:02:31] MEAN, I WAS JUST WONDERING OTHER AIRPORTS OF OUR SIZE  
[01:02:33] AROUND 11% WHEN YOU'RE TRYING TO COMPARE PROJECTIONS, THAT'S  
[01:02:37] ALL. OKAY. WELL, YOU KNOW, FOR EXAMPLE, SAN FRANCISCO, LARGER  
[01:02:41] AIRPORT, HAS A MUCH HIGHER PERCENTAGE OF INTERNATIONAL  
[01:02:44] TRAFFIC. VANCOUVER, ACTUALLY A MUCH SMALLER AIRPORT HAS A MUCH  
[01:02:49] HIGHER PERCENTAGE OF INTERNATIONAL TRAFFIC. SO THEY  
[01:02:52] ARE GOING TO BE  
[01:02:54] MUCH MORE VULNERABLE THAN WE ARE.  
[01:02:59] ALL RIGHT. THANK YOU. BORGEN, I COULD REALLY ADD

[01:03:03] TO THAT JUST TO MAKE THE POINT COMMISSIONER FELLEMAN. WE ARE  
[01:03:06] DOWN SEVENTY PERCENT YEAR-TO-DATE AS OF AUGUST FOR  
[01:03:10] INTERNATIONAL PASSENGERS AND WE'RE DONE 58% FOR DOMESTIC  
[01:03:14] PASSENGERS. BUT AS BORGEN SAID, INTERNATIONAL TRAFFIC PROCESS  
[01:03:18] IS ONLY APPROXIMATELY 10 PERCENT IN TOTAL. SO IF YOU  
[01:03:23] LOOK AT AN AIRPORT LIKE VANCOUVER OR MIAMI OR SAN  
[01:03:25] FRANCISCO, WHICH HAVE A FAR FAR HIGHER INTERNATIONAL  
[01:03:29] TRAFFIC THIS THEN WE DO, THEY'RE GOING TO BE IMPACTED MORE  
[01:03:32] SIGNIFICANTLY THAN US WITH INTERNATIONAL TRAFFIC.  
[01:03:36] ALL RIGHT. THANK YOU.  
[01:03:38] OKAY, GREAT QUESTIONS. LET US MOVE ON TO THE NEXT  
[01:03:40] SLIDE IF WE COULD, PLEASE.  
[01:03:46] ALL RIGHT. THIS IS JUST A LOOK AT THE THE FIVE-YEAR LOOK  
[01:03:50] AHEAD. AND  
[01:03:52] YOU KNOW IF WE LOOK AT 2020 AND 2021 COMPARED TO 2019, YOU CAN  
[01:03:56] SEE THE DEPTHS OF THE DROP.  
[01:04:00] THE BOX ON THE RIGHT SHOWS THE ANNUAL CHANGES AND ALSO A  
[01:04:03] COMPARISON TO 2019 SO YOU CAN SEE HOW WE'RE MARCHING BACK  
[01:04:07] TOWARDS 2019 LEVELS BY 2024. AS WE LOOK FOR 2021, YOU KNOW,  
[01:04:14] THE GREAT NEWS IS WE'LL BE  
[01:04:16] GROWING AT ALMOST 80%. THE BAD NEWS IS  
[01:04:17] WE'LL STILL BE DOWN BY 30% WHICH JUST SHOWS WHAT GOES  
[01:04:20] ON WITH BIG NUMBERS AND AN ENORMOUS CHANGES LIKE WE'VE  
[01:04:24] SEEN. BUT I THINK YOU KNOW CONSISTENT WITH WHAT WE'VE BEEN  
[01:04:29] TALKING ABOUT, THERE REMAINS TREMENDOUS UNCERTAINTY ABOUT  
[01:04:33] THIS FORECAST. THINGS COULD PLAY OUT VERY DIFFERENTLY AND  
[01:04:36] BECAUSE OF THAT, WE'RE GOING TO BE LOOKING AND REVISITING THIS  
[01:04:39] FORECAST ON A REGULAR BASIS AND TO THE EXTENT WE NEED TO THIS  
[01:04:44] WILL CHANGE THE TRIGGERS, OR THE TIMING OF THE NEED, FOR  
[01:04:46] CERTAIN PROJECTS. PARTICULARLY THOSE THAT RELATE TO BRINGING  
[01:04:50] ON NEW CAPACITY. I'LL TALK ABOUT A LITTLE BIT  
[01:04:52] LATER, THIS REALLY, FOR THE MOST PART, WON'T CHANGE OUR NEED FOR  
[01:04:57] MAINTAINING OUR EXISTING FACILITIES AND THE RENEWAL AND  
[01:05:00] REPLACEMENT PROGRAMS THAT CARRIE WAS DESCRIBING EARLIER, BUT  
[01:05:05] OBVIOUSLY AS IT RELATES TO ADDING NEW CAPACITY TO BE ABLE  
[01:05:09] TO LOOK AHEAD AND TO HAVE A GOOD UNDERSTANDING OF WHAT THE  
[01:05:11] FORECAST IS GOING TO BE WILL HELP US  
[01:05:16] IN BRINGING PROJECTS TO YOU AT THE RIGHT TIME.  
[01:05:21] NEXT SLIDE PLEASE.  
[01:05:25] SO NOW WE'LL TALK A LITTLE BIT ABOUT THE IMPACTS OF  
[01:05:29] COVID-19 ON OUR CAPITAL PROGRAM. NEXT SLIDE, PLEASE.  
[01:05:36] WELL, WHEN WE FIRST WERE ASSESSING THE IMPACTS, IT WAS  
[01:05:39] ALL ABOUT CASH PRESERVATION. THE CARES ACT GRANT HADN'T  
[01:05:44] PASSED YET, BUT WE KNEW WE NEEDED TO MAKE SOME CHANGES.  
[01:05:48] AND SO INITIALLY WE WENT THROUGH ALL OF OUR CAPITAL  
[01:05:51] PROJECTS WITH A FOCUS ON THOSE THAT WERE CASH FUNDED OR FUNDED  
[01:05:55] BY THE AIRPORT DEVELOPMENT FUND AND WE CAME UP WITH A PLAN TO  
[01:05:59] DEFER APPROXIMATELY 28 MILLION DOLLARS, AND THIS WAS REALLY  
[01:06:04] AIMED AT CASH PRESERVATION.  
[01:06:07] IN APRIL, WE STARTED TO RECOGNIZE THAT THERE COULD BE  
[01:06:09] SOME REAL BENEFITS TO HAVING FEWER PASSENGERS IN THE  
[01:06:12] TERMINAL AND FEWER PLANES ON THE GROUND. AND SO THIS GAVE  
[01:06:17] US THE OPPORTUNITY TO ACCELERATE CERTAIN PROJECTS AND  
[01:06:20] I THINK THE NOTABLE PROJECTS THERE WOULD BE THE AIRFIELD  
[01:06:23] PAVEMENT WORK  
[01:06:25] THAT WAS DONE THIS YEAR, OR IS BEING DONE THIS YEAR. AND ALSO  
[01:06:29] THE THE NORTH SATELLITE WHERE TAKING ADVANTAGE OF FEWER  
[01:06:33] PASSENGERS HAS ALLOWED ELEMENTS OF THAT PROJECT TO BE  
[01:06:36] ACCELERATED WITH SOME SAVINGS AND SCHEDULE THAT ARE REALLY  
[01:06:39] IMPORTANT.  
[01:06:41] THEN IN MAY AND JUNE, WE WENT THROUGH THE REVIEW THAT KERRY  
[01:06:44] TALKED ABOUT EARLIER OF ALL THE NEW PROJECTS AND THERE WAS A  
[01:06:48] LENGTHY REVIEW THAT RESULTED IN AN ELIMINATION OF SOME PROJECTS

[01:06:52] AND THE ADDITION OF THE NEW ONES WITH THE GOAL OF MAINTAINING A  
[01:06:57] CASH NEUTRAL POSITION OVER THIS FIVE-YEAR PERIOD.  
[01:07:01] MORE RECENTLY, WE HAVE BEEN TRYING TO ADDRESS SOME  
[01:07:06] KNOWN PROBLEMS THAT WE'VE HAD AND BY THAT I MEAN WE'VE HAD,  
[01:07:09] WE RECOGNIZED WE HAD SOME UNDER FUNDED PROJECTS AS WELL AS SOME  
[01:07:13] PROJECTS THAT WERE JUST NOT FUNDED AT ALL. AND SO AS KERRY  
[01:07:17] INDICATED, WE'VE GOT SOME NEWLY PROPOSED PROJECTS  
[01:07:22] AND WE'VE TAKE A GOOD HARD LOOK AT SOME OF THE BUDGETS OF OUR  
[01:07:26] EXISTING PROJECTS AND WE TRIED TO GET THE TOTAL COST FULLY  
[01:07:31] REFLECTED IN OUR CAPITAL PROGRAM AND THIS IS REALLY FOR  
[01:07:35] VISIBILITY AND TRANSPARENCY IN TERMS OF WHAT WE FEEL WE  
[01:07:39] REALLY NEED TO ACCOMPLISH OVER THE NEXT FIVE YEARS.  
[01:07:43] IN ADDITION. WE DID GO THROUGH ALL THE PROJECTS THAT WERE  
[01:07:46] UNDER DESIGN AND CONFIRMED THAT WE STILL NEEDED TO DO THOSE.  
[01:07:51] NEXT SLIDE, PLEASE.  
[01:07:56] SO IN TERMS OF OUR FOCUS IN THIS TIME PERIOD WHERE  
[01:08:02] WE'RE GOING THROUGH, WE KNOW WE HAD A BIG DROP IN PASSENGERS  
[01:08:07] AND WE SEE A RECOVERY COMING  
[01:08:10] AND WHAT'S OUR FOCUS NOW? WELL, OBVIOUSLY WE'RE LOOKING AT ALL  
[01:08:15] THE PROJECTS AND  
[01:08:18] THOSE THAT ARE OF THE HIGHEST PRIORITY ARE THOSE THAT WE THINK  
[01:08:22] WE WOULD NEED UNDER ANY REASONABLE RECOVERY SCENARIO.  
[01:08:25] IN OTHER WORDS, WE COULD TAKE THE OPTIMISTIC  
[01:08:28] THE BASE CASE OR THE MORE PESSIMISTIC CASE WE SAY YEP  
[01:08:31] WE STILL NEED TO DO THESE. AND THESE ARE REALLY THE BIG  
[01:08:36] RENEWAL AND REPLACEMENT PROJECTS. AND YOU SAW THE  
[01:08:39] VISION OF THE SOUTH SATELLITE RENOVATION AND YOU KNOW  
[01:08:44] THAT'S A VERY DIFFERENT FACILITY FROM WHAT WE HAVE  
[01:08:47] TODAY. AND ONE OF THE THINGS THAT WE RECOGNIZED IS THAT WE  
[01:08:51] HAVE SOME SEISMIC CONCERNS THERE THAT MUST BE ADDRESSED  
[01:08:55] AND SO RATHER THAN SPENDING MULTIPLE HUNDREDS OF MILLION  
[01:08:58] DOLLARS TO JUST  
[01:09:00] ADDRESS SEISMIC NEEDS, WE ARE LOOKING AT THIS AS AN  
[01:09:03] OPPORTUNITY TO FUNDAMENTALLY RENOVATE THE FACILITY AND GET  
[01:09:07] SOMETHING THAT'S A VERY DIFFERENT PRODUCT AT THE END.  
[01:09:11] ANOTHER EXAMPLE OF THIS WOULD BE THE MAIN TERMINAL  
[01:09:13] INFRASTRUCTURE AND YOU'LL GET A BRIEFING ON THAT LATER TODAY.  
[01:09:18] BUT THIS IS A PROJECT THAT'S JUST GOING TO BE VERY INVASIVE  
[01:09:21] WITHIN OUR TERMINAL TO ADDRESS  
[01:09:25] SMOKE CONTROL ISSUES AND  
[01:09:29] OTHER KEY ELEMENTS OF THE TERMINAL INFRASTRUCTURE.  
[01:09:34] THE OTHER THING WE WANTED TO DO WAS BASED ON YOUR DIRECTION TO  
[01:09:38] MAKE SURE THAT OUR NOISE PROGRAM WAS FULLY  
[01:09:41] REFLECTED IN OUR CIP. IN CERTAIN CATEGORIES WE NEED  
[01:09:45] HELD ONTO BASICALLY PILOT PROGRAMS FOR APARTMENTS AND  
[01:09:50] CONDOMINIUMS AND PLACES OF WORSHIP AND WHAT WE'RE NOW  
[01:09:54] PROPOSING IS OUR BEST ESTIMATE OF WHAT THE FULL COST OF  
[01:09:59] THOSE PROGRAMS WOULD BE, AGAIN, SO THAT WE CAN REALLY PLAN THIS  
[01:10:02] OUT AND MAKE SURE THAT WE'VE GOT FULL VISIBILITY AND  
[01:10:05] TRANSPARENCY TO OUR PROGRAM.  
[01:10:08] ANOTHER KEY ELEMENT OF OUR CAPITAL PROGRAM DURING THIS  
[01:10:12] PERIOD IS TO STRIVE WHEREVER POSSIBLE TO ACHIEVE  
[01:10:16] EFFICIENCIES IN HOW WE ARE USING OUR CURRENT FACILITIES  
[01:10:20] AND  
[01:10:22] GETTING THE FINAL PHASE OF BAGGAGE OPTIMIZATION IS A GREAT  
[01:10:25] EXAMPLE OF THAT. THE AIRLINE REALIGNMENT, JUST BEING ABLE TO  
[01:10:29] USE OUR  
[01:10:30] FACILITIES A LITTLE MORE EFFICIENTLY. AND THEN YOU'LL  
[01:10:34] HEAR A LITTLE BIT ABOUT THE ZONE 6 ON 7 PROJECT TOWARDS  
[01:10:38] THE END OF THIS PRESENTATION AND THE POSSIBILITY OF REDESIGNING  
[01:10:43] CHECK POINT 5 THAT WOULD BE A PART OF THAT AS A WAY TO EKE  
[01:10:46] OUT A LITTLE BIT OF  
[01:10:48] ADDITIONAL CAPACITY AND EFFICIENCY IN HOW WE'RE USING

[01:10:51] OUR CURRENT FACILITIES. SO WE KNOW WE'RE GOING TO BE USING  
[01:10:54] THESE FACILITIES FOR A LONG TIME. WE FULLY EXPECT THE  
[01:10:58] DEMAND TO COME BACK AND SO WE'RE GOING TO TRY TO REALLY  
[01:11:01] FOCUS OUR EFFORTS ON OUR EXISTING FACILITIES.  
[01:11:05] NEXT SLIDE, PLEASE.  
[01:11:12] SO ONE OF THE OTHER AREAS THAT'S REALLY IMPORTANT FROM A  
[01:11:15] STRATEGIC STANDPOINT IS  
[01:11:18] TO GENERATE NON-AERONAUTICAL REVENUES. WE'VE GOT TO HELP PAY  
[01:11:21] FOR ALL THESE PROGRAMS AND WHEN WE LOOK AT THE OPPORTUNITIES  
[01:11:26] THERE,  
[01:11:29] ONE OF THE THINGS THAT WILL BE HAPPENING ON CONCOURSE A UPON  
[01:11:31] THE COMPLETION OF THE INTERNATIONAL ARRIVALS FACILITY  
[01:11:33] IS THERE WILL BE MANY MORE INTERNATIONAL DEPARTURES. AND  
[01:11:37] SO EXPANDING OUR DUTY FREE PRESENCE ON CONCOURSE A IS A  
[01:11:42] KEY OPPORTUNITY BOTH TO ENHANCE CUSTOMER SERVICE AND THEIR  
[01:11:47] EXPERIENCE BUT ALSO TO GENERATE REVENUES. THE SAME THING WOULD  
[01:11:51] BE TRUE AT THE END OF CONCOURSE A WHERE WE WOULD HAVE AN  
[01:11:54] OPPORTUNITY TO ENHANCE OUR LOUNGES THERE AND ALSO AT THE  
[01:11:58] SOUTH SATELLITE AND THE SEA LOUNGES ARE A WONDERFUL  
[01:12:02] OPPORTUNITY BOTH TO SERVE CUSTOMERS AND TO MAKE MONEY. AND  
[01:12:06] I TOUCHED UPON THE SOUTH SATELLITE RENOVATION BEFORE.  
[01:12:10] WE'VE GOT THE FEDERAL INSPECTION SERVICES FACILITY  
[01:12:13] DOWN IN THE LOWEST LEVELS OF THE SOUTH SATELLITE. WELL,  
[01:12:16] THOSE ARE ALL MOVING TO THE INTERNATIONAL ARRIVALS  
[01:12:18] FACILITY. WE HAVE THIS TREMENDOUS OPPORTUNITY TO TAKE  
[01:12:21] ADVANTAGE OF THAT SPACE AND YOU SAW SOME PICTURES OF A  
[01:12:24] DUTY-FREE AREA AND ADDITIONAL AIRPORT DINING AND RETAIL SPACE  
[01:12:27] THAT COULD BE CREATED OUT THERE. AGAIN CUSTOMER SERVICE  
[01:12:31] AND REVENUE GENERATING OPPORTUNITIES. BORGEN,  
[01:12:35] COMMISSIONER BOWMAN HAS A QUESTION. YES. THANK YOU SO  
[01:12:39] MUCH, BORGEN. SORRY. JUST GO BACK TO NEXT SLIDE AND YOU  
[01:12:41] DON'T EVEN NEED TO. COULD YOU JUST GIVE US AT SOME POINT A  
[01:12:44] LIST OF THE NOISE PROJECTS? I DON'T SEE IT IN THE APPENDIX.  
[01:12:47] PERHAPS I MISSED IT. WE CAN GIVE YOU A DETAIL OF THOSE  
[01:12:52] NOISE PROJECTS. YES. WE HAVE THE NOISE PROJECTS GROUPE  
[01:12:55] AS A SINGLE LINE ITEM THAT SAYS JUST CHOICE PROGRAM  
[01:12:59] BUT YES, THERE ARE INDIVIDUAL CIPS AND WE CAN SEND YOU THAT  
[01:13:02] LIST. THAT'S GREAT. I'M SURE THE REST OF THE COMMISSION  
[01:13:04] WOULD LIKE TO SEE THOSE AS WELL. GREAT, OKAY.  
[01:13:09] ALL RIGHT. SO WHAT ELSE IS A KEY PART OF OUR PROGRAM? WE WANT  
[01:13:13] TO CONTINUE WITH THE EARLY DESIGN ACTIVITIES ON SAMP  
[01:13:19] ENABLING PROJECTS BECAUSE WHAT WE WANT TO BE ABLE TO DO IS  
[01:13:22] UPON COMPLETION OF THE ENVIRONMENTAL REVIEW OF SAMP,  
[01:13:25] WHICH SHOULD BE DONE BY THE END OF NEXT YEAR, WE WANT TO GIVE  
[01:13:28] GIVE YOU THE OPTION TO BE READY TO MOVE AHEAD WITH THOSE  
[01:13:31] PROJECTS IF THE FORECAST AND IF THE ALIGNMENT OF THINGS SUGGEST  
[01:13:36] THAT THAT WOULD BE THE RIGHT TIME. SO WE WANT TO BE READY SO  
[01:13:39] WE PLAN TO KEEP THOSE GOING. AND THEN FINALLY IS A JEFFREY  
[01:13:43] BROWN WILL TALK ABOUT AT THE END OF THIS PRESENTATION  
[01:13:46] AND WHAT LANCE INDICATED EARLIER, THE IMPORTANCE OF  
[01:13:49] IMPLEMENTING THE PEER REVIEW RECOMMENDATIONS. NEXT SLIDE,  
[01:13:53] PLEASE. WE HAVE ANOTHER QUESTION FROM COMMISSIONER BOWMAN  
[01:13:56] FOLLOWED BY COMMISSIONER FELLEMAN? THANK YOU. I'LL BE  
[01:13:59] REAL BRIEF. BORGEN, TALKING ABOUT SAMP. SO YOU JUST  
[01:14:02] MENTIONED THE KEYWORD FORECAST. SO AT WHAT POINT WHEN YOU GET  
[01:14:08] THROUGH ENVIRONMENTAL REVIEW OF SAMP ARE YOU PLANNING TO DO  
[01:14:11] AN UPDATED PASSENGER FORECAST ? THIS I HADN'T HEARD THAT  
[01:14:14] BEFORE.  
[01:14:17] WELL IT TERMS OF WHAT I WAS REFERRING TO WAS THE  
[01:14:21] FIVE-YEAR LOOK AHEAD THAT I PREVIOUSLY PRESENTED WHICH IS  
[01:14:24] BASICALLY OUR VIEW OF THE RECOVERY.  
[01:14:28] AND THAT'S WHAT I MEAN ABOUT SAYING LIKE WHERE ARE  
[01:14:31] WE ON THAT RECOVERY PATH? AND ARE WE AT A POINT WHERE WE



[01:14:35] WOULD SAY THAT  
[01:14:37] YOU KNOW, IT'S TIME TO PULL THE TRIGGER AND MOVE TO THE  
[01:14:40] NEXT STEP.  
[01:14:42] I THINK JEFFREY BROWN WANTS TO WEIGH IN HERE. MAY I ASK THAT  
[01:14:45] YOU ALLOW HIM TO RESPOND? THAT'S GREAT. COMMISSIONER BOWMAN,  
[01:14:49] THANKS FOR THE QUESTION. I THINK IT'S APPROPRIATE IF WE TAKE THAT  
[01:14:52] QUESTION AND GO BACK AND SPEAK TO THE ENVIRONMENTAL REVIEW  
[01:14:55] TEAM AND PROVIDE YOU A MORE ACCURATE AND DETAILED RESPONSE.  
[01:14:58] OKAY, AND I'M SURE THE REST OF THE COMMISSION WOULD LIKE  
[01:15:02] TO SEE THAT AS WELL. BUT I THINK IT IS A KEY  
[01:15:04] QUESTION. A FEW OF US HAVE BEEN ASKING FOR A WHILE. IS  
[01:15:07] GIVEN COVID, AGAIN, COMPLIMENTS TO ALL OF THE WORK  
[01:15:12] FOR THE STAFF OVER MANY YEARS IN PUTTING TOGETHER  
[01:15:14] PROJECTIONS AND YOU'VE DONE A GREAT JOB, BUT COVID HAS THROWN  
[01:15:18] A MAJOR WRENCH INTO THAT AND SO I THINK WE'RE ALL  
[01:15:21] CONCERNED ABOUT HOW THAT'S TRACKING MOVING FORWARD  
[01:15:25] WITH CONCERN ABOUT THE SAMP PROJECTS. SO YEAH WOULD  
[01:15:29] LOOK FORWARD TO A DETAILED ANSWER. THANK YOU SO MUCH  
[01:15:31] JEFFREY. BEFORE WE MOVE ON I'M GOING TO SUGGEST WE SKIP  
[01:15:35] FUNDING AND DEFER THAT TO OCTOBER SO THAT WE CAN GET TO  
[01:15:39] SOME OF THE PROJECTS BEFORE THIS MEETING IS OVER TODAY.  
[01:15:44] JUST LIKE TO FOLLOW-UP ON ONE  
[01:15:45] ASPECT OF WHAT COMMISSIONER BOWMAN WAS  
[01:15:47] SAYING. I'M JUST WONDERING WHERE ARE WE NOW ON OUR PROJECTIONS  
[01:15:51] AS COMPARED TO WHEN SAMP WAS FIRST BEING PROPOSED? AND ARE WE  
[01:15:56] GOING TO PUT IN LIKE A PRIORITY TRIGGERS FOR WHERE WE ARE ALONG  
[01:16:01] THE PROJECTION LINE FOR PROJECTS THAT WE SEE ARE OF  
[01:16:05] PRIORITY IN SEQUENCE?  
[01:16:10] I'LL TRY TO ANSWER THAT IN A COUPLE STEPS. LIKE JEFFREY SAID,  
[01:16:14] I THINK IT'S MORE APPROPRIATE FOR THE ENVIRONMENTAL TEAM  
[01:16:17] RESPOND TO YOU, BUT I CAN SAY VERY SIMPLISTICALLY THAT THE  
[01:16:20] CURRENT RECOVERY WOULD BASICALLY PUT US BACK RIGHT ON  
[01:16:25] TRACK WITH THE ORIGINAL SAMP FORECAST.  
[01:16:30] WE'VE GROWN SO MUCH FASTER. WE WERE SO FAR ABOVE IT FOR A FEW  
[01:16:33] YEARS THAT WITH THIS RETRACTION AND THEN RECOVERY,  
[01:16:37] WE'RE GOING TO BE ABOUT EXACTLY WHERE WE THOUGHT WE WOULD BE  
[01:16:41] WHEN THE 2014 FORECAST WAS DONE. THAT'S WHAT I THOUGHT WAS  
[01:16:46] THE UNDERSTANDING. I JUST THINK IT'S IMPORTANT TO TELL THE  
[01:16:49] PUBLIC THAT THAT'S WHAT WE'RE EXPECTING. SO THEN IF THAT'S  
[01:16:52] THE ASSUMPTION, THEN ALL THE PROJECTS PROPOSED IN SAMP  
[01:16:56] WOULD THEN BE  
[01:16:58] IF INDEED THAT'S IT, MOVED ALL THE PROJECTS THAT WERE  
[01:17:01] ORIGINALLY PROPOSED WOULD BE RECOMMENDED TO GO FORWARD. I'M  
[01:17:05] JUST WONDERING IF INDEED THE RECOVERY IS SLOWER, DO WE HAVE  
[01:17:09] TRIGGERS THAT WOULD PRIORITIZE CERTAIN PROJECTS AS THE NUMBERS  
[01:17:14] INCREASE?  
[01:17:16] YEAH, I MEAN, I THINK THAT A MASTER PLAN IS JUST THAT, IT'S  
[01:17:19] A PLAN AND YOU COME FORWARD WITH  
[01:17:26] RECOMMENDATIONS FOR THE SPECIFIC TIMING AND SCOPE  
[01:17:30] THAT'S NEEDED BASED ON WHAT YOU KNOW AT THAT POINT IN TIME. SO  
[01:17:34] MY EXPERIENCE WITH MASTER PLANS  
[01:17:37] LOOKING BACK AT WHAT WE'VE DONE HERE OVER OVER MANY MANY YEARS  
[01:17:40] IS THAT IT'S A WONDERFUL PLAN, BUT IT ALWAYS PLAYS OUT A  
[01:17:44] LITTLE DIFFERENTLY AND IT'S UP TO US TO REASSESS THE CHANGES  
[01:17:49] AND ADJUST AS NEEDED GOING FORWARD.  
[01:17:53] LET'S SKIP THE FUNDING SECTION. WE ONLY HAVE A HALF HOUR LEFT  
[01:17:57] AND I WOULD LIKE TO HAVE THE FOCUS ON PROJECTS AND  
[01:18:00] COMMISSIONER QUESTIONS. VERY GOOD.  
[01:18:11] ALL RIGHT. I'LL TURN IT OVER TO CARRIE.  
[01:18:18] OKAY NEW MEGA PROJECTS. AGAIN, WE USE THIS TERM TO REFERENCE  
[01:18:24] PROJECTS THAT ARE OVER 300 MILLION. NEXT SLIDE, PLEASE.  
[01:18:32] SO C1 BUILDING HAS A BUDGET OF 340 MILLION.  
[01:18:37] WE ARE TAKING A DESIGN TO BUDGET APPROACH BUT ALL IN ALL

[01:18:42] THIS HAS A GOOD BUSINESS CASE.  
[01:18:47] IT'S CURRENT SCHEDULE SHOWS THAT IT'S COMPLETING BY 2027. SO, YOU  
[01:18:52] KNOW, WELL INTO OUR RECOVERY FOR OUR PROJECTIONS. AND WE ARE  
[01:18:57] CURRENTLY IN PROCUREMENT FOR THE DESIGNER AND THE GC.  
[01:19:04] NEXT SLIDE PLEASE.  
[01:19:09] OKAY. SO BORGEN TALKED ABOUT THIS ONE A LITTLE BIT. MAIN  
[01:19:12] TERMINAL INFRASTRUCTURE PROJECT. THIS IS A VERY LARGE  
[01:19:16] AND VERY COMPLEX INFRASTRUCTURE PROJECT IN THE MAIN TERMINAL  
[01:19:19] AND IT ENCOMPASSES MOST OF THE NON-SECURE SPACE.  
[01:19:24] COMMISSION IS GOING TO HEAR A BRIEFING OF THIS PROJECT  
[01:19:27] ACTUALLY THIS AFTERNOON.  
[01:19:30] IN A NUTSHELL THE MAIN TERMINAL WAS BUILT IN THE 70S  
[01:19:35] AND MOSTLY WITHOUT SPRINKLERS.  
[01:19:38] THE PROJECT WILL PLACE  
[01:19:39] SPRINKLERS AND SMOKE CONTROLS THROUGHOUT THE  
[01:19:41] MAIN TERMINAL AND PROVIDE FOR EMERGENCY POWER GENERATION FOR  
[01:19:44] NOT ONLY THESE AREAS BUT CONCOURSE B, C, AND D AS WELL.  
[01:19:49] THIS ALSO INCLUDES, OF COURSE, AS YOU CAN KIND OF SEE WHAT THE  
[01:19:52] PICTURES, YOU KNOW, NEW CEILINGS NEW LIGHTING, NEW SIGNAGE, ALL  
[01:19:56] OF THAT IS INCLUDED IN THE PROJECT AND ALSO, YOU KNOW,  
[01:19:59] THERE IS STILL QUITE A BIT OF ABATEMENT. WHAT ITS PRICE TAG  
[01:20:04] ON THIS ONE? SO THE PRICE TAG FOR THIS ONE IS SITTING BETWEEN  
[01:20:09] BETWEEN 300 AND 400 MILLION IN OUR RANGE. I THINK WE HAVE IT  
[01:20:13] IN THE CAPITAL PLAN RIGHT AT AT 350. WE STILL NEED QUITE A  
[01:20:18] BIT OF WORK TO BE DONE TO DO SCHEMATIC DESIGN ON IT TO  
[01:20:22] REALLY GET TO THE POINT WHERE WE HAVE A GOOD HANDLE ON WHAT  
[01:20:25] THIS IS BUT THIS IS A VERY IMPACTFUL PROJECT THAT WE NEED  
[01:20:30] TO WORK AROUND OUR OPERATIONS AS BEST WE CAN.  
[01:20:34] SO WE'RE GOING TO COME UP WITH A GOOD PLAN BEFORE WE TOTALLY  
[01:20:39] LOCK IN ON THE ULTIMATE BUDGET FOR THIS ONE. SO CARY, HOW WOULD  
[01:20:45] THIS INTEGRATE WITH ALASKA'S PROPOSED ZONE SIX AND SEVEN  
[01:20:51] UPGRADES THAT ARE ALSO IN THE CATEGORY OF MEGA PROJECT AS  
[01:20:55] I UNDERSTAND? IT WOULD SEEM LIKE THE INFRASTRUCTURE WORK THAT'S  
[01:20:58] PART OF THIS WOULD BE CRITICALLY IMPORTANT TO  
[01:21:01] INTEGRATE WITH THOSE UPGRADES THAT ARE CONTEMPLATED FOR SIX  
[01:21:05] AND SEVEN.  
[01:21:07] YEAH, THAT IS SOMETHING THAT WE ARE WORKING ON RIGHT  
[01:21:09] NOW WITH ALASKA. SO IT IS DEFINITELY TRUE THAT ALASKA  
[01:21:15] RIGHT NOW WOULD BE, THEIR PROJECT WOULD BE BASICALLY  
[01:21:18] COMING FIRST BEFORE THIS MAIN TERMINAL INFRASTRUCTURE  
[01:21:22] PROJECT. AND WOULD NEED TO ENCOMPASS SOME OF THE  
[01:21:27] INFRASTRUCTURE UPGRADES THAT WE'VE BEEN TALKING ABOUT.  
[01:21:30] SPECIFICALLY THE SPRINKLERS AND SMOKE CONTROL ARE A BIG  
[01:21:34] ITEM THAT THAT PROJECT WOULD PROBABLY HAVE TO  
[01:21:39] ACCOMMODATE. SO WE'RE TRYING TO WORK THROUGH HOW THAT IS  
[01:21:43] ACTUALLY DONE BECAUSE THE EARLY STAGE OF THE PROJECT THAT  
[01:21:46] WE CURRENTLY HAVE, WE'RE TRYING TO MAKE SURE THAT WE DON'T GET  
[01:21:50] TOO FAR OUT IN FRONT OF OURSELVES.  
[01:21:54] WE DON'T WANT TO FOLLOW THE PATH OF THE CITY WHERE THEY  
[01:21:57] CONSTANTLY TEARING UP CITY STREETS AND REPLACING UTILITIES  
[01:22:01] AND THEN DOING IT AGAIN A COUPLE YEARS LATER.  
[01:22:04] [LAUGHTER] I JUST HAD TO BRING THAT UP. I ASSUME THAT  
[01:22:09] THAT WAS BEING CONTEMPLATED. I REALIZED 6 AND 7 ARE NOT ON THE  
[01:22:13] LIST CURRENTLY BUT HAVE BEEN ASKED TO BE PUT ON THE LIST OF  
[01:22:16] PRIORITY PROJECTS.  
[01:22:18] THEY ARE ON OUR. WE NOW HAVE THOSE IN THE RECENTLY PROPOSED  
[01:22:23] SECTION. SO IT IS IN OUR CAPITAL PLAN, IT SHOWING UP FOR  
[01:22:27] VISIBILITY PURPOSES IN OUR CAPITAL PLAN.  
[01:22:31] I MEAN, YOU'RE RIGHT. THE IDEA HERE IS TO IF  
[01:22:35] YOU'RE GOING TO, YOU KNOW, MAKE A CHANGE, MAKE IT ONE TIME.  
[01:22:38] DON'T CONTINUE TO UPSET THE OPERATION. DO  
[01:22:44] AS MUCH AS YOU POSSIBLY CAN AT ONE POINT IN TIME.  
[01:22:47] YA. THANK YOU.

[01:22:50] NEXT SLIDE.  
[01:22:54] SO THE NOISE PROGRAM. THIS REALLY ISN'T QUITE A MEGA  
[01:22:58] PROJECT. IT'S STILL CONSIDERED,  
[01:23:02] YOU KNOW, IN THE 200 TO 300 MILLION DOLLAR RANGE. THEY'RE  
[01:23:06] OUT TO BID ON THEIR FIRST CONDO AND WORKING ON A  
[01:23:09] CONTRACTING PLAN FOR THE WHOLE PROGRAM. THEY'RE WORKING WITH  
[01:23:14] ERP ON THIS. IT'S STILL  
[01:23:17] CONSIDERED TO BE A 7 PLUS YEAR RANGE TO  
[01:23:21] COMPLETE ALL OF THE NOISE WORK. DOES THAT REFLECT  
[01:23:25] THE COMMISSION'S DIRECTION TO PRIORITIZE AND ACCELERATE THE  
[01:23:29] NOISE PROGRAM? BECAUSE I THOUGHT WE WERE GOING TO MOVE MORE  
[01:23:32] QUICKLY ON THIS? I THINK THEY'VE DONE A QUITE A  
[01:23:36] BIT OF PEER REVIEWS ON THIS AND WITH THE AMOUNT OF WORK THAT  
[01:23:41] THIS HAS IN FRONT OF US,  
[01:23:44] YOU KNOW, THE SEVEN YEAR TIME FRAME WAS REALLY WHAT WE COULD  
[01:23:48] SAY. WE ALSO LOOKED AT WHAT IT WOULD MEAN  
[01:23:51] TO GO TO 10 YEARS. IT'S A LITTLE BIT HIGHER COST. WE'RE  
[01:23:54] GOING TO TRY TO MAKE THIS HAPPEN IN AT LEAST A SEVEN  
[01:23:59] YEAR IF WE CAN. WE WILL SPEED THIS UP AS MUCH  
[01:24:03] AS WE POSSIBLY CAN BUT THAT'S WHAT THE PEER-REVIEW BASICALLY  
[01:24:06] CAME BACK WITH.  
[01:24:08] COMMISSIONER STEINBREUCK,  
[01:24:10] MAY I HAVE A FOLLOW UP QUESTION? PLEASE.  
[01:24:13] CARRIE. THANK YOU FOR THAT ANSWER BUT I WOULD REALLY  
[01:24:17] APPRECIATE IF THE STAFF COULD COME BACK AND PRESENT US WITH  
[01:24:20] OPTIONS ABOUT WHAT TRUE ACCELERATION MEANS AND GIVE US  
[01:24:24] THE ABILITY TO MAKE THAT DECISION. WHETHER IT'S THREE  
[01:24:28] YEARS OR FOUR YEARS SEVEN YEARS 10 YEARS, GIVE US OPTIONS AND SO  
[01:24:33] THAT WE CAN DECIDE IF WE WANT TO BUDGET MONEY TOWARDS DOING  
[01:24:36] IT FASTER.  
[01:24:39] AND IT LOOKS LIKE ARLEN IS PREPARED TO RESPOND TO THAT,  
[01:24:42] COMMISSIONER BOWMAN. THANK YOU AND COMMISSIONER BOWMAN, WE  
[01:24:48] HAVE JUST RECENTLY BEEN THROUGH A PEER-REVIEW DISCUSSION WITH  
[01:24:51] OTHER AIRPORTS AND PMG AND THE NOISE TEAM WILL BE PUTTING  
[01:24:57] TOGETHER A MASTER SCHEDULE AS WELL AS TALKING TO FAA ABOUT  
[01:25:01] POTENTIAL FUNDING. AND YES, WE WOULD LIKE TO COME BACK TO YOU  
[01:25:06] WITH A DISCUSSION OF SCHEDULE. THE ENTIRE TEAM IS WORKING  
[01:25:12] TOWARD THE DIRECTION THAT THE COMMISSION GAVE US EARLIER THIS  
[01:25:16] YEAR. LET'S HAVE A  
[01:25:19] REPORT BACK ON THAT ONE.  
[01:25:21] IF I MIGHT JUST ADD, ARLEN, AS  
[01:25:25] WE'VE SAID A FEW TIMES BEFORE, PLEASE GIVE US OPTIONS NOT JUST  
[01:25:28] BASED ON FUNDING FROM THE AIRPORT, BUT WHAT IT MIGHT LOOK  
[01:25:32] LIKE IF THE COMMISSION MADE THE DECISION TO USE THE GENERAL  
[01:25:34] FUNDS TO FUND SOME OF THESE PROJECTS. THANK YOU. WE WILL DO  
[01:25:39] THAT. THANK YOU.  
[01:25:45] OKAY, NEXT SLIDE.  
[01:25:50] OKAY, SO SOUTH SATELLITE RENOVATION. THIS IS REALLY THE  
[01:25:56] BIGGEST RENEWAL REPLACEMENT PROJECT THAT WE HAVE. WE'VE  
[01:25:59] BEEN MOVING THIS WORK ALONG IN A PHASED APPROACH THAT WE'RE  
[01:26:04] GOING TO KIND OF DESCRIBE. PLANNING TO DO  
[01:26:08] UPGRADES OF CERTAIN ASPECTS OVER A LENGTHY PERIOD OF TIME AND  
[01:26:13] THAT WAS GOING TO START WITH SEISMIC AND STRUCTURAL BUT THIS  
[01:26:17] WOULD REALLY BE SOMEWHAT RIPPING UP PARTS OF THE  
[01:26:22] FACILITY, PUTTING IT BACK TOGETHER, AND THEN AS WE HAD TO  
[01:26:25] DO OTHER PHASES, WE WOULD DO THE SAME THING. THIS WOULD BE  
[01:26:27] VERY COSTLY OVER AN EXTENDED PERIOD OF TIME. WITH  
[01:26:31] COVID AND OUR DEMAND FORECASTS, YOU KNOW, SOMEWHAT EXTENDING  
[01:26:36] OUT FOR A LITTLE BIT HERE, WE FEEL THAT IT IS PRUDENT TO PIVOT  
[01:26:40] IN LAUNCH ON OUR FULL RENOVATION. SO THIS FACILITY  
[01:26:45] WAS BUILT IN THE 70S. IT'S COMING ON 50 YEARS WITH REALLY  
[01:26:50] LIMITED IMPROVEMENTS.  
[01:26:54] AND IT IS

[01:26:56] EXTREMELY IMPORTANT TO FUTURE WITH INTERNATIONAL TRAFFIC. SO  
[01:27:02] WE'RE CURRENTLY CARRYING A TARGET BUDGET OF 1 BILLION  
[01:27:06] DOLLARS FOR THIS WORK.  
[01:27:11] THAT IS BIGGER THAN THE CURRENT PROJECT, THE IAF. AND  
[01:27:18] IT LOOKS TO ME LIKE YOUR PLANS ARE TO MAYBE RETAINED THE  
[01:27:22] SHELL STRUCTURE, SEISMICALLY UPGRADED IT, BASICALLY RETROFIT  
[01:27:28] EVERYTHING AND IT LOOKS LIKE IT INCLUDES SMALL  
[01:27:33] ADDITIONS PROJECTING OUT. WHAT  
[01:27:36] EXACTLY IS LEFT OF THE ORIGINAL STRUCTURE HERE?  
[01:27:41] SO WE'RE NOT REALLY INCREASING THE FOOTPRINT TOO MUCH HERE FOR  
[01:27:45] THIS ONE. WE ARE CREATING SORT OF SEISMIC BUTTRESSES AROUND  
[01:27:50] THE FACILITY AND WHAT YOU'RE SEEING THERE IS A SORT OF A  
[01:27:55] RENDITION OF SORT OF HOW THOSE BUTTRESSES WORK. HOW  
[01:28:00] YOU'RE SORT OF GATE CONNECTIONS WORK.  
[01:28:05] CURRENTLY OUR RAMPS DOWN FROM OUR LOADING BRIDGES  
[01:28:10] ARE NOT AT ADA CODE, THERE TOO STEEP ACTUALLY. SO THERE'S  
[01:28:17] A LOT OF STUFF THAT WE NEED TO CHANGE. IN THE END  
[01:28:21] WE'VE GOT THE CONCOURSE LEVEL AND THEN THE  
[01:28:24] LEVEL ABOVE IS BASICALLY THE ROOF  
[01:28:28] AND WE'VE GOT CLUBS OR LOUNGES UP THERE. THE PLAN IS TO USE  
[01:28:35] THAT LEVEL ABOVE CONCOURSE TO NOT ONLY PUT LOUNGES BUT ALSO  
[01:28:39] HAVE OUR  
[01:28:41] MECHANICAL IN-HOUSE SPACE UP THERE. WE'RE TRYING  
[01:28:45] TO LIVE WITHIN OUR MEANS HERE  
[01:28:49] ON THIS. ONE OF THE BIG ISSUES FOR SOUTH  
[01:28:53] SATELLITE IS IT HAS TO REMAIN OPERATIONAL THROUGH THE  
[01:28:57] CONSTRUCTION PERIOD AND THAT IS GOING TO BE  
[01:29:02] VERY DIFFICULT FOR US TO DO. SO, WE'RE DEFINITELY GOING TO  
[01:29:05] HAVE TO SHUT DOWN GATES FOR US TO DO THIS WORK. WE'RE  
[01:29:10] ANTICIPATING, YOU KNOW, POTENTIALLY WORKING IN  
[01:29:14] QUADRANTS TO TRY AND GET THIS WORK DONE. BUT THAT'S A LOT OF  
[01:29:19] WHERE THE COST IS GOING TO BE SEEN. IF YOU KIND OF COMPARE TO  
[01:29:22] NORTH SATELLITE, WE WERE ABLE TO BUILD AN EXTENSION  
[01:29:28] FIRST, PUT EVERYBODY INTO THE EXTENSION, AND THEN REBUILD THE  
[01:29:33] THE EXISTING STRUCTURE. AND WE DID THAT BASICALLY WE TOOK IT  
[01:29:38] DOWN TO ITS BONES AND THEN BROUGHT IT BACK. SO  
[01:29:43] THIS HAS A LOT OF THE SAME SORT OF SITUATIONS BOTH NORTH  
[01:29:46] SATELLITES AND SOUTH SATELLITE WERE BUILT AROUND THE SAME TIME.  
[01:29:50] AS FAR AS RENEWAL REPLACEMENT, THEY HAVE THE SAME SORT OF, YOU  
[01:29:54] KNOW EFFECTS. IN THIS ONE, WE'RE NOT GOING TO BE ABLE TO EXPAND  
[01:29:58] THE FACILITY SO WE'RE GOING TO HAVE TO WORK AROUND THE  
[01:30:01] EXISTING OPERATION. OKAY, AND WHAT IS THE TIME FRAME FOR  
[01:30:04] THAT? SO RIGHT NOW WE ARE ANTICIPATING THAT THIS IS  
[01:30:09] GOING TO BE PROBABLY A TEN YEAR PROJECT. WE ARE  
[01:30:14] LOOKING AT IT TO SEE IF WE CAN BRING THAT BACK DOWN TO  
[01:30:18] POTENTIALLY,  
[01:30:20] YOU KNOW, SEVEN OR EIGHT YEARS THROUGH MAYBE ALTERNATIVE, YOU  
[01:30:24] KNOW DELIVERY METHODS.  
[01:30:27] DESIGN-BUILD COULD BE ONE OF THOSE.  
[01:30:30] SO WE'RE LOOKING AT THAT RIGHT NOW. WE PLAN TO ACTUALLY COME  
[01:30:33] TO YOU GUYS IN YOU KNOW IN THE MIDDLE OF NEXT YEAR TO REALLY  
[01:30:40] SHOW YOU OUR FULL-FLEDGED PLAN ON HOW THIS IS GOING TO  
[01:30:44] WORK, BUT WE'LL HAVE TO DO MORE SCHEMATIC DESIGN. WE'VE GOT,  
[01:30:47] AS LANCE KIND OF DISCUSSED IN THE VISION, WE'VE  
[01:30:51] GOT THAT IN THERE FOR HOW WE'RE GOING TO MOVE IT FORWARD BUT  
[01:30:54] WANT TO DO MORE WORK ON IT. ALL RIGHT. THANKS AND THEN  
[01:30:57] COMMISSIONER CALKINS HAS A QUESTION.  
[01:31:01] YEAH, THANKS CARRIE. THIS IS THIS IS NEWSWORTHY, CERTAINLY.  
[01:31:05] I HAVE A FEW QUESTIONS ABOUT KIND OF THE INTENT OF THE  
[01:31:10] REMODEL FOR THE SOUTH SATELLITE. I THINK FIRST WOULD  
[01:31:13] BE  
[01:31:15] WOULD THIS ACCOMMODATE EITHER MORE GATES OR MORE WIDE BODIES?  
[01:31:22] SO UNFORTUNATELY, NO, WE DON'T HAVE THE ABILITY

[01:31:27] TO EXPAND THE AMOUNT OF AIRCRAFT THAT WE PUT AROUND  
[01:31:32] THAT FACILITY WITHOUT YOU KNOW, HARMING OUR TAXIWAYS OR OUR  
[01:31:38] TAXI LANES THAT ARE AROUND THE FACILITY RIGHT NOW. SO  
[01:31:42] REALISTICALLY WE CAN'T ADD MORE WIDE BODIES TO WHAT WE HAVE.  
[01:31:48] THIS REALLY BECOMES A RENEWAL REPLACEMENT.  
[01:31:52] YOU KNOW, IF WE DON'T DO THIS WORK, THE FACILITIES ALREADY  
[01:31:57] HAVING CERTAIN FAILURES IN IT. THOSE FAILURES WORK WILL  
[01:32:01] CONTINUE AND WE WILL  
[01:32:03] POTENTIALLY RISK LOSING GATES BECAUSE OF THOSE SITUATIONS.  
[01:32:09] IT'S A 50 YEAR OLD FACILITY AND IT NEEDS A MAJOR  
[01:32:14] RENOVATION.  
[01:32:15] SECOND QUESTION IS, AND LOOKS LIKE JEFFREY MAY WANT TO  
[01:32:19] RESPOND TO THAT. SECOND QUESTION IS  
[01:32:22] WITH THIS EXPANSION OF POTENTIAL LEASABLE SPACE,  
[01:32:27] 1 BILLION IS AN EYE-POPPING FIGURE, BUT DO WE ANTICIPATE  
[01:32:30] ADDITIONAL REVENUES THAT WOULD HELP TO OFFSET SOME OF THOSE  
[01:32:34] CONSTRUCTION COSTS?  
[01:32:39] DEFINITELY. JEFF, IF YOU WANT TO RESPOND FIRST, AND  
[01:32:41] THEN I CAN ADD ANY COMMENTS. COMMISSIONER CALKINS,  
[01:32:45] THE PRIMARY REASON FOR DOING THIS PROJECT IS ASSET  
[01:32:49] PRESERVATION. FIRST FOR CODE COMPLIANCE, SEISMIC UPGRADE OF  
[01:32:53] THE FACILITY, AND SECOND AS BORGEN SAID BEFORE WAS REVENUE  
[01:32:57] GENERATION. TO YOUR POINT, YES, WE GENERATE ADDITIONAL REVENUE  
[01:33:01] BY THIS EXPANSION, BUT I DOUBT IT WOULD PAY FOR THE ENTIRE  
[01:33:05] PROJECT [INAUDIBLE] THAT PERIOD.  
[01:33:10] AND FINALLY, I KNOW THAT IN OUR CONVERSATION WITH CARRIERS, THE  
[01:33:16] SOUTH SATELLITE IS BECAUSE  
[01:33:21] IT DOESN'T MEASURE UP TO THE OTHER FACILITIES, PARTICULARLY  
[01:33:24] OUR NEW A GATES, THERE HAS BEEN QUITE A BIT OF JOCKEYING OVER  
[01:33:29] KIND OF WHO IS RELEGATED TO SOUTH SATELLITE. WHEN  
[01:33:32] CONVERSATIONS HAVE OCCURRED SO FAR WITH CARRIERS IS THERE  
[01:33:38] INTEREST,  
[01:33:41] ARE THEY ENCOURAGING US TO DO THIS, ARE THEY RESERVING  
[01:33:45] JUDGEMENT SO FAR? WHAT KIND OF  
[01:33:47] INITIAL READ ARE WE GETTING FROM THE  
[01:33:48] CARRIERS?  
[01:33:51] I THINK THE CARRIERS WILL BE VERY  
[01:33:54] INTERESTED IN PURSUING  
[01:33:57] THIS WORK. I THINK IF YOU GO BACK TO 2015 ON  
[01:34:02] THIS QUESTION, I THINK COMMISSIONER  
[01:34:04] BOWMAN WAS ON THE COMMISSION BACK THEN. THERE WAS SOME  
[01:34:07] COMMITMENT, VERBAL COMMITMENT MADE BY COMMISSION TO  
[01:34:10] UPGRADE THIS FACILITY AS A PART OF THE IAF.  
[01:34:14] SO UNLESS THINGS CHANGED, I THINK THEY ARE, THE CARRIERS,  
[01:34:18] STILL INTERESTED IN DOING THIS WORK. AND DO WE THINK IT WOULD  
[01:34:21] ENCOURAGE ADDITIONAL  
[01:34:24] INTERNATIONAL FLIGHTS? I MEAN  
[01:34:27] IS A FACILITY LIKE THIS ENOUGH TO ENTICE SOMEBODY AWAY  
[01:34:30] FROM YVR OR SFO? I DON'T KNOW THE ANSWER TO THAT.  
[01:34:35] I'LL LEAVE THAT TO PROBABLY SERVICE DEVELOPMENT OR PROBABLY  
[01:34:38] LANCE. I'M PROBABLY NOT THE BEST PERSON FOR THAT QUESTION.  
[01:34:43] BUT GO BACK TO ONE OF THE FIRST QUESTIONS, SORRY. I FORGOT.  
[01:34:46] IN TERMS OF GATE CAPACITY, PER CURRENT FAA GUIDELINES  
[01:34:51] THERE'S A LIKELIHOOD THAT WE COULD PROBABLY LOSE A GATE  
[01:34:55] BECAUSE WE ARE CURRENTLY ENCROACHING THE TAXIWAY IN  
[01:34:57] TERMS OF SEPARATION. SO, YOU KNOW, WE WORK WITH FAA TO  
[01:35:01] SEE IF WE COULD PRESERVE THAT GATE. BUT IF YOU FOLLOW THE FAA,  
[01:35:04] [INAUDIBLE]  
[01:35:10] OKAY, THANK YOU. YEAH COMMISSIONER. I DON'T KNOW THAT  
[01:35:14] THE JUST UPGRADING THE FACILITY ITSELF WOULD  
[01:35:18] ATTRACT ADDITIONAL CARRIERS.  
[01:35:22] THEY'RE GOING TO MAKE DECISIONS, YOU KNOW, BASED ON  
[01:35:24] WHETHER THAT WRITER, THAT WROTE, IS GOING TO BE PROFITABLE



[01:35:27] WHETHER THEY CAN HAVE THE LOAD FACTORS ON THE YIELDS TO MAKE  
[01:35:30] A FLIGHT PROFITABLE. THE FACILITY BEING UPGRADED THOUGH,  
[01:35:33] WILL PROVIDE A LEVEL OF SERVICE THAT THE AIRLINES WOULD  
[01:35:37] LIKE THEIR PASSENGERS TO EXPERIENCE AND AS JEFFREY AND  
[01:35:40] BORGEN POINTED OUT AND CARRIE EARLIER, THIS FACILITY IS OUT  
[01:35:43] OF CODE BASICALLY. WE REALLY NEED TO GET IT UPGRADED AS FROM  
[01:35:46] A CODE PERSPECTIVE. BUT RATHER THAN THIS DO A CODE UPGRADE,  
[01:35:51] WE ALSO NEED TO DO THE  
[01:35:52] AESTHETICS AND THE LEVEL OF SERVICE UPGRADES AS WELL.  
[01:35:56] AND COMMISSIONER BOWMAN AS WELL HAS A QUESTION. THANK YOU.  
[01:35:59] JUST A QUICK QUESTION AS A FOLLOW-UP. IN TERMS OF  
[01:36:04] INTEREST OF THE CARRIERS, I WOULD FEEL MORE COMFORTABLE IF  
[01:36:08] WE HAD SOME CONFIRMATION. IT DOESN'T NECESSARILY HAVE TO BE  
[01:36:10] AN MII BUT AT LEAST GOING BACK AND UNDERSTANDING. YOU'RE RIGHT  
[01:36:14] JEFFREY, THERE WAS A TACTIC AGREEMENT WHEN WE APPROVE THE  
[01:36:19] IAF INITIALLY THAT SOUTH SATELLITE WAS GOING TO BE THE  
[01:36:22] NEXT BIG PROJECT UNDERTAKEN, BUT IT WOULD MAKE ME FEEL BETTER  
[01:36:27] AND I'M SURE MY COLLEAGUES AS WELL IF WE ACTUALLY HEARD  
[01:36:30] CONFIRMATION FROM THE MAJOR CARRIERS IF THAT WAS STILL THE  
[01:36:32] CASE. AS WE KNOW THINGS CHANGE RAPIDLY IN THE INDUSTRY AND WE  
[01:36:37] HEAR FREQUENTLY THAT THEIR INDIVIDUAL PRIORITIES HAVE  
[01:36:40] CHANGED AS WELL. SO I'D REALLY APPRECIATE A LITTLE BIT MORE  
[01:36:44] SPECIFIC FEEDBACK ABOUT WHAT THE CARRIERS THINK OF THIS  
[01:36:46] PROJECT.  
[01:36:49] GOOD QUESTIONS, AND I WOULD ADD ALSO JUST TO NOTE THAT THE  
[01:36:53] DESIGN-BUILD, I THINK,  
[01:36:57] PROCUREMENT APPROACH, DID NOT IN FACT RESULT IN ACCELERATING THE  
[01:37:02] IAF PROJECT. IT CREATED ALL KINDS OF PROBLEMS THAT I THINK  
[01:37:07] MAY IN FACT HAVE DECELERATED THE PROJECT. THAT'S JUST MY  
[01:37:10] VIEW. SO I WOULD QUESTION THE JUSTIFICATION OF THAT  
[01:37:14] TRACK FOR PROCUREMENT. AND THEN SECONDLY, I WOULD EXPECT TO SEE  
[01:37:20] SIGNIFICANT IMPROVEMENTS WITH REGARD IN THIS FACILITY WITH  
[01:37:25] THIS AMOUNT OF MONEY TO THROUGHPUT EFFICIENCY,  
[01:37:29] ACCESSIBILITY, QUALITY OF TRAVELER EXPERIENCE, MECHANICAL  
[01:37:34] SYSTEMS, ENERGY CONSERVATION, AND THE REST. IT'S A HUGE  
[01:37:39] AMOUNT OF MONEY. IT SOUNDS TO ME LIKE IT'S THE BIGGEST SINGLE  
[01:37:42] PROJECT UNDERTAKING YET OR IT WOULD BE SO. I THINK IT NEEDS A  
[01:37:47] VERY SOLID JUSTIFICATION AND A THOROUGH KIND OF EXAMINATION OF  
[01:37:53] WHAT THE OBJECTIVES ARE. I RECOGNIZE THE BUILDING IS  
[01:37:56] OBSOLETE AND I THINK I EVEN WORKED ON IT AS AN INTERN IN  
[01:38:00] THE 1970S WHEN I WAS WORKING FOR ONE OF OUR LOCAL  
[01:38:05] ARCHITECTURAL FIRMS ON AIRPORT FACILITIES. SO IT IS  
[01:38:10] OLD. I GUESS THAT SPEAKS TO ME AS WELL. BUT ANYWAY, THOSE ARE  
[01:38:14] SOME OF MY COMMENTS ON THIS. AND THEN CALKINS HAS ANOTHER QUICK  
[01:38:17] QUESTION. AND FEEL FREE TO RESPOND OR FOLLOW UP LATER.  
[01:38:23] I'LL JUMP BACK IN. THIS QUESTION ACTUALLY KIND OF  
[01:38:28] POPPED INTO MY HEAD AT THE VERY OUTSET OF THE MEETING AS WE'RE  
[01:38:31] WATCHING THE VIDEO. I KNOW THAT ONE CONCERN THAT WE'VE HEARD  
[01:38:35] FROM CARRIERS IS AS WE LOOK AT THE TOTALITY OF PROJECTS THAT  
[01:38:42] WE'RE CONSIDERING FOR THE AIRPORT ONE CONCERN IS THIS  
[01:38:44] METRIC THAT THEY, IT'S MINIMUM CONNECTION TIME, MCT.  
[01:38:50] AN EXPERT CAN CORRECT ME ON THAT. BUT DO YOU THINK IT IS A  
[01:38:53] CONCERN. ESSENTIALLY, FROM MY UNDERSTANDING, YOU KNOW, YOU  
[01:38:58] GET OFF ONE PLANE AND YOU NEED TO MAKE A CONNECTION TO  
[01:39:01] SOMEWHERE. AND SO YOU KNOW, WHAT IS THE PROSPECT OF  
[01:39:04] SOMEBODY WHO'S FLYING IN ARRIVING FROM AN INTERNATIONAL  
[01:39:08] FLIGHT AT THE SOUTH SATELLITE AND THEN DEPARTING FROM SAY THE  
[01:39:11] NORTH SATELLITE OR THE NEW NORTH TERMINAL. AND THINKING  
[01:39:15] ABOUT WAYS THAT WE CAN MINIMIZE CONFUSION FOR THE PASSENGER,  
[01:39:19] MINIMIZE THAT CONNECTION TIME. AND SO I GUESS I WOULD  
[01:39:25] LOVE TO HAVE A LITTLE BIT OF INSIGHT FROM STAFF ON THAT BOTH  
[01:39:29] WITH REGARD TO THIS PARTICULAR SOUTH SATELLITE RENOVATION. ARE  
[01:39:31] THERE WAYS IN WHICH WE CAN DEVELOP THIS PROJECT SO THAT IT

[01:39:35] DOES REDUCE CONNECTION TIME? BUT THEN ALSO, YOU KNOW IN THE  
[01:39:39] IN THE WHOLE UNIVERSE OF OUR AIRPORT, WHAT ARE WE DOING TO  
[01:39:41] ENSURE THAT PASSENGERS WHO ARE GETTING OFF ONE PLANE AND NEED  
[01:39:45] TO MAKE A CONNECTION OR ABLE TO DO SO QUICKLY AND EFFICIENTLY?  
[01:39:49] WHETHER THAT'S THROUGH THE USE OF PERSONAL TECH WAYFINDING OR  
[01:39:53] WAYFINDING THE AIRPORT OR ENHANCED CUSTOMER SERVICE,  
[01:39:57] RECOGNIZING THE PASSENGERS THAT ARE ARRIVING IN ENSURING THAT  
[01:40:00] THEY HAVE,  
[01:40:02] YOU KNOW, ONE-ON-ONE GUIDANCE FOR THE TRICKY CONNECTIONS. I  
[01:40:06] JUST DON'T WANT US TO BE IN A SITUATION WHERE  
[01:40:10] WE BECOME AN AIRPORT THAT PEOPLE JUST NOTORIOUSLY THINK  
[01:40:13] OF AS HARD TO NAVIGATE.  
[01:40:17] OKAY, SO WE'VE GOT LESS THAN SEVEN MINUTES LEFT I  
[01:40:22] THINK SO I WANT TO RESPOND IN SOME WAYS TO THAT AND I THINK  
[01:40:26] CAN RESPOND TO SOME OF THAT AND CARRIE THAT CAN DEFINITELY  
[01:40:30] BE A TAKE HOME. YEAH. I THINK THAT'S A BIG QUESTION  
[01:40:33] SO FEEL FREE TO TAKE THAT AS A TAKE HOME AND WE CAN RETURN TO  
[01:40:36] IT. OKAY, NO PROBLEM. THANKS. I DO WANT TO RESPOND A LITTLE BIT  
[01:40:41] TO COMMISSIONER STEINBREUCK HERE. WE ALSO SEE THE ISSUES  
[01:40:45] WITH DESIGN-BUILD. WE HAVE THOSE SAME CONCERNS. ALL RIGHT, YOU  
[01:40:48] KNOW, WE HAVE HAD SUCCESSES WITH A TRADITIONAL  
[01:40:51] DESIGN BUILD AND I DON'T WANT TO LOSE THAT BUT THIS IS AN  
[01:40:57] OPERATING FACILITY AND THAT'S WHERE WE HAVE A LITTLE BIT MORE  
[01:41:00] ISSUES. SO THERE'LL BE MORE TO COME ON THAT. AND THEN ALL OF  
[01:41:03] THE POINTS THAT COMMISSIONER STEINBREUCK DISCUSSED ABOUT YOU  
[01:41:07] KNOW, EVERYTHING BEING INVOLVED AS FAR AS THE ENVIRONMENTAL AND  
[01:41:09] THE EFFICIENCIES AND THE PASSENGER PROCESSING  
[01:41:13] ALL OF THAT, LEVEL OF SERVICE, ALL OF THAT IS INCLUDED IN  
[01:41:16] THIS.  
[01:41:18] I WANT TO MOVE ON TO OUR RECENTLY PROPOSED PROJECTS.  
[01:41:22] NEXT SLIDE, PLEASE.  
[01:41:26] SO WITHIN THE LAST SEVERAL WEEKS WE'VE HAD SOME PROJECTS  
[01:41:30] THAT HAVE BEEN WORKING ON FOR SOME TIME. THESE  
[01:41:33] PROJECTS ARE IMPORTANT AND HAVE STRONG MOMENTUM AND OUR  
[01:41:36] DIRECTORS FEEL THAT THEY NEED TO HAVE VISIBILITY IN THE  
[01:41:40] CAPITAL PLANS SINCE THEY WILL BE PROGRESSING FORWARD. STILL WE  
[01:41:44] HAVE QUITE A BIT OF WORK TO DO TO IRON OUT THE DETAILS  
[01:41:47] OF THESE ONES. SO THIS IS THE ZONE SIX AND SEVEN RENOVATION.  
[01:41:52] THIS IS THE PROJECT THAT WE'VE BEEN WORKING ON ALONG WITH  
[01:41:54] ALASKA TO RENOVATE THE NORTH END OF THE TICKET LOBBY. THE CONCEPT  
[01:41:57] FOCUSES ON BETTER PASSENGER EXPERIENCE AND MORE MOBILE  
[01:42:02] TICKETING PROCESS.  
[01:42:04] THE SECURITY CHECKPOINT AT THE NORTH END IS ALSO RECONFIGURED  
[01:42:07] FOR A BETTER FLOW. WE'RE CURRENTLY WORKING WITH THEM TO  
[01:42:10] ENHANCE THEIR CONCEPT TO MAKE SURE IT PROVIDES THE NEEDED  
[01:42:13] EFFICIENCIES AND BENEFITS FOR THE TICKET LOBBY AS A WHOLE.  
[01:42:19] WE CAN GO TO THE NEXT SLIDE IF THERE ARE NO QUESTIONS.  
[01:42:23] SO AIRLINE REALIGNMENT. SO AIRLINE REALIGNMENT SCENARIOS  
[01:42:27] CAME TO A CONCLUSION LAST YEAR. WE ACTUALLY PLACED THIS PROGRAM  
[01:42:31] INTO THE CAPITAL PLAN THIS YEAR. BUT WITH COVID AND THE  
[01:42:36] SIGNIFICANT DECREASE IN INTERNATIONAL DEMAND, WE PUT  
[01:42:39] THE PROGRAM ON HOLD. UNDERSTANDING OUR PROJECTIONS  
[01:42:43] FOR GROWTH IN THE FACT THAT THIS WORK WILL TAKE UNTIL 2024  
[01:42:48] TO COMPLETE TO DO THE FULL REALIGNMENT, IT WAS IMPORTANT  
[01:42:52] TO GET THIS BACK INTO THE CAPITAL PLAN. AND AS A SIDE  
[01:42:56] BENEFIT WITH WHAT WE'RE TALKING ABOUT WITH SOUTH SATELLITE,  
[01:42:59] IT'S ALSO AN IMPORTANT ELEMENT FOR THE SOUTH SATELLITE  
[01:43:02] WORK TO DO THIS REALIGNMENT. IT WILL HELP US WITH THE  
[01:43:07] OPERATIONAL IMPACT  
[01:43:09] FOR DOING THE CONSTRUCTION FOR THE SOUTH SATELLITE.  
[01:43:13] BEFORE WE MOVE ON WE'VE GOT SEVERAL QUESTIONS, INCLUDING  
[01:43:17] ONE OR TWO FROM ME, BUT I SEE SOME OTHER COMMISSIONERS HAVE  
[01:43:20] THEIR HANDS UP. COMMISSIONER FELLEMAN AND THEN BOWMAN AND

[01:43:24] THEN I'LL ASK A QUESTION. I SEE THAT WE'RE RUNNING OUT OF  
[01:43:29] TIME. I HAD A COUPLE QUESTIONS THAT WERE SORT OF LEADING INTO  
[01:43:31] THIS BEFORE. ONE OF THE LARGER CATEGORIES WAS  
[01:43:35] BUSINESS NEED.  
[01:43:37] WHICH SEEMS TO GO THROUGH ALL OF THIS AND I DON'T KNOW IF  
[01:43:41] THAT'S JUST A STAFFING QUESTION AND WHETHER THAT WILL VARY  
[01:43:44] BASED ON THE TYPE OF CONTRACTING THAT WE SPOKE ABOUT  
[01:43:48] BEFORE? AND JUST IN THE VERY BEGINNING WHEN WE SAW THE FLY  
[01:43:52] THROUGH IT WAS THE FIRST TIME I SAW A G TAP BUILDING AND  
[01:43:56] I DON'T KNOW WHETHER THAT'S IN SAMP OR WHEN THAT'S  
[01:43:58] ENVISIONED BUT IT WAS A VERY INTRIGUING AND CERTAINLY  
[01:44:03] BEHOOVES US TO HAVE THE FULL G TAP BRIEFING BEFORE THAT.  
[01:44:07] THOSE ARE THE FEW QUESTIONS ABOUT  
[01:44:11] THE BUSINESS NEED AND WHERE G-TAP IS ON THE SCHEDULE.  
[01:44:16] I REALIZE THAT WE STILL HAVE A LOT OF QUESTIONS  
[01:44:19] AND WE'RE JUST ABOUT OUT OF TIME. I'M TOLD WE HAVE JUST LESS  
[01:44:23] THAN FIVE MINUTES. I'D LIKE TO CONTINUE THIS AT THE OCTOBER  
[01:44:27] 13TH BUDGET SESSION AND WE WANT TO BE SURE THE COMMISSIONERS  
[01:44:33] GET AN OPPORTUNITY TO RESPOND TO ALL OF THE COMPLEXITIES OF  
[01:44:38] PROJECTS THAT WE'RE HEARING ABOUT. SO BUSINESSES NEED IS  
[01:44:41] REALLY IMPORTANT TO KNOW WHAT IT ACTUALLY ENTAILS. YEAH. MY  
[01:44:48] QUESTION WILL BE REALLY BRIEF, MR. STEINBREUCK. AND I  
[01:44:51] THINK IT'LL BE GOOD FOR EVERYBODY. COULD YOU JUST LET  
[01:44:54] US KNOW? STEPHANIE, I NEED AN ANSWER TO WHAT IS  
[01:44:57] BUSINESS. SORRY. SORRY. BUSINESS NEED, YOU KNOW, THAT  
[01:45:01] ENCOMPASSES CUSTOMER EXPERIENCE, THAT ENCOMPASSES REVENUE  
[01:45:05] GENERATION, THAT ENCOMPASSES, YOU KNOW ADDITIONAL THROUGHPUT,  
[01:45:12] YOU KNOW CAPACITY. THERE'S AS YOU KNOW ADR WORK INCLUDED IN  
[01:45:18] THAT, THERE'S A LOT OF TENANT REQUESTS IN  
[01:45:23] THAT. QUITE A FEW OF OUR AVIATION GOALS ARE IN BUSINESS  
[01:45:29] NEED BUT IT IS, IN THE END, SOMEWHAT A DISCRETIONARY  
[01:45:35] TYPE OF DRIVER.  
[01:45:38] IT SEEMS TO BE AN INADEQUATE CATEGORY AND MAYBE IT NEEDS  
[01:45:41] ANOTHER BREAKDOWN LIKE REPAIR AND REPLACE.  
[01:45:46] LET'S TRY TO KEEP IT MOVING ALONG. COMMISSIONER BOWMAN. I'LL  
[01:45:49] KEEP IT REALLY BRIEF. THANK YOU. I JUST LIKE TO GET FROM  
[01:45:52] STAFF MORE DETAIL ON WHAT YOU LIST AS PENDING AUTHORIZATION.  
[01:45:57] WE'VE DISCUSSED THE SOUTH SATELLITE, YOU JUST MENTIONED  
[01:46:00] ZONE SIX AND SEVEN. I'D LIKE TO UNDERSTAND WHAT THE  
[01:46:03] COST IS FOR AIRLINE REALIGNMENT, THE LOUNGES, AND THEN THE OTHER  
[01:46:08] PROJECTS THAT YOU HAVE THAT ARE JUST ALL LISTED AS OTHER  
[01:46:12] PENDING CAPITAL PROJECTS. AND FOR 2021  
[01:46:16] IT'S LISTED AT 31 MILLION AND OVER 1 BILLION DOLLARS OVER THE  
[01:46:22] FIVE-YEAR CIP. SO I THINK WE NEED TO HAVE MORE VISIBILITY AS  
[01:46:25] TO WHAT THOSE PROJECTS ARE. THANK YOU, AND I WOULD ADD  
[01:46:29] REGARDING REALIGNMENT THAT I THINK MAYBE THERE'S SOME  
[01:46:33] INTERIM OPTIONS IN TERMS OF MAYBE GETTING  
[01:46:36] THE DESIGN WORK GOING IN A VAST 2024. IT WOULD SEEM TO ME  
[01:46:42] THAT THIS IS A TIME-SENSITIVE PROJECT GIVEN THAT THE IAF IS  
[01:46:46] OPENING SOON AND WE OUGHT TO HAVE THAT ALIGNMENT IN  
[01:46:51] PLACE AND SYNC WITH THE NEW FACILITY. SO MAYBE THERE'S A  
[01:46:57] WAY TO GET IT STARTED IN ADVANCE OF DOING THE FULL  
[01:47:00] CONSTRUCTION BUILD OUT PRIOR TO 2024. I'VE GOT TO ASK  
[01:47:04] COMMISSIONERS TO COLLECT THEIR QUESTIONS AND GET THEM THROUGH  
[01:47:07] TO STAFF SO WE CAN TAKE THIS UP AGAIN IN  
[01:47:09] OCTOBER ON THE OCTOBER 13TH MEETING.  
[01:47:17] OKAY, I THINK WE'RE ABOUT OUT OF TIME HERE. WE'VE GOT ANOTHER  
[01:47:20] MEETING COMING UP IN THREE MINUTES.  
[01:47:24] OR IN FIVE MINUTES.  
[01:47:31] SO COMMISSIONER STEINBREUCK I GUESS WE COULD DO THE PURVIEW  
[01:47:37] OF THE OCTOBER 13TH OR SEPARATELY? I THINK WE SHOULD  
[01:47:44] PICK UP WHERE WE LEFT OFF HERE IN THE OCTOBER 13 MEETING.  
[01:47:47] COMMISSIONERS, DO YOU AGREE WITH THAT? I THINK THAT WOULD

[01:47:53] MAKE SENSE? WE REALLY NEED TO DIVE DEEPLY INTO THIS. THIS  
[01:47:59] HAS BEEN A GOOD PRIMER AND INTRODUCTION TO ALL THAT WE'VE  
[01:48:04] GOT ON THE BOOKS HERE. MR.STEINBREUCK, THIS IS  
[01:48:09] JEFFREY BROWN. IF POSSIBLE, THERE WAS  
[01:48:12] A QUESTION ASKED BY COMMISSIONER BOWMAN REGARDING FORECAST. I  
[01:48:16] THINK SINCE IT'S A PUBLIC MEETING IT'S IMPORTANT WE  
[01:48:19] RESPOND TO THIS KNOWLEDGE. YEAH, GO RIGHT AHEAD. ARLEN  
[01:48:22] CAN RESPOND. ARLEN CAN YOU RESPOND TO THAT QUESTION? SURE.  
[01:48:26] I'M HAPPY TO GIVE IT A SHOT. SO THERE WERE A COUPLE OF  
[01:48:31] QUESTIONS. ONE WAS WILL WE DO AN UPDATED PASSENGER FORECAST  
[01:48:34] AFTER THE ENVIRONMENTAL REVIEW? AND THE SECOND QUESTION TO  
[01:48:38] PARAPHRASE IS SOMETHING LIKE IF GROWTH IS EXPECTED TO BE  
[01:48:43] SLOWER THAN THE ORIGINAL SAMP FORECAST, WOULD THERE BE  
[01:48:48] TRIGGERS FOR COMMISSION APPROVAL OF PROJECTS? SO  
[01:48:54] AS WE GET TOWARD THE END OF THE ENVIRONMENTAL REVIEW PROCESS,  
[01:48:57] WHICH IS AT THE END OF 2021, WE WOULD BE THINKING ABOUT THE  
[01:49:02] ITEMS AND PROJECTS THAT THE TEAM WOULD BRING TO  
[01:49:07] COMMISSIONERS FOR APPROVAL AND HOW WE WOULD PRESENT THOSE  
[01:49:10] ITEMS. AND ACTIVITY TRENDS WOULD BE ONE COMPONENT, NOT THE  
[01:49:15] ONLY THING, BUT ONE COMPONENT OF WHAT WE WOULD  
[01:49:17] CONSIDER. SO I WOULD IMAGINE THAT THROUGHOUT THE COMING  
[01:49:22] YEAR WE'RE GOING TO BE COORDINATING WITH BUSINESS  
[01:49:24] INTELLIGENCE AND, IF WE NEED TO, OUTSIDE EXPERTS TO UNDERSTAND  
[01:49:29] EXPECTED PASSENGER AND OPERATIONAL DEMAND. BY THE END  
[01:49:32] OF 2021, WE MAY HAVE A CLEARER IDEA OF THE ARC OF RECOVERY, OR  
[01:49:38] WE MIGHT NOT. IT'S JUST HARD TO SAY. AT THIS POINT, BUT IF IT  
[01:49:43] IF IT LOOKS LIKE IT'S CLEAR THAT WE'RE GOING TO BE BACK ON  
[01:49:46] TRACK TO REACH 56 MILLION PASSENGERS IN APPROXIMATELY 2027  
[01:49:51] WE WOULD LIKELY WANT TO CONTINUE WITH A REQUEST FOR  
[01:49:55] APPROVAL OF THE SAMP NEAR TERM PROJECTS. IF NOT, IF RECOVERY IS  
[01:50:02] EXPECTED TO BE SLOWER THAN THAT, THEN I THINK THE IDEA OF  
[01:50:06] TRIGGERS IS A VERY GOOD ONE AND WE WOULD HAVE TO THINK ABOUT  
[01:50:09] WHAT THOSE TRIGGERS MIGHT BE AND HOW THEY WOULD BE  
[01:50:12] PRESENTED. SO I THAT'S ABOUT ALL I CAN SAY FOR NOW. I HOPE  
[01:50:16] THAT'S HELPFUL. SO ADAPTIVE MANAGEMENT MAY BE IN THE OFFING  
[01:50:20] HERE IT SOUNDS LIKE. YES, THAT'S A GREAT TERM. THANK YOU.  
[01:50:23] WE NEED TO BREAK NOW. I'D LIKE TO CLOSE THIS MEETING, RESUME  
[01:50:28] ON OCTOBER 13TH, AND WE WILL TAKE A 10 MINUTE BREAK. WE'LL  
[01:50:34] GO FIVE MINUTES LATE ON THE EXEC SESSION. 11:05. DOES THAT  
[01:50:39] SOUND ACCEPTABLE TO EVERYONE? OKAY. THANK YOU.

END OF TRANSCRIPT