SCOMM

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* Included in all ITT committee member packets
** A portion of letters included in all ITT committee member packets

C

Cowdery

House Special Committee on International Trade & Tourism
Response to Additional Questions 3/19/98

Q.1 **Has the airport considered the alternatives of building a new terminal in a new location, rather than adding to and expanding the existing terminal? Explain the planning process.**

Yes, new terminal alternatives were considered as part of the planning process. The planning team for this project worked with the Airlines to develop an aviation forecast, statement of need, terminal master plan, and the concept design for the project. In a series of eight workshops over a six-month period, fourteen different master plan alternatives for the year 2015 were developed. Ideas from both the planning team and the Airlines were included in the alternatives. Two of the fourteen alternatives considered were new terminal concepts that did not preserve the existing terminals. Each of the 14 concepts was evaluated in a formal decision matrix and three concepts were selected for further consideration. The preferred master plan, as selected by the Airlines, combined various aspects of the shortlisted concepts. Using the Airlines selected master plan for 2015, three 2005 terminal concept designs were developed and evaluated in the same manner. Again, the Airlines assisted the planning team in developing a preferred concept, which combined components of the three original concepts.

All concepts, which construct a new terminal at a new location, would substantially increase the cost of the project. Replacement of existing terminal buildings, support facilities, parking garage, utilities, curbside and access roads could easily approach $1 billion.

Q.2 **What is the consequence of delaying the project?**
A delay of this program will increase risks, increase capital costs to Airlines, increase current operating costs to the airport and delay addressing serious deficiencies which currently exist. The Airport, Airlines and DOT, recognizing the existing terminal deficiencies, have recommended proceeding immediately with implementation of program to minimize risks, capital costs and operating costs while meeting documented public needs. Further, market place conditions for interest rates on revenue bonds are at record lows and make this an ideal time to put financing in place. Postponement will risk losing an opportunity to significantly reduce the long-term cost of this project.

Specific issues are as follows:

Concourse C is substantially out of compliance with seismic, fire, and life safety codes. Continued operation of Concourse C places the State of Alaska at risk for liability. Maintenance costs are high to keep the building operational. Major building systems, such as, heating and roofing face eminent failure. Emergency funds could be used for temporary solutions, but such costs are "throw away". To delay demolition of Concourse C places the airport and the state at greater risk and increased maintenance cost.

The main ticket lobby in the Domestic Terminal does not meet minimum guidelines for structural resistance to earthquakes and must be upgraded to

provide for greater public safety. This upgrade is included as a part of the proposed project.

- The current level of service provided to the traveling public particularly during the summer months is at a failure rating for ticketing and baggage claim. The terminal has less that 40% of the area needed for the ticket lobby to serve today's passenger traffic.

- As demand for facilities continues to grow, the need to accelerate design and construction to meet this unserviced demand will increase. Accelerated schedules cost more and will disrupt the traveling public.

- Nobody can predict future interest rates with certainty, however we do know that interest rates are currently at a record low. Legislative approval this year will allow AIA to take advantage of any further reduction in the interest rate over the next year and pass those savings on to public and Airlines.

- If the proposed bond legislation is not approved this year, there will be insufficient funding available to advance the design beyond the schematic level. All work will have to be suspended in Fall 1998.

Q.3 Explain again what happens if an airline leaves Anchorage and other carriers have to accommodate this traffic. Doesn't this result in higher load factors, fewer landings, and reduced revenue?

Revenues will not decrease if an airline chooses to leave Anchorage. When an airline leaves the Anchorage market existing carriers and new carriers absorb this traffic by increasing their load factors and adding new flights. This has recently been observed with the departure of MarkAir when other carriers pick-up the unmet demand.

Q.4 How does the proposed terminal rent compare to other airports nationwide?

The 1995/1996 survey of the American Association of Airport Executives (AAAE) is the most current national data available. From the 1995/1996 survey the following information is available:

Annual Rate per Square Foot	1996 Large Hub (for reference)	1996 Medium Hub (AIA is medium hub)	1997 AIA Rent	1998 AIA Rent	2002 Proposed AIA Rent
Terminal Counter Space	$57.90	$45.52	$32.64	$32.46	$39.71
Airline Office Space	$47.86	$38.30	$32.64	$32.46	$39.71

Q.5 **What are the proposed future cargo projects? How much will they cost?**

Proposed air cargo projects have been identified in the 6-year CIP and the 10-year Letter Of Intent. The air cargo master plan is being updated which will contain additional information addressing project needs for the next 20 years.

Project	Cost
Parallel Taxiway East of Romeo	$9,200,000
North Airpark Taxiway into Wetlands	3,000,000
Deicing Collection Facility	1,500,000
Engine Runup Pad/D&D Holding Area	2,100,000
North Airpark Tug Roads	5,400,000
West Airpark Parallel Taxiways	23,000,000
South Airport Tug Roads	2,000,000
Land Acquisition	1,000,000
Roads/Utilities Reconstruction Upgrade	5,500,000
North Airpark Access Road Construction	9,000,000
Runway Extension	6,200,000
Cargo Apron Reconstruction	6,000,000
Cargo Fueling Apron Expansion	4,500,000
Total	$78,400,000

Note:

Based on 1996 Master Plan, Six Year CIP and the LOI request.
Re-evaluation of projects and costs occurring with master plan update currently in progress.
Some of these projects and others to be a part of FAA Letter of Intent funding.
Projects do not include private cargo development projects underway or planned by airlines, private developers and others.

Q.6 **How do the proposed landing fees compare to Asian airports?**

An International Landing Fees Report was requested from the Airport Council International in Geneva, Switzerland. This information will be forwarded as soon as it is received.

Q.7 Do the budget percentages given in the last set of answers apply to the total project cost of $205.3 million?

Yes, the budget percentages previously provided and shown below apply to the $205.3 million budget costs. The $190.8 million 1997 project budget including escalation equals $205.3 million exclusive of financing costs.

Program Contingency	10%
Planning, Environmental & Permitting	2%
Design/Engineering & Construction Admin.	10%
Project Administration	2%
Construction	76%
Total	100%

Q.8 What is the total by each funding source for the six-year CIP?

	AIA *	FIA	Total
Federal	$ 62,930.0	$ 14,915.7	$ 77,845.7
IARF	79,320.0	18,218.3	97,538.3
Total	$.0	$ .0	$.0

* Does not include Terminal Project.

Q.9 How will the airport be able to afford future projects? Aren't we using up our bonding capacity?

Other than very large projects, such as this terminal project, AIAS traditionally uses internally generated cash and Federal AIP monies to finance its capital program. Although the Terminal Project will use up a significant share of our present bonding capacity, AIA's bonding capacity will increase with increased airport activity.

The financial model developed for the Terminal Project anticipates and provides for approximately $13 million a year of IARF funds for future ANC capital projects. To provide a point of reference, ANC capital projects from FY91 to FY98 have averaged $ 9,100.0 of IARF funds. FY98's capital budget requested $ 7,451.0 in IARF funds. Any need to construct large projects in the future requiring bond financing would be in response to increased demand, which also means additional revenues and increased bond capacity.

Q.10 Why do we want to incur debt for 25 years, when another expansion may be needed in the year 2010 and 2015?

The Terminal Project has a useful life of more than 25 years. Structuring the debt costs over 25 years and using level debt service, the costs in each individual year are lower than they would be if the debt had a shorter term. Paying for it over 25 years will spread the payment of debt costs over the full group of beneficiaries of the project to the greatest extent possible. The current project is responding to currently deficiencies and projected needs through 2005 without "over-estimating" growth by building for 2015 at this time.

Q.11 Explain again how a 100-point basis change will affect the cost of the project.

A 100-point basis change will not affect the cost of the project, but will affect the total amount paid in debt service and interest over the life of the bonds.

We reviewed the effect of a 100 basis point change in interest rates in connection with the fiscal note calculations prepared by the Department of Revenue. The following information relates to both $204 million and $179 million bonding scenarios:

	$179 million issue	$204 million bond issue
February 1998 Insured Rates	Total Interest $144 million	Total Interest $164 million
Plus 100 basis points	Total Interest $178 million	Total Interest $203 million
Plus 200 basis points	Total Interest $213 million	Total Interest $242 million

Q.12 Will the FAA Control Tower need to move for the project or the future master plan?

The current location of the FAA Control Tower is acceptable for the term of the Master Plan for 2015. All the Master Plan alternatives and design concepts show the tower in its present location.

Q.13 Please provide a 25-year CIP plan.

There is no 25-year CIP plan. We have a 6-year CIP and the Letter of Intent, which provides recommendations for a 10-year program. AIA has a Terminal Master Plan that projects needs to 20 years and a similar Air Cargo Master Plan is being prepared.

Q.14 What is the schedule for the development of the new operating agreement?

AIA is in the process of hiring a consultant to help with the development of a new operating agreement. It is anticipated that the new operating agreement will become effective with the expiration of the current agreement.

Q.15. What is the cost of the AIA office space for the project and specifically the finish work cost associated with that office space?

AIA office construction and associated finish work is included in the estimated $142 per square foot construction cost. This cost is exclusive of the cost of design and administration.

D

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INTRODUCTION TO HUDSON AIPF

Introduction to Hudson AIPF

Hudson AIPF, LLC is a specialist investment banking firm based in New York City with a concentration serving special-situation advisory and financing clients doing business in the United States. Our approach is based on combining experience, expertise, insight and creativity across multi-discipline skill areas. Hudson is highly selective in its client commitments and we operate primarily from referrals from prior and existing clients as well as joint ventures with other firms.

Hudson AIPF is a New York limited liability company and provides advisory services and private placement financing directly from its professional staff while teaming with other firms for execution of transactions requiring a broker-dealer. The extensive experience of Hudson's senior staff makes access to their counterparts at the senior levels of domestic and international business and financial firms both efficient and effective.

Specialist investment banking firms require a clear focus on their mission, competencies and value-added. Specialist firms can be large or small under this definition. Hudson AIPF has the focus, capability and commitment to bring experienced and skilled teams to projects and business situations to deliver high-quality results in structuring and distribution.

PROJECT FINANCE AND ADVISORY

Project Finance and Advisory

Innovative, creative and flexible credit analysis is at the core of successful project financings, together with the ability to persuade investors and sometimes the rating agencies to embrace innovative and creative financing approaches and structures. An example is the new thirty year amortization curve for the $1 billion debt of North Slope Borough, Alaska, which previously had been subject to a consensus ten year limit imposed by the rating agencies, credit enhancers and investors for the past decade. It took eighteen months of persistent effort and a new demand study to successfully challenge assumptions and change the market's view of the credit. Optimizing the efficiency of traditional transactions has been highly beneficial to Hudson AIPF clients as well. For example, for several higher education clients, the combination of operating knowledge, accounting and legal input to the transaction structure, and utilizing several aspects of the capital markets in addition to tax-exempt bonds has resulted in significant enhancements to each institution's transaction and overall capital structure.

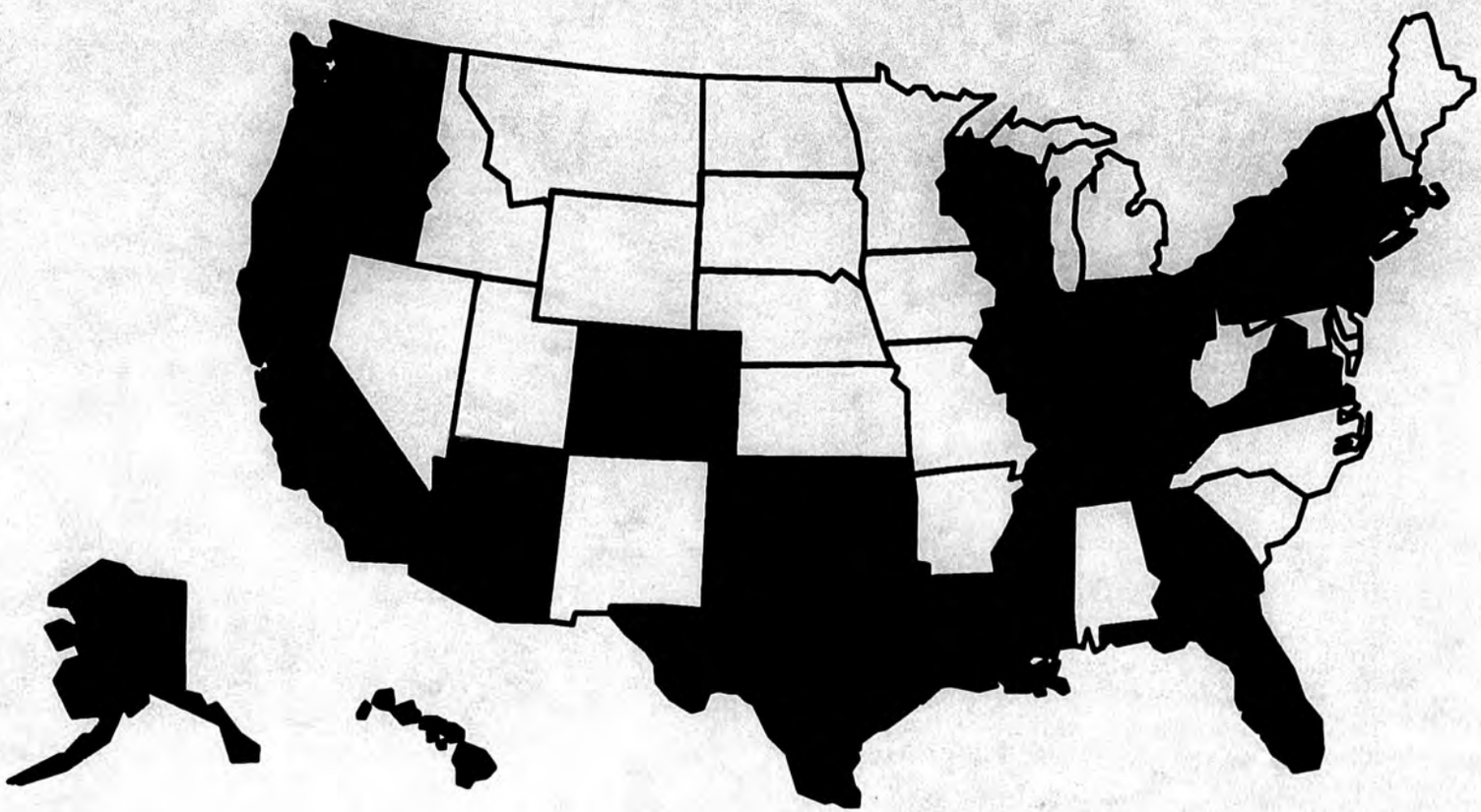
Hudson AIPF's ability to accomplish the client's objective in a complex project finance situation, whether funding or advisory, is based on the following characteristics:

1. combine and craft components of intellectual capital into a cohesive business plan and credit analysis presentation
2. lead a team of professionals and experts to create a value-added financial structure and Plan of Finance
3. navigate back and forth across different departments of firms and among finance, business, governmental and legal team members
4. exercise the judgement to both know and sense when a transition is ready to present itself to the market successfully and when the markets are ready to embrace the transaction

Project Finance and Advisory

Examples of Project Finance and Advisory Experience

Hudson AIPF professionals bring experience with more than 250 financial transactions in 25 states aggregating more than $15 billion, as well as more than 100 corporate advisory and transactional negotiation assignments.



Project Finance and Advisory

The following projects illustrate the success of Hudson AIPF's approach to Project Finance and Advisory situations:

Stewart International Airport of the State of New York

Hudson AIPF serves as the Project Manager for a consortium of five investment banking, aviation and real estate specialist and law firm institutions retained by New York State to transfer to the private sector Stewart International Airport, New York's fourth major airport consisting of more than 9,000 acres of aviation and real estate properties strategically situated north of New York City in a prime intermodal transportation location. The Stewart project will be the most significant disposition of a public aviation facility in the United States to date and will incorporate cutting-edge concepts of a public-private partnership.

Anchorage International Airport of the State of Alaska

As part of a strategic partnership with Tim D. Wilschetz of John Nuveen & Co., Hudson AIPF has served as the financial planning arm of the RISE Alaska/Leif Selkregg Associates Program Management Team with respect to a multi-phased engagement for the Anchorage International Airport relating to a Passenger Terminal Expansion Program, a Business Plan, and other advisory work. This assignment has involved an in-depth review of Airline Operating Agreements, property leases, non-airline operating agreements, O & M expenses, bond resolutions, CIP, AIP and PFC funding sources and other core aspects of the airport and aviation industry. Mr. Wilschetz and Mr. King of Hudson AIPF have developed a comprehensive financial planning model which re-creates the Airport System's historical financial performance, layers in all relevant information from the System's Airline Rates and Fees Calculations, and incorporates all relevant AIA operational and capital pro-forma information, including operating and capital projections of the planning team. In addition, the process relating to financial planning at AIA has broken new ground, integrating the finance team with cost estimators, architects and the Airline Affairs Committee with a degree of advance preparation and thoroughness which has established an unusual degree of confidence and credibility in the eyes of the key airline representatives.

CORPORATE FINANCE AND ADVISORY

Corporate Finance and Advisory

Hudson AIPF assists growth companies in the early and middle stages in utilizing capital markets strategies to support and facilitate the company business plan and transition to the next stages of both business size and market valuation.

Opportunities for creating or expanding market valuation consistently present themselves in the form of a prototype early stage private company with an economically or environmentally essential technology, product or position in the market. In some cases, the essentiality of certain projects makes the company's Project Finance transaction(s) both (i) less speculative and (ii) subject to being repeated to form the basis for a private growth company. In other cases, the company is building a client-driven business as contrasted to a project-focussed business. In both cases, the quality of management is strong enough to present an interesting opportunity to the private equity market to help fund the company's growth. Examples of business sectors in which Hudson AIPF's corporate finance and advisory clients are operating include telecommunications, energy deregulation and emergency transportation signaling for urban areas and railroad crossings. Hudson AIPF also is assisting several growth companies in the design of their business and capital markets strategies relative to retail product opportunities.

FINANCIAL PRODUCTS
STRUCTURING AND IMPLEMENTATION

Financial Products Structuring and Implementation

Financial Products present a dilemma to many clients in both the public and private sector. The potential benefits are compelling at a conceptual level: optimizing the value of cash flows with forward delivery agreements; risk mitigation using interest rate swaps; accessing the variable rate market and the short end of the yield curve using interest rate swaps; hedging the risk of future interest rate increases before coming to market by using forward delivery structures and options; and taking advantage of buy-side preferences with evolving products such as credit derivatives. Further, sophisticated use of credit enhancements leads into the Financial Products market. The practical limitations are significant and real: Financial Products are a complex combination of financial and legal provisions; it is unacceptable for clients to rely on a "black box" explanation of financial terms or performance from Financial Products providers; for public sector clients, federal tax laws and regulations are complex; the credit quality and credit risks of different Financial Product providers vary considerably and many providers even offer a choice of several different counterparty entities; and few clients deal in these markets regularly enough to navigate through the complexity involved.

Hudson AIPF delivers a solution to the Financial Products dilemma that is controlled, measured and results-oriented without prejudice toward a particular outcome or even to implementing or not implementing the transaction. Hudson's professional staff brings a multi-dimensional analysis to our clients, drawing upon both financial and legal expertise of our professionals. In addition, our experience with *actual new product development* is invaluable in getting beyond the "black box" which characterizes too many Financial Product proposals and transactions. Hudson also can assist clients in locating and interviewing proper legal counsel for Financial Product transactions to supplement their general counsel in this specialized area.

PROFESSIONAL STAFF

Professional Staff

George A. King
Senior Managing Director

Mr. King is a Senior Managing Director of Hudson AIPF, LLC, an investment banking and corporate advisory firm located in New York City. Mr. King founded Hudson AIPF in January 1997 after serving as a Partner, Managing Director, member of the Executive Committee, and one of five NASD Broker Dealer License Members of Record of Cambridge Partners, a New York investment banking firm he founded with twenty-five other officers of CS First Boston in February 1995. Mr. King has completed more than $15 billion of securities offerings, representing more than two hundred fifty transactions in twenty-five states. His experience includes debt issues; advisory and financing for venture capital, early stage companies and corporate finance situations; tender offers for outstanding bonds; bankruptcy restructurings; and a variety of structured financial products (securities and investments) for both debt and balance sheet management purposes. Mr. King has been instrumental in the development and utilization of new financial products on behalf of CS First Boston and J.P. Morgan as well as governmental and private-sector clients, including various asset and investment techniques, inverse floaters securities, municipal call rights, interest rate swap structures, and investment of reserve funds and cash flows.

Mr. King has been active on a national basis in integrating concepts of corporate finance and public finance in the form of Public-Private Project Finance and Public Sector M&A through privatization, asset divestitures and private contracting. Representative projects include leading the financing of the Alaska SeaLife Center, a $50 million marine research center in Seward, Alaska acknowledged to be the leading cold-water research facility in the world upon its opening in February 1998; and organizing and serving as the Project Manager for a consortium of five investment banking, aviation & real estate specialist and law firm institutions retained by New York State to divest through sale or long-term lease Stewart International Airport, New York's fourth major airport consisting of more than 9,000 acres of aviation and real estate properties strategically situated north of New York City in a prime intermodal transportation location. The Stewart project will be the most significant disposition of a public aviation facility in the United States to date. Together with The Rise Group of Chicago, Illinois, Mr. King has developed a Joint Venture specializing in Project Finance, Advisory and Program Management to bring the concept of totally integrated "design-finance-build-operate" proposals which is used internationally more aggressively to the United States project finance marketplace.

Prior to founding Hudson AIPF, Mr. King was a Managing Director of Cambridge Partners and a Vice President in Cambridge's predecessor firm, CS First Boston. While at CS First Boston, Mr. King worked extensively with Credit Suisse Financial Products on financial transactions, new product development and marketing. Prior to joining CS First Boston, Mr. King was a finance attorney with the New York office of the international law firm of Mudge Rose Guthrie Alexander & Ferdon. Mr. King is a cum laude graduate of Colgate University and received his law degree from Fordham Law School, where he was Editor-in-Chief of the Fordham Urban Law Journal. He is a Trustee of Wagner College in New York City, where he is a member of the Finance Committee, and the author of two books relating to finance and tax issues.

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Professional Staff

Thomas J. Russo
Senior Managing Director

Mr. Russo is a Senior Managing Director of Hudson AIPF and has more than 40 years experience specializing in complex, multiple party business transactions. Mr. Russo has been involved in all aspects of transactions in the fields of transportation, international trade, economic development, and not-for-profit education and health care organizations. Mr. Russo also has been a long-time advisor to many government executive, legislative and administrative agency officials.

Mr. Russo is a graduate of Wagner College and Fordham Law School. He is an experienced litigator and presently serves as Senior Partner of Russo, Fusco, Scamardella and D'Amato, P.C., as well as General Counsel to Wagner College. He has served in many prominent public service capacities including Chairman of the Board of Managers of the Staten Island YMCA, Member of the Board of Trustees of Staten Island Hospital and Member of the Executive Committee of the Wagner College Board of Trustees.

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Perrin F. Morse
Finance Associate

Ms. Morse is a Finance Associate with Hudson AIPF, LLC, and assists in credit analysis, research and project management aspects of Project Finance and Corporate Finance advisory and funding transactions. Ms. Morse also is the Business Manager for Hudson AIPF, a position which oversees the accounting, payroll and other related functions of the firm. Prior to joining Hudson AIPF, Ms. Morse was an Analyst at Cambridge Partners, LLC in New York. Ms. Morse received her B.A. from the University of Rochester.

Professional Staff

Stephanie M. Ade
Finance Associate

Ms. Ade is a Finance Associate with Hudson AIPF, LLC, and assists in quantitative and credit analysis, as well as research and project management aspects of Project Finance advisory and funding transactions. Ms. Ade also is the Information and Technology Manager for Hudson AIPF, a position which oversees the research, communications and information systems functions of the firm. Prior to joining Hudson AIPF, Ms. Ade was the Senior Associate to the Chief Operating Officer of the Empire State Development Corporation, New York State's economic development and financing agency. While at the Empire State Development Corporation, Ms. Ade also served as liaison to the Governor's office, State agencies and authorities, and leading business and financial corporations in New York State. Prior to joining the Empire State Development Corporation, Ms. Ade was a public finance research assistant in the Fixed Income Division of CS First Boston. Ms. Ade received her B.A. from Boston University and is presently pursuing an M.A. in Public Administration at Baruch College.

Brian J. Fitzpatrick
Project Specialist

Mr. Fitzpatrick is a Project Specialist with Hudson AIPF and assists in quantitative support, credit analysis and research aspects of Project Finance and Corporate Finance advisory and funding transactions as well as reinvestment programs related to financing and asset management strategies. Prior to joining Hudson AIPF, Mr. Fitzpatrick worked in research capacities with the United Nations Secretariat on Education (New York), the Organization of American States (Washington D.C.) and the Office of the Mayor of The City of New York. Mr. Fitzpatrick is a magna cum laude graduate of New York University and also completed coursework at the New York University in Spain (Madrid and Salamanca, Spain). He has near-native fluency in Spanish and proficiency in Portuguese.

John- Paul Cruz
Analyst

Mr. Cruz is an Analyst with Hudson AIPF, LLC and provides technology, computer and quantitative support to the firm's projects.

APPENDIX A:
PUBLIC FINANCE AND BROKER-DEALER RELATIONSHIP

Appendix A: Public Finance and Broker-Dealer Relationship

Hudson AIPF is not a broker-dealer and does not engage in the sale or distribution of securities to investors. Rather, those transactions are handled by fully licensed broker dealers.

Hudson's Senior Managing Director, George King, also is a Senior Vice President and Manager of Investment Banking for Belle Haven Investments, a fully licensed broker dealer and national public finance firm headquartered in Greenwich, CT. Hudson has no participation in any transaction in which Belle Haven is involved. Mr. King manages the New York office of Belle Haven and holds Series 7, 24 and 63 licenses from the National Association of Securities Dealers (NASD).

Belle Haven Investments was founded in 1991 with six professionals and has grown to 34 employees. Belle Haven established its reputation in the sales and trading community by building the firm with professionals who average more than 15 years of experience. Belle Haven has averaged more than $3 billion of secondary market sales activity in the past two years and presently has offices in Greenwich, CT, New York City, Princeton, NJ, Chicago, IL and Atlanta, GA. Belle Haven started to emphasize the primary market in addition to the secondary market in 1996 and presently has four professionals concentrating in investment banking. Information relating to Belle Haven follows.

Appendix A: Public Finance and Broker-Dealer Relationship

EXCERPTS FROM....

INTRODUCTION
TO
BELLEHAVEN
INVESTMENTS

Headquarters

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Curtiss Roach

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Steve Lopiano
Cynthia Pinto
Carlos Rodriguez

Richard Bell
Matthew Dalton
Bob Hoffman
Ken Kramer
Scott Morley
Chuck Rankin
Mark Steffen

Curtiss Roach
John Dwyer
Cary Holcomb
Tracy Law
Richard Memeger
Curt Reed
John Tibbs

Pedro Aliaga
Padraic Furlong
David Johnston
Richard Locher
Chris Morton
Gene Reilly

Investment Banking

Curtiss Roach

George King

Judith Simon

Stephanie Ade

Compliance & Administration

Kevin Cavanagh

John Antiaris

Lisa Pappas

Steve Schum

Overview of Belle Haven Investments

Organization

Belle Haven Investments, L.P. was founded in 1991 by a group of Wall Street professionals who had previously managed large, Manhattan-based municipal bond departments. Belle Haven's headquarters is located in Greenwich, Connecticut, with regional offices in New York City, Princeton, Atlanta, and Chicago. Belle Haven currently has 34 professionals specializing in the public finance market.

The firm's expertise in the public finance market stems from the specialization of its employees. Professionals average more than 15 years experience focusing on full-service sales, trading, underwriting, and structuring of tax-exempt debt in the public finance market. Bankers bring prior experience as financial advisors, issuers, regulators and bond counsel. Sales and trading professionals have long-standing relationships with the full range of first-tier institutional investors as well as high-net-worth individuals and second- to fifth-tier specialized portfolio managers.

Growth

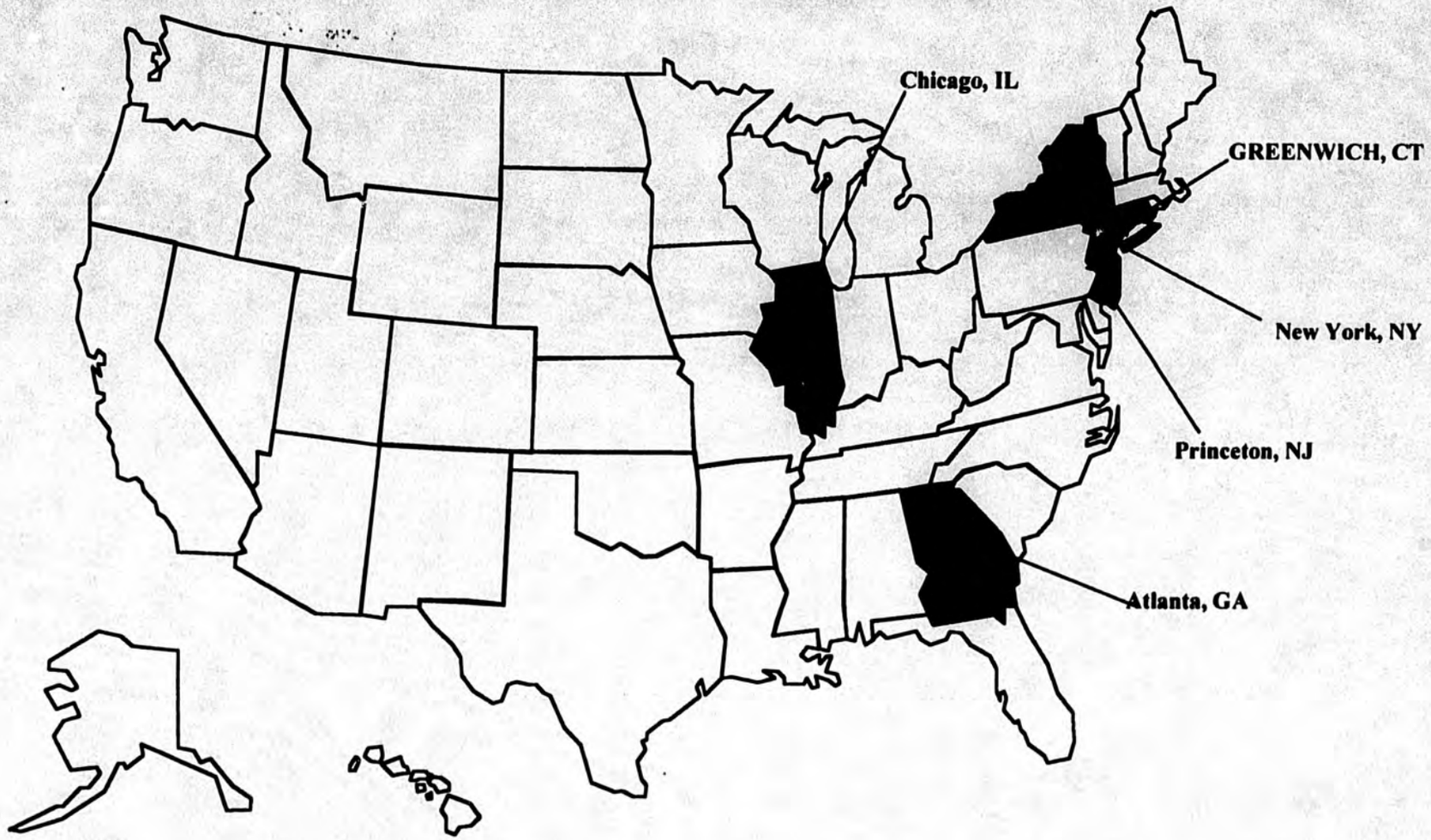
Belle Haven was established in 1991 with six professionals; today, that number stands at 34 employees. In recent years, several established firms of every size have left the public finance business even as Belle Haven has steadily expanded its own operations and averaged $2.4 billion in annual total sales over the past five years. The firm's total sales in 1996 were nearly $3.4 billion. During the past six years, Belle Haven has built its institutional sales force to the point where it is now on a comparable level with firms such as Bear Stearns, JP Morgan and Morgan Stanley.

Future Plans

Belle Haven is committed to serving its clients in the public finance marketplace. The firm plans to evolve with its clients as well as continue to expand the scope of Belle Haven's public sector finance activities on a selective and opportunistic basis.

Overview of Belle Haven Investments

Belle Haven Office Locations



Sales and Trading

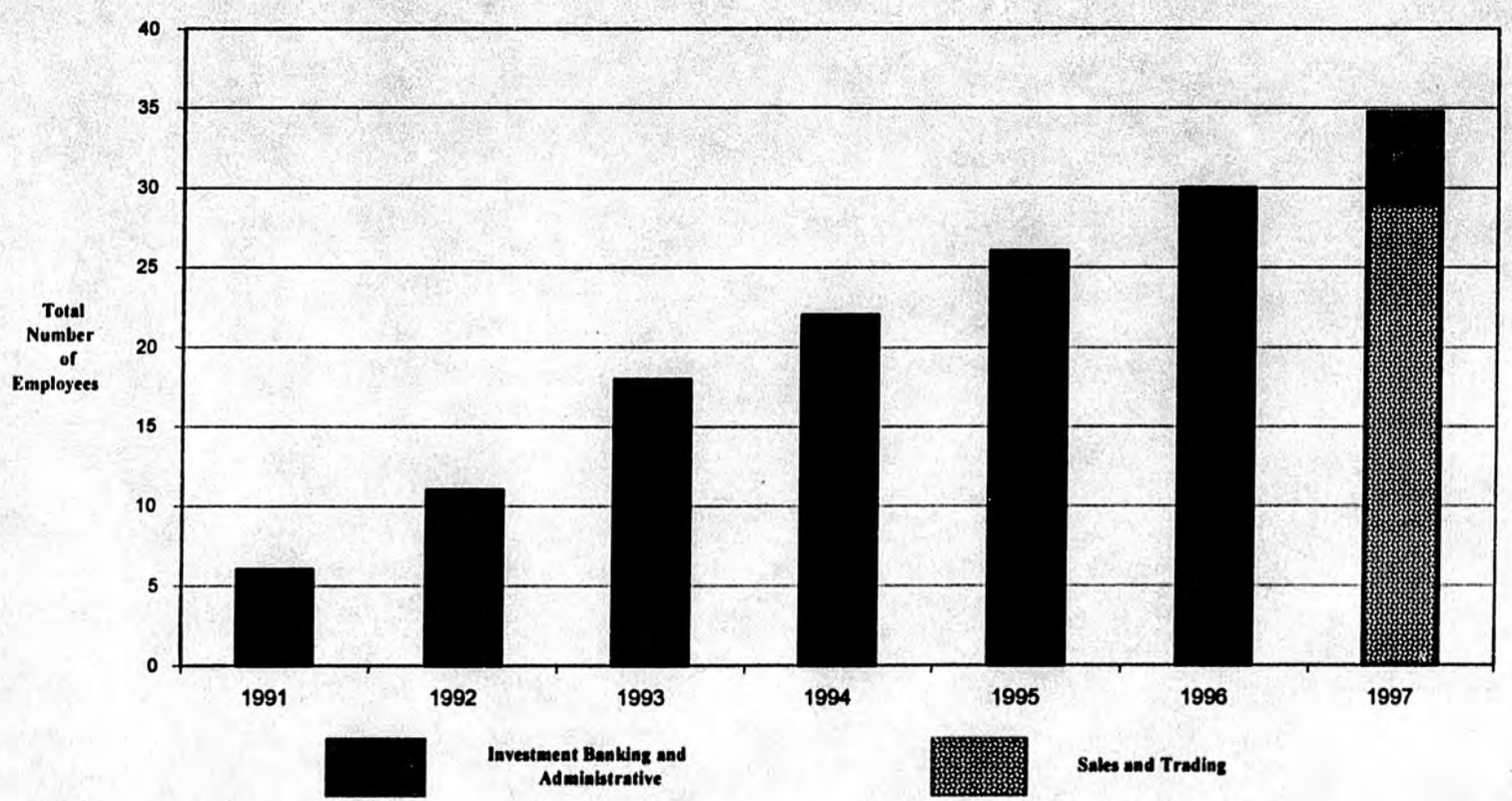
Capability

Since inception, Belle Haven's capital has grown annually. As of June 30, 1997, the firm's total capital was more than $4.6 million. With capital and credit access, the firm is able to commit up to approximately $40 million in underwriting. As a co-manager and selling group member, Belle Haven regularly places substantial orders for bonds. The driving cause of Belle Haven's consistent success is the collective experience of the firm's professionals. Individually, they average more than 15 years of public finance experience and have weathered many market cycles. This seasoning, in turn, has led to good judgment and novel approaches in servicing clients.

Focus

Belle Haven has become a full service public finance firm by adding professionals to serve new-issue clients and expanding the scope of activities of certain Belle Haven sales and trading professionals. Still, for many of Belle Haven's clients, the firm's staple remains its role in the secondary sales market, which was the focus of the firm during its first six years. Belle Haven's established reputation has allowed the firm to approach the new issue market with momentum and credibility. Size and discipline have differentiated Belle Haven from the larger competitors, who must emphasize volume over specialization.

Belle Haven's Strength is Based on a Top-Tier Sales and Trading Capability



Investment Banking

Expertise

Belle Haven's investment banking strengths are in three categories: The firm has *technical concentrations* in the areas of infrastructure, transportation, housing, appropriation-backed bonds, general obligation bonds, economic development, education and health care. Belle Haven also is able to *structure and place* different types of securities as well as credit structures. Belle Haven's investment banking team brings *multiple perspectives* to each of its client activities, as the firm's bankers' experience has taken many roles, including financial advisors, bond counsel firms, regulators and issuers, as well as investment banking firms.

Close Interaction with Sales and Trading

Belle Haven's strength is based on a top-tier sales and trading capability. Investment Banking builds on this strength by adding a sophisticated analysis and structuring capability to the sales force capabilities. The firm works well in coordinating various functions and has its roots in the distribution of securities. Belle Haven bankers can effectively track the pulse of the market because the Investment Banking team supports Sales and Trading in meeting the needs of their investor accounts. Additionally, the Investment Banking team utilizes its knowledge of the new issue business to structure the most efficient transaction for underwriting distribution. Finally, the Sales and Trading team works closely with the Investment Banking team to focus on distribution innovations using private placements and limited public offerings involving institutional investors.

E

Anchorage
International
Airport

State of Alaska DOT & PF
P.O. Box 196960
Anchorage, Alaska
USA 99519-6960
(907) 266-2525
FAX (907) 243-0663

Morton V. Plumb Jr.
Biography

Morton V. Plumb Jr., Director of Anchorage Airport, brings extensive executive management experience in the aviation field to his current position. As director, he is responsible for domestic and international activity and operations that annually include 5 million total passenger, 35 airlines, and over 3 billion pounds of freight.

Mr. Plumb has served in key management positions for the United States Air Force, including service to the Joint Chiefs of Staff in Washington, D.C. His experience ranges from congressional liaison work to oversight and management of $100 million construction budgets and $350 million operation and maintenance budgets.

During his USAF appointments in Alaska--as Vice Commander of the 11th Air Force, Chief of Staff, and Director for Operations for the Alaskan Command.--Mr. Plumb managed several operational organizations and supervised a broad range of special staff agencies. He was also responsible for directing the Department of Defense's military support for the 1989 Exxon Valdez oil spill.

Mr. Plumb holds an MBA degree from Marymount University in Virginia and a B.A. degree in history and political science from Tusculum College in Tennessee. His post graduate work includes studies in project management and systems analysis at the America University in Washington D.C., the Executive Management programs at Harvard University Graduate School of Business Administration, and the Wharton School at University of Pennsylvania. Mr. Plumb is a command pilot with more than 4,100 total hours and 500 combat hours. His professional military education includes Squadron Officer School, Air Command and Staff College, and Air War College.

Mr. Plumb serves as an executive member of the Board of Directors of the Western Council of Boy Scouts and is Vice President of Administration for that organization. Mr. Plumb also serves on the boards of the Armed Services YMCA, the Anchorage Economic Development Corporation, Commonwealth North, Special Olympics, Anchorage Chamber of Commerce, and as an ex-officio member of the Alaska International Airports Tourism Marketing Council. He is also a member of the Anchorage Rotary Club, and Alaska State Chamber of Commerce.

Steven L. Van Horn, P.E.
Engineering and Projects Manager
Anchorage International Airport

As the manager responsible for implementing capital projects and supervising engineering at Anchorage International Airport, Steve Van Horn brings 24 years of civil engineering experience in Alaska. Twelve years have been in development of airports, and related experience includes planning, design, and construction engineering for highways and industrial facilities including the Alyeska oil pipeline. He has been licensed in Alaska since 1979

From 1988 through 1996 he was Airport Design Chief for Central Region of the Alaska Department of Transportation & Public Facilities. Projects designed under his supervision ranged from runway and taxiway improvements for Boeing 747 aircraft to much smaller gravel surfaced airports for remote Alaska villages. Examples are the Runway 32 Extension and Queuing Taxiway projects at Anchorage International Airport, thermal stabilization of Runway 18-36 at Bethel Airport, and the new airport at St. George in the Pribilof Islands.

For the past 17 years his assignments within the Department have involved development of capital projects at virtually all stages from initial concept through legislative approval, design, and final construction. This has included interaction with local communities, airport user groups, the Federal Aviation Administration, and other government agencies.

Mr. Van Horn served four years as a Radar Intercept Officer in the US Navy, flying combat missions in F-4B Phantom aircraft from the aircraft carriers Coral Sea and Ranger. He holds a B.S. degree in Civil Engineering and a B.A.degree in English Literature, both from the University of Colorado.

Summary Professional Resume
Donald M. Ketner, Architect, CCS
Terminal Project Manager

December 1997

Experience

Mr. Ketner has provided project management services to Anchorage International Airport since July of 1978. Mr. Ketner has managed over 150 million dollars worth of design and construction projects for the airport. Examples of these projects are;

International Terminal Building (North Terminal)
AIA Parking Garage and related Terminal Improvements
AIA Ground Transportation Lobby Second Tunnel
AIA Baggage Claim Lobby Upgrade
AIA Ticket Lobby Upgrade and Escalator Installation
AIA North Terminal Baggage Addition
Master Plan Study to evaluate conversion of International Terminal to Domestic Use
AIA Terminal Reroofing Program

As a senior project manager for DOT&PF Public Facilities Section, Mr. Ketner has also managed projects for other departments of the State. He has extensive experience in managing project programming, master planning, budget and scope development, design, scheduling, project tracking and documentation, cost control, and the construction process.

Professional Registrations and Certifications

2/9/78 to present	Registered Architect State of Delaware #2084
2/7/79 to present	Registered Architect State of Alaska #A-4688
6/83 to present	Certified Construction Specifier Construction Specifications Institute

Education / Teaching

Mr. Ketner has a five year Bachelor in Architecture from Pennsylvania State University. He has been active in continuing education, particularly with the Construction Specifications Institute. He has taught courses at the University of Alaska Anchorage in specification writing and architectural materials technology.

SUMMARY OF PROFESSIONAL RESUME

Donald M. Ketner, Architect, CCS
3884 Caravelle Drive
Anchorage, Alaska 99502

- Extensive experience in project management for design and construction of public facilities.
    - Masterplanning
    - Budget and scope development
    - Project scheduling
    - Project tracking and documentation
    - Fiscal accounting and cost control
    - Substantial experience with use of computers
- Comprehensive knowledge of state procurement regulations, building codes, and design/construction procedures.
- Knowledgeable in contract document preparation and specification writing.
- Experienced in technical design issues, cold weather design and construction, and related maintenance issues.
- Familiar with DOT&PF system for inventory and condition surveys of existing state owned facilities.
- Registered Architect - Delaware and Alaska
- Certified Construction Specifier, Construction Specifications Institute
- Professionally involved and dedicated to continuing education for all design professionals.

PROFESSIONAL RESUME

Donald M. Ketner, Architect, CCS
3884 Caravelle Drive
Anchorage, Alaska 99502
907-266-1693 (wk)
907-248-1440 (hm)

PERSONAL INFORMATION:

Birth date:	September 10, 1950
Race/Gender:	White Male
Height:	5'-10"
Weight:	150
Marital Status:	Married, 3 Children
Military:	No Service Record
Social Security:	409-84-0047

PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

2/9/78 to present	Registered Architect State of Delaware #2084
2/7/79 to present	Registered Architect State of Alaska #A-4688
6/83 to present	Certified Construction Specifier Construction Specifications Institute

PROFESSIONAL AFFILIATIONS

CONSTRUCTION SPECIFICATIONS INSTITUTE

3/79 to 12/96	Professional Member
1981	Treasurer - Alaska Chapter CSI
1982	Vice President - Alaska Chapter CSI
1983	President & Newsletter Editor Alaska Chapter CSI

INTERNATIONAL CONFERENCE OF BUILDING OFFICIALS

12/81 to Present	Professional Member
1981 to 1984	Class "A" voting member for Department of Transportation and Public Facilities

PROFESSIONAL AWARDS

CONSTRUCTION SPECIFICATIONS INSTITUTE

1983 — Northwest Regional Award for Newsletter excellence.

1985 — Chapter Educational Award for efforts in organizing and teaching Certified Construction Specifier (CCS) Study Workshop Series.

1987 — Northwest Regional Education Award for CCS Study Workshop Series.
Note that series is now a pilot course in the Architectural and Engineering Technology program at UAA.

RELATED AWARDS

2/16/75 — Rotary International - District 763
Selected as one of seven "Outstanding Young Professionals" to form an exchange and study program to New Zealand.

2/66 — Boy Scouts of America
Rank of Eagle

EDUCATION:

1968 - 1973 — Pennsylvania State University
College of Arts and Architecture
State College, Pennsylvania

Degree: Bachelor of Architecture
(5 year professional degree)

Honors: Graduated with Distinction
Deans List on Six Occasions

Thesis: Design for mainstreaming developmentally disabled children into the public educational setting.

Spring Semester 1972 — Participated in independent work/study program in Helsinki, Finland. Obtained employment with Finnish architectural firm for school credits. Thesis completed on the history of Finnish architecture and its impact on modern and contemporary design.

EDUCATION: (continued)

Summer 1976	Goddard College, Vermont Completed courses during special summer program in alternative energy and social ecology. Primary areas of study were solar and wind energy systems for small community based power.
Fall Semester 1978	University of Alaska at Anchorage Arctic Engineering (CE 603) Graduate level course required for professional registration in Alaska.
Spring Semester 1983	Anchorage Community College Introduction to Real Estate Appraisal Completed undergraduate level course.
Starting Spring Semester 1989	University of Alaska at Anchorage Taught three consecutive semesters in the Architectural and Engineering Technology program. See work experience.

WORK EXPERIENCE

EMPLOYER:	STATE OF ALASKA, DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES, DIVISION OF DESIGN AND CONSTRUCTION
ADDRESS:	4111 AVIATION DRIVE P.O. BOX 196900, ANCHORAGE, AK 99519-6900
TITLE:	PROJECT MANAGER II
REFERENCE:	STEVE FLODIN, CHIEF BUILDING DESIGN AND CONSTRUCTION
FROM:	12/5/84 TO: PRESENT

Position requires the design and construction management of major public facilities.

Primary responsibilities include:

- Project identification and prioritization.
- Establishment of project scope, schedule, and budget.
  Use of critical path scheduling is required.
- Assist client agency in preparation of project definition and funding request.

- Establish reimbursable service agreements with client agencies.
- Selection, negotiation, and contract management of professional service agreements.
- Coordination with client agencies and various user groups to establish architectural program requirements.
- Working with design team, client, regulatory authorities, and other interested parties to identify specific project requirements.
- Writing bidding and contract requirements included in the construction specifications.
- Reviewing technical specifications and drawings for compliance with client requirements, laws and regulations, and constructability.
- Facilitation communication and coordination between client and design team.
- Maintain project records and track changes in scope, schedule, and budget.
- Management of in-house state personnel, including assignment of work load and projects to architectural assistant(s). Writing performance evaluations.
- Providing bid phase services to clients. Tracking contractor questions during bid period, running prebid conference, and issuing addenda as required.
- Providing design support and project administration during construction. Providing review of contractor problems and facilitating conflict resolution.
- When claims arise, reviewing claim and contractd ocuments to estimate state's exposure. Making recommendations regarding validity of claim to Contracting Officer.

Position requires careful time management, extensive use of both written and verbal communication skills, and the ability to work well with people.

WORK EXPERIENCE

EMPLOYER:	STATE OF ALASKA, DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES, DIVISION OF STANDARDS AND TECHNICAL SERVICES
ADDRESS:	4111 AVIATION DRIVE P.O. BOX 196900, ANCHORAGE, AK 99519-6900
TITLE:	PROJECT MANAGER II
REFERENCE:	LOREN RASMUSSEN, CHIEF STANDARDS SECTION, 907-465-2960
FROM:	10/22/81 TO: 12/4/84

Responsible for overall management of Building Design, Construction, and Maintenance Standards Section for the Department. The Section's primary goal was the development of building related design and construction standards to improve the quality and longevity of State owned facilities.

Primary Responsibilities Included:

- Identification of programs and research required to support goals.
- Identification of funding required to initiate and complete programs and research.
- Using research results to establish design, construction, and maintenance standards for public buildings.
- Management of staff of four. Assignment of work, performance evaluation, and resolution of employee conflicts.
- Tracking annual budget expenditures and assigning priorities for expenditure of funds.
- Management of personnel, acquisition of state office space and equipment.
- Management of consultant agreements.
- Coordination with national professional organizations, regulatory authorities, and State Attorney General's Office.

While in charge of Building Standards, our section substantially completed the "Design Standards Manual For Buildings", "Roofing Standards / State of Alaska", and a statewide report on "Building Failures On State Owned Facilities".

WORK EXPERIENCE

EMPLOYER:	STATE OF ALASKA, DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES, DIVISION OF STANDARDS AND TECHNICAL SERVICES
ADDRESS:	4111 AVIATION DRIVE P.O. BOX 196900, ANCHORAGE, AK 99519-6900
TITLE:	ARCHITECT / PROJECT MANAGER I
REFERENCE	:EDWIN B. THOMPSON, AIA, CHIEF BUILDINGS DESIGN 907-266-1680
FROM:	7/20/78 TO: 10/21/81

Primary responsibility was to manage the design of the new North (International) Terminal at Anchorage International Airport. Total project cost was just under $30,000,000.

Responsibilities included:

- Overall project management including the development of scope, schedule, and budget.
- Consultant selection and contract negotiations.
- Managing design progress and presenting concepts to airlines and other user groups, such as, Federal agencies, concessionaires, and other State agencies.
- Tracking payments to consultants and final signature authority on consultant payments.

- Maintaining all project records, attending meetings, and issuing project related correspondence.
- Providing design assistance during construction and managing construction administration services performed by the consultant.
- Supervision of 2 architectural assistant positions.

Duties during this period also included performing technical, code, and quality control reviews on other State projects.

EMPLOYER:	DONALD J. REEVES & ASSOCIATES (PRIVATE ARCHITECTURAL FIRM)
ADDRESS:	3631 FIFTH AVENUE SAN DIEGO, CALIFORNIA
TITLE:	PROJECT ARCHITECT
REFERENCE:	DONALD J. REEVES, PRINCIPAL
FROM:	2/24/78 TO: 7/1/78

As Project Architect, responsibilities included architectural program development, conceptual design, and production of drawings and specifications for several small commercial and government projects. Specific duties included, meeting with clients to determine functional project requirements, preparation of presentation documents, drafting, specification writing, materials research, and construction administration services.

Specific projects designed while with the firm were:

- Support facilities for Embarcadero Park. Client - San Diego Port Authority. Project included design of concession space, changing and toilet structures, and maintenance facilities for a ocean front municipal park.
- Condominium apartment renovation. Client - Private developer. Project included renovation and restoration of an old victorian hotel into condominiums.
- Interior renovation of Spinal Cord Injury Unit. Client - Veteran's Administration Hospital, San Diego, CA. Project included renovation of 20,000 square feet of a spinal cord injury unit. Design only completed through early design development before I left the firm.

EMPLOYER: COOPERSON AND BRECK ASSOCIATES
(ARCHITECTURAL AND ENGINEERING FIRM)
ADDRESS: P.O. BOX 65
MONTCHANIN, DELAWARE 19711
TITLE: ARCHITECTURAL DESIGNER
REFERENCE: JAY NORMAN COOPERSON, PRINCIPAL
TODD BRECK, P.E., PRINCIPAL
FROM: 12/3/76 TO: 11/18/77

Duties included of the design of various projects under supervision of Jay Cooperson. Responsibilities included:

- conceptual and schematic design
- preparation of presentation drawings and architectural models
- preparation of working drawings and outline specifications
- preparation of marketing brochures for the office
- feasibility studies for conceptual projects

Projects on which I had primary design involvement:

- Burlington Senior Center, Burlington N.J. Project involved the design of a community center for senior citizens.
- Wilmington Swim Club Addition, Wilmington Delaware. Project consisted of the addition of a pool and new public entrance. The project included the addition of semi - concentrating solar collectors to provide space heating and to preheat pool water. Project was partially funded by a Federal ERDA grant.

EMPLOYER: WHITESIDE MOECKEL CARBONELL, ARCHITECTS
(ARCHITECTURAL FIRM)
ADDRESS: P.O. BOX 2355
WILMINGTON, DELAWARE 19899
TITLE: ARCHITECTURAL DESIGNER
REFERENCE: WILLIAM R. MOECKEL, AIA, SENIOR PARTNER
FROM: 10/13/73 TO: 12/2/76

Duties included primarily architectural programming, conceptual and schematic design, preparation of presentation drawings, model building, and architectural photography.

Primary responsibility was for a 20,000 square foot addition to a maintenance facility for the University of Delaware. My responsibility included program and design development, outline specifications, and assisted in preparation of bidding documents and construction administration.

David R. Eberle
11955 Wilderness Drive
Anchorage, Alaska 99516
Telephone: (907) 345-0119 hm
(907) 266-1500 wk

Career Summary:

Over 25 years of experience in the engineering and construction industry. Extensive project management experience in the planning, design and construction of projects ranging in size up to $350 million. Strong knowledge and experience in civil engineering and energy related fields including design and construction of: dams, highways, airports, marine facilities, tunnels, transmission lines, power generation and the operation and maintenance of completed projects. Proven leadership, management, team building and communications skills.

Qualifications and Strengths:

- Project planning
- Scheduling and cost control
- Engineering management
- Construction management
- Operations and maintenance
- Power generation and transmission
- Highway and airport construction
- Project financing
- Public procurement
- Contract disputes resolution
- Personnel management
- Arctic design and construction
- Dam and tunnel construction

Education:

University of Wisconsin, Madison
Bachelor of Science, Mechanical Engineering, 1972

University of Alaska, Anchorage
Arctic Engineering, 1974

Professional Experience:

State of Alaska, Department of Transportation and Public Facilities

1995 to Present DIRECTOR, DESIGN AND CONSTRUCTION (Grade 26)

Director of the Design and Construction Division for the Department of Transportation and Public Facilities, Central Region. Responsible for the overall management of design and construction of highways, airports, and public facilities in southcentral and southwestern Alaska with an annual program exceeding $200 million. Responsibilities include preliminary

engineering, permitting, right-of-way acquisition, final design, scheduling, cost control, procurement, and construction. Manages a division staff of over 250 full time and 150 seasonal/part time employees. Serves as the Contracting Officer for all professional services contracts, materials procurement and construction contracts. Responsible for interagency coordination of design and construction programs within the Anchorage Metropolitan Area Transportation Study (AMATS) Transportation Improvement Program as well as other local, state and federal agencies participating in the programming and use of federal ISTEA funding.

State of Alaska, Alaska Industrial Development and Export Authority

1993 to 1995 PROJECT MANAGER (Grade 25)

Project Manager for the design and construction of a broad range of energy projects throughout the state. Responsibilities included directing and managing feasibility evaluations, licensing, design and construction of new projects, repairs and modifications to existing energy projects, and review of potential projects for financing by the Authority. Created project development plans, directed consulting engineers, established project budgets and schedules, reviewed plans and specifications, issued and administered construction and services contracts. Typical projects included: small hydroelectric, geothermal electric, coal-water fuel demonstration, rural diesel generation, and tunnel inspection and repairs.

State of Alaska, Alaska Energy Authority

1985 to 1993 PROJECT MANAGER (Grade 25)

Project Manager for the $350 million Bradley Lake Hydroelectric Project. Responsible for the overall management and administration of licensing, design and construction. Supervised a multi-discipline project team comprised of in-house staff, A/E design engineer and onsite construction management contractor. Managed the preparation of bid documents, award and administration of construction contracts in excess of $100 million and major equipment procurement contracts. Responsible for establishing and controlling overall project budgets and schedules. Served as the owner's principal point of contact for contractors, regulatory agencies, electric utilities, local communities and the general public. The project was completed on time and $43 million under budget.

1982 to 1985 **PROJECT MANAGER (Grade 22)**

Project Manager for the design and construction of a $125 million high-voltage transmission line and associated substations. Responsible for overall project management and administration. Supervised professional engineering firms in the preparation of project designs; contract plans and specifications; award of construction and equipment procurement contracts; management of construction contractors and field activities; and the acquisition of permits and rights-of-way. Prepared and controlled project budgets and schedules. The project was completed on time and $6 million under budget.

U.S. Army Corps of Engineers, Alaska District
Anchorage, Alaska (June 1974 to April 1982)

1979 to 1982 **SUPERVISORY CIVIL ENGINEER (GS-13)**
Chief, Navigation & Flood Control Branch, Construction/Operations

Responsible for the management of the District's Civil Works operation and maintenance program. Responsibilities included management of contract and hired labor maintenance of marine facilities and flood control projects; technical review of proposed construction projects; final inspection of completed projects; fiscal year and long range planning and budgeting; personnel management; and coordination with federal, state and local interests. Managed up to 35 salaried staff and wage grade personnel.

1977 to 1979 **SUPERVISORY CIVIL ENGINEER (GS-11/12)**
Chief, Waterways Maintenance, Navigation & Flood Control Branch

Responsible for accomplishing hired labor and contract maintenance of navigation projects and marine facilities. Duties included contract preparation, contract inspection, operation of three government owned dredges, management of project funding, fiscal year budgeting and personnel management. Also served as Assistant Emergency Operations Manager for flood and disaster recovery operations.

1976 to 1977 **CIVIL ENGINEER (GS-9)**
Navigation and Flood Control Branch

Served as staff engineer preparing hired labor and contract estimates, designing modifications to floating plant, coordinating installation and maintenance of radio communications systems, preparing contract plans and specifications, inspecting contract and hired labor dredging, and assisting in emergency operations planning.

1974 to 1976 **CIVIL ENGINEER (GS-7)**
Engineering Training Program

Rotational training assignments throughout the various divisions of the District. Duties included designing small construction projects, reviewing plans and specifications, inspecting contract work, reviewing shop drawings and analyzing stream flow and hydrologic data.

Crews, MacInnes & Hoffman Engineering
Anchorage, Alaska

1973 to 1974 **MECHANICAL ENGINEER**

Designed heating, ventilation, plumbing and air conditioning systems for various types of commercial buildings.

L.G. Arnold Construction Co.
Eau Claire, Wisconsin

1967 to 1973 **BRIDGE CONSTRUCTION**

Worked as a laborer, pile driver and crew foreman during summers while in college. Constructed bridges over rivers and lakes. Worked full-time for one year prior to moving to Alaska.

Professional and Civic Affiliations:

- Project Management Institute, Alaska Chapter
- Board of Directors, Alaska District Engineers Credit Union (5 years, Chairman 2 years)
- Little League Baseball Coach
- Ducks Unlimited, Anchorage Sponsors Committee Chairman

Personal:

- age: 47
- married
- 2 children
- hobbies: golfing, skiing, hunting and fishing, private pilot

References:

Available upon request.

Robert E. Prasch, P.E.
Aviation/Program Management Specialist
Leif Selkregg Associates, Anchorage

Mr. Prasch has over 30 years of professional experience in the areas of planning and design / construction / program management of transportation and heavy civil engineering projects. During the past 15 years he has been involved, almost exclusively, in major airport programs on a world-wide basis. His assignment on the AIA Program is to assist in program start-up, and produce the Program Management Plan and Procedures.

From 1981 to 1993, he was deeply involved in just two such programs - nine years on the $2.8 billion O'Hare Development Program, and two years on the $2.0 billion Newark International Airport Redevelopment Program. Since 1993 he has been involved, to varying degrees, with other airport development programs including Macau International Airport, Chaing Kai-Shek International Airport, Taipei, Taiwan; New Kuala Lumpur International Airport, Malaysia; Heathrow Expansion Program, UK; and the Second Bangkok International Airport, Thailand.

Mr. Prasch's diverse experience on the O'Hare Development Program offers the most pertinent example of the experience he will bring to the AIA Expansion Program. He was a senior management member of O'Hare Associates (OHA) from the advent of the Program Management services to the City of Chicago. OHA and Prasch's services began at a stage almost identical to that of AIA at the present: i.e. five expansion concepts had been identified by others, and the task was to evolve the concept that would provide a balanced airside/terminal area/ landside development program at a cost the airlines could accept.

Mr. Prasch joined OHA as the Director of Construction Management, subsequently becoming General Manager. OHA provided comprehensive services in the areas of Program Definition, Design Management, Construction Planning, Construction Management, Program Finance and Control. Mr. Prasch, personally, was involved in the set up of the budget development/estimating system, determination of the preferred (and approved) development concept, the construction phasing plan for implementation, progress reporting including annual meetings with the revenue bond rating agencies, construction/aviation operations coordinating meetings, presentations to the FAA Regional Office, Airlines Affairs Committee; and the development of Program Procedures. The total development program was built within 5% of the Airlines financial commitment and over the 12.5 year duration of the program.

Mr. Prasch served as Program Manager on the Newark International Redevelopment Program through the Program Definition period of 1989 - 1991,

Robert E. Prasch, P.E. (Continued)

heading the joint-venture program management consulting team selected by the Port Authority of New York and New Jersey. The main focus during this period was development and implementation of program procedures, and program-wide schedule and cost control tracking and reporting systems.

Mr. Prasch, earlier in this career worked for TAMS and was involved in a site selection study for a new international airport in Lisbon, Portugal; and supervision of construction of the expansion programs for the airports at Addis Ababa and Asmara, Ethiopia.

Most recently, Mr. Prasch has been working with Leif Selkregg Associates on the Kodiak Launch Complex Management Plan Procurement/Contracting Strategy. He also worked with Leif Selkregg on the Management Plan for the Heathrow Expansion Program in the UK.

He is a professional registered engineer in several states and countries and holds a Module I Certification from the Society of American Value Engineers. *B.A. Geography, Dartmouth College, 1957; B.S.C.E. University of Maryland, 1960; Graduate Courses at the New York University Graduate School of Business Administration, 1962-63.*

Jim Fergusson, P.E.
Construction Planning, Estimating & Scheduling
Leif Selkregg Associates, Anchorage

Mr. Fergusson recently retired from Kiewit Construction Alaska to start providing his construction management skills directly to clients with challenging projects. His assignment on the AIA Program is to provide construction planning, estimating and scheduling input to the program management and design team. Employed continually by Kiewit from 1970 to 1995, his career advanced from an engineer/estimator to Area Manager of one of America's largest construction companies. He has built and supervised the construction of buildings and bridges in California, Washington, Hawaii, and Alaska and directly supervised or managed over $500 million in construction. Mr. Fergusson has been the construction manager on some of the largest projects in Alaska.

Mr. Fergusson is currently working with Leif Selkregg Associates providing construction planning support on the Alaska Sea Life Center project and the Kodiak Launch Complex.

Mr. Fergusson's construction management experience includes the $133 million Inter-Island Terminal at the Honolulu International Airport, the $74 million Alyeska Prince Hotel and the $85 million Anchorage Performing Arts Center where he worked with Mr. Selkregg as Construction Manager. Mr. Fergusson is experienced in the managing of large, complex, multi-phased construction projects and he is well versed in the unique difficulties of building in Alaska. *B.S., Civil Engineering, California State Polytechnical University.*

Maureen Sims
Environmental Manager
Leif Selkregg Associates, Anchorage

Ms. Sims has over ten years of experience in project management, land use and environmental analysis and permitting in Alaska and the lower 48. Her assignment on the AIA program is to produce the Environmental Plan, manage the permitting process and Public Relations interface requirements. Maureen has established cooperative working relationships with numerous state and federal agencies in Alaska including the U.S. Army Corps of Engineers, the Federal Aviation Administration, U.S. Department of Transportation Office of Commercial Space Transportation, the Alaska Department of Governmental Coordination, the Alaska Department of Fish and Game.

Ms. Sims' ability to identify environmental issues early in the project planning process is critical for complex projects where multi-agency involvement and high public visibility are inevitable. She is able to analyze and clearly articulate critical issues to both technical and non-technical project team members and evaluate potential implications with respect to budget, schedule, financing and design.

Relevant project experience includes Environmental Manager for Alaska SeaLife Center in Seward, Alaska. She has been involved from project conception, working with the public and local, state and federal agencies to identify environmental issues, concerns and permitting requirements. She managed development of the draft and final Environmental Impact statement (EIS) and resulting Mitigation Plans including all public scoping activities.

On the Kodiak Launch Complex for Alaska Aerospace Development Corporation she has provided an analysis and assessment of pertinent environmental issues and their potential risks to the process of construction and operation of the $25 million space launch facility in Kodiak, Alaska. She reviewed existing Environmental Assessment for completeness and defensibility and provided consultation for public meetings and community interaction. *B.S. Wright State University, Dayton, Ohio.*

Roe Sturgulewski
Construction Manager
Leif Selkregg Associates, Anchorage

Mr. Sturgulewski is a lifelong Alaskan who has become one of the state's most experienced construction managers. He will be the on-site construction manager of the AIA Program. He is currently responsible for the on-site construction management activities for the Alaska SeaLife Center project in Seward, Alaska. Functioning as a direct extension of the client's Project Administrator, he directs all cost, time and quality controls, leads the decision making process, monitors compliance with contractual terms and manages consultant/contractor interfaces. He is responsible for enforcing conditions of the construction contract and the architects contract, expediting on-site and off-site decision making, maintaining project documentation and communications, and managing change.

Mr. Sturgulewski previously served as Public Works Director for the City of Unalaska, Alaska and was responsible for administering and coordinating an annual operating budgets of $9 million and capital budgets averaging $10 million -$15 million in the nation's largest and fastest growing fishing port. He supervised over 60 city employees while administering numerous design and construction contracts. At any one point, he was responsible for over 100 projects in the range of $5 thousand - $100 million. Among those projects was Unalaska Marine Center, $18 million public/private partnership, $100 million Makushin Geothermal Project, $2.8 million airport terminal addition, $9.8 million 260-classroom elementary school. Mr. Sturgulewski previously worked with Leif Selkregg and Jim Fergusson on the construction site of the Alaska Performing Arts Center and later assumed the role of Project Administrator.

In the early 1980's he was a project manager on the Anchorage School District Program and Municipality of Anchorage representative on five projects including two 150,000 sq. ft. schools. *B.A. University of Alaska, Anchorage; Master of Business Administration and Bachelor of Science, Civil Engineering, Gonzaga University, Spokane, Washington; Coursework for Master of Science, Civil/Arctic Engineering*

Troy D. Stafford
Cost and Schedule Manager
Leif Selkregg Associates, Anchorage

Mr. Stafford will provided management information and control systems for the AIA program. He will provide comprehensive and timely information to the management team for use in decision making process relative to cost, schedule, physical progress, quality and administration of the project. Mr. Stafford is currently performing these services on the Alaska SeaLife Center project. He is highly skilled in use of project management control systems, hardware and software including IBM, Macintosh, and AutoCad computer systems; Excel, Lotus, Word and Microsoft Project software; Primavera-P3 scheduling program; Expedition Contract Control Software; TimberLine and G-2 estimating programs.

Previously working for a major Alaska contractor, Mr. Stafford was project engineer / cost estimator for mechanical systems, structural system and concrete works. Responsible for on-site problem solving, interpreting drawings and specifications, scheduling both materials and the subcontractors, and insuring project adherence to budget schedule, plans and specifications. Project experience included 801 Housing Project, 366 housing units for Eielson Airforce Base, Fairbanks, Alaska; Fort Knox Gold Mine; Budami Oil field Expansion; Arco "S" pad Expansion; BP Annex III Renovation. *B.S. in Building Construction, University of Washington, Seattle, Washington.*

Ernest J. Naples, A.I.A.
Aviation Masterplanning & Masterplanning and Terminal Programming
TAMS Consulting, Inc., New York City

Mr. Naples' experience includes 25 years as an architect specializing in the design of transportation facilities. As a Principal Associate he directs multi-disciplinary design teams, scheduling, and quality control for aviation projects that include masterplanning, terminal programming and terminal design. He was Project Manager for the planning and conceptual design of the terminal building for the South Suburban Airport, Chicago, and for two air cargo complexes at JFK International Airport and Newark International Airport and provided coordination with developer for the Port Authority of New York and New Jersey. Both projects involved site planning and development of the aircraft apron/ramps areas and cargo building design. He directed work for programming, planning, conceptual design and construction scheduling of a $200 million renovation of the American Airlines terminal at JFK and Eastern Airlines Passenger Terminal expansion programs at JFK and La Guardia Airports. His experience also includes La Guardia Airport Central Terminal Building Expansion; new 75-gate international and domestic passenger terminal complex at the Aryamehr International Airport, Tehran, Iran; and 200-gate passenger terminal complex at Dallas/Fort Worth Airport, Texas. *B. Architecture and B. Science City College of the City University of New York, Registered Architect Alaska.*

Andrew Zdzienicki, A.I.A.,
Terminal Programming
TAMS Consulting, Inc., New York City

Mr. Zdzienicki is a Principal Architect/Planner responsible for the programming, planning, conceptual design, design development and supervision of the preparation of detailed plans and contract documents for major airport terminals and related airport facilities. He was Technical Project Manager for the 4.5 M sq.ft. new airport terminal for the Second Bangkok International Airport and Principal Project Architect for the design and construction management of the recently opened Macau International Airport. He directed expansion and modernization of the British Airways Terminal and both renovation and new facilities for Eastern Air Lines Passenger Terminal both at JFK International Airport. *Master's Degree, Warsaw institute of Technology, Poland.*

Gary D. Logston, AICP
Aviation Forecasting
TAMS Consulting, Inc., Chicago

Mr. Logston is an Airport Planner experienced in all aspects of airport planning including aviation forecasting, financial planning, airport masterplanning and state system planning, airport site selection studies, noise control and land use compatibility. He evaluated five search areas in Illinois and Indiana to determine a site for a new international hub air carrier airport, supplemental to Chicago O'Hare and Midway. He prepared a masterplan for a seven-runway facility for the South Suburban Airport MasterPlan, Illinois. For Macau International Airport, he prepared fleet mix and aviation forecasts and computer simulation of peak-hour activity for various alternative schemes. Additional planning work has been performed for the Mid-America, Scott Joint-Use Project, Illinois; Cali International Airport, Colombia; Indianapolis Metropolitan Airport System Plan Update, Indiana and Wisconsin State Airport System Plan update. *M.S.P., Planning, University of Tennessee, A.B., Regional Planning, Eastern Kentucky University. American Institute of Certified Planners.*

Richard Koszeghy, A.I.A
Design Management
TAMS Consulting, Inc., New York City

Mr. Kogzeghy is a Senior Architect/Designer responsible for management, design and supervision of construction document preparation for airport terminals and related facilities. For the Ultimate Plan Study, Bangkok International Airport, he assessed the existing facilities of the passenger terminal building, determining capacity, developing alternate procedures to optimize the facilities and developing a masterplan for proposed expansion. He was Project Architect for terminal building and site work for the recently opened Macau International Airport and Senior Architect for preliminary design of the 400,000 SF international passenger terminal building at Zhengzhou Xuedian International Airport, China. He had similar responsibilities for facilities at Addis Ababa International Airport, Ethiopia. He has worked on numerous projects for new and renovated facilities at JFK International Airport including serving as Design Architect for the Central Terminal complex rotunda building as part of the redevelopment program; completed renovation of the British Airways Terminal; and redeveloped roadway network for the Airport. For LA Guardia Airport Central Terminal Building Expansion, he prepared working drawings and contract documents for 56,000 SF of expansion to the arrivals level. *B.A., Architecture, Pratt Institute; Industrial Design-Architecture, Royal Academy of Fine Art, Denmark; B.F.A., Environmental Design, Pratt Institute*

Edward C. Regan, P.E.
Principal-in-Charge
TAMS Consulting, Inc., New York City

Mr. Regan is the Principal-in-Charge of all airport and transpiration terminal projects and has over 35 years of experience with TAMS, specializing in management of the planning and design of major airport facilities. He will oversee the efforts of the TAMS team committed to the AIA project. He has served in this capacity on the redevelopment of the International Arrivals Building and for the JFK Redevelopment Program at JFK International Airport; Macau International Airport; La Guardia Airport Central Terminal Building and Roadway Improvements program; Eastern Air Lines Terminal Expansion and Modernization, JFK International Airport; new terminal for the Second Bangkok International Airport; new terminal for Addis Ababa International Airport, Ethiopia; and Master Development Plan for Expansion of Arturo Merino Benitez International Airport, Chile. Mr. Regan and Mr. Prasch of Leif Selkregg Associates have worked together on several major airport program, most recently Bangkok International Airport. *BCE, Manhattan College, 1957.*

Doreen M. Frasca
Lead Finance Planner
Cambridge Partners, L.L.C., New York City

Ms. Frasca is a Senior Managing Director of Cambridge Partners, L.L.C., and specializes in the structuring and financing of air and ground transportation projects. As the senior banker on the AIA Expansion Program, Ms. Frasca will prepare the finance plan, coordinate the financial evaluation, structuring and analysis of the program and will oversee the credit analysis, sales and marketing efforts of any airport debt.

Ms. Frasca has worked on Wall Street for over 18 years, initially at Dillon, Read & Co. Inc. on the municipal trading desk, and then at Merrill Lynch & Co., where she spent 15 years in the Public Finance Division. A national domestic Transportation Specialist, Ms. Frasca headed Merrill Lynch's Airports and Transportation Group and has been a frequent lecturer in aviation and air transportation finance. Throughout her career, Ms. Frasca has assisted her clients in evaluating the financial feasibility of project's structuring financing plans, and accessing the taxable and tax-exempt markets.

At Cambridge, Ms. Frasca has focused her attentions on public-private partnerships at U.S. airports and is currently serving as financial advisor to three municipal entities: the Port Authority of New York and New Jersey on the privatization of the new International Arrivals Building at JFK, the privatization of Stewart Airport, Newburgh, New York by the Empire State Development Corporation and the privatization of Terminal A at Logan International Airport in Boston by MassPort. Ms. Frasca's prior experience includes capital expansions for Dallas Fort Worth, Houston Intercontinental, Miami International, Dulles International, Chicago O'Hare, Memphis International, and Huntsville.

During 1994 and 1995, Ms. Frasca worked as strategic advisor to BAA, USA Inc., a major international airport developer, in its efforts to identify opportunities for U.S. airport public/private partnerships. The specific mission of the advisory team was to perform valuations of selected airports and to advise on political and tax issues affecting the viability of privatizing those airports. In performing the valuation, Ms. Frasca created a conceptual formula for valuing the asset based upon historical performance and projected growth, both with and without the developer's participation. The computer model which formed the basis for the valuation provides for variation of all major revenue and expense components. *B.A. Wheaton College, Massachusetts; Graduate Studies, University of Edinburgh, Scotland; M.B.A. Finance, Columbia University.*

Dan D. Dixon
Legislative Approval of Bonding Authority
Cambridge Partners, L.L.C., Seattle

Mr. Dixon was born and raised in Alaska, presently he is a member of Cambridge's Board of Advisors and a resident of Seattle. He will be a regional contact for the AIA Expansion Program and specifically assist AIA receive legislative approval of increased bond level authority if required. As a lawyer, Investment Advisor and General Securities Principal, Mr. Dixon is a leading expert in domestic and international business, finance and political matters. During the past 15 years he has taken a prominent role in successfully advocating expanded international business and social connections between Alaska and the Pacific Northwest and the capitals of Asia and Europe, including financial institutions, government and quasi-government organizations. He has also taken a leadership role in addressing some of the region's most troublesome political/social issues, including fisheries, timber development, watershed problems and economic diversification. As head of the Alaska International Trade Office his economic development stimulus plan for Alaska was implemented in 1987. He has become a leading advisor to public investment funds throughout the United States, including Washington, Oregon, Idaho, Alaska and Connecticut, with aggregate funds in excess of $60 billion.

Recently as a Cambridge Board Member, Mr. Dixon lead the underwriting of the Alaska SeaLife Center bonds and successful $17.5 bond sale.

Mr. Dixon's law and banking practice has focused on building the firms' practice area of Public Investment Fund representation. As a result of this focus, the firm represents the Washington State Investment Board, The Oregon Investment Council, the Alaska Permanent fund, and the Public Employee Retirement System of Idaho. Mr. Dixon has also served as advisor to Governor Booth Gardner, now U.S. Ambassador to the New World Trade Organization; Governor Tony Knowles of Alaska; Governor John Kitzaber of Oregon and Washington State U.S. Congressman, Norm Dicks. Further on the national scene, he is a member of the Board of Advisors of Cambridge partners, L.L.C. and is a Managing Director of Cambridge Partners International, L.L.C. based in Seattle and New York. *B.A. Honors, Oberlin College; J.D. University of San Francisco.*

Timothy D. Wilschetz, P.E.
Finance Analysis
Cambridge Partners, L.L.C., New York City

Mr. Wilschetz is a banker and engineer who specializes in financial structuring and transaction execution for infrastructure projects including surface and air transportation facilities and large-scale utility systems. As part of AIA team, Mr. Wilschetz will perform quantitative analysis and transaction structuring.

Prior to joining Cambridge, Mr. Wilschetz was a Vice President of Merrill Lynch & Co. where his focus was in providing a full range of investment banking services to major U.S. transportation and utility system debt issuers. Major accounts included the City of Houston's Airport System where Mr. Wilschetz managed the restructuring of over $200 million of the System's fixed and floating rate debt; Memphis Light, Gas & Water Division, where Mr. Wilschetz restructured debt portfolios of two major utility systems through three refinancing over a three year period; and BAA USA, where he continues his prior consulting engagement on the economic and public policy aspects of privatization of U.S. airport facilities. *B.S. in Civil Engineering, Purdue University; M.B.A. Columbia University.*

Boris V. Loobkoff
Previous AIA Studies Specialist
Leigh Fisher Associates, San Mateo, California

Mr. Loobkoff has more than 25 years of experience in airport planning, with emphasis on the programming for and conceptual planning of passenger terminal complexes. On the AIA program he will initially provide a comprehensive review of previous masterplanning efforts. His role beyond that will be established with AIA and depend on the specific needs of the program.

Since 1977, Mr. Loobkoff has participated in or been responsible for all Leigh Fisher Associates planning assignments in Alaska. These assignments included masterplan and terminal improvement programs for the principal airports at Anchorage, Fairbanks, and Juneau. For Anchorage, Mr. Loobkoff was the chief planner for the 1978 Terminal Feasibility Study that set forth the planning recommendations leading to the present layout of terminal facilities at the airport. Subsequently, he was responsible for a variety of terminal planning studies relating to specific operational or functional elements of the terminal facilities. Recent building entry, ticketing and baggage claim lobby, concession area, and passenger circulation improvements are a direct result of these studies.

Mr. Loobkoff also served as Project Manager for a series of programming and planning assignments designed to investigate the potential and appropriate timing of longer-term expansion of terminal facilities, including the 1988 Terminal Planning and Programming Study, the 1992 Roadway Plan, and the 1994 North Terminal Planning Analysis. He is also serving as the Project Manager for the Airport MasterPlan Update. Each of these assignments recognized the need for improved terminal facilities and included conceptual studies of alternative sites and geometrics for new facilities. *Bachelor or Architecture with honors and Master of Architecture, University of California, Berkeley.*

Dennis F. Gillespie
Specialist Support
Leigh Fisher Associates, San Mateo, California

Mr. Gillespie has more than 20 years of experience in managing airport masterplans, urban and environmental planning, architectural, and engineering projects. On the AIA program he will support Boris Loobkoff in the initial efforts of reviewing previous masterplans and any future role which may be developed for Leigh Fisher Associates.

Mr. Gillespie serves as project manager for airport masterplans, terminal facilities plans, land use and environs plans, and environmental documents. He is currently the project manager for an environs plan for Toledo Express Airport in Ohio, and for an airport land use plan in Appleton, Wisconsin.

Prior to joining Leigh Fisher Associates, Mr. Gillespie managed design for a $375 million new 24-gates International Terminal at San Francisco International Airport, now under construction. Earlier, while with other consulting firms, he managed a series of airport facilities planning studies at Boston-Logan International Airport; design for a $300 million renovation and expansion of the main terminal complex at Washington-Dulles International Airport; and masterplans at airports throughout the State of Alaska. In the early 1980's, Mr. Gillespie worked in Alaska as project manager for the Anchorage Downtown Pedestrian Amentie Program and interfaced with Leif Selkregg through the Municipality of Anchorage Capital Projects Office. *B.S. University of Washington, College of Forest Resources; Master in Landscape Architecture, Harvard University, Graduate School of Design; visiting Research Fellow.*

Raj Bhargava, P.E.
Mechanical Engineering
Raj Bhargava Associates, Anchorage

Mr. Bhargava will provide mechanical, electrical and specialty systems data collections, planning and design review. For DOT/PF, he has provided mechanical and electrical design for the 50,000 sq.ft. Fairbanks International Airport Addition. At the Anchorage International Airport he has remained familiar with developments having provided design review on the International Terminal, Observation Deck, Phase III Elevators, Concourse "C" Mechanical Room, Parking Garage and the Crash & Fire Rescue Building. He engineered the AIA Sewage Disposal Building and is currently working on the Signature Aircraft Fueling & Service Building. He has a long established working relationship with Leif Selkregg and Estimations on several major Alaska projects including the Alaska SeaLife Center. Based on his consulting expertise, Mr. Bhargava has published numerous papers internationally and he has a US patent pending for a new flowmeter. *B.S., Indian Institute of Technology, 1968. M.S., University of Colorado, 1969. MBA Studies, SUNY, MIT and UAA.*

Donald J. Bassler, P.E.
Mechanical Engineering
Raj Bhargava Associates, Anchorage

Mr. Bassler will supplement the work of Raj Bhargava related to mechanical engineering systems planning and review. As project manager for the $50.5 million Alaska SeaLife Center, Mr. Bassler has worked closely with Leif Selkregg Associates and is responsible for advanced engineering for the air-conditioning, heating, plumbing and life support for the laboratories and aquarium tanks. His innovative approach was to use sea-water for "free" cooling. Mr. Bassler also authored a comprehensive study for the $23 million GSA Federal Building Remodel, Juneau. Other major projects have been the Humana Hospital ($20 M), Colony Jr. High School ($16M) and Waste Heat Study for Alaska Energy Authority in 43 villages. *B.S. University of Utah, 1979. Certified Energy Auditor.*

Thomas D. Humphrey, P.E.
Electrical Engineering
Raj Bhargava Associates, Anchorage

Mr. Humphrey will supplement the work of Raj Bhargava related to electrical engineering systems planning and review. He has both design and construction experience, and has participated in numerous design build projects. He has been involved with the design of 10 airports statewide, to include medium intensity runway lighting, instrument landing systems, controls, taxiways and related electrical. He was prime consultant on Klawock Airport ($500K electrical). Mr. Humphrey has worked closely with Leif Selkregg Associates and has designed the high-tech integrated electrical systems for the Alaska SeaLife Center, including the local area network, energy control, fire alarm, security card readers and sophisticated lighting dimming controls. He is currently developing a secure card reader for electronic transactions to augment two prior U.S. patents. *B.S. California State University, Long Beach. Registered Electrical Engineer / California/Hawaii/Nevada/Alaska No. EE-4415. Alaska Electrical Administrator No. 353.*

Jay N. Lavoie
Construction Cost Estimator
Estimations, Inc., Anchorage

Mr. Lavoie and his Estimations team including Mr. Graves and Mr. Crosby all based in Anchorage will provide cost estimating support services and cost data base preparation. Mr. Lavoie has been providing cost estimating and scheduling services to the Alaskan construction community since 1983. This includes involvement in over 500 projects throughout the state, including commercial, institutional and industrial buildings, heavy construction, marine development, and renovation projects of all kinds. He has recently worked closely with Leif Selkregg Associates as the project estimator for the Alaska SeaLife Center. Mr. Lavoie developed the internal database systems at Estimations which produces about two hundred estimates a year. In addition, Estimations' current emphasis on conceptual estimating methods has lead to well developed interviewing techniques to extract information often overlooked in early cost modeling. These attributes prepare him to lead Estimations efforts in developing a meaningful cost database. Mr. Lavoie and his team have provided cost estimating support to designers on a long list of AIA project including: AIA North Terminal Drive-Thru Enclosure, AIA North Terminal Baggage Addition, AIA Mechanical Room Concourse C, AIA Transportation Lobby Renovation, AIA Escalator Installation, AIA Terminal Expansion Phase III, AIA Baggage Claim Lobby Upgrade, AIA Parking Garage Tied Back Wall, AIA Observation Deck Asbestos Removal and AIA Observation Deck Enclosure. Other airport projects in Alaska include: Add Passenger Terminal, Phase III, Elemendorf AFB; Kenai Municipal Airport Renovation, Soldotna Airport Terminal, and FIA International Airport Terminal Expansion. *B.S. Civil Engineering, University of Alaska, Fairbanks.*

Donald M. Graves
Cost Research
Estimations, Inc., Anchorage

Mr. Graves will provide cost data research and analysis. Thirty-five years of experience in construction management and cost estimating give him the technical background to correlate the raw cost data to valid parameters for predicting future costs. Mr. Graves worked as a special consultant to Leif Selkregg on the Performing Arts Center as a member of the Disputes Review Board.

Robert L. Crosby
Mechanical/Electrical Estimator
Estimations, Inc., Anchorage

Mr. Crosby will implement our computer database management. Having been a systems manager for an 80 person engineering firm, and implementing numerous CADD/database applications, he will execute the electronic data compilation. In addition, as an important member of Estimations' estimating staff, he will assist in the research and help correlate mechanical cost data. He has 18 years of mechanical design background as well as 7 years of estimating experience.

Leif L. Selkregg
B.A. Architecture, University of Oregon, 1980, Arctic Engineering Coursework, University of Alaska, 1983. Loeb Fellow, Harvard Graduate School of Design, 1988. Global Leadership Coursework, London Business School, 1991.

Mr. Selkregg is proposed as Program Manager and Contract Manager and will be the single point of contact with the AIA Project Manager. He will manage the matrix of technical resources required to define and implement the AIA Expansion Program and he will bring national and international program management expertise to provide single point responsibility and control that is customized to AIA requirements. He will lead the program management team on every element of the development process from masterplanning and financing to on-site construction and will utilize his communication and technical skills and his reputation to secure statewide support, Airlines approval and multi-source financing for the AIA Expansion Program.

Leif Selkregg is Alaska's leading program manager. His experience is international in scope and includes responsibility for planning, design and construction of large and complex capital projects for public and private sector clients. His training as an architect, coupled with his experience as a program manager and on-site construction manager, give him the requisite qualifications for establishing and managing project teams, schedules, budgets and quality objectives, from initial program definition to the final completion of construction and ongoing facility management. Mr. Selkregg has selected and managed world class architects and major Alaska based contractors. He has developed comprehensive program management procedures, and has provided program management training at the University of Alaska, Harvard Graduate School of Design. With Bob Prasch, Leif developed a project management training program for the World Bank Institute for Economic Development.

Leif Selkregg was raised in Alaska and his family has long been a part of the states' growth since before statehood. There is a tradition of community planning and leadership in his family. He is trained as an architect at the University of Oregon and Harvard Graduate School of Design and worked in Alaska, Boston, London, New York and Chicago for the world's leading program management, construction management and A/E firms. He has chosen to continue in his family tradition and is committed to raising his family and operating his own business in Alaska.

His relevant Alaska project experience includes program management on several major Alaska landmarks. His professional career started in Alaska as the on-site construction manager for the $35 million Sullivan Arena. His ability to communicate, resolve issues and provide leadership of the decision making process quickly gave him broader responsibilities. He was the Program Manager

for the 3500 Tudor Masterplan which included the Police Headquarters, Animal Control Shelter and Bragaw Street extension. His masterplanning skills also took him to Juneau where he assisted in preparation of the program requirements and site selection for the New State Capital Building in Juneau in the mid 1980's.

In 1985, then Mayor Knowles, approached Leif to assist him in completing the Performing Arts Center, a project which was troubled by bad management, cost overruns and public criticism. For 30 months Leif took on the day to day challenges of the project as the on-site project administrator and managed with Jim Fergusson and Roe Sturgulewski 13 separate prime construction contracts to completion.

These early years of on-site responsibility on major high visibility construction projects in Alaska prepared Leif well for the full responsibilities of program management on mega projects internationally. From 1988 to 1993 Leif developed program management divisions for a major international construction company in London, New York and Chicago. During this time he secured millions of dollars in program management fees and built professional organizations with hundreds of staff.

His relevant airport experience was gained during this time when he resided in London. He secured, with Bob Prasch, the program management contract with BAA for the $2 billion Heathrow Expansion/Terminal 5 Program, put into place the program management team and drafted the initial Program Definition Report for the MasterPlan. Working with Bob Prasch he established the initial Program Management Plan and resource staffing matrix which integrated the BAA staff and program management staff into a single organization.

Leif was responsible for a second aviation program in the U.K., the $300 million Project Uniter for General Electric Plessey, United Kingdom. He was Project Director for this aviation and defense communication infrastructure program and was responsible for delivery of program management and concurrent on-site construction management of civil works on 32 active RAF bases across England, Scotland and Wales.

His most recent aviation experience has been secured since his return to Alaska. He is currently retained as the Project Management Consultant for the $25 million Alaska Aerospace Development Corporation Kodiak Launch Complex. This is a task order contract with only one task assigned to date, preparation of the Management Plan and Procurement / Contracting Strategy for this rocket launch facility. His strategic planning , program management, and construction management experience in Alaska since his return in 1993 has been on

challenging and important programs critical to Alaska's future. His services have included defining and funding projects, as well as full implementation.

He has been project manager reporting to Roger Head of the DOT/PF, for the Alaska Public Health Laboratories Strategic Plan. The Plan evaluated the financial and service benefits of centralization of three regional lab facilities. Working with financial planners, state lab planners and the lab managers, Leif developed the Strategic Plan and presented that plan, with both operating budget and capital budget implications, to the State Administration and Legislature for approval which is now pending.

Most recently he has been Strategic Planner and Program Manager for the $50 million Alaska SeaLife Center in Seward, responsible for all aspects of masterplanning, funding and financing, design management, environmental management and construction management. He worked successfully with Cambridge Partners on developing the private finance strategy that successfully sold $17.5 million of City of Seward Revenue Bonds. He also organized the resources necessary to secure $37.5 million of funds from the Exxon Valdez Oil Spill Trustee Council. Thereby obtaining the full $50 million necessary to complete the project. He has structured a design team that provides national experience and local knowledge. He has overseen the work of Raj Bhargava Associates as mechanical/electrical engineer for the project and Estimations, Inc. as cost estimator for the project, Mr. Selkregg's responsibilities on the Alaska SeaLife Center also have included heading the private fund raising campaign which secured $2.2 million in pledges in its first year.

In all, Leif Selkregg is the ideal candidate to lead the Program Management team on the AIA Expansion Program. He has built strong working relationships with clients, designers, contractors, financiers, government agencies and private business in Alaska and globally. He has a personal reputation for being smart, hard working, and successful.

George A. King
Bond Issue Advisor
Cambridge Partners, L.L.C., New York City

George King, Managing Director Cambridge Partners, L.L.C. has completed more than $15 billion of public finance securities offerings, representing more than two hundred transactions in twenty-five states. As part of the AIA finance team, Mr. King will oversee the development of a bond issuance, the subsequent legal, regulatory and market-related tasks associated with any transaction. Mr. King's experience includes bond and note issues, tender offers for outstanding bonds, bankruptcy restructuring, and a variety of structured securities and investments for both debt and balance sheet management purposes. Mr. King has been instrumental in the development and utilization of new municipal financial products on behalf of both governmental and conduit borrower clients, including various asset and investment techniques, inverse floaters securities, municipal call rights and interest rate swap structures. Mr. King has guided Cambridge in taking a national leadership position in public-private partnerships, public-sector project finance, privatization, asset divestiture and private contracting. Prior to joining Cambridge, Mr. King was Vice President in the Municipal Securities Division of CS First Boston. Prior to joining CS First Boston, Mr. King as an attorney with the Public Finance Department of Mudge Rose Guthrie Alexander & Ferdon. *Cum Laude Graduate, Colgate University; Law Degree, Fordham Law School; Trustee of Wagner College in New York City & member of Finance Committee.*

John E. McCool, Project Manager
McCool Carlson Green, Anchorage, AK

Project Duties: as Project Manager John will have overall contract responsibility and also be responsible for the coordination of the design effort. He will be AIA's single point of contact and will work with AIA Staff and the Program Manager on a daily basis to assure that the project is proceeding properly and on schedule. Mr. McCool served in a similar role on the AIA North Terminal and Parking Garage Projects. As Project Architect John will also be responsible for the overall building design and detailing including coordination of the work of mechanical, electrical, structural and cost consultants.

Relevant Experience: As an Aircraft Maintenance Officer in the Air Force Mr. McCool's fascination with aviation began at an early age. As a private pilot and a practicing architect he moved to Alaska 30 years ago to work as the site representative on the Sitka Centennial Building. In 1969 he began his first project at AIA, the International (North) Terminal. Since that time he has been involved almost continuously in projects at AIA and is active in the Alaska Aviation Museum. Mr. McCool's demonstrated interest in aviation in Alaska and in particular the development of AIA coupled with his proven record managing many of the states largest and most complex projects make him the best Project Manager for this job.

Of the countless jobs John has managed three stand out as exceptionally relevant to the current project. These three projects at Anchorage International Airport demonstrate his wide range of abilities, patience and leadership qualities.

North Terminal: (Graphic 2) Working with airport planners from TAMS John nursed this project through multiple design concepts and political regimes from its start in 1969 to final occupancy in 1982. This 276,000 square foot terminal has all the elements present in the current project including airside development, landside development, gates, concessions, security, baggage systems, ticket counters and offices. John orchestrated the planning process, managed the preparation of construction documents and provided guidance during construction for this exceptional project that bid for an amazing $75 per square foot. This project was a huge financial success primarily due to the prominent presence of Duty Free shops. Public response to it's opening was very positive, in fact the most often asked question was why the internationals have such a nice facility while Alaskans were still putting up with the functionally obsolete domestic terminal. Since it's completion John has managed two additions to the North Terminal and interior remodels for Host International.

1985 Master Plan and Terminal Schematic: (Graphic 4) Again working with TAMS, Mr. McCool managed a full blown terminal master plan which included schematic design for the replacement of 'C' Concourse. John worked through aviation forecasts, curbside planning issues, demand/capacity analyses with TAMS and coordinated the information gathering activities with the airport tenants and concessions. His participation in presentations to Airline Technical and Operations Committees provided a practical, down to earth viewpoint which helped the Airport make the Phase II Expansion (Parking Garage) a reality. The schematic design effort included 3 additional phases. Phase III included improvements to the existing curbside, ticket lobbies and baggage areas and was executed by another consultant. Phases IV and V included demolition of the 'C' Concourse, the addition of 4 gates, extension of elevated roadway, ticket lobbies, offices, concession spaces, baggage claim, support spaces and future connections to the North Terminal and new finger terminal. The Phase IV and V schematics are very similar to what is currently envisioned for Terminal Expansion at AIA.

Parking Garage and Transportation Lobby: (Graphic 2) As a follow up to the 1985 Master Plan Mr. McCool managed the design and construction of this incredibly complex project. He coordinated the day to day efforts of our primarily local design team which included 4 different structural engineering firms. In addition to the technical demands of parking garage and underground building construction Mr. McCool coordinated the interface and connection to the terminal building and assisted the Airport in devising a construction phasing plan that minimized disruption to operations while literally excavating the entire lower level roadway. Despite a difficult contractor and a winter construction schedule the project was finished on time in part due to John's commitment to participation in day to day decision making during the construction phase. He also orchestrated building of models and graphics for use by a public relations firm to keep airline and public users briefed of the construction progress.

Technical excellence: Throughout his 30 years in Alaska John McCool's orientation has been towards technical and managerial excellence. He has embraced the challenges of building in Alaska with intensity and enthusiasm and the results have been some very innovative and practical approaches.

Mr. McCool was one of the first Certified Construction specifiers in the state of Alaska and demonstrates his expertise in code compliance by participating in local branches such as ICBO, the MOA Building Board, and Barrier Free Alaska. His interest in legal and construction issues is demonstrated by his participation in the American Arbitration Association and recent seminars on Construction law, Partnering and Construction management.

John E. McCool (Continued)

John's technical experience and common sense approach will be a steadying influence of the Terminal Expansion Project assuring that systems are appropriate, practical and cost effective.

Michael P. Carlson, Design Manager
McCool Carlson Green, Anchorage, Alaska

Project Duties: Mr. Carlson will provide terminal architectural design which will implement the approved concepts. He will also orchestrate the work of the Airport planner, concession planner, interior designer, exhibit designer and landscape architect to create an exciting and cohesive terminal design.

Relevant Experience: As Terminal Designer and Manager, Mr. Carlson will be required to display an understanding of Airport Operations, a creative design approach, skill in managing a creative team and a sensitivity to regional design issues. Long term and recent experience demonstrate Mr. Carlson's abilities in these areas. Some of his Airport Related Projects include:

- AIA North Terminal: as project designer, Mr. Carlson modified the original Satellite design to include customs, ticketing, baggage systems and main lobby. His responsibilities also included interior design, signage, loading bridges and furniture. Please refer to Section 9 for a description of this project.
- Parking Garage & Transportation Lobby: Mr. Carlson was project designer for this award winning addition to AIA. Please refer to Section 9 and Graphic 2 for a description of this project.
- 1985 Master Plan and Terminal Schematic: Mr. Carlson worked closely with John McCool providing design assistance, on the creation of this plan. Please refer to Section 9 and Graphic 4 for a description of this project.

Aviation related projects: Mr. Carlson's interest in Alaska Aviation has produced two unique aviation theme facilities at Merrill Field, the UAA Aviation Technology Center and Merrill Field Public Aviation Facility. (Graphic 3)

Award winning design: Mr. Carlson design abilities go well beyond purely aesthetic sensitivity. His work has been honored by local, state and national review boards for it's technical excellence, creative planning and sensitivity to regional issues. Award winning projects include: AIA Parking Garage, Palmer Courthouse, Abbott Loop School and the Anchorage Courthouse.

Regional Design: A deep interest in designing facilities that reflect our Alaska experience is evident in Mr. Carlson's recent work. Please refer to Section 17 and Graphics 8 and 9 for a description of this aspect of Mr. Carlson's experience.

Edward (Gary) Blankenship,
Airport Planner
Landrum and Brown, Los Angeles, CA

Project Duties: Mr. Blankenship will manage the terminal planning effort including Airline interface and the planning work related of concession planner, baggage consultant, and parking/road planner.

Relevant Experience: As a registered Architect, Mr. Blankenship's 28 year career as a terminal planner includes a 14 year airline background (American and TWA) as well as 14 years as a consultant. His experience covers a range of large and small terminal projects across the United States, Europe, Hawaii, and New Zealand.

Before serving the industry as a consultant, Mr. Blankenship chaired and was a member of many airline technical committees including, New York (JFK/LGA), Indianapolis, St. Louis, Nashville, Miami, San Francisco, Seattle, Salt Lake City, Phoenix, and Los Angeles. As a consultant he has been called upon by the airlines to provide coordination and technical and analytical assistance at several airports including Honolulu, Los Angeles, John Wayne (Orange County), and Austin, Texas. His sensitivity to both terminal owner/operator needs and airline viewpoints has proven to be invaluable in achieving implementable terminal projects and cooperation among all involved parties.

Terminal Planning Experience:

- Seattle-Tacoma International Airport: As Project Leader, Mr. Blankenship developed detailed conceptual terminal development alternatives, coordinated programming/analytical assistance and engineering services for the Port of Seattle, Aviation Division (1991-1992). He has since participated in the development of conceptual terminal plans for the recently completed master plan for Sea-Tac and has continued to provide further on-call services working with the Port's aviation line of business leaders to develop a "vision" for Sea-Tac in the next century.
- Vancouver International Airport: Mr. Blankenship led the conceptual design phase for the new international/transborder terminal at Vancouver. This project focused heavily on the representation of Vancouver, thematically, as a gateway from Asia and the Pacific Rim to North America. The resulting plan, which opened in the Spring of 1996 results in a terminal which is opened, visually, to the magnificent views of landscape and natural beauty surrounding Vancouver. The interior takes a complicated functional requirement (international and pre-cleared transborder) and forms it into a simple, open arrangement for all terminal users.

Edward (Gary) Blankenship (Continued)

- Canadian northwest themes are interwoven with an array of varied and interesting concessions and amenities to make the passenger experience unique and agreeable.
- Austin Bergstrom International Airport: The replacement airport serving Austin, Texas will feature a new terminal which is not only as simple and convenient to use as the old terminal was, but also represents the central Texas region with grace and style. Mr. Blankenship led the conceptual design of the new terminal from programming through schematic design and continued as a participant through design development. This involved coordinating airline requirements including ticketing and other space allocations.
- John Wayne Airport (Orange County): This 14 gate terminal was conceptually designed by Mr. Blankenship (opened in 1990) from a program litigated between the County of Orange and the City of Newport Beach. In addition to the planning, this effort involved tireless communication and coordination services, between airlines and others to bring parties together in unity. The result is a facility which is popular and convenient with passengers, airlines, and terminal owner/operators alike. Its open, light, easy to understand plan, is coupled with themes and materials indigenous and representative of Orange County and Southern California..
- Phoenix Sky Harbor International Airport: Mr. Blankenship developed the conceptual plan for Terminal 4 and has continued to work with the Aviation Department and its consultants on each subsequent expansion program since 1989, the most recent of which (for Southwest Airlines) was an eight gate expansion completed this year. The terminal plan is modular and flexible so that individual elements may be expanded without impacting airline operations or other terminal functions. Its strong Southwestern theme says "Phoenix" to all who use it.

Susan C. Luzar,
Concession/Retail Design
Unison Consulting Group, Los Angeles, CA

Project Duties: Ms. Luzar will provide retail planning services and assist in the development of regional themes.

Relevant Experience: Susan Luzar is a Vice President of Unison Consulting Group, Inc. and consults to airports around the country in the area of airport retail planning. Ms. Luzar, with the assistance of other Unison staff, will provide retail planning services which will include determining retail space requirements; identifying "local flavor"; developing a preliminary retail mix of food and beverage, retail merchandise, and services; developing retail designs and themes; and projecting sales and revenues. In addition, Ms. Luzar will assist in space planning efforts to ensure proper retail adjacencies and clustering, and maximum visibility and accessibility of retail locations.

Ms. Luzar has provided retail planning services at over seventeen airports nationwide, many of which have major international passenger activity including Phoenix Sky Harbor, Miami International Airport and Austin Bergstrom International Airport. Due to the superior work quality, attention to detail, and responsiveness provided by the Unison project team at the direction of Ms. Luzar, many of the firm's assignments are extensions to existing contracts.

Dennis LaFrance, Interior Design
Architectural Alliance, Minneapolis, MN

Project Duties: Mr. LaFrance will provide integration of interior design elements and materials within the terminal working closely with the Design Architect.

Relevant Experience: Dennis LaFrance is a Principal of Architectural Alliance and has 28 years of experience. He has worked on a wide variety of architectural and planning projects including aviation, retail, recreational, office, medical, educational, and municipal facilities. Although Dennis has considerable experience managing projects, his greatest strength is his design ability. His creative designs have won numerous design awards. Award winning project experience includes: Minneapolis City Center Renovation, Minneapolis, MN; Rosedale Shopping Center Renovation/Expansion, Roseville, MN; and Southdale Shopping Center Renovation/Expansion, Edina, MN.

At Minneapolis/St. Paul International Airport, Dennis has led the design of the new NWA World Club, the International Arrivals Facility, the Southwest Terminal Expansion which has included a retail/concession corridor, and the Ground Transportation Center. He has also been involved in the Overall Concessions Area Development Study of the Lindbergh Terminal at Minneapolis/St. Paul International Airport. Dennis has worked on projects around the country, including projects in Oklahoma, New York, Michigan, California, South Carolina, and Iowa.

Dennis LaFrance's combined experience with airport and retail/mall design will give the design solution excitement, strength, and a sense of humanity. As Principal, he will also insure the proper resources will be brought to the project. Dennis would be present at significant design reviews and presentations.

Robert Banghart, Exhibit Designer
Banghart & Associates, Douglas, AK

Project Duties: Mr. Banghart will design display areas for wildlife, aviation and nature art in association with the Design Architect and Interior Designers.

Relevant Experience: Mr. Banghart has provided exhibit design and construction services to museums, visitor centers, cultural centers, airports and other public spaces in Alaska for over 20 years. He works closely with organizations to achieve interpretive exhibits programs that maintain a strong viability with and connection to the region and peoples it serves as well as acknowledging the seasonal visitor. Selected projects similar to the scope of work are:

- Juneau International Airport Natural History Exhibits, Juneau
- Valdez Airport Historical Exhibits Master Plan, Valdez
- Bureau of Indian Affairs Museum, Federal Building Lobby, Juneau

Dwayne Adams, Landscaping Design
Land Design North, Anchorage, AK

Project Duties: Mr. Adams will provide concepts and design for site landscaping.

Relevant Experience: Dwayne has over 22 years of experience as a landscape architect and project manager. Nineteen of those years in Alaska. Mr. Adams has specialized in large, multi-phased, public facilities in Anchorage throughout his career. He is skilled at creating site design solutions that exude an aura of excellence, creativity, and visual cohesiveness.

The Anchorage Courthouse is a recent project representative of his creative design ability and sensitivity to client needs. Dwayne provided complete planning and design services for the expansion. Services included coordination with a number of municipal agencies and the planning of two plazas, extensive employee parking, and streetscaping for six block faces in downtown Anchorage. Dwayne worked closely with the architect and interior designer in order to provide a close tie between the visual presentation of the exterior and the building interiors.

UAA Aviation Technology Building located at Merrill Field. The UAA Aviation Technology Building project provides specific experience that demonstrates Dwayne's sensitivity to the importance of site design for specialized aviation facilities. Mr. Adams provided site planning for vehicular and pedestrian circulation and developed design drawings for walkways, pedestrian areas, and plantings for a major addition to the Aviation Technology Building.

Dwayne provides both project and contract manager experience for aviation related projects including:

- Anchorage International Airport Storm Water Detention Pond
- Anchorage International Airport Interpretive Panels
- International Airport Road Corridor Landscape Plan
- Merrill Field Public Aviation Facility.

Dwayne's recent experience with ADOT&PF includes:

- Whittier Access Project-Roads & Structures
- Whittier Access Study
- Minnesota Bypass Improvements Project
- International Airport Corridor Landscape Improvements Project
- Kenai Spur Highway Project
- 5th/6th Avenue Improvements Project
- Homer Hill and Marydale Storm Drain Improvements Project in Soldotna.

Garrett Maupin, Architectural Production
McCool Carlson Green, Anchorage, AK

Project Duties: Mr. Maupin will be responsible for production of Architectural Construction Documents for all phases Terminal Buildings. He will also perform the day to day services during construction.

Related Experience: Garrett has worked as a contractor and architect in Alaska for 19 years, the past 4 years at MCG. His primary focus is the coordination and production of MCG's CAD drawings. Most recently he completed the multi-phased $45 million Anchorage Courthouse and followed up as MCG's site representative during construction. His knowledge of construction, organizational skills, and enthusiasm for computer automated production make him well qualified for this position.

Dave Booker, Structural Engineer
Coffman Engineer, Anchorage, AK

Project Duties: As lead structural engineer, Dave Booker will coordinate and actively participate in the structural design of the facilities. He will be the primary point of contact between Coffman Engineers and the other members of the design team. Dave will also be responsible for delegating work to our staff engineers and designers.

Relevant Experience: Dave joined Coffman Engineers in 1986. He is a graduate of Penn State University and is registered as a civil and structural engineer in several states including California, Washington, and Oregon. He has over 15 years of experience designing structures in seismic zone 4 and a subarctic climate.

Dave has been the lead structural engineer for two large projects in Anchorage recently including the 200,000 sf, $45 million State of Alaska Courthouse in Anchorage and a $25 million Dormitory and Dining Facility at the University of Alaska - Anchorage. The Alaska Courthouse project included site specific seismic design criteria resulting in the use of a dual steel frame structural system (eccentric braced frames combined with special moment frames) and a continuous pour concrete mat foundation. The project also included interface with an existing parking garage and a tunnel to the existing courthouse.

Dave also has accomplished structural design on several projects at the Anchorage International Airport. He has worked on the Domestic Terminal Ground Transportation Lobby (with TAMS), International Terminal Baggage Handling Addition, and tenant improvements for JAL. He also has experience with renovation and additions to existing facilities, including several structural code upgrades for snow, wind, and seismic loads for schools with the Anchorage School District..

Pat Cusick, Electrical Engineering and M/E Project Manager
AMC Engineers, Anchorage, AK

Project Duties: Mr. Cusick will provide electrical engineering services, manage AMC's staff security consultants and special communication consultants.

Relevant Experience: Pat Cusick, fifteen years of electrical engineering experience in Alaska includes extensive work at Anchorage International Airport, with 18 different projects for AIA underway or completed in the last three years. Currently, Pat is AMC's Project Manager for the Access Control System Upgrade project at AIA, and Lead Electrical Engineer/Engineer of Record for the AIA Plant Operation Addition and Plant Operations Warehouse. He was Project Manager for the South Terminal Concourse Lighting Review and subsequent South Terminal Lighting Upgrade project. Pat also served as Project Manager for the 1994 South Terminal Power System Survey, a detailed survey of the existing power distribution system in the South Terminal, and the Concourse C Study, a power, lighting and special systems condition survey.

He has also managed a number of large projects for AMC with consistently successful outcomes. Example projects where he served as Project Manager/Electrical Engineer of Record/Lead Electrical Designer include the ASD Prototype Elementary Schools, the Anchorage Courthouse, Ketchikan High, the Kenai and Palmer Courthouses, and Eielson AFB Supply Complex. Ketchikan High School was completed in four phases which overlapped in time and personnel, often with different contractors, while the school remained operational. Pat's extensive experience working at the airport and managing large, complex projects provides him with the knowledge and experience to successfully manage and execute the M/E portion of this project. His experience working with MCG on large complex projects such as the Anchorage Courthouse has proven the teamwork and leadership skills that will be required to successfully complete this demanding project.

Dave Crews, Mechanical Engineering
AMC Engineers, Anchorage, AK

Project Duties: Mr. Crews will provide engineering services for HVAC, plumbing, controls and other mechanical systems.

Relevant Experience: Dave Crews has been with AMC for 13 years and has provided engineering design and consultation services for a variety of large and small projects at AIA. Current involvement includes mechanical design, review and management duties as M/E Project Manager for the Temporary C-Concourse project and AIA Plant Operations Warehouse. Recent projects include a Chilled Water Cooling System Analysis; South Terminal Miscellaneous HVAC Consultation, direct consultation to maintenance staff on specific trouble areas within the airport facility; Boiler Control Consultation, a review and recommendations for the boilers in the new C concourse mechanical room; and the AIA North Terminal Expansion Tank. Dave was M/E Project Manager and Lead Mechanical Designer for the AIA North Terminal Smoking Lounge project.

Dave has also served as Project Manager and Lead Mechanical Engineer on a number of large projects for AMC. Examples include the UAA Dormitories and Dining Hall, Juneau Middle School, U. S. Coast Guard Kodiak Recreation Center, and Shemya Composite Airman Community Center Remodel and Addition. He was Lead Mechanical Engineer for the recently completed ASD Prototype Elementary Schools. Mr. Crews has a wide range of experience in Alaska including responsibility for mechanical study, design and construction document preparation, from inception to completion, of plumbing, heating, ventilation and air conditioning systems. Areas of expertise are specialized control problems, system troubleshooting, and HVAC systems. Dave Crews, has a long track record with AMC and working with McCool Carlson Green, and has successfully completed 19 projects at Anchorage International Airport. He is very familiar with the mechanical systems in the AIA South Terminal as well as in other areas of the airport.

Franklin Sterling, Security Systems
Securacom, San Francisco, CA

Project Duties: Mr. Sterling will perform programming, threat analysis and design of terminal security systems.

Relevant Experience: Mr. Sterling has more than 36 years of professional experience in the design and project management of airport building control systems including: Security, FIDS/BIDS, CATV, energy management, fire life and safety; and maintenance management. He has also been heavily involved in telecommunications design applications, including: Remote CCTV surveillance, intercom, telephone, public address, UHF radio controls, LAN and data communication systems. His design work has included threat and vulnerability studies, preparation of operation requirements, design criteria and schematic designs, construction specifications and drawings as well as construction supervision and claim settlement.

Mr. Sterling is currently serving as chairman of the Airport Consultants' Council security standards subcommittee; and is a member of RTCA Special Committee 183 where he participated in the creation of the new FAR Part 107.14 Access Control System standards, now being reviewed by US airports.

His current and recent projects include:

- Yuma Airport Terminal and Expansion of the Fresno Air Terminal (both of which include MUFIDS, telephone, public address, the building distribution system, CATV and security);
- United Airlines Maintenance Center at the Indianapolis International Airport
- Oakland Emergency Operations Center (which includes dynamic audio/video display systems).
- Washington National Airport he prepared the conceptual design program for monitoring and control systems in the new terminal at the.

Previously with the Bechtel Corporation for 16 years, Mr. Sterling participated in the grass roots design and construction of international airports in Saudi Arabia where he participated in the detailed designs of airport building SCADA systems, security, fire and life safety, energy management, runway lighting and water treatment controls.

Ladislav "Les" Bohush,
Special Communications
Electronic Communications Consultants (ECC) Spokane, WA

Project Duties: Mr. Bohush will perform conceptual and final design of FIDS, BIBS, CUTE, dynamic signs and other specialized communication systems.

Relevant Experience: Mr. Bohush is a principal in the firm with 23 years of engineering experience. He has provided design services for various systems (FIDS, BIDS, EWDS, CUTE, etc.) at more than 20 airports including:

- Los Angeles International Airport, TBIT, Los Angeles, California: Airline Name Display System - system evaluation, design specifications, bid documents, system construction monitoring, and system acceptance assistance.
- Seattle - Tacoma International Airport, Seattle, Washington: Airport signing/graphics standards study - evaluation of existing signage in area of dynamic signage, recommendation for application of dynamic signage and completion of airport signing/graphics standards manual.
- Vancouver International Airport, Vancouver, Canada: Evaluation of technical and operational feasibility for use of Common Use Terminal Equipment, Preparation of the summary report - including recommendation to implement CUTE at the Vancouver International Airport.

Dave Brown,
Baggage Conveying Systems
CNA, Inc., Kirkland, WA

Project Duties: Mr. Brown will do concept design studies, and design for baggage conveying systems.

Relevant Experience: Thirty years of baggage and material handling system design and implementation. This includes extensive baggage handling project management experience. Twenty-two years with Mathews Conveyor designing, manufacturing and installing case handling, carousel, and baggage handling conveyor turnkey systems for transportation, manufacturing, packaging and other businesses.

- Port of Seattle: Project design and management of modifications to existing inbound and outbound baggage systems for each of four separate projects including American / Continental Airlines Relocation, Continental/Eastern Airlines Relocation, Thai International Airlines Baggage Systems Modification.

- Anchorage International Airport,: Design of an inbound baggage claim system as part of an addition to the existing North passenger terminal. Analyzed passenger arrival patterns to develop system that handles up to 400 luggage pieces.

- United Airlines, Los Angeles: Computer controlled inbound and outbound baggage handling system. Provided coordination among airport operations, equipment installation, computer control installation and numerous subcontractors. Developed baggage systems layout for outbound baggage from ticket counter to makeup and inbound from load-belt to claim device.

Daryl Anderson, Elevator/Escalator/Travelator
HKA, Mission Viejo, CA

Project Duties: Mr. Anderson will perform concept Studies, analysis and design of elevator, escalator and moving walks.

Relevant Experience: Since 1972 Mr. Anderson has provided consulting services specializing in people mover systems for medium and high rise commercial office, residential and institutional buildings. Includes traffic analysis, preparation of contract documents, bid analysis and contract administration. Recent projects include:

- Denver International Airport (New) - 60 Elev., 35 Escalators., 2 Moving Walks
- Getty Center Museum of Art, L.A. - 28 Elevators
- Anchorage Courthouse Expansion - 6 Elevators
- San Diego Convention Center Expansion - 9 Elevators

Bill Robertson,
Civil Infrastructure Manager
R & M Consultants, Anchorage, AK

Project Duties: Mr. Robertson will serve as the Civil Manager for the airside and landside civil infrastructure planning and design of this project: aprons, hardstand, fuel hydrants, 400 Hz power supply, pre-conditioned air; roadways, parking areas, drainage, water/wastewater systems, utilities, roadway lighting, signing and striping, pedestrian access and ADA conformance, surveys, geotechnical investigations/evaluations, and general site-Civil design. Mr. Robertson will report directly to the Project Manager and will have principal oversight of R & M Consultants' team members. He will also ensure that all of the personnel and material resources of R & M Consultants, Inc. are dedicated to this project on a priority basis.

Relevant Experience: Mr. Robertson offers proven strong management skills in working with large, multidiscipline architectural-engineering teams. Of special note is his excellent, simultaneous management of R & M Consultants' engineering-design services for the U.S. Navy Fleet Hospital Support Facility on Adak ($19.0 million construction), the U.S. Navy Submarine Testing Facility near Ketchikan ($12.6 million construction), the Alyeska Oil-Spill Response Marine Terminal at Valdez ($16.0 million), and the new Anchorage (Nesbett) Court House ($37.0 Million). His work on many of these projects was performed with McCool Carlson Green Architects.

Mr. Robertson has continually demonstrated that he can mobilize the personnel and material resources of his firm to respond to a large variety of undertakings on either a normal or accelerated schedule. These management skills will be of great value to the AIA Terminal Expansion project and will help ensure its timely completion.

Airport Experience: Mr. Robertson provided project management or principal oversight services on over 15 AIA projects, including the Federal Express Hangar, Federal Express Ramp Improvements, South Terminal Vehicle Ramp Seismic Retrofit, North Terminal Baggage Addition, and the North Terminal Parking Improvements; over 28 DOT&PF rural Airport Master Plans and Location Studies; and major improvement projects for DOT&PF's Nome, Fairbanks, Kotzebue, Kodiak, Unalaska, St. Paul, and Petersburg Airports. He is completely knowledgeable of FAA and DOT&PF design standards, and provides very effective supervision during all phases of the Civil-design process.

Bill Robertson (Continued)

Anchorage Roadways, Storm Drains, and Utilities: Mr. Robertson has been designing urban street and roadway projects within the Anchorage Bowl for over 15 years. He has been responsible for many of DOT&PF's most significant projects of the last decade, including Seward Highway, MP 53-59, Parks Highway, MP 44-72, Port Access Bridge Rehabilitation, E. Northern Lights Boulevard, Glenn Highway/5th & 6th Avenues, Tudor Road, and the Seward Highway Rut Repairs (36th Avenue to DeArmoun Road). He is completely familiar with the criteria established by DOT&PF, AASHTO, and the Anchorage DPW.

Dennis Linnell,
Landside Design Civil Engineer
R & M Consultants, Anchorage, AK

Project Duties: Mr. Linnell will be responsible for designing the landside Civil infrastructure. He will participate directly in the design process as the landside site-Civil discipline lead, supervise design staff, attend all agency, airline, and public meetings; and will report directly to the team Civil Manager.

Relevant Experience: Mr. Linnell has designed both the landside and airside components of DOT&PF airport site-civil projects at the AIA, as well as other locations in Alaska. Over the last five years, Mr. Linnell has been involved in numerous street and roadway designs including 5th & 6th Avenues, Tudor Road, Parks Highway MP 44-72, Commercial Drive/Mt. View Drive, and Port Access Bridge. Of special note is his work with McCool Carlson Green Architects on the AIA North Terminal Baggage Addition and the AIA North Terminal Parking Improvements. The scope of these projects have included storm drains, pavement design, lane addition, ADA conformance and pedestrian amenities, utilities, and traffic control. As a result of this extensive background, Mr. Linnell is completely knowledgeable of the design and construction requirements at the AIA and DOT&PF.

Frank Rast, Airside Design
Civil Engineer
R & M Consultants, Anchorage, AK

Project Duties: Mr. Rast will be responsible for developing the pavement design for the aprons areas. He will be available to participate directly in other areas of the Civil-design process, as may be needed; will attend all agency and airline meetings requiring his presence; and will report directly to the team Civil Manager.

Relevant Experience: Mr. Rast, a Senior Civil Engineer with 17 years of professional experience, is one of the most skilled and knowledgeable site-Civil designers of airport airside facilities practicing in Alaska. Of special note is Mr. Rast's knowledge of cold-region pavement design for Alaskan airport aprons and taxiways structured for commercial aircraft up to and including Boeing 747 airframes. Mr. Rast enjoys a very good rapport and reputation with the AIA's professional staff. His most recent AIA project included the airside and landside civil design for the new Federal Express facility adjacent to the main AIA runway complex. Mr. Rast also managed the design for DOT&PF's extensive reconstruction of the runway, taxiways, and aprons at the Nome, Kotzebue, and Fairbanks Airports. As a result of this experience, Mr. Rast is fully knowledgeable of FAA and DOT&PF standards and criteria, and can ensure development of the optimum Civil and pavement designs for the airside facilities.

Robert Scher,
Geotechnical/Foundation Engineer
R & M Consultants, Anchorage, AK

Project Duties: Mr. Scher will be responsible for developing and overseeing geotechnical investigation, foundation recommendations, and pavement design for the airside facilities. He will report directly to the team Civil Manager, and will be available, as required, for meetings.

Relevant Experience: Over the last five years, Mr. Scher has assisted in developing many geotechnical investigations, foundation recommendations, and pavement designs. He has performed these services for DOT&PF, MOA, and many private developments. Of special note is Mr. Scher's projects with McCool Carlson Green Architects at AIA including the Federal Express Hangar, North Terminal Addition, and the Alaska Airline Hangar. Mr. Scher is completely knowledgeable of DOT&PF, MOA, FAA, and UBC design criteria, and will be a very valuable team member for the proposed project.

Valentine Rader, Traffic Planning
R & M Consultants, Anchorage, AK

Project Duties: Mr. Rader will perform traffic analyses to determine volume, flow, and general safety for this project. He will be especially sensitive to eliminating congestion in the terminal area, and placing an emphasis on pedestrian safety.

Relevant Experience: As the former Anchorage Municipal Traffic Engineer, Mr. Rader is thoroughly familiar with the traffic requirements of the AIA and its feeder street and roadway system. He is also very knowledgeable of DOT&PF's design and vehicle safety standards, and with the coordination procedures which DOT&PF will require for expanding the AIA terminal. Mr. Rader has studied and resolved some of the most difficult traffic flow and safety issues to arise in the Anchorage Bowl. This includes the redesign of the intersection of C Street and O'Malley Road, and the design improvements to Spenard Road from Wisconsin Street to McRae Street. Mr. Rader has worked with DOT&PF to develop measures of cost effectiveness for roadway capacity and general safety enhancements, experience which will be of great value during the proposed project.

Keith Wilschetz,
Terminal Roads/Parking Planner
Landrum and Brown, Los Angeles, CA

Project Duties: As a manager of the terminal area landside planning, Mr. Wilschetz will coordinate all curbside requirements, terminal/parking interrelationships, address modal split requirements, separation of passenger/vehicular flows as a fully integrated element of the terminal plan.

Mr. Wilschetz's eight year career with Landrum and Brown has covered the landside planning for a number of both large and small airports including Chicago-O'Hare, Miami, Los Angeles, Providence, and Norfolk.

Relevant Airport Experience:

Chicago-O'Hare International Airport: As on-going landside consultant for the Chicago Department of Aviation, Mr. Wilschetz provided many landside planning functions at the world's busiest airport including all aspects of the airport's landside system, determining the existing conditions, future facility requirements, and recommending changes to the airport's curbfront, parking, and access systems.

Norfolk International Airport: During the 1994 master plan of this airport, Mr. Wilschetz managed a comprehensive review of the existing landside system, including access roads, curbfront, parking facilities, and rental car areas. He also oversaw the development of landside recommendations for the future access system, resulting in plans to develop a new curbfront area adjacent to the parking garage.

Los Angeles International Airport: Mr. Wilschetz oversees the development of on-airport and off-airport landside plans for the 20 year expansion of Los Angeles International Airport. This master plan will chart the course for expanding this world-class facility well into the next century. As a part of overseeing and integrating the landside analysis and planning, Mr. Wilschetz coordinates with public interest groups to gain public support for airport expansion.

David Lanning, Ramp Structures
HLA, Inc. (formerly Alpha Engineering), Seattle, WA

Project Duties: Mr. Lanning will provide the structural planning and design management for any elevated vehicle or pedestrian access ramps required to accommodate the proposed terminal expansion. He will report directly to the team Civil Manager and will be available to the project on a priority basis.

Relevant Experience: Mr. Lanning recently accomplished a complete DOT&PF seismic retrofit of the existing vehicle and pedestrian access ramps and apron for the main AIA terminal building. He performed an extensive evaluation of the ramp's superstructure and support columns, and designed improvements for strengthening its components to withstand seismic disturbances. He also designed 3 new bridges on the Parks Highway between Wasilla and Houston, the 880-foot Canyon Creek Bridge, and performed a complete seismic retrofit for the C Street bridge over the Port of Anchorage. DOT&PF recognize Mr. Lanning as an expert in designing bridges and overpasses suited to Alaska's seismic and climatic conditions. Mr. Lanning's presence on the team will help ensure safe, practical design solutions for ramp access to the proposed new terminal.

David Shearer, Ramp Design
HLA, Inc. (formerly Alpha Engineering), Seattle, WA

Project Duties: Mr. Shearer will have the same project duties as Mr. Lanning, above, and will assist Mr. Lanning in his assigned design tasks.

Relevant Experience: Mr. Shearer is very familiar with the present AIA terminal and with DOT&PF's design and construction criteria. His most recent AIA project involved developing the structural design for the new tunnel/causeway from the vehicle rental counter to the parking garage. The scope of work included foundation underpinning and shoring of the existing approach ramp pier foundation. A system of needle beams and support piles was devised to support the existing bridge and to allow for the tunnel excavation while keeping the ramp fully operational for traffic. A method was devised which would allow the contractor to work with low overhead clearances in an area congested with utilities. In addition, Mr. Shearer has recently performed four bridge designs for DOT&PF associated with improvements to the Seward and Parks Highways. His presence on the project team will help ensure accurate and seismically durable structural designs for the proposed AIA terminal expansion.

James Pressnall, 400 Hz Power Service
Sparling,, Seattle, WA

Project Duties: Mr. Pressnall will be responsible for all aspects of the 400 Hz fixed ground power service system. As technical manager, Mr. Pressnall will provide a cost-effective design for this specialty system.

Relevant Experience: Mr. Pressnall has over 24 years of experience in electrical design and project management for commercial, industrial, military, educational, retail, and medical facilities. He provides specialized knowledge and expertise in the design and construction of 400 Hz systems. He has designed 400 Hz systems for both aircraft and submarine facilities, including the Naval Air Station Lemoore, California, U.S. Navy Submarine Weapons Facility, Washington, and Boeing Customer Service Training Center Facility, Washington. Mr. Pressnall has been an electrical subconsultant to R&M Consultants, Inc. on several other projects, one of them being the new AIA Fuel Storage Complex, and has proved to be an valuable team member.

Rodney Wedge,
Fuel Hydrant and Piping
Enterprise Engineering, Inc., Anchorage, AK

Project Duties: Mr. Wedge will be responsible for all fuel hydrant and fuel piping supply system work that may be required at the new hardstands. Mr. Wedge will provide design and construction management of the fueling network to ensure a safe and usable system. He will report directly to the team Civil Manager.

Relevant Experience: Mr. Wedge has 21 years of professional engineering and project management experience on petroleum industry projects, specializing in petroleum terminals, distribution pipelines, pipeline repairs, above ground tank evaluation and repair, and airfield hydrant fuel supply systems. Mr. Wedge or his EEI team has worked on airfield hydrant fuel supply systems for Northwest Airlines at AIA, for the Corps of Engineers at Fort Wainwright, and at airfields in Iceland, North Africa, and Guam.

Max Wolfe, Environmental Planning
Landrum and Brown, Blue Ridge, Ohio

Project Duties: Mr. Wolfe will assist AIA in determining environmental requirements during the planning phase. He will detail specific steps necessary to gain environmental approval and assist HDR in implementing the program.

Relevant Experience: A professional planner for three decades, Mr. Wolfe is the leader of Landrum & Brown's Environmental Practice with extensive experience in the preparation of Federal and state EA's and EIS's, as well as Part 150 studies and other environmental plans. He has managed and participated in environmental assessments and noise studies at over 50 airports including Chicago O'Hare, Charlotte, Sea-Tac, Indianapolis, Cincinnati, Phoenix, Los Angeles, Cleveland, Dallas-Fort Worth, and many others.

At Anchorage, Mr. Wolfe led the preparation of the land use component of the airport's original Part 150 Study and coordinated the project's public participation effort. He currently serves on the ACI North American Noise Committee, the AAAE Environmental Committee, and is the Vice Chairman of the Airport Consultants Council Environmental Affairs Committee.

Duane Hippe,
Environmental Engineering
HDR, Alaska, Anchorage, AK

Project Duties: Mr. Hippe a Senior Engineer at HDR, will provide environmental engineering expertise to this project. He will work closely with Max Wolfe of L&B and manage HDR's staff of experts to provide timely and effective service.

Relevant Experience: A 34-year Alaska resident, Duane has managed rural and urban airport projects and prepared more airport master plans (10), airport land-use plans (6), and airport related environmental assessments (6) than any other professional in the state. In addition he has been the principal in charge for the recently completed Whittier Access Project Environmental Impact Statement and 4(f) evaluation. He knows the FAA guidelines thoroughly, including those for airport master plans and environmental assessments as contained in FAA AC 150/5070-6A and 105/5300-13 and as delineated by FAA Order 5050.4A and has worked closely with all the involved agencies and knows the relevant local issues. In addition Duane is vary familiar with Anchorage International Airport having completed the Airports master drainage plan and design of the Postmark Drive storm draining system. A few of Duane's other relevant projects include: project manager for the Kenai Airport Master Plan and Environmental Evaluation for construction of the float plane basin, project manager for the Apalachicola Airport Master Plan.

Scott Wharton, Environmental Construction
HDR, Alaska, Anchorage, AK

Project Duties: Mr. Wharton will provide construction administration assistance on an as-needed basis for this project. He has 8 years of experience in Alaska and has worked as project manager and design engineer for transportation, water, and wastewater projects around the state.

Relevant Experience: Mr. Wharton has worked as project engineer for airport master plans at Toksook Bay, Quinhagak, Clarks Point, and Port Graham, where he conducted site inspection, cost estimating, facility planning, and layout of runway alternatives. Scott has also provided construction management support on a number of other water, wastewater, and landfill projects around Alaska.

Anne Brooks,
Environmental Public Involvement
Brooks & Assocs., Anchorage, AK

Project Duties: Ms. Brooks will coordinate agency reviews and public involvement for HDR's environmental assessment efforts.

Relevant Experience: Ms. Brooks has worked on engineering and construction projects in Alaska since 1974, focusing on transportation-related projects form the planning phase through design. Her specific focus on these projects includes planning, agency coordination, public involvement, and data collection. Her DOT/PF experience includes: the Alaska Public Transportation Plan, the Eagle River Road 3R project, the Northern Lights/Benson Boulevard Pavement Rehabilitation Project, and the South Eagle River Interchange Project.

Charles Riddle, Contaminated Soil
R & M Consultants, Anchorage, AK

Project Duties: Mr. Riddle will be responsible for planning and supervising the Level-I environmental investigation and any soil remediation which may be required at the project site.

Relevant Experience: Mr. Riddle, Chief of R&M Consultants Earth Sciences Department, offers over 19 years of experience performing surface and subsurface investigations in the Anchorage area. Of special note his Department's work at the AIA performing subsurface investigations for a proposed addition to the North (International) Terminal. The work included drilling test holes and conducting laboratory index testing. Mr. Riddle's Department was also responsible for supervising the Level-I and Level-II Environmental Assessments (EA) for the 13-acre site of the new Federal Express Facility. The work included the historical use of the site and vicinity, the present environmental condition of the surface and subsurface areas, and the potential sources of contamination within a one-mile radius of the site. Mr. Riddle has been consistently selected by the U.S. Postal Service to perform contaminated soil investigations and to develop remediation programs for post offices in Anchorage and throughout Alaska. He also perform several investigation and remediation programs for petroleum-contaminated sites owned by the University of Alaska Anchorage. Mr. Riddle is very familiar with EPA and DEC guidelines and standards, and will be a valuable resource to the design team during the proposed project's environmental tasks.

Tony Slatonbarker,
Hazardous Materials
EHS-Alaska, Inc., Eagle River, AK

Project Duties: Mr. Slatonbarker will identify asbestos, PCB's, lead paint and other hazardous materials existing in terminal buildings and specify proper removal.

Relevant Experience: Mr. Slatonbarker has three years experience as a design engineer, specializing in hazards identification and abatement design. He has successfully managed hazardous-material renovation and demolition projects for schools, power plants, housing complexes, public facilities, military complexes, and commercial facilities. Mr. Slatonbarker has directed work exposure monitoring tests, and determined engineering controls to reduce worker exposure to hazardous materials in the construction industry.

Past Projects: Project supervision of hazardous materials survey and removal design for the C Concourse Assessment at the Anchorage International Airport.

Cliff Hitchens, Project Cost Estimator
HMS Inc., Anchorage, AK

Project Duties: Mr. Hitchens will provide cost estimates at all phases of design and cost reviews during construction.

Relevant Experience: With over (30) years in the construction industry, estimating and on-site engineering, Cliff Hitchens has handled diverse projects in management and cost estimating. His project experience has included airports throughout Alaska and other parts of the country, as well as fifteen different projects on the Anchorage International Airport. He has also estimated projects at military bases (Elmendorf, Eielson, Sheyma, Galena and Clear), including hangars, fuel storage/dispensing, maintenance buildings and support facilities.

For the past (17) years, Cliff Hitchens has had the responsibility for operating and supervising employees at HMS Inc. His areas of expertise include life cycle costing analysis, energy conservation analysis, value engineering, as well as cost engineering/estimating, scheduling services, change order assessment and marketing.

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STATE OF ALASKA

DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES

OFFICE OF THE COMMISSIONER

TONY KNOWLES, GOVERNOR

3132 CHANNEL DRIVE
JUNEAU, ALASKA 99801-7898

TEXT: (907) 465-3652
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March 19, 1998

The Honorable John Cowdery
Alaska State Legislature
State Capitol, Room 416
Juneau AK 99801

Dear Representative Cowdery:

The Department has been asked to respond to a number of committee questions regarding the Anchorage International Airport (AIA) redevelopment project. I want to provide you with a summary of key issues.

Contracts Process

Questions have been asked as to the details of the contract packages for the construction of the facility. We have not been definite with our answers as the magnitude and composition of the final contract package will not be finally determined until design has been initiated. However, we have a preliminary listing (enclosed) of the contracts as we now see them. I emphasize that this is subject to change as design progresses. The procedure we will use to develop final packages is to complete a detailed critical path schedule of the entire project. This will allow us to identify long lead time materials and closely examine the potential contract interfaces. We will then balance the need to spread the work versus the risk the state will assume at contract interfaces. As an example, we would not want the start of a major critical path item to be dependent on the completion of a small $200,000 contract for work which is also on the critical path. We would probably add the $200,000 to the major contract to reduce risk of untimely completion. Where there is sufficient project float we will consider smaller contracts to help spread the work. Even though some of the major contracts will be fairly large we will insure that there are sufficient Alaska based contractors capable of bonding and accomplishing the work to provide a competitive environment. If not, we will reduce the scope of the contract dependent on the degree of risk. Many smaller Alaskan contractors will have the opportunity to work on the larger contracts as subcontractors. In this type of construction it is normal for a prime contractor to subcontract a considerable portion of the project. I see this project providing considerable opportunity for many Alaskan contractors both large and small.

On going Activity

In addition to responding to the questions you have raised, over the last 10 days my staff has been providing information to your consultants and making themselves available to answering their questions. Although their review time on your behalf has been short, we hope that they have discussed the project with airlines,

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particularly the 13 affirmative votes. This plan has had months of review by the airlines; they have asked hundreds of questions and the plan before you reflects their business plan needs as well as the needs of the traveling public. As the funders of the project, we believe that the voice of the majority of the passenger carriers must be considered when reviewing this project.

In addition to the Q & A process, DOT&PF has prepared and submitted to FAA a Letter of Intent for federal funding of projects at the Airport. As indicated to the airlines and the Legislature, DOT&PF and AIA are committed to pursuing federal funds to assist in reducing the size of the revenue bond requirements of the project. The LOI review process runs until July of this year when a determinate on eligible projects will be made.

Concurrent with the LOI is the need to meet the NEPA requirements for the project and an Environmental Assessment is being prepared with a schedule goal of completion in June. The NEPA process involves a very active public process and members of the Terminal Planning Team have been actively involving the community in the review of the plan which is before you.

The Planning Process

When AIA and DOT&PF began the planning process in the fall of 1996 there were no preconceived notions as to the scale and shape of this project. A team of highly qualified professionals in aviation planning, program management and design were competitively selected to conduct a needs assessment, prepare a terminal master plan and formulate an implementation plan including cost, schedule and plan of finance. As repeatedly stated by the Chair of the Airlines Affairs Committee who has experience at airports across the U.S., the planning process at AIA has been thorough and professional and the solutions carefully developed. There has been excellent coordination with the airlines every step in the process. To achieve this level of quality the planning team has had to be both flexible and focused and responsive to the thousands of issues that must be considered.

Those who do not support the project may claim that the planning process has been expensive and lacked management oversight. In fact, our planning process represents approximately 1% of the cost of the entire project which is an appropriate investment when considering the level of investment the airlines are prepared to make. The management of DOT&PF on the planning effort has been exceptional with detailed tasking of all consultants efforts and revising scope and schedule to meet the requests of the airlines.

We have assembled an excellent team to plan and implement the project. Dave Eberle, the program manager, has extensive experience developing projects much larger than is being proposed here. He brought the $350 million Bradley Lake Hydroelectric project and the $130 million Northern Intertie project in on time and considerably under budget.

Planning Assumptions

The planning assumptions which are the basis of the plan before you are standard aviation planning requirements for airports. We all recognize the deficiencies which exist at AIA today. The forecast growth into the future is consistent with the airport's past growth and the FAA forecasts of increased air travel by the public into

the future. The space planning assumptions for planning the terminal are based on an average peak hour level of activity in the summer months when the numbers of aircraft on the ground greatly exceed our current capacity and ability to process the public is at its lowest level and close to failing.

These planning assumptions have been carefully prepared, due diligence has been performed by peer review and the airlines have carefully considered options which have been refined to the plan before you. The project is being implemented with a consideration for controlled growth to the year 2005 and future expansion will occur only if the key trigger points of forecast/need are met and approved by the airlines.

Plan of Finance

Concerns over future capacity for funding growth at the airport have been considered by the airlines and DOT&PF. Ongoing CIP projects are calculated into the plan of finance for the terminal project. Even with the increased levels of landing fee necessary to support the bond debt along with terminal rents and concession revenues, AIA is very attractive to airlines as a place to do business.

Future major projects which require additional debt will only be proposed if the level of activity and revenues at the airport can support the projects, if the airlines approve the projects, and the Legislature approves the projects.

Representative Cowdery, thank you for your support of this important airport redevelopment project. It is important that this project proceed as soon as possible to meet the needs of the airlines as well as the public and take advantage of potentially record low interest rates this year, thereby keeping the cost of the project to the airlines and public as low as possible.

Sincerely,

Joseph L. Perkins, P.E.
Commissioner

Enclosure

cc: House Special Committee on International Trade & Tourism

Preliminary Construction Contracting Plan

Contract Bid Package	Est. Value	Award Date
1. Delta Relocation Work	$ 300,000.00	Spring 1998
2. Office/Tenant Relocation	$ 1,500,000.00	Spring 1998
3. Demo Concourse "C" / Phase 1 Utilities	$ 2,500,000.00	Winter 1998/99
4. Site Prep. / Phase 2 Utilities / Bridge Extension	$ 15,000,000.00	Spring 1999
5. Terminal "C" Replacement	$ 60,000,000.00	Fall 1999
6. West Terminal / Core Terminal Renovation	$ 22,000,000.00	Fall 2001
7. East Terminal Renovation	$ 13,000,000.00	Fall 2002
8. Firestation / East Apron	$ 2,000,000.00	Summer 1999
9. Remote Fueling Apron	$ 12,000,000.00	Summer 1999
10. "C" Apron / Gates / RON Apron	$ 13,000,000.00	Summer 2000
11. AIA Access Roads / Post Mark Drive Intersection	$ 11,000,000.00	Summer 2000
12. Parking / Landscaping / 1% Art	$ 4,700,000.00	Summer 2002
Total	$ 157,000,000.00	

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HMS #97047

CONSTRUCTION COST ESTIMATE
PRELIMINARY
EXPANSION TO 2005
SCHEME 5
ANCHORAGE INTERNATIONAL AIRPORT
EXPANSION
ANCHORAGE, ALASKA

COST CONSULTANT

HMS, Inc.
4103 Minnesota Drive
Anchorage, Alaska 99503

(907) 561-1653
(907) 562-0420 FAX

ARCHITECTS

McCool Carlson Green
901 W. 29th Avenue
Anchorage, Alaska 99503

September 29, 1997

NOTES REGARDING THE PREPARATION OF THIS COST ESTIMATE

This estimate has been prepared from concept descriptions, drawings, quantities and input from the architects and engineers and specialists, of the proposed expansion through the year 2005.

Prices are based on current market rates for materials, freight and equipment, also labor costs at current A.S. Title 36 rates. This estimate does not include escalation costs as per architect's instructions.

This is a statement of probable project cost only and actual phased bids and proposals will vary. It is assumed that the project will receive competitive bids, with no restrictive bidding procedures introduced.

Percentages for design, administration and some of the contingencies have been included at the direction of the State of Alaska.

This estimate exclude current on going projects for re-roofing, security upgrades and electrical improvements.

SUMMARY

ENABLING WORKS			
Utility Relocations		931,500	
Cargo Hardstand Replacement		3,588,000	
Modifications for Temporary Relocations		1,549,641	
TOTAL ENABLING WORKS:			6,069,141
'C' TERMINAL REPLACEMENT			
Demolish Existing Concourse 'C'		1,716,786	
'C' Terminal Construction		66,534,665	
Roadway and Parking Improvements *		23,956,526	
Right of Way Acquisition Costs **		5,000,000	
Tour Bag Facility		3,768,870	
Airside Improvements		28,819,368	
TOTAL CONCOURSE 'C' REPLACEMENT			129,796,215
TERMINAL RENOVATION			
West Terminal Renovation		22,577,431.00	
East Terminal Renovation		12,574,295.00	
TOTAL TERMINAL RENOVATION			35,151,726
TOTAL CONSTRUCTION AND RELATED COSTS:			171,017,082
PLANNING, DESIGN AND ADMINISTRATION COST			
(Based on Direct Construction Costs)			
Design Fee	10.00%	14,108,540	
Regulatory, Planning & Permitting	2.00%	2,814,366	
Project Administration	2.00%	2,814,366	
TOTAL PLANNING, DESIGN AND ADMINISTRATION:			19,737,272
PROJECT TOTAL (WITHOUT ESCALATION):			**$ 190,754,354**

SUMMARY

OPTION # 1

Temporary Regional Terminal	202,593
Roadway Improvements *	75,000
Planning, Design and Administration Cost	24,463
TOTAL OPTION #1 (WITHOUT ESCALATION):	**$ 302,056**

* Costs provided by R&M Consultants

** Costs provided by McCool Carlson Green

SCHEME NO. 5
ENABLING WORKS

Utility Relocations

1.	Water system	1	LOT	162500.00	162,500	
2.	Sewer drainage system	1	LOT	162500.00	162,500	
3.	Electrical *	1	LOT	162500.00	162,500	
4.	Communications **	1	LOT	187500.00	187,500	
	SUBTOTAL UTILITY RELOCATIONS:					$ 675,000
•	Estimator's Contingency	10.00%				67,500
•	Change Order Contingency	10.00%				67,500
	SUBTOTAL CONSTRUCTION COSTS:					$ 810,000
	CONSTRUCTION RELATED COSTS					
•	Construction Admin/Management			10.00%	81,000	
•	Other Construction Related Costs			5.00%	40,500	
	SUBTOTAL CONSTRUCTION RELATED COSTS:					121,500
	TOTAL UTILITY RELOCATIONS:					**$ 931,500**

* Note: excludes new loop and substations being carried out under a separate contract.

** Note: excludes new security system planned to be installed within two years

SCHEME NO. 5
ENABLING WORKS

Cargo Hardstand Replacement

1.	Cargo hardstands	2	EA	1300000.00	2,600,000	
	SUBTOTAL CARGO HARDSTAND REPLACEMENT:					$ 2,600,000
•	Estimator's Contingency	10.00%				260,000
•	Change Order Contingency	10.00%				260,000
	SUBTOTAL CONSTRUCTION COSTS:					$ 3,120,000

CONSTRUCTION RELATED COSTS

•	Construction Admin/Management	10.00%	312,000	
•	Other Construction Related Costs	5.00%	156,000	
	SUBTOTAL CONSTRUCTION RELATED COSTS:			468,000
	TOTAL CARGO HARDSTAND REPLACEMENT:			**$ 3,588,000**

SCHEME NO. 5
ENABLING WORKS

Modifications for Temporary Relocations

1.	Tenant Improvement	15,588	SF	56.00	872,928	
2.	Relocate Air Carrier (load bridge - gate/lounge reconfigure)	1	LOT	250000.00	250,000	
	SUBTOTAL MODIFICATIONS FOR TEMPORARY RELOCATIONS:					$ 1,122,928
•	Estimator's Contingency	10.00%				112,293
•	Change Order Contingency	10.00%				112,293
	SUBTOTAL CONSTRUCTION COSTS:					$ 1,347,514
	CONSTRUCTION RELATED COSTS					
•	Construction Admin/Management			10.00%	134,751	
•	Other Construction Related Costs			5.00%	67,376	
	SUBTOTAL CONSTRUCTION RELATED COSTS:					202,127
	TOTAL MODIFICATIONS FOR TEMPORARY RELOCATIONS:					**$ 1,549,641**

SCHEME NO. 5
'C' TERMINAL REPLACEMENT

Demolish Existing Concourse 'C'

1.	Asbestos and other hazardous material abatement	95,958	SF	3.40	326,257	
2.	Demolish building	95,958	SF	5.00	479,790	
3.	Landfill	7,300	TONS	60.00	438,000	
	SUBTOTAL DEMOLISH EXISTING CONCOURSE 'C':					$ 1,244,047
•	Estimator's Contingency	10.00%				124,405
•	Change Order Contingency	10.00%				124,405
	SUBTOTAL CONSTRUCTION COSTS:					$ 1,492,857
	CONSTRUCTION RELATED COSTS					
•	Construction Admin/Management			10.00%	149,286	
•	Other Construction Related Costs			5.00%	74,643	
	SUBTOTAL CONSTRUCTION RELATED COSTS:					223,929
	TOTAL DEMOLISH EXISTING CONCOURSE 'C':					**$ 1,716,786**

SCHEME NO. 5
'C' TERMINAL REPLACEMENT

'C' Terminal Construction

1.	Substructure (lower floor area)	162,875	SF	14.40	2,345,400
2.	Floor structure (upper floor area)	170,799	SF	18.85	3,219,561
3.	Roof structure	171,160	SF	11.15	1,908,434
	a. Seismic joints	1	LOT	100000.00	100,000
4.	Exterior closure	127,891	SF	36.70	4,693,600
5.	Roof system	171,160	SF	10.00	1,711,600
6.	Interior Construction				
	a. Gates	55,794	SF	33.50	1,869,099
	b. Airline space (OPS, Bag Handling, ATO)	73,816	SF	20.00	1,476,320
	c. Retail (shell)	22,330	SF	5.00	111,650
	d. Public areas (Bag Claim, Circulation, Toilets, Lobbies)	127,811	SF	30.00	3,834,330
	e. Airport admin. operations	20,100	SF	30.00	603,000
	f. Building maintenance storage	20,519	SF	12.00	246,228
	g. Mechanical room	10,268	SF	5.00	51,340
7.	Conveying Systems				
	a. Baggage conveyors	7	EA	100000.00	700,000
	b. Ticketing conveyors	600	LF	600.00	360,000
	c. Elevators	3	EA	80000.00	240,000
	d. Escalators	8	EA	160000.00	1,280,000
8.	Mechanical (total new floor area)	323,513	SF	38.00	12,293,494
9.	Electrical and Communications (total new floor area)	323,513	SF	22.00	7,117,286

SCHEME NO. 5
'C' TERMINAL REPLACEMENT

10.	Electronic Signage	1	LOT	1000000.00	1,000,000	
11.	Equipment and Furnishings	323,513	SF	5.00	1,617,565	
	a. Security Screening	3	UNITS	75000.00	225,000	
	SUBTOTAL 'C' TERMINAL CONSTRUCTION:					$ 47,003,907
•	Estimator's Contingency	10.00%				4,700,391
•	Change Order Contingency	10.00%				4,700,391
	SUBTOTAL CONSTRUCTION COSTS:					$ 56,404,689
	CONSTRUCTION RELATED COSTS					
•	Construction Admin/Management			10.00%	5,640,469	
•	Other Construction Related Costs			5.00%	2,820,234	
	SUBTOTAL CONSTRUCTION RELATED COSTS:					8,460,703
	TOTAL 'C' TERMINAL CONSTRUCTION:					**$ 64,865,392**

SCHEME NO. 5
'C' TERMINAL REPLACEMENT

Conner tor to North Terminal

1.	Substructure	6,424	SF	14.40	92,506	
3.	Roof structure	6,424	SF	11.15	71,628	
4.	Exterior closure	10,108	SF	36.70	370,964	
5.	Roof system	6,424	SF	10.00	64,240	
6.	Interior Construction					
	d. Public areas (Circulation)	6,424	SF	30.00	192,720	
8.	Mechanical	6,424	SF	38.00	244,112	
9.	Electrical	6,424	SF	22.00	141,328	
10.	Equipment and Furnishings	6,424	SF	5.00	32,120	
	SUBTOTAL CONNECTOR TO NORTH TERMINAL:					$ 1,209,618
•	Estimator's Contingency	10.00%				120,962
•	Change Order Contingency	10.00%				120,962
	SUBTOTAL CONSTRUCTION COSTS:					$ 1,451,542
	CONSTRUCTION RELATED COSTS					
•	Construction Admin/Management			10.00%	145,154	
•	Other Construction Related Costs			5.00%	72,577	
	SUBTOTAL CONSTRUCTION RELATED COSTS:					217,731
	TOTAL CONNECTOR TO NORTH TERMINAL:					**$ 1,669,273**

SCHEME NO. 5
TOUR BAG FACILITY

	New Construction					
1.	Roof structure	18,000	SF	11.15	200,700	
2.	Exterior closure	4,340	SF	36.70	159,278	
3.	Roof system	18,000	SF	10.00	180,000	
4.	Interior Construction					
	a. Airline space	14,242	SF	Existing		
	b. Public areas	18,000	SF	25.00	450,000	
5.	Conveying Systems					
	a. Elevators	2	EA	80000.00	160,000	
	b. Ticketing conveyors	180	LF	600.00	108,000	
6.	Mechanical	18,000	SF	38.00	684,000	
7.	Electrical	18,000	SF	22.00	396,000	
8.	Equipment and Furnishings	18,000	SF	2.00	36,000	
	SUBTOTAL TOUR BAG FACILITY:					$ 2,373,978
•	Estimator's Contingency	10.00%				237,398
•	Change Order Contingency	10.00%				237,398
	SUBTOTAL CONSTRUCTION COSTS:					$ 2,848,774
	CONSTRUCTION RELATED COSTS					
•	Construction Admin/Management			10.00%	284,877	
•	Other Construction Related Costs			5.00%	142,439	
	SUBTOTAL CONSTRUCTION RELATED COSTS:					427,316
	Roadway Improvements *					100,000
	Planning, Design and Administration Costs					392,780
	TOTAL TOUR BAG FACILITY:					**$ 3,768,870**

SCHEME NO. 5
'C' TERMINAL REPLACEMENT

Airside Improvements

1.	Demolish fire station	1	LOT	300000.00	300,000	
2.	Remove existing paved area	13,400	SY	4.00	53,600	
3.	New apron area	120,000	SF	24.00	2,880,000	
4.	RON hardstands	7	EA	1300000.00	9,100,000	
5.	Concrete aircraft parking paving (250'0" out from building)					
	a. At Concourse A	500	LF	6000.00	3,000,000	
	b. At Concourse C	900	LF	6000.00	5,400,000	
6.	Lighting (from building)	1	LOT	150000.00	150,000	
7.	Refit aircraft loading bridges				By Others	
8.	Fueling systems				By Others	
9.	400 Hz power				By Others	
	SUBTOTAL AIRSIDE IMPROVEMENTS:					$ 20,883,600
•	Estimator's Contingency	10.00%				2,088,360
•	Change Order Contingency	10.00%				2,088,360
	SUBTOTAL CONSTRUCTION COSTS:					$ 25,060,320

SCHEME NO. 5
'C' TERMINAL REPLACEMENT

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	2,506,032	
• Other Construction Related Costs	5.00%	1,253,016	
SUBTOTAL CONSTRUCTION RELATED COSTS:			3,759,048
TOTAL AIRSIDE IMPROVEMENTS:			**$ 28,819,368**

SCHEME NO. 5
WEST TERMINAL RENOVATION

New Construction - West Terminal

1.	Substructure (lower floor area)	15,482	SF	14.40	222,941	
2.	Floor structure (upper floor area)	16,220	SF	18.85	305,747	
3.	Roof structure	16,253	SF	11.15	181,221	
4.	Exterior closure	15,042	SF	36.70	552,041	
5.	Roof system	16,253	SF	10.00	162,530	
6.	Interior Construction					
	a. Gates	5,190	SF	33.50	173,865	
	b. Airline space (OPS, Bag Handling, ATO)	6,867	SF	20.00	137,340	
	c. Retail (shell)	2,077	SF	5.00	10,385	
	d. Public areas (Bag Claim, Circulation, Toilets, Lobbies)	11,889	SF	30.00	356,670	
8.	Mechanical (total new floor area)	30,094	SF	38.00	1,143,572	
9.	Electrical and Communications (total new floor area)	30,094	SF	22.00	662,068	
11.	Equipment and Furnishings	30,094	SF	5.00	150,470	
	SUBTOTAL NEW CONSTRUCTION - WEST TERMINAL:					$ 4,058,850
•	Estimator's Contingency	10.00%				405,885
•	Change Order Contingency	10.00%				405,885
	SUBTOTAL CONSTRUCTION COSTS:					$ 4,870,620

SCHEME NO. 5
WEST TERMINAL RENOVATION

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	487,062	
• Other Construction Related Costs	5.00%	243,531	
SUBTOTAL CONSTRUCTION RELATED COSTS:			730,593
TOTAL NEW CONSTRUCTION - WEST TERMINAL:			**$ 5,601,213**

SCHEME NO. 5
WEST TERMINAL RENOVATION

Remodel Areas - West Terminal

1. Airline Space (Total Area - 45,232 SF) (OPS, Bag Handling, ATO)				
a. Minimal - 50%	15,153	SF	10.80	163,652
b. Modifications - 25%	7,576	SF	23.85	180,688
c. Heavy - 25%	7,576	SF	54.00	409,104
2. Retail (Shell) (Total Area - 31,923 SF)				
a. Minimal - 25%	5,347	SF	6.00	32,082
b. Modifications - 50%	10,694	SF	13.50	144,369
c. Heavy - 25%	5,347	SF	25.00	133,675
3. Gates (Total Area- 1688 SF)				
a. Modifications	1,131	SF	27.00	30,537
4. Public Space (Total Area- 110,424 SF) (Bag Claim, Circulation, Toilets, Lobbies)				
a. Minimal - 25%	18,496	SF	12.25	226,576
b. Modifications - 50%	36,992	SF	27.00	998,784
c. Heavy - 25%	18,496	SF	55.60	1,028,378
5. Mechanical and Electrical upgrades to remodeled areas	126,809	SF	9.00	1,141,281
6. Seismic strengthen existing building (major areas)	80,333	SF	35.00	2,811,655
7. Seismic strengthen existing building (typical areas)	103,649	SF	21.00	2,176,629

SCHEME NO. 5
WEST TERMINAL RENOVATION

Remodel Areas Continued

9.	Fireproof existing building	85,360	SF	10.00	853,600	
10.	Reroof existing building	85,360	SF	12.00	1,024,320	
	SUBTOTAL REMODEL AREAS - WEST TERMINAL:					$ 11,355,330
•	Estimator's Contingency	20.00%				2,271,066
•	Change Order Contingency	10.00%				1,135,533
	SUBTOTAL CONSTRUCTION COSTS:					$ 14,761,929

CONSTRUCTION RELATED COSTS

•	Construction Admin/Management	10.00%	1,476,193	
•	Other Construction Related Costs	5.00%	738,096	
	SUBTOTAL CONSTRUCTION RELATED COSTS:			2,214,289
	TOTAL REMODEL AREAS - WEST TERMINAL:			**$ 16,976,218**

SCHEME NO. 5
EAST TERMINAL RENOVATION

New Construction - East Terminal

1. Substructure (lower floor area)	11,612	SF	14.40	167,213	
2. Floor structure (upper floor area)	12,165	SF	18.85	229,310	
3. Roof structure	12,190	SF	11.15	135,919	
4. Exterior closure	11,532	SF	36.70	423,224	
5. Roof system	12,190	SF	10.00	121,900	
6. Interior Construction					
a. Gates	3,893	SF	33.50	130,416	
b. Airline space (OPS, Bag Handling, ATO)	5,150	SF	20.00	103,000	
c. Retail (shell)	1,558	SF	5.00	7,790	
d. Public areas (Bag Claim, Circulation, Toilets, Lobbies)	8,917	SF	30.00	267,510	
8. Mechanical (total new floor area)	22,571	SF	38.00	857,698	
9. Electrical and Communications (total new floor area)	22,571	SF	22.00	496,562	
11. Equipment and Furnishings	22,571	SF	5.00	112,855	
SUBTOTAL NEW CONSTRUCTION - EAST TERMINAL:					$ 3,053,397
• Estimator's Contingency	10.00%				305,340
• Change Order Contingency	10.00%				305,340
SUBTOTAL CONSTRUCTION COSTS:					$ 3,664,077

SCHEME NO. 5
EAST TERMINAL RENOVATION

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	366,408	
• Other Construction Related Costs	5.00%	183,204	
SUBTOTAL CONSTRUCTION RELATED COSTS:			549,612
TOTAL NEW CONSTRUCTION - EAST TERMINAL:			**$ 4,213,689**

SCHEME NO. 5
EAST TERMINAL RENOVATION

Remodel Areas - East Terminal

1. Airline Space (Total Area - 45,232 SF) (OPS, Bag Handling, ATO)				
a. Minimal - 50%	7,463	SF	10.80	80,600
b. Modifications - 25%	3,732	SF	23.85	89,008
c. Heavy - 25%	3,732	SF	54.00	201,528
2. Retail (Shell) (Total Area - 31,923 SF)				
a. Minimal - 25%	2,634	SF	6.00	15,804
b. Modifications - 50%	5,267	SF	13.50	71,105
c. Heavy - 25%	2,634	SF	25.00	65,850
3. Gates (Total Area- 1688 SF)				
a. Modifications	557	SF	27.00	15,039
4. Public Space (Total Area- 110,424 SF) (Bag Claim, Circulation, Toilets, Lobbies)				
a. Minimal - 25%	9,110	SF	12.25	111,598
b. Modifications - 50%	18,220	SF	27.00	491,940
c. Heavy - 25%	9,110	SF	55.60	506,516
5. Mechanical and Electrical upgrades to remodeled areas	62,458	SF	9.00	562,122
6. Seismic strengthen existing building (major areas)	39,567	SF	35.00	1,384,845
7. Seismic strengthen existing building (typical areas)	51,051	SF	21.00	1,072,071

SCHEME NO. 5
EAST TERMINAL RENOVATION

Remodel Areas Continued

9.	Fireproof existing building	42,016	SF	10.00	420,160	
10.	Reroof existing building	42,016	SF	12.00	504,192	
	SUBTOTAL REMODEL AREAS - EAST TERMINAL:					$ 5,592,378
•	Estimator's Contingency	20.00%				1,118,476
•	Change Order Contingency	10.00%				559,238
	SUBTOTAL CONSTRUCTION COSTS:					$ 7,270,092

CONSTRUCTION RELATED COSTS

•	Construction Admin/Management	10.00%	727,009	
•	Other Construction Related Costs	5.00%	363,505	
	SUBTOTAL CONSTRUCTION RELATED COSTS:			1,090,514
	TOTAL REMODEL AREAS - EAST TERMINAL:			**$ 8,360,606**

SCHEME NO. 5 OPTION #1
TEMPORARY REGIONAL TERMINAL

New Construction

1.	Substructure	600	SF	14.40	8,640	
2.	Floor structure	600	SF	18.85	11,310	
3.	Roof structure	600	SF	11.15	6,690	
4.	Exterior closure	980	SF	36.70	35,966	
5.	Roof system	600	SF	10.00	6,000	
6.	Interior Construction					
	a. Departure lounges	10,251	SF	Existing		
	b. Airline space	6,600	SF	Existing		
	c. Public areas (New Entry)	600	SF	20.00	12,000	
7.	Conveying Systems					
	a. Baggage slide	1	EA	5000.00	5,000	
	b. Ticketing conveyors	40	LF	600.00	24,000	
8.	Mechanical	600	SF	38.00	22,800	
9.	Electrical	600	SF	22.00	13,200	
10.	Equipment and Furnishings	600	SF	2.00	1,200	
	SUBTOTAL TEMPORARY REGIONAL TERMINAL:					$ 146,806
•	Estimator's Contingency	10.00%				14,681
•	Change Order Contingency	10.00%				14,681
	SUBTOTAL CONSTRUCTION COSTS:					$ 176,168

SCHEME NO. 5 OPTION #1
TEMPORARY REGIONAL TERMINAL

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	17,617	
• Other Construction Related Costs	5.00%	8,808	
SUBTOTAL CONSTRUCTION RELATED COSTS:			26,425
TOTAL TEMPORARY REGIONAL TERMINAL:			**$ 202,593**

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ANCHORAGE INTERNATIONAL AIRPORT
FOR FISCAL YEAR ENDED JUNE 30, 1997

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AIRLINE	LANDING FEES	TOT. REVENUE BEFORE FUEL FEES	% REVENUE	ENPLANED PAX	% ENP PAX	ESTIMATE OF FUEL FEE PD TO SUPPLIER (Estimate based % total CMGTW)
SIGNATORY						
ALASKA AIRLINES, INC.	$1,545,630	$3,788,267	15.53%	1,009,412	47.24%	$1,252,686
KOREAN AIR LINES	$1,985,860	$2,457,503	10.07%	9,124	0.43%	$1,609,478
FEDERAL EXPRESS	$1,584,354	$2,325,909	9.53%	0	0.00%	$1,284,070
NORTHWEST AIRLINES, I	$1,186,248	$1,673,078	6.86%	133,473	6.25%	$961,417
JAPAN AIR LINES CO.,	$1,118,688	$1,476,079	6.05%	0	0.00%	$906,662
CHINA AIRLINES	$1,012,997	$1,299,209	5.32%	3,330	0.16%	$821,003
ASIANA AIRLINES	$837,381	$1,082,992	4.44%	17	0.00%	$678,672
UNITED PARCEL SERVICE	$976,453	$1,055,840	4.33%	1,932	0.09%	$791,385
NIPPON CARGO AIRLINES	$837,568	$950,606	3.90%	7	0.00%	$678,823
DELTA AIR LINES	$394,835	$936,919	3.84%	234,078	10.95%	$320,002
CATHAY PACIFIC AIRWAY	$573,206	$924,403	3.79%	0	0.00%	$464,566
UNITED AIRLINES	$203,653	$866,231	3.55%	106,596	4.99%	$165,055
EVA AIRWAYS CORPORATI	$557,088	$863,750	3.54%	29	0.00%	$451,503
POLAR AIR	$339,869	$461,463	1.89%	0	0.00%	$275,392
ERA AVIATION, INC.	$251,036	$421,018	1.73%	189,779	8.88%	$203,458
REEVE ALEUTIAN AIRWAY	$160,975	$357,344	1.46%	36,993	1.73%	$130,466
RENO AIR, INC.	$135,914	$324,694	1.33%	81,216	3.80%	$110,155
EVERGREEN INTERNATION	$188,970	$195,130	0.80%	0	0.00%	$153,155
NORTHERN AIR CARGO	$180,810	$193,292	0.79%	0	0.00%	$146,541
PENINSULA AIRWAYS, IN	$63,107	$131,016	0.54%	48,372	2.26%	$51,147
AMERICA WEST AIRLINES	$80,530	$112,515	0.46%	59,077	2.76%	$65,267
LYNDEN AIR CARGO	$79,016	$79,016	0.32%	0	0.00%	$64,040
AIR HONG KONG	$73,964	$76,758	0.31%	0	0.00%	$59,946
	$14,366,152	$22,053,032	90.38%	1,913,435	89.55%	$11,644,888
NON SIGNATORIES						
AIR CHINA	$226,161	$355,024	1.46%	185	0.01%	$183,297
SINGAPORE AIRLINES	$309,981	$316,023	1.30%	0	0.00%	$251,230
AEROFLOT	$65,495	$272,561	1.12%	2,108	0.10%	$53,083
WORLD AIRWAYS	$159,945	$228,062	0.93%	5,913	0.28%	$129,631
UNDER $1000 LANDING FEES	$119,666	$218,368	0.89%	21,069	0.99%	$96,868
AMERICAN INTERNATIONA	$113,887	$123,937	0.51%	0	0.00%	$92,321
AMERICAN TRANS AIR	$34,463	$101,821	0.42%	127	0.01%	$27,931
SOUTHCENTRAL AIR, INC	$43,700	$93,458	0.38%	20,906	0.98%	$35,961
CONTINENTAL AIRLINES	$38,732	$92,544	0.38%	35,405	1.66%	$31,391
ATLAS AIR	$59,279	$88,043	0.36%	0	0.00%	$48,044
YUTE AIR ALASKA, INC.	$26,696	$83,743	0.34%	11,406	0.53%	$21,637
ARCO ALASKA, INC.	$53,462	$60,212	0.25%	51,956	2.43%	$43,330
BP EXPLORATION	$51,099	$55,099	0.23%	51,029	2.39%	$41,415
AIR CARGO EXPRESS	$29,330	$42,331	0.17%	0	0.00%	$23,771
GEMINI AIR CARGO	$32,832	$36,357	0.15%	0	0.00%	$26,610
ALASKA CENTRAL EXPRES	$34,159	$36,140	0.15%	0	0.00%	$27,661
HAWAIIAN AIRLINES	$24,948	$34,658	0.14%	18,958	0.89%	$20,220
SOUTHERN AIR TRANSPOR	$30,315	$30,579	0.13%	542	0.03%	$24,570
F.S. AIR SERVICE	$16,071	$26,782	0.11%	3,744	0.18%	$13,026
TOWER AIR	$13,899	$22,405	0.09%	0	0.00%	$11,265
ABX AIR, INC.	$17,803	$17,813	0.07%	0	0.00%	$14,429
EMPIRE AIRLINES (ID)	$11,169	$11,209	0.05%	0	0.00%	$9,053
	$1,513,092	$2,347,169	9.62%	223,348	10.45%	$1,226,762
	$15,881,244	$24,400,201	100.00%	2,136,783	100.00%	$12,871,650

.02 gal

.023 gal.

FAIRBANKS INTERNATIONAL AIRPORT
FOR FISCAL YEAR ENDED JUNE 30, 1997

AIRLINE	LANDING FEES	TOT. REVENUE BEFORE FUEL FEES	% REVENUE	ENPLANED PAX	% ENP PAX	ESTIMATE OF FUEL FEE PD TO SUPPLIER (Estimate based % total CMGTW)
SIGNATORY						
ALASKA AIRLINES, INC.	$398,706	$1,197,207	38.76%	266,330	64.91%	$237,787
LUFTHANSA GERMAN AIRLI	$313,331	$406,682	13.17%	0	0.00%	$186,870
DELTA AIR LINES	$102,251	$361,664	11.71%	47,950	11.69%	$60,982
AIR FRANCE	$218,120	$251,167	8.13%	216	0.05%	$130,086
CARGOLUX AIRLINES INTE	$91,262	$94,540	3.06%	0	0.00%	$54,429
ALASKA INDUSTRIAL DEVE	$0	$73,237	2.37%	0	0.00%	$0
NORTHERN AIR CARGO, IN	$26,300	$26,520	0.86%	0	0.00%	$15,685
AIR NORTH CANADA	$2,344	$5,891	0.19%	907	0.22%	$1,400
EVERGREEN INTERNATIONA	$525	$547	0.02%	0	0.00%	$313
	$1,152,839	$2,417,455	78.26%	315,403	76.88%	$687,553
NON SIGNATORIES						
RENO AIR, INC.	$48,588	$255,763	8.28%	25,269	6.16%	$28,978
NORTHWEST AIRLINES, IN	$16,543	$76,572	2.48%	12,052	2.94%	$9,866
EVERTS AIR FUEL, INC.	$25,424	$48,413	1.57%	0	0.00%	$15,163
UNDER $5000 LANDING FEES	$31,616	$47,366	1.53%	3,743	0.91%	$23,646
FRONTIER FLYING SERVIC	$32,216	$40,857	1.32%	17,188	4.19%	$19,214
ERA AVIATION, INC.	$8,758	$35,938	1.16%	7,767	1.89%	$5,223
AIR CARGO EXPRESS	$34,440	$35,117	1.14%	0	0.00%	$20,540
BOEING COMPANY	$23,593	$23,633	0.77%	0	0.00%	$14,071
WARBELOW'S AIR VENTURE	$20,908	$20,996	0.68%	12,021	2.93%	$12,632
BROOKS FUEL	$19,180	$19,180	0.62%	0	0.00%	$11,440
B.P. EXPLORATION (ALAS	$18,637	$18,637	0.60%	3,816	0.93%	$11,115
WRIGHT AIR SERVICE, IN	$10,377	$15,602	0.51%	5,949	1.45%	$7,703
SOUTHERN AIR TRANSPORT	$8,029	$9,517	0.31%	0	0.00%	$4,788
ARCO AVIATION	$9,362	$9,362	0.30%	1,026	0.25%	$5,584
EMPIRE AIRLINES	$8,076	$8,076	0.26%	0	0.00%	$4,817
LARRY'S FLYING SERVICE	$6,227	$6,425	0.21%	6,046	1.47%	$3,714
	$321,974	$671,454	21.74%	94,877	23.12%	$198,496
	$1,474,813	$3,088,909	100.00%	410,280	100.00%	$886,049

Name of Airport: Anchorage International Airport
Fiscal Year Ended: June 30, 1997
FORM: OFS97
LC:

Please complete this form in order to assist the public in undertanding airport services and the use of airport generated revenue

Operating Financial Summary

Operating Revenue	Acct	Amount $
Airline and other aeronautical revenue		
1. Landing Fees		$ 15,881,245
2. Terminal/international arrival area rental or other charge		$ 7,604,600
3. Apron charges/tiedowns		$ 568,265
4. Fuel flowage fees		$ 12,871,649
5. Utilities		
6. Field Based Operator revenue-contract or sponsor operated		
7. Cargo and hangar rentals		
8. Securities reimbursement		
9. Misc. (should not exceed 5% of total aeronautical)		
10. Rent/Land rental-aviation use		$ 1,418,976
Total Aeronautical Revenue		$ 38,344,735
Non aeronautical		
1. Rent/Land rental		$ 557,824
2. Concessions		$ 4,407,829
3. Parking		$ 3,638,148
4. Rental Cars		$ 2,931,067
5. In flight catering		
6. Interest Income		$ 5,070,949
7. Royalities from natural resource sales		
8. Misc. (should not exceed 5% of total aeronautical)		$ 244,082
9. (Add other categories if applicable)		
Total Non-Aeronautical Revenue		$ 16,849,899
Total Operating Revenue		$ 55,194,634
Non-Operating Revenue & Other Receipts		
Bond Proceeds		
Proceeds from sale of property not subject to Federal obligations		$ 4,640
Proceeds from sale of property subject to SPA/grant obligations		
Grant payments		$ 8,866,696
Passenger Facility Charges		
Other (Identify)		
Total Non-Operating Revenue/other receipts		$ 8,871,336
TOTAL REVENUE and OTHER RECEIPTS		$ 64,065,970

Operating Expenses	Amount $
1. Personnel Compensation & Benefits	$ 18,625,863
2. Communications & Utilities	$ 2,243,129
3. Supplies, Materials, Repairs, Maintenance	$ 2,861,581
4. Services (1)	$ 4,169,770
5. Insurance & Claims	$ 588,290
6. Government in lieu, permit, impact fees, etc.	
7. Misc. (should not exceed 5% of expenses)	$ 49,262
8. (Add other categories if applicable)	
Total Operating Expenditures	$ 28,537,895
Debt Service Payments Net of Capitalized Interest	$ 5,519,450
Transfer to Reserves	
1.	
2.	
Total Reserve Transfers	$ -
Non-Operating Capital Expenditures	
1. Capital costs expensed on financial stmts.	$ 2,581,876
2. Capitla costs capitalized on financial stmts.	$ 17,417,043
Total Capital Expenditures	$ 19,998,919
Other Expenditures	
1.	
2.	
Total Expenditures	$ -
Total Non-Operating Expenditures	$ 25,518,369
Total Expenditures	$ 54,056,264
REVENUE SURPLUS (LOSS)	$ 10,009,706
Guidance used for accounting (check one or more)	
GAAP Accrual with certain adjustments required by this form	
(1) Services include fees for other governmental services not included in other categories.	

In Compliance with section 47107(a)(19) of Title 49 United States Code and section 111(b) of the FAA Authorization Act of 1994.
I certify that the information on this form is true and accurate to the best of my knowledge and belief.

Authorized Representative: **Date:**

Title: **Administrative Services Director, Comptroller**

Name of Airport:-Fairbanks International Airport

Fiscal Year Ended: June 30, 1997

FORM: OFS97

LC:

Please complete this form in order to assist the public in undertanding airport services and the use of airport generated revenue

Operating Financial Summary

Operating Revenue	Acct	Amount $
Airline and other aeronautical revenue		
1. Landing Fees		$ 1,474,813
2. Terminal/international arrival area rental or other charge		$ 1,660,412
3. Apron charges/tiedowns		$ 155,868
4. Fuel flowage fees		$ 886,049
5. Utilities		
6. Field Based Operator revenue-contract or sponsor operated		
7. Cargo and hangar rentals		
8. Securities reimbursement		
9. Misc. (should not exceed 5% of total aeronautical)		
10. Rent/Land rental-aviation use		$ 335,081
Total Aeronautical Revenue		$ 4,512,223
Non aeronautical		
1. Rent/Land rental		$ 46,910
2. Concessions		$ 209,590
3. Parking		$ 359,183
4. Rental Cars		$ 511,669
5. In flight catering		
6. Interest Income		$ 5,045
7. Royalities from natural resource sales		
8. Misc. (should not exceed 5% of total aeronautical)		$ 31,051
9. (Add other categories if applicable)		
Total Non-Aeronautical Revenue		$ 1,163,448
Total Operating Revenue		$ 5,675,671
Non-Operating Revenue & Other Receipts		
Bond Proceeds		
Proceeds from sale of property not subject to Federal obligations		
Proceeds from sale of property subject to SPA/grant obligations		
Grant payments		$ 5,793,672
Passenger Facility Charges		
Other (Identify)		
Total Non-Operating Revenue/other receipts		$ 5,793,672
TOTAL REVENUE and OTHER RECEIPTS		$ 11,469,343

Operating Expenses	Amount $
1. Personnel Compensation & Benefits	$ 6,632,628
2. Communications & Utilities	$ 730,025
3. Supplies, Materials, Repairs, Maintenance	$ 989,702
4. Services (1)	$ 658,280
5. Insurance & Claims	$ 123,645
6. Government in lieu, permit, impact fees, etc.	
7. Misc. (should not exceed 5% of expenses)	$ 39,094
8. (Add other categories if applicable)	
Total Operating Expenditures	$ 9,173,374
Debt Service Payments Net of Capitalized Interest	$ 264,061
Transfer to Reserves	
1.	
2.	
Total Reserve Transfers	$ -
Non-Operating Capital Expenditures	
1. Capital costs expensed on financial stmts.	$ 217,217
2. Capitla costs capitalized on financial stmts.	$ 6,964,682
Total Capital Expenditures	$ 7,181,899
Other Expenditures	
1.	
2.	
Total Expenditures	$ -
Total Non-Operating Expenditures	$ 7,445,960
Total Expenditures	$ 16,619,334
REVENUE SURPLUS (LOSS)	$ (5,149,991)
Guidance used for accounting (check one or more)	
GAAP Accrual with certain adjustments required by this form	
(1) Services include fees for other governmental services not included in other categories.	

In Compliance with section 47107(a)(19) of Title 49 United States Code and section 111(b) of the FAA Authorization Act of 1994.

I certify that the information on this form is true and accurate to the best of my knowledge and belief.

Authorized Representative: **Date:**

Title: **Administrative Services Director, Comptroller**