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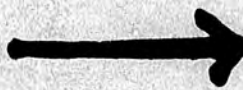
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I. Bill / Sponosr / Fiscal / Statutes

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- B. Sponsor Statement *
- C. Committee Chairman Statements
- D. Fiscal Note *
- E. DOT/PF Amendments not presented
- F. Statutes - AS 37.15.410 - AS 37.15.550 "International Airports Revenue Bonds"

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- 
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 - B. DOT/PF Answers from 2/24, 2/25 *
 - C. DOT/PF answers from 3/5 *
 - D. Hudson AIPF (George King) Financial Consultant Portfolio
 - E. Consultant Biographies
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* Included in all ITT committee member packets

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

C

I


**Anchorage
International
Airport**

State of Alaska DOT & PF
P.O. Box 198900
Anchorage, Alaska
USA 99519-8900
(907) 266-2525
FAX (907) 243-0863

Post-It™ brand fax transmittal memo 7671		# of pages > 5
To <i>Mort Plumb</i>	From <i>Tom Midland</i>	
Co.	Co.	
Dept.	Phone # <i>266-2544</i>	
Fax # <i>465-2389</i>	Fax #	

Cliff Argue
Chairman, Airline Airport Affairs Committee
Alaska Airlines Properties and Facilities
P.O. Box 68900
Seattle, WA 98168

Dear Mr. Argue:

The Airline Airport Affairs Committee requested Anchorage International Airport review the Six Year CIP for major projects that might be added in the next update in 1998. In response to other requests, we are also listing some projects that are anticipated beyond the Six Year CIP timeframe. The following is our initial review of the Six Year CIP. Cost estimates are generally rough planning level estimates, not the result of engineering studies. As always, we will be preparing a more comprehensive review, in accordance with the Operating Agreement, in 1998.

Major projects being considered in the Airfield/Air Cargo Master Plan that could be added to the Six Year CIP, if tenant development requires them and a positive benefit/cost is shown:

- Taxiway Access to North Airpark Between International Terminal and Federal Express - \$10 million (roughly \$1.4 million per 1000 feet of taxiway)
- Taxiway Access to West Airpark - roughly \$1.4 million per 1000 feet of taxiway with length dependent on tenant development requirements
- Additional Cargo Fueling Aprons - \$1.5 million to \$2.0 million per hardstand

Major projects likely to be outside the Six Year CIP timeframe, but could be initiated in the 7 - 20 year timeframe, based on programatic (demand) requirements:

- Domestic Terminal Parking Garage Expansion - existing parking garage cost \$37 million in 1992, including financing costs
- New Midfield Domestic Concourse - \$100 million

A project that could be required to address the needs of a 15 year old terminal that has had minimal repairs/renovations since it was constructed:

- North Terminal Renovations - not studied or estimated

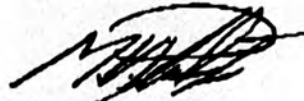
The DOT&PF is considering future FHWA funding scenarios that could provide FHWA funding for some or all of the following projects as well as other road projects currently in the Six Year CIP.

- International Airport Road/Postmark Drive Interchange
- West Airpark Road/Tug Road Access
- North Airpark Access Road (east of Postmark Drive)

Infrastructure requirements for AIRIS & Lynx/MAPCO. The airport is finalizing lease negotiations with AIRIS and has executed a lease with Lynx/MAPCO. In both cases, these developers are required to provide all basic infrastructure to begin operations, with the exception of the already approved tug road expansion to the North Airpark.

If you have any questions about these projections, please let me know.

Sincerely,



Morton V. Plumb
Director

cc: Airline Airport Affairs Committee

**ANCHORAGE/FAIRBANKS
AIRLINES AIRPORT AFFAIRS COMMITTEE
P. O. Box 68900
Seattle, WA 98168**

October 16, 1997

To: ANC/FAI AAAC Signatory Airlines

Subject: ANC Terminal Expansion Ballot

Ladies and Gentlemen:

Enclosed is a ballot to record your company's position on the request by Anchorage International Airport to include the proposed Domestic Terminal Expansion in the FY 1999 Capital Improvement Program. This project was discussed in detail at our October 15, 1997 AAAC meeting in Anchorage and in various previous meetings of the Airline Technical Committee, Executive Committee, and AAAC. In addition, a number of reports relating to the technical and financial aspects of the project have been distributed to all Signatory Airlines.

This is a large and complex project with significant impact on the airport and its users. I urge that you study the materials you have been provided very carefully. If you have questions or concerns, please contact ANC Airport Director Mort Plumb or the airport's Project Manager Donn Kettner.

As noted on the ballot, all responses are due to me no later than Noon, PST, Monday, November 17, 1997. I will then provide the airport with a consolidated response on behalf of the Signatory Airlines. In accordance with the Operating Agreement, failure to respond is considered approval.

Also enclosed are a written summary of Mr. Plumb's forecast of possible future additional capital projects for ANC Airport and a report on the airports plan for complying with the Year 2000 computer date issue.

Thank you for your attention to this important matter. If you have any questions, please contact me. Thanks.

Sincerely,



Clifford T. Argue
Chairman, ANC/FAI AAAC

BALLOT**ALASKA INTERNATIONAL AIRPORT SYSTEM
FY99-2004 AIRLINE CAPITAL IMPROVEMENT REQUEST**

In accordance with Article 4, Section 4.02 A&B Anchorage and Fairbanks International Airports Airline Operating Agreement and Terminal Building leases dated November, 1990 and extended in June, 1995, the Signatory Airline identified below approves or disapproves the Capital Improvement listed below as indicated. The Signatory Airline's vote takes into consideration, among other things, the Terminal Concept Package Report #8 dated 10/1/97, Plan of Finance (Volume I & II) dated 10/2/97, and previous reports, the discussions at the October 15, 1997 Airlines Airport Affairs Committee meeting in Anchorage and preceding Airline Executive Committee and Technical Committee meetings.

FY 99					FUNDING X \$1,000	
AIRPORT	PROJECT	AIP	IARF	TOTAL	APPROVE	DISAPPROVE
ANC	TERMINAL EXPANSION 2005		191,000*	191,000*		

* Project costs identified in 1997 dollars. Approval authorizes AIAS to issue up to \$235 million in airport revenue bonds, which includes escalation and financing costs. AIAS pledges to use its best efforts to obtain alternate sources of funding/financing to reduce airline cost exposure.

SIGNATORY AIRLINE NAME _____

SIGNATURE OF AUTHORIZED REPRESENTATIVE _____

DATE _____ TITLE _____

Cliff Argue has agreed to serve as designated representative and collect and tally votes and provide the requisite written certification within the required time. He requests Ballots sent to him arrive by 12:00 noon, PST, November 17, 1997 at Alaska Airlines, P.O. Box 68900, Seattle WA 98168, FAX (206)431-7031 or TTY SEAPZAS.

FY 1999 CAPITAL PROJECT REQUEST**PROJECT TITLE:** ANC: Terminal Expansion 2005**FUNDING:****FEDERAL AIP:****IARF: \$191,000,000*****TOTAL: \$191,000,000***

* Project costs identified in 1997 dollars. Approval authorizes AIAS to issue up to \$235 million in airport revenue bonds, which includes escalation and financing costs.

PROJECT DESCRIPTION:

Design, construct and equip a renovation and expansion of the South (Domestic) Terminal, including airside and landside improvements. Project includes improvements to terminal roads and parking, extension of upper level enplaning curbside bridge and curbside roads, replacement of Concourse C, renovation and expansion of existing terminal space, tour group processing, and improvements to airside facilities. Project includes all facilities necessary to implement and phase construction.

PROJECT JUSTIFICATION:

In September of 1996, AIA initiated a planning process to develop the AIA Terminal Master Plan concept for the planning horizon year 2015, supported by a carefully developed needs assessment and phased implementation program.

Based on a series of workshops, meetings and direct input, a preferred Terminal Master Plan concept has been identified for the year 2005 which maintains maximum flexibility for Terminal development beyond 2005 to the year 2015.

The requested plan provides facilities which meets anticipated demand for the target year 2005. The South Terminal is substantially deficient even for today's passenger population. These deficiencies are as follows;

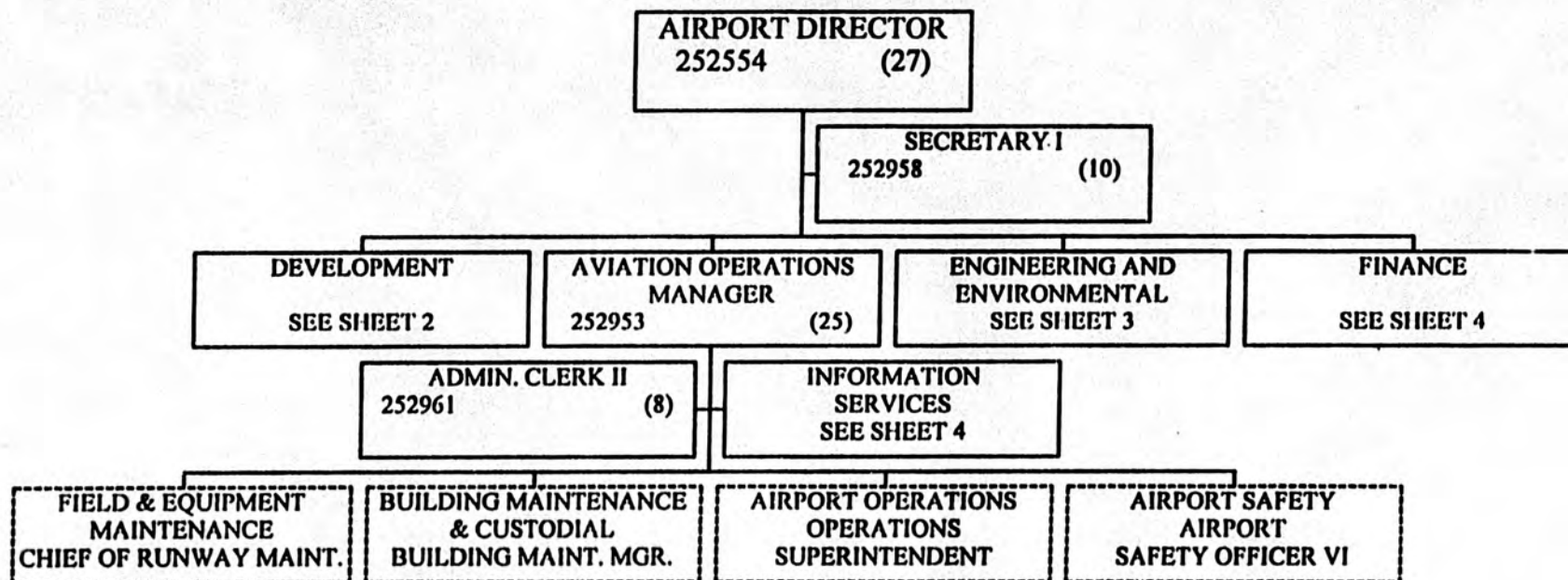
Baggage Claim Area = 43% of the space needed today

Ticket Lobby Area = 40% of the space needed today

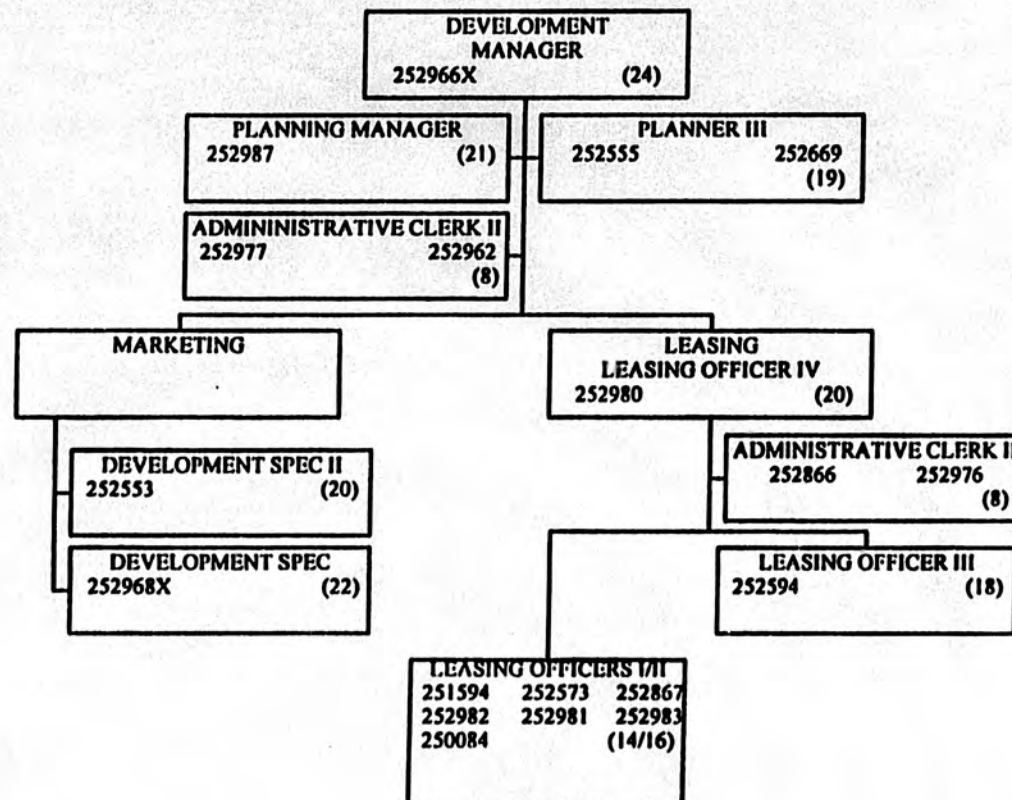
Overall Terminal Area (without Concourse C) = 75% of the space needed today.

J

ANCHORAGE INTERNATIONAL AIRPORT ADMINISTRATION FY 99

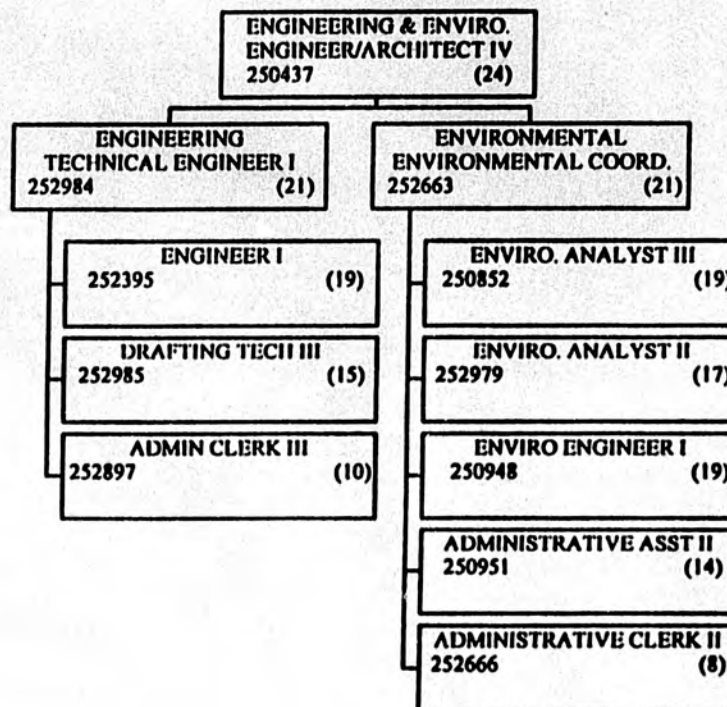


ANCHORAGE INTERNATIONAL AIRPORT ADMINISTRATION FY99



111143

**ANCHORAGE INTERNATIONAL AIRPORT
ADMINISTRATION
FY99**



111144

HB 432



Anchorage
International
Airport

AIRPORT STATISTICS OVERVIEW

REPORTED ACTIVITY

PASSENGERS					
	FY92	FY93	FY94	FY95	FY96
Enplaned	1,860,525	1,836,895	1,916,602	2,039,839	2,050,660
Deplaned	1,845,758	1,832,400	1,898,891	2,038,500	2,033,919
Transit	784,827	577,449	542,944	597,749	678,505
TOTAL	4,491,110	4,246,744	4,358,437	4,676,088	4,763,084

OPERATING REVENUES TO INTERNATIONAL AIRPORT REVENUE FUND*					
	FY92	FY93	FY94	FY95	FY96
In million \$US	42.8 m	41.3 m	39.5 m	42.9 m	44.9 m

*Through five-year operating and terminal lease agreements, the signatory airlines guarantee revenue to cover Airport operating expenses.

REVENUE LANDINGS					
	FY92	FY93	FY94	FY95	FY96
PASSENGER AIRCRAFT	71,459	65,134	60,617	61,142	55,474
CARGO AIRCRAFT	20,100	19,106	21,732	23,363	26,552
TOTAL	91,559	84,240	82,349	84,505	82,026

CERTIFIED MAXIMUM GROSS TAKEOFF WEIGHTS**					
	FY92	FY93	FY94	FY95	FY96
PASSENGER (1000#)	7,064,951	6,362,677	6,128,238	6,106,000	6,313,000
CARGO (1000#)	10,964,570	10,530,232	11,422,460	12,863,000	14,109,000
TOTAL	18,629,521	16,892,909	17,550,998	18,969,000	20,422,000

**Landing fees are based on these Certificated Maximum Gross Takeoff Weights and are measured in 1000's of pounds.

K

FY 1999 CAPITAL PROJECT REQUEST

PROJECT TITLE: ANC: Terminal 2005 Design/Construction Phase 1

FUNDING:

FEDERAL AIP \$4,800,000

IARF: \$28,200,000

TOTAL: \$33,000,000

PROJECT DESCRIPTION:

Plan, design and construct stage one of a multi-staged terminal development program to be completed by 2005. The 2005 Terminal Development Plan includes replacement and expansion of C Concourse, renovation and expansion of the main terminal building, expansion of the terminal curbside and landside road and parking system, and expanded aircraft parking aprons. Detailed information about the stage one elements will be provided in a separate mailout and at the July 15 meeting.

PROJECT JUSTIFICATION:

The domestic terminal is significantly undersized to meet the existing and year 2005 needs. Once the old, existing C Concourse is demolished, the domestic terminal will provide only 75% of the total area needed to meet 1996 traffic levels. By the year 2005 the existing terminal will provide only 53% of the required square footage. Primary deficiencies include inadequate sized baggage claim and ticketing areas, curbside, and need for additional gates. Furthermore, the existing C Concourse must be demolished and replaced because of code, maintenance and functional problems.

L

Notes from airport meeting with Mr. Plumb

Financial Consultant

Lowest Cost

Lowest sustained interest rate in twenty to thirty years

We can borrow money at 5%

A 1.5% increase in interest rates would translate into 30 million extra in cost per 100 million borrowed.

As an enterprise fund the airport is an attractive investment because it has demonstrated steady growth, is served by profitable airlines with good load factors and an expanding traveler base. Recent "open skies" agreements with Canada and Japan have made Anchorage even more favorable.

↳ China possibly Japan

This is the moment to bargain from strength.

Lowest Risk

The financial projections to meet the debt load are not based on passenger travel, which may be volatile, but actual facilities charges (presumed to be stable).

Revenue bonds are not based on any "hypothetical" projections.

Flexibility

The payment of the bond debt is spread equally among all users, both today and tomorrow - level debt service.

Should it benefit AIA, the structure of debt can be reduced.

Other Comments

If the need arises in 2005 to expand further there will be a correspondingly greater consumer base from which to finance further projects.

The current proposal was designed not to build "throwaways."

There are three sources of project funds for airport projects:

FAA grants

Income from "rates and charges"

Revenue bonds

Federal Highway funds for curbside improvements (John)

Over the last 6 years the airport has averaged 4.72% growth.

With the proposed project funded AIA's landing fee would be \$1.16, still significantly lower than other comparable airports nationwide, current fees are between \$.72 and \$.62.

What if Alaska Airlines takes a downturn?

Alaska Airlines only accounts for 16% of income.

AIA income is very diversified and thus strong.

Actual cost increase to ERA would be in the \$.58 range.

Take a look at Dallas/Ft. Worth when Baniff went under. (Marco)

M

*Exclude
STIP*

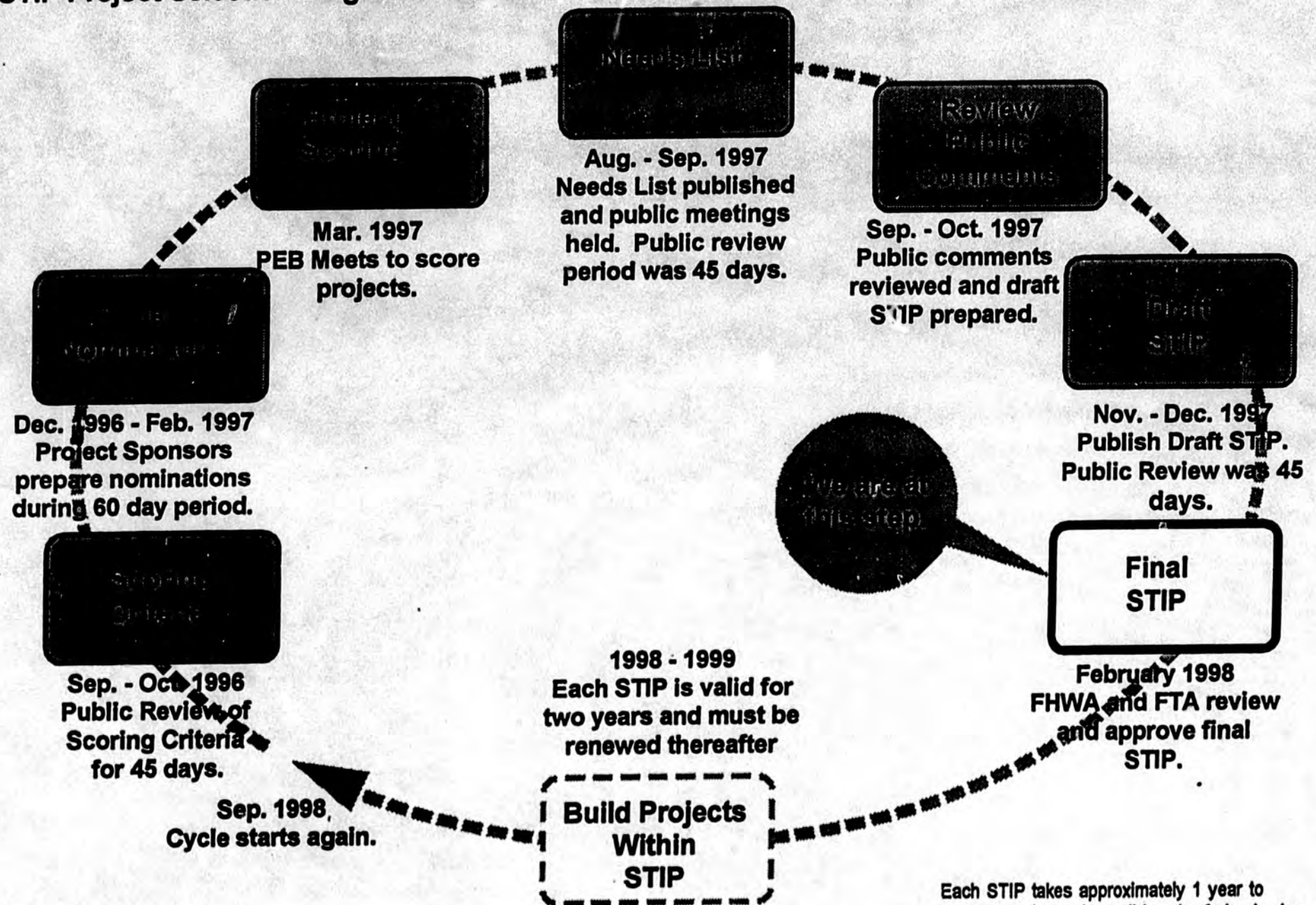
**Statewide Transportation Improvement Program
(STIP)
Aviation Improvement Program
(AIP)**

Briefing for the Senate Finance Committee

February 4, 1998

**Department of Transportation
& Public Facilities**

STIP Project Selection Diagram



Each STIP takes approximately 1 year to prepare and remains valid under federal rules for 2 years.

Basis of Financial Resources 1998 - 2000 Final STIP

Estimate of STIP Funding for 1998

	Total US FHWA \$	Alaska's Share %	Alaska's Share \$
US Senate	\$ 24,000	1.24%	\$ 297.6
US House	\$ 24,000	1.05%	\$ 252.0
STIP Federal \$			\$ 273.6
State Match \$			\$ 30.4
Total STIP \$			\$ 304.0

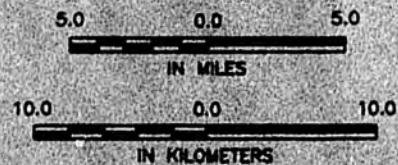
Estimate of STIP Funding for 1999 - 2000

	Total US FHWA \$	Alaska's Share %	Alaska's Share \$
US Senate	\$26,000	1.24%	\$ 322.4
US House	\$26,000	1.05%	\$ 273.0
STIP Federal \$			\$ 296.1
State Match \$			\$ 32.9
Total STIP \$			\$328+/-

Comparison of Anticipated STIP Funding Levels by State Program and Year

Program	1996-1997	1998	1999	2000
NHS	\$ 125.0	\$ 171.5	\$ 185.6	\$ 185.0
CTP	\$ 95.0	\$ 110.2	\$ 110.3	\$ 120.0
TRAAK	\$ 20.0	\$ 22.3	\$ 21.3	\$ 24.0
SIB			\$ 9.8	
Total	\$ 240.0	\$ 304.0	\$ 327.0	\$ 329.0

(All dollars in millions.)



Canada
United States

HAINES/SKAGWAY

NATIONAL HIGHWAY SYSTEM STANDARD / SUBSTANDARD SEGMENTS DECEMBER 1997

Prepared By The
ALASKA DEPARTMENT OF TRANSPORTATION
AND PUBLIC FACILITIES
DIVISION OF STATEWIDE PLANNING

In Cooperation With
U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL HIGHWAY ADMINISTRATION

City or Town
Substandard NHS
At Standard NHS
Non NHS Roads
Railroad
NHS Ferry Route

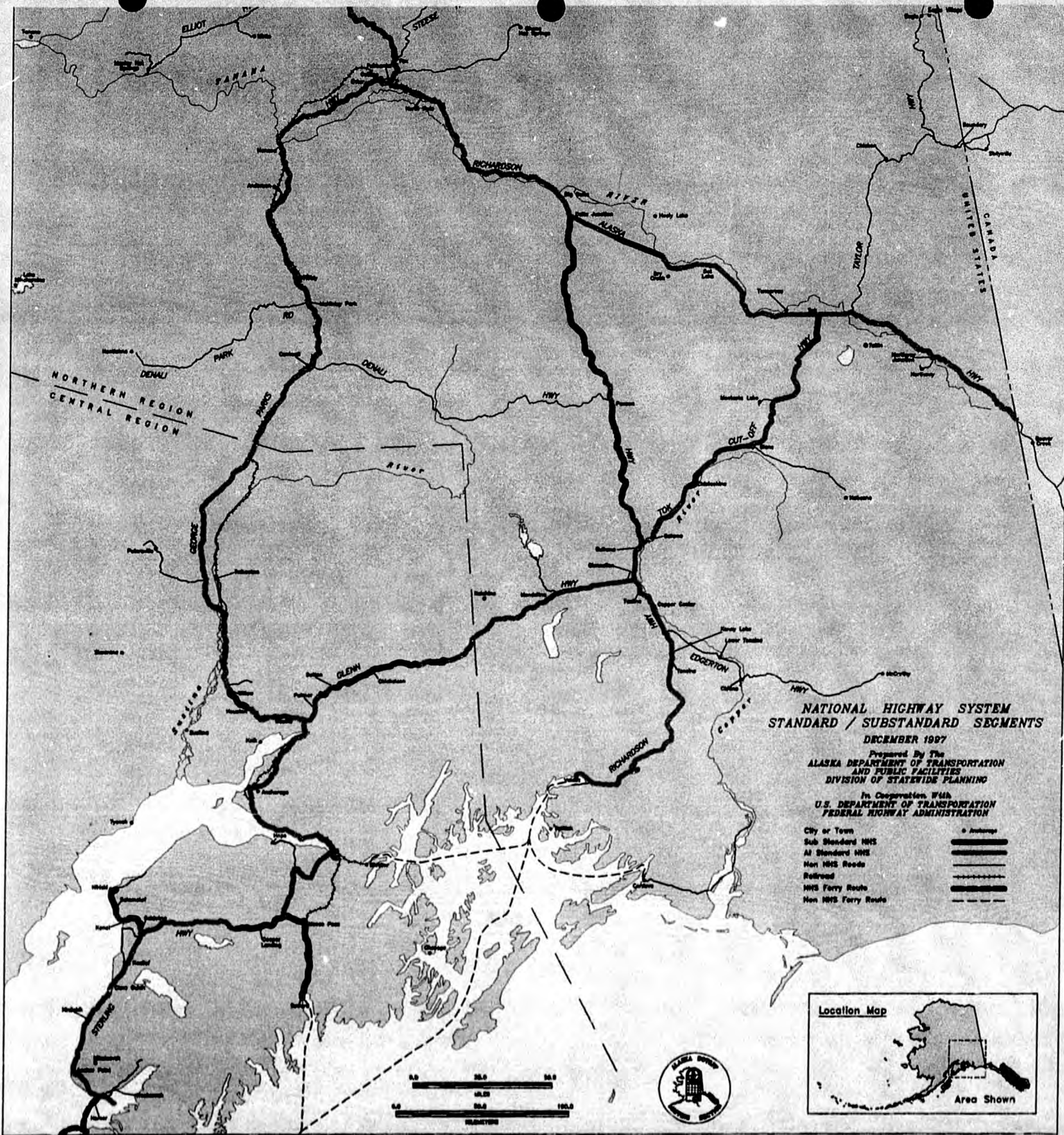
• Anchorage
—————
—————
—————
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Skagway

Haines

LYNN

CANAL



**NATIONAL HIGHWAY SYSTEM
STANDARD / SUBSTANDARD SEGMENTS
DECEMBER 1997**

Prepared By The
ALASKA DEPARTMENT OF TRANSPORTATION
AND PUBLIC FACILITIES
DIVISION OF STATEWIDE PLANNING

In Cooperation With
U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL HIGHWAY ADMINISTRATION

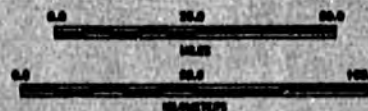
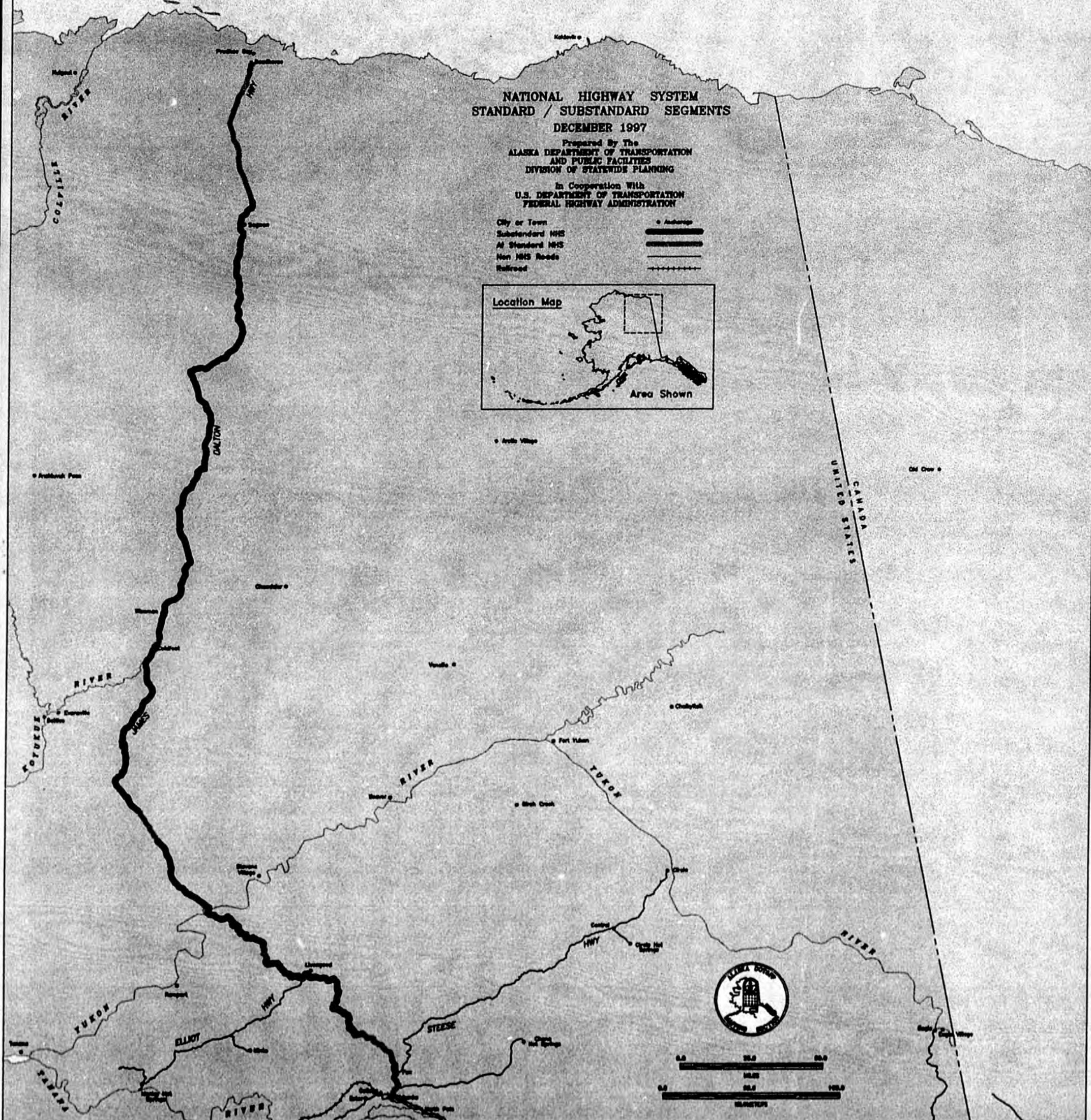
City or Town	•
Substandard NHS	—
At Standard NHS	—
Non NHS Roads	—
Railroad	—

• Airports

Location Map



Area Shown

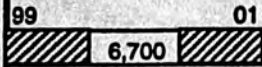


**National Highway System
Seward & Sterling Highways
Reconstruction - Major Projects**

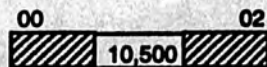
99 00 01 02 03 04 05 06 07 08

Seward Highway

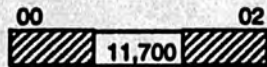
**MP 13-18
Summit to Snow
River
Rehabilitation**



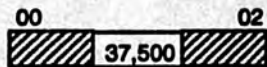
**MP 8-13 Grouse
Cr. Canyon
Rehabilitation**



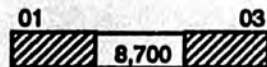
**Soldotna Urban
& Kenai River
Bridge
Replacement**



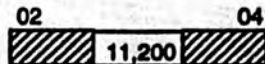
**MP 100-115 Bird
Pt - Anch.
Passing Lane &
Trail**



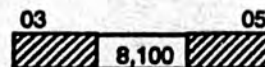
**MP 00-8 Seward
to Grouse Creek
Canyon
Rehabilitation**



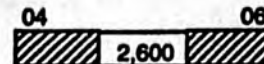
**MP 18-25
Snow River to
Falls Creek
Rehabilitation**



**MP 25-30
Falls Creek to
Moose Pass
Rehabilitation**

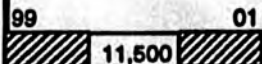


**MP 30-36
Moose Pass to
Sterling Wye
Rehabilitation**

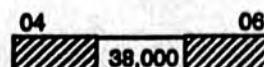


Sterling Highway

**MP 36-45
Sterling &
Seward Wye to
Sunrise**



**MP 45-60
Sunrise to Skilak
Lake Rd.
Reconstruction**



**Construction \$119,460.0
Design & Right of Way \$30,900.0**

National Highway System Rail/Road Grade Separations										
	99	00	01	02	03	04	05	06	07	08
Summit to Snow River (Includes Rehab. 5 Miles Seward Hwy.)	99	6,500		01						
Whites Crossing (Includes Road Rehab. To MP68)	00		17,200		02					
Mondorosa (Parks)	00		3,200		02					
Peridot (Richardson)	01			5,500		03				
Rex (Parks)	02			3,200		04				
Broad Pass (Parks)	02			3,500		04				
Moose Creek (Richardson)	03			5,500		05				
MP 1 Trainor Gate (Steese)	04				5,500		06			
Summit (Parks MP 204)	05					3,500		07		
Airport Spur (Richardson MP 359)	Construction - \$62,350.0 Million Design & Right of Way - \$9,400 Million					06		5,500		08

Construction - \$62,350.0 Million
Design & Right of Way - \$9,400 Million

National Highway System Haines Highway Reconstruction - Major Projects

[illegible]

[illegible]

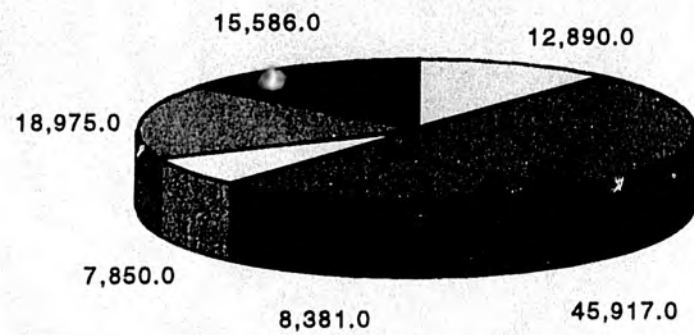
Construction - \$96 Million
Design & Right of Way - \$15 Million
Total - \$111 Million

National Highway System Dalton Highway Reconstruction - Major Projects										
	98	99	00	01	02	03	04	05	06	07
MP 144-176 Jim River #3 to Coldfoot Reconstruction										
Atigun Bridges MP 253 and 273										
MP 335-362 Happy Valley to Pump #2 Reconstruction										
MP 37-49 Hess Creek to Yukon River Reconstruction										
MP 274-284 Galbraith Lake to Kuparuk River Reconstruction										
MP 111-144 Beaver Slide to Jim River #3										
MP 289-350 Kuparuk River to Slope Mountain Reconstruction										
MP 9-18 9 Mile Hill Reconstruction										
MP 00-9 Livengood to 9 Mile Hill Reconstruction										
	Construction - \$83 Million Design & Right of Way - \$12 Million									

Construction - \$83 Million
Design & Right of Way - \$12 Million

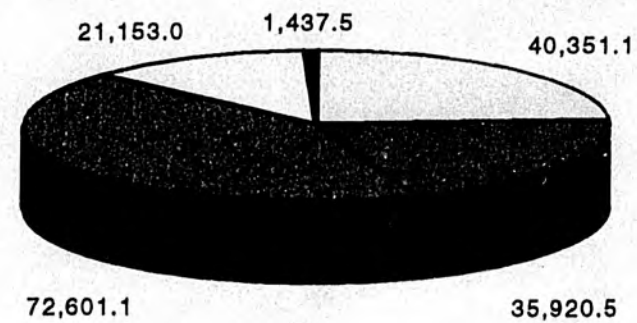
1998

Community Transportation Program



□ NEW ■ Rehabilitation ■ Reconstruction □ Maintenance ■ AMATS ■ Other

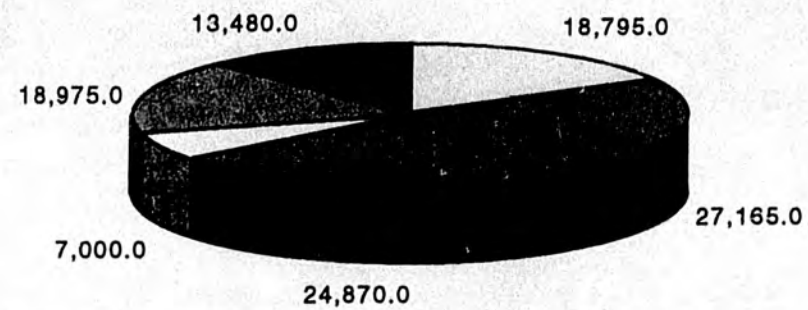
National Highway System



□ NEW ■ Rehabilitation ■ Reconstruction □ Maintenance ■ Other

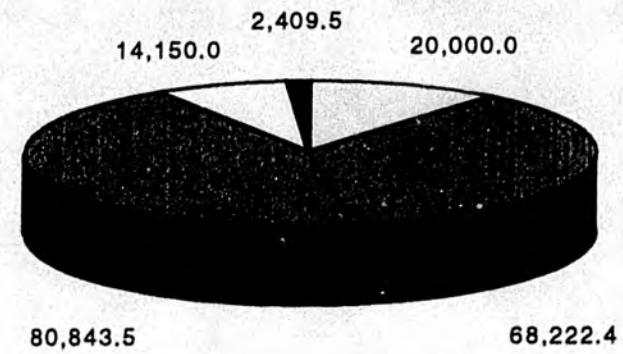
1999

Community Transportation Program



□ NEW ■ Rehabilitation ■ Reconstruction □ Maintenance ■ AMATS ■ Other

National Highway System



□ NEW ■ Rehabilitation ■ Reconstruction □ Maintenance ■ Other

N

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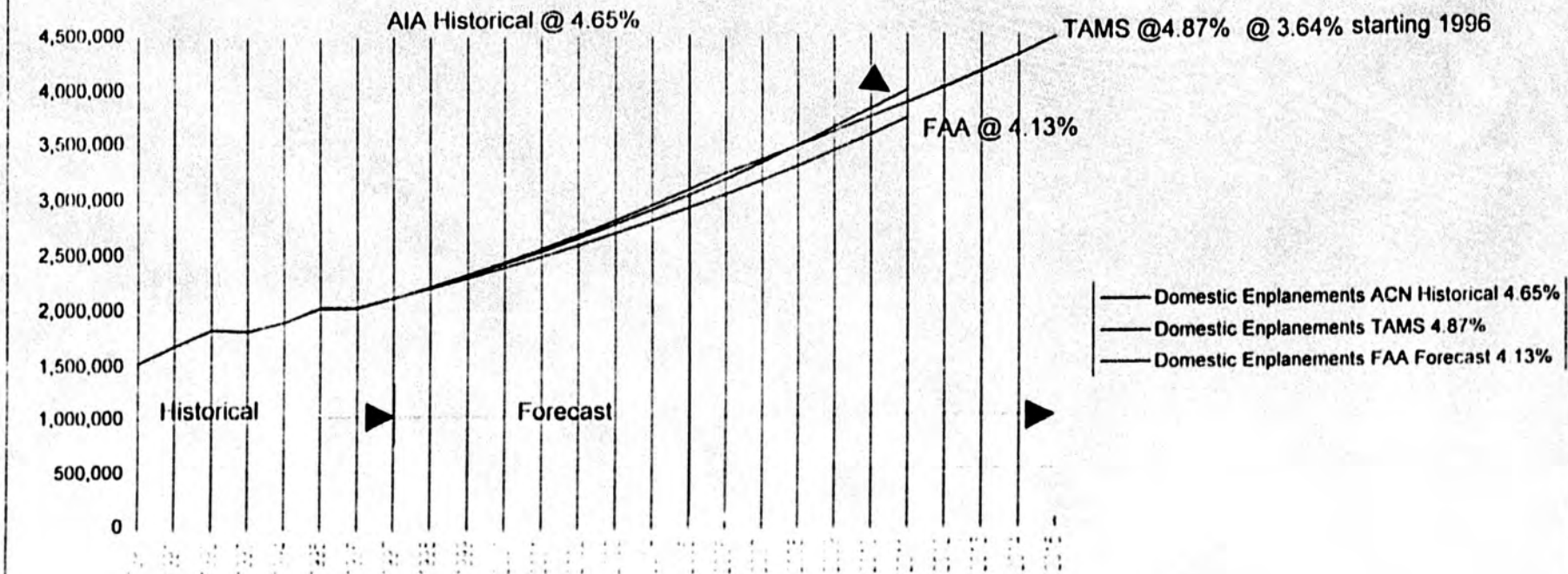
Anchorage International Airport

Terminal Redevelopment Project

Supplemental Information

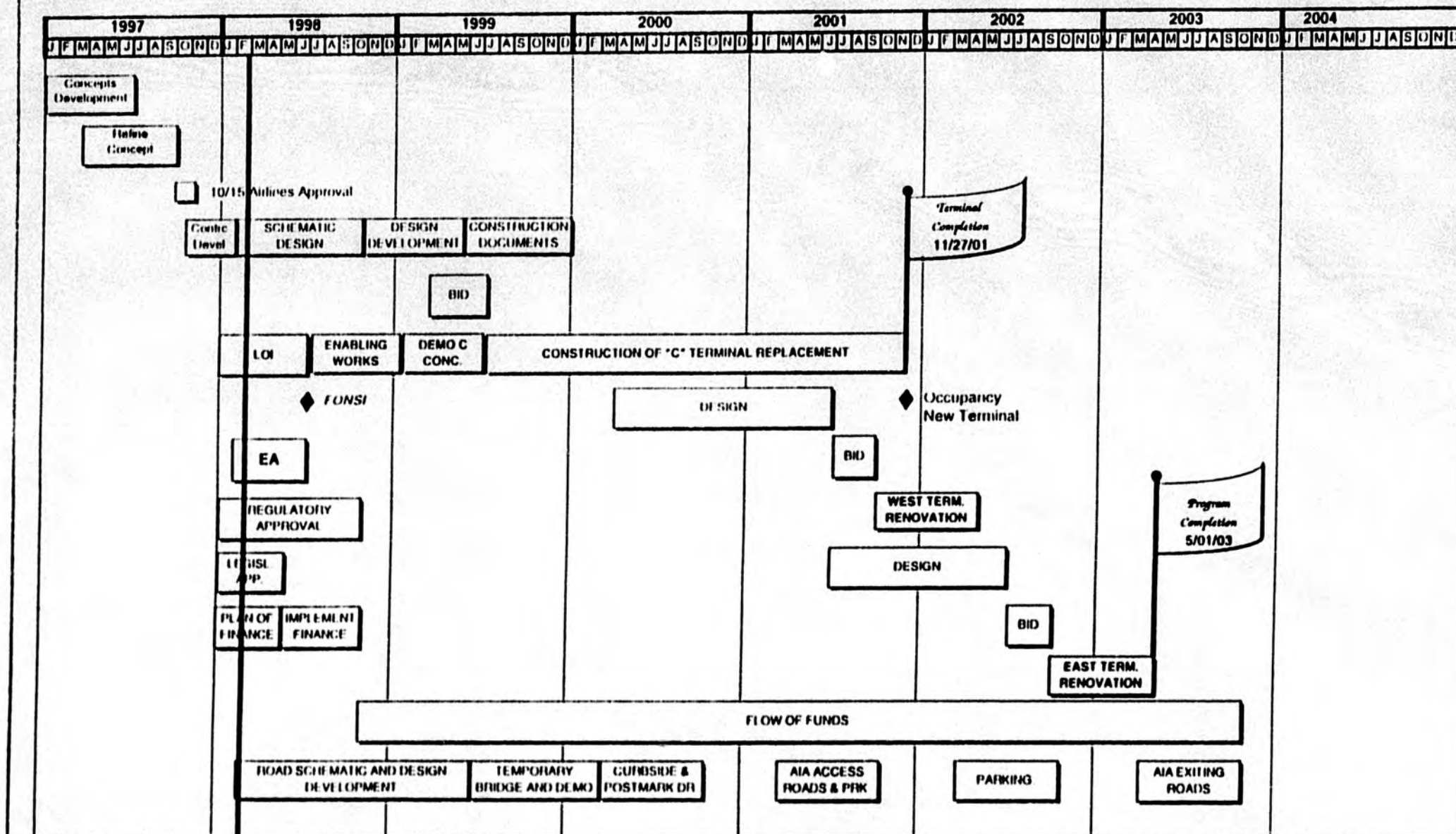
2/24/98

ANCHORAGE INTERNATIONAL AIRPORT ENPLANEMENT FORECAST

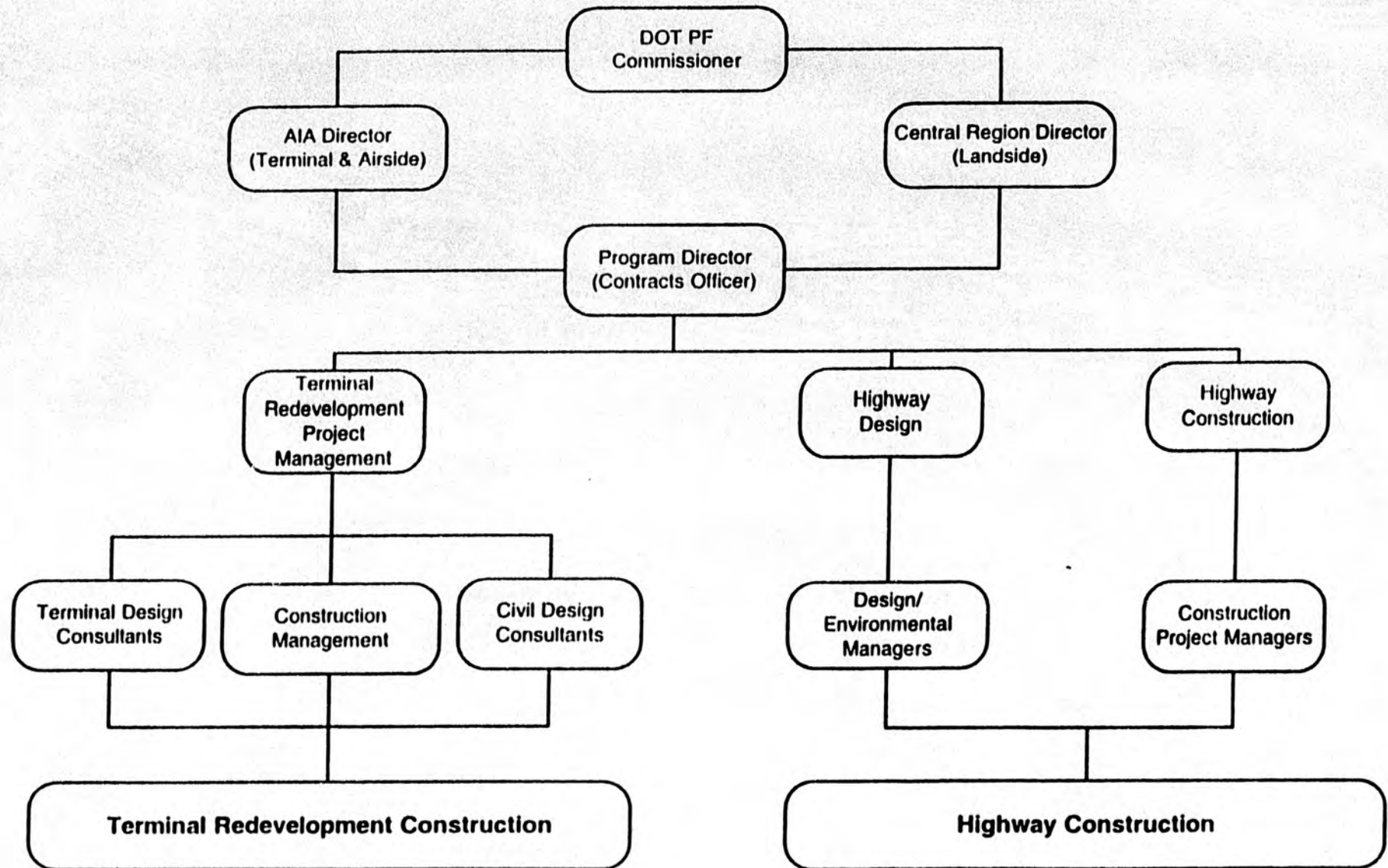


**Note: The last terminal expansion was in 1983 which added A Concourse.
Since that time, fifteen years ago, passenger traffic has increased over 60%.**

Anchorage International Airport Terminal Redevelopment Program Implementation Schedule



Gateway Alaska Organization Structure



Plan of Finance: Key Points

- Provides funds for 2001 Completion of Concourse C
- Keeps Fees and Charges Smooth –Match Bond Payments with "In-Service Date" of New Facility
- Finances with Tax-Exempt Bonds - Lowest Interest Rates in 20/30 Years
- Uses Cost-Effective Bond Insurance to Lower Interest Rates
- Timing – Capture Current Interest Rates to the Greatest Extent Possible
- Timing Advantages

Federal Tax Law is favorable to airport financing

Interest Rates are at historical lows

Bond Insurance is competitively priced

Issuance of Alaska bonds remains light, making AIAS Bonds attractive

Enplanement Performance of Airport is favorable

Cargo Performance of Airport is favorable

Underlying Credits of Airlines are favorable

Financing from Strength is lowest cost

Financing from weakness would be highest cost

P



**Anchorage
International
Airport**

***Gateway
Alaska***

***Terminal
Redevelopment
Project***



Gateway Alaska

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Gateway Alaska

Improving Alaska's Gateway to the World

Anchorage International Airport (AIA) has become a vital business center and Alaska's link to the world. Future economic development in Anchorage and throughout the state will depend upon the airport's ability to meet this growth in traffic and to provide an acceptable level of service for airport users.

More than 4.4 million passengers arrived, departed, or transited the domestic terminal in 1997; another 600,000 passengers used the international terminal. For out of state visitors, the airport is often their first impression of Alaska and should represent the state in an appropriate manner. AIA is now serving nearly twice the number of passengers that passed through 10 years ago. In addition, over a 4.5 percent annual increase in domestic travelers is forecast through 2005.

According to David Hinson, former FAA Administrator, "Growth in airline passenger traffic is projected to outpace both population growth and the economy by expanding as much as 5.6 percent annually over the next 20 years."

Alaska's economy is driven, in a large part, by the engines of our aviation industry. A 1995 University of Alaska Institute of Social & Economic Research study identified 7,000 jobs directly related to the airport and another 4,000 airport-associated jobs in the Anchorage area. These figures are expected to increase another five percent during the coming years.

Cargo traffic at Anchorage has grown by double digits over the past three years and is expected to continue growing by at least 6 percent annually. The Gateway Alaska program, which is designed to meet these needs, is comprised of two major development components: domestic terminal redevelopment project and a series of highway improvement projects that will address the airport needs. Cargo operations at the AIA is being addressed in a separate Cargo Master Plan under development and is not currently a part of the Gateway Alaska program.

Addressing the Needs

Domestic Terminal Redevelopment: Anchorage International Airport domestic terminal currently offers an unacceptable level of service to the traveling public, especially during peak summer months.

The airport's main terminal has only 75 percent of the space necessary to serve today's passengers. By the year 2000, the existing terminal will provide only 60 percent of the space needed. Certain public areas of the terminal, such as the ticket lobby and bag claim lobby, currently have less than half of the space needed to operate efficiently.



Concourse C, built in the 1950's, is both functionally obsolete and code deficient. The roof has been repaired numerous times and still leaks. The heating system is literally held together with duct tape. The only sensible and cost-effective solution to updating this area is to demolish and replace this part of the terminal.

The AIA redevelopment project is critical if the airport is to provide capacity for the needs of today and growth in the near term. It is unreasonable to continue such poor levels of service, especially when considering the potential for adverse affects on tourism and business development in Alaska.

Terminal curbside roads need to be 50% longer to relieve congestion. A continuous return loop road is needed for improved safety and convenience. The intersection of Postmark Drive and International Airport Road must be reconfigured to accommodate current traffic and to improve overall safety.

Highway Improvements: Improvements to the primary access route to the airport are needed to meet current and projected traffic demands. An interchange at International Airport Road and Minnesota Drive along with widening of 'C' Street to six lanes will reduce accidents and improve traffic flow and circulation associated with projected increases. Additional intersection improvements along International Airport Road may also be needed as traffic increases continue.

Program Description

The Gateway Alaska program will renovate and expand the AIA Domestic Terminal, including airside and landside improvements. It will also improve highway access to the airport through a series of programmed and planned improvements along International Airport Road.

The terminal project includes improvements to terminal roads and parking, extension of upper level departure curbside bridge and roads, replacement of Concourse C, renovation and expansion of existing terminal space, tour group processing, and improvements to airside facilities. The plan provides facilities which meet anticipated demands for the target year 2005. The proposal calls for construction to begin by 1999 and end by 2004.

It will provide five new jet aircraft gates, seven regional aircraft parking positions, demolish Concourse C and construct a new concourse that will provide more curbside access, baggage claim, ticket lobby, and retail space.

This plan meets specific goals and objectives of AIA and the airlines:

- It provides the roadway and terminal facilities necessary to meet the forecast demand.
- It creates a facility with balanced capacities for airside, terminal and curbside areas.
- It resolves major deficiencies that exist in current ticket lobbies,



- baggage claim, curbside and baggage pick up areas.
- It provides a flexible terminal that can accommodate changes in fleet mix and other factors that could change in the future.
- It is a cost effective approach, maximizing the use of existing facilities.
- It provides for construction while continuing the operations of the Airport.
- It provides flexibility for future terminal expansion to meet continued increased demand.

Program History

Announced by Governor Knowles in November 1997, the 10-year, "Gateway Alaska" plan calls for improvements and expansion of airport facilities to support airport operations and access into the airport area.

Governor Knowles told the Anchorage Chamber of Commerce that the airport is "entering a new era of prosperity". At the same time, this prosperity is being threatened by an out-dated facility that cannot even meet today's demand.

In September of 1996, AIA initiated a planning process to develop the AIA Passenger Terminal Master Plan concept for the planning horizon year 2015, supported by a carefully developed needs assessment and phased implementation program.

Based on a series of workshops, meetings and direct airline input, a preferred Terminal Master Plan concept has been identified for the year 2005 which maintains maximum flexibility for terminal development beyond 2005 to the year 2015.

Airport consultants conducted a six-month Terminal Needs Assessment to forecast passenger loads and identify existing terminal deficiencies. Based upon these findings, the airport worked extensively with the airlines over the past twelve months to identify the general requirements of terminal redevelopment at Anchorage. The terminal project was approved by the airlines serving both Anchorage and Fairbanks airports in accord with terms of the airline/airport operating agreement, including support from the airlines who carry over 84% of the passenger traffic and produce almost 90% of the passenger revenue.

As a parallel effort to the terminal study, the Department of Transportation and Public Facilities took a look at International Airport Road to see what improvements may be needed to accommodate the current and projected traffic demands.

Program Financing

The entire Gateway Alaska program will cost approximately \$350 million over 10 years.

- Terminal and airside improvements: \$165 million (1997 dollars)



provided through airport revenue bonds.

- Terminal curbside and access roads: \$26 million using federal highway funds.
- Additional road improvements along International Airport Road from Postmark Drive to the Seward Highway: \$159 million using federal highway funds.

Gateway Alaska Program Summary

Terminal Redevelopment Project

Baggage Claim

Problem: Currently, the AIA domestic terminal has only 43 percent of the space needed to handle baggage. Passengers typically wait an unreasonable amount of time for their luggage. The baggage claim area, once a test of patience only during the summer months, is now in this condition on a daily basis.

Proposed Solution: Renovate and expand the existing baggage claim area. Replace the existing Concourse C with 300 linear feet of new baggage claim area with enough space and adequate equipment to handle luggage efficiently.

Ticket Lobby

Problem: The existing lobby has only 40 percent of the space needed to adequately handle passenger ticketing. The result is long lines, a crowded lobby and frustrated passengers.

Proposed Solution: Renovate and expand the existing ticket lobby. Replace the existing Concourse C with 300 linear feet of new ticket lobby space, large enough to accommodate projected passenger traffic through 2005.

Vehicle Curbside

Problem: Passenger drop off and pick up at the curbside is extremely difficult. Curbside space is insufficient for the number of people trying to get to and from the airport.

Proposed Solution:

- Improve the road system to serve the new C Concourse and provide safe and easy access to all airport facilities.
- Extend the existing elevated curbside road to the north, and make corresponding shifts in the roadway accesses to the upper and lower ramps, rental cars, and short-term and long-term parking.
- Develop a new return-to-terminal and parking circulation loop to simplify traffic flow and provide safe circulation in and around the airport terminals and parking areas.



C Concourse

Problem: C Concourse is code deficient and functionally obsolete. The 45 year old facility is costly to repair and maintain.

Proposed Solution: The only efficient, cost-effective remedy is to completely replace the C Concourse and expand the flightline to the north, which will increase airside capacity by 5 jet gates and 7 regional gates, several of which can be used by either jets or smaller aircraft.

Retail Area

Problem: Retail concession space is limited and located in areas of the terminal that are not ideal for maximizing customer shopping. Long lines at food stands add to the terminal's congestion and passenger frustrations, resulting in lost airport revenues from these retail operations.

Solution: Expand the amount of space available for concessions by creating retail areas in the new concourse and expand space in the renovated core area.

Highway Improvement Projects

Problem: Increased airport traffic requires improved access to AIA.

Solution: Improve the primary road network leading to the airport to make access safer and more efficient, and accommodate increased traffic and minimize impacts to surrounding neighborhoods. Programmed projects, include:

- Build interchange where International Airport Road crosses Minnesota Drive. (*construction start 1998*)
- Widen C Street from Tudor Road to International Airport Road. (*construction start 1998*)
- Improve International Airport Road, including bike and pedestrian trails. (*est. construction start 1999*)
- Intersection improvements and partial realignment of Postmark Road where it intersects International Airport Road. (*est. construction 1999*)

Additional contemplated improvements which will be reviewed and programmed as needed, include:

- A new grade separation at International Airport Road and the New Seward Highway.
- Interchange on International Airport Road at Jewel Lake Road and at-grade railroad crossings to improve safety.
- Improve Old International Airport Road, where many cargo operations are located.
- Build bike and pedestrian trails along Lakeshore Drive, which winds around Lake Hood.
- Repair an eroding section of the Tony Knowles Coastal Trail near the north end of the airport.



Terminal Redevelopment Project Overview: ***Today's Situation, Future Needs and Plan of Action***

Anchorage International Airport's Economic Importance

- State's # 1 transportation hub
Serves over 5 million passengers per year
- 60% Alaskans
 - 25% Visitors
 - 15% International Transit
- Jobs in the community: about 1 in 10 jobs in Anchorage
- 7,000 airport jobs
 - 4,000 community jobs

Today's Situation

- Domestic Terminal inadequate for today's traffic
- Concourse C, built in 1952, is functionally obsolete and code deficient- needs to be replaced
 - Ticket lobby is only 40% of the space needed today
 - Baggage claim lobby is only 43% of the space needed today
 - Curbside road needs to be 50% longer
 - Main terminal provides only 75% of space needed today

Future Needs

- Forecast over 6 million passengers by 2005
- Expanded ticketing and baggage claim
 - Tour group processing facility
 - Additional aircraft gates (5 jets, 7 regional parking positions)
 - Improved road access, curbside road, and parking

Plan of Action

- Replace Concourse C
Renovate and expand existing terminal and retail core
Extend curbside road
Construct new access road and terminal return road
Expand aircraft gates and aircraft parking



Terminal Redevelopment Project Information

Elements, Size, Cost, Funding

Major Elements

5 new jet aircraft gates for total of 24
7 new regional aircraft parking positions for total of 20
Expanded and new ticket lobby and baggage claim
Expanded curbside and road system
New tour group processing facilities
Expanded and new retail space

Size

1997 Domestic Terminal	435,000 s.f.
Demolition of C Concourse	(85,000) s.f.
Replace C Concourse plus	
New terminal area	<u>367,000 s.f.</u>
	717,000 s.f.

Cost

Project costs in 1997 dollars:

Early construction	\$ 5 million
Concourse C replacement	78
Terminal renovation and expansion	40
Roads and parking	32
Airside improvements	<u>36</u>
	\$191.0 million

Funding

Federal Highway funds	\$ 26.3 million
Airport revenue bonds	164.7
FAA funding	*
	<u>\$191.0 million</u>

*FAA funding being sought to further reduce bond requirement or payment



Major Elements of Terminal Redevelopment Project

Early Construction

- ***Utility Relocation*** Relocate communications, water, sewer gas
- ***Cargo aircraft parking positions replacement*** Replace two aircraft parking positions displaced by construction
- ***Modifications for temporary relocation of airlines and tenants*** Relocation of tenants to allow for construction phasing
- ***Relocate loading bridge*** Relocate Gate B2 loading bridge for construction phasing
- ***Demolition of C Concourse*** Demolish C Concourse

C Concourse Replacement

- ***C Concourse Replacement*** New ticket lobby, baggage claim, gates, operations, north terminal connector
- ***Group tour bag facility*** Processing facility for tour passengers with baggage

Airside Improvements

- ***Apron*** New apron on new C Concourse and adjustments to Concourse B apron
- ***Aircraft hardstands*** Seven remote aircraft parking positions for overnight parking of passenger aircraft and daytime refueling of cargo aircraft

Roadway and Parking

- ***Roadway and parking near terminal*** Reconstruction of International Airport Road, new return loop road, connection to Postmark Drive, expanded surface parking, expanded upper curbside by 500'
- ***Right of way acquisition*** Acquire leases and property required for road improvements



Terminal Renovations
• *New construction*

30 foot expansion of terminal toward apron Gates A1-A3

30 foot expansion of terminal toward apron Gates A4-5

Renovation

Renovation of ticket lobby and baggage claim



Terminal Redevelopment Project

Review of Process and Findings

Process

The planning team has worked with the airlines to review enplanement (passenger traffic) forecasts and to make input into the master plan in a series of meetings and workshops over the past year. Both the Airline Technical Committee and the Airline Affairs Committee have been an integral part of the terminal concept development.

Forecasts

The enplanement forecasts, which are the foundation upon which the facilities requirements are based, considered historical air traffic growth, tourism, and governmental policies affecting international trade. Interviews with signatory airlines provided important information to the forecasting process. The projected growth for domestic passenger enplanements compares favorably with FAA's average percentage growth for the nation over the same time period.

Forecast for ANC

1996 to 2005 = 4.3%

US Aviation Forecast

1996 to 2005 = 4.15%

The forecast and associated program requirements were calculated in a conservative range to ensure a favorable bond rating and to avoid over-building. In light of the new tour ships being constructed, the number of new hotels and rooms, and an on-going effort to market Alaska as a tourist destination, the above forecast meets this goal.

Program Requirements

The terminal expansion concept developed for the year 2005 is based on aviation forecasts and program requirements which provide reasonable levels of service to the traveling public during an average summer peak hour. This means that even with the new expanded terminal facility, the public will still experience some delays and inconvenience.

It is important to remember that of the 661,800 s.f. required for the year 2005, 454,761 s.f. is needed to meet today's passenger traffic. This means that 207,200 s.f. is required to meet future demand in the year 2005. Construction is currently scheduled to be completed in 2004 only one year prior to the forecast demand.

Impact of Delay or Phasing

To delay or phase construction of the project will result in the lost opportunity to sell bonds at current historic low rates. The cost to build this same space in the future would be increased by escalation and potentially higher lending rates on



bonds. An extended construction period would also unreasonably inconvenience the traveling public.

Financial Impact on Airlines

The airline costs resulting from the requested bond package are on the low side of the average cost to do business at other medium and large hub airports in the US. This fact does not justify the project, but does show building much needed facilities at Anchorage International Airport results in landing fees and terminal rental rates which are still below the national average.

Comparison of AIA Landing Fee with Other Airports

In a comparison of AIA projected landing fee with the average landing fees at other United States airports, AIA compares well. The comparison is based on the 1996 AIA landing fee (which has since become even lower) with the 1995-96 American Association of Airport Executives landing fee statistics.

Average Landing Fees

Medium Hub Airports			
Passenger	Passenger	Cargo	Cargo
<u>Signatory</u>	<u>Non-Signatory</u>	<u>Signatory</u>	<u>Non-Signatory</u>
\$1.19	\$1.42	\$1.25	\$1.46
Large Hub Airports			
Passenger	Passenger	Cargo	Cargo
<u>Signatory</u>	<u>Non-Signatory</u>	<u>Signatory</u>	<u>Non-Signatory</u>
\$1.79	\$2.00	\$1.85	\$1.96

AIA Projected Equivalent Landing Fee for Year 2002

(*factored from takeoff weight fee of \$.92)

\$1.16

*Some airports in the US, like Anchorage International, charge a landing fee that is based on aircraft takeoff weights. Other US airports charge landing fees based on aircraft landed weights. In order to fairly compare landing fees, a conservative calculation is made above to fairly compare Anchorage's landing fee with other airports' landing fees. In any event, Anchorage's landing fee compares extremely well with other airports.

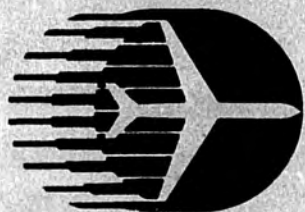


Airlines Contributing 89% of Domestic Passenger Airline Revenue Voted YES

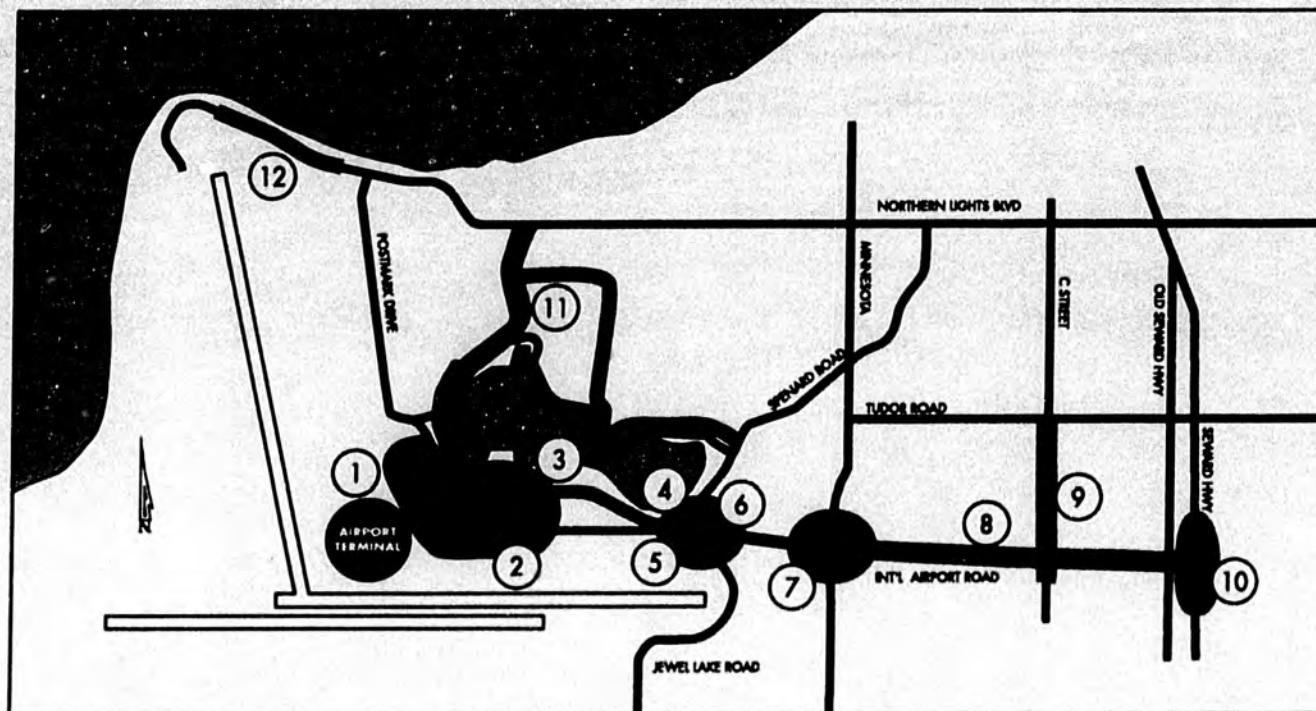
Airlines Representing 84% of Departing Domestic Passengers Voted YES

<u>Domestic Passenger Airlines</u>	<u>Vote</u>	<u>Domestic Airline Revenue</u>	<u>% of Total</u>	<u>Departing Passengers</u>	<u>% of Total</u>	<u>Samples of Increase per Departing Passenger*</u>
Alaska Airlines	Yes	\$3,687,952	45%	947,421	53%	\$0.96
Northwest Airlines	Yes	\$1,657,866	20%	129,380	7%	\$1.02
Delta Airlines	Yes	\$965,639	12%	215,627	12%	
United Airlines	Yes	\$851,133	10%	151,479	8%	
Reno Air	Yes	\$162,049	2%	61,616	3%	
America West	Yes	\$8,519	0%	3,479	0%	
Era Aviation	No	\$418,539	5%	201,012	11%	\$0.58
Reeve Aleutian	No	\$358,033	4%	39,593	2%	
Peninsula Airways	No	<u>\$139,477</u>	<u>2%</u>	<u>42,697</u>	<u>2%</u>	
		\$8,249,207	100%	1,792,304	100%	

**Based on flatline projection of FY 97 activity and rates*

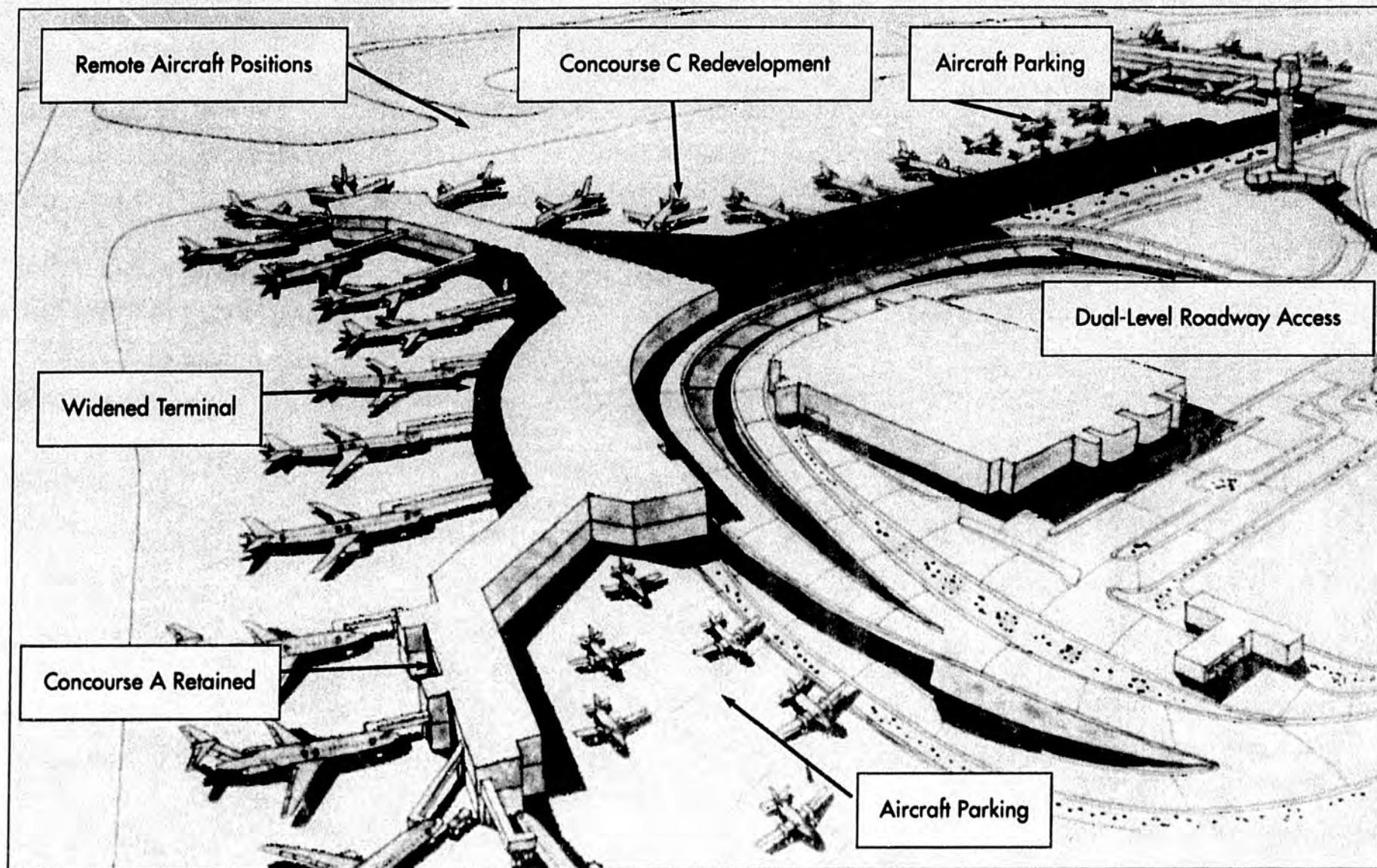


**Gateway
Alaska**



- 1 AIA Terminal Redevelopment-Terminal and Airside
- 2 AIA Terminal Redevelopment-Landside
- 3 Postmark Drive Interchange
- 4 Int'l Airport Road - Airport to Minnesota Drive
- 5 Old International Airport Road
- 6 Jewell Lake Road Interchange

- 7 Minnesota Drive Interchange
- 8 Int'l Airport Road - Minnesota Drive to Old Seward Hwy
- 9 "C" Street Widening
- 10 New Seward Highway Grade Separation
- 11 Lakeshore Drive Trail
- 12 Coastal Trail Bluff Stabilization



Terminal and Airside AIA Terminal Redevelopment



**Airline Affairs Committee Presentation
Anchorage International Airport
Passenger Terminal Expansion Program**

PLAN OF FINANCE

DISTRIBUTION TO THE AIRLINE AFFAIRS COMMITTEE

NOVEMBER 5, 1997

ADDENDUM TO OCTOBER 15, 1997 PRESENTATION

November 5, 1997

**Leif Selkregg Associates Program Management Team
by Hudson AIPF, LLC Aviation, Infrastructure & Project Finance**

Purpose of Addendum

- Incorporate State of Alaska Capital Contribution of \$26.3 million into Financial Model of terminal rents and landing fees
- Incorporate an assumption of less than 100% occupancy of the Airline Rentable area of the Terminal when the project comes on line in Fiscal Year 2002
- Incorporate updated concession revenues work based on the October 15th Design Presentation to the Airline Affairs Committee
- Incorporate higher operating assumptions in the areas of Custodial, Maintenance and Utility
- Update fuel flowage fee assumptions
- See pages 7 - 11 for details of assumption updates

November 5, 1997

**Leif Selkregg Associates Program Management Team
by Hudson AIPF, LLC Aviation, Infrastructure & Project Finance**

**Airline Affairs Committee Presentation
Anchorage International Airport
Passenger Terminal Expansion Program**

Project Components

Note: This chart is included for illustration purposes and uses the Example of the revised Financial Model A (2001 Completion of Concourse C and 2003 Project Completion).

	Additions in \$	Subtractions in \$	Net in \$
Total Cost of Project in 1997 Dollars	190,800,000		
State Capital Contribution		26,300,000	
AIRPORT COST OF PROJECT IN 1997 DOLLARS			164,500,000
Fiscal Year 1998 Allocated Funds		6,100,000	
3% Escalation per Cash Flows	14,500,000		
24 Months Capitalized Interest	20,000,000		
Credit Construction Fund Earnings		21,000,000	
Financing Costs Including Bond Insurance	4,700,000		
CORE FINANCING	Total Additions	Sub-Total Subtractions	
	230,000,000	53,400,000	176,600,000
Optional Adjustment: Take Out Capitalized Interest		20,000,000	
ADJUSTED WITHOUT CAPITALIZED INTEREST		Total Subtractions	
		73,400,000	156,600,000

November 5, 1997

**Leif Selkregg Associates Program Management Team
by Hudson AIPF, LLC Aviation, Infrastructure & Project Finance**

**Airline Affairs Committee Presentation
Anchorage International Airport
Passenger Terminal Expansion Program**

Total Debt Service Level Each Year

\$173,000,000 Project Fund from Bond Proceeds Amortized Over 25 Years

Par Amount of Bonds	\$177,205,000
Maximum Full Year Debt Service	\$14,583,284
Average Life of Bonds	16.51 years

Recommendation for Level Debt Service

- Level Debt Service facilitates long-term planning because it creates a consistent base
- Average Life of debt is substantially less than face term of bonds
- Effect of inflation is to reduce the fixed debt as percentage of total operating costs over time
- Level debt service makes project a gradually decreasing impact on various airport and airline financial rates, charges and ratios

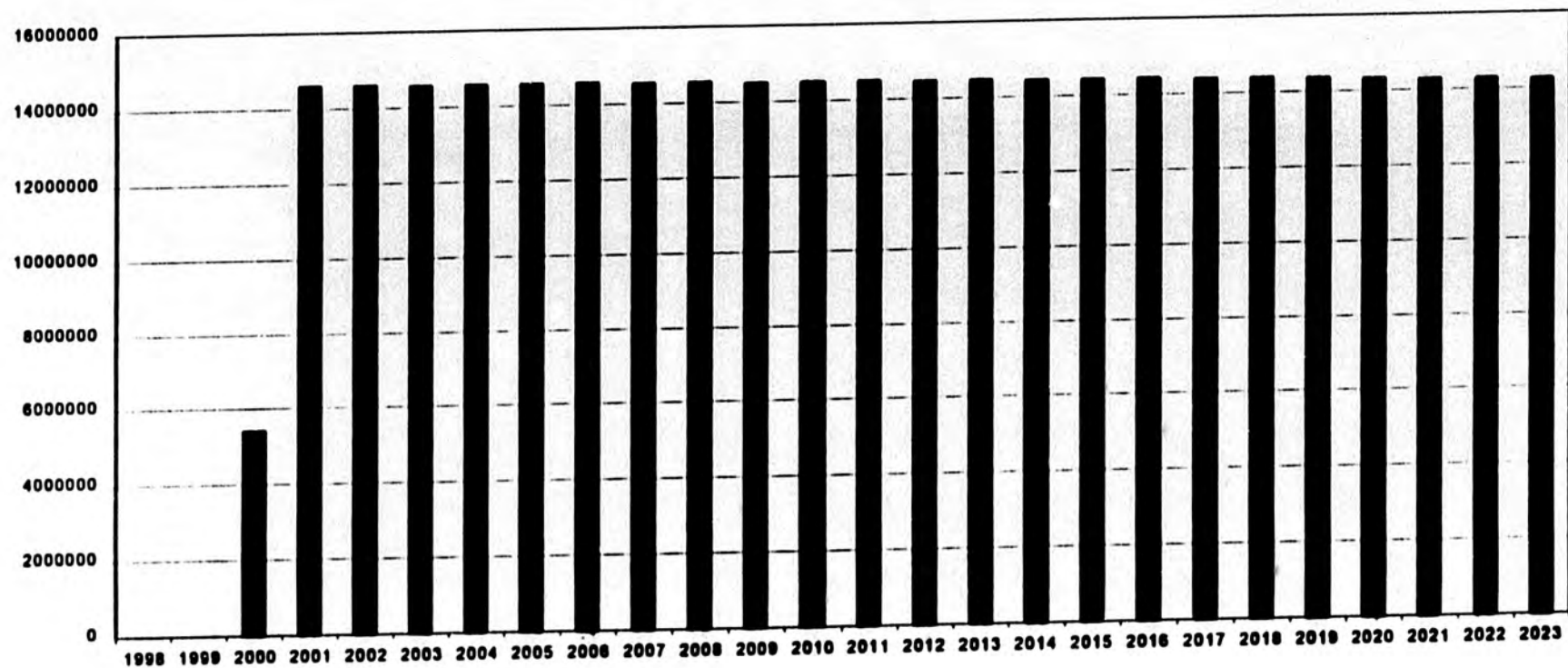
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**Airline Affairs Committee Presentation
Anchorage International Airport
Passenger Terminal Expansion Program**

FY 1998 and FY 1999 are zero because of capitalized interest
FY 2000 includes one semi-annual interest payment
FY 2002 is In-Service Date for Concourse C, which is scheduled for completion during FY 2001

**Level Debt Service
for \$173,000,000 Project Fund
Annual Fiscal Year Net Debt Service**



November 5, 1997

**Leif Selkregg Associates Program Management Team
by Hudson AIPF, LLC Aviation, Infrastructure & Project Finance**

Summary of Rates and Charges

- FY 2001 Completion for Concourse C Replacement
- FY 2002 In-Service Date for Concourse C Replacement
- 24 Months Capitalized Interest
- Chart begins with FY 1999 because Rates and Charges for FY 1998 were set prior to July 1, 1997 using assumptions which are different from the November 5 Scenario of Model A.

Terminal Rents November 5 Scenario A	Terminal Rents October 15 Scenario A	Year	Landing Fees November 5 Scenario A	Landing Fees October 15 Scenario A
32.97	32.97	1999	0.70	0.69
33.24	33.24	2000	0.68	0.68
37.81	38.65	2001	0.76	0.77
39.71	39.08	2002	0.93	0.95
40.19	39.36	2003	0.89	0.93
40.70	39.63	2004	0.86	0.91
40.72	39.92	2005	0.83	0.89
40.44	40.21	2006	0.82	0.87
40.75	40.51	2007	0.80	0.85
41.07	40.81	2008	0.79	0.84
41.41	41.12	2009	0.77	0.82
41.75	41.43	2010	0.75	0.80

November 5, 1997

**Leif Selkregg Associates Program Management Team
by Hudson AIPF, LLC Aviation, Infrastructure & Project Finance**

**Airline Affairs Committee Presentation
Anchorage International Airport
Passenger Terminal Expansion Program**

Summary of Rates and Charges (cont.)

Terminal Rents November 5 Scenario A	Terminal Rents October 15 Scenario A	Year	Landing Fees November 5 Scenario A	Landing Fees October 15 Scenario A
42.16	41.82	2011	0.75	0.80
42.59	42.22	2012	0.75	0.79
43.03	42.63	2013	0.75	0.79
43.48	43.05	2014	0.75	0.79
43.93	43.47	2015	0.75	0.79
44.42	43.92	2016	0.75	0.78
42.36	41.86	2017	0.71	0.74
42.79	42.33	2018	0.71	0.74
43.31	42.80	2019	0.71	0.74
43.84	43.29	2020	0.71	0.74
44.38	43.80	2021	0.71	0.74
44.93	44.32	2022	0.71	0.73
45.52	44.85	2023	0.71	0.73
46.10	45.40	2024	0.71	0.73
33.14	30.91	2025	0.54	0.55

November 5, 1997

**Leif Selkregg Associates Program Management Team
by Hudson AIPF, LLC Aviation, Infrastructure & Project Finance**

State Contribution

- **October 24, 1997 Letter from Commissioner of Department of Transportation and Public Facilities to the Chairman of the Airline Airport Affairs Committee**
- **\$26.3 million commitment of federal highway funds to be received by the State which will be used to fund terminal access roads**
- **Clear demonstration of the State's good faith in committing non-airline funding sources**
- **October 24th letter refers to additional \$15 million in non-airline funds:**

"The State has also identified a minimum of \$15 million in airside development which is eligible for FAA Discretionary Funds. We commit to aggressively pursue these funds to further reduce the airline share of the project costs."

- **October 24th letter joins the State with the airlines in pursuing lower rates and charges to make Anchorage International Airport more competitive in the aviation market**
- **The most explicit value of the State contribution is the lowering of annual debt service on the bond issue (see following chart)**

November 5, 1997

**Lelf Selkregg Associates Program Management Team
by Hudson AIPF, LLC Aviation, Infrastructure & Project Finance**

**Airline Affairs Committee Presentation
Anchorage International Airport
Passenger Terminal Expansion Program**

	<u>October 15 Bond Issue</u>	<u>November 5 Bond Issue</u>
Par Amount of Bonds	\$199,130,000	\$177,205,000
Project Fund from Bond Proceeds	177,207,788	152,000,031
Project Fund from Airport Capital Allocation	6,400,000	6,100,000
Project Fund from State Capital Allocation	0	26,300,000
Capitalized Interest Fund Deposit	22,477,655	20,002,796
Maximum Annual Debt Service (Level Debt Structure)	16,388,159	14,583,284

November 5, 1997

**Leif Selkregg Associates Program Management Team
by Hudson AIPF, LLC Aviation, Infrastructure & Project Finance**

Update of Other Assumptions

- New Project Fund bonding requirement based on 1997 Dollars and 3% Escalation is as follows:

Cash Flow Line	1998	1999	2000	2001	2002	2003	
6.1	6.1						
18.4	18.4	19.0					
41.9	41.9	43.2	44.5				
42.3	42.3	43.6	44.9	46.2			
42.1	42.1	43.4	44.7	46.0	47.4		
13.7	13.7	14.1	14.5	15.0	15.4	15.9	
164.5	6.1	19.0	44.5	46.2	47.4	15.9	179.0 TOTAL

Note 1: \$6.1 million in FY 1998 is not included in the 172.9 million Project Fund bonding requirement.

Note 2: prior 1997 dollars were \$190.9 million, escalating to a total of \$207.5 million.

November 5, 1997

**Leif Selkregg Associates Program Management Team
by Hudson AIPF, LLC Aviation, Infrastructure & Project Finance**

**Airline Affairs Committee Presentation
Anchorage International Airport
Passenger Terminal Expansion Program**

- Incorporate an assumption of less than 100% occupancy of the Airline Rentable area of the Terminal when the project comes on line in Fiscal Year 2002

Fiscal Year	Total Usable Square Feet	Total Available Airline Rentable Square Feet	Actual Rented as % of Available Rentable (rounded)	Total RENTED Airline Rentable Square Feet	Total VACANT Airline Rentable Square Feet
2002	591,565	232,256	80.51%	187,000	45,256
2003	631,863	257,357	80.43%	207,000	50,357
2004	631,863	257,357	83.54%	215,000	42,357
2005	631,863	257,357	89.37%	230,000	27,357
Thereafter	631,863	257,357	89.37%	230,000	27,357

- Update fuel flowage fee assumption to tie to takeoff weight assumption rather than 3% straight line growth

November 5, 1997

**Leif Selkregg Associates Program Management Team
by Hudson AIPF, LLC Aviation, Infrastructure & Project Finance**

**Airline Affairs Committee Presentation
Anchorage International Airport
Passenger Terminal Expansion Program**

- Incorporate updated concession revenues work based on the October 15th Design Presentation to the Airline Affairs Committee; concession consultant has identified several additional design factors which strengthen the outlook for concession revenues, including, for example, location, size, configuration, and store content

Fiscal Year	Food & Beverage Per Enplaned Passenger	News, Gifts & Specialty Per Enplaned Passenger
1997	0.39	0.27
1998 to 2001	increase at 1.5% per annum	increase at 1.5% per annum
2002 (New Program)	0.64	0.58
2003 and thereafter	increase at 1.5% per annum	increase at 1.5% per annum

- Incorporate higher operating assumptions in the areas of Custodial and Building Maintenance for the AIA Main Terminal only

Custodial	One time step up of 10% in FY 2002; then resume 3% escalation
Building Maintenance	Includes two components: Maintenance one time step up of 5% in FY 2002; then resume 3% escalation Utilities one time step up of 15% in FY 2002; then resume 3% escalation

November 5, 1997

**Leif Selkregg Associates Program Management Team
by Hudson AIPF, LLC Aviation, Infrastructure & Project Finance**



Anchorage Economic Development Corporation

The Center of Opportunity

February 9, 1998

Governor Tony Knowles
Office of the Governor
State Capitol
Juneau, Alaska

Dear Governor Knowles:

At the full meeting of the Board of Directors on February 4, 1998, The Anchorage Economic Development Corporation adopted the enclosed position of support for the improvement of the Anchorage International Airport.

The AEDC recognizes the need to improve the passenger terminal and to provide appropriate amenities supporting travelers. The AEDC also recognizes the importance of cargo traffic to the economic viability of the Anchorage International Airport. The transportation and access corridors play an important part in the future growth of the cargo business in Anchorage. It is important for these elements to be included in the planned improvements to AIA. The AEDC supports a financing approach that maintains the cost competitiveness of carrier operations at AIA.

Please keep us advised of the progress of this project. We will provide appropriate comment and documentation during the process of moving this complex undertaking forward.

Sincerely,

Ernest E. Hall
Chairman of the Board

cc: Joseph Perkins, Commissioner, Dept. of Transportation & Public Facilities
Mort Plumb, Director, Anchorage International Airport
Randy Simmons, Director, AIDEA

**Anchorage Economic Development Corporation
Statement of Position on
Anchorage International Terminal Expansion
February 4, 1998**

I. Introduction

The Anchorage Economic Development Corporation (AEDC) has identified the Anchorage International Airport (AIA) as one of the most important economic engines of the metropolitan area of Anchorage. With over 11,000 employees and \$319 million in payroll, the AIA accounts for almost one job in 10 in Anchorage. In 1997, 34 air carriers have landing rights at AIA. The airport currently serves over five million passengers annually, over half are Alaskans, with 25% domestic visitors, and 15% international travelers. Based on current trends, six million passengers are expected by the year 2005. The Anchorage International Airport is the top U.S. cargo airport based on landed weight of all-cargo aircraft. Over 95% of the cargo between the U.S. and Asia stops in Anchorage. The expanded cargo transfer capability ruling approved by the U.S. Department of Transportation has enhanced the ability of cargo carriers to transfer cargo in Anchorage. This makes AIA even more attractive for cargo hub operations and inter-airline cargo transfers.

II. Three Reasons to Support the Terminal Expansion

Anchorage International Airport has proposed a terminal expansion project based on forecasts of need to the year 2005. A number of scenarios were reviewed and evaluated, and the program is designed for implementation over a period of years. AIA proposed financing of the project projects results in fees for doing business at the airport which are competitive with those of medium and large hub airports in the United States.

A. Anchorage is the passenger gateway to Alaska. Based on national industry standards, current terminal facilities are inadequate for today's needs and insufficient to accommodate growth.

- Main terminal provides only 75% of space needed today.
- Ticket lobby is only 40% of the space needed today.
- Baggage claim lobby is only 43% of the space needed today.
- Concourse "C" is functionally obsolete. Built in 1952.

B. Cargo activity provides a business-based reason for aircraft to land in Anchorage.

- Of the \$191 million in the terminal expansion project, \$18 million is earmarked for hard stand development for cargo carrier refueling
- Facility and transportation infrastructure is required to support growth of cargo operations at AIA. Efficient road access for cargo and freight movement between industrial parts of the city and the airport need to be addressed.
- The AIA improvement plan includes the road access and taxiway development requirements to support cargo movement into and within the airport.

- C. Through its airport, Anchorage can make a good first impression. Vacationers and business travelers first exposure to Alaska is the Anchorage International Airport. The current terminal would benefit from amenities found at most major airports. The terminal expansion includes the following major elements:**

- Five new jet aircraft gates.
- Seven new regional aircraft parking positions.
- Expanded and new ticket lobby and baggage claim.
- Expanded curbside and road system.
- New tour group processing facilities.
- Expanded and new retail space.

III. AEDC Supports Revitalization of the Anchorage International Airport

The AEDC supports essential improvements to the passenger terminal at AIA as well as the improvements to cargo carrier service. The AEDC also supports the upgrading of roads to expedite movement of passengers and cargo between the AIA and destinations within Anchorage. The financing of these improvements should be phased to provide a continuation of competitive costs for use of the airport for both passenger and cargo carriers. The revitalization of AIA will enhance its role as a major economic engine of Anchorage and will provide a facility commensurate with its world class status in global travel and trade.



Anchorage
International
Airport

Anchorage International Airport

Terminal Concept Package

Report #8

October 1, 1997

TABLE OF CONTENTS

Terminal Concept Package

Introduction

2005 Concept

- Concept 5
- Roadways
- Massing Perspective
- Lower Level Plan
- Upper Level Plan
- Roadway Plan
- Tour Bag Plan

Implementation Plan

- Construction Staging
- Stage 1
- Stage 2
- Stage 3
- Stage 4

Cost Estimate

- Summary Sheet

Next Steps

AIA PLANNING & CONCEPT DEVELOPMENT SCHEDULE

ID	Task Name	Duration	Start	Finish	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
1	1. KICKOFF MEETING	3d	2/12/97	2/14/97										
2	2. DEFINE GOALS & OBJECTIVES	3w	2/12/97	3/4/97										
3	3. DATA COLLECTION	6w	2/24/97	4/4/97										
4	4. SURVEYS	136d	3/17/97	9/22/97										
5	PASSENGER SURVEYS	136d	3/17/97	9/22/97										
6	WINTER	4w	3/17/97	4/11/97										
7	SUMMER	10w	7/15/97	9/22/97										
8	CONCESSION SURVEY	50d	7/15/97	9/22/97										
9	SUMMER	10w	7/15/97	9/22/97										
10	TRAFFIC SURVEY	50d	7/15/97	9/22/97										
11	SUMMER	10w	7/15/97	9/22/97										
12	5. SITE CONSTRAINTS	8w	3/3/97	4/25/97										
13	6. TERMINAL SPACE REQUIREMENTS	14w	2/24/97	5/30/97										
14	7. DEVELOP TERMINAL ALTERNATES	5w	3/3/97	4/4/97										
15	8. EVALUATE TERMINAL ALTERNATES	1w	4/7/97	4/11/97										
16	9. DEVELOP TERMINAL CONCEPTS	8w	4/14/97	6/6/97										
17	10. EVALUATION OF CONCEPTS	1w	6/9/97	6/13/97										
18	11. REFINE SELECTED CONCEPT	4w	6/16/97	7/11/97										
19	12. FINAL REPORT	1w	7/14/97	7/18/97										
20	14. PRESENTATION MATERIALS	14w	4/30/97	8/5/97										
21	15. CONCEPT REFINEMENT	11w	7/15/97	9/29/97										
22	AIRLINE MEETINGS	157d	3/26/97	10/31/97										
23	MEETING 1	0d	3/26/97	3/26/97										
24	MEETING 2 - WORKSHOP	0d	4/9/97	4/9/97										
25	MEETING 3 - WORKSHOP	0d	5/1/97	5/1/97										
26	MEETING 4 - WORKSHOP	0d	5/14/97	5/14/97										
27	MEETING 5 - WORKSHOP	0d	6/11/97	6/11/97										
28	AFFAIRS COMMITTEE	0d	7/15/97	7/15/97										
29	Airline Operations Meetings	11w	7/15/97	9/29/97										
30	Concept & Financing Presentation	0d	10/1/97	10/1/97										
31	AFFAIRS COMMITTEE	0d	10/15/97	10/15/97										
32	BALLOTS DUE	0d	10/31/97	10/31/97										

Project: AIA CONCEPT SCHEDULE
Date: 9/29/97

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

INTRODUCTION

In September of 1996 AIA initiated a planning process to develop the AIA Terminal Master Plan concept for the planning horizon year 2015, supported by a carefully developed Needs Assessment and a phased implementation program.

The planning team has worked closely with the Airlines and AIA management to develop a partnership approach to the planning process. Based on a series of workshops, meetings and direct input, a preferred Terminal Master Plan concept has been identified for the year 2005 which maintains maximum flexibility for Terminal development beyond 2005 to the year 2015.

On July 15, 1997 the planning team presented the Terminal Concept to The Affairs Committee. The Affairs Committee agreed to the release of the remaining \$2.25 million (from the original approved \$4.5 million) of ANC terminal design money to allow the airport to continue the on-going planning effort. In addition the signatory Airlines agreed by ballot to the reprogramming of \$4 million originally earmarked for Concourse 'C' repair, replacement and relocation to continue the planning and schematic design of the Terminal Expansion program. The issue of approval of the 1999 C.I.P. was deferred to October 15, 1997 to allow the planning and design team to accomplish the following:

- Meet individually with airlines using the terminal to discuss operational requirements and concerns.
- Refine the conceptual design to include concerns and issues rising from the individual meetings.
- Develop more detailed cost estimates and financing plan.

Individual meetings were held with all signatory airlines and many of the non-signatory airlines between July 15th and September 30th. This report contains the refined plans, narratives, construction sequencing, and cost estimate in response to the individual meetings. The financing plan is not part of this document but will be delivered to the Affairs Committee members on October 2, 1997.

2005 CONCEPT NARRATIVE

October 1, 1997

The 2005 Concept corrects existing terminal deficiencies and provides for growth through the year 2005 by demolishing the old 'C' Concourse and constructing a new Terminal in its place, renovating and reconfiguring the existing domestic terminals, and expanding and reconfiguring the approach roadways and parking. Specific goals and objectives of AIA and the Airlines that are met by this plan include:

- It provides the facilities necessary to meet the forecast demand for the year 2005.
- It creates a facility that has balanced capacities for airside, terminal and curbsides.
- It resolves major deficiencies that exist in current ticket lobbies, baggage claim, curbside and baggage make up areas.
- It provides a flexible terminal that can accommodate changes in fleet mix and aircraft gage.
- It is a cost effective approach, maximizing the use of existing facilities.
- It provides for construction while continuing the operations of the Airport.
- It provides for future terminal expansion and midfield pier to meet the forecast 2015 demand.

At the completion of this project the total area of the Domestic Terminal will be 717,000 square feet consisting of approximately 350,000 square feet of existing and remodeled space and 367,000 square feet of new terminal. 24 jet parking positions and 20 regional parking positions will be provided with 3 of the jet positions cross utilized. Significant features of the project include:

'C' Concourse Replacement

- Expansion of the flightline to the north increasing the airside capacity by 5 structural (jet) gates and 7 ground load (regional) gates.
- 300 lineal feet of new ticket lobby sized to accommodate jet aircraft.
- 300 lineal feet of new baggage claim area with areas and devices sized to accommodate jet aircraft.
- New facilities for processing Tour Groups.
- New airline ticket offices (ATO), holdrooms, baggage make up and operations space.
- Additional concession spaces in the new concourse and in the renovated core area.
- New restrooms, mechanical, electrical and maintenance spaces to support the terminal.
- Ground level connector linking the North and South Terminals.
- Offices to replace space vacated in the old 'C' Concourse and to consolidate airport administration functions.

Terminal Renovation

- Expansion of the Main Terminal, adding holdrooms and baggage make up space and allowing the ticket counters and baggage claim devices to be 'pushed back' to create lobbies that are sized to accommodate jet aircraft.
- Connection of an integrated secure circulation path to all jet gates. This will allow passengers to transfer from one flight to another without exiting and reentering the secure zone. Primary security check points will be centralized in the new core area.
- The core area at the connection of the concourse will be reorganized to create a focal point for the airport and maximize the exposure of the passengers to concession areas. Vertical circulation in the form of elevators and escalators will provide direct and obvious connection for passengers to ticketing, baggage claim, and other airport services.
- The existing 'A' and 'B' Concourse will receive code upgrades and updated interior finishes.

Roadways & Parking

- The road system will be improved to serve the new C-Concourse and provide safe and easy access to all airport facilities. To serve the new terminal area, the existing bridge will be extended to the north, and corresponding shifts made in the roadway accesses to the upper and lower ramps, rental cars, and short-term and long-term parking. The departure lanes from the upper and lower ramps and the current toll-booth exit from parking are adequate through the Year 2005 and no changes will be made in these portions of the facility.

- In conjunction with the realignment of the inbound and outbound roadways, a new return-to-terminal and parking recirculation loop will be developed. This improvement will simplify the traffic flow, and provide for safe circulation in and around the airport terminals and parking areas.

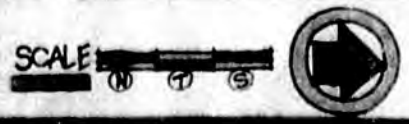
Airfield Improvements

- Cargo Parking positions which are affected by the Terminal Expansion will be relocated to another area of the airfield. The location of the cargo parking positions will be confirmed by the AIA's Cargo Masterplanning effort.
- The apron area east of the 'A' Concourse on the old Fire Station site will be leveled and paved to expand aircraft parking and maneuvering areas.
- 7 remote overnight (RON) parking positions will be provided in the terminal area. Alternatively additional cargo handstands may be constructed out of the terminal area freeing up close in positions for RON parking with potential cross utilization by cargo carriers at off peak hours.
- A 250 foot deep aircraft parking apron will be created at new terminal areas.

TERMINAL DEVELOPMENT CONCEPT 5: MASSING PERSPECTIVE

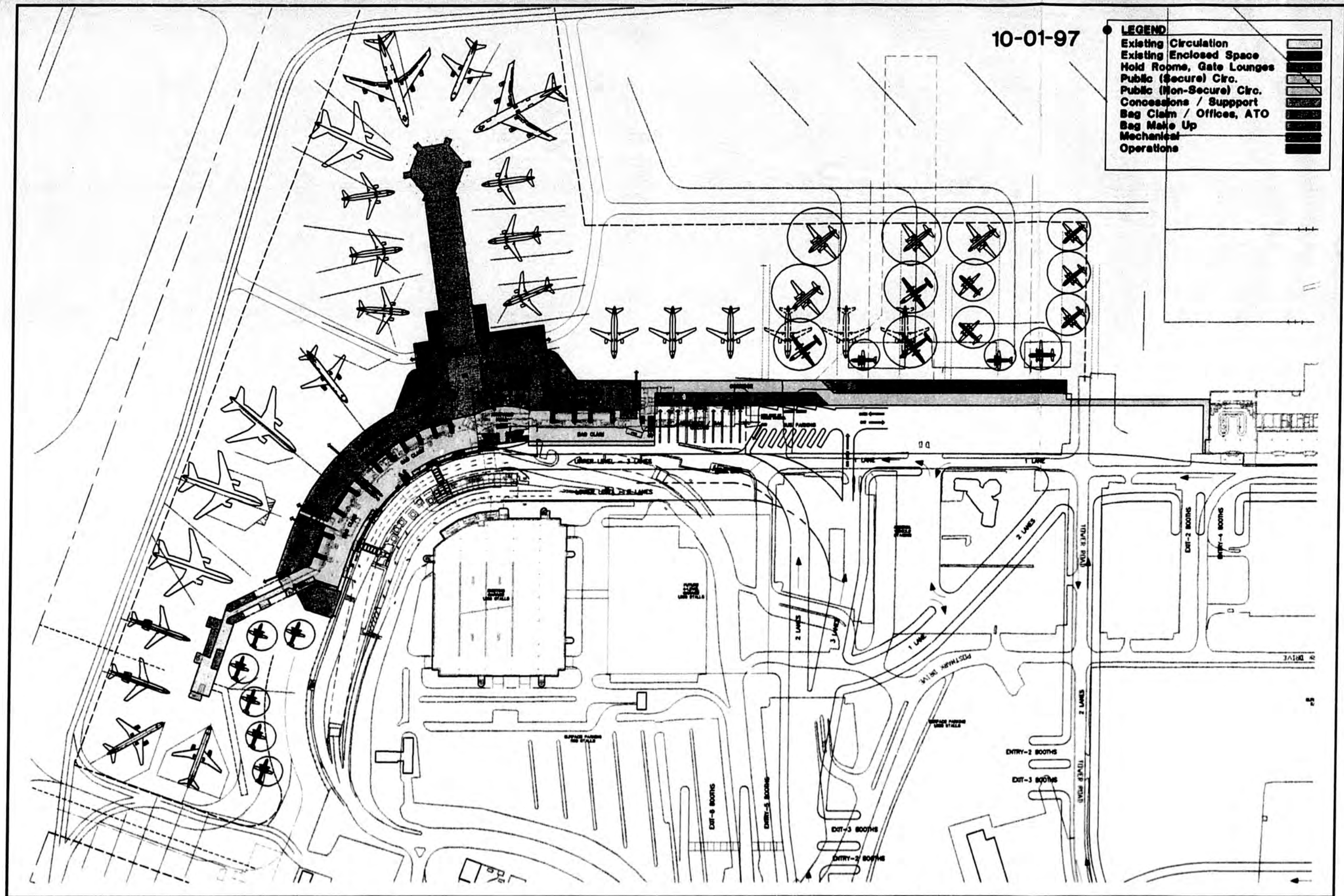


ANC: TERMINAL EXPANSION PROGRAM



10-01-97

LEGEND	
Existing Circulation	
Existing Enclosed Space	
Hold Rooms, Gate Lounges	
Public (Secure) Circ.	
Public (Non-Secure) Circ.	
Concessions / Support	
Bag Claim / Offices, ATO	
Bag Make Up	
Mechanical	
Operations	



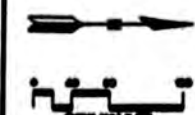
Anchorage International Airport Scheme 5 - Year 2005 - Lower Level



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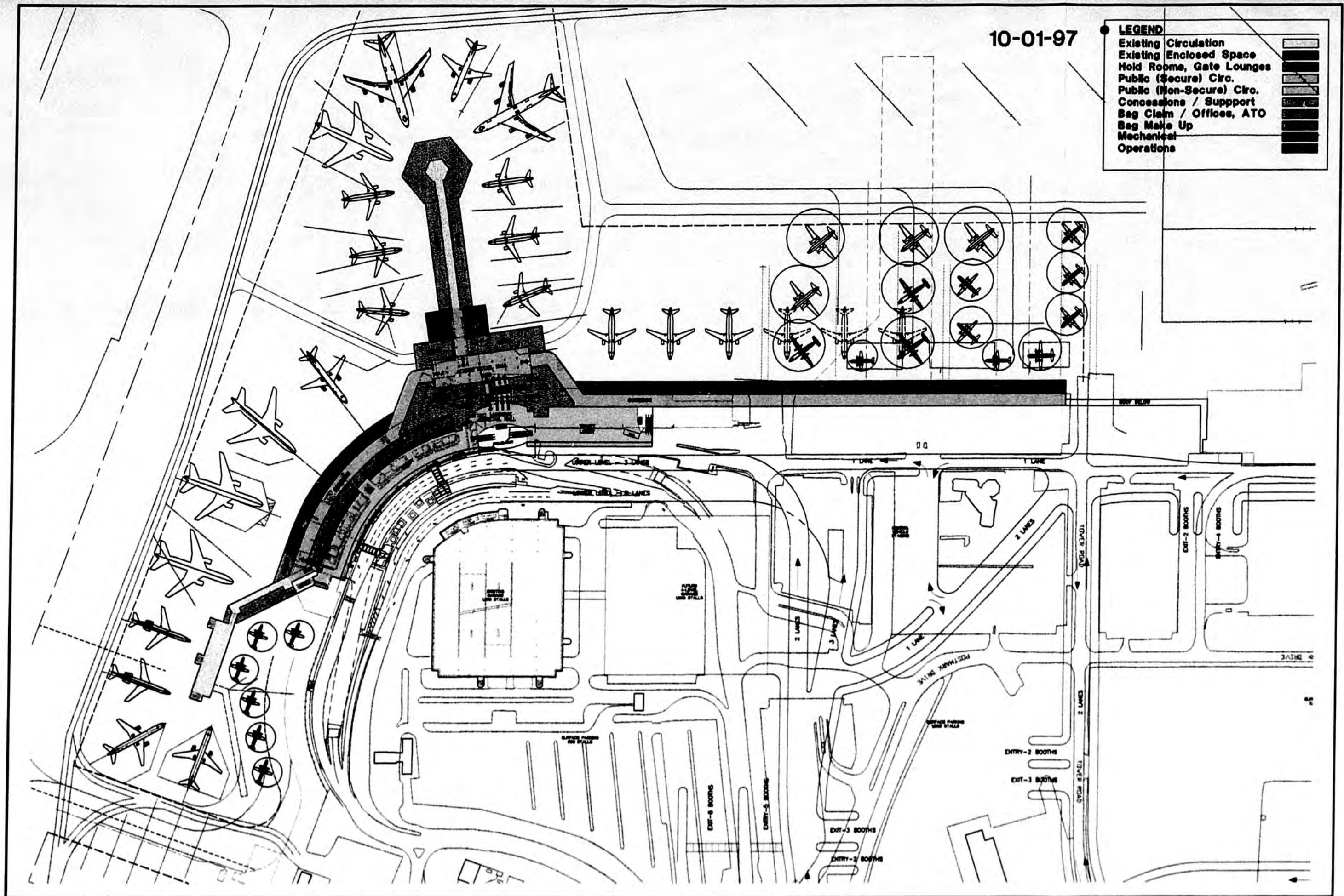
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July 20, 2005

10-01-97

LEGEND

Existing Circulation
Existing Enclosed Space
Hold Rooms, Gate Lounges
Public (Secure) CIRC.
Public (Non-Secure) CIRC.
Concessions / Support
Bag Claim / Offices, ATO
Bag Make Up
Mechanical
Operations



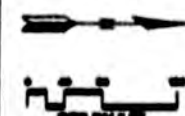
Anchorage International Airport Scheme 5 - Year 2005 - Upper Level



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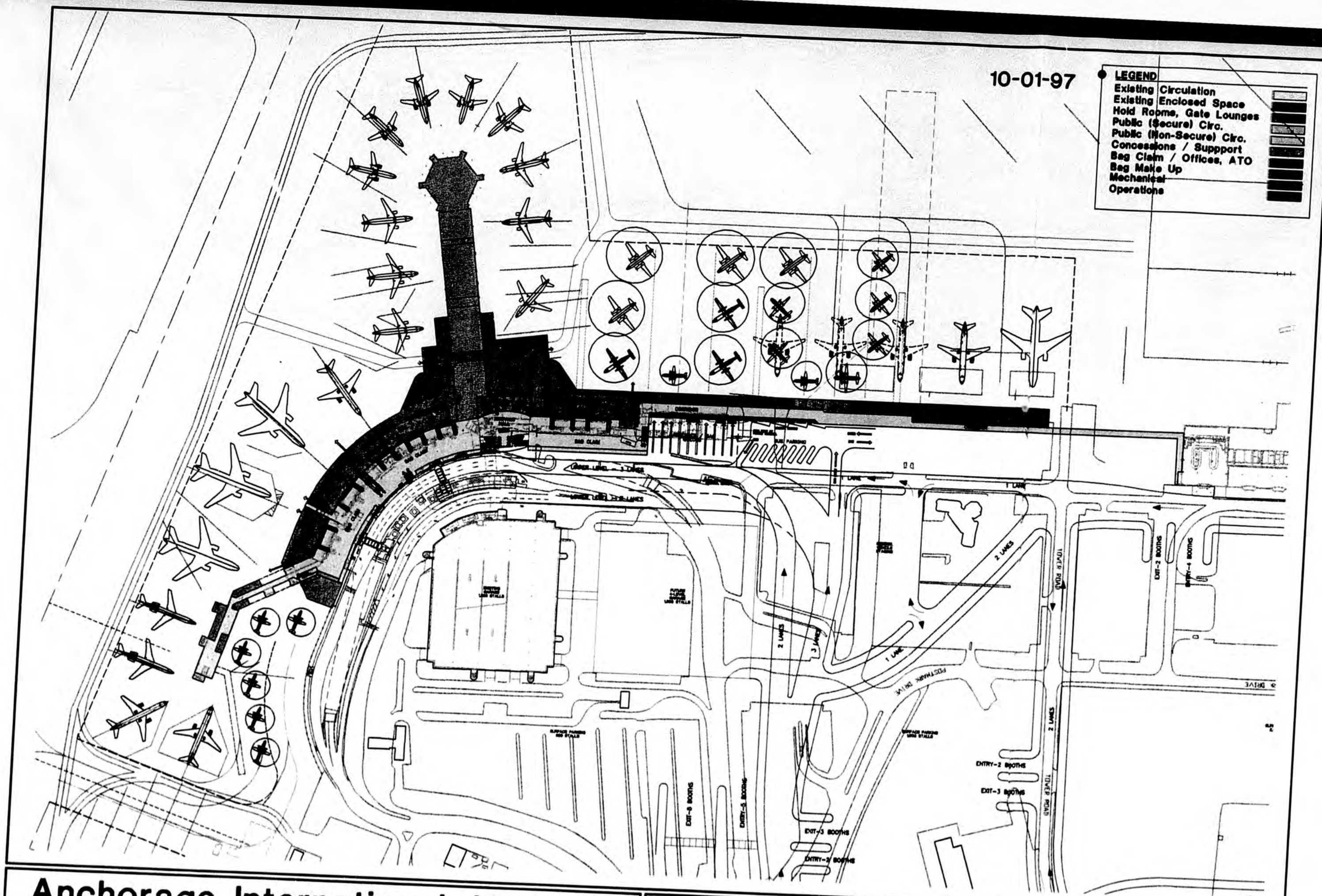


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Date: July 26, 1997

LEGEND

Existing Circulation	
Existing Enclosed Space	
Hold Rooms, Gate Lounges	
Public (Secure) Crc.	
Public (Non-Secure) Crc.	
Concessions / Support	
Bag Claim / Offices, ATO	
Bag Make Up	
Mechanical	
Operations	



Anchorage International Airport

Scheme 5a - Year 2005 - Lower Level

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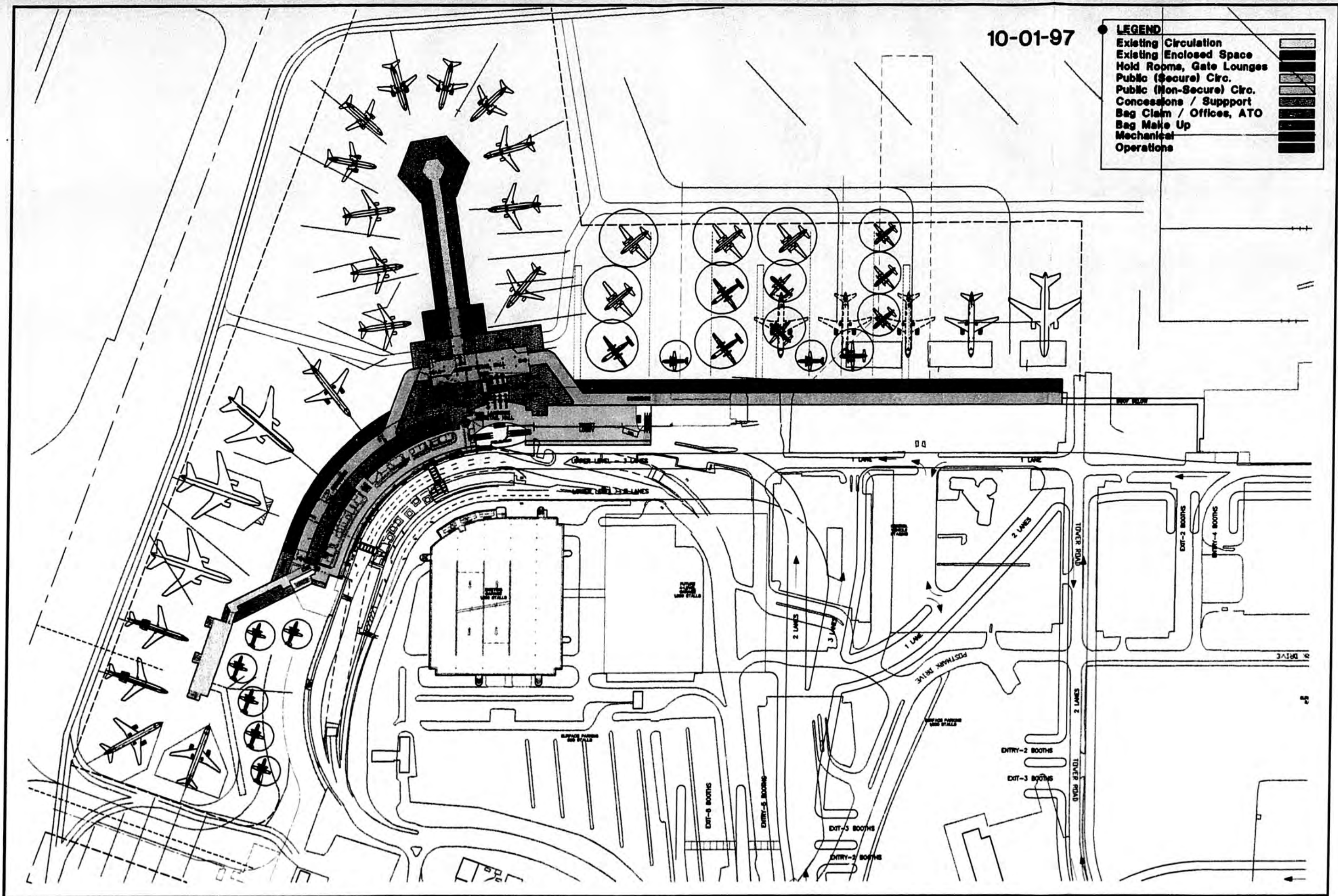
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Date: July 20, 1997

10-01-97

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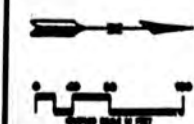
- Existing Circulation
- Existing Enclosed Space
- Hold Rooms, Gate Lounges
- Public (Secure) Crc.
- Public (Non-Secure) Crc.
- Concessions / Support
- Bag Claim / Offices, ATO
- Bag Make Up
- Mechanical
- Operations



Anchorage International Airport **Scheme 5a - Year 2005 - Upper Level**

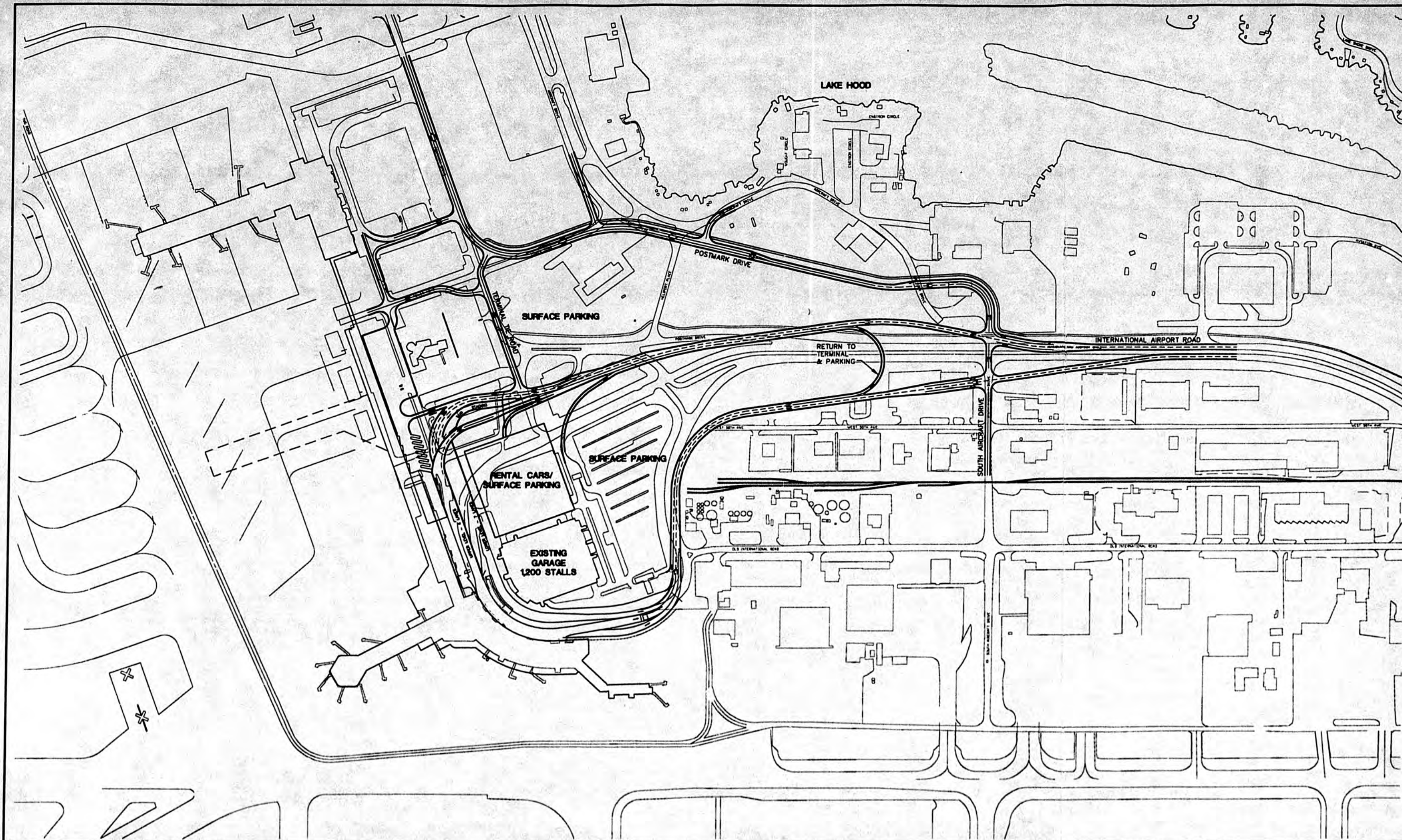
McCOOL CARLSON GREEN
 ARCHITECTURE INTERIOR DESIGN SPACE PLANNING
 901 W. 50TH AVENUE, ANCHORAGE, AK (907) 562-6474

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 Date: July 28, 1997

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 VIEW: B01, BLD1, E1H01, PLOT
 XREF: 026MA51A, FP5_LOW



Anchorage International Airport YEAR 2005 - ROAD LAYOUT PLAN

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R&M CONSULTANTS, INC.

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 GRAPHIC SCALE IN FEET

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 Date:
 Sept. 25, 1997

IMPLEMENTATION PLAN

The current implementation plan focuses on delivering the new terminal and overall program in a shorter time frame than the plan discussed at the July 15 Affairs Committee meeting. This change is being recommend for two primary reasons

- To address critical terminal crowding problems which exist today in as timely a fashion as possible for airlines, passengers and other airport users.
- To take advantage of cost savings associated with reduced cost escalation and bond financing.

Construction staging has been arranged to provide facilities for all existing operations during construction while constructing the 'C' Terminal Replacement. The 4 stages of construction are outlined in the following construction plan and schedule.

STAGE 1 - ENABLING WORKS (1998-99)

This stage consists of preparing the site for the construction of the new 'C' Terminal. Enabling work construction will start in the summer of 1998 and be completed spring of 1999. Included in this stage is:

- Relocation of 2 Cargo parking positions located between the domestic and international terminals.
- Delta Airlines moves temporarily to North Terminal.
- Alaska Airlines relocates from Gates B2 & B4 to the vacated Delta Gates.

- Construct a temporary security bypass and baggage level access to allow PenAir and ERA to operate out of Gates B2 & B4.
- Relocate utilities in the 'C' Terminal Area.
- Construct temporary fencing and temporary walkways around the 'C' Terminal construction site.
- Construct interim provisions for roadway construction.
- Demolition of existing 'C' Concourse.

STAGE 2 - 'C' TERMINAL CONSTRUCTION (1999-2001)

During this stage the entire new 'C' Terminal is constructed including roadway modifications. PenAir and ERA operate out of Gates B2 and B4 and Alaska occupies Gates A2, A3, and A4 for the duration of this stage. Included in this stage is:

- New 'C' Terminal including ticketing, baggage claim, gates, concession, baggage make up and operational space for jets and regional carriers.
- Modifications to surface and elevated roadway system required to serve the new terminal.
- New ground level connector to the North Terminal.
- Tour Group handling Facility.

- Apron Paving at the new terminal and additional RON parking positions.
- Demolition of the Old Fire Station and extensions at apron paving east of Concourse 'A'.

At the conclusion of this stage the new terminal will be occupied relieving overcrowding pressures on the existing terminal.

STAGE 3 - WEST TERMINAL AREA RENOVATION (2001-02)

This stage reconstructs the core area of the terminal and enlarges the existing ticketing and baggage claim areas. To avoid conflicts with peak terminal usage the majority of this work is scheduled to occur between October 1 and May 1. Improvements to the terminal include:

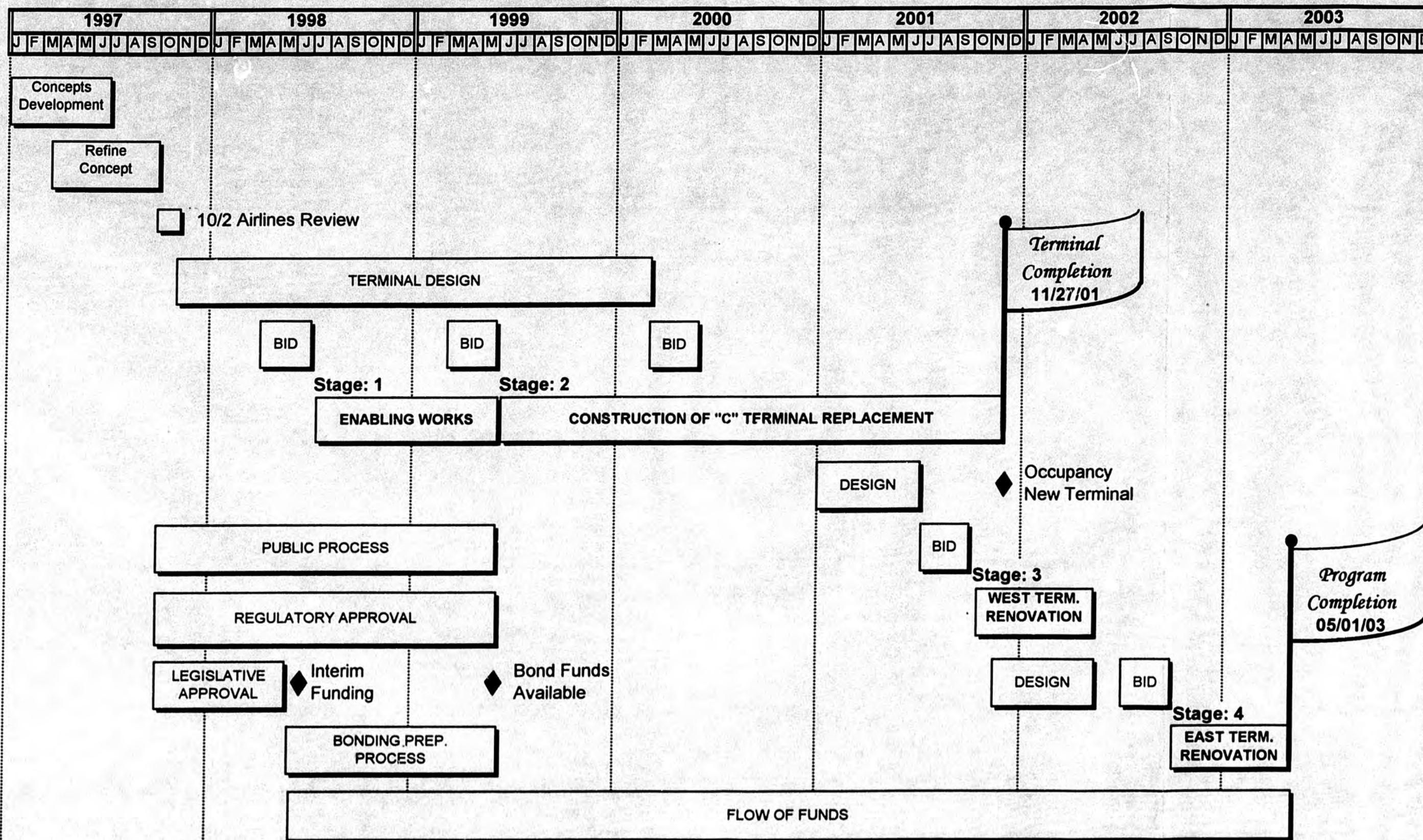
- Seismic and other upgrades to the Main Terminal core, lobbies and the 'B' Concourse.
- Widen existing terminal to provide for gate lobbies and baggage make up.
- Relocation of ticket counters, baggage make up and claim devices to enlarge queuing and circulation spaces.
- Enlargement and reconfiguration of concession areas.

STAGE 4 - EAST TERMINAL AREA RENOVATION (2002-03)

The final stage reconstructs the east area of the terminal and enlarges the existing ticketing and baggage claim areas. To avoid conflicts with peak terminal usage the majority of this work is scheduled to occur between October 1 and May 1. Improvements to the terminal include:

- Seismic and other upgrades to the Main Terminal and the 'A' Concourse.
- Widen existing terminal to provide for gate lobbies and baggage make up.
- Relocation of ticket counters, baggage make up and claim devices to enlarge queuing and circulation spaces.

Anchorage International Airport Terminal Redevelopment Program Implementation Schedule



10-01-97

Buld Internal
mods. as req'd.
for Era & PenAir
non-secure
by-pass

Buld temporary stair,
walkway - construct
security fence

Delta moves to
North Terminal →

Alaska uses
Delta gates
A2-A4

Era & PenAir operations
remain here until provisions
are ready for move

Remove exist.
Era & PenAir
counters &
ATO. Restore
space to
lobby

Interim provisions for
roadway construction

Construction
Stage 1
1998 - 99

Anchorage International Airport

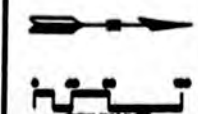
Construction Plan 4 - Upper Level



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Rev
July 20, 1997

10-01-97

Era & PenAir use Gate B2-B4 via temporary stair & walkway to access planes

Optional: Era & PenAir pax go thru security or build by-pass corridor

POSSIBLE NON-SECURE ACCESS (BY-PASS SECURITY CHECKPOINT)

ERA/PENAIR GATE (B2-B4)

Build new Terminal Expansion

Build new Concourse C

Build new elevated roadway & other roadway improvements

New apron paving

Construction Stage 2
1999 - 2001

Anchorage International Airport

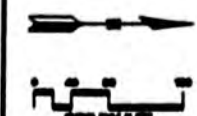
Construction Plan 4 - Upper Level



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801 W. 90TH AVENUE, ANCHORAGE, AK (907) 508-6474



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DATE: 10/1/97

10-01-97

Expand face of
existing Terminal

Relocate functions
and renovate
in layers

This end
remains
in use
same as
stage 2

Relocate Alaska, Era & PenAir
to permanent locations

Use new
Concourse C

Use new
portions of
Terminal

Use new
roadways

Construction
Stage **3**
2001 - 02

Anchorage International Airport

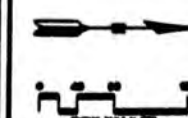
Construction Plan 4 - Upper Level



McCOOL CARLSON GREEN
ARCHITECTURE INTERIOR DESIGN SPACE PLANNING
901 W. 50TH AVENUE, ANCHORAGE, AK (907) 566-6474



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A3.0

Date:
July 28, 1997

10-01-97

Expand face of
existing Terminal

Relocate functions
and renovate
in layers

Use renovated
portions of
Terminal

Construction
Stage 4
2002 - 03

Anchorage International Airport

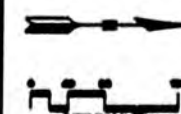
Construction Plan 4 - Upper Level



McCOOL CARLSON GREEN
ARCHITECTURE INTERIOR DESIGN SPACE PLANNING
991 W. 50TH AVENUE, ANCHORAGE, AK (907) 588-8474



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DATE
JUL 25, 2007

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

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(907) 562-0420 FAX

ARCHITECTS

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

September 29, 1997

DATE: 9/29/97

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.

ANCHORAGE INTERNATIONAL AIRPORT EXPANSION
ANCHORAGE, ALASKA
PRELIMINARY CONSTRUCTION COST ESTIMATE

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DATE: 9/29/97

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
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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
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PROJECT TOTAL (WITHOUT ESCALATION):	<u>\$ 190,754,354</u>
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AIA TERMINAL EXPANSION ACTIVITIES FOR FY 1998

ID	Task Name	Cost	J	A	S	O	N	D	J	F	M	A	M	J
1	FY 1998 ACTIVITIES	\$6.40												
2	Terminal Surveys	\$0.20												
3	Curbside & Roadway	\$0.06												
4	Terminal Activity	\$0.07												
5	Terminal Market	\$0.07												
6	Modifications for Temporary Relocations	\$0.20												
7	Design	\$0.20												
8	Cargo Parking Replacement	\$0.50												
9	Design	\$0.50												
10	Utility Relocations	\$0.10												
11	Design	\$0.10												
12	Terminal Design	\$4.20												
13	Land Surveys	\$0.10												
14	Geotechnical	\$0.10												
15	Architectural Design	\$2.00												
16	Engineering Systems	\$1.50												
17	Airport Special Systems	\$0.30												
18	Cost Estimates	\$0.10												
19	Construction Sequencing	\$0.10												
20	Public Process	\$0.30												
21	Prepare Materials	\$0.10												
22	Public Meetings	\$0.20												
23	Regulatory Review Process	\$0.40												
24	State	\$0.10												
25	Municipality	\$0.10												
26	Federal	\$0.20												
27	Funding Plan	\$0.30												
28	Ongoing Scenario Evaluation	\$0.05												
29	Detailed Analysis of Preferred Scenario	\$0.15												
30	Presentation to Stakeholders	\$0.10												
31	Coordination with the Airport	\$0.10												
32	Cargo Master Plan	\$0.05												
33	Other AIA projects	\$0.05												
34	Coordination with Airlines	\$0.10												
35	Monthly Meetings & Mailouts	\$0.10												

Date: 9/26/97

Task

Progress

Milestone

Summary

Rollup Task

Rollup Milestone

Rollup Progress