

ALASKA LEGISLATURE SPECIAL COMMITTEE/SUBJECT FILES 8672

2457 SCOMM 103: HOUSE SPEC. COMM. INTL. TRADE & TOURISM, 1997-98

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 provide 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 Zdzenicki, A.I.A.,
Terminal Programming
TAMS Consulting, Inc., New York City**

Mr. Zdzenicki 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 Kitzhaber 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 of 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 \$25 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

Leif L. Selkregg (Continued)

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

Leif L. Selkregg (Continued)

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.

John E. McCool (Continued)

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 very 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 from 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.

F

STATE OF ALASKA

DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES

OFFICE OF THE COMMISSIONER

TONY KNOWLES, GOVERNOR

3132 CHANNEL DRIVE
JUNEAU, ALASKA 99801-7898

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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,

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

<u>Contract Bid Package</u>	<u>Est. Value</u>	<u>Award Date</u>
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

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

PAGE 3

DATE: 9/29/97

SUMMARY

ENABLING WORKS

Utility Relocations	931,500	
Cargo Hardstand Replacement	3,588,000	
Modifications for Temporary Relocations	<u>1,549,641</u>	
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	<u>28,819,368</u>	
TOTAL CONCOURSE 'C' REPLACEMENT		129,796,215

TERMINAL RENOVATION

West Terminal Renovation	22,577,431.00	
East Terminal Renovation	<u>12,574,295.00</u>	
TOTAL TERMINAL RENOVATION		<u>35,151,726</u>

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%	<u>2,814,366</u>

TOTAL PLANNING, DESIGN AND ADMINISTRATION: 19,737,272

PROJECT TOTAL (WITHOUT ESCALATION): \$ 190,754,354

ANCHORAGE INTERNATIONAL AIRPORT EXPANSION
ANCHORAGE, ALASKA
PRELIMINARY CONSTRUCTION COST ESTIMATE

PAGE 4

DATE: 9/29/97

SUMMARY

OPTION # 1

Temporary Regional Terminal	202,593
Roadway Improvements *	75,000
Planning, Design and Administration Cost	<u>24,463</u>

TOTAL OPTION #1 (WITHOUT ESCALATION):

\$ 302,056

* Costs provided by R&M Consultants

** Costs provided by McCool Carlson Green

ANCHORAGE INTERNATIONAL AIRPORT EXPANSION
ANCHORAGE, ALASKA
PRELIMINARY CONSTRUCTION COST ESTIMATE

PAGE 5

DATE: 9/29/97

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	<u>187,500</u>

SUBTOTAL UTILITY RELOCATIONS:

\$ 675,000

• Estimator's Contingency	10.00%	67,500
• Change Order Contingency	10.00%	<u>67,500</u>

SUBTOTAL CONSTRUCTION COSTS:

\$ 810,000

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	81,000
• Other Construction Related Costs	5.00%	<u>40,500</u>

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
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SUBTOTAL CARGO HARDSTAND REPLACEMENT: \$ 2,600,000

• Estimator's Contingency	10.00%	260,000
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• Change Order Contingency	10.00%	260,000
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SUBTOTAL CONSTRUCTION COSTS: \$ 3,120,000

CONSTRUCTION RELATED COSTS

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

ANCHORAGE INTERNATIONAL AIRPORT EXPANSION
ANCHORAGE, ALASKA
PRELIMINARY CONSTRUCTION COST ESTIMATE

PAGE 7

DATE: 9/29/97

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	<u>250,000</u>

SUBTOTAL MODIFICATIONS FOR TEMPORARY RELOCATIONS: \$ 1,122,928

• Estimator's Contingency	10.00%	112,293
• Change Order Contingency	10.00%	<u>112,293</u>

SUBTOTAL CONSTRUCTION COSTS: \$ 1,347,514

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	134,751
• Other Construction Related Costs	5.00%	<u>67,376</u>

SUBTOTAL CONSTRUCTION RELATED COSTS: 202,127

TOTAL MODIFICATIONS FOR TEMPORARY RELOCATIONS: \$ 1,549,641

ANCHORAGE INTERNATIONAL AIRPORT EXPANSION
ANCHORAGE, ALASKA
PRELIMINARY CONSTRUCTION COST ESTIMATE

PAGE 8

DATE: 9/29/97

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	<u>438,000</u>

SUBTOTAL DEMOLISH EXISTING CONCOURSE 'C': \$ 1,244,047

• Estimator's Contingency	10.00%	124,405
• Change Order Contingency	10.00%	<u>124,405</u>

SUBTOTAL CONSTRUCTION COSTS: \$ 1,492,857

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	149,286
• Other Construction Related Costs	5.00%	<u>74,643</u>

SUBTOTAL CONSTRUCTION RELATED COSTS: 223,929

TOTAL DEMOLISH EXISTING CONCOURSE 'C': \$ 1,716,786

ANCHORAGE INTERNATIONAL AIRPORT EXPANSION
ANCHORAGE, ALASKA
PRELIMINARY CONSTRUCTION COST ESTIMATE

PAGE 9

DATE: 9/29/97

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

ANCHORAGE INTERNATIONAL AIRPORT EXPANSION
ANCHORAGE, ALASKA
PRELIMINARY CONSTRUCTION COST ESTIMATE

PAGE 10

DATE: 9/29/97

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	<u>225,000</u>

SUBTOTAL 'C' TERMINAL CONSTRUCTION: \$ 47,003,907

• Estimator's Contingency	10.00%	4,700,391
• Change Order Contingency	10.00%	<u>4,700,391</u>

SUBTOTAL CONSTRUCTION COSTS: \$ 56,404,689

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	5,640,469
• Other Construction Related Costs	5.00%	<u>2,820,234</u>

SUBTOTAL CONSTRUCTION RELATED COSTS: 8,460,703

TOTAL 'C' TERMINAL CONSTRUCTION: \$ 64,865,392

ANCHORAGE INTERNATIONAL AIRPORT EXPANSION
ANCHORAGE, ALASKA
PRELIMINARY CONSTRUCTION COST ESTIMATE

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DATE: 9/29/97

SCHEME NO. 5
'C' TERMINAL REPLACEMENT

Connector 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	<u>32,120</u>

SUBTOTAL CONNECTOR TO NORTH TERMINAL: \$ 1,209,618

• Estimator's Contingency	10.00%	120,962
• Change Order Contingency	10.00%	<u>120,962</u>

SUBTOTAL CONSTRUCTION COSTS: \$ 1,451,542

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	145,154
• Other Construction Related Costs	5.00%	<u>72,577</u>

SUBTOTAL CONSTRUCTION RELATED COSTS: 217,731

TOTAL CONNECTOR TO NORTH TERMINAL: \$ 1,669,273

ANCHORAGE INTERNATIONAL AIRPORT EXPANSION
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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	<u>36,000</u>

SUBTOTAL TOUR BAG FACILITY: \$ 2,373,978

• Estimator's Contingency	10.00%	237,398
• Change Order Contingency	10.00%	<u>237,398</u>

SUBTOTAL CONSTRUCTION COSTS: \$ 2,848,774

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	284,877
• Other Construction Related Costs	5.00%	<u>142,439</u>

SUBTOTAL CONSTRUCTION RELATED COSTS: 427,316

Roadway Improvements * 100,000

Planning, Design and Administration Costs 392,780

TOTAL TOUR BAG FACILITY: \$ 3,768,870

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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					<u>By Others</u>
SUBTOTAL AIRSIDE IMPROVEMENTS:					\$ 20,883,600
• Estimator's Contingency	10.00%				2,088,360
• Change Order Contingency	10.00%				<u>2,088,360</u>
SUBTOTAL CONSTRUCTION COSTS:					\$ 25,060,320

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SCHEME NO. 5
'C' TERMINAL REPLACEMENT

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	2,506,032
• Other Construction Related Costs	5.00%	<u>1,253,016</u>

SUBTOTAL CONSTRUCTION RELATED COSTS: 3,759,048

TOTAL AIRSIDE IMPROVEMENTS: \$ 28,819,368

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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	<u>150,470</u>
SUBTOTAL NEW CONSTRUCTION - WEST TERMINAL:				\$ 4,058,850
• Estimator's Contingency	10.00%			405,885
• Change Order Contingency	10.00%			<u>405,885</u>
SUBTOTAL CONSTRUCTION COSTS:				\$ 4,870,620

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SCHEME NO. 5
WEST TERMINAL RENOVATION

CONSTRUCTION RELATED COSTS

• Construction Admin/Management	10.00%	487,062
• Other Construction Related Costs	5.00%	<u>243,531</u>

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

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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	<u>1,024,320</u>	
SUBTOTAL REMODEL AREAS - WEST TERMINAL:					\$ 11,355,330
• Estimator's Contingency	20.00%				2,271,066
• Change Order Contingency	10.00%				<u>1,135,533</u>
SUBTOTAL CONSTRUCTION COSTS:					\$ 14,761,929

CONSTRUCTION RELATED COSTS

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