

# Portwide 2011 Capital Budget

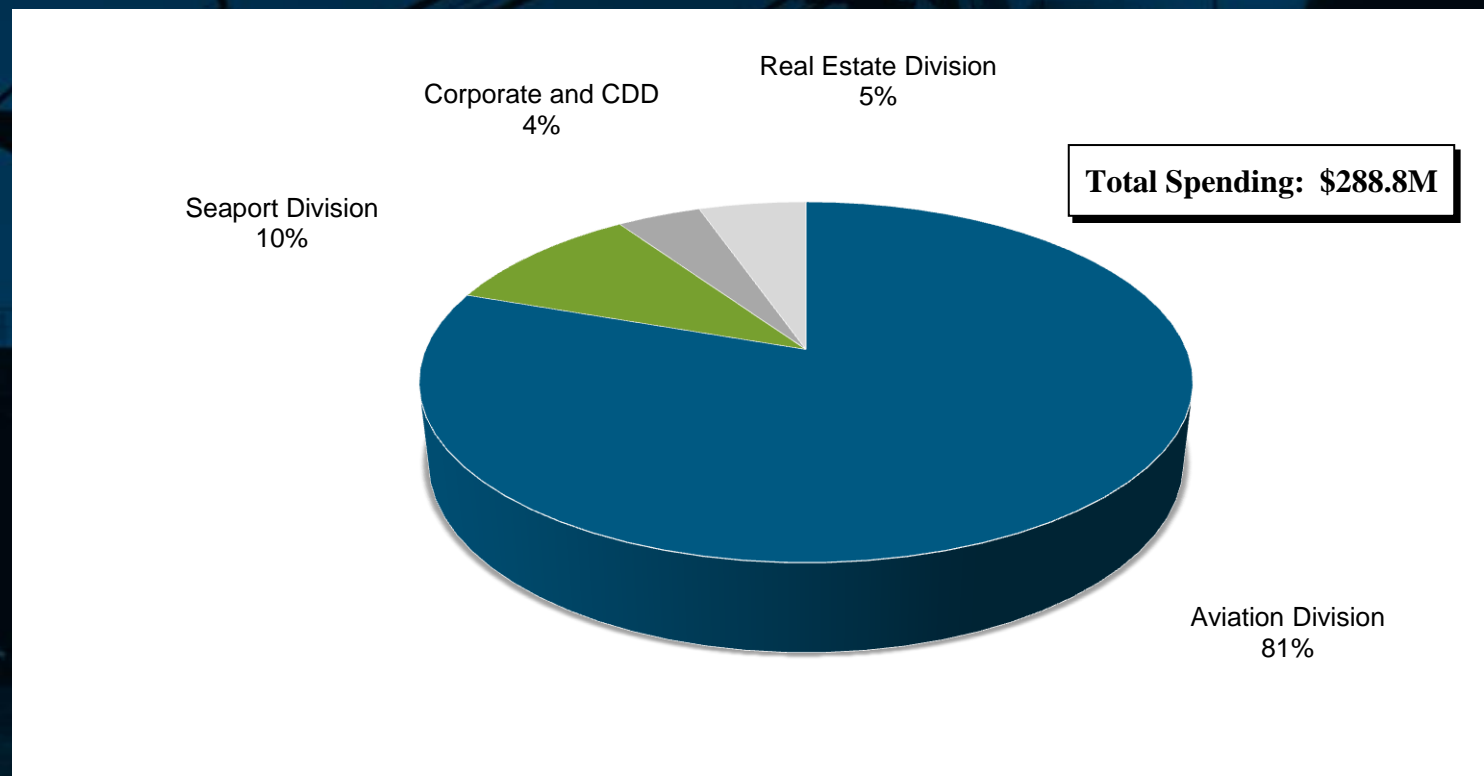
Commission Workshop  
September 28, 2010

# 2011 Capital Budget Summary

(\$ in millions)	Aviation	Seaport	Real Estate	Corporate <sup>(1)</sup>	Total
Committed	\$231.4	\$30.0	\$15.4	\$12.1	\$288.8
Business Plan Prospective	\$106.8	\$18.6	\$5.0	\$1.4	\$131.8
Total	\$338.2	\$48.6	\$20.4	\$13.5	\$420.6

(1) Includes \$0.5 million for CDD

# 2011 Capital Budget by Division



\* Not including \$131.8M of Business Plan Prospective Projects.

# 5-Year Capital Plan by Division

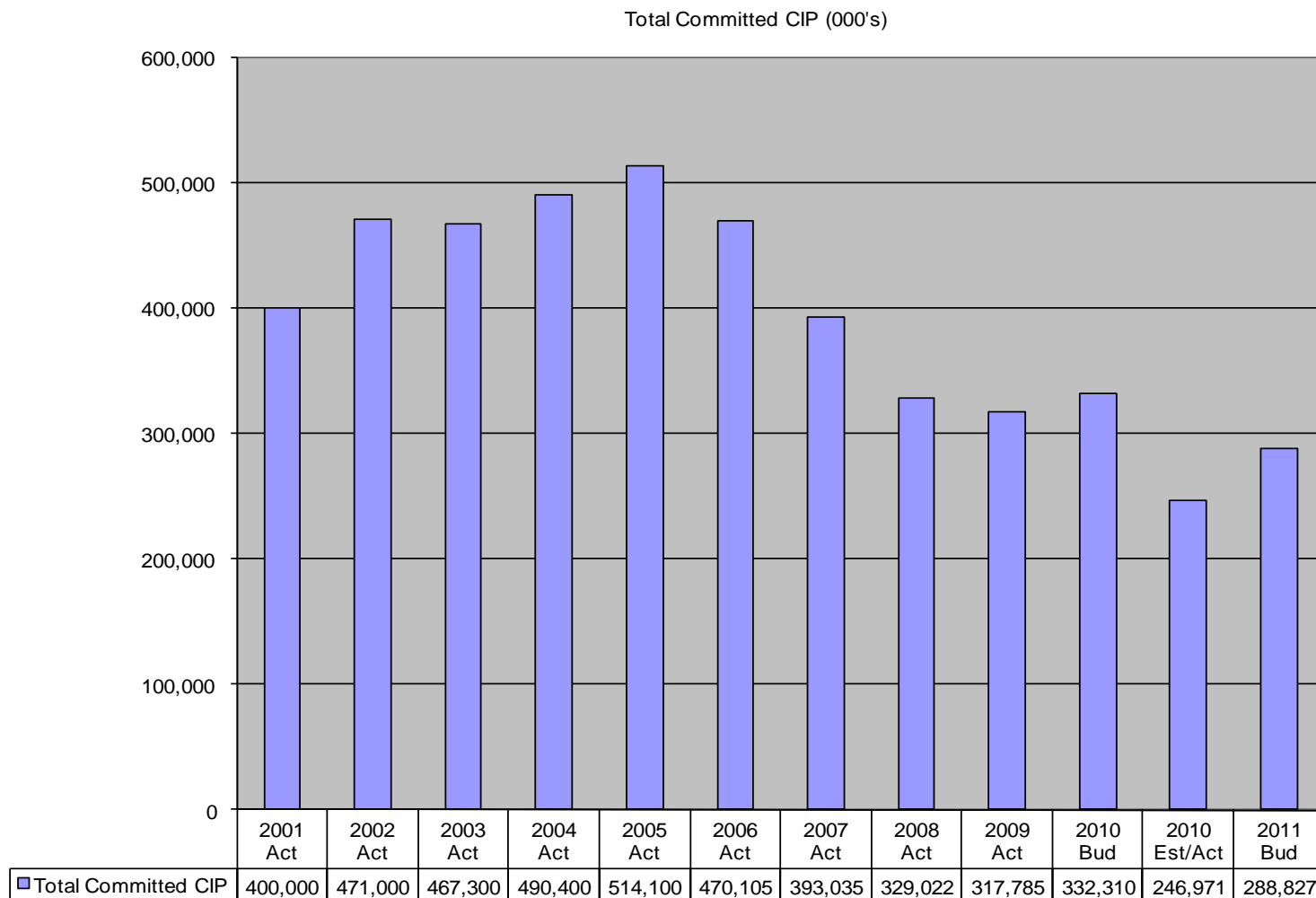
The 5-year capital plan from 2011-2015 is \$1.50 billion

• Aviation Committed Projects	\$487.5M
• Seaport Committed Projects	\$ 95.2M
• Real Estate Committed Projects	\$ 31.9M
• Corporate & CDD Committed Projects	<u>\$ 23.7M</u>
Total Committed Projects	\$638.3M

• Aviation Business Plan Prospective*	\$563.3M
• Seaport Business Plan Prospective*	\$214.4M
• Real Estate Business Plan Prospective*	\$ 43.9M
• Corp & CDD Business Plan Prospective*	<u>\$ 37.9M</u>
Total Business Plan Prospective*	\$ 859.5M

\*The preliminary numbers may change pending outcome of tax Levy discussions

# CIP History 2001 – 2011





# Corporate & CDD 2011 Capital Budget

Commission Workshop  
September 28, 2010

# 5 Year Capital Budget - Corp & CDD

(In Thousands)	Est. Act. 2010	2011	2012	2013	2014	2015	2011-2015 5 Yr Total
Information & Communication Technology <sup>(1)</sup>	12,295	12,649	11,250	10,500	10,650	10,800	55,849
Corporate Small Capital and Fleet Replacement	100	300	475	475	475	625	2,350
CDD Small Capital and Fleet Replacement	0	523	502	944	662	743	3,374
<b>TOTAL CORPORATE CIP</b>	<b>12,395</b>	<b>13,472</b>	<b>12,227</b>	<b>11,919</b>	<b>11,787</b>	<b>12,168</b>	<b>61,573</b>

(1) Includes committed and business plan prospective projects.

# 2011 Capital Projects - Corp & CDD

Corporate and CDD Projects:	2011 Budget	Total Project Budget*
<b>Information and Communication Technology</b>		
Infrastructure Small Capital	\$ 2,500	
Business Applications Small Capital	2,000	
Enterprise GIS Small Capital	250	
PeopleSoft Financials Upgrade	2,500	\$ 5,000
ID Badge	1,900	2,300
Police Records Mgmt System Replacement	1,000	1,300
Network Switch Replacement	1,000	1,500
Project Delivery System	299	1,525
Records & Document Management	200	800
Internet Redesign	300	500
Windows 7 Operating System Upgrade	300	500
Property Mgt. System Upgrade (Propworks)	400	450
Technology Total	12,649	
<b>Other Corporate and CDD</b>		
CDD Fleet Replacement	\$ 363	
CDD Small Capital	160	
Corporate Small Capital and Fleet Replacement	300	
Other Total	823	-
<b>Corporate and CDD Total</b>	<b>13,472</b>	<b>13,875</b>

\* Excludes Small Capital Projects



# Seaport Division 2011 Capital Budget

Commission Presentation  
September 28, 2010





Pier 90/91

Pier 86

Pier 66

Terminal 46

Terminal 30

Terminal 25

Terminal 18

Terminal 5

Terminal 5 On-Dock Rail

BNSF (SIG - North)

BNSF (SIG - South)

UPRR (ARGO)



# 2011 SEAPORT KEY STRATEGIES

1. Commercial (Business)
2. Asset Stewardship
3. Green Gateway

In addition, Seaport will support Key Corporate Initiatives including SharePoint and Metrics

# Capital Budget Review

- Capital Budget reviewed by cross functional teams
- Reviewed all existing projects and identified new projects as driven by:
  - 2011 Seaport Strategies
  - New developments and information from customers and tenants
  - Continuing effort to identify specific renewal and replacement projects
- First draft of Seaport 2011 Capital Budget presented with Business Plan in August

# Capital Budget Review (continued)

- Per policy effective in 2010, Seaport is financially self-sustaining
- Funding capacity for projects not yet determined
- Projects have been ranked as follows:
  - Status 1: In progress and/or most critical to 2011 business plan and/or lease commitment
  - Status 2: Critical to 2011 business plan
  - Status 3: Less critical to 2011 business plan and/or more uncertainty



# Seaport 2011 Capital Budget

## Capital Budget Summary

\$'s in 000's

**Committed**

**Bus Plan Prospective**

**Other Prospective**

**Total**

	2011	2011-2015	2016-2020	Total
Committed	29,990	95,160	17,930	113,090
Bus Plan Prospective	18,605	214,370	258,130	472,500
	48,595	309,530	276,060	585,590
Other Prospective	0	198,576	329,950	528,526
Total	48,595	508,106	606,010	1,114,116

## Containers and Support Properties

Status	Key Goal	Priority	Capital Project	2011	2011-2015	2016-2020	Total
<b>CONTAINERS &amp; SUPPORT PROPERTIES</b>							
Commit-Under Contract	Commercial Strategy	1	Street Vacation Related Projects	1,415	7,640	0	7,640
Commit-Authorized	Commercial Strategy	1	T18 S. End Fendering	2,370	2,370	0	2,370
Commit-Authorized	Commercial Strategy	1	T10 Interim Development	5,585	5,585	0	5,585
Commit-Authorized	Asset Stewardship	1	T5 Crane Cable Reels	2,800	2,800	0	2,800
Commit-Authorized	Asset Stewardship	1	T18 Fender Damage Replacement	2,450	5,416	0	5,416
Commit-Div Pending	Asset Stewardship	1	<i>T108 Paving &amp; Stormwater Upgrade <sup>(E)</sup></i>	500	7,000	0	7,000
Commit-Div Pending	Commercial Strategy	3	Container Support Yard-3.5M TEU's #1	0	30,000	0	30,000
Bus Plan Pros	Green Gateway	1	RFID Readers - Clean Truck Program	600	1,000	0	1,000
Bus Plan Pros	Asset Stewardship	1	T108 Leased Area Paving	250	3,000	0	3,000
Bus Plan Pros	Commercial Strategy	1	T5 New Cranes (4)	0	25,000	25,000	50,000
Bus Plan Pros	Asset Stewardship	2	T18 Pile Cap Improvements	1,700	8,500	0	8,500
Bus Plan Pros	Commercial Strategy	2	T46 Development	0	25,000	12,500	37,500
Bus Plan Pros	Asset Stewardship	2	Container Dock Upgrades all Terminals	0	20,000	25,000	45,000
Bus Plan Pros	Asset Stewardship	2	T18 Mitsubishi Crane Dr Upgrades	0	3,000	0	3,000
Bus Plan Pros	Asset Stewardship	2	T18 Rail Crossings	0	1,000	0	1,000
Bus Plan Pros	Commercial Strategy	3	Container Support Yard-3.5M TEU's #2	0	0	35,000	35,000
Bus Plan Pros	Commercial Strategy	3	South T25 Container Yd Phase 2	0	14,500	0	14,500
<b>TOTAL COMMITTED &amp; BUSINESS PLAN PROSPECTIVE</b>				<b>17,670</b>	<b>161,811</b>	<b>97,500</b>	<b>259,311</b>

Note <sup>(E)</sup>: Environmental Project

## Cruise

Status	Key Goal	Priority	Capital Project	2011	2011-2015	2016-2020	Total
<b><u>CRUISE</u></b>							
Commit-Under Contract	Commercial Strategy	1	P66 Bag Corridor & Passenger Screening	251	251	0	251
Commit-Under Contract	Commercial Strategy	1	T30/91 Projects-Cruise Improve	373	538	0	538
Commit-Authorized	Commercial Strategy	1	Cruise Capital Allow-CTA Lease	471	677	0	677
Commit-Authorized	Commercial Strategy	1	Cruise TI Allowance-CTA Lease	200	290	0	290
Commit-Authorized	Asset Stewardship	1	P91 Fender System Upgrade	1,815	4,805	0	4,805
Bus Plan Pros	Green Gateway	2	<i>P66 Shore Power <sup>(E)</sup></i>	7,000	14,700	0	14,700
Bus Plan Pros	Asset Stewardship	3	T91 Second Gangways Per Berth	1,000	4,500	5,000	9,500
Bus Plan Pros	Asset Stewardship	3	P91 Slope Stabilization	3,000	6,300	0	6,300
Bus Plan Pros	Commercial Strategy	3	Widen T91 West Cruise Vessel Berth	200	2,300	0	2,300
<b>TOTAL COMMITTED &amp; BUSINESS PLAN PROSPECTIVE</b>				<b>14,310</b>	<b>34,361</b>	<b>5,000</b>	<b>39,361</b>

Note <sup>(E)</sup>: Environmental Project

## Bulk, Industrial Properties and Docks

Status	Key Goal	Priority		2011	2011-2015	2016-2020	Total
<b><u>BULK TERMINALS</u></b>							
Commit-Authorized	Commercial Strategy	1	T86 Grain Facility Modernization	1,530	8,687	0	8,687
<b>TOTAL BULK TERMINALS</b>				<b>1,530</b>	<b>8,687</b>	<b>0</b>	<b>8,687</b>
<b><u>INDUSTRIAL PROPERTIES</u></b>							
Commit-Authorized	Asset Stewardship	1	T91 Water Main Repl N of Bridge	3,859	3,859	0	3,859
Commit-Authorized	Asset Stewardship	1	T91 Roadway Pavement	214	214	0	214
Bus Plan Pros	Asset Stewardship	2	Pier 90 C175 Roof Replacement	100	1,200	0	1,200
Bus Plan Pros	Asset Stewardship	3	T91 Replace C173 Bldg, Rebuild Apron	0	1,000	18,830	19,830
<b>TOTAL INDUSTRIAL PROPERTIES</b>				<b>4,173</b>	<b>6,273</b>	<b>18,830</b>	<b>25,103</b>
<b><u>DOCK OPERATIONS</u></b>							
Commit-Authorized	Commercial Strategy	1	N Harbor Island Mooring Dolphins	1,174	1,174	0	1,174
Commit-Div Pending	Commercial Strategy	1	Pier 90 Additional 60T Bollards	814	814	0	814
Bus Plan Pros	Asset Stewardship	2	T46 N Slip Replace Sprinkler Syst	1,000	1,000	0	1,000
Bus Plan Pros	Asset Stewardship	3	T91 Berth 6&8 Redevelopment	1,000	34,115	0	34,115
Bus Plan Pros	Commercial Strategy	3	Dredge Pier 90 East Berths	400	6,000	0	6,000
<b>TOTAL DOCK OPERATIONS</b>				<b>4,388</b>	<b>43,103</b>	<b>0</b>	<b>43,103</b>
<b>TOTAL COMMITTED &amp; BUSINESS PLAN PROSPECTIVE</b>				<b>10,091</b>	<b>58,063</b>	<b>18,830</b>	<b>76,893</b>

## Security and Other

Status	Key Goal	Priority	Capital Project	2011	2011-2015	2016-2020	Total
<b><u>SECURITY</u></b>							
Commit-Authorized	Security	1	Seaport Security Grant Rnd 7	547	547	0	547
Commit-Authorized	Security	1	Seaport Security Grant Rnd 7B	528	528	0	528
Commit-Authorized	Security	1	Seaport Security 2009 ARRA	724	724	0	724
Bus Plan Pros	Security	2	Seaport Security Grant Rnd 8	880	880	0	880
Bus Plan Pros	Security	2	Seaport Security Grant Rnd 9	875	875	0	875
Bus Plan Pros	Security	2	Seaport Security Grant Rnd 10	100	900	0	900
<b>TOTAL SECURITY</b>				<b>3,654</b>	<b>4,454</b>	<b>0</b>	<b>4,454</b>
<b><u>OTHER</u></b>							
Commit-Div Pending	Asset Stewardship	1	Seaport Small Projects	1,015	3,615	2,500	6,115
Commit-Div Pending	Green Gateway	2	<i>Seaport Green Port Initiative <sup>(E)</sup></i>	580	4,380	12,500	16,880
Commit-Div Pending	Asset Stewardship	2	Seaport Fleet Replacement	275	746	430	1,176
Commit-Div Pending	Asset Stewardship	2	Seaport Technology Projects	250	1,250	1,250	2,500
Commit-Div Pending	Asset Stewardship	2	Seaport Preliminary Planning	250	1,250	1,250	2,500
Bus Plan Pros	Commercial Strategy	2	Seaport Viaduct Mitigation	500	11,000	4,000	15,000
Bus Plan Pros	Asset Stewardship	2	Contingency Renew & Replace	0	28,600	132,800	161,400
<b>TOTAL OTHER</b>				<b>2,870</b>	<b>50,841</b>	<b>154,730</b>	<b>205,571</b>
<b>TOTAL COMMITTED &amp; BUSINESS PLAN PROSPECTIVE</b>				<b>6,524</b>	<b>55,295</b>	<b>154,730</b>	<b>210,025</b>

Note <sup>(E)</sup>: Environmental Project



## Summary of Seaport Environmental Projects

(As Noted on Previous Slides)

\$'s in 000's

### Committed

Seaport Green Port Initiative <sup>(E)</sup>

T108 Stormwater Upgrade & Paving <sup>(E)</sup>

### Business Plan Prospective

P66 Shore Power <sup>(E)</sup>

**Total**

2011	2011-2015	2016-2020	Total
580	4,380	12,500	16,880
500	7,000	0	7,000
7,000	14,700	0	14,700
<b>8,080</b>	<b>26,080</b>	<b>12,500</b>	<b>38,580</b>

Note <sup>(E)</sup>: Environmental Project. These projects are in the pool of projects required to be funded through the Seaport Division's General Fund.

# Real Estate Division 2011 Capital Budget

Commission Review  
September 28, 2010

# Capital Budget Review

- **Capital Budget reviewed by cross functional teams**
- **Reviewed all existing projects and identified new projects as driven by:**
  - 2011 Real Estate Strategies
  - New developments and information from customers and tenants
  - Continuing effort to identify specific renewal and replacement projects
- **First draft of Real Estate 2011 Capital Budget presented with Business Plan in August**
- **Funding capacity for projects not yet determined**

# Real Estate 2011 Capital Budget

## Capital Budget Summary

\$'s in 000's	2011	2011-2015	2016-2020	Total
Committed	15,357	31,873	16,441	48,314
Bus Plan Prospective	5,000	43,920	32,700	76,620
Other Prospective	20,357	75,793	49,141	124,934
	0	54,411	86,500	140,911
Total	20,357	130,204	135,641	265,845



# Real Estate 2011 Capital Budget

## Committed Capital Budget

\$'s in 000's

	2011	2011-2015	2016-2020	Total
Under Contract	186	186	0	186
Commission Auth	10,481	13,935	0	13,935
Division Pending	4,690	17,752	16,441	34,193
<b>Total</b>	<b>15,357</b>	<b>31,873</b>	<b>16,441</b>	<b>48,314</b>



## Committed-Under Contract

\$'s in 000's	2011	2011-2015	2016-2020	Total
RE Maintenance Shop Solution	186	186	0	186
<b>Total</b>	<b>186</b>	<b>186</b>	<b>0</b>	<b>186</b>

# Real Estate 2011 Capital Budget

## Committed-Commission Authorized

\$'s in 000's	2011	2011-2015	2016-2020	Total
FT S. Wall Reconstruction Phase 4	4,668	4,668	0	4,668
FT NW Dock E Fender Sys Replace	3,350	3,350	0	3,350
MIC Seawall Replacement	2,123	2,123	0	2,123
FT C15 HVAC Improvements	340	3,794	0	3,794
<b>Total</b>	<b>10,481</b>	<b>13,935</b>	<b>0</b>	<b>13,935</b>

# Real Estate 2011 Capital Budget

## Committed-Division Pending

\$'s in 000's	2011	2011-2015	2016-2020	Total
Small Projects	992	2,992	2,500	5,492
P69 N Apron Piling Cathodic	1,400	2,903	0	2,903
Tenant Improvements -Capital	775	2,742	575	3,317
Bell Harb Lighting Ctrl Upgrade	650	650	0	650
RE Div: Green Port Initiative	200	1,500	7,700	9,200
Fleet Replacement	173	4,465	3,166	7,631
Other	500	2,500	2,500	5,000
<b>Total</b>	<b>4,690</b>	<b>17,752</b>	<b>16,441</b>	<b>34,193</b>

# Real Estate 2011 Capital Budget

## Business Plan Prospective

\$'s in 000's

Renewal/Enhancement

**Total**

2011	2011-2015	2016-2020	Total
5,000	43,920	32,700	76,620
<b>5,000</b>	<b>43,920</b>	<b>32,700</b>	<b>76,620</b>

## Business Plan Prospective – Renewal/Enhancement

\$'s in 000's

RE: Contingency Renew & Replace  
 FT Paving/Storm Upgrades  
 FT Net Shed Solution  
 P66 Chiller Upgrades  
 FT C-15 Bldg Subsidence Improvement  
 SBM Fuel Dock Building  
 T102 Bldg Roof Replacement  
 FT C2 Roof & HVAC Replacement  
 FT C14 (Downey) Bldg Improve  
 SBM Central Seawall Replace  
 Other

**Total**

2011	2011-2015	2016-2020	Total
3,000	17,000	30,000	47,000
750	1,500	0	1,500
500	16,600	0	16,600
350	350	0	350
150	2,500	0	2,500
100	1,000	0	1,000
100	2,430	0	2,430
50	1,175	0	1,175
0	450	400	850
0	915	0	915
0	0	2,300	2,300
<b>5,000</b>	<b>43,920</b>	<b>32,700</b>	<b>76,620</b>



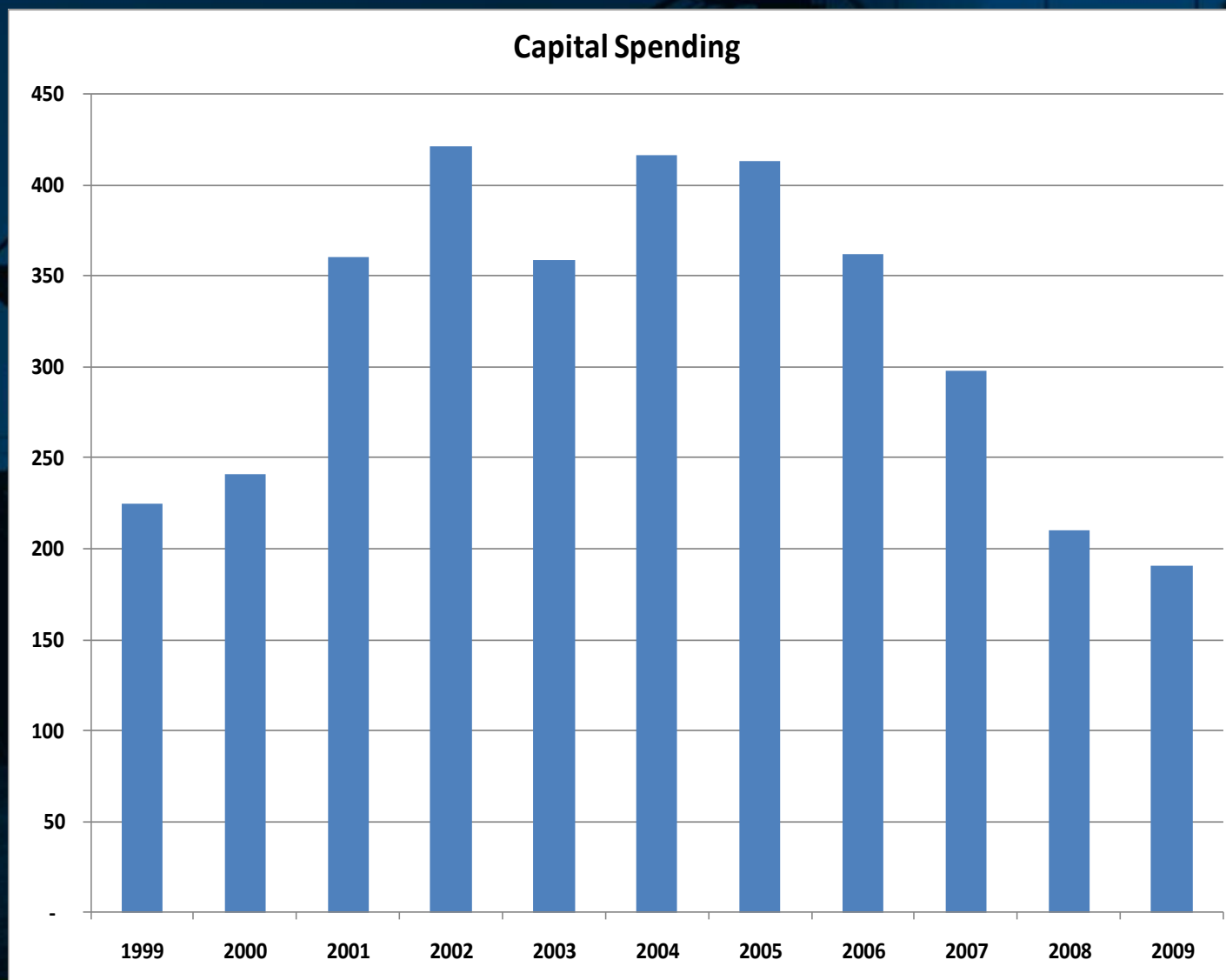
# Aviation Division 2011 Capital Budget

Commission Workshop  
September 28, 2010

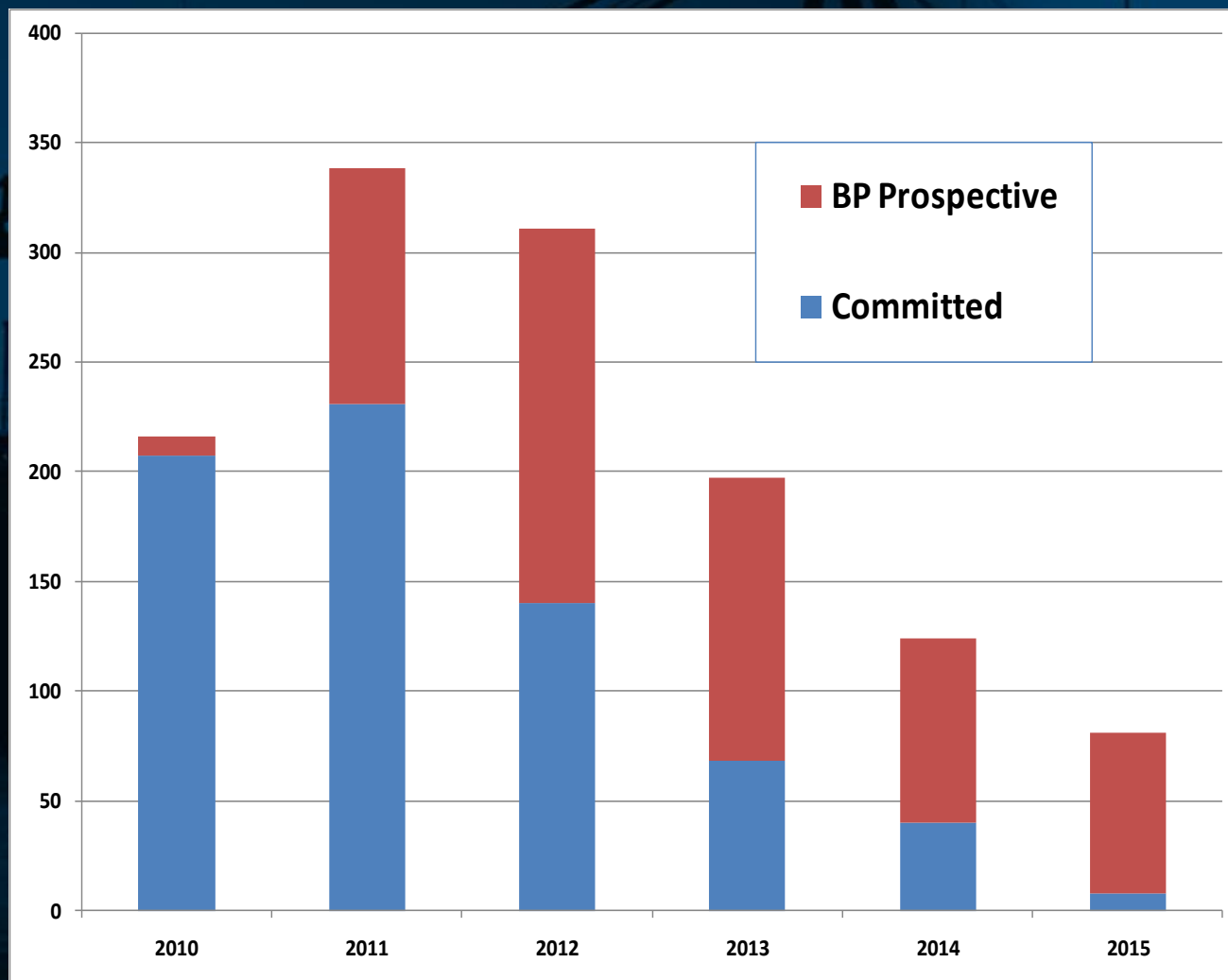
# Capital Budget Overview

- New Projects driven by strategic priorities:
  - Capacity and customer needs
  - Safety and security
  - Customer service
  - Non-aeronautical Business
  - Environmental Sustainability
  - Asset preservation: renewal & replacement
- Use of Allowance CIPs to manage capital impact on airline costs (CPE)
  - Forecast of CPE assumes all allowance dollars are spent
  - Budget for newly approved project is deducted from allowance
- AAG/AAAC support significant new capital projects

# Capital Spending: 1999 - 2009



# Capital Budget: 2010- 2015



# Projects Moving to BP Prospective (Status 2)

	Figures in \$000s	<u>\$000's</u>
<b>Aeronautical New</b>		
FIS Improvements Phase 1		21,100
EGSE Rolling Stock		30,000
Access Control Biometrics Conc. D&N		1,600
Customs Border Protection Facility		1,320
CTX UPS upgrade		3,683
Concourse D Common Use		4,800
Airline Activity Management System		400
Lagoon 3 Bird Wire		386
Airfield Land Enhancements @ Tyee		800
Total		<u>64,089</u>
<b>Aeronautical Renewal &amp; Replacement</b>		
Terminal Realignment		80,000
South Satellite HVAC		27,500
Airfield Lighting Control System		1,250
IWTP Fiber Installation		340
Fire Dept. Communications Infrastructure		500
Fire Dept. Facility Upgrades		3,500
Roof Replacement Phase 2		4,538
Total		<u>117,628</u>
<b>Non-Aero Renewal &amp; Replacement</b>		
Club International remodel		2,000
Total		<u>2,000</u>
<b>Total New Projects</b>		<u><u>183,717</u></u>

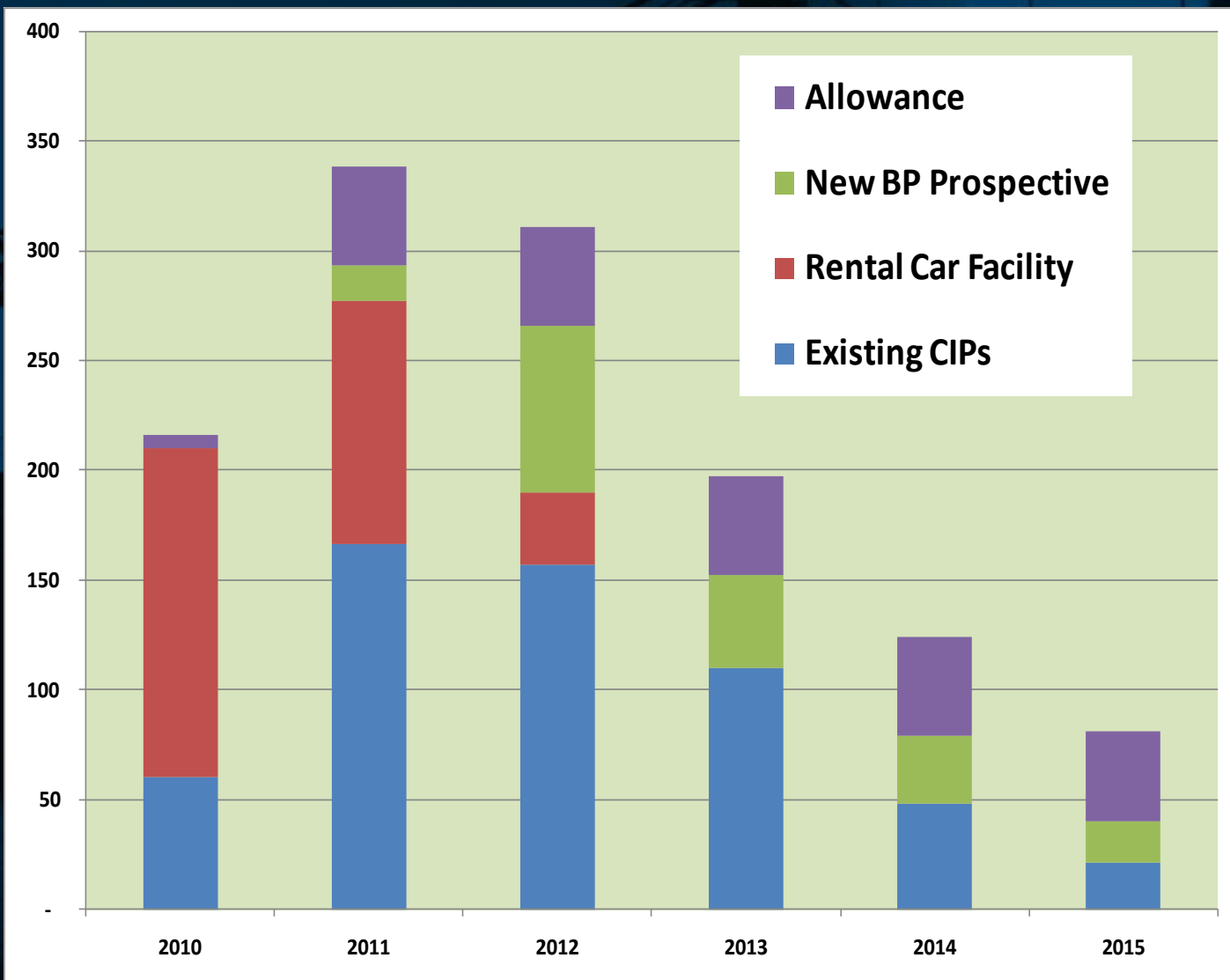


# CIP Allowances - Status

	2010 Estimate	2011	2012	2013	2014	2015	Total 2010-15
<b>Aero Allowance</b>							
Beginning balance	16,560	19,419	50,000	60,000	60,000	140,304	346,283
Budget Changes	350	(400)	5,000				4,950
Projects cut from CIP			3,975	2,525	1,000		7,500
Approved uses	(225)	(14,271)	(75,573)	(42,182)	(30,616)	(19,000)	(181,867)
Balance	16,685	4,748	(16,598)	20,343	30,384	121,304	176,866
Redistribute allowance	(12,685)	30,252	51,598	14,657	4,616	(88,438)	-
Ending balance	4,000	35,000	35,000	35,000	35,000	32,866	176,866
<b>Non-Aero Allowance</b>							
Beginning balance	2,170	2,500	5,240	10,000	13,694	17,630	51,234
Budget Changes							-
Projects cut from CIP	300		250				550
Approved uses		(1,720)	(280)				(2,000)
Balance	2,470	780	5,210	10,000	13,694	17,630	49,784
Redistribute allowance	(470)	9,220	4,790	-	(3,694)	(9,846)	-
Ending balance	2,000	10,000	10,000	10,000	10,000	7,784	49,784

- Will redistribute allowances to push out unneeded 2010/2011 dollars to future years
- Projects that will compete:
  - FIS Improvements Phase 2 (\$50M?)
  - Permanent Back-up Power (\$30M?)
  - North Checkpoint Reconfiguration
  - Part 150 Recommendations

# Capital Budget: 2010- 2015



# Capital Budget: Strategic Drivers

CIP Category	2010 Estimate	2011	2012	2013	2014	2015	Total 2011-15
Committed	207,386	231,408	140,349	68,258	39,996	7,450	487,461
BP Prospective	8,930	106,801	170,211	129,207	83,866	73,200	563,285
Total	216,316	338,209	310,560	197,465	123,862	80,650	1,050,746
<b>Strategic Driver</b>							
Capacity & Cust Needs	31,267	59,590	107,614	90,094	59,083	42,237	358,618
Safety & Security	1,992	3,011	1,570	50			4,631
Customer Service	701	4,329	380				4,709
Non-Aeronautical	5,305	35,918	14,509	11,000	10,445	7,784	79,656
Non-Aero - RCF	149,729	110,928	32,293				143,221
Environmental	3,512	21,260	45,000	15,560	9,440		91,260
Renewal & Replacement	23,810	103,173	109,194	80,761	44,894	30,629	368,651
Total	216,316	338,209	310,560	197,465	123,862	80,650	1,050,746





**FIS Improvements Phase I**



**Concourse D Common Use**

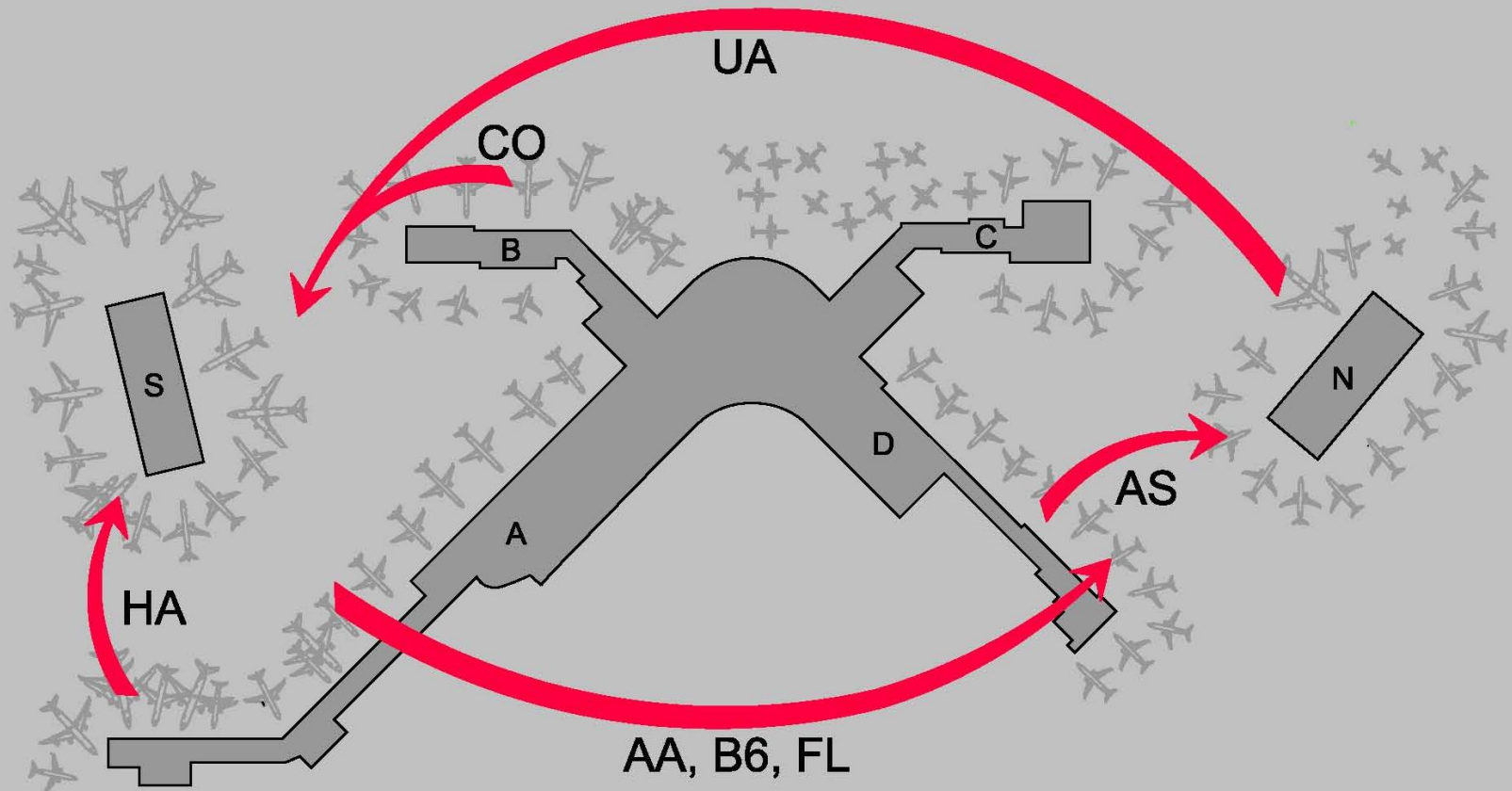


**Highline School Insulation**



**C60 -C1 Interline Baggage**





# Capacity and Customer Needs

Description	2010 Estimate	2011	2012	2013	2014	2015	Total 2011-15
Conc D Common Use		770	2,015	2,015			4,800
FIS Improvements Ph. 1		2,100	19,000				21,100
Terminal Realignment		1,000	20,000	20,000	20,000	19,000	80,000
Highline School Insul.	8	414	12,028	6,317	16,781		35,540
Aircraft RON Parking	5,175	5,661	17,272	15,791			38,724
Delta Club Expansion	402	5,038					5,038
Loading Bridge Util	427	5,000	2,384				7,384
C60-C1 Interline Bag.	10	40	50	3,050	3,000	850	6,990
Aero Allowance	2,000	15,000	15,000	15,000	15,000	14,887	74,887
Other	23,245	24,567	19,865	27,921	4,302	7,500	84,155
Total	31,267	59,590	107,614	90,094	59,083	42,237	358,618



**Parking System  
Replacement**



**Parking Garage Retrofit**



**Two New CTE Elevators**



# Non-Aeronautical

Description	2010 Estimate	2011	2012	2013	2014	2015	Total 2011-15
Parking Retrofit		7,600					7,600
Parking System Repl	470	8,994	327				9,321
Conces. Unit Readiness	153	1,200	558				1,758
Two New CTE Elevators	40	4,000	2,624				6,624
Non-Aero Allowance	2,000	10,000	10,000	10,000	10,000	7,784	47,784
Other	2,642	4,124	1,000	1,000	445	-	6,569
Total	5,305	35,918	14,509	11,000	10,445	7,784	79,656
Rental Car Facility	149,729	110,928	32,293				143,221
Total Non-Aero	155,034	146,846	46,802	11,000	10,445	7,784	222,877





**EGSE Charging Stations**



**EGSE Rolling Stock**

**Preconditioned  
(PC) Air**



Description	2010 Estimate	2011	2012	2013	2014	2015	Total 2011-15
EGSE Charging Stations	750	5,000	6,000	2,660			13,660
EGSE Rolling Stock		5,000	25,000				30,000
Airfield Land Mit - Tyee		300	500				800
Stage 2 Mech Energy		200	1,000	900			2,100
Preconditioned Air	1,962	8,000	10,000	11,000	8,907		37,907
Other	800	2,760	2,500	1,000	533	-	6,793
Total	3,512	21,260	45,000	15,560	9,440		91,260





8<sup>th</sup> Floor Weatherproofing



South Satellite HVAC – Large Fan



South Satellite HVAC - Leaks



South Satellite HVAC –  
Louvers Propped Open



South Satellite HVAC –  
C-4 Facility Example

# Renewal and Replacement

Description	2010 Estimate	2011	2012	2013	2014	2015	Total 2011-15
Water System Isol Valve	100	1,900					1,900
South Sat. HVAC		500	7,200	10,100	9,700		27,500
8th Floor Weatherproof	505	6,523	5,979				12,502
Roof Replacement Ph. 2		220	4,218				4,438
Garage R&R	135	1,000	10,865				11,865
FIMS Phase 2	900	3,500	2,600				6,100
North Sat. Seismic	10	250	500	2,500	4,250	2,675	10,175
Airfield Pavement Repl.	170	10,500	5,075	5,075	5,075	4,775	30,500
Terminal Escalator Mod.	865	10,000	20,000	22,000	1,819		53,819
Vertical Conveyance 1	275	3,000	3,000	1,379			7,379
Vertical Conveyance 2		9,469	4,885	5,780			20,134
Claim Device 14	10	2,485	1,505				3,990
Allowance	2,000	20,000	20,000	20,000	20,000	17,979	97,979
Other	18,840	33,826	23,367	13,927	4,050	5,200	80,370
Total	23,810	103,173	109,194	80,761	44,894	30,629	368,651



# Summary

- Capital spending needs in the next five years is moderate compared to previous 10 years
- Two major drivers of spending:
  - Airline customers
  - Asset management – renewal and replacement
- Airlines support major new capital projects
- Five-year budget maintains capacity within Allowance CIPs to accommodate new projects
- Five-year CPE projection has not changed as a result of capital spending
  - Terminal realignment may drive up CPE in near term

# 2011 Capital Budget

Commission Review

September 28, 2010