

Attachment A

Airline Realignment

The airline industry continues to evolve and those changes are affecting Seattle Tacoma International Airport (STIA). Those changes include mergers and the associated consolidations of activities at various airports around the country including STIA. Delta Airlines has merged with the former Northwest Airlines and their consolidated activities will take place primarily at the South Satellite. United Airlines is merging with Continental Airlines and their consolidated activities will be realigned to occur on Concourse A. Southwest Airlines' purchase of AirTran Airlines will merge their activities and realign on Concourse B. In addition Alaska and Horizon Airlines have merged closer under the Alaska brand and their consolidated activities will primarily occur at the North Satellite and Concourse C. These significant realignments also necessitate other individual airline operations to shift gate, ticket counter, and office locations within STIA. There are numerous projects, both directly and indirectly, associated with the overall realignment effort, and they are listed below.

Airline Realignment - Project List

Capital Projects (estimated cost \$30-\$35 million)

- Concourse D Common Use Expansion
- Passenger Loading Bridges
- Baggage Modifications
- Exterior Gate Improvements
- Airport Signage
- Miscellaneous Building Improvements
- Common Use Systems at Ticket Counters, Gates, etc.

Expense Costs (estimated cost \$20-\$25 million)

- Refurbishing public areas
- Airline relocations (United, Continental, American, Frontier, AirTran, jetBlue, Virgin, Hawaiian, Alaska Air Group)

Linked Projects (estimated cost \$70 million)

- North Satellite Seismic
- North Satellite Heating Ventilation Air Conditioning (HVAC)
- North Satellite Club Structure
- North Satellite Gate Apron Improvements
- Concourse C Improvements
- North Checkpoint #5 Reconfiguration