

MATRIX DEFINITIONS

Development Projects The projects listed include all currently proposed Airport projects believed to require an environmental process (Sound Transit LRT and Airport Station are included due their importance to Airport development). Although project costs and logistics may be separated differently in the future, the demolition of existing facilities on a site has been included within the future project located on that site.

Purpose This is a short description of the purpose of the project. More detailed project descriptions are being developed as part of the CDP environmental review process.

Trigger The trigger column explains a process for data collection and parameters used to inform when or if action should be taken to begin implementation. Triggers can be greatly affected by how the facility is operated in the future (i.e. changes in revenue collection or usage requirements) making this an ongoing process of monitoring, discussion, and study before recommendations can be made to decision makers. It is not anticipated that all projects listed will necessarily be implemented as scheduled. Projects will be monitored to determine need. The actual timing of project implementation will ultimately be a business decision based on any number of factors such as: airline need, level of passenger service, outside agency need or mandate, or various other Airport needs. In many cases additional study will be required before a decision is made to proceed with a project to ensure benefit exceeds cost.

Environmental Review Process These columns indicate if the project: has a separate Port environmental review process initiated prior to adoption of the CDP, will undergo a CDP project level or programmatic level environmental review, or will undergo an environmental review process conducted by another agency. Project for which a need has not yet been determined have been designated NA (not anticipated).

Estimated Construction This is an estimated time period for project construction based on the best information currently available. In most cases it reflects the earliest the project could be constructed based on interdependencies with other projects. Construction period estimates for projects without interdependencies are based on estimated project need. Construction periods are not estimated for projects for which a need has not yet been determined. Recommendations to begin project implementation will be made through the trigger monitoring process to provide "just-in-time" facilities.

Connected Projects These columns indicate project interdependencies. Projects listed in the *predecessors* column must be implemented prior to or concurrently with the target project to enable it to be implemented. The *successors* column lists projects that are enabled by the completion of the target project. Projects are listed in the order that they appear in the Project Implementation Schedule and Project Definition Matrix, not in the order that they would be implemented based on interdependencies. A flow chart is included at the end of this Matrix to help clarify the necessary sequencing of projects.

Development Projects <i>No. Title</i>	Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects	
			<i>Pre-CDP</i>	<i>CDP Proj Spec</i>	<i>CDP Prog</i>	<i>By Others</i>	<i>Begin</i>	<i>End</i>	<i>Predecessors</i>	<i>Successors</i>
Airside										
A1 Fire Department Training Area	Provides New Facility. This project will allow the Fire Department to meet FAA training requirements on-site. Secondary training sites are inadequate to meet operational requirements.	Airport Operations To Determine Actual Construction Schedule. This project will need to be implemented soon for the Airport to remain in compliance with FAR 139.319J2 for certification. TRIGGER HAS BEEN PULLED	x				2007	2007	NONE	NONE
A2 Aircraft RON Parking - USPS Airmail Center Site (Incl. Demo.)	Increases Efficiency/Reduces Delay. RON parking will be required to help enable greater gate utilization, a key element of the CDP. Without greater gate utilization, additional passenger terminal or concourse may be necessary. Sea-Tac's west coast location and desire for multiple morning departures depend on the ability to park aircraft overnight.	Need for Off-gate RON Aircraft Parking. RON demand is near capacity and may exceed supply over the next 5 years. Due to the duration of construction period estimates for predecessor projects, the earliest this project can be constructed is 2008. As the CDP identifies two options for RON development within the next five years, projects A2 & A6, RON need should be monitored and decision analyses conducted before implementation of each RON enabling and RON project to verify timing and need.	x				2007	2008	NONE	A13 GSE Maintenance (North) A14 Dual Taxilanes North of North Satellite A15 North Fuel Rack Relocation T4 Concourse D Extension
A3 Taxiway PP & QQ Improvements	Increases Efficiency/Reduces Delay. This project will improve runway exit and runway crossing operations. Arrivals will be able to cross active runways with less interference with other aircraft. These improvements also reduce runway occupancy time and provide a more direct path to gates.	Improvements to Existing Runways. These improvement suggestions came out of the FAA which has indicated it is willing to provide funding. It is anticipated that this project will be implemented when improvements are made to existing runways 34L/16R and 34R/16L in 2009 and 2010. Airport Operations will set the actual schedule.	x				2009	2010	NONE	NONE
A4 Taxiways J & H Improvements	Increases Efficiency/Reduces Delay. This project will improve runway exit and runway crossing operations. Arrivals will be able to cross active runways with less interference with other aircraft. These improvements also reduce runway occupancy time and provide a more direct path to gates.	Improvements to Existing Runways. These improvement suggestions came out of the FAA which has indicated it is willing to provide funding. It is anticipated that this project will be implemented when improvements are made to existing runways 34L/16R and 34R/16L in 2009 and 2010. Airport Operations will set the actual schedule.	x				2009	2010	NONE	NONE

Development Projects		Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects	
				Pre-CDP	CDP Proj Spec	CDP Prog	By Others	Begin	End		
No.	Title								Predecessors	Successors	
A5	New Main ARFF Station - United Cargo Site (Incl. Demo)	Provides Facility Expansion/Enables Other Development. Construction of a new ARFF station on the site currently occupied by the United Airlines cargo building allows the demolition of the existing ARFF station. Demolition of the existing ARFF station enables the development of RON hardstand and dual taxilanes north the North Satellite on the existing ARFF station site. It also allows for the expansion and relocation of the ARFF station.	Need for Off-gate RON Aircraft Parking or dual taxilanes north of the North Satellite. Construction of a new ARFF station will likely be driven by the need to develop hardstand for RON parking on the site currently occupied by the existing ARFF station, which is an ideal location to RON aircraft for air carriers operating out of the north half of the terminal complex. Due to the duration of construction period estimates for predecessor projects, the earliest a new ARFF station can be constructed is 2015. Relocation of the ARFF may also be driven by the need to construct dual taxilanes north of the North Satellite. It would be advantageous to implement the dual taxilane project in conjunction with the RON and North Satellite expansion projects in order to do the grading and paving for each at the same time.	x				2013	2015	A23 Gate Gourmet Demolition L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L7 North Airport Expressway Relocation - Phase II L18 Sound Transit LRT and Airport Station C4 North Belly Cargo (Incl. Demo.)	A7 Aircraft RON Parking - Existing ARFF Site (Incl. Demo.) A14 Dual Taxilanes North of North Satellite T4 Concourse D Extension
A6	Aircraft RON Parking - Air Cargo IV Site (Incl. Demo.)	Increases Efficiency/Reduces Delay. RON parking will be required to help enable greater gate utilization, a key element of the CDP. Without greater gate utilization, additional passenger terminal or concourse may be necessary. Sea-Tac's west coast location and desire for multiple morning departures depend on the ability to park aircraft overnight. RON hardstand on this site would be temporary as the site is ultimately planned to accommodate aircraft maintenance facilities for Alaska Airlines (which will also provide RON).	Need for Off-gate RON Aircraft Parking. RON demand is near capacity and may exceed supply over the next 5 years. Due to the duration of construction period estimates for predecessor projects, the earliest this project can be constructed is 2009. As the CDP provides two options for RON development within the next five years, projects A6 & A2, RON need should be monitored and decision analyses conducted before implementation of each RON enabling and RON project to verify timing and need. While demolition of the Port's maintenance facility is included in this project description, it may occur to enable the development of Alaska Airlines maintenance facilities.	x				2009	2009	A22 POS Consolidated Maintenance Facility L1 South Employee Parking Lot - Phase I	A8 Alaska Airlines North Maintenance (Incl. Demo.) A9 North Departures Hold-pad A10 Dual Taxilanes South of South Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station
A7	Aircraft RON Parking - Existing ARFF Site (Incl. Demo.)	Increases Efficiency/Reduces Delay. RON parking will be required to help enable greater gate utilization, a key element of the CDP. Without greater gate utilization, additional passenger terminal or concourse may be necessary. Sea-Tac's west coast location and desire for multiple morning departures depend on the ability to RON aircraft. Relocation of the existing ARFF station will partially clear a site for the construction RON hardstand as well as dual taxilanes north of the North Satellite (which will also accommodate RON).	Need for Off-gate RON Aircraft Parking. The site currently occupied by the ARFF station is an ideal location to RON aircraft for air carriers operating out of the north half of the terminal complex. Due to the duration of construction period estimates for predecessor projects, the earliest this project can be constructed is 2015. As the CDP provides a number options for RON development, some of which have more than one predecessor project, RON need should be monitored and decision analyses conducted before implementation of each RON enabling and RON project to verify timing and need. While the demolition of the ARFF station is included in this project description, it may occur to enable the development of dual taxilanes north of the North Satellite.	x				2015	2015	A5 New Main ARFF Station - United Cargo Site (Incl. Demo.)	A14 Dual Taxilanes North of North Satellite T4 Concourse D Extension
A8	Alaska Airlines North Maintenance (Incl. Demo.)	Provides Facility Expansion/Enables Other Development. This project provides expansion of Alaska Airlines' aircraft maintenance operations and replaces their existing facilities on the south end of the AOA. Demolition of Alaska's existing facilities clears the site for the construction of daytime and nighttime off-gate aircraft parking, dual taxilanes south of the South Satellite, and a potential secondary ARFF station. The additional off-gate aircraft parking and dual taxilanes will enable greater gate utilization on the South Satellite lessening the need for additional terminal/gates.	Need for Alaska Airlines Maintenance Facilities, Off-gate Aircraft Parking, Dual taxilanes South of the South Satellite, or Secondary ARFF Due to the duration of construction period estimates for predecessor projects, the earliest the northern portion of the site could be cleared to start a first phase of this project is estimated at 2010. Therefore, the project should be discussed with Alaska Airlines in 2008 to verify their desire to proceed. More study should also be conducted at this time to determine when gate utilization on the South Satellite would trigger a need to relocate Alaska's maintenance facility to provide off-gate aircraft parking, a daytime arrivals hold-pad, and dual taxilanes south of the South Satellite. Relocation of Alaska's maintenance facility would also clear space for a secondary ARFF station if it is needed.	x				2010	2015	A6 Aircraft RON Parking - Air Cargo IV Site (Incl. Demo.) A22 POS Consolidated Maintenance Facility A23 Gate Gourmet Demolition A24 Alaska Airlines Office Building and Pedestrian Access L1 South Employee Parking Lot - Phase I L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L6 South Employee Parking Lot - Phase II L7 North Airport Expressway Relocation - Phase II L18 Sound Transit LRT and Airport Station C1 North Freight Cargo Complex Bridge C2 North Freight Cargo Complex C3 North Freight Cargo Hardstand (Incl. Demo.) C4 North Belly Cargo (Incl. Demo.) C5 South Belly Cargo Airfield Access C6 South Belly Cargo	A10 Dual Taxilanes South of South Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station

Development Projects		Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects	
				Pre-CDP	CDP Proj Spec	CDP Prog	By Others	Begin	End	Predecessors	Successors
A9	North Departures Hold-pad	Increases Efficiency/Reduces Delay. This project will help minimize the length of departure queues during South Flow by allowing for the resequencing of departing aircraft. This, in turn, reduces delay by limiting departure queue interference with arriving aircraft trying to reach their gates, or other aircraft moving around the terminal area.	Available Funding/Additional Study. Airfield modeling was not performed to determine the timing of intermediate operational needs. Air Traffic Control has stated they would like to have departure hold-pads in operation today. There will be benefit from this project when the 3rd Runway is commissioned allowing resequenced departures due to a second available departure runway. However, the implementation of this project should be based on benefit/cost analysis and available funding. A study should be conducted in 2006 to determine the timing and need for this project.			x		2011	2012	A6 Aircraft RON Parking - Air Cargo IV Site (Incl. Demo.) L1 South Employee Parking Lot - Phase I A22 POS Consolidated Maintenance Facility	NONE
A10	Dual Taxilanes South of South Satellite	Increases Efficiency/Reduces Delay. This project would allow two-way movement of Group III aircraft south of the South Satellite following the relocation of Alaska Airlines maintenance. This would improve the flow of aircraft operations in and out of the gates, reduce aircraft congestion in the terminal area, and increase utilization of A and S gates.	Available Funding/Additional Study. Intermediate airfield modeling was not performed to determine a specific timing of need for this project. Additional terminal area modeling is needed in support of a benefit/cost analysis to determine if and when implementation should occur. Triggers that should be reviewed as part of the study are: aircraft operation benefit, RON need, and expansion of the South Satellite. Dual taxilanes south of the South Satellite will require the demolition of the existing Alaska Airlines maintenance facilities.			x		2016	2016	A6 Aircraft RON Parking - Air Cargo IV Site (Incl. Demo.) A8 Alaska Airlines North Maintenance (Incl. Demo.) A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A22 POS Consolidated Maintenance Facility A23 Gate Gourmet Demolition A24 Alaska Airlines Office Building and Pedestrian Access L1 South Employee Parking Lot - Phase I L2 S 160th St Loop L3 North Airport Expressway Relocation - Phase I L6 South Employee Parking Lot - Phase II L7 North Airport Expressway Relocation - Phase II L18 Sound Transit LRT and Airport Station C1 North Freight Cargo Complex Bridge C2 North Freight Cargo Complex C3 North Freight Cargo Hardstand (Incl. Demo.) C4 North Belly Cargo (Incl. Demo.) C5 South Belly Cargo Airfield Access C6 South Belly Cargo	NONE
A11	Taxiway A Improvements	Enables Other Development. This project involves regrading and paving of Taxiway A, associated with development of adjacent land for a north end arrival hold-pad, RON aircraft parking, and a new ARFF facility.	Need for Off-gate RON Aircraft Parking, North Departures Hold-pad, or New Main ARFF station. Construction of a new ARFF facility on the existing Untied Airlines cargo facility site or the construction of hardstand for RON parking and arrivals hold-pad to the south of this area and to the north of the North Satellite, will require some degree of regrading and paving of Taxiway A. Further study should be conducted prior to design of any project in this area to develop an implementation strategy for Taxiway A improvements.			x		2012	2013	NONE	NONE
A12	Triculator (Biffy Dump) Relocation	Enables Other Development. The "Biffy Dump" must be relocated to enable construction of dual taxilanes north of the North Satellite. Additional study is required to determine an optimal site for the relocated facility. The CDP makes a preliminary recommendation of the west end of the planned North Satellite expansion. A second location at the west end of the South Satellite expansion should also be considered to provide convenient service to carriers on the south end of the terminal complex.	Need for Dual taxilanes North of the North Satellite. Due to the duration of construction period estimates for predecessor projects, the earliest start date for dual taxilanes construction is 2013. Therefore, this project needs to have a design and construction trigger 2 years prior in late 2010. A study should be conducted in 2006 or 2007 to reserve a new location.			x		2013	2014	T3 North Satellite Expansion	A14 Dual Taxilanes North of North Satellite T4 Concourse D Extension

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			<i>Pre-CDP</i>	<i>CDP Proj Spec</i>	<i>CDP Prog</i>	<i>By Others</i>	<i>Begin</i>	<i>End</i>	<i>Predecessors</i>	<i>Successors</i>	
A13 GSE Maintenance (North and South)	Provides New Facility/Enables Other Development. These projects (North & South) will provide consolidated maintenance and storage facilities for GSE equipment. They also enable other development in areas currently utilized as GSE storage.	Need for Off-gate RON Aircraft Parking. Ground service equipment is stored in various places on the AOA planned for development. As CDP projects are implemented, new GSE storage areas will need to be developed as they are displaced. These GSE maintenance facilities will provide some of this storage. The development of RON on the existing Delta Cargo site triggers the need to relocate the GSE on that site. Therefore, the trigger date for construction of a north GSE maintenance facility could be in 2012, more than a year prior to the RON construction on the existing site. However, annual review of GSE needs with the airlines and Airport Operations, beginning in 2008, should develop the triggers for GSE needs. Construction on the south GSE maintenance facility could begin as early as 2008 following implementation of the South Employee Parking Lot - Phase I project.			x			2011	2013	NORTH A2 Aircraft RON Parking - USPS Airmail Center Site (Incl. Demo.) SOUTH L1 South Employee Parking - Phase I	NONE
A14 Dual Taxilanes North of North Satellite	Increases Efficiency/Reduces Delay/Enables Other Development. This project would allow two-way movement of both Group III and V aircraft north of the North Satellite. This would improve the flow of aircraft operations in and out of the gates, reduce congestion of aircraft maneuvering in the north terminal area, and a increase utilization of D and N gates.	Need for Dual taxilanes North of the North Satellite or Off-Gate Aircraft Parking/Additional Study. Intermediate airfield modeling was not performed to determine a specific timing of need for this project. Additional terminal area modeling is needed in support of a benefit/cost analysis to determine if and when implementation should occur. Triggers that should be reviewed as part of the study are: aircraft operation benefit, RON need, and expansion of the North Satellite due to the close proximity of grading and paving. Implementation is predicated on the relocation of existing facilities from the construction site. Dual taxilanes north of the North Satellite would be required before the Concourse D extension is put into operation.			x			2013	2015	A2 Aircraft RON Parking - USPS Airmail Center Site (Incl. Demo.) A5 New Main ARFF Station - United Cargo Site (Incl. Demo.) A7 Aircraft RON Parking - Existing ARFF Site (Incl. Demo.) A12 Triculator (Biffy Dump) Relocation A15 North Fuel Rack Relocation A23 Gate Gourmet Demolition T3 North Satellite Expansion L2 S 160th St Loop L3 North Airport Expressway Relocation - Phase I L7 North Airport Expressway Relocation - Phase II L18 Sound Transit LRT and Airport Station C4 North Belly Cargo (Incl. Demo.)	T4 Concourse D Extension
A15 North Fuel Rack Relocation	Extends fuel line to North end of Airfield/Enables Other Development. This project will relocate the fuel rack to allow construction of dual taxilanes north of the North Satellite and extend the fuel line north to the existing USPS Airmail Center site.	Need for Dual taxilanes North of the North Satellite. The north fuel rack relocation will be triggered by the need to construct dual taxilanes north of the North Satellite. While relocation of the feul rack could begin as soon as 2008, the earliest date for beginning construction on the dual taxilanes is 2013 due to the duration of construction period estimates for predecessor projects; therefore this project should be reviewed in late 2010 or early 2011 to determine timing and need.			x			2013	2014	A2 Aircraft RON Parking - USPS Airmail Center Site (Incl. Demo.)	A14 Dual Taxilanes North of North Satellite T4 Concourse D Extension
A16 Aircraft RON Parking - Delta Cargo Site (Incl. Demo.)	Improves Efficiency/Reduces Delay. RON parking and arrivals hold-pads will be required to help enable greater gate utilization, a key element of the CDP. Without greater gate utilization, additional passenger terminal or concourse may be necessary. Sea-Tac's west coast location and desire for multiple morning departures depend on the ability to RON aircraft. The arrivals hold-pad will provide hardstand to park aircraft waiting for available gates.	Need for Off-gate Aircraft Parking. Due to the duration of construction period estimates for predecessor projects, the earliest start date for construction of hardstand in this area is 2014. As the CDP provides a number options for RON development, some of which have more than one predecessor project, RON need should be monitored and decision analyses conducted before implementation of each RON enabling and RON project to verify timing and need.			x			2014	2014	L1 South Employee Parking Lot - Phase I L6 South Employee Parking Lot - Phase II C5 South Belly Cargo Airfield Access C6 South Belly Cargo	NONE

Development Projects <i>No. Title</i>	Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects	
			<i>Pre-CDP</i>	<i>CDP Proj Spec</i>	<i>CDP Prog</i>	<i>By Others</i>	<i>Begin</i>	<i>End</i>	<i>Predecessors</i>	<i>Successors</i>
A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.)	Increases Efficiency/Reduces Delay. As a key element to the plan, the CDP depends on a greater gate utilization in the future. Hardstand near the South Satellite on the existing Alaska Airlines maintenance site will allow for greater utilization of the S Gates by providing space to park aircraft waiting for available gates during the day and RON at night. Development of this hardstand will also allow for the striping of dual taxilanes south of the South Satellite and will clear space for a secondary ARFF station if it is needed.	Need for Off-gate Aircraft Parking. Construction of sufficient maintenance facilities on the Alaska Airlines North Maintenance site will enable the existing maintenance facilities to be demolished. Due to the duration of construction period estimates for predecessor projects, the earliest start date for construction of hardstand in this area is 2015. Hardstand construction may be driven by the need for RON or dual taxilanes south of the South Satellite. Progress toward completion of sufficient maintenance facilities should be monitored to ensure that hardstand can be constructed on the existing Alaska Airlines maintenance site prior to unrealistic average gate utilization across the gates at the Airport. Gate utilization should be reviewed annually and discussed with the airlines to determine the timing for new gate construction or the need for greater gate utilization on south terminal gates. While demolition of Alaska's maintenance facilities is included in this project description, it may occur to enable the development of dual taxilanes south of the South Satellite.			x		2015	2016	A6 Aircraft RON Parking - Air Cargo IV Site (Incl. Demo.) A8 Alaska Airlines North Maintenance (Incl. Demo.) A22 POS Consolidated Maintenance Facility A23 Gate Gourmet Demolition A24 Alaska Airlines Office Building and Pedestrian Access L1 South Employee Parking Lot - Phase I L2 S 160th St Loop L3 North Airport Expressway Relocation - Phase I L6 South Employee Parking Lot - Phase II L7 North Airport Expressway Relocation - Phase II L18 Sound Transit LRT and Airport Station C1 North Freight Cargo Complex Bridge C2 North Freight Cargo Complex C3 North Freight Cargo Hardstand C4 North Belly Cargo (Incl. Demo.) C5 South Belly Cargo Airfield Access C6 South Belly Cargo	A10 Dual Taxilanes South of South Satellite A19 Secondary ARFF Station
A18 South Departures Hold-pad	Increases Efficiency/Reduces Delay. This project will help minimize the length of departure queues during North Flow by allowing for the resequencing of departing aircraft. This, in turn, reduces delay by limiting departure queue interference with arriving aircraft trying to reach their gates, or other aircraft moving around the terminal area. With the related taxiway modifications, the South Departures Hold-pad will also improve traffic flow, air traffic management, and controller flexibility for departure operations to the north.	Available Funding/Additional Study. Airfield modeling was not performed to determine the timing of intermediate operational needs. Air Traffic Control has stated they would like to have departure hold-pads in operation today. There will be benefit from this project when the 3rd Runway is commissioned allowing resequenced departures due to a second available departure runway. However, the implementation of this project should be based on the benefit/cost of timing and available funding. A study should be conducted in 2006 to determine the beneficial timing of this project.			x		2015	2016	C5 South Belly Cargo Airfield Access	NONE
A19 Secondary ARFF Station	Provides Timely Emergency Response (Potential). The CDP reserves space for this facility in the event the FAR Part 139 is changed to require response times to the ends of the runways instead of the mid-point as is now the case. Preliminary response times calculated from the proposed Main Station site to the northern ends (16R, 16L and 16X) of each runway were under the potential requirement of 3 minutes. However, response times to the southerly ends (34L, 34R and 34X), were slightly over 3 minutes creating a potential need for a secondary (or Satellite) ARFF to meet a new requirement.	FAA Requirement/Additional Study. Due to the duration of construction period estimates for predecessor projects, the earliest this Secondary ARFF Station could be constructed at the planned location would be 2016, following the relocation of Alaska Airlines aircraft maintenance facility. The new station would only be needed if FAR Part 139 were changed to require response times to the runway ends and if a more detailed response time study showed this requirement could not be met from the Main Station.			x		x	x	A8 Alaska Airlines North Maintenance (Incl. Demo.) A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A23 Gate Gourmet Demolition A24 Alaska Airlines Office Building and Pedestrian Access L1 South Employee Parking Lot - Phase I L2 S 160th St Loop L3 North Airport Expressway Relocation - Phase I L6 South Employee Parking Lot - Phase II L7 North Airport Expressway Relocation - Phase II L18 Sound Transit LRT and Airport Station C1 North Freight Cargo Bridge C2 North Freight Cargo Complex C3 North Freight Cargo Hardstand (Incl. Demo.) C4 North Belly Cargo (Incl. Demo.) C5 South Belly Cargo Airfield Access C6 South Belly Cargo	NONE
A20 Potential Airfield Support Area	Reserves Space for Future Airfield Development. The CDP has not identified a specific need for this property. However, it is some of the last undeveloped airfield accessible property remaining around the Airport and should be reserved for unanticipated future needs.	Undetermined.			x		x	x	NONE	NONE

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No.	Title								Predecessors	Successors	
A21	Runway Extension - 34R	Provides Facility Expansion. This project would extend the southern end of Runway 16L-34R by 600 feet to a new length of 12,500 feet. This would enable fully loaded aircraft such as the B747-200 and B747-400 to reach Hong Kong and Shanghai, non-stop, during higher summer temperatures. The extension would enable other aircraft to fly long distance international flights with heavy payloads as well.	Airline Demand & Benefit/Cost Analysis. The CDP does not identify a current need for this project. Implementation would depend on Airline demand and a positive benefit cost analysis.			x		x	x	NONE	NONE
A22	POS Consolidated Maintenance Facility	Provides Facility Expansion/Enables Other Development. Construction of a new Port maintenance facility allows for the demolition of the existing facility to clear a site for the development of temporary RON hardstand and eventually the North Departures Hold-pad and Alaska Airlines maintenance facilities. It also allows for the expansion and consolidation of maintenance operations in the South Aviation Development Area.	Need for Off-gate Aircraft Parking, Alaska Airlines Maintenance Facilities, Dual Taxilanes South of the South Satellite, or North Departures Hold-pad. Relocation of the Port's maintenance facility may be driven by the need for RON hardstand, Alaska Airlines aircraft maintenance facilities, a north departures hold-pad, or any of the projects associated with the demolition of the existing Alaska Airlines maintenance facilities south of the South Satellite. [See project A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site]		x			2006	2008	L1 South Employee Parking Lot - Phase I	A6 Aircraft RON Parking - Air Cargo IV Site (Incl. Demo.) A8 Alaska Airlines North Maintenance (Incl. Demo.) A9 North Departures Hold-pad A10 Dual Taxilanes South of South Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station
A23	Gate Gourmet Demolition	Enables Other Development. This project will demolish the existing Gate Gourmet building to clear the site for the development of an Alaska Airlines maintenance office and Air Cargo Road East. Air Cargo Road East will provide access to the planned North Belly Cargo area which will accommodate the relocated Alaska and United Airlines Cargo facilities. Relocation of the Alaska Airlines cargo building is necessary to partially clear a site for the development of their aircraft maintenance facilities (the Office building will support these maintenance operations). The relocation of United Airlines cargo building is necessary to clear a site for the construction of a new main ARFF station.	Need for Alaska Airlines Maintenance Facilities, Off-gate Aircraft Parking, or Dual taxilanes South the South Satellite. Demolition of the Gate Gourmet may be driven by the need for additional Alaska Airlines maintenance facilities, or any of the projects enabled by the demolition of the existing Alaska Airlines maintenance facilities south of the South Satellite or the main ARFF station north of the North Satellite. [See project A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site & A7 Aircraft RON Parking - Existing ARFF Site]		x			2010	2010	L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L18 Sound Transit LRT and Airport Station	A5 New Main ARFF Station - United Cargo Site (Incl. Demo.) A7 Aircraft RON Parking - Existing ARFF Station (Incl. Demo.) A8 Alaska Airlines North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A14 Dual Taxilanes North of North Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station A24 Alaska Office Building and Pedestrian Access T4 Concourse D Extension L7 North Airport Expressway Relocation - Phase II C4 North Belly Cargo (Incl. Demo.)
A24	Alaska Airlines Office Building and Pedestrian Access	Provides New Facility/Enables Other Development. This project provides office space to support Alaska Airlines aircraft maintenance operations. Construction of this project will require the demolition of the Gate Gourmet building. [See project A23 Gate Gourmet Demolition]	Need for Alaska Airlines Maintenance Facilities, Off-gate Aircraft Parking, or Dual taxilanes South of the South Satellite. Implementation of this project may be driven by the need for additional Alaska Airlines maintenance facilities, or any of the projects enabled by the demolition of the existing Alaska Airlines maintenance facilities south of the South Satellite. [See project A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site]			x		2012	2013	A23 Gate Gourmet Demolition L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L7 North Airport Expressway Relocation - Phase II L18 Sound Transit LRT and Airport Station	A8 Alaska Airlines North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station
A25	Ground Run-Up Enclosure	Provides New Facility. This facility will reduce noise impacts during required testing following engine maintenance.	Available Funding/Commitments to Surrounding Communities. An FAA approved Siting/Feasibility Study was conducted in 2003 following a Part 150 Noise Compatibility Plan Update recommendation to develop a GRE facility. The CDP recommends the GRE be located west of the Delta Airlines cargo building.			x		x	x	NONE	NONE
A26	GSE Storage	Provides Facility Expansion/Enables Other Development. This project will provide for the relocation and expansion of 10 storage areas for ground service equipment in proximity to aircraft loading and unloading areas. Multiple existing GSE storage areas will need to be relocated to clear sites for planned development.	Need for GSE Storage or to Clear Various Development Sites. Development of GSE storage will be triggered by the need for additional GSE storage facilities in a particular area or the need to relocate existing GSE storage to clear a site for the development of other facilities. The need to develop individual GSE storage facilities should be monitored based on operational efficiency and interdependencies with other projects.			x		x	x	NONE	NONE

Development Projects <i>No. Title</i>	Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects		
			<i>Pre-CDP</i>	<i>CDP Proj Spec</i>	<i>CDP Prog</i>	<i>By Others</i>	<i>Begin</i>	<i>End</i>	<i>Predecessors</i>	<i>Successors</i>	
A27 Dual Taxilanes North of South Satellite	Increases Efficiency/Reduces Delay. This project would allow two-way movement of Group III aircraft traffic on the north of the South Satellite. This would improve the flow of aircraft operations in and out of the gates, reduced congestion of aircraft maneuvering in the south terminal area, and increase utilization of A, S, and inner B gates.	Available Funding/Additional Study. Intermediate airfield modeling was not performed to determine a specific timing of need for this project. Additional terminal area modeling is needed in support of a benefit/cost analysis to determine if and when implementation should occur. Additional study should be conducted in 2006 as this project may have immediate aircraft operational benefit. While implementation of this project is not dependent on the implementation of other projects, it will likely require the reconfiguration of gates on the South Satellite and Concourse B.			x			2011	2011	NONE	NONE
A28 Dual Taxilanes South of North Satellite	Increases Efficiency/Reduces Delay. This project would allow two-way movement of Group III aircraft traffic on the south of the North Satellite. This would improve the flow of aircraft operations in and out of the gates, reduce congestion of aircraft maneuvering in the north terminal area, and a increase utilization of D, N, and inner C gates.	Available Funding/Additional Study. Intermediate airfield modeling was not performed to determine a specific timing of need for this project. Additional terminal area modeling is needed in support of a benefit cost analysis to determine if and when implementation should occur. Additional study should be conducted in 2006 as this project may have immediate aircraft operational benefit. While implementation of this project is not dependent on the implementation of other projects, it will require the reconfiguration of gates on the North Satellite and Concourse C.			x			2011	2011	NONE	NONE

Development Projects <i>No. Title</i>	Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects		
			<i>Pre-CDP</i>	<i>CDP Proj Spec</i>	<i>CDP Prog</i>	<i>By Others</i>	<i>Begin</i>	<i>End</i>	<i>Predecessors</i>	<i>Successors</i>	
Terminal											
T1 South Satellite Expansion	Provides Facility Expansion. This project expands the South Satellite to provide additional FIS facilities and lobby space reducing congestion in both areas.	Need for Additional FIS or Gate Lobby. The demand/capacity of both the FIS facility and the South Satellite lobby should be monitored and studied annually beginning in 2006 to determine the timing and need of this project.						2012	2014	NONE	NONE
T2 Main Terminal Expansion - Phase I	Provides Facility Expansion/Enables Other Development. The purpose for the expansion will be to provide a greater level of service than would otherwise be possible with future growth, while improving efficiency. The terminal expansion will provide additional ticket lobby, security screening, curb length, concessions, vertical circulation, baggage facilities, etc. Additional terminal will be required to support the planned extension of Concourse D.	Need for Additional Ticketing Lobby, Outgoing Baggage, Security Screening, Curb, or Gates Expansion could be triggered by any of the above, therefore the demand/capacity of each must be monitored to determine the timing, need, and scope of this project. Due to the duration of construction period estimates for predecessor projects, the earliest construction could begin on terminal expansion is approximately 2012. It would require authorization for design around 2010, assuming prior project programming has occurred. Monitoring of project drivers and discussions with airlines should be conducted on an annual basis beginning in 2007. A terminal program should be developed in 2006 to determine the timing, need, and scope of this project and improvement to be made through the Port's renewal and replacement program.						2012	2015	A23 Gate Gourmet Demolition T8 Central Mechanical Plant Expansion L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L7 North Airport Expressway Relocation - Phase II L5 Upper Terminal Drive Widening & Exit Ramp L18 Sound Transit LRT and Airport Station	T4 Concourse D Extension T5 Main Terminal Expansion - Phase II T6 International Arrivals Tunnel to Main Terminal L16 APM between Main Terminal and RCF
T3 North Satellite Expansion	Provides Facility Expansion/Enables Other Development. This project will expand the North Satellite creating additional satellite lobby and gates. It will also accommodate the relocated Biffy Dump, the demolition of which is necessary to partially clear a site for the development of dual taxilanes north of the North Satellite.	Need for Additional Gates. This project is not dependent on other CDP projects making it the easiest location to construct additional gates. It has been scheduled to allow grading to occur roughly the same time as the grading for the dual taxi-lane (in about 2013 or 2014). However, gate utilization and the need for new gates should be monitored and a decision analysis performed in 2006 to determine timing and need for implementation. While the CDP recommends relocating the Biffy Dump to the North Satellite expansion, it is not reasonable to assume that the need to relocate the Biffy Dump will trigger the expansion.						2014	2016	NONE	A12 Triculator (Biffy Dump) Relocation A14 Dual Taxilanes North of North Satellite T4 Concourse D Extension
T4 Concourse D Extension	Provides Facility Expansion. This project will extend Concourse D creating additional aircraft gates and supporting concourse lobby.	Need for Additional Gates. Due to the duration of construction period estimates for predecessor projects, the earliest construction to extend Concourse D could begin is 2016. However, gate utilization and the need for new gates should be monitored and a decision analysis performed in 2010 to determine the timing and need for this project.						2016	2019	A2 Aircraft RON Parking - USPS Airmail Center Site (Incl. Demo.) A5 New Main ARFF Station - United Cargo Site (Incl. Demo.) A7 Aircraft RON Parking - Existing ARFF Site (Incl. Demo.) A12 Triculator (Biffy Dump) Relocation A14 Dual Taxilanes North of North Satellite A15 North Fuel Rack Relocation A23 Gate Gourmet Demolition T2 Main Terminal Expansion - Phase I T3 North Satellite Expansion T8 Central Mechanical Plant Expansion L1 South Employee Parking Lot - Phase I L2 S 160th St Loop L3 North Airport Expressway Relocation - Phase I L6 South Employee Parking Lot - Phase II L7 North Airport Expressway Relocation - Phase II L5 Upper Terminal Drive Widening & Exit Ramp L18 Sound Transit LRT and Airport Station C4 North Belly Cargo C5 South Belly Cargo Airfield Access C6 South Belly Cargo	NONE
T5 Main Terminal Expansion - Phase II	Provides Facility Expansion. The purpose for the expansion will be to provide a greater level of service than would otherwise be possible with future growth, while improving efficiency. The terminal expansion will provide additional ticket lobby, security screening, curb length, concessions, vertical circulation, baggage facilities, etc.	Need for Additional Ticketing Lobby, Outgoing Baggage, Security Screening, or Curb. This second phase of terminal expansion could be triggered by any of the above, therefore the demand/capacity of each component must be monitored to determine the timing, need, and scope of this project.						2018	2020	A23 Gate Gourmet Demolition T2 Main Terminal Expansion - Phase I T8 Central Mechanical Plant Expansion L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L7 North Airport Expressway Relocation - Phase II L5 Upper Terminal Drive Widening & Exit Ramp L18 Sound Transit LRT and Airport Station	NONE

Development Projects		Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects		
				Pre-CDP	CDP Proj Spec	CDP Prog	By Others	Begin	End			
No.	Title								Predecessors	Successors		
T6	International Arrivals Tunnel to Main Terminal	Provides New Facility/Improves Level of Service (LOS). This project would provide a new tunnel with moving walkways from the FIS facilities in the South Satellite to the Arrivals Hall at the south end of the terminal. The tunnel would allow terminating international travelers to depart the South Satellite with their bags, and proceed directly to ground transportation without the need for bag recheck.	Future Decision Analysis Triggered by Sr. Management. The CDP did not identify an operational need for this project. Therefore, the project would only be implemented if it was decided an improvement in passenger level of service would warrant the expenditure.				X		X	X	A23 Gate Gourmet Demolition T2 Main Terminal Expansion - Phase I T8 Central Mechanical Plant Expansion L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L7 North Airport Expressway Relocation - Phase II L5 Upper Terminal Drive Widening & Exit Ramp L18 Sound Transit LRT and Airport Station	NONE
T7	Potential Remote Satellite	Provides New Facility. The CDP did not identify an operational need for this project. However, to provide the flexibility to respond to an unforeseen future need for additional gates, the CDP identifies the area currently occupied by Delta Cargo, GSE storage and the ARFF Facility as the most logical site to accommodate additional gates. The area is planned to accommodate hardstand for an arrivals hold-pad and RON parking.	Need for additional Gates The CDP plan for providing 104 gates in the future requires an estimated average 7.7 turns per gate on the Average Day of the Peak Month (ADPM) of the year when the Airport reaches capacity (current ADPM turns are roughly 5.5). During future construction of additional gates, there will be some gates temporarily lost and a higher number of turns per gate required. This will be a good opportunity to evaluate the ability of the collective airlines to average 7.7 turns per gate. If it is determined the average turn rate cannot be met, this will affect the timing of future concourse construction. The timing of the additional gates should be determined when/if the need is shown as stated above.				X		X	X	NONE	NONE
T8	Central Mechanical Plant Expansion	Provides Facility Expansion/Enables Other Development. This project expands the Central Mechanical Plant in the Parking Garage to serve the needs of an expanded terminal complex.	Need for Additional Ticketing Lobby, Outgoing Baggage, Security Screening, Curb length, or Gates. Expansion of the Central Mechanical Plant (CMP) will be triggered by terminal and concourse expansion, which could be triggered by any of the above. The demand/capacity of each of these components must be monitored/estimated to determine the timing and need for this project. To meet the estimate terminal expansion schedule, this project would need to begin construction in 2014. If the terminal and CMP expansion designs are done concurrently, they would occur in 2010. Monitoring of each of the project drivers and discussions with airlines should be done on an annual basis beginning in 2007.				X		2014	2015	L5 Upper Terminal Drive Widening & Exit Ramp	T2 Main Terminal Expansion - Phase I T4 Concourse D Extension T5 Main Terminal Expansion - Phase II T6 International Arrivals Tunnel to Main Terminal L16 APM between Main Terminal and RCF
T9	Terminal Renovation	Increases Efficiency/Reduces Delay. This project includes improvements to existing facilities in the terminal complex to be made through the Port's Renewal and Replacement program. These improvements are anticipated to be necessary to enable the existing terminal and planned expansions to effectively accommodate projected passenger demand.	Need for Additional Ticketing Lobby, Gate Lobby, Corridor Width, Transition to More Sustainable Facilities, Outgoing Baggage, or Security Screening. A terminal program should be developed in 2006 to determine the timing, need, and scope of specific improvements based on a more detailed assessment of existing capacity, individual airline need, and service life of existing facilities.				X		X	X	NONE	NONE
T10	Parking Garage - Fourth Floor Conversion	Improves Level of Service (LOS). This project creates terminal quality space on the fourth floor of the garage to provide pedestrian circulation for patrons of the parking facility, arrivals curb facility under curbside alternative II, and the Light Rail Transit (LRT) station. The project would relieve congestion in the terminal lobby and would rely on informational and directional signs to assist passengers in crossing at the skybridge closest to their desired passenger terminal destination.	Need for Additional Terminal Circulation/Conversion of Curbside Operations to Alternative II (CDP Project #L15). This project would likely be triggered by a need to increase customer level of service by providing additional passenger circulation in response to congestion in the main terminal ticket lobby or the provision of an arrivals curb for private occupancy vehicles on the fourth floor of the garage.				X		X	X	NONE	NONE
T11	Future Ramp Control Facility	Increases Efficiency/Reduces Delay. This project provides a location (former Airport Traffic Control Tower) to control aircraft movements on the terminal ramps. Ramp control will provide a more efficient operation and reduce the risk of aircraft accidents.	TRIGGER HAS BEEN PULLED				X		2005	2006	NONE	NONE

Development Projects No. Title	Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects Predecessors Successors	
			Pre-CDP	CDP Proj Spec	CDP Prog	By Others	Begin	End		
Landside										
L1 South Employee Parking Lot - Phase I	Enables Other Development. This project relocates existing employee parking, enabling the construction of a new POS consolidated maintenance facility. Construction of a new Port maintenance facility will enable the demolition of the existing facility to clear a site for the development of temporary RON hardstand and eventually a north departures hold-pad and the Alaska Airlines maintenance facilities. It also allows for the expansion and consolidation of Port maintenance operations in the South Aviation Development Area.	Need for Off-gate RON Aircraft Parking, Alaska Airlines Maintenance Facilities, or North Departures Hold-pad. Relocation of the Port's south employee parking lot may be driven by the need for RON hardstand, Alaska Airlines aircraft maintenance facilities, a north departures hold-pad, or any of the projects associated with the demolition of the existing Alaska Airlines maintenance facilities south of the South Satellite. [See project A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site]	x				2006	2007	NONE	A6 Aircraft RON Parking - Air Cargo IV Site (Incl. Demo.) A8 Alaska Airlines North Maintenance (Incl. Demo.) A9 North Departures Hold-pad A10 Dual Taxilanes South of South Satellite A13 GSE Maintenance (South) A16 Aircraft RON Parking - Delta Cargo Site (Incl. Demo.) A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station A22 POS Consolidated Maintenance Facility L6 South Employee Parking Lot - Phase II C6 South Belly Cargo
L2 S. 160th St. Loop	Provides Facility Expansion. This project extends the roadway for recirculating traffic from the upper and lower terminal drives to a loop located to the south of the S. 160th St. Bridge. The extended loop will relieve congestion by eliminating the existing recirculation ramp merge at the north end of the garage and creating a longer loop for recirculation traffic.	Need for Additional Terminal Roadway Capacity. This trigger has been pulled due to the low level of service resulting from the large percent of recirculation traffic and the problematic merge of traffic recirculating to the upper terminal drive and southbound traffic on the NAE entering the upper terminal drive. TRIGGER HAS BEEN PULLED	x				2006	2007	NONE	A5 New Main ARFF Station - United Cargo Site (Incl. Demo.) A7 Aircraft RON Parking - Existing ARFF Site (Incl. Demo.) A8 Alaska Airlines North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A14 Dual Taxilanes North of North Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station A23 Gate Gourmet Demolition A24 Alaska Airlines Office Building and Pedestrian Access T2 Main Terminal Expansion - Phase I T4 Concourse D Extension T5 Main Terminal Expansion - Phase II T6 International Arrivals Tunnel to Main Terminal L3 North Airport Expressway Relocation - Phase I L7 North Airport Expressway Relocation - Phase II L12 Parking Garage Ramps L16 APM between Main Terminal and RCF L18 Sound Transit LRT and Airport Station C4 North Belly Cargo (Incl. Demo.)

Development Projects		Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects	
				Pre-CDP	CDP Proj Spec	CDP Prog	By Others	Begin	End		
No.	Title								Predecessors	Successors	
L3	North Airport Expressway Relocation - Phase I	Provides Facility Expansion/Enables Other Development. This first phase of NAE relocation primarily involves the northbound lanes. The NAE will be relocated in two phases to provide space and facility to enable construction of dual taxilanes north of the North Satellite, expansion of the Main Terminal, extension of Concourse D, off-gate RON parking, and Alaska Airlines aircraft maintenance facilities. Development of sufficient maintenance facilities on the Alaska Airlines North Maintenance site will enable the demolition of their existing facilities south of the South Satellite. Demolition of Alaska's existing facilities clears the site for the construction of off-gate aircraft parking, dual taxilanes south of the South Satellite, and a potential secondary ARFF station. The additional off-gate parking and dual taxilanes will enable greater gate utilization on the South Satellite lessening the need for additional terminal/gates.	Need to Accommodate Sound Transit Light Rail to the Airport. This trigger has been pulled to accommodate Sound Transit's schedule to have Light Rail to the Airport by December, 2009. The relocation of the north bound lanes of the NAE will be conducted in conjunction with the Sound Transit project and will be integrated into their environmental review process. TRIGGER HAS BEEN PULLED				x	2006	2008	L2 S. 160th St. Loop	A5 New Main ARFF Station - United Cargo Site (Incl. Demo.) A7 Aircraft RON Parking - Existing ARFF Site (Incl. Demo.) A8 Alaska Airlines North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A14 Dual Taxilanes North of North Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station A23 Gate Gourmet Demolition A24 Alaska Airlines Office Building and Pedestrian Access T2 Main Terminal Expansion - Phase I T4 Concourse D Extension T5 Main Terminal Expansion - Phase II T6 International Arrivals Tunnel to Main Terminal L7 North Airport Expressway Relocation - Phase II L12 Parking Garage Ramps L16 APM between Main Terminal and RCF L18 Sound Transit LRT and Airport Station C4 North Belly Cargo (Incl. Demo.)
L4	160th Ground Transportation Holding Lot	Provides Facility Expansion. This project expands the existing ground transportation holding lots for staging airport taxis, shuttles, and buses outside the immediate terminal area.	Need to Accommodate Increased Taxi Passenger Volumes. A study conducted in the Spring/Summer of 2005 will identify the taxi storage required to meet taxi passenger demand and the timing for needed expansion. However, the possibility of housing RCF bus maintenance on this site may impact location and timing.				x	2007	2008	NONE	NONE
L5	Upper Terminal Drive Widening & Exit Ramp	Provides Facility Expansion. This project would widen the upper terminal drive by an as yet undetermined amount to provide a minimum of one additional lane for vehicle traffic and additional sidewalk for pedestrian circulation and curbside check-in. The upper drive exit ramp would be relocated further to the south to allow for the addition of a north bound lane and to clear space for grade separation of the north bound lanes of the lower drive exit ramp and a lane of traffic dedicated to commercial vehicles exiting the third floor of the garage.	Need for Additional Terminal Roadway Capacity. Traffic modeling of the terminal roadways shows level of service on the upper drive dropping from LOS D to E in 2010 and LOS E to F in 2016. In order to minimize disruption to the traveling public, the upper terminal drive widening project should be implemented in conjunction with the upper drive exit ramp relocation and widening. It is anticipated that these combined projects will involve 3 years of construction and 2 years of design. Using LOS E as a guide, further planning should be conducted in 2005 and 2006 to determine construction impacts and phasing, allowing for design in 2007 and 2008 and construction in 2009 - 2011. Further study conducted in 2005 and 2006 should include traffic simulation to help determine vehicle flow patterns including duration and occurrence of queuing and subsequent passenger delay. Traffic modeling is based on curbside management practices as of 2002.				x	2009	2011	NONE	T2 Main Terminal Expansion - Phase I T4 Concourse D Extension T5 Main Terminal Expansion - Phase II T6 International Arrivals Tunnel to Main Terminal T8 Central Mechanical Plant Expansion L16 APM between Main Terminal and RCF
L6	South Employee Parking Lot - Phase II	Enables Other Development. This project relocates a portion of the parking created in Phase 1 enabling the development of belly cargo facilities in the South Aviation Development Area for carriers on the south end of the terminal complex. Development of these facilities enables the demolition of the Southwest and Delta airlines cargo buildings, partially clearing two separate sites for the development off-gate RON parking and Alaska Airlines aircraft maintenance facilities respectively.	Need for Off-gate RON Aircraft Parking, Alaska Airlines Maintenance Facilities, or Additional Belly Cargo Facilities. Implementation of this second phase of relocation of the Port's south employee parking lot may be driven by the need for RON hardstand, Alaska Airlines aircraft maintenance facilities, belly cargo facilities for carriers on the south end of the terminal complex, or any of the projects associated with the demolition of the existing Alaska Airlines maintenance facilities south of the South Satellite. [See project A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site]				x	2010	2011	L1 South Employee Parking Lot - Phase I	A8 Alaska Airlines North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A16 Aircraft RON Parking - Delta Cargo Site (Incl. Demo.) A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station C6 South Belly Cargo

Development Projects		Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects		
				Pre-CDP	CDP Proj Spec	CDP Prog	By Others	Begin	End			
No.	Title								Predecessors	Successors		
L7	North Airport Expressway Relocation - Phase II	Provides Facility Expansion/Enables Other Development. This second and last phase of NAE relocation involves the southbound lanes, the north service tunnel entrance, Air Cargo Road East, Air Cargo Road West, and a North Belly Cargo tunnel. The NAE will be relocated in two phases to provide space and facility to enable construction of dual taxilanes north of the North Satellite, expansion of the Main Terminal, extension of Concourse D, off-gate RON parking, and Alaska Airlines aircraft maintenance facilities. Development of sufficient maintenance facilities on the Alaska Airlines North Maintenance site will enable the demolition of their existing facilities south of the South Satellite. Demolition of Alaska's existing facilities clears the site for the construction of off-gate aircraft parking, dual taxilanes south of the South Satellite, and a potential secondary ARFF station. The additional off-gate parking and dual taxilanes will enable greater gate utilization on the South Satellite lessening the need for additional terminal/gates.	Various - See Triggers for Projects Listed in Successors Column. This project is an important link in CDP development and may be triggered to enable the implementation of any number of dependent projects. All of the capacity/demand associated with the projects listed in the successors column should be monitored to determine the timing and need for this project. Construction of the first phase of the NAE relocation must be complete in order to begin construction of phase II. To allow ample time for design, a decision analysis in late 2007 should be the first checkpoint to determine if project construction should begin in 2010 or sooner if possible.					x	2010	2013	A23 Gate Gourmet Demolition L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L18 Sound Transit LRT and Airport Station	A5 New Main ARFF Station - United Cargo Site (Incl. Demo.) A7 Aircraft RON Parking - Existing ARFF Site (Incl. Demo.) A8 Alaska Airlines North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A14 Dual Taxilanes North of North Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station A23 Gate Gourmet Demolition A24 Alaska Airlines Office Building and Pedestrian Access T2 Main Terminal Expansion - Phase I T4 Concourse D Extension T5 Main Terminal Expansion - Phase II T6 International Arrivals Tunnel to Main Terminal L12 Parking Garage Ramps L16 APM between Main Terminal and RCF L18 Sound Transit LRT and Airport Station C4 North Belly Cargo (Incl. Demo.)
L9	Lower Drive Exit Ramp	Provides Facility Expansion. This project will construct a new exit ramp from the lower terminal drive to the North Airport Expressway, expanding the existing two-lane configuration to three lanes. This will reduce congestion on the departures curb providing a greater level of service to exiting vehicles.	Need for Additional Terminal Roadway Capacity. Additional study in 2005/2006 will identify construction sequence options a recommended implementation program for the south terminal roadway area, including the South Link project. Project triggers will be established based on LOS or from the recommended construction sequence option.					x	2012	2014	NONE	NONE
L10	South Link to S. 188th St.	Provides New Facility. This project provides a new southern access to the airport by connecting the terminal roadway system to an at-grade intersection at S. 188th ST and 28 Ave. S. This new roadway link is a portion of a new access to the Airport from a future extension of SR 509 via 26th/28th Ave. S.	SR 509 Extension Construction and/or Closure of the S. 182nd Airport Access. Additional study in 2005/2006 will identify construction sequence options and a recommended implementation program for the south terminal roadway area, including the South Link project. Implementation of South Link will be trigger by either the completion of an SR 509 connection to I-5 or the closure of the current south main entrance to the Airport at S. 182nd St. (if closure of S. 182nd St. is recommended in the implementation program for the south terminal roadway area).					x	2010	2012	NONE	L13 South Access
L11	Parking Garage Expansion	Provides Facility Expansion. This project provides additional passenger vehicle parking through an expansion of the existing parking garage to the north.	Need for Additional Public Parking. Assuming a parking demand growth rate equal to the CDP projected annual growth in passengers and a continuation of current use by facility type, on-site demand for parking would reach 11,843 in 2021, nearly filling the garage when the Airport reaches capacity. At this same rate of growth, the existing garage is estimated to reach 85% of capacity in 2018 on the Average Day of the Peak Month (ADPM). However, many factors can affect parking demand such as pricing, regional mode shifts, availability of off-site parking, etc. For this reason, growth in parking demand should be monitored to refine this trigger. The trigger should be pulled to deliver additional parking facilities some time before the garage reaches capacity. For planning purposes, the construction period estimate for this expansion is set to deliver new facilities when the garage is estimated to be at 85% capacity. A trigger review should be conducted in 2013, 5 years prior to the garage reaching 85% capacity, to allow for planning, design, and construction of the new facility.					x	2016	2017	L17 Rental Car Facility	NONE

Development Projects <i>No. Title</i>	Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects	
			<i>Pre-CDP</i>	<i>CDP Proj Spec</i>	<i>CDP Prog</i>	<i>By Others</i>	<i>Begin</i>	<i>End</i>	<i>Predecessors</i>	<i>Successors</i>
L12 Parking Garage Ramps	Provides New Facility/Improves Level of Service (LOS). This project will add ramps along the east side of the garage to the existing helices. Once installed, the new ramps will allow vehicular traffic from the north to directly access the helices at the fifth floor. Traffic from the south would continue to access the helices as it does today.	Future Decision Analysis Triggered by Sr. Management. The CDP did not identify an operational need for this project. Therefore, the project would only be implemented if it was decided an improvement in passenger level of service would warrant the expenditure.			x		2015	2016	A23 Gate Gourmet Demolition L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L7 North Airport Expressway Relocation - Phase II L18 Sound Transit LRT and Airport Station	NONE
L13 South Access	Provides New Facility. This project provides a new southern access to the Airport by connecting the planned South Link project near the intersection of 28th Ave. S. and S. 188th ST to an intersection on S. 200th ST at the terminus of the planned SR 509 on- and off-ramps.	LOS on the 24th/188th Ave. Intersection Following South Link and SR 509 Extension Construction. This new access would be constructed if the level of service on 26th/28th Ave. and associated intersections drops to an unacceptable level with increased traffic volumes. Traffic simulation shows the level of service at the intersection of 28th Ave and S 188th ST will degrade to F sometime near 2020 assuming the extension of SR 509 to S. 200th St. and the completion of the South Link project. Allowing 3 years for construction and 2 years for planning and design gives a decision point around 2014 or 2015 when the situation could be reviewed again to see if all of the current assumptions still hold. This project would not be constructed if SR 509 is not extended to S. 200th St and South Link is not constructed.			x		2010	2012	L10 South Link to S. 188th St.	NONE
L15 Convert Curbs to Alternative II	Improves Level of Service (LOS) and/or Implements Policy Change. This project provides the infrastructure necessary to convert the existing curbside operations to a new operation ("Alternative II"). The Alternative II curbside calls for passenger vehicles to use an arrivals curb inside the garage thus freeing up the lower drive curb for commercial vehicles only. The CDP process has identified three options for curbside within the garage. Without this project, the lower drive level of service degrades to F as passenger growth at the Airport approaches 45 MAP.	LOS on Departure and Arrivals Curbs. The trigger for this project will likely be the level of service on the departures curb. It could also be a policy decision made in the future to match transportation policies in the region. Additional study should be conducted to evaluate curbside options and operation policies for an arrivals curb in the garage prior to triggering this project.			x		2018	2019	A23 Gate Gourmet Demolition L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L7 North Airport Expressway Relocation - Phase II L18 Sound Transit LRT and Airport Station	NONE
L16 APM between Main Terminal and RCF	Provides New Facility/Improves Level of Service (LOS). If needed, this project would replace the proposed bus shuttle service between the new Rental Car Facility and the Main Terminal with an automated system.	Additional Study. The CDP does not identify a need for this project at this time. This would only be done if the bus shuttle level of service, or impact on the curbside level of service required a different mode of transportation for the rental car user sometime in the future. A traffic analysis would be necessary to determine if a need exists.			x	x	x	x	A23 Gate Gourmet Demolition T2 Main Terminal Expansion - Phase I T8 Central Mechanical Plant Expansion L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L7 North Airport Expressway Relocation - Phase II L5 Upper Terminal Drive Widening & Exit Ramp L17 Rental Car Facility L18 Sound Transit LRT and Airport Station	NONE
L17 Rental Car Facility	Provides New Facility. This project provides consolidated rental car facilities outside of the existing parking garage.	TRIGGER HAS BEEN PULLED	x				2007	2010	NONE	L11 Parking Garage Expansion L16 APM between Main Terminal and RCF
L18 Sound Transit LRT and Airport Station	Provides New Facility. Creates the Final Link of Light Rail Service from Downtown Seattle to the Airport.	TRIGGER HAS BEEN PULLED			x		2007	2009	L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I	NONE

Development Projects No. Title	Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects	
			Pre-CDP	CDP Proj Spec	CDP Prog	By Others	Begin	End	Predecessors	Successors
Cargo										
C1 North Freight Cargo Bridge	Provides New Facility/Enables Other Development. This project provides a secure connection between the North Freight Cargo Hardstand and North Freight Cargo Complex. Cargo facilities will be relocated from the AOA to the North Freight Cargo Complex to clear sites for the development of Alaska Airlines aircraft maintenance facilities and addition freight cargo hardstand. The North Freight Cargo Complex will also provide an opportunity for the expansion of freight cargo operations.	Need for Alaska Airlines Maintenance Facilities, Off-gate Aircraft Parking, or Dual Taxilanes South of the South Satellite. Construction of a secure bridge between the North Freight Cargo Complex and the North Freight Cargo Hardstand may be driven by the need for RON hardstand, Alaska Airlines aircraft maintenance facilities, additional freight cargo facilities, or any of the projects associated with the demolition of the existing Alaska Airlines maintenance facilities south of the South Satellite. [See project A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site] To be able to complete construction of new Alaska maintenance facilities north of the terminal in 2015, the process to develop the North Freight Cargo facilities would need to begin in Spring 2005.	x				2006	2009	C2 North Freight Cargo Complex C3 North Freight Cargo Hardstand (Incl. Demo.)	A8 Alaska Airlines North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station
C2 North Freight Cargo Complex	Provides Facility Expansion/Enables Other Development. This project provides for the relocation and expansion of freight cargo facilities. Cargo facilities will be relocated from the AOA to the North Freight Cargo Complex to clear sites for the development of Alaska Airlines aircraft maintenance facilities and addition freight cargo hardstand.	Need for Alaska Airlines Maintenance Facilities, Off-gate Aircraft Parking, or Dual Taxilanes South of the South Satellite. Development of the North Freight Cargo Complex may be driven by the need for RON hardstand, Alaska Airlines aircraft maintenance facilities, additional freight cargo facilities, or any of the projects associated with the demolition of the existing Alaska Airlines maintenance facilities south of the South Satellite. [See project A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site] To be able to complete construction of new Alaska Airlines aircraft maintenance facilities north of the terminal in 2015, the process to develop the North Freight Cargo facilities would need to begin in Spring 2005.	x				2006	2009	C1 North Freight Cargo Complex Bridge C3 North Freight Cargo Hardstand (Incl. Demo.)	A8 Alaska Airlines North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station
C3 North Freight Cargo Hardstand (Incl. Demo.)	Provides Facility Expansion/Enables Other Development - Alaska Airlines North Maintenance. This project will consolidate cargo aircraft parking at the north end of the Airport creating space necessary for the development of Alaska Airlines maintenance facilities.	Need for Alaska Airlines Maintenance Facilities or Off-gate Aircraft Parking. Development of Hardstand in the north AOA may be driven by the need for RON hardstand, Alaska Airlines aircraft maintenance facilities, additional freight cargo facilities, or any of the projects enabled by the demolition of the existing Alaska Airlines maintenance facilities south of the South Satellite. [See project A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site] To be able to complete construction of new Alaska Maintenance facilities north of the terminal in 2015, the North Freight Hardstand would need to begin construction in 2010, following completion of North Freight Cargo Complex and Bridge.		x			2010	2011	C1 North Freight Cargo Complex Bridge C2 North Freight Cargo Complex	A8 Alaska Airlines North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station
C4 North Belly Cargo - (Incl. Demo.)	Provides Facility Expansion/Enables Other Development. This project provides for the relocation and expansion of belly cargo facilities for carriers operating out of the north half of the terminal complex. Relocation of the Alaska Airlines cargo facility will partially clear a site for relocation and expansion Alaska Airlines aircraft maintenance facilities. Relocation of the United Airlines cargo facility will partially clear a site for the relocation and expansion of the main ARFF station.	Need for Alaska Airlines Maintenance Facilities, Off-gate Aircraft Parking, Dual Taxilanes South of the South Satellite, or Dual Taxilanes North of the North Satellite. Development of belly cargo facilities in the North Belly Cargo area may be driven by the need to develop additional Alaska Airlines aircraft maintenance facilities or any of the projects enabled by the demolition of the existing Alaska maintenance facilities and the existing main ARFF station. [See project A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site & A7 Aircraft RON Parking - Existing ARFF Site] Due to the duration of construction period estimates for predecessor projects, the earliest construction could begin in the North Belly Cargo area would be in 2011. The need for additional Alaska maintenance facilities and projects enabled by the demolition of their existing maintenance facilities and the main ARFF station should be reviewed in 2009 to verify the timing and need for this project. Additional study should be done in 2005/2006 to refine space needs in the North Belly Cargo area in light of new security requirements and to insure consistency with the CDP as design proposals for this and adjacent projects move forward.		x			2011	2013	A23 Gate Gourmet Demolition L2 S. 160th St. Loop L3 North Airport Expressway Relocation - Phase I L7 North Airport Expressway Relocation - Phase II L18 Sound Transit LRT and Airport Station	A5 New Main ARFF Station - United Cargo Site (Incl. Demo.) A7 Aircraft RON Parking - Existing ARFF Site (Incl. Demo.) A8 Alaska Airlines North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A14 Dual Taxilanes North of North Satellite A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station T4 Concourse D Extension

Development Projects <i>No. Title</i>	Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects	
			<i>Pre-CDP</i>	<i>CDP Proj Spec</i>	<i>CDP Prog</i>	<i>By Others</i>	<i>Begin</i>	<i>End</i>	<i>Predecessors</i>	<i>Successors</i>
C5 South Belly Cargo Airfield Access	Provides New Facility/Enables Other Development. This project provides AOA access to relocated and expanded belly cargo facilities for airlines operating out of the south half of the terminal complex. Relocation of the Delta Airlines cargo building will partially clear a site for the construction of hardstand for RON parking and an arrivals hold-pad. Relocation of the Southwest Airlines cargo building will partially clear a site for the development of Alaska Airlines aircraft maintenance facilities.	Need for Alaska Airlines Maintenance Facilities, Off-gate Aircraft Parking, or Dual Taxilanes South of the South Satellite. Development of belly cargo facilities in the South Aviation Development Area may be driven by the need to develop additional Alaska Airlines aircraft maintenance facilities, off-gate aircraft parking, or any of the projects enabled by the demolition of the existing Alaska Airlines aircraft maintenance facilities. The South Belly Cargo and South Belly Cargo Access projects are scheduled to begin construction in 2012 to meet projected Alaska Air Maintenance needs. The need for additional Alaska Airlines aircraft maintenance facilities, hardstand for RON and an arrivals hold-pad north of the North Satellite, as well as projects enabled by the demolition of the existing Alaska Airlines aircraft maintenance facilities should be reviewed in 2009 to verify the timing and need for this project. Additional study should be done in 2005/2006 to refine space needs in light of new security requirements and to insure consistency with the CDP as design proposals for this and adjacent projects move forward.			x		2012	2013	NONE	A8 Alaska Airlines North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A16 Aircraft RON Parking - Delta Cargo Site (Incl. Demo.) A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station C6 South Belly Cargo
C6 South Belly Cargo	Provides Facility Expansion/Enables Other Development. This project will provide relocation and expansion of belly cargo facilities for airlines operating out of the south half of the terminal complex. Relocation of the Delta Airlines cargo building will partially clear a site for the construction of hardstand for RON parking and an arrivals hold-pad. Relocation of the Southwest Airlines cargo building will partially clear a site for the development of Alaska Airlines aircraft maintenance facilities.	Need for Off-gate RON Aircraft Parking or Alaska Airlines Maintenance Facilities. Development of belly cargo facilities in the South Aviation Development Area may be driven by the need to develop additional Alaska Airlines aircraft maintenance facilities, off-gate aircraft parking, or any of the projects enabled by the demolition of the existing Alaska Airlines aircraft maintenance facilities. The South Belly Cargo and South Belly Cargo Access projects are scheduled to begin construction in 2012 to meet projected Alaska Air Maintenance needs. The need for additional Alaska Airlines aircraft maintenance facilities, hardstand for RON and an arrivals hold-pad north of the North Satellite, as well as projects enabled by the demolition of the existing Alaska Airlines aircraft maintenance facilities should be reviewed in 2009 to verify the timing and need for this project. Additional study should be done in 2005/2006 to refine space needs in light of new security requirements and to insure consistency with the CDP as design proposals for this and adjacent projects move forward.			x	2012	2013	L1 South Employee Parking Lot - Phase I L6 South Employee Parking Lot - Phase II C5 South Belly Cargo Airfield Access	A8 Alaska North Maintenance (Incl. Demo.) A10 Dual Taxilanes South of South Satellite A16 Aircraft RON Parking - Delta Cargo Site (Incl. Demo.) A17 Aircraft RON Parking - Existing Alaska Airlines Maintenance Site (Incl. Demo.) A19 Secondary ARFF Station	
C7 FedEx Expansion (Incl. Demo.)	Expands Existing Federal Express Facility. This project will expand the existing facility to allow for more efficient operation and broader service.	Need for FedEx Facilities. FedEx will establish when this project should be implemented.			x	2012	2013	NONE	NONE	

Development Projects <i>No. Title</i>	Purpose	Trigger	Environmental Review Process				Estimated Construction Period		Connected Projects	
			<i>Pre-CDP</i>	<i>CDP Proj Spec</i>	<i>CDP Prog</i>	<i>By Others</i>	<i>Begin</i>	<i>End</i>	<i>Predecessors</i>	<i>Successors</i>
Off-Airport										
O1 NESPA 1	Provides New Facility. This project is described by the New Economic Strategic Triangle (NEST) Study as Northeast Special Planning Area (NESPA) #1. The conceptual layout for the site would provide two buildings and an employee parking lot. Building use would conform to the City of Burien comprehensive planning for Special Planning Area (SPA) 4A which allows light manufacturing, and office or research parks.	Business Decision. The CDP does not identify an Airport operational need to develop this property. Per an agreement between the City of Burien and the King County Housing Authority (KCHA), KCHA will retain ownership of the property until July 20, 2007, at which time ownership will revert back to the Port. It is anticipated that any development proposed on this site would be triggered by a Port business decision.	x				x	x	NONE	NONE
O2 NESPA 2 & 3	Provides New Facility. These projects are described by the New Economic Strategic Triangle (NEST) Study as Northeast Special Planning Areas (NESPA) #2 & 3. The conceptual layouts for each site would provide employee parking and two buildings for industrial use.	Business Decision. The CDP does not identify an Airport operational need to develop this property. It is anticipated that any development proposed on this site would be triggered by a Port business decision.	x				x	x	NONE	NONE
O3 55 Acres	Provides New Facility. This site consists of 27.2 acres of unencumbered, fully developable land for which the City of SeaTac's Comprehensive Plan allows industrial, cargo, and warehouse uses. The conceptual development plan prepared for this site shows five single loaded industrial buildings and associated parking and truck circulation areas.	Business Decision. The CDP does not identify an Airport operational need to develop this property. It is anticipated that any development proposed on this site would be triggered by a Port business decision.	x				x	x	NONE	NONE