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November 16, 2009

John Burdick
Port of Seattle
Engineering
PO Box 68727
Seattle, WA 98168

Dear Mr. Burdick:

Re: Team Letter of Appreciation

We want to congratulate and extend our sincere appreciation to you as a member of the team who accomplished the reconstruction of Runway 16L/34R. It was an extraordinary project completed in an outstanding fashion. It is a great example of what can be done by a talented and diverse group of Port employees and consultants who step up to a challenge. The challenge was to completely demolish and rebuild a 60-year old 11,900-foot runway from the ground up, including all new utilities. The accomplishments are significant in many regards:

Safety: The team took safety first. The safe operation of the airfield was always the top priority. The construction was phased and the movement of aircraft and vehicles was controlled so that safety was assured. For the construction workers, there were only two reportable incidents and no lost-time accidents on a project where work was ongoing nearly 24/7 during the peak of construction. The recordable incident rate was below 1.7, which is only 30% of the national average of 5.4.

Schedule: The work was completed ahead of schedule and the runway opened right on time. As far as we know, this is the first time a concrete runway of this size has been reconstructed in a 6-month period.

Budget: The \$85,000,000 project was completed \$10,000,000 under budget. This is due in large part to the thorough upfront planning for risks by the team, resulting in a remarkably low change order rate of only 1%.

Phasing and Coordination: This was one of the most complicated projects the Port has undertaken. The airfield was in operation the whole time the runway was under construction. Every day, 900 to 1000 aircraft crossed the construction site for take-off and landing. The work was planned and executed in a manner that maintained unrestricted use of the other two runways and in a way that avoided causing flight delays.

Design: The Engineering Design Group prepared the design with in-house staff and a small amount of assistance from a consultant electrical designer. The exceptional efficiency of the Port design team is reflected in the total design cost that was only 2.5% of the construction cost. Typically design costs range from 10% to 15% of the construction cost. The Port design was obviously very cost effective.

Project Oversight: The project was lead by an in-house project management team. The construction management and construction safety members consisted of in-house staff and consultants who contributed the essential airfield experience need for daily coordination and problem solving. The “can do” spirit of the team was evident in the intensive work during the design and construction. The work involved very long days and many weekends, especially during the summer construction season.

Environmental: The Team planned and executed the project in a way that protected the environment. The environmental factors included stormwater management, dust management, vehicle emissions and noise. The project also set a high standard for recycling and reuse of materials. Concrete from the old runway was crushed and reused as subgrade, providing 60,000 cubic yards. Asphalt was ground up and 100,000 cubic yards hauled off site for recycling. Miscellaneous metals were also recycled, providing 500,000 pounds of recovered materials. And finally, fly ash, a recycled waste material, was used in the concrete mix.

Work Force and Apprenticeship: More than 171,000 labor-hours were used to rebuild the runway. About 420 people from the construction trades had family-wage jobs on this project. Forty-six apprentices worked 20,000 hours. These figures do not count all the people who worked off site or provided materials for the construction. In addition, this was the first project that had apprentices through the Helmets to Hardhats Programs. The project was a major boost to the local economy when it was sorely needed.

Sales Tax: Last but not least, the project provided \$4.6 million of sale tax revenue to the state and local communities.

In every dimension this was a successful project. It created an asset that will serve the region for generations to come - a truly noteworthy accomplishment. All of this was due to the high caliber men and women of the Port of Seattle and our contractor and consultant counterparts. Through your work and dedication you have performed a significant public service.

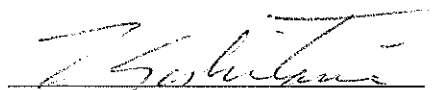
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The groups who made this all possible were:

Airport Operations - Program Development, Airfield Team and Airport Duty Managers
Engineering - Design, Construction Management, Survey, Administrative Services and
Construction Safety Groups
Aviation Environmental Programs
Aviation Maintenance
Aviations Facilities & Infrastructure
Public Affairs - Airport
Central Procurement Office, Contract Administration
Aviation Project Management Group
Labor Relations
The construction prime contractor, ICON Materials, and the 16 subcontractors
The construction workers, including journeyman and apprentices from 11 trade union locals
Consultant support staff - Applied Professional Services, AAR Testing, CH2M-Hill,
Hargis Engineers Inc., Kwame Building Group Inc., Mayes Testing, SafeWork,
Shen Consulting
Federal Aviation Administration

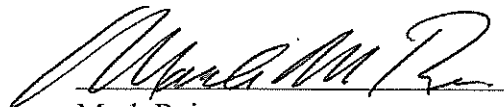
We want to say 'Thank You' for your participation and contribution. You should feel genuinely proud of what you have done.

Sincerely,



Tay Yoshitani
Chief Executive Officer

Sincerely,



Mark Reis
Managing Director Aviation